Employee Experiences with Digital HRM Technologies: A Critical Scoping Review

Hennayake Mudiyanselage Nadeeka Shayamali Hennayake

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Department of Management, School of Business
Faculty of Business, Economics and Law

Abstract

In the last decade, the Human Resource (HR) function has transformed its operations through the introduction of digital technologies. The drivers for this change are – increased efficiency and improved experience throughout the employee life cycle. This includes identifying suitable candidates, onboarding, training, retention, performance and promotion of an employee. Digital HRM further evolved with an emergence Artificial Intelligence (AI) and IoT (Internet of Things), with the promise to deliver better outcomes such as cost savings and process automation to the organization. However, the success of digital HRM technology largely depends on employee perception, adoption, and optimal use.

From the existing literature, this study aims to find if employee perceptions and experiences were studied in-depth or the literature was just focused on finding the organizational positive outcomes by answering four research questions (RQs), that include employee perceptions and experiences with digital HRM technologies as a RQ1, the elements that influence employee acceptance or resistance of digital HRM as a RQ2, the impact of digital HRM on employee productivity, engagement and job satisfaction as a RQ3, finally, the positive and negative impacts of digital HRM with organizations and employees as a RQ4.

A scoping review using systematic search and selection methods identified 25 peer reviewed articles between 2014 till 2024 that asked about how employees experienced HRM Technology. The studies indicated digital HRM technologies have brought organizational efficiency, cost savings, increased employee engagement, and productivity. However, there were only a handful of studies that provided an in-depth focus on employee perceptions and experiences.

The critical contribution from this scoping review highlights the need for in-depth research examining the feelings of employees, especially the adverse effects that include data privacy, psychological impacts, gender bias, job insecurity, trust issues with technology, surveillance, social isolation, discomfort, and performance pressure. This study calls for a balanced investigation of digital HRM's positive and negative impacts on employers and employees.

Keywords: Human Resource Management (HRM), Digital HRM, Artificial Intelligence (AI), Internet of Things (IoT), Perceptions, Experiences, Productivity, Engagement, Privacy, Psychological Impacts, Surveillance, and Dehumanization.

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Attestation of Authorship

I hereby state that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other similar institution. I further acknowledge that I have leveraged an AI tool (Grammarly) to paraphrase, and for grammar check when required in accordance with Postgraduate Handbook page 102.

Signature:

Date: January 31, 2025

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Finally, an appreciation to my family, I could not have embarked on this intellectual academic journey or walked to the finish line without your support and confidence in me. You have inspired me from far away, you have always stood by me virtually during my highs and lows, making me feel that I was never alone.

Chapter One: Introduction

In the last decade, information technology has profoundly impacted the human resource (HR) function within organizations, driven by the rise of digital transformation to streamline processes and deliver efficiency across the enterprise (Al-Hyari, 2023). Over the years, Digital Human Resources Management (HRM) has taken centre stage in shaping employee experiences, comprising processes such as attracting talent, onboarding, motivating, and retaining employees by fostering emotional bonds with the organization (Stone et al., 2015; Strohmeier, 2020).

Procuring, implementing and maintaining a digital HRM systems is tedious and expensive. Hence, pressure on the management is mounting to demonstrate the return on investment (ROI) from digital HRM technologies in automating HR functions (John & Björkman, 2015). However, achieving efficiency and productivity depends on fostering optimal utilization and employee engagement with these technologies (Panos & Bellou, 2016). Therefore, management is laser focused on productivity and cost savings for the organization, without considering employee perceptions and experiences.

This chapter provides an overview of the research topic of this critical review, employee experiences with digital HRM technologies. It examines prior studies related to this subject and underscores the need for a systematic review of the literature. Additionally, the chapter outlines the rationale and scope of the study, introduces the research questions, and concludes with an overview of the dissertation structure.

Rationale for Research

The rationale for this research is to comprehensively study positive and negative experiences of employee with digital HRM technology, especially the adverse impacts on employees like data privacy, psychological impacts, gender bias, job insecurity, trust issues with technology, surveillance, social isolation, discomfort, and performance pressure.

Further research on employee experiences with Digital HRM technologies is vital to understanding how these systems influence empathy, connection, and emotional well-being at work, critical yet underexplored dimensions. As Clark et al. (2018) argue, based on research studies analysed from 1983 to 2018, organizational behaviour outcomes are shaped by how employees perceive and emotionally engage with workplace technologies. In addition, highlighting the importance of a comprehensive study on employee perceptions, Wang et al. (2020) established an impending need to address this gap by reviewing 105 articles from leading human resources journals.

This study calls for a balanced investigation of both sides that is business and the employees, amidst rapid technological transformations. To address this phenomenon, it is essential to answer the fundamental research questions (RQs).

RQ1: How do employees perceive and experience the digital HRM technologies?

In this study, I aim to collect and analyse diverse employee perceptions and experiences with digital HRM technologies from studies, focusing on aspects such as the ease of digital HRM, the learning curve, and engagement. Numerous HRM scholars have questions how employees perceive digital HRM, such as, Pea-Assounga and Bindel Sibassaha (2024) who highlight that ease of use, self-service modules, and the autonomy provided by digital HRM technologies significantly influence their adoption. Similarly, studies by Al-Harazneh and Sila (2021) and John and Björkman (2015) emphasize that adequate training plays a crucial role in shaping positive employee perceptions, which, in turn, contributes to employee retention. McCune Stein and Ai Min (2019) point out that improved communication through digital HRM initiatives, such as performance appraisals and active participation, has led to increased job satisfaction and career progression. My study will pull together these findings to map the current research on how employees experience and perceive digital HRM technologies with regards to ease of use, learning curve, the engagement that include both positive and negatives.

RQ2: What elements influence employee acceptance or resistance of digital HRM technologies?

In this study I aim to identify the elements that influence employee acceptance or resistance to using digital HRM systems by assessing key factors such as organizational culture, job insecurity, and technical complexity. Studies from various countries have provided significant evidence emphasizing the importance of a conducive organizational culture, such a culture fosters employee voice, creates a sense of belonging, and ultimately enhances organizational efficiency and the longevity of employee tenure (Ellmer & Reichel, 2021; Maamari & Osta, 2021). My study will identify and pull together the elements that scholars have identified as affecting employees' responses of acceptance or resistance to the implementation digital HRM, either the employees were compelled or willfully embraced new technologies.

RQ3: How digital HRM technologies impact employee engagement, productivity, and overall job satisfaction?

I aim to explore the scholarly evidence of how digital HRM technology contributes to improving employee productivity, engagement, and job satisfaction. Further to this I will investigate whether research indicates any adverse implications of these technologies may lead to employee turnover. A study by Al-Alawi et al. (2023), which examined the Covid-19 phase and its environment, highlighted that digital HRM played a pivotal role in hiring, onboarding, and communication during remote

working, ultimately enhancing overall productivity. Similarly, Shahreki et al. (2019) identified that the self-service and autonomy provided by such systems have significantly boosted job satisfaction and increased employee commitment.

RQ4: What are the positive and negative aspects of applying digital HRM technologies?

In this research, I focus on both the positive and negative aspects of implementing digital HRM technologies. It is essential to assess not only the benefits, such as organizational efficiency and cost savings, but also the potential adverse effects on employees, including psychological impacts and stress. For example, Panos and Bellou (2016) highlighted that operational efficiency has significantly improved through the automation and streamlining of HR functions. Conversely, Pea-Assounga and Bindel Sibassaha (2024) presented contrasting arguments, emphasizing emotional breakdowns, anxiety, and the occasional need for counseling as challenges associated with these technologies. I will pull together the scholarly research findings from this literature to demonstrate what is currently understood as the positive and negative aspects of digital HRM.

Literature Review

To gain comprehensive insights, I employed a critical literature review using the positivist synthesis approach (Paré, 2015), combined with elements of a systematic review. Given its interdisciplinary scope, the study examines the impact of Digital HRM tools employees working across domains such as HR, finance, accounting, information technology, management and strategy (Grego, 2024). A systematic literature review (SLR) methodology (Denyer & Tranfield, 2009) guided the analysis of four research questions. In addition, this method facilitated a structured, transparent process of identifying, evaluating, and synthesizing relevant studies, minimizing bias. Alternative methods, such as traditional narrative reviews and quantitative meta-analysis, were unsuitable for my study due to its lack of large-scale data or statistical analysis. I wanted to achieve a reasonably comprehensive search to be able to make statements about gaps in the research and to critique the perspectives that dominate this literature therefore a scoping SLR was the most relevant approach.

The year 2014 marked a significant turning point, with several empirical studies beginning to analyse digital HRM technology from the perspectives and experiences of employees (Strohmeier & Kabst, 2014). The impact of this initial research was substantial, as Strohmeier continued his exploration over the following decade. The recent publication by Theres and Strohmeier (2023b), further evaluates the progress in terms of individual and organizational performance associated with digital HRM systems. Similarly, Alshibly (2014) conducted studies to analyse the impact of e-HRM systems on service quality and employee satisfaction around the same time.

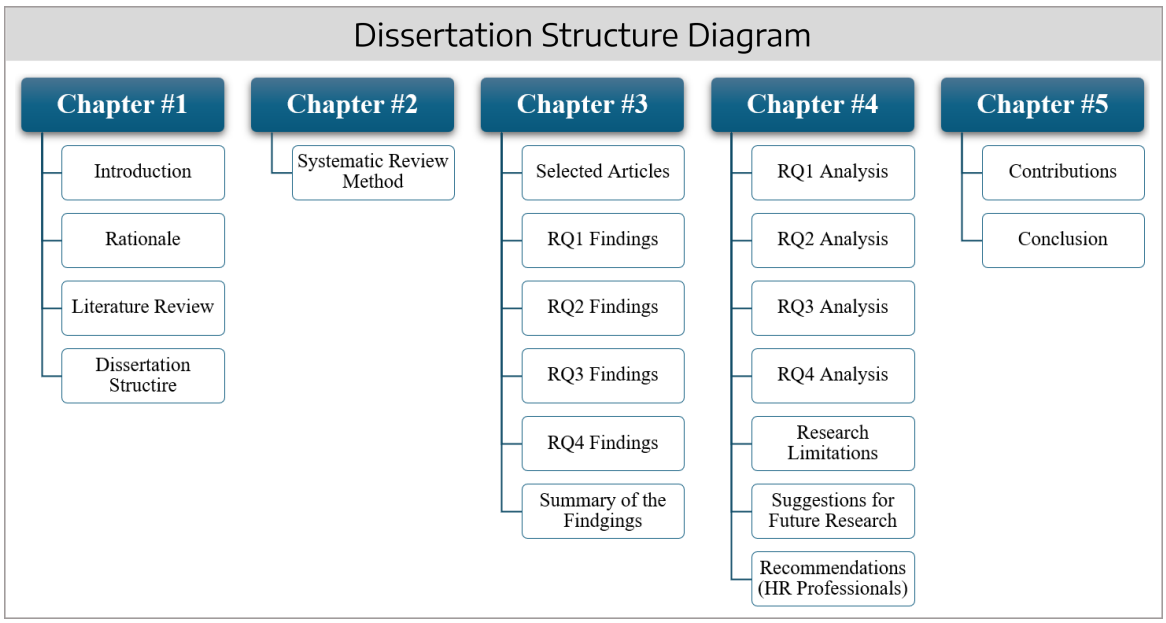
In their seminal work on the effects of digital HRM on employees Strohmeier and Kabst (2014) identified that the configurations e-HRM has increased the efficiency of HR employees from recruitment, onboarding, compensation and performance management, in addition employees have more autonomy through the self-services systems. Further to this a recent meta-analysis also found that the employees have effective collaboration with increase communication and had systems that fairly assessed the employee performance and promotions (Theres & Strohmeier, 2023b). Together this research indicates that digital HRM technology aimed at achieving efficiencies across HR processes and employees that in effect making the organizations competitive and save costs.

Wang et al. (2020) in their review of worker perceptions of HRM practices, emphasized the need for a deeper understanding of the complex nature of employee perspectives on HRM practices. In alignment with this, Van Beurden et al. (2020) in their review of employees' responses to HRM procedures, highlighted the significance of integrating employee perceptions when implementing digital HRM technologies. Their findings demonstrate the profound impact of employees' perceptions on business outcomes, such as job satisfaction, commitment, and performance—areas often less explored. Similarly, Malik et al. (2023) underscored the importance of ethical considerations and stakeholder involvement in implementing AI-driven HRM procedures effectively. This growing body of research emphasizes the ongoing shift towards understanding the critical role of employee experiences in shaping the success of digital HRM systems.

Dissertation Structure

Dissertation structure outlines the chapters and key topics within, from the introduction to the conclusion. The diagram below illustrates the outline of the dissertation structure.

Figure 1: Dissertation Structure Diagram



Chapter One consists of three subsections. The first is the introduction, which establishes the foundation for addressing the study on employee experiences with digital HRM technologies and presents four key research questions arising from this dissertation. The second subsection is the rationale, which highlights the importance of the study undertaken. The final subsection is the literature review, which examines the literature from its historical background to the present, organized chronologically over the past decade.

Chapter Two is a manuscript that covers three sections detailing the methods applied in this study. The first section focuses on the systematic review, explaining the rationale for adopting this approach. The second discusses methods selected Denyer and Tranfield (2009) which outlines five steps—from formulating questions to reporting findings with analysis.

Chapter Three presents the summary of finally selected 25 articles, the findings with key insights collected from these peer reviewed research papers and synthesizing themes for each research question (RQ) in a logical manner. Finally, pulling the key findings together into a summary.

Chapter Four is the discussion, providing a critical appraisal and interpretation of the research for each of the four RQs. The research limitations, suggestions for future research, and recommendations for HR professionals.

Chapter Five is the final chapter of the dissertation, presenting my contributions of this research, followed by the conclusion.

Chapter Two: Method

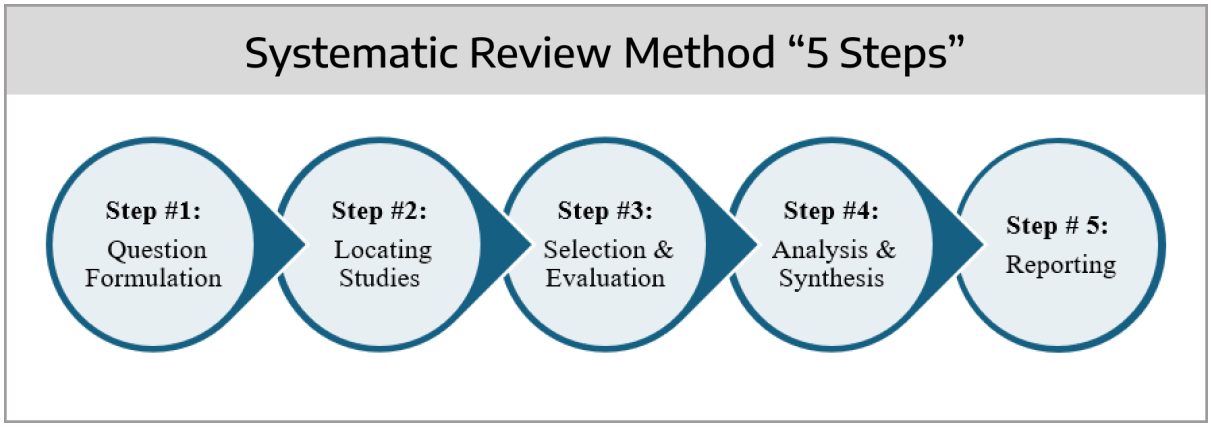
I chose the systematic literature review (SLR) method for my study, because it provides a structured framework relevant to my research objectives. This method enables a systematic process for identifying, evaluating, and analysing relevant articles, applying inclusion and exclusion criteria, and logically connecting findings that are both current and up to date. Additionally, it facilitates the identification of research gaps and the formulation of recommendations for further studies. The SLR approach allowed me to minimize bias and ethical concerns while maintaining rigor, ensuring the presentation of reliable findings, valuable insights, and meaningful conclusions.

