

The Impact of Digitalization on HR Management: A Quantitative Analysis through Public Survey on Knowledge Management, Time Management, and Organizational Culture

Abstract

Today, digital technology is a powerful driver of change in contemporary organisations and has impacted on HRM. This thesis examines the effects of digitalization on HRM through a quantitative study using a public survey on knowledge management, time management, organizational culture, and job fairness. The first research question is focused on the impact of digitalization on the HR management from the employee and the HR manager's point of view. This thesis used both secondary and primary sources. A survey was conducted with 100 respondents. In order to maintain reliability of the results, the demographic distribution was carefully controlled to include equal representation of age and gender. Some of the major findings reveal that the process of digitalization improves knowledge management and time management in organizations. About 65% of the respondents often use digital platforms for knowledge sharing, and 70% have experienced enhanced job performance because of the systems. Self-organizing tools have helped 65% of participants to spare considerable time every day, which in turn improves efficiency and decreases stress levels. Regarding job fairness, although 65% of participants noticed improved transparency of HR processes with the help of digital tools, 10% of employees are dissatisfied with algorithmic bias and the lack of clarity regarding AI-based decisions. The thesis also shows the benefits of digitalization in the context of HRM and reveals the ethical and cultural implications of the process. This emphasizes the importance of ethical standards, algorithmic explainability, and people-centered approaches to minimize negative impacts. Theoretical contributions are in line with the Technology Acceptance Model and the Resource-Based View and the thesis fills the gap in the literature concerning the ethical issues of AI in HRM.

1. Introduction

HRM plays a central role of ensuring that organizational objectives are met through the performance of employees. In recent past, with the advancement of technology, conventional HRM activities have shifted from paper-based work to digital work, including the use of AI, cloud solutions, and data analysis in selection, performance evaluation, training, and employee satisfaction. It improves the efficiency and decision making of HRM in a competitive global environment and revolutionize the HR professionals' domain. They are now expected to learn new competencies in order to address technologies such as Human Resource Information Systems (HRIS), applicant tracking systems (ATS), and performance management systems that promote organizational culture of openness and responsibility.

Problem Statement

However, there is a remarkable absence of comprehensive and coordinated data on how digitalisation affects HRM practices from the views of employees and practitioners. On the advantages side, digitalization leads to improved efficiency, better decisions, higher levels of employee commitment. On the downside, there are issues concerning knowledge management, time management, organisational culture and job fairness. Lack of quantitative data means that organizations are unable to evaluate the success of digital HRM and determine exactly what aspects require further enhancement. This research intends to fill this gap through a survey of the employees and the HR professionals to assess the effects of digitalization on the HRM.

Research Questions

This study is guided by the primary question: How does digitalization impact the perception of employees and HR managers of HR management? The sub-questions include:

- How do employees perceive that digitalization affects knowledge management?
- In what way does the use of digital tools affect time management?
- How does digitalization facilitate the change process in organisational culture?

- In what ways does digitalization of work influence the HR professionals and employees' perception of job fairness?

Significance of the Study

This research is relevant to the field of Digital Human Resource Management as it presents data on the impact of digitalization on knowledge sharing, time management, organizational culture and perceived job fairness. Thus, the present quantitative analysis adds to the majority of current research, which tends to be theoretical or case-study based. The results provide practical recommendations for the HR practitioners and organisations that are moving to digital, to improve the effectiveness of digital HRM. Further, the study helps organizations to fine-tune their digital HRM recommendations to enhance organizational responsiveness and fairness in the workforce; it sets the stage for future research on this emerging field.

2. Literature Review

HR Management

The practice of Human Resource Management (HRM) has evolved remarkably over the years from being a mere clerical function to one that is strategic. First, HRM was mainly involved in payroll, record keeping and legal requirements of the company, and worked in a way that was more reactive to human capital management (Kholod et al., 2021). In the mid of the twentieth century, shifting nature of employees, increased globalization and realization of employees as organizational capital compelled the HRM to take strategic direction. This shift focused on linking people management with organisational objectives, thus promoting the development of human capital that provides the company with a competitive edge (Oksana et al., 2022).