After evaluating methodologies proposed by various authors, including Dixon-Woods et al. (2007), which emphasizes nuanced evaluation of qualitative studies, I chose to follow the methodology by Denyer and Tranfield (2009). Their approach synthesizes mixed-methods and management research comprehensively, aligning well with the goals of my study.

Systematic Review Method

The seminal work by Denyer and Tranfield (2009) serves as a guiding framework for my study, outlining five essential steps represented in the flow diagram below: (1) question formulation; (2) locating studies; (3) study selection and evaluation; (4) analysis and synthesis; and (5) reporting and using the results.

Figure 2: Systematic Review in 5 Steps



Note: This diagram is based on the five steps in Denyer and Tranfield (2009)

Step 1 – Question Formulation

Building from the research questions I formulated search question, leveraged the CIMO framework—an acronym for Context, Intervention, Mechanism, and Outcome—recommended by Denyer and Tranfield (2009). This framework effectively guided the creation of search strings and keywords. Table 1 outlines the CIMO framework:

Context: Refers to employees and job seekers. Keywords such as 'worker,' 'applicant,' and 'staff' emphasize the primary subjects of focus.

Intervention: Focuses on technology, including keywords like Artificial Intelligence (AI), Human Resource Information Systems (HRIS), and HRM.

Mechanisms: Explores aspects of employee experience, including attitudes, emotions, acceptance, or resistance to digital HRM technologies.

Outcomes: Emphasizes the results, such as performance, efficiency, job satisfaction, and turnover.

Table 1: CIMO Framework Table

Elements	Definition	Scenario	Keywords
Context	Which individuals, groups, or relationships are you focusing on?	Employees and job seekers	Worker, employees, applicant, job seeker, candidate, person*, workforce, job holder, staff.
Intervention	What is the intervention or indicator of interest?	Digital HRM	Artificial Intelligence (AI), Human Resource Information Systems (HRIS), human capital management (HCM), human resource management system (HRMS) / E-HRM, applicant tracking systems (ATS), digital artificial intelligence (AI).
Mechanism	What are the mechanisms that explain the relationship between interventions and outcomes?	Employees experience	Experience, attitude, intention, emotions, affects, satis*, acceptance *, resistance.
Outcomes	What is the outcome of interest?	Employee and Organisational outcome	Turnover, performance, behaviour, organizational citizenship behaviour (OCB), job satisfaction, engagement.

Note: * indicates a wildcard truncation

Step 2 – Locating Studies

I used the Scopus database to search for relevant articles for this scoping review. The comprehensive, interdisciplinary research database Scopus provides users access to an extensive database of scholarly publications and peer-reviewed journals. Its broad reach ensured I could access peer-reviewed academic papers relevant to the research question across a range of disciplines. In addition, comprehensive citation details are available in Scopus, making it feasible search for related articles through citations and references.

I initiated the procedure to develop the search string. I began with the topic's key terms and phrases. I used various terms, including "digital HRM," "employee experience," "technology in HR," and "digitalization of the workplace." These keywords were successfully combined using boolean operators. Terms like "employee experience" AND "digital HRM" OR "HR technology" were selected to address all critical elements of the topic.

The initial search yielded over 200,000 articles matching key terms such as AI tools, articles related to educational institutes (students), digital HRM systems, performance management systems, and traditional HRM. To refine the search accuracy, I included the key terms "Human Resource Information System," "HR Tech*," "Cloud* HR*," and "HR* chatbot" and then screened the peer-reviewed articles for relevance to the research topic. Adding or modifying keywords and filters improved the search string's precision. After generating the keyword phrase's generation, I verified it by conducting initial searches in Scopus to evaluate the significance of the findings. The trial process refined the search term based on the quality and topic of the delivered articles. The articles publication period spanning from 2014 to 2024 ensuring I have captured up to date trends chronologically and technological transformation changes to the HRM field. The search is confined only to the articles published in English and peer-reviewed journals. Table 2 illustrates the incremental process of optimizing the final search string to identify a thorough and appropriate body of literature.

Table 2: List of Search Terms Used in the Scopus Search

Terms	Scenario	Search Keywords
Context	Employees and job seekers	Employee* OR worker* OR "job seeker" OR candidate* OR applicant* OR workforce* OR personnel
Intervention	Digital HRM	"HR* Digitization" OR "digital HR*" OR "e-HR*" OR "HRIS" OR "Human Resource Information System" OR "digital human resource management" OR "HRMS" OR "Human Resource Management System" OR "Applicant tracking system" OR "digital* interview" OR "digital recruitment" OR "digital onboarding" OR "Talent management system" OR "performance management system" OR "online HR*" OR "digital employee management" OR "HR Tech*" OR "Cloud* HR*" OR "HR* chatbot"
Mechanism	Employees experience	Experience* OR attitude* OR intent* OR emotion* OR affect* OR accept* OR resistance OR behav* OR cognition OR belief

Outcomes	Employee and Organisational outcome	Turnover* OR "job sat*" OR performance* OR retention* OR ocb* OR engagement OR productive* OR goal OR achieve* OR benefit* OR outcomes OR consequence* OR favor* OR advantage OR disadvantage

Note: * indicates a wildcard truncation

The search results from Scopus were downloaded into a citation management software called Endnote. EndNote is an effective tool that enables the efficient organization, storage, and management of references. It is also an effective tool for removing duplicate files and managing the downloading of full articles.

Step 3 – Study Selection and Evaluation

This section outlines the article selection and evaluation criteria, ensuing the articles met qualifying criteria of inclusion, duplication removal, and ADBC (Australian Business Deans Council) quality standards.

Inclusion and Exclusion Criteria

Inclusion and exclusion criteria are based on the following set of requirements as outline in the table 3 to select articles from Scopus database. This criterion was used throughout the screening and selection process to ensure articles related to the research questions were identified. A final quality check was run to ensure the article selected were from ranked scholarly journals. The ABDC ranking standards were used as the final exclusion check from articles in non-ranked journals.

Table 3: Inclusion and Exclusion Criteria for Article Selection

Source	Inclusion Criteria	Exclusion Criteria
Scopus Database	✓ Publication from year 2014 ✓ Language is English ✓ Peer Reviewed Journals ✓ Related to Employees ✓ Digital HRM Technologies	Publications prior to 2014 Non-English Books and Gray literature (Gray literature holds significance in systematic reviews; however, it is typically not peer-reviewed and lacks rigorous pre-publication evaluation) (Paez, 2017) Non-peer reviewed Papers that focus on students, sales, and marketing
End Note	✓ Unique Articles	Duplicate Articles
ABDC Standards	✓ Articles ranked in ABDC database	Not ranked in ABDC database

Duplication Removal

Only the articles that met the initial evaluation criteria against the quality and inclusion criteria set for Scopus database search are downloaded into EndNote. Following filtration criteria, I have identified 18 duplicate articles through EndNote application and eliminated them.

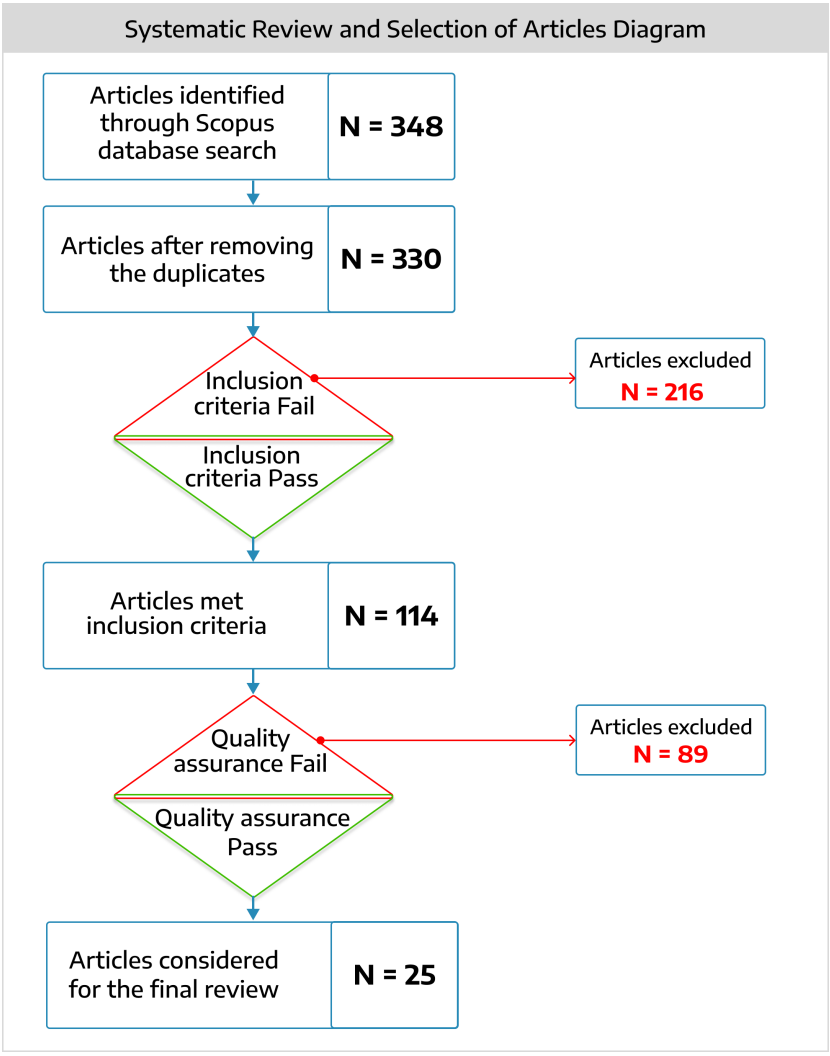
Verify against ABDC Quality Standards

To maintain high-quality standards, I focused on selecting studies published in journals ranked significantly high on the 'ABDC list' (Australian Business Deans Council).

Stage 4 – Screening

The selection process, starting from the 348 articles initially identified for review to the 25 articles ultimately included in the final study. Based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) diagram (Page et al., 2021), in 5 stages of careful screening.

Figure 3: Systematic Review and Selection of Articles Diagram



Stage 1 – 348 articles identified for review through Scopus database

Stage 2 – 330 articles for consideration after removing 18 duplicates

Stage 3 – 114 articles met inclusion criteria while 216 articles were excluded

Stage 4 – 86 articles further excluded that failed to qualify the ABDC journal rankings

Stage 5 – 25 articles have been finally considered for this study

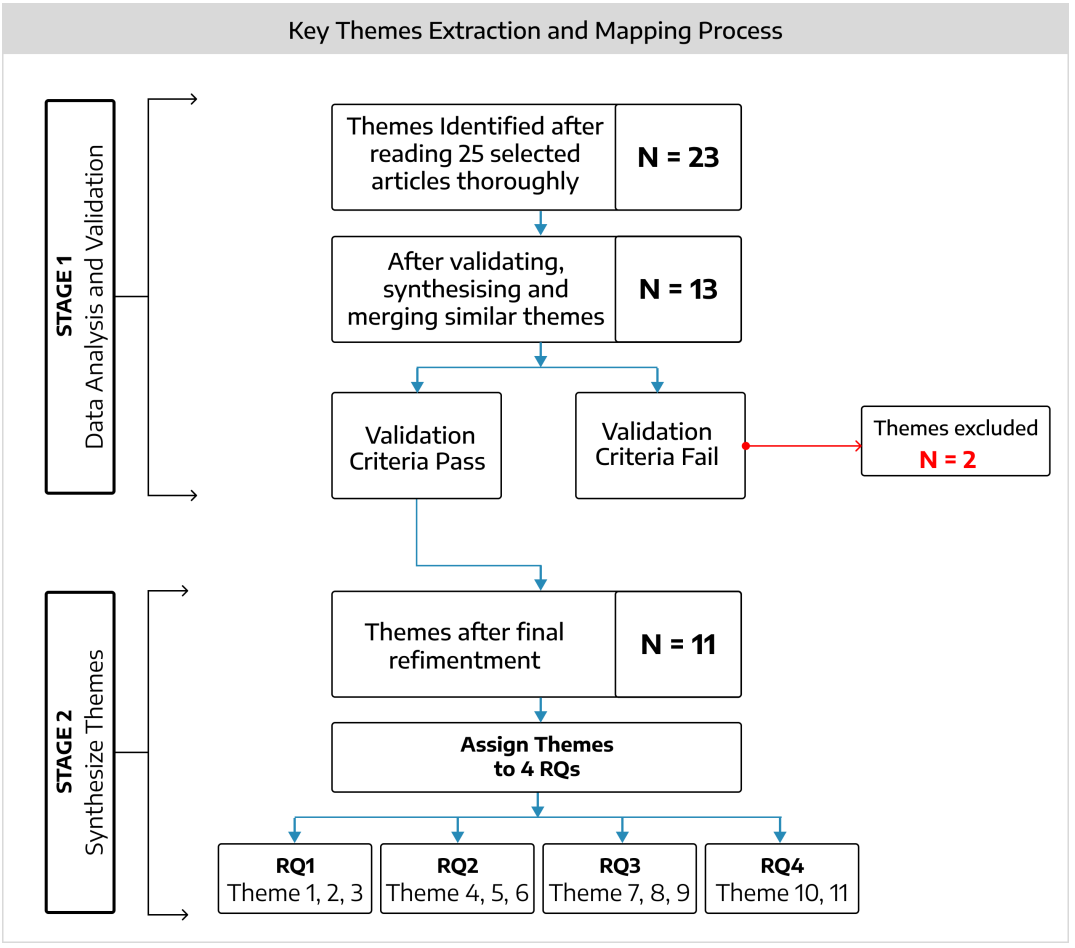
Final Selection of Articles to include in the Scoping Review

The final article selection process is illustrated through Figure 3, the rigours selection criteria and quality standards that ultimately lead to the selection of 25 high standard articles.

Step 4 – Analysis and Synthesis

Theme extraction. Each of the final 25 articles were read in full. I then extracted critical information and organised it by the key themes and finding from each paper. Following an iterative process as each theme was extracted, I compared I to the others to identify if it was unique. New themes were identified when they were did not fit in earlier category. From this process 11 themes in total were identified. To further synthesis these, I then related each of these to the research questions. In Figure 4, I have illustrated how the key themes were identified in the 25-paper that fit with the four research questions.