By the 1990s, HRM had become a strategic business partner responsible for talent acquisition, development, and supply, as well as organizational design and strategy (Kholod et al., 2021). The changes in the recent years have expanded the field of HRM with the help of digital technologies such as Artificial Intelligence (AI), cloud-based systems, and data analytics. Such developments have transformed HRM from merely performing clerical duties to becoming more analytical and strategic in its approach to staffing, performance, and engagement (Maslennikov et al., 2020).

Theoretical Foundations

There are several theories that form the basis of the development of HRM in the digital environment. Human Capital Theory in particular has argued that skills, knowledge and abilities of the employees are important to organizational performance. Digital HRM involves the application of technology in training and development, Learning Management Systems (LMS) to improve human capital to make organizations relevant and responsive (Kholod et al., 2021; Odarenko & Crimean, 2021). According to the Resource-Based View (RBV), the source of competitive advantage is valuable, rare, and inimitable resources, with particular emphasis on human resources. Technology helps the HR professionals to attend to more important issues such as development and implementation of new strategies, reducing on mundane tasks that could otherwise help the organization adapt to change (Yatskevych & Kemarska, 2021). The TAM

presents technology adoption in the perspective of perceived usefulness and ease of use of the innovation. In the case of HRM, the effectiveness of these digital tools lies in the acceptance of the employees, which requires the use of friendly systems and proper change management (Palumbo, 2021).

Digitalisation in Human Resource Management

Digitalization has been a key driver of change in the field of HRM through innovation of technologies that enable and improve many functions of HRM. AI and Machine learning are used in recruitment, onboarding, performance appraisal and training thus reducing the cycle time for HR operations and making it more data lead (Maslennikov et al., 2020). For instance, AI-enabled applicant tracking systems (ATS) help in resume filtering and candidate shortlisting, which is time-consuming and less diverse (Svatiuk, Zaharets, & Sytnyk, 2022). By having centralized record keeping, cloud-based HR systems also provide instant access to HR analytics and enhance workforce interaction and satisfaction (Kholod et al., 2021). E-HRM goes beyond supporting operational tasks to include strategic processes such as talent management and data analysis to support function's goals in the organization (Yatskevich & Kemarska, 2021; Odarenko & Crimean, 2021).

Knowledge Management

KM in HR is the process of learning and gathering employee knowledge and then sharing it to gain the most benefits. Explicit and tacit knowledge are classified in Digital KM systems, which offer tools that improve decision making, problem solving, and employee performance (Alavi & Leidner, 1999; Wan & Zhang, 2023). Organizational learning, innovation, and adaptability are some of the benefits of KM that enhance talent management and leadership and decrease staff turnover (Svatiuk et al., 2022).

Km is central to technology since it ensures that knowledge is accessible and shared through LMS, internal databases, and cloud collaboration tools. These technologies allow for storage, access and dissemination of information, leading to a kinetic, knowledge-based setting (Su, 2012). Social media, for example, helps transfer tacit knowledge through social media, mentoring and other IT enabled communication tools which foster organizational learning and knowledge sharing culture (Wan & Zhang, 2023).

Digital KM systems enhance employee performance by making it easier to find information and resources to enhance the efficiency and productivity of work (Maslennikov et al., 2020). Such systems provide opportunities for constant professional development and career advancement, and that increases employees' interest and productivity (Galynchik & Gasnikova, 2021). Also, KM systems contribute to the process of innovation through sharing of knowledge between the different teams as well as organizational improvement (Su, 2012).

However, the implementation of digital KM systems has some issues like user adoption resistance, knowledge obsolescence, and information security (Wan & Zhang, 2023). These problems require effective change management, regular KM system updates, and strong security features to enable their mitigation.

Time Management in the Workplace

There has been a great enhancement in time management of HR operations through the use of digital tools. Scheduling and task management are made easier by using project management software, calendars, and automated reminders to help in avoiding time wastage (Dugan et al., 2012). AI and Machine learning tools help to decide which tasks are to be performed at what time so as to reduce stress and increase job satisfaction since the tools take into consideration the workload and previous performance. These tools give the schedule and progress of tasks in real time to help plan and reduce the delay (Dugan et al., 2012).

Social digital solutions include calendar and project management system integrations that help in improving coordinative mechanization by providing project schedules, resources, and dependencies. This is especially useful for HR professionals who have to multitask on different projects at the same time which in the long run increases the use of time and also reduces the rate of errors (Dugan et al., 2012).

Organizational Culture

Organizational culture encompasses the shared values, beliefs, and practices that shape how employees interact and make decisions. Schein's model outlines three levels of culture: cognitive artifacts, declared values, and assumed values, while Hofstede's dimensions provide insights into cultural variations such as power distance and individualism (Grover et al., 2022). Positive

organizational cultures foster cooperation, creativity, and confidence, whereas negative cultures lead to demotivation, job dissatisfaction, and high turnover rates (Hooi & Chan, 2023).

Digitalization transforms organizational culture by shifting communication from in-person to digital platforms, fostering remote collaboration and flexible work structures (Munaf, 2023; Maslennikov et al., 2020). While digital tools enhance teamwork and transparency, they can also lead to depersonalization and work-life balance issues, necessitating strategies to maintain a cohesive culture (Palumbo, 2021). Effective management of digital organizational culture involves promoting innovation, enhancing digital skills, and adopting transformational leadership styles that foster trust and collaboration (Hooi & Chan, 2023; Slin'ko & Kulikov, 2022). Additionally, mitigating negative effects like depersonalization requires maintaining regular communication, virtual team-building activities, and recognition programs (Palumbo, 2021).

Job Fairness in Digital HRM

Organizational justice refers to the employees' attitudes towards the fairness of the decisions and practices in an organization. It consists of distributive, procedural, and interactional justice all of which are impacted by digital HR tools (Palumbo, 2021). Technology can increase the fairness of the job by eliminating human influence and making the HR processes more transparent (Palumbo, 2021). For example, in the case of recruiting, AI systems can rank and rate applicants without bias and discrimination by using objective criteria rather than relying on the opinion and discretion of the hiring officer, thus fairness (Palumbo, 2021).

However, digitalization also brings some issues to the organizational justice. One of the concerns is that algorithms' decision-making is not very clear, and this creates a perception that something is done arbitrarily or even discriminatively when in fact, it might be merited (Palumbo, 2021). Furthermore, it is possible to obtain prejudiced training data or lack sufficient oversight of algorithms, which is against fairness (Palumbo, 2021). Conventional HRM technologies can also dehumanize working relations resulting in employees perceiving decisions as being made by computers instead of people, which can lower the amount of trust in management and increase the perception of procedural justice (Palumbo, 2021).

To address job fairness in a digital HR practice, organizations should consider the following; Algorithmic responsibility, bias check regularly, and human intervention in decision-making

(Palumbo, 2021). Increasing the level of transparency by describing the algorithms used in AI systems and providing opportunities for employees to challenge biased decisions promotes trust in digital HR systems (Palumbo, 2021). Furthermore, it is necessary to achieve the right mix of technology and face-to-face communication to create the perception of fairness and to build and maintain strong human relationships within the context of digital HR (Palumbo, 2021).

3. Methodology

This research work uses a survey research method to investigate the effects of digitalisation on HRM in the areas of knowledge management, time management, organisational culture and job equity. An online structured questionnaire was completed by 100 participants, including HR managers and employees who are likely to engage with digital HR solutions. The survey was shared through social media platforms such as WhatsApp, Facebook, LinkedIn, and through email lists and all the participants were selected using opportunity sampling for ease (Yawalkar, 2019).