Figure 4: Key Themes Extraction Process Diagram



Step 5 – Reporting and using the results

I have leveraged step five, reporting, to discuss my key findings from the four RQs, investigating if there have really been significant literary contributions that focused capturing the essence of positive and negative experiences of employee with digital HRM. Positive experience such as improved efficiency, motivation, privacy, sense of belonging, user-friendliness, improved collaboration, autonomy, job satisfaction, or negative experiences including job insecurity, privacy invasion, work pressure, and psychological stress.

Furthermore, in this section, I have analyzed and reported the gaps in literature, and appraised critical contributions and recommendations. This calls for a comprehensive study that not just focusses on the organizational and management benefits but also to assess the positive and negative experiences of employees to balance the outcomes of digital HRM implementation.

Chapter Three: Findings

Summary of Selected Articles

The result of the search and selection process was 25 articles. Below is summarised key information about the types of articles identified in this process. First, the theoretical perspectives adopted, second the methodologies applied within the articles, third the sector and industry, fourth table introduces with an overview of each article with the digital HRM technology studied and finally overview of themes, followed by the finding for each RQs.

Theoretical Perspectives

Form the selected 25 articles, 10 articles (n = 10) adopted more than one theory, and 11 articles (n = 11) used a single theory to explain employees' experiences and responses to implementing digital HRM processes in the workplace. However, 11 articles (n = 11) did not specify any theories used in their research.

Table 4: Theories Applied within the Articles

Theories	Frequency
Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003)	5
Social Exchange Theory (Blau, 1964)	3
Resource-Based View (RBV) (Barney, 1991)	2
Fit Theory (Caplan, 1987)	1
Leader-member Exchange Theory (Gerstner & Day, 1997)	1
Organizational Theory (Crowther & Green, 2004)	1
Bronfenbrenner's Ecological Systems Theory (Bronfenbrenner, 1979)	1
Attribution Theory (Heider, 1958)	1
Fairness Theory (Folger & Cropanzano, 2001)	1
Adaptive Structuration Theory (AST) (Rains & Bonito, 2017)	1
Social Cognitive Theory (SCT) (Bandura, 1989)	1
Gender Theory (Butler & Trouble, 1990)	1
Meta-analysis and Structural Equation Modelling (MASEM) (Steinmetz & Block, 2022)	1

The Research Method

The selected 25 articles used various methodologies qualitative (n=5), quantitative (n=16), and mixed methods (n=4).

Study Sector / Industry

The articles for the study have been collected from varied sectors to capture broader perspective of the employees from public (n=2) to private sectors (n=8) the specific industries were not specified in the article. In addition, three studies were conducted in the telecom sector, two were in banking, two in manufacturing, and three focused on small and medium enterprises (SMEs). The remaining two articles did not specify its sector or industry.

Study Countries / Regions

Researchers conducted the studies across various countries, with Jordan (n=5) being the most common location, followed by Europe (n=4), India (n=2), and the USA (n=2). The remaining ten studies were each from a different country: Australia Bahrain Bangladesh, China, Congo, Greece, Iraq, Malaysia, New Zealand, and Pakistan. Two articles did not specify their study location.

Overview Table of the 25 Articles

Finally selected 25 articles have been summarized in a tabular format to give a quick overview along with authors, year of publication, country, sector, methods and theories were employed by the authors, and the technology topics relating the digital HRM technologies.

Table 5: Overview of 25 Articles Finally Selected for the Study

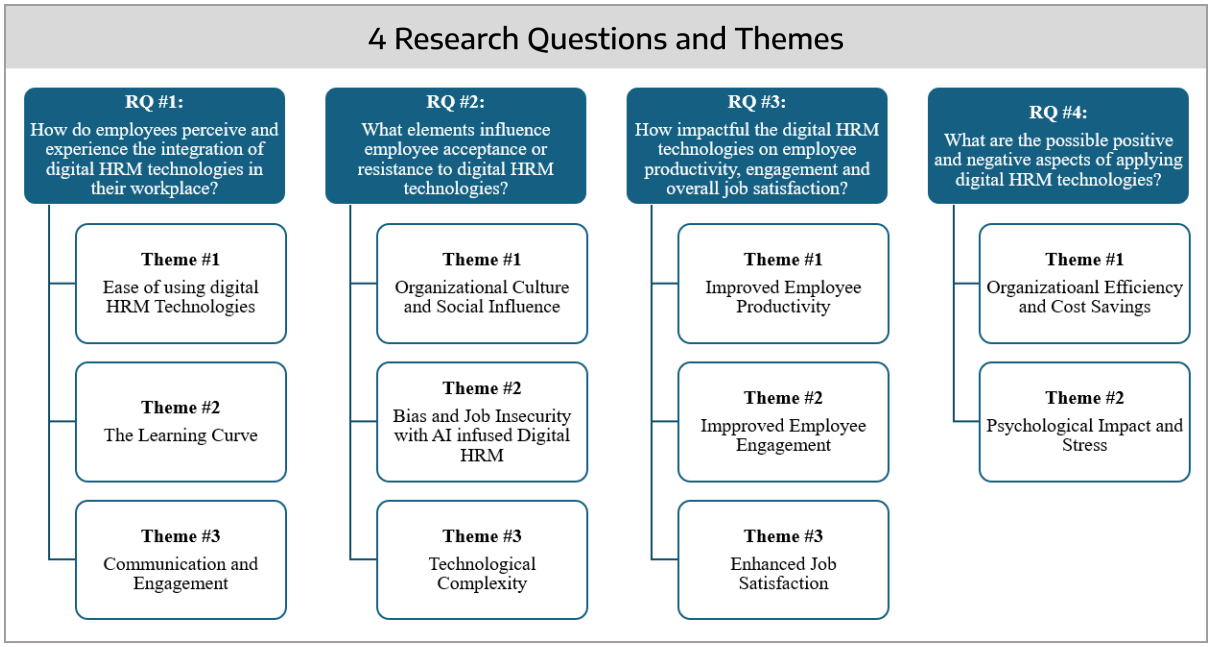
#	Author	Country/ Sector	Methods and Theory	Technology Used
1	Al-Alawi et al. (2023)	Bahrain / Private and Public	Quantitative research method	E-HRM (Human Resource Management)
2	Al-Harazneh and Sila (2021)	Jordan / Telecom	Qualitative / Leader-Member Exchange Theory, Social Exchange Theory, and Unified Theory of Acceptance and Use of Technology (UTAUT)	E-HRM
3	Al-Hyari (2023)	Jordan / Banking	Quantitative	E-HRM, e-Recruitment, e-Employment, e-Training, e-Compensation, e-Communication, and e-Evaluation.
4	Alkhwaldi et al. (2023)	Jordan / Public	Quantitative / Unified Theory of Acceptance and Use of Technology (UTAUT)	Digital HRM platforms
5	Alshibly and Alzubi (2022)	Jordan / Banking	Quantitative	E-HRM systems, communication platforms in remote e-working layouts, e-training, and e-performance appraisal.
6	Bondarouk et al. (2015)	Not specified	Adaptive Structuration Theory (AST)	E-HRM
7	Brougham and Haar (2020)	USA, Australia and New Zealand / Private	Qualtrics Survey Mixed Method	STAARA - Smart Technology, Artificial Intelligence, Automation, Robotics, and Algorithms.
8	Budhwar et al. (2022)	India / Multinational	Qualitative / Social Cognitive Theory (SCT)	AI and International HRM
9	Ellmer and Reichel (2021)	Europe / Private	Qualitative	Digitally Voice Channels in collecting employee feedback on their experiences with technologies.
10	John and Björkman (2015)	Europe / Private	Quantitative / Resource-Based View Theory and Social Exchange Theory.	E-HRM technologies
11	Lavanchy et al. (2023)	USA	Quantitative / Fairness Theory and Attribution Theory	AI and Machine Leaning technologies, using Algorithmic employment technologies involving fully automated employment decision-making technology
12	Maamari and Osta (2021)	Small and Medium Enterprise	Quantitative / Organizational theory	Digital HRM systems

13	Mamun (2022)	Bangladesh / Manufacturing and service	Quantitative / Unified Theory of Acceptance and Use of Technology (UTAUT)	Human Resource Information Systems (HRIS)
14	McCune Stein and Ai Min (2019)	China / Public and Private	Quantitative / Social Exchange Theory	Digital HRM systems
15	Mohamed et al. (2023)	Iraq / small and medium enterprises	Quantitative / Resource-Based View (RBV)	Human Resource Information Systems (HRIS).
16	Obeidat (2016)	Jordan / Telecom	Quantitative / Unified Theory of Acceptance and Use of Technology (UTAUT)	E-HRM systems
17	Panos and Bellou (2016)	Greece	Quantitative / Role theory and Technology Acceptance Models	E-HRM
18	Pea-Assounga and Bindel Sibassaha (2024)	Congo / Telecom	Mixed method	E-HRM
19	Persson and Wallo (2024)	Europe / Private	Qualitative / Gender Theory	E-HRM and Digital automation
20	Shahreki et al. (2019)	Malaysia / Private	Quantitative	E-recruitment platform and HRIS applications
21	(Strohmeier, 2018)	Europe	Quantitative	Internet of Things (IoT), Sensors, Wearable devices, Intelligent office systems, and data analysis tools for monitoring and driving efficiencies in the real-time decisions made within the organization.
22	Theres and Strohmeier (2023a)	Europe / Private	Meta-analysis and structural equation modelling (MASEM) / Unified theory of acceptance and use of technology (UTAUT)	Digital HRM
23	Theres and Strohmeier (2023b)	Europe / Private	Qualitative	Digital HRM
24	Yadav et al. (2024)	India / Manufacturing and Service.	Quantitative	E-HRM systems
25	Waheed et al. (2020)	Pakistan / SME – Manufacturing	Quantitative	Electronic Human Resource Management (e-HRM)

Overview of Themes from 25 Articles

In this section, I present the themes identified from my analysis of the 25 selected articles. The findings are categorized into 11 themes, which are aligned with the four RQs as illustrated in Figure 5. Each theme is classified as corresponding with its respective RQ. The details for each RQ are outlined in the following sections.

Figure 5: Research Questions and Themes Flowchart



Findings for RQ1: How do employees perceive and experience the integration of digital HRM technologies in their workplace?

Addressing employee perceptions and experiences with digital HRM technology, RQ1 highlights three key areas: first, the efficiency and accessibility of the technology; second, the learning curve and the impact of training on employees; and third, the role of communication in shaping employee perceptions.

Theme 1: Ease of Using Digital HRM

From the articles identified nine of the studies focused on their ease of use and effectiveness of digital HRM for employees. While seven authors found the user-friendliness of the system to be positive and aligned with employee job satisfaction (Al-Harazneh & Sila, 2021; Alkhwaldi et al., 2023; Mamun, 2022; Panos & Bellou, 2016; Pea-Assounga & Bindel Sibassaha, 2024; Shahreki et al., 2019). However, two of the studies presented a contrasting view, stating employees had negative perceptions with regards to adoption at its early stages (John & Björkman, 2015; Maamari & Osta, 2021).

The study conducted by Al-Harazneh and Sila (2021) in Jordan within the telecommunication sector, underscores strong positive perceptions of e-HRM systems among users, highlighting their ability to enhance

organizational performance, efficiency, and service quality. Key components like e-selection, e-recruitment, and e-training drive improvements in operational metrics such as time efficiency, cost-effectiveness, and flexibility, reinforcing favourable user experiences. The alignment of e-HRM systems with HRM objectives ensures effective service delivery, positively influencing employees, line managers, and HR professionals. Influential factors such as top management support, managerial behaviour, and the role of HR professionals significantly shape users' behavioural intentions to adopt and use the system. Validated frameworks like the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003) and Social Exchange Theory (Blau, 1964) were used by the authors to suggest that perceived support and social influence promote adoption, boosting user satisfaction. Furthermore, the finding from Al-Harazneh and Sila (2021) suggest that functionalities like employee self-service and managerial self-service streamline HR tasks, enhancing accessibility and usability for employees and managers alike. The digitalization of HR processes shifts the focus from low-value tasks to strategic, high-value activities, improving productivity and aligning HR practices with broader business goals. The system's usage directly correlates with its effectiveness at both policy and practice levels, offering transformational and strategic benefits. Overall, e-HRM systems are recognized as effective, user-friendly solutions that improve HRM processes, enhance perceptions of HR practices, and support organizational competitiveness. The employees acknowledge that they were able to experience the HR departments services directly, including employees accessing and updating their personal information.

Pea-Assounga and Bindel Sibassaha (2024), in their study conducted in Congo present finding that digital HR practices play a crucial role in boosting employee engagement, motivation, and satisfaction by delivering real-time feedback, tailored learning opportunities, and streamlined access to information. These tools empower employees through self-service portals, social collaboration features, and virtual training platforms, providing them with greater autonomy, flexibility, and resources. Employees who find these systems intuitive and easy to use are more likely to develop positive attitudes, increasing their acceptance and satisfaction (Pea-Assounga & Bindel Sibassaha, 2024). Advancements in HR technology, including HRIS platforms, recruitment software, and automation tools, enhance the efficiency and productivity of HR processes, leading to a better overall employee experience. Features like digital training modules and automated document management systems simplify compliance and accessibility, adding to the perceived benefits of the system. When implemented effectively, these technologies minimize the stress and anxiety commonly associated with change, fostering a supportive and positive workplace environment for employees (Pea-Assounga & Bindel Sibassaha, 2024).

Another study from the Pakistan's public sector conducted by Alkhwaldi et al. (2023) presents that the employees hold positive views of Human Resource Information Systems (HRIS) due to their advanced technological features, including user-friendliness, openness, and accessible design, which significantly enhance their job performance and satisfaction. By streamlining routine HR tasks, HRIS improves operational efficiency and productivity, allowing HR professionals to concentrate on more strategic activities. Its robust functionality supports essential HR processes like recruitment, training, performance

evaluation, payroll, and employee retention, providing employees with tools to effectively manage their career development. These advantages make HRIS an indispensable tool for organizations across the public and private sectors, creating a more efficient and supportive HR framework. Alkhwaldi et al. (2023) emphasise that the successful adoption of HRIS by employees often depends on the alignment between technology capabilities and task requirements, as highlighted by the Task-Technology Fit (TTF) model (Goodhue & Thompson, 1995). Systems perceived as compatible with job tasks and offering clear benefits lead to enhanced employee performance and satisfaction. Additionally, positive perceptions regarding the ease of use and practical value of HRIS further strengthen user engagement and trust. By meeting employees' expectations and aligning with their work needs, HRIS seamlessly integrates into daily workflows, delivering a consistently positive experience for its users.