Research Design

A quantitative survey technique was adopted to ensure that large and quantifiable data was collected which could easily be analyzed descriptively to establish participants' experiences and perception on digital HR practices. Closed-ended questions were used in the survey through multiple choice, Likert scale and rating scale questions and answers with a view of getting a broader perspective of the effects of digital HRM.

Survey Sample

The sample consisted of 100 working professionals from the HR department and other employees, and the majority of them are young and tech-savvy people to meet the purpose of the study to assess digital HRM from the users' side (Yawalkar, 2019). Although this demographic focus is helpful, it could be a source of bias because the participants are relatively young and have low job seniority.

Survey Instrument

The questionnaire was developed to assess participants' experiences with digital HR tools across four areas: KM, TM, OC, and JF. The pilot test involved a few HR professionals and friends to

improve the clarity and relevance of the questions in the instrument for validity and reliability (Odarenko & Crimean, 2021).

Data Collection and Analysis

The data were collected for two weeks using Google Forms to maintain anonymity and confidentiality to obtain genuine responses. The data were then exported to Excel for the descriptive statistical analysis once one hundred complete responses were obtained. Pie charts and bar graphs were also used to present the data and trends and patterns of digital HRM were identified.

Ethical Considerations

The research conformed to ethical research practices on consent, anonymity and voluntary participation. Participants were given an explanation of the research objective, their rights, and the use of collected data to guarantee their anonymity and personal data privacy (Sutulova & Gasnikova, 2021). However, some of the limitations include; there is a possibility of selection bias, and the study group was relatively small, and composed of similar participants. Further studies should involve a more diverse and a larger number of participants to increase external validity and analyze the effects of the intervention in the long term as part of the longitudinal research (Yawalkar, 2019).

4. Results of the survey

4.1 Demographic Overview of Respondents

A total of 100 participants were surveyed to give an overall representation of young HR professionals and employees that use digital HR tools. Age Group Distribution (Figure 1) shows that the majority of the respondents are young with 32% of them being in the 18-25 age bracket and the other 46% in the 26-35 age bracket. These two age groups summed up contain 78% of the total sample, which is a result of the purposive sampling of young working professionals in the study. The remaining 22% are split across the 36-45, 46-55, and 56 and above age groups. This age distribution is important because the young HR professionals are likely to be acquainted and affected by digital HR systems.

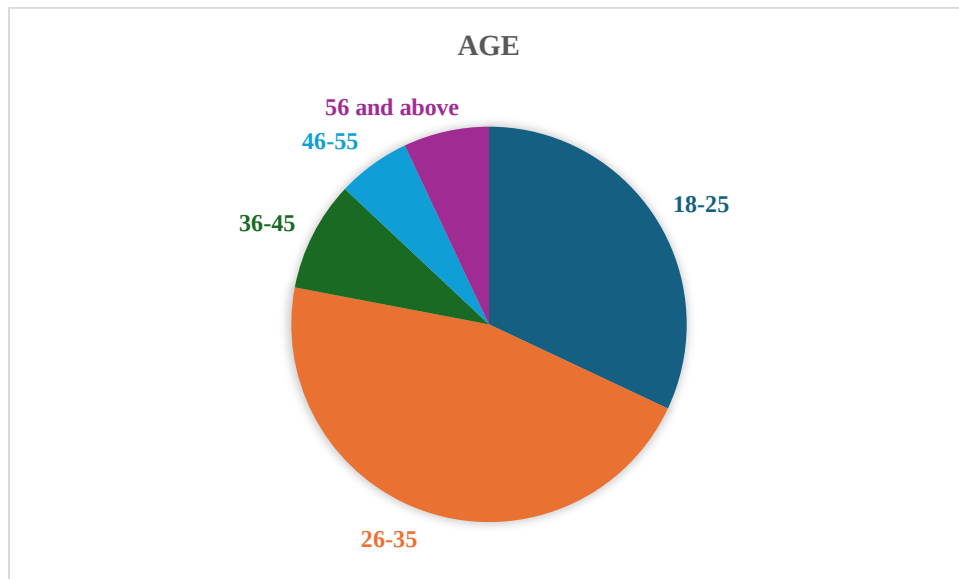


Figure 1: Age distribution of respondents.

In terms of gender distribution, the sample consists of 55% female and 45% male participants. This distribution makes sure that there is no over-emphasis on gender biases, and that both male and female views on digital HR tools are captured. Regarding the participants' position in the organization, 46% of the respondents are HR managers, 40% are employees, and 14% are in the other category. Forty-six percent of the sample was constituted by HR managers, and thus the findings obtained on strategic HR practices are valuable.

4.2 Knowledge Management Findings

Digitalization is an important area that affects knowledge management. The findings of the survey show that digital knowledge sharing occurs frequently within organizations. According to Figure 2: The frequency of digital knowledge sharing is also high, 36% of the respondents use digital tools “often” while 30% use them “always”. Together, both of these groups make up 66% of the sample, indicating that digital knowledge management systems are now a central part of most HR practices. Now, 3% of participants stated that they never use these tools, which proves the high level of digital systems implementation.

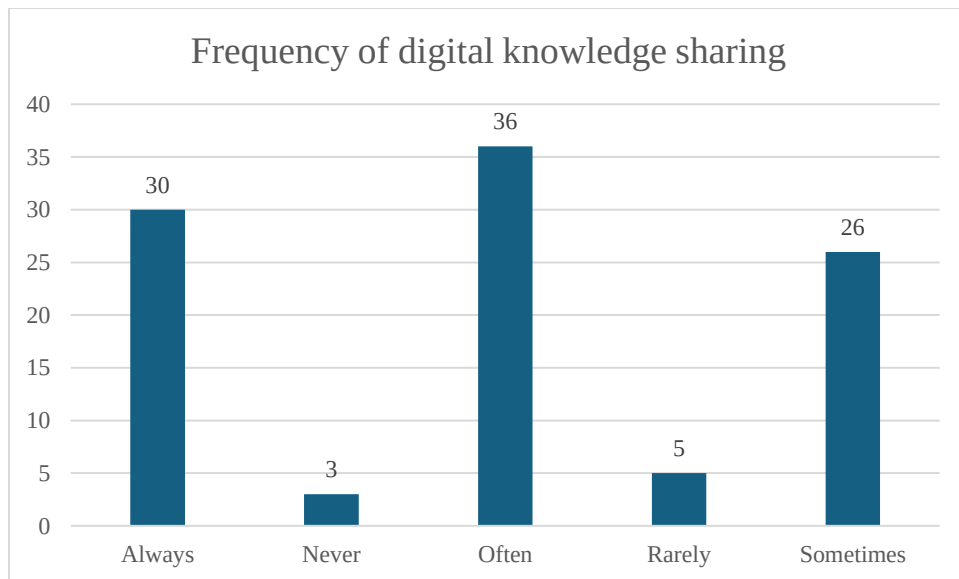


Figure 2: Knowledge sharing on digital platforms.

Regarding the question of whether the digital knowledge management systems have enhanced job performance, 42% of the respondents said ‘effective’ while 32% said ‘very effective’ (Figure 3). This means that a large number of employees believe that these systems are helpful in their workplace. However, 12% of participants considered them as ‘ineffective’ implying that there is potential for improvement in the manner in which such tools are deployed or used.