Similar study conducted by Mamun (2022) in Bangladesh finds that employees view technological systems like HRIS positively due to their user-friendly features, clear advantages, and alignment with job roles. Studies show that perceived ease of use plays a critical role in users' willingness to adopt technologies, as demonstrated in enterprise resource planning adoption. Systems that are easy to navigate and minimize complexity are more likely to be embraced, as seen in various research, including in education and distance learning. Furthermore, that study also indicates that effort expectancy is also a key factor in adoption, with systems that reduce effort and simplify tasks driving higher user satisfaction and acceptance. The perceived benefits and practical advantages of these technologies further motivate employees to adopt and effectively use HRIS (Mamun, 2022). These systems help meet users' expectations and improve person-job fit by aligning with individual roles and responsibilities. By addressing user needs and simplifying complex tasks, HRIS enhances employee satisfaction and fulfilment. This positive perception is crucial for ensuring smooth technology adoption, boosting engagement, and supporting long-term success in organizational processes.

The study by Panos and Bellou (2016), conducted in Greece, analysed primary research with 80 responses and found that employees' positive views of the e-HRM system are shaped by how well the system aligns with transformational goals and their ability to integrate it into their work routines. Preparing the workforce through training, pilot testing, and adjustments before adopting the system is essential for fostering a favourable perspective. When employees feel equipped to use the system and find it user-friendly, they are more likely to have a positive assessment of it. The system's perceived ease of use and the willingness of employees to adopt it are key factors in shaping these positive perceptions. Moreover, their study found the acceptance of the e-HRM system by employees is crucial for achieving desired outcomes (Panos & Bellou, 2016). When employees are both able and willing to adopt the system, they are more likely to believe that the system's objectives will lead to successful results. This confidence in the system reinforces its effectiveness and encourages employees to view it as a valuable tool for achieving organizational goals. The relationship between user acceptance and the clarity of e-HRM goals is pivotal in driving positive outcomes, making it important to ensure employees are confident in their ability to use the system effectively (Panos & Bellou, 2016).

The findings from Shahreki et al. (2019) highlight that employees' positive perceptions of an HRIS are largely driven by their belief that the system can enhance their job performance. When employees find the system user-friendly, they are more likely to view it as valuable for their tasks, contributing to a favourable attitude toward the system. These positive perceptions play a significant role in influencing job satisfaction and reducing turnover intentions. However, the study also notes that employees from diverse cultural backgrounds may have different views on the system's effectiveness, indicating that their understanding of its usefulness and ease of use can vary based on their cultural context (Shahreki et al., 2019).

Only two of the articles provided findings that were contrary to this positive perspective of employees benefiting from ease of use. The findings from Maamari and Osta (2021) suggest that employees' perceptions of the HRIS system may not be fully developed or evident during the early stages of adaptation and training, as the impact on their behaviour may take time to become apparent. Furthermore, while fostering trust in the technology and managing job demands and resources could improve user satisfaction, this does not necessarily indicate that employees hold positive views of the system yet, rather the findings suggest that points to the potential for greater satisfaction through enhanced engagement practices (Maamari & Osta, 2021). Furthermore, findings from John and Björkman (2015) in a study conducted from Finland, Sweeden, and Norway indicate that employees do not have positive views of the system, as the use of e-HRM was significantly negatively correlated with their perceptions of the HR function's capabilities. This suggests that e-HRM may be perceived unfavourably by employees. In addition, within a multinational context, the use of HR shared services showed no significant effect on employees' perceptions, meaning it neither improved nor detracted from their views of the HR system (John & Björkman, 2015). Overall, these results suggest that the system is not seen positively by employees.

In summary, the articles focussing of ease-of-use position employees as generally having positive perceptions of digital HRM systems when they find them user-friendly and aligned with job roles, enhancing performance and satisfaction. Key features like employee self-service and managerial self-service improve task accessibility and organizational efficiency. However, some studies show mixed or negative perceptions, especially during the early stages of adoption or in multinational contexts where HR shared services have minimal impact on employee views. Cultural differences and time for system benefits to become apparent can influence overall acceptance.

Theme 2: The Learning Curve

For any software to be successfully adopted and achieve efficiency, it is essential that it is intuitive and has a minimal learning curve. The views of employees regarding the learning curve of digital HRM systems from various backgrounds, countries, and sectors are presented in six studies (Al-Harazneh & Sila, 2021; John & Björkman, 2015; Maamari & Osta, 2021; Panos & Bellou, 2016; Pea-Assounga & Bindel Sibassaha, 2024; Shahreki et al., 2019).

The study from Al-Harazneh and Sila (2021) suggest that the learning curve for employees using digital HRM is somewhat complex. This is due to the shift of HR responsibilities to line managers and employees via employee self-service and manager self-service applications, which requires them to manage tasks like training, appraisal, rewards, and compensation. While e-HRM systems simplify these functions, they also involve advanced technology and real-time personnel information, making them challenging to navigate. Furthermore, the study highlights the transition to e-HRM necessitates employees adapting to new HR practices, adding to the complexity (Al-Harazneh & Sila, 2021). The views of Pea-Assounga and Bindel Sibassaha (2024) from the study conducted suggest that the learning curve for employees using digital HRM is relatively straightforward. This is demonstrated by the positive effects of digital HR practices like e-learning platforms and personalized training tools, which enhance employee learning and development, leading to greater competency, improved skills and performance. The findings of Maamari and Osta (2021) from the small and medium companies operating out of Lebanon suggest that the learning curve of digital HRM for employees is challenging. This is because the impact of the HRIS on employees' behaviour may not be clear or easy to assess when the system is new, and employees are still in the process of adapting and training.

Yet another study by John and Björkman (2015) suggest that the learning curve for digital HRM is moderate to complex. Although HR managers gain confidence and ease in their roles with increased experience, it indicates that there is a learning process. The performance appraisal system, a key HRM practice, involves various participants and requires significant administrative oversight by the HR function, indicating that becoming proficient in such systems takes time and effort, particularly for those involved in their implementation. Panos and Bellou (2016) indicate that the learning curve for digital HRM is complex due to the need for close collaboration between HR and IT professionals during the system's design, implementation, and post-implementation stages to track employee reactions and acceptance. Moreover, integrating e-HRM into daily HR processes and gaining user acceptance is essential for success (Panos & Bellou, 2016). The focus on IT training, prior knowledge, and trial usage before and after the system's rollout also suggests that employees face significant challenges in learning and adapting to the e-HRM system.

Shahreki et al. (2019) highlight that the consequent impact of increasing turnover intention is amplified when workers experience higher stress levels related to learning new skills during the implementation of HRIS. This workers stress is often driven by efforts to reduce costs, improve procedures, and save time to hire qualified recruits more quickly. An HRIS focused solely on enhancing short-term performance leads to higher turnover rates compared to systems that prioritize the employee's well-being.

Together the six of the articles investigated varying perspectives on the learning curve of digital HRM systems across different studies. Al-Harazneh and Sila (2021) highlight that the learning curve is complex due to the shift in HR responsibilities to managers and employees, involving advanced technology and real-time data. Pea-Assounga and Bindel Sibassaha (2024) find it relatively straightforward, with digital HR practices improving employee learning and performance. Maamari and Osta (2021) and John and Björkman

(2015) report a moderate to challenging curve, with employees needing time to adapt. Panos and Bellou (2016) emphasize the need for collaboration and training, suggesting complexity, while Shahreki et al. (2019) discuss the impact of stress on turnover, linking complexity to employee well-being. This literature is scattered but does indicate that learning to use an e-HRM service can introduce stress for employees that needs to be considered alongside when evaluating the effectiveness of these programmes.

Theme 3: Communication and Engagement

The positive benefits to communication and engagement were the topics of seven of the identified articles on digital HRM implementation (Al-Harazneh & Sila, 2021; Al-Hyari, 2023; Alshibly & Alzubi, 2022; Maamari & Osta, 2021; McCune Stein & Ai Min, 2019; Mohamed et al., 2023; Pea-Assounga & Bindel Sibassaha, 2024). I also identified three articles that provided some contradicting views and adverse effects in cases of communication mismanagement during digital HRM implementation (Alkhwaldi et al., 2023; John & Björkman, 2015; Shahreki et al., 2019).

Al-Harazneh and Sila (2021) found that employees view communication and engagement through e-HRM in a positive light when it facilitates clear communication between HR professionals, line managers, and employees, which helps align attitudes and behaviours toward the system. The employees also believed that the use of e-HRM promotes better understanding and collaboration among stakeholders, leading to improved implementation and engagement. It is also noted that e-HRM's shift from traditional HRM to a strategic approach enhances firm performance and aligns business goals with employee engagement. However, employees' negative perceptions of HR staff and e-HRM may indicate a need for HR departments to improve their image and communication to foster trust and fairness (Al-Harazneh & Sila, 2021). The findings of Al-Hyari (2023) from Jordan's banking sector suggest that employees view communication and engagement in digital HRM positively when technology improves communication between managers and staff. Regular performance feedback and updates help enhance employees' sense of effectiveness and motivation, leading to higher engagement and a stronger commitment to the organization. Furthermore, e-communication is shown to boost performance levels, making employees feel more involved, which increases their willingness to stay with the company. It also streamlines work processes, creating a more efficient and cost-effective environment, which empowers employees to perform better and remain dedicated to their roles (Al-Hyari, 2023).

Further, Alshibly and Alzubi (2022) found that employees perceive e-HRM as enhancing communication and engagement by facilitating seamless information exchange through features such as employee self-service and remote access to HR databases. These functionalities support improved decision-making and foster better information sharing, enhancing work conditions, job satisfaction, and employees' overall experience. Furthermore, e-HRM plays a crucial role in supporting employees with lower job satisfaction by facilitating effective communication with colleagues and efficiently addressing grievances and complaints, fostering a more inclusive and supportive work environment (Alshibly & Alzubi, 2022).

The evidence from the Congo Telecom study, (Pea-Assounga & Bindel Sibassaha, 2024) suggests that employees generally view communication and engagement through digital HRM positively. Digital HR practices improve transparency and interaction between employees and HR departments by offering clear, interactive communication channels that keep employees informed about policies and legal requirements. This, in turn, enhances aware ness, compliance, and the effective implementation of compliance training. Studies from Pea-Assounga and Bindel Sibassaha (2024) show that digital communication tools foster positive employee attitudes and stronger organizational communication, although these benefits depend on factors such as organizational culture, implementation strategies, and the perceived usability of the tools.

Mohamed et al. (2023) identified that in small and medium enterprises of Iraq, HRIS play a vital role in enhancing communication, engagement, and employee satisfaction within digital HRM. Employees were found to believe, automation facilitates improved communication and responsiveness, contributing to increase their satisfaction. By optimizing HR processes, enabling accurate performance evaluations, and effectively allocating resources, HRIS drives higher productivity and operational efficiency. Employees who feel engaged and connected to their organization exhibit greater creativity and innovation. The findings of McCune Stein and Ai Min (2019) also indicated that employees view communication and engagement positively in digital HRM when organizations cultivate a supportive environment that strengthens their emotional connection to the company. Affective commitment is reinforced when employees feel valued and treated fairly, particularly through HR practices like developmental performance appraisals and participative management. These practices demonstrate the organization’s investment in employees' growth and position them as trusted collaborators rather than just workers. Transparent communication and opportunities for involvement further enhance employees' sense of competence and importance, leading to greater engagement and commitment.

Maamari and Osta (2021) findings indicate that employees view communication and engagement favourably in digital HRM, as the successful implementation of HRIS improves managerial workflows, leading to increased employee satisfaction, involvement, and engagement. By streamlining supervisory tasks, HRIS enhances communication and creates a more engaging and satisfying work environment for employees. The research by Al-Alawi et al. (2023), conducted in Bahrain, during COVID-19, found that employee engagement within the organization can be further improved to strengthen employee motivation and commitment during times of distress through an effective digital transformation process of e-HRM.

Only three articles were identified that found results that were contrary to this positive picture of employee responses to the impact of digital HRM technologies on communication and engagement. Within the public sector in Jordan, despite heavy investments in implementing information systems, the usage rates among the users remain extremely low, particularly in developing countries (Alkhwaldi et al., 2023). The use of e-HRM has been generally linked to greater efficiency, it has also been associated with a growing disconnect between employees and the HR function (John & Björkman, 2015). This detachment from HR leads managers and professionals to seek HRM capabilities outside their own unit's HR function the study found

according to John and Björkman (2015). This issue has been observed in the context of governments that use electronic systems, such as e-government services that are hosted in the cloud, and e-HRM technologies. Study also found that insufficient communication regarding the reasons for the change could convey an entirely different message to employees than intended (Shahreki et al., 2019). Employees might perceive the implementation of the HRIS as a cost-saving measure rather than a tool designed to ease their workload.

In summary, studies on employee perceptions of communication and engagement in digital HRM reveal positive outcomes when e-HRM enhances communication, transparency, and engagement. For example, e-HRM fosters better communication between HR professionals, managers, and employees, improving collaboration, performance, and job satisfaction. It also facilitates seamless information exchange, supporting decision-making and grievance handling. HRIS implementation enhances organizational efficiency and employee involvement, driving higher productivity. However, challenges exist, such as low usage rates especially in the public sector, particularly in developing countries, and communication mismanagement that can lead to misinterpretations, such as employees perceiving e-HRM as a cost-cutting measure.

Findings for RQ2: What elements influence employee acceptance or resistance to digital HRM technologies?

Addressing RQ2, which examines the elements influencing employee acceptance or resistance to digital HRM technologies, the findings are categorized into three themes: first, the role of organizational culture and peer influences in technology adoption; second, employee perceptions of bias in technological integrations such as artificial intelligence (AI) and concerns about job insecurity; and third, the complexity of using the technology.

Theme 1: Organizational Culture and Social Influence

This study gathers articles from diverse countries and sectors to provide a global perspective on the factors that influence acceptance or resistance to digital HRM technologies by the employees, while ten authors support the system (Al-Harazneh & Sila, 2021; Alshibly & Alzubi, 2022; Ellmer & Reichel, 2021; John & Björkman, 2015; Maamari & Osta, 2021; Mamun, 2022; McCune Stein & Ai Min, 2019; Pea-Assounga & Bindel Sibassaha, 2024; Shahreki et al., 2019; Waheed et al., 2020) only two studies present contrasting views (Alkhwaldi et al., 2023; Maamari & Osta, 2021).

The acceptance or resistance of employees to digital HRM technologies is greatly influenced by organizational culture and social factors. Al-Harazneh and Sila (2021) in their study found that organizational culture determines how open employees are to adopt new technologies, with cultures promoting innovation and change leading to higher acceptance. Additionally, the authors used social influence, as explained by Social Exchange Theory (SET) (Blau, 1964) and Leader-Member Exchange (LMX) Theory (Gerstner & Day, 1997), to explain the role of social influence in employee acceptance of

digital HRM. Furthermore, Al-Harazneh and Sila (2021) study indicates that the strong, supportive relationships between leaders and employees can drive acceptance of new systems. Positive interactions between leaders and staff foster trust and commitment, enhancing the likelihood of employees embracing digital HRM technologies and boosting performance. Alshibly and Alzubi (2022) found that factors like organizational culture and social influence are important in determining whether employees accept or resist digital HRM technologies. The work environment and organizational culture significantly impacted employee satisfaction and commitment in their study. While the study did not fully examine the effects of e-HRM practices on these outcomes, it suggests that variables such as organizational culture, leadership styles, and the work environment could serve as mediators. These factors can influence how employees perceive and engage with digital HRM systems, ultimately affecting their willingness to adopt or reject these technologies (Alshibly & Alzubi, 2022).

In their study of a Congo Telecom Pea-Assounga and Bindel Sibassaha (2024), found that the positive employees' attitudes are shaped by elements like perceived usefulness, ease of use, and organizational support, facilitate a smoother transition to new HR technologies. On the other hand, negative attitudes, such as resistance to change or insufficient training, can obstruct the successful implementation of digital HR practices. They claim that by addressing these attitudes, organizations can adapt their change management strategies and training efforts to foster a culture of acceptance and enthusiasm, leading to better adoption of digital HR technologies and higher employee satisfaction. Furthermore, McCune Stein and Ai Min (2019) suggest that it is the form of organizational commitment that best represents the psychological connection employees develop with the organization through a strong social exchange relationship. Mamun (2022) in his study emphasized that social pressure, a type of social influence, plays an important role in both the intention to use and the actual adoption of HRIS. Social groups, including friends, peers, and relatives, can impact an individual's choice to embrace new technologies, as their expectations and norms are crucial in shaping adoption behaviour. This indicates that social influence, along with the wider social context and organizational culture, are key factors in determining whether employees accept or resist digital HRM technologies (Mamun, 2022).

The study by John and Björkman (2015) highlights that HRM practices are understood not only through formal systems but also through the attitudes and actions of key social figures within the organization. Senior managers play a crucial role in legitimizing HRM systems, as their attitudes greatly influence how employees perceive the effectiveness of HRM practices and their link to organizational performance. This indicates that social cues, especially from leadership, shape employees' perceptions and acceptance of HR technologies (John & Björkman, 2015). The study by Ellmer and Reichel (2021) indicated that when employees observe managers acknowledging their contributions—such as supporting their ideas or promoting them to higher levels—it reinforces the value of their input and motivates them to share more. However, if digital platforms limit how employees express their thoughts for example with character restrictions, it may prevent them from communicating effectively. Additionally, when managers ignore

employees' input, it can discourage further engagement, as employees feel their contributions are futile. Emphasising the important role of social influence in employee acceptance of digital HRM.

Waheed et al. (2020) in the small and medium segment of the manufacturing sector, shows that the adoption of e-HRM largely depends on employees' attitudes towards it and the resources available. Traditional HRM practices, such as employee training, employee compensation, and their performance appraisals, also play a significant role. This indicates that organizational culture, which shapes employee attitudes, and social influence, such as support from managers or colleagues, are important in determining employees' acceptance or resistance to e-HRM technologies. Additionally, Shahreki et al. (2019) highlight that some HRIS technologies require specific skills to use, and if employees are not capable of using the technology or do not have the right attitude, HRM may not fully benefit from the systems. Furthermore, if employees find the technology easy to use, the scenario could be much better.

On the flipside study by Maamari and Osta (2021) denotes that, having digital HRM in place, these managers are staying more within their offices and comfort zones, fostering a greater divide in the corporate culture between managers and subordinates. The study by Alkhwaldi et al. (2023) notes that public and private sector organizations approach technology adoption differently due to their distinct goals and organizational cultures. Public sector organizations, with their more bureaucratic culture, usually adopt information technologies in a reactive manner, while private sector organizations tend to be more proactive. Furthermore, the study presents adoption is different from western culture in comparison to eastern culture (Alkhwaldi et al., 2023).

In summary, key factors influencing acceptance include organizational culture, social influence, and employee attitudes. Research identified shows that a culture of innovation and positive social exchange, such as supportive leadership, encourages adoption. Conversely, resistance can arise from negative attitudes, lack of training, or limited technological skills. Additionally, social pressure, HRM practices, and the work environment also play significant roles in shaping employees' perceptions and engagement with digital HRM technologies. It was also reported by the employees that the introduction of digital HRM reduced social interaction and built barriers between management and employees (Maamari & Osta, 2021).

Theme 2: Bias and Job Insecurity with AI infused Digital HRM

Artificial intelligence (AI) has been on the rise in recent years and is now integrated into almost every system, promising to efficiently manage mundane tasks. However, this dual-edged promise sends mixed signals to employees, evoking both a sense of reliability and job insecurity. While the effects of AI are felt across various sectors, there have been limited academic studies focusing on AI's impact on digital HRM systems. Although most employees recognize the advantages of using digital HRM, many are still grappling with AI and its implications for their jobs. Four articles were identified presented employee negative perspectives that include job insecurity and bias (Brougham & Haar, 2020; Budhwar et al., 2022; Persson &

Wallo, 2024; Yadav et al., 2024) and one article (Al-Hyari, 2023), in particular, has presented that the employees had a positive perspective including motivation and a desire to remain in the company.

The study by Persson and Wallo (2024), highlight that bias and job insecurity with AI-infused digital HRM significantly impacts employees' willingness to accept or resist these technologies. They found that employee-centric issues such as job insecurity, distrust in AI, and limited adaptability to change, which result in negative experiences for HR practitioners and hinder their engagement with AI tools. Similarly, it is also noted that digital automation can enhance organizational performance, it also creates challenges by altering HR practitioners' perceptions and interactions with AI. Gender bias is another key concern for the professionals working with HR recruitment functions, and however studies indicate that, digital automation can support the creation of inclusive job descriptions by addressing biases related to gender, ethnicity, and age (Persson & Wallo, 2024). For instance, L'Oreal successfully utilized AI to eliminate gender bias in recruitment ads. However, cases like Amazon's AI assessment tool, that discriminated due to biased training data against female candidates, highlight the risk of perpetuating stereotypes. Such biases can reduce trust in AI-driven HRM systems and influence employees' acceptance or resistance to these technologies (Persson & Wallo, 2024).

Budhwar et al. (2022) in a review of digital HRM research, highlights that the fear of technological disruptions fosters job insecurity among employees, resulting in higher turnover intentions is a common theme. They discuss how employees' negative perceptions of technological advancements present a key obstacle to effectively implementing and adopting advanced systems, including AI-based HRM tools. The advice is that it is important to address employees' concerns about integrating new technologies into HRM functions. While AI-based tools offer potential benefits such as enhanced employee satisfaction, engagement, and commitment, research on their application in HRM and human-AI interactions in multinational enterprises remains limited and fragmented. The key message from these authors was that mitigating fears and addressing biases is essential for successfully adopting AI-driven digital HRM technologies.

A study involving (Brougham & Haar, 2020) 1,516 employees from the United States of America, New Zealand and Australia revealed that the threat of technological disruption perceived by the employees significantly heightened fear of losing a job and intentions of turnover, with job insecurity acting as a mediator in how employees responded to such changes. Employees with greater job mobility tended to react more decisively to perceived job threats, often resisting change if better opportunities were available. Over the past three decades, rapid business transformations have increased job insecurity across various industries, negatively affecting the well-being of an employee, along with the stress levels, job satisfaction, and efficiency of the organizations. Additionally, job insecurity has been linked to issues like cynicism, depression, and emotional exhaustion, which further deter employees from embracing technological advancements. According to Brougham and Haar (2020), addressing these concerns through effective communication, training, and supportive measures is essential to mitigate resistance and foster acceptance.

Study conducted by Yadav et al. (2024) to identify job stress and turnover intentions, highlights that some employees feel uneasy about how their organizations monitor them, viewing it as an invasion of privacy. This concern is reflected in the concept of Organizational Violations of Information Privacy (OVP) (Bharathi, 2019) which highlights the discomfort employees experience with invasive practices. For example, concerns arise from how organizational information policies and monitoring systems can feel intrusive. While e-HRM technologies have made data collection, storage, and usage more efficient, they have also raised apprehensions about the boundaries of information collection and the protection of privacy. Organizations now collect extensive personal and professional data, such as performance, compensation, and medical details, which further intensifies these privacy concerns (Yadav et al., 2024).

Contrasting this perspective, Al-Hyari (2023) highlights the positive impact of digital HRM, particularly through e-communication initiatives led by top leadership, in enhancing employee motivation and organizational efficiency. E-communication significantly improves connectivity across different geographic locations, enabling faster goal achievement, cost reduction, and better alignment with organizational objectives. By providing employees with clear insights into every stage of their work and equipping them with supportive technology, organizations create a more seamless and efficient work environment. This fosters employee commitment to their responsibilities, improves performance, and enhances their desire to remain with the company. Furthermore, effective management of electronic human resources plays a vital role in sustaining employee engagement and retention (Al-Hyari, 2023). By cultivating a supportive work environment and offering incentives for employees to stay, organizations can reduce turnover rates and boost productivity. These advancements ensure long-term organizational resilience and progress, even during periods of workforce changes.

In summary, studies highlight the significant impact of bias and job insecurity on employees' acceptance of AI-infused digital HRM technologies. Employees raised concerns such as distrust in AI, fear of technological disruption, and limited adaptability hinder employee engagement with these tools. Gender bias in AI-driven recruitment tools, as seen in L'Oreal's success and Amazon's failure, further affects trust (Persson & Wallo, 2024). Research also shows that job insecurity increases turnover intentions, with job mobility influencing employees' reactions to technological changes. Furthermore, employees feel uneasy, and privacy invasion due to the surveillance monitoring practices. Effective communication, training, and leadership initiatives are crucial to fostering acceptance and reducing resistance to digital HRM systems.

Theme 3: Technological Complexity

Regarding whether technical complexity hinders the adoption of digital HRM technology, findings indicate that systems are generally not as technically complex as perceived, as noted by ten of the article identified (Al-Harazneh & Sila, 2021; Alkhwaldi et al., 2023; John & Björkman, 2015; Maamari & Osta, 2021; Mamun, 2022; Obeidat, 2016; Panos & Bellou, 2016; Pea-Assounga & Bindel Sibassaha, 2024; Shahreki et al., 2019; Yadav et al., 2024), further to this only four articles offered contrasting views (Budhwar et al., 2022; Ellmer & Reichel, 2021; Waheed et al., 2020; Yadav et al., 2024).

Al-Harazneh and Sila (2021) identified that the technological complexity significantly influences employees' willingness to embrace or resist digital HRM technologies. While e-HRM systems enhance efficiency, service quality, and adaptability to dynamic environments, their successful adoption hinges on the perceptions and engagement of employees, line managers, and HR professionals. Features such as Employee Self-Service (ESS) and Managerial Self-Service (MSS) simplify HRM processes by enabling employees to update personal details and managers to independently manage HR tasks. However, as organizations increasingly depend on human capital and adaptability, addressing technological challenges is essential to ensure smooth implementation and foster broad acceptance of these systems.

Further to this Pea-Assounga and Bindel Sibassaha (2024), employees' attitudes toward digital HR practices improve when they perceive technological changes as user-friendly and straightforward to navigate. Similarly findings by Mamun (2022) indicate that the key Factors like system simplicity, compatibility, technical support, and perceived benefits significantly influence adoption. Studies show that employees are more motivated to embrace technology when they find it user-friendly and beneficial. Additionally, aligning the technology with job responsibilities and ensuring its usefulness boosts motivation and facilitates adoption. Conversely, overly complex systems or inadequate support can hinder acceptance, emphasizing the need for practical, well-supported solutions to encourage positive engagement with digital HRM tools (Mamun, 2022). Additionally, Maamari and Osta (2021) emphasises understanding how trust in technology impacts employee engagement with HRIS is essential, especially in the small and medium enterprises. John and Björkman (2015) stated that it is not just the employees but also the attitude of senior management toward technology that shapes its use and perceived capabilities. Their study suggests that in a multinational or multicultural context; the perspectives of shared services must be considered to enhance HRM capabilities.

Alkhwaldi et al. (2023) and Shahreki et al. (2019) highlighted that while HRIS offers significantly stronger technical capabilities compared to traditional HR systems, the adaptability and end-user perceptions of IT heavily depend on the openness, convenience, and perceived usefulness of the technology. Furthermore, Obeidat (2016) and Panos and Bellou (2016) suggest that employees' willingness to adopt technology, along with their perceptions of its ease of use, plays a crucial role in shaping the adoption and effectiveness of e-HRM systems. Ultimately, the acceptance of these systems has a significant impact on the efficiency of e-HRM administration (Panos & Bellou, 2016). Similarly, findings from Yadav et al. (2024) highlighted that while e-HRM brings numerous technological advancements and enhances efficiency in data collection, storage, and representation, the true strength lies in the system's usability. Making user interfaces intuitive is crucial for driving employee adoption of these systems.

On the contrary, a study by (Budhwar et al., 2022) and (Yadav et al., 2024) reflects that one in every three employees felt discomfort with monitoring practices, with some perceiving certain policies and practices as invasive of their privacy. Waheed et al. (2020) highlighted that among other concerns raised by employees, a lack of technical knowledge appeared to be one of the key impediments to adopting digital HRM.

In summary, the article identified in the review reveal that digital HRM technologies enhance efficiency, adaptability, and HR processes through features like employee self-service and managerial self-service. However, employee adoption hinges on system simplicity, usability, technical support, and perceived benefits. Employee concerns like privacy, technological complexity, and trust must be addressed for widespread acceptance. From the articles reviewed there was an emphasis on the positive aspects, however there is signs that employees do have concerns about the privacy of data and impact of in-built bias in the technology, for example, the survey conducted through the digital channels by Ellmer and Reichel (2021) reveals that employees were hesitant to speak digitally on their safety and efficiency perceptions citing that their negative feedback might impact on how the organization or leaders look at them.

Findings for RQ3: How impactful the digital HRM technologies on employee productivity, engagement and overall job satisfaction?

To effectively address RQ3 on the impact of digital HRM technologies on employees, I have organized the findings into three themes: employee productivity, employee engagement, and job satisfaction. This section presents both supporting and contradictory views from the 25 selected articles, providing a balanced perspective on the findings.

Theme 1: Improved Employee Productivity

Among the articles gathered and analysed, twelve studies indicate an increase in employee productivity (Al-Alawi et al., 2023; Al-Harazneh & Sila, 2021; Al-Hyari, 2023; Alkhwaldi et al., 2023; Maamari & Osta, 2021; Mamun, 2022; McCune Stein & Ai Min, 2019; Mohamed et al., 2023; Pea-Assounga & Bindel Sibassaha, 2024; Shahreki et al., 2019; Waheed et al., 2020; Yadav et al., 2024), while a three have offered differing opinions (John & Björkman, 2015; Panos & Bellou, 2016; Persson & Wallo, 2024).

Digital transformation has become prevalent in every department of organizations, and HR is no exception. Al-Alawi et al. (2023) highlights, in fact, during COVID-19, digital HRM leveraged technology to streamline the recruitment and onboarding processes, aiming to improve productivity. However, the effectiveness of its promised benefits was only realized through successful adoption, and employees believe that digital HRM has been impactful in enhancing their productivity. Findings by Al-Harazneh and Sila (2021) highlight that digital transformation in HRM has been adopted as part of a business strategy aimed at improving productivity by automating mundane tasks and allowing employees to focus their time on more valuable functions. The study emphasizes the significant benefits of aligning these efforts with strategic goals. Furthermore, study by Al-Harazneh and Sila (2021) reveals that the employees from the HR function feel that the systems enabled them to access various HR aspects and manage tasks themselves without reaching out to the senior management.