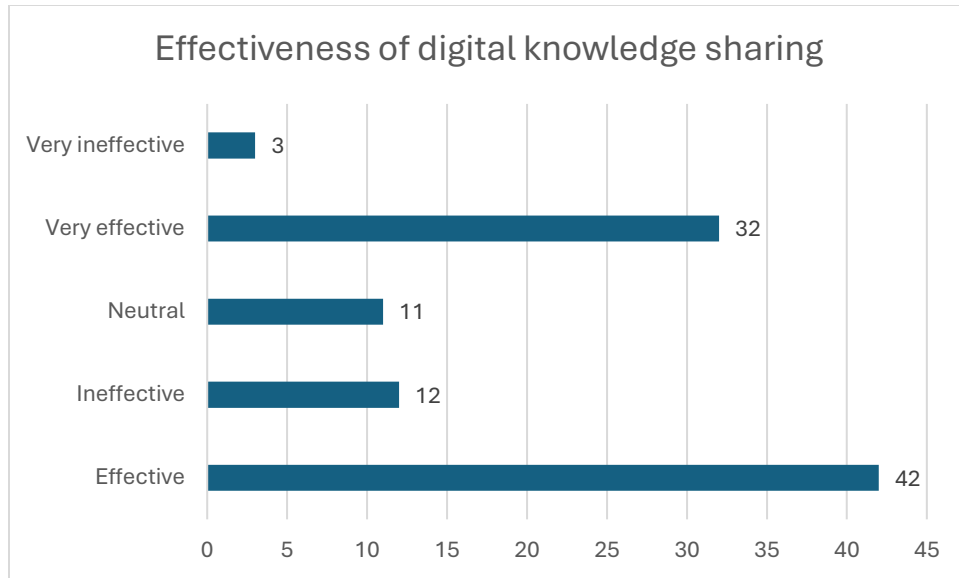


Figure 3: Effectiveness of knowledge sharing systems.

Another factor discussed was the availability of information and resources through technology-based means. Ease of Access to Information, more than 40% of respondents have said it is easy to access information while roughly 24% have said that it is very easy. At the lower end, 6% said it was very difficult, which may suggest some barriers that slow down effective knowledge management. In general, the positive responses confirm the effectiveness of digital platforms, but organizations need to work on accessibility challenges to enhance the platforms' potential.

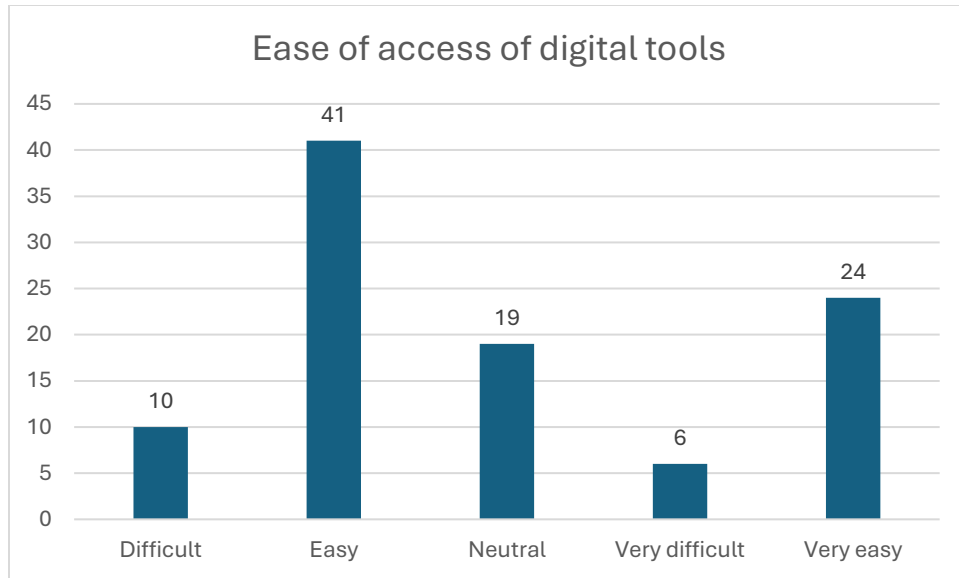


Figure 4: Ease of access, according to the respondents.