In the study by Al-Hyari (2023), it is emphasized that to fully leverage the benefits of digital HRM, it is essential to consider the overall business architecture and how systems interact with each other to ensure a

seamless exchange of information. This, in turn, enhances employees' adherence to organizational obligations and boosts productivity. The study further highlights that these systems have contributed significantly to improving operational efficiency. Pea-Assounga and Bindel Sibassaha (2024) found similar improvements in HR activities, highlighting increased efficiency and productivity. Additionally, the study emphasizes the importance of training as an integral component in developing technical competency and ensuring the efficient use of digital HRM technologies. Mohamed et al. (2023) highlight that digital HRM has automated mundane tasks, significantly contributing to employee productivity and further enhancing operational efficiency. Additionally, streamlining processes has not only improved staff effectiveness but also elevated service quality in responding to client requests, aligning with the corporate business goals of achieving ultimate customer satisfaction. (McCune Stein & Ai Min, 2019) through the study witnessed HRM systems are interlinked with the overall performance of the organization and the outcomes of individuals and their commitment to leverage systems boosted the outcome.

Furthermore, (Mamun, 2022) noted that the business decision-making process has seen a significant boost in confidence, along with increased productivity and a reduction in overall administrative costs. Maamari and Osta (2021) found that the implementation of digital HRM increased employee involvement and brought greater job satisfaction. Motivated and satisfied employees, in turn, contributed to improved organizational efficiency, providing the organization with a competitive advantage. Alkhwaldi et al. (2023) highlight that not only private sectors but also public sectors have increasingly relied on HRIS for enhanced efficiency. The study emphasizes that organizations believe digital HRM has played a key role in building and boosting employee confidence. Yadav et al. (2024) point out that digitization in HRM has made organizations more powerful by empowering employees. The quality of HR services has improved, leading to a significant boost in overall productivity. Waheed et al. (2020) found that the flow of information has increased, with the new and improved e-HRM systems enabling employees to make timely decisions and automate multiple tasks at scale. Shahreki et al. (2019) noted positive outcomes in their studies, highlighting that e-HRM increases speed, reduces costs, and enhances quality, among other benefits. This has been recognized as a strategic transformation led by leadership, contributing to overall organizational outcomes.

However, Persson and Wallo (2024) argue that the primary motive behind e-HRM implementation is not human capital management but rather cost reduction and administrative efficiency. Similarly, Panos and Bellou (2016) highlight that e-HRM is viewed as a goal-driven approach aimed at achieving operational, relational, and transformational outcomes. However, the study suggests that these goals can only be realized through the employee adoption process and the acceptance of the technology by users. Adding to this, John and Björkman (2015) point out that while the use of e-HRM is believed to increase efficiency, it has also become a barrier between employees and the HR function, especially in global organizations.

In summary, most studies on digital HRM highlight its positive impact on employee productivity, with many reporting improved operational efficiency and streamlined HR tasks (Al-Alawi et al., 2023; Al-Harazneh & Sila, 2021; Mohamed et al., 2023). Digital HRM has automated routine tasks, allowing employees to focus

on higher-value functions, thus enhancing overall productivity and service quality (Pea-Assounga & Bindel Sibassaha, 2024; Yadav et al., 2024). However, some studies raise concerns about its cost-driven implementation and the challenge of employee adoption (John & Björkman, 2015; Panos & Bellou, 2016), which may hinder its effectiveness. Overall, the studies reflect a very positive picture on an improved employee productivity, however the employees feel that the systems created an environment of peer and social pressure to increase the performance expectancy (Mamun, 2022), this highlights that there is a notable gap in capturing the real sentiments of employees. Furthermore, employees from the HR function feel under pressure to demonstrate the value of e-HRM implementation to the business (John & Björkman, 2015).

Theme 2: Improved Employee Engagement

Alongside business goals such as efficiency, productivity, and cost savings, improving employee engagement is one of the major objectives of digital HRM. Growing evidence from twelve articles supports this (Al-Alawi et al., 2023; Al-Harazneh & Sila, 2021; Al-Hyari, 2023; Alshibly & Alzubi, 2022; Ellmer & Reichel, 2021; John & Björkman, 2015; Maamari & Osta, 2021; McCune Stein & Ai Min, 2019; Mohamed et al., 2023; Obeidat, 2016; Pea-Assounga & Bindel Sibassaha, 2024; Persson & Wallo, 2024). On the contrary only three articles expressed different opinions (Alshibly & Alzubi, 2022; John & Björkman, 2015; Mamun, 2022).

The study by Al-Alawi et al. (2023), conducted across various private and public sectors in Bahrain, highlighted that digital HRM technology has significantly improved employee engagement and performance. Al-Harazneh and Sila (2021) acknowledged that business goals are achieved when employees actively engage and participate through systems that they perceive as favourable and providing a competitive advantage. For instance, employee self-service systems enable autonomy in keeping applications up to date and updating essential personal details. This concept extends further with self-service capabilities for management. The study by Al-Hyari (2023) revealed that through the systems, employees were able establish the connection with the organization and loyalty to the management. Additionally, it revealed that the employees were satisfied to stay longer with the organisation. Alshibly and Alzubi (2022) highlighted that remote working during the COVID-19 pandemic brought numerous advantages, such as increased productivity and autonomy for employees. It further states that increased employee engagement led to lower turnover intentions, along with reduced travel costs and office rent.

Pea-Assounga and Bindel Sibassaha (2024) indicated that the system provided employees with autonomy and greater flexibility through self-service portals, collaborative applications, and online learning. Additionally, it enhanced employee satisfaction with the organization and offered greater control over HR activities. Study by Mohamed et al. (2023) found that when employees feel an emotional connection with the organization, their commitment and sense of belonging are significantly enhanced. Emotional connection also enables employees to unlock their full creative potential, leading to overall impactful and positive outcomes for the organization.

McCune Stein and Ai Min (2019) point out that employee engagement practices are essential for the overall development of employees and fostering effective commitment to the organization. Study by Maamari and Osta (2021) on small and medium enterprises in Lebanon indicates that employee engagement is crucial for reaping the benefits of digital HRM systems. The study further highlights that employee motivation is the key driver of effective engagement. Similarly, John and Björkman (2015) point out that a major objective of HRM is to involve and engage employees to improve administrative processes, thereby achieving efficiency in delivering HRM services. Ellmer and Reichel (2021) state that the decision-making process improves when employees are actively engaged in their workplace, which in turn provides them with opportunities and increases their satisfaction. This finding is supported by periodic anonymous surveys. Obeidat (2016) found in his study of the Jordanian telecom sector that a sustainable relationship with employees can be achieved through relational e-HRM. Persson and Wallo (2024) note that in certain scenarios, e-HRM has played the role of a self-service application, especially with the shift to a remote working culture and the socially distant global organizational context.

In summary, the studies reviewed highlight the significant impact of digital HRM technology on employee engagement and performance across various sectors. Key findings suggest that systems like self-service portals and e-communication enhance autonomy, flexibility, and satisfaction, leading to improved productivity and lower turnover intentions. The studies also emphasize the importance of employee motivation and emotional connection in fostering commitment and creativity, which ultimately benefits organizational outcomes. Furthermore, remote working during the COVID-19 pandemic accelerated the adoption of such systems, reducing costs and increasing engagement. Overall, effective employee engagement through digital HRM practices drives organizational success and efficiency. However, the studies also reveal the dark side that there is a disconnect from the human interaction, sense of isolation, inability to share knowledge (Alshibly & Alzubi, 2022; John & Björkman, 2015). Furthermore, it was difficult to foster emotional employee engagement, reduced in-person interactions and empathy when needed (Mamun, 2022).

Theme 3: Enhanced Job Satisfaction

While organizational leadership decisions on implementing digital HRM systems are aimed at achieving organizational efficiency and reducing costs, the enhanced job satisfaction of employees is yet another outcome expected post-implementation. Eleven studies strongly suggest that digital HRM systems have shown evidence of this (Al-Harazneh & Sila, 2021; Al-Hyari, 2023; Alshibly & Alzubi, 2022; Ellmer & Reichel, 2021; Maamari & Osta, 2021; McCune Stein & Ai Min, 2019; Mohamed et al., 2023; Panos & Bellou, 2016; Pea-Assounga & Bindel Sibassaha, 2024; Shahreki et al., 2019; Waheed et al., 2020), although only two authors have taken a more cautious view (Persson & Wallo, 2024; Yadav et al., 2024).

Study by Al-Harazneh and Sila (2021) in Jordan's telecommunications sector, employee job satisfaction is closely linked with organizational outcomes when the best HRM practices are implemented. The study further reveals that leadership style and behaviour influence employee commitment. For example, the

autonomy provided by self-service systems for employees and managers offers them freedom and a sense of independence. Al-Hyari (2023) highlights that enhanced job satisfaction among employees reduces turnover and increases loyalty to management, as long as the human resources department facilitates such connections. Alshibly and Alzubi (2022) findings from Jordan's banking sector highlight that e-HRM has provided employees with autonomy, flexibility, work-life balance, and the opportunity to work away from the office. However, the study argues that loyalty to the organization and employee job satisfaction were overlooked in the research. Pea-Assounga and Bindel Sibassaha (2024) study from the Congo telecom sector highlights that digital HRM initiatives instil positivity and a can-do attitude when systems like performance management and self-service platforms are properly implemented. Additionally, the study points out that these initiatives influence job satisfaction and improve commitment (Shahreki et al., 2019).

Mohamed et al. (2023) study of small and medium enterprises in Iraq highlighted that HRIS automation has led to improved communication and faster reaction times. Additionally, the system has contributed to developing an emotional bond between employees and the organization that the employees feel a reinforced affiliation with the organisation, sense of belonging, reduced absenteeism, good mood, increased the propensity of loyalty to the peers, active involvement in organizational activities and unwavering commitment towards to organizational goals. Maamari and Osta (2021) identified from their study in the small and medium enterprise sector in Lebanon that communication is enhanced, and job satisfaction is increased with e-HRM systems. Additionally, these systems boost employee engagement, leading to increased efficiency and a competitive advantage.

Ellmer and Reichel (2021), who studied digital voice channels to assess employee fundamental democracy through anonymous survey participants from three different organizations, highlighted that when the employee voice is heard and problems are addressed, employee commitment and productivity increase, attrition is further reduced, and the number of sick leaves taken decreases. Waheed et al. (2020) who assessed organizational performance, highlighted that a positive relationship through digital HRM not only increases job satisfaction but can also develop a positive attitude and instil trust with employees. Panos and Bellou (2016) study highlights that the benefits of e-HRM systems in the small and medium segment are higher compared to mature global organizations due to their already well-established technical infrastructure. McCune Stein and Ai Min (2019) study concurs with the view that digital HRM systems help achieve employee job satisfaction and organizational loyalty. However, the study cautioned that most of the research has been conducted with HRM systems in isolation.

On the contrary, Yadav et al. (2024), from a study in the service and manufacturing sectors of India, highlight that such systems can cause job stress, leading to isolation, decreased emotional connection, and further reducing employee performance. Adding to the growing employee concerns with AI, Persson and Wallo (2024) found that there could be negative impacts such as job insecurity and trust issues with AI, posing considerable challenges to employees and their sentiments. The study further establishes a link between employee retention and the implementation of automated systems.

In summary, studies on digital HRM systems highlight improved employee satisfaction, commitment, and organizational outcomes. Research across sectors in Jordan, Iraq, Lebanon, and the Congo shows positive effects, including enhanced autonomy, work-life balance, and communication. However, concerns about job stress, AI trust, and isolation are noted in some studies. Employees feel their privacy is invaded through the monitoring ultimately making them uneasy. Employees also feel concerned about their data privacy that their personal information may be compromised because e-HRM collects personal, marital, gender, family details along with sensitive health information (Yadav et al., 2024). In the name of efficiency, organizations overlook the discomfort of the employees through monitoring devices and systematic bias of AI in recruitment.

Findings for RQ4: What are the possible positive and negative aspects of applying digital HRM technologies?

In addressing RQ4, the findings are categorized into four themes to identify the impacts of digital HRM technology, including both positive and negative effects: first, efficiency and cost savings; second, psychological impact and stress; third, social connection and employee integration; and fourth, privacy and security concerns.

Theme 1: Organizational Efficiency and Cost Savings

Thirteen studies in their research highlight the positive impact of digital HRM implementation, such as improved organizational efficiency and cost savings (Al-Harazneh & Sila, 2021; Al-Hyari, 2023; Alkhwaldi et al., 2023; Alshibly & Alzubi, 2022; Ellmer & Reichel, 2021; Mamun, 2022; Obeidat, 2016; Panos & Bellou, 2016; Pea-Assounga & Bindel Sibassaha, 2024; Persson & Wallo, 2024; Shahreki et al., 2019; Waheed et al., 2020; Yadav et al., 2024), while a only one have further investigated monitoring the return on investment from such systems and presented the different viewpoints of employees and HR professionals (John & Björkman, 2015).

Al-Harazneh and Sila (2021) argue that cost savings, efficiency in HRM functions, and the advancement of strategic orientation are the three main goals of digital HRM. With proper implementation and goal setting, businesses are believed to gain a competitive advantage. Al-Hyari (2023) and Waheed et al. (2020) discovered that implementing digital HRM systems has significantly contributed to operational efficiency, technical work, and cost reduction. These systems help employees focus on their tasks with reduced pressure, improve work-life balance, and enable management to provide fair compensation and rewards within budget, boosting employee retention. Similarly, Obeidat (2016) and Panos and Bellou (2016) highlighted that process automation reduces the manpower required to accomplish HR functions. Alshibly and Alzubi (2022) suggest that the effective implementation of digital HRM systems has significantly lowered organizational maintenance costs, including infrastructure optimization. Improved office space utilization and reduced travel costs have boosted employee sentiment toward the organization. Additionally,

a study by Persson and Wallo (2024) highlights that these systems help fine-tune organizational policies, enhance business contingency planning, and nurture human capital.

Mamun (2022); Pea-Assounga and Bindel Sibassaha (2024) present evidence of organizational efficiency, effective decision-making, and an improved employee experience, including a seamless talent acquisition process, through the implementation of digital HRM technology integrated with the organizational technology ecosystem. The technological advancements of recent HRIS platforms have further contributed to overall HR process automation and tangible organizational outcomes initially set as goals (Shahreki et al., 2019). Maamari and Osta (2021) found that it is not surprising to observe improvements in HR and organizational efficiency, along with a reduced cost burden of HR overheads, by extensively automating its subfunctions. Alkhwaldi et al. (2023) noted similar benefits in their study of both the public and private sectors.

Ellmer and Reichel (2021) found that digital HRM systems integrating and addressing employee voices seem to increase employees' affinity for technology and their sense of organizational belonging, which in turn enhances commitment and productivity while reducing turnover. Yadav et al. (2024) find that organizational efficiency and talent management process effectiveness are boosted by data-driven decision-making across the business, along with cost savings in the information technology (IT) and information systems (IS) departments. The study also cautions that the impact of such systems could have profoundly negative consequences if the adoption fails

According to the findings of John and Björkman (2015), digital HRM in the context of shared-service centres reduces duplication and improves efficiency by streamlining processes. However, HR functions are subject to high scrutiny to ensure a return on investments (ROI) made in acquiring digital HRM systems. Not all organizations have achieved successful results, creating an ongoing demand to demonstrate value from these systems.

In summary, research highlights the positive impact of digital HRM systems on organizational efficiency, cost savings, and streamlined HR functions. Key benefits include improved employee experience, reduced HR overheads, and enhanced decision-making. However, studies also caution about the challenges of failed adoption and the need to consistently demonstrate ROI and tangible value. Additionally, the employees of the HR function feel that their ability to deliver on the tasks like talent management and employee engagement been effectively improved. Furthermore, the shared-services functionalities of the digital HRM has reduced the duplication of activities and increased the efficiency especially for the global organizations. Employees on the other hand feel greater flexibility to access HR services (John & Björkman, 2015). However, the HR employees are under presser to show the cost savings and deliver value for the business investment made. From the employees' viewpoint, it also has created a divide between the employees and the HR function (John & Björkman, 2015).

Theme 2: Psychological Impact and Stress

While organizations align to achieve operational and cost-effectiveness, employee well-being and psychological balance at work have taken priority. Seven studies increasingly point out that organizations across the globe have, so far, delivered on their promises to employees (Al-Hyari, 2023; Alshibly & Alzubi, 2022; Maamari & Osta, 2021; McCune Stein & Ai Min, 2019; Mohamed et al., 2023; Panos & Bellou, 2016; Strohmeier, 2018). However, two articles presented the different experience of employees such as stress, anxiety and discomfort (Pea-Assounga & Bindel Sibassaha, 2024; Yadav et al., 2024).

Al-Hyari (2023) finds positive impacts on employees, noting that with digital HRM systems in place, flexibility has increased, psychological pressure has been reduced, and work-life balance has improved. This, in turn, has led to increased enthusiasm and higher levels of work motivation. Alshibly and Alzubi (2022) pointed out that employees feel a sense of autonomy at work with e-HRM, which also suggests improved employee well-being by, on some occasions, allowing employees to work remotely when physical presence is not necessary. The findings also suggest that the system enables employees to further hone their skills, provides instant and remote communication for assistance, and shows no evidence of psychological stress. On the contrary, there is overwhelming evidence of adverse effects, such as increased workloads, social isolation, lack of immediate help, and minimal knowledge sharing when working remotely, along with limited control over workflow.

Mohamed et al. (2023) placed significant emphasis on connecting performance to motivation. The study finds that motivated employees are more creative in their roles, triggering psychological fulfilment. McCune Stein and Ai Min (2019) find that through digital HRM systems, the HR function can facilitate the influence of high-commitment HRM systems, and when combined with servant leadership, this empowers employees psychologically. The commitment ignites an emotional connection, helping employees develop a bond with the organization and a high-quality social exchange relationship with peers and management. Maamari and Osta (2021) find that not all employees are eager for change. Resistance to adapting or learning new technologies, along with insufficient training, leads to psychological strain and a lack of motivation to learn. To engage employees and invest them emotionally, leadership must commit through effective communication

Strohmeier (2018) found that organizations, through the HRM function, monitor the health, safety, and well-being of employees. Organizations proactively detect stress and fatigue through sensors, measure these with algorithms, and provide meaningful suggestions and health tips to employees. They further encourage employees to take work breaks and participate in sports, where active participation is high. However, study by Yadav et al. (2024) highlights that the employees feel uneasy, and invasion of privacy when the organizations monitor them. The study further indicates, setting up boundaries on the employee information collection is crucial to reduce the apprehensions of the employees. Panos and Bellou (2016), from their survey, find that the question they posed to collect information "if the e-HRM implementation and usage has led to increased stress levels at work" was dropped because it received the least or negligible score in the

survey. Perhaps, the objectives of the study were driven by very specific e-HRM goals such as operational, relational and transformational but not specific to the employee psychological feelings.

On the contrary, a study by Pea-Assounga and Bindel Sibassaha (2024) found that the perceptions of employees play a vital role in coping with new technologies. If the perceptions are negative, employees feel stressed, which may further aggravate anxiety and discomfort. Evidence has shown that counselling from the HR function was necessary to restore the situation to normalcy.

In summary, several studies emphasize the impact of digital HRM systems on employee well-being, performance, and motivation. Positive effects include increased flexibility, reduced stress, and improved work-life balance (Al-Hyari, 2023), while others highlight challenges like social isolation and workload increase (Alshibly & Alzubi, 2022). Employee perceptions, leadership commitment, and HR's proactive role in supporting health and well-being are key factors influencing outcomes. However, study by Yadav et al. (2024) highlights that the employees feel job stress, nervousness, tension, burnout and strain. Work alienation, dissatisfaction and frustration relating to work are also the perceptions of the employees. These emphases there is a dearth of study in capturing the employee-centric information relating to their psychological feelings.

Summary of the Findings

The key findings of my study reveal the following.

Ease of use: Major studies highlight user-friendliness of digital HRM systems have increased individual and organizational productivity, job satisfaction. However, initial acceptance has faced challenges with cultural context combined with technological capabilities of the employees.

Learning Curve: Studies indicate mixed facts, from quick adoption to more complex transitions of learning path from junior employees to senior employees. However, there have been instances where employees have been found in stress and that causing turnover.

Communication and Engagement: Digital HRM has positively contributed for a better communication, collaboration, decision making and transparency. However, public sector of developing countries seemed lagging behind adoption, and mismanagement of communication have limited its outcomes.

Organizational Culture and Social Influence: The leadership culture that fostered the innovation culture has seen greater acceptance. On the contrary, the resistance and negative attitude is developed due to inadequate training and insufficient guidance.

Bias and Job Insecurity: Highlights the need for effective communication from the leaders to address trust, bias, and adaptability issues strategically.

Finally, studies unanimously underscore the benefits of **improved productivity**, employee **job satisfaction**, **process streamline** of HR functions, **improved communication** and autonomy of the employees. However, issues remain associated with technology transformation such as peer pressure, social isolation, cost reduction pressures from the leadership to deliver tangible results out of the investments made, and employee well-being.

Chapter Four: Discussion

The chapter begins with an overall assessment summary of the literature, followed by key findings, providing further analysis, interpretation, and explanations to address questions such as "how" and "why." The key findings, carefully selected for their significance, will be analyzed and interpreted in relation to all four research questions. In addition, it will cover research limitations, the scope for future research, including special recommendations for HR professionals.

Overall Assessment of the Employee experiences of digital HRM literature

This systematic literature review highlights that, in the past decade, the literature on digital HRM has made tremendous progress, closely witnessing it through a transformational shift from a paper-based approach to highly automated HR functions leveraging the cutting-edge technologies like artificial intelligence (AI), machine learning (ML) and big data analytics. Despite numerous studies, literature has been mostly skewed towards excavating the business and management outcomes but a paucity of literature on employee experience in using digital HRM technologies, making it an imbalanced study. To put it into context, across the 25 articles that have been assessed, only a handful attempted to capture employee perceptions and experiences to an extent, furthermore only one article examined the adverse effects on employees citing a need for personal counselling due to job stress and anxiety (Pea-Assounga & Bindel Sibassaha, 2024).

The key finds from majority of the articles researched have focused on.

- HRM functions and its process automation
- Management and business outcomes

However, the employee experiences are least explored. Hence, with insufficient research, I am unable to develop a framework or consideration of advice for practice. However, I have made practical recommendations from the research identified for HRM professionals.

Key findings Analysis

The key findings section of the four RQs investigates the implications of the research based on the findings and results, drawing meaningful conclusions from these implications.

RQ1: *How do employees perceive and experience digital HRM technologies?*

Analysis: Ease of Use, Learning Curve and Effective Engagement

My analysis of studies from the last decade shows strong evidence that employee perceptions of using digital HRM are closely interwoven with their experiences, such as ease of use, a shorter learning curve, and effective engagement.

Findings from studies conducted across continents—from Eastern countries like India, Pakistan, and Bangladesh, to Middle Eastern nations such as Jordan, Bahrain, Iraq, and Lebanon, and Western countries like the United Kingdom and the USA—highlight profound employee sentiments and views. Employees tend to embrace technological changes based on the intuitiveness and low learning curve of the systems (Al-Alawi et al., 2023; Lavanchy et al., 2023; Yadav et al., 2024). Study by Alshibly and Alzubi (2022), involving a survey of 273 employee participants in Jordan across from 25 commercial banks, found that during the COVID-19 pandemic, employees strongly perceived the ease of technology as significantly improving efficiency and comfort. These systems, such as digital HRM, seamlessly connect employees with their organizations, enhancing communication despite remote work. Similar perceptions were observed across both private and public sectors (Alkhwaldi et al., 2023).

However, not all studies agree that organizations implement e-HRM technologies with employee experience as a priority. Research by Maamari and Osta (2021) indicates that systems with a steep learning curve are more likely to be adopted by employees with higher education levels. Similarly, Shahreki et al. (2019) suggest that the steep learning curve of new technologies has contributed to increased employee turnover intentions and elevated stress levels.

In summary, my synthesis demonstrates that digital HRM systems are generally adopted with positive outcomes when employees find them intuitive, leading to increased efficiency and transparent communication. However, none of the studies provide quantifiable outcomes with convincing evidence that significantly impacts employees' perceptions and experiences with digital HRM technologies. For instance, no studies explored redesigning or improving user interfaces for user-friendliness by incorporating employee feedback, testing hypotheses on different graphical user interface samples, or evaluating whether gamification in training creates a rewarding learning experience to enhance adoption affinity. This highlights the need for further research to establish tangible impacts that can shape the experience of the employees towards digital HRM adoption.

RQ2: *What elements influence employee acceptance or resistance of digital HRM technologies?*

Analysis: Organizational Culture, Job Insecurity and Technical Complexity

Employee acceptance or resistance to using digital HRM is interlinked with key elements such as organizational culture, job insecurity, and technical complexity.

Organizational culture that fosters high commitment from leadership, encourages servant leadership, and creates an environment for high-quality social exchange relationships among peers and managers strongly influences employees' acceptance of new technologies (McCune Stein & Ai Min, 2019). Similarly, Al-Harazneh and Sila (2021), utilizing the leader-member exchange theory (Gerstner & Day, 1997) and social exchange theory (Blau, 1964), found that a strong connection between leaders and employees positively

influenced technology acceptance, especially when the systems incorporated rewards and performance management features. Additionally, the social influence of peers and colleagues motivates employees to adopt such systems, often driven by peer pressure or gamified point systems that foster a sense of accomplishment. Ellmer and Reichel (2021) further highlighted that when employee voices are heard, and their inputs are considered, their affinity toward adopting new technologies significantly increases.

Al-Harazneh and Sila (2021) found that intuitive systems, such as employee self-service and managerial self-service features within digital HRM systems, positively influence employees to adopt technology by fostering a perception of autonomy. Furthermore, employees are more likely to adopt systems they perceive as less technically complex and those that promote innovation and knowledge enhancement. Yadav (2022) emphasized that seamless information exchange, encompassing data collection, storage, and representation combined with user-friendly interfaces, significantly facilitates employee adoption of these technologies. Persson and Wallo (2024) found that the integration of AI with HRM systems has led to negative experiences and outcomes, including distrust in AI and concerns about job insecurity. Gender bias, particularly against female candidates within recruitment functions, emerged as another significant concern. Similarly, Budhwar et al. (2022) observed that technological advancements are sometimes perceived as disruptions, leading to a decrease in job satisfaction among employees.

The analysis reveals that employee acceptance of digital HRM systems depends on factors like organizational culture, leadership commitment, autonomy, and technical simplicity. Positive influences include high-quality relationships, intuitive systems, and seamless information exchange. However, concerns like job insecurity, distrust in AI, and gender bias underscore challenges in technology adoption remains not explored in depth.

RQ3: *How digital HRM impact employee engagement, productivity, and job satisfaction?*

Analysis: Employee Productivity, Engagement and Job Satisfaction

Numerous studies conducted over the past decade have investigated the impact of digital HRM systems to determine whether organizations have successfully achieved employee productivity, engagement, and job satisfaction, despite the perception that their primary motive is to reduce costs and enhance organizational efficiency.

Most studies unanimously reveal that digital HRM systems have contributed to increased employee productivity, engagement, and job satisfaction, including findings from various periods, such as the COVID-19 pandemic (Al-Alawi et al., 2023). These systems are believed to have introduced process automation, enabling valuable resources to focus on high-value activities and implementing self-service systems. Alshibly and Alzubi (2022) found that such systems empowered employees with autonomy, increased engagement, and supported work-life balance, particularly during remote work. Pea-Assounga and Bindel Sibassaha (2024) emphasized the importance of training as an integral component for ensuring the

effectiveness of digital HRM technologies. McCune Stein and Ai Min (2019), on the other hand, cautiously supports the argument that digital HRM systems have increased job satisfaction and shaped organizational citizenship behavior. However, the study acknowledges that most research on HRM systems has been studied and analyzed in isolation. Echoing similar views, Alshibly and Alzubi (2022) notes that there is little substantial evidence supporting outcomes such as job satisfaction and loyalty to the organization. Persson and Wallo (2024) highlights a significant and pressing issue with the infusion of AI into HRM functions: employees perceive it as a threat rather than an advantage, citing concerns about AI trust and job insecurity.

My analysis indicates that digital HRM has a profound impact on employee productivity, engagement, and job satisfaction. However, mistrust towards AI infusion, stemming from insufficient knowledge about its implications, has raised concerns among employees. Concerns related with AI and technology mistrust is a global phenomenon that requires further attention, for example Lavanchy et al. (2023) highlighted there is a human trust issue regarding AI algorithmic output during HR recruiting process, however failed to point out the exact reasons stating "no best approach" in explaining algorithmic decisions. Similarly, study by Mamun (2022) and Maamari and Osta (2021) expressed that the employee must be taken into confidence to increase their trust with technology for a better adoption. My analysis further points out that not enough studies were conducted to investigate the relationship between the effectiveness of remote working, employee commitment and HRM practices. In addition, studies must further examine growing concern for less job satisfaction amongst the employees working remotely, a few possible reasons highlighted include reduced social interaction and leading to isolation (Alshibly & Alzubi, 2022).

Finally, studies from Yadav et al. (2024) argue that e-HRM has also introduced job stress, decreased organizational commitment, and work alienation along with reducing job performance. However, studies overlooked the adverse effect of digital HRM systems leading to employees' mistrust in technology, reducing job satisfaction and decreasing loyalty to the organizations needs to be further examined.