4.3 Time Management Insights

One of the areas where digital tools are said to bring a lot of change is in time management. The survey also sought to find out how often the respondents use digital tools such as project management software. In the data, 30% of respondents reported often using the tools, while 34% reported using them always. These numbers correspond with the frequency of digital knowledge sharing and suggest that time management tools are also central to HR processes.

In response to questions about time saved through the use of digital tools, 35% of respondents said they saved 3-4 hours a day, with 31% claiming to save over 4 hours. These significant time savings explain the benefits arising from the digitalization process. Nonetheless, 7% of participants reported that they are not saved any time by digital tools, which is an indication that these systems are not equally efficient.

The impact of the digital time management tools in relation to minimizing work-related stress was also encouraging. The results were: Time Management Tools, 33% of the respondents described the tools as “effective” while 32% described the tools as “very effective”. However, 11% of the participants described them as ‘ineffective,’ meaning not all digital solutions help users to manage stress.

The effectiveness of the tools in digital time management was also evaluated on a scale of 1 to 10. The mean score was 7.5 and the majority of the respondents scored between 6 and 8 for the items. This distribution indicates that even though people have a positive attitude towards time management tools, the application of these tools might be enhanced to offer additional stress reduction and performance improvement.

4.4 Organizational Cultural Changes

The survey also shows that digitalization has impacted organizational culture to the extent that: As for the interaction with colleagues by using digital communication tools, the results were quite impressive with “often” being chosen by 29% of the respondents, and “always” by 30% of the participants. This means that remote and digital communication has become the new order in many organizations especially due to the use of tools such as Zoom, Microsoft Teams, Slack among others.

The perceived level of the usage of digital communication tools is generally positive when it comes to enhancing teamwork. According to results: Effectiveness of Digital Tools for Collaboration, 36% of the participants stated that there is an improvement in the area of teamwork due to the use of digital tools, 29% strongly agreed. Just 5% said they ‘strongly disagree’ with this, so while digital communication has improved collaboration, there is still some apprehension about the downsides of this method, including the inability to read body language and misunderstanding of messages.

If respondents are asked how much digital tools have enhanced the organizational culture, then 35% of them “agree” and 30% of them “strongly agree.” However, 9% “disagree” which means not all changes in culture are seen as positive. The overall sentiment is positive in that technology makes people more collaborative and transparent while at the same time it can cause problems, for example, work-life imbalance and loneliness.

The average score of the rating of the impact of digital tools on organizational culture was 7.6 with many responses in the vicinity of 7 and 8. This means that digitalization has had a positive impact but organizations should look for ways of dealing with negative impacts on culture

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4.6 Job Fairness Perceptions

It is important for HR to be fair and transparent to its employees so that the processes in place are efficient. This area has received mixed responses in the survey as presented below. When asked if digital tools have made the HR processes more transparent, 40% said they “agree” and 25% said

they “strongly agree”. On the other hand, 10% “strongly disagree” that algorithms and AI are transparent.

Regarding the satisfaction with the fairness of the decisions made by the use of the digital HR tools, 40% of the participants reported to be “satisfied” while 25% reported to be “very satisfied.” Nonetheless, 10% reported “dissatisfaction” which might be due to the absence of human intervention in AI decision-making. People’s trust in algorithms and AI also differed with 40% of respondents claiming high trust, and 25% complete trust. However, 10% said they had “low trust” and this is why there is a call for algorithmic transparency and audibility.

The level of satisfaction with the concept of job fairness was relatively moderate and ranged from 1 to 10, with the average score of 7.3. This means that although many people hold a positive attitude towards the use of technology to improve the fairness of decision-making, there is still doubt as to the neutrality of technology and the processes involved in the decision-making.

4.7 Comparison with Review of Related Literature

The results obtained from the primary research are consistent with the findings of prior works on the effects of digitalization in the management of human resources. Research has established that the use of technology enhances productivity and teamwork but at the same time averts issues of openness and equity. The high rate of knowledge sharing through digital media and time management tool usage in this study further affirm the earlier studies on the use of these technologies.