RQ4: *What are the positive and negative aspects of applying digital HRM technologies?*

Analysis: Organizational Efficiency and Employee Psychological Impact

The primary goal of onboarding and implementing digital HRM systems is to increase efficiency and reduce costs, as consistently shown in studies over the past decade. However, there is a growing demand to assess the adverse effects of digital HRM on employees, including its psychological impact and potential to cause stress. Regarding organizational efficiency and cost savings, Alshibly and Alzubi (2022) notes improvements achieved through infrastructure optimization, reduced travel costs, and better office space utilization. Persson and Wallo (2024) emphasizes refining organizational policies and nurturing human capital. Shahreki et al. (2019) highlights significant automation in HR recruitment processes with tangible outcomes (Mamun, 2022; Pea-Assounga & Bindel Sibassaha, 2024). Yadav et al. (2024) underscores that data-driven decision-making has become possible across the organization.

Regarding the adverse psychological impact on employees, Alshibly and Alzubi (2022) observed documented evidence of negative effects associated with such systems, including increased stress from overwhelming workloads, social isolation, prolonged working hours, and delays in knowledge exchange during critical moments. These issues cascade into poor work outcomes, including loss of workflow control and focus. Pea-Assounga and Bindel Sibassaha (2024) further highlights the aggravation of distress and anxiety caused by performance monitoring systems, often resulting in the need for counseling. Contrary to the adverse effects of such systems, Strohmeier (2018) highlighted that some organizations have taken proactive measures to ensure employee safety and well-being by utilizing connected technologies such as sensors and the Internet of Things (IoT) combined with smart algorithms.

On the other hand, some organizations leverage IoT and smart technologies to prioritize employee well-being and safety amidst these challenges as highlighted by Strohmeier (2018) however, this study failed to collect the perspective of the employees.

In my analysis, the digital HRM systems aim to enhance efficiency and reduce costs, with benefits like automation, data-driven decision-making, and optimized resources. However, studies highlight adverse psychological impacts, including stress, isolation, and anxiety from performance monitoring. Furthermore, there have been only two articles that have highlighted the adverse effects of digital HRM systems on employees such as stress from overwhelming workloads, social isolation, prolonged working hours, and delays in knowledge exchange during critical moments. This indicates there has not been balanced research conducted to examine the benefits of such systems for organizations and employees representing equally.

Research Limitations

Implementing digital HRM technologies is seen as one of the major forces in digitally transforming HR functions globally. Despite the significant costs associated with acquiring, implementing, and maintaining such technologies, this phenomenon is being embraced not only by multinational corporations but also by small and medium enterprises and the public sector. Hence, it has been my quest to study "employee experiences with digital HRM technologies" to determine if a comprehensive study has been conducted in academia. However, after analysing the findings, I must acknowledge the limitations of my research.

First, this study is based on secondary research, and the findings are influenced by the limitations and potential biases of the original authors. In my attempt to capture a broader industrial context, I selected articles from a wide range of industries and sectors, including banking, manufacturing, public and private sectors, IT and non-IT, telecommunications, services, small and medium enterprises, and multinational large enterprises. Consequently, the sample size may not be substantial enough to draw universally convincing conclusions.

Additionally, the research encompasses a diverse set of countries, such as Bahrain, Bangladesh, Congo, Greece, Jordan, India, Iraq, Lebanon, Pakistan, the Philippines, the United States (USA), and the United

Kingdom (UK). This broad geographical focus might lack the depth needed to gather deeper insights from any specific country or continent.

The quality and samples analysed are further limited by sourcing exclusively from Scopus, meaning not all articles are of A or A* quality, although all studies were from ranked journals. Moreover, most studies are cantered around HR professionals and the implementation of digital HR systems, rather than thoroughly exploring the anonymous perspectives and experiences of employees. It is possible that articles were missed in the use of one database, however as this is a scoping review it was never intended to provide a comprehensive coverage of all articles on the topic.

Suggestions for Future Research

To comprehensively represent the perspectives and experiences of employees regarding digital HRM systems and their implications, there is significant potential for further studies to bridge the gaps some of which are identified in the unexpected results section of this report.

Many studies (Al-Alawi et al., 2023; Bondarouk et al., 2015; Maamari & Osta, 2021; Theres & Strohmeier, 2023b) support that user experience with technology can shape the adoption and productivity of employees and organizations. However, none of the studies have captured the essence of employee feedback on technology user experience. For instance, no studies explored redesigning or improving user interfaces for user-friendliness by incorporating employee feedback, testing hypotheses on different graphical user interface samples, or evaluating whether gamification in training creates a rewarding learning experience to enhance adoption affinity. This highlights the need for further research to establish tangible impacts that can shape the experience of the employees regarding digital HRM adoption

The global rise of AI (Artificial Intelligence) has permeated various organizational systems, including HRM functions, claiming to enhance efficiency and automate repetitive tasks at scale. However, growing concerns about job insecurity and systemic bias in recruitment practices, as highlighted by Persson and Wallo (2024), call for future research. Brougham and Haar (2020) study on the disrupting technologies and its impacts on turnover intentions and job insecurity underscores the need for more focused research to clarify AI's outcomes and mitigate employee fears.

Additionally, most digital HRM systems operate on cloud platforms, hosting sensitive, personally identifiable information of employees and organizations. The risks of data breaches and compromised privacy remain critical concerns. Future studies should explore the perceptions and sentiments of employees and organizations regarding data security and privacy.

Ethical implications of monitoring employees through digital HRM technologies, such as CCTV, IoT sensors, and activity-tracking software, especially in remote work scenarios is another pressing area for further research. Strohmeier (2018) presented views from 40 IoT experts on HRM's integration with IoT, yet

the rapid proliferation of AI and its integration into HR functions necessitates updated studies to influence policies protecting employee privacy and data security.

Employee well-being is another vital topic, especially during unpredictable times like pandemics and recessions. The impact of disruptive technologies such as AI on employees' mental and physical well-being requires deeper examination. Strohmeier (2018) study provided intriguing insights into organizations leveraging IoT and connected technologies to monitor well-being, recommend breaks, and encourage sports participation. However, more comprehensive research is essential to evaluate the broader implications of such technologies on employee health and satisfaction.

These areas represent promising avenues for further research to address current gaps and ensure balanced development of digital HRM systems that align with organizational goals while safeguarding employee interests.

Recommendations for HR Professionals

Four practical recommendations have been identified to assist HRM professionals to help employees to cope with new technologies.

Address Employee Data Privacy

There is some indication employees are concerned about the ways HRM systems collect, store and share information with internal and external system, and third parties such as insurance companies, healthcare providers, government agencies and so on. Further to this e-HRM systems are hosted in the cloud making it vulnerable to data breaches. I recommend HRM professionals understand the data privacy risks and manage these (Aust et al., 2020). Alongside this, I recommend understanding concerns about privacy, do they know how their data is used, have you communicated them to ensure these concerns are addressed prior acquiring an e-HRM system from a reliable technology partner. Furthermore, professionals must be cautious in granting access rights to only authorized employees.

HRM systems host most sensitive information from health data to employee’s performance related data, compensation, and their anonymous feedback therefore it is crucial to setup policies, apply and adhere to security compliances. Safeguarding information at every stage of employee interaction from recruitment to onboarding, training, performance appraisals, till the last date of the employment is utmost important not only to establish the trust, safety and fairness with the employees but also protecting the organizational information from outsiders.

Incorporate Employee Perspectives

When setting up and enhancing digital HRM systems, human resources managers must consider the voice and feedback of employee to greater adoption. Acting on employee input and recognizing their suggestions can boost user satisfaction and increase the sense of belonging (Van Beurden et al., 2020). HR professionals must understand not every employee has the equal appetite to grasp and cope with new technological shifts,

some may have formal education in the technology field making them embrace with ease, while others may not possess technical skills. Therefore, Identifying and classifying them into different user groups, building appropriate training modules will be highly effective. Furthermore, these special training needs must be shared with technology design and development teams to ensure that the various employee perspectives are incorporated.

Address Psychological Impacts

HRM professionals should develop an effective action plan to manage psychological consequences arising from digital HRM technology, such as isolation and poor well-being. To enhance the physical and mental well-being and to address strain and fatigue of employees, organisations need to consider flexible hours and implement programs such as sports for active participation in the workplace. Technology is also an answer to the digital fatigue, leverage AI to promote healthier behaviours amongst the employees, encouraging productive flows, apply human-cantered designs at workplace (Joyce et al., 2018, April 16).

Training and Support Programs

Investing in comprehensive training programs to enable employees with new technical knowledge with initiatives like collaborative workshops, guided audio and visual assets, gamification, to upskill with technological competence. A buddy training system such as assigning a senior employee to mentor the junior members through the transition can lead to shorten the learning cycle and knowledge share. I further recommend training is an ongoing activity, especially the rapid technological transformation such as AI demand more than just basic technical skills, HR function must device training programs that reboot the employee skills in the areas of technological, cognitive, interpersonal, and project management skills (Jaiswal et al., 2021).

In summary, by following these recommendations, HRM professionals can harness the significant advantages of digital HRM technologies while empathetically addressing stress and other psychological challenges to promote the overall well-being of employees.

Chapter Five: Conclusion

This chapter concludes the dissertation. Highlighting the contributions, theoretical and practical implications, and provides a conclusion section closing comments of this dissertation.

Contributions

Through this section, I have identified how my research adds value to existing knowledge, fills gaps, and offers novel insights. I have also highlighted the practical applications of the findings, emphasizing key contributions in the areas of theoretical, empirical, and practical implications.

Theoretical and Research Contribution

This is a scoping review, and these theoretical contributions are limited to what I have synthesised from the existing literature. The current literature is skewed more towards the positive outcomes of digital HRM, primarily benefiting the organizations and the management. There have been few articles that have focused on the employees' voice, particularly how they think and feel about the usage of HRM technology to manage them (Ellmer & Reichel, 2021). Further to this there was little mention of the how employee's behaviour has been affected by the implementation of HRM technology. Some studies (Lavanchy et al., 2023; Persson & Wallo, 2024) in the current literature did identify certain aspects of like dehumanization, mistrust, bias with systems, feelings of stress, job insecurity, isolation and creating a distance between management and employees. Therefore, the contribution I make in the dissertation is to call for comprehensive research that provides a balanced perspective on what the digitisation of HRM truly means for employees.

The research questions that need further investigation include:

1. How do employees feel about being monitored continuously?
2. How is the data privacy of the employees being addressed and how do employees perceive these efforts of the organization?
3. Are these technologies being thrust upon the employees leaving them with no choice left but use, versus the positively described acceptance of technology in the current literature?
4. What is the stress impact of learning new systems on employees?
5. What are the training mechanisms used for employee's adoption and how to employees experience this training?
6. Do employees experience continuous performance monitoring? How does this affect their engagement at work and feelings of trust at work?
7. What processes do organizations use to collect and incorporate employee feedback regarding e-HRM systems design, development and implementation? How effective is the feedback in tailoring the systems to suit the needs of employees?

8. How do employees feel about potential systemic bias in e-HRM systems such as gender bias? How is this effecting their trust in employers and HR in organisations? What are the implications for employee's assessment of procedural justice at work?
9. Do employees feel really concerned about their job security with the introduction of AI technology in their systems? What strategies are employees adopting to manage their concerns about the introduction of AI technology?

Practical Implications

I have identified three major practical implications, steep learning curve, employee psychological implications, and practical implementation challenges.

Firstly, Problem – steep learning curve for employees

Solution - Assess the user learning technical capabilities, this can be done by understanding the interconnection between the skills and digital technologies (Ciarli et al., 2021). Building training modules that are specific for group of users, test this with the group and involve then in the design of training. By getting employees input and contribution it is more likely they will adopt the technology. Additionally, this dialogue with employees will also provide opportunities for further feedback on how the systems are working and how they could be further improved. The learning curve can be steep for employees, I would also recommend you monitor how employees are coping with this challenge and provide support as they transition to the new system. Further, I also recommend, the implementation of digital HRM must follow a phased approach and pick the modules that are easy to adopt as priority for implementation, presenting a positive learning experience the employees. This positive start of learning and adoption will slowly increase the willing towards embracing the digital HRM despite it may be complex in nature.

Secondly, Problem –the psychological implications

Solution – each employee has a different capability of leaning and adopting to new technologies, some have displayed extreme distress in adopting new technopoles leading to psychological impacts. Therefore, I recommend having feedback during and after the training sessions. Do provide a platform for employees to speak about their apprehensions with regard to digital workplace challenges (Marsh et al., 2022) such as mistrust of technologies, burnouts, uneasy due to monitoring, presser due to performance-based management systems, or any other technical challenges. Do timely identify extreme cases of psychological and emotional breakdowns that require immediate attention and introduce them to the health and wellbeing coaching experts.

Finally, Problem – Implementation challenges

Solution – with regards to implementation of digital HRM systems, it is nearly impossible to consider the broad range of perspectives of employees given the organizational complexity of technically qualified and nonqualified employees share the same systems. HR should adapt proof of concept (PoC) and phased

implementation for better adoption of digital HRM technologies. Regarding PoC, HR professionals must identify and validate (O'Reilly, 2024, December 19) from the best software available following a best practices and reviews in selecting a HRM system that suites the requirement of the organization and employees before procuring and implementing. I would further recommend HRM must form a techno-functional team that has an appetite for both technical and HR functions, this team shall champion the transformation change management. It is possible that most organizations may not have such teams, but it is advisable to hire consultants that can effectively see the transformation through the implementation stages, this is one of the best practices of seamless transition.

Conclusion

To conclude, organizations must understand the digital transformation is a journey, and the transformation is not just impacting the businesses but the way in which the employees operate their day-to-day tasks, collaborate, learn and excel in their roles. Many studies focused on the positive effects of digital HRM technologies for businesses and management in terms of efficiency, automation, cost savings, but only handful on the employee perceptions and experiences reflecting dearth and paucity of literature with regards to employee feelings.

Through my research and analysis, I have identified and presented key findings and gaps in the current literature on employee perceptions and experiences such as data privacy, psychological impacts, gender bias, job insecurity, trust issues with technology, surveillance, social isolation, discomfort, and performance pressure that needed further in-depth studies. Additionally, I have articulated the implications of such transformation on employees like steep learning curve, psychological impacts along with and the effective ways of overcoming the implementation of digital HRM transition phase.

I further emphasise, the urgency and importance of deeper examining the elements that influence employees for an acceptance or resistance of technology. For any digital transformation to see its overall impact and to give a competitive edge to the organizations it is crucial that employees embrace technology transformation with willingness, and feel they are empowered to perform better. Digital HRM is one such area that has plenty of scope to collect the employee feedback on their feelings and experiences, because the HR functions deal with many facets of employee throughout the course of their employment, from recruitment to their retirement.

Finally, delivering best employee experience through digital HRM technologies must be looked at as a collective effort; by doing so, it not only increases the efficiency of the individual and organizations, but also an effective coordination with relevant stakeholders can increase the affinity towards the organization. Therefore, I recommend that future studies focus on the inputs and feedback from the employees' viewpoint, making their feelings matter while balancing the organizational benefits.

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