Nonetheless, the cross-sectional perceptions of job fairness raise doubts in the literature about the ethicality of AI in HR. There is a need for the algorithm to be transparent and for human intervention. Moreover, the results for the usefulness and cultural influence of digital tools are also positive but not very high, which indicates that although digitalization is helpful, it has its pros and cons.

5. Discussion and recommendations

The results of the survey indicate the effects of digitalization on the practices of HR in terms of knowledge sharing, time, organizational culture, and job fairness. With regard to knowledge management, 30% of the respondents always apply the use of technology and 74% reported an enhancement in job performance. This accords with literature showing that knowledge sharing is enhanced by the use of digital tools in organizations. Whereas majority of the respondents acknowledged convenience in access to information, a few had issues with system interfaces. As for the time management, 60% of the respondents mentioned they save more than 3 hours per day, which proves that digital tools increase the HR effectiveness. Furthermore, 66 percent stated that the use of such tools eased stress. But, few respondents said that there is no time saving and it means that the use of digital approaches may require individual consideration. In organizational culture, 65% of participants agreed that through the use of digital communication tools, teamwork had been enhanced although few participants noted that virtual meetings were impersonal. These findings are consistent with the literature suggesting that technological applications can overcome communication boundaries but may erode integration within an organization. About job fairness, 65% of the respondents stated that the digital tools helped in improving the transparency of the HR processes but the issue of fairness in AI and the algorithms was still a concern. These results indicate that ethical dilemmas in AI systems used in HR must be resolved.

The findings have some policy implications for the HR management. The management of organizations should consider embracing the management of knowledge in the digital platform and other time-saving tools. Moreover, digital communication should not be overdone to avoid the creation of social isolation and enhance the cohesiveness of the team. The issue of fairness of AI is significant, and it is necessary to follow ethical standards and perform checks for biases periodically. This research has theoretical implications by lending support to the models of technology acceptance and by underlining the importance of ethical implications to the adoption of HR digital practices. The study's limitations include the following: The study sample size is relatively small, and the data collected are subjective. The future research should focus on the consequences of digitalization in the field of HR and study the possibilities of applying the AI ethics in the field of HR.

6. Conclusion

This thesis aims to provide an exhaustive analysis of the complex effect of digitalization on HRM with reference to the areas of knowledge management, time management, organizational culture, and job fairness. This thesis has endeavored to explore the attitudes and the actual state of affairs from both HR professionals and employees in view of the increasing digital devices and tools in the workplace.

At the heart of this research lies the primary question: How does the digitalization process influence the perception of employees and HR managers of HR management?' This question was systematically broken down into sub-questions that focused on the KM domains, time management effectiveness, organizational culture, and perceived job fairness. The chosen methodological approach based on the quantitative online survey of 100 participants mainly from the HR sector and other employees familiar with digital HR technologies offered a sound basis for collecting standardized and valuable data. The equal gender ratio and the participants' age distribution across different age groups made the results credible and inclusive of the contemporary working population's diverse views.

The results of this research shed light on several important aspects of digital HRM. Of the different forms of knowledge management, the most frequently or consistently used tool was digital knowledge sharing, with 65% of respondents using it. This high adoption rate clearly shows how important digital tools are in enabling efficient sharing of knowledge and knowledge access in organizations. In addition, 74% of participants agreed that through the implementation of digital knowledge management systems, job performance has been enhanced, thus supporting the use of the systems to enhance the level of knowledge among the workforce. However, the 12% of respondents who perceived these systems as ineffective suggest other problems, including system integration and accessibility that need to be solved for organizations to get the best out of digital knowledge management.

Another key domain identified was time management, which was also found to be greatly impacted by digitalization. Most respondents, 66% of them, claimed to save a lot of time, between 3-4 hours daily, from the use of project management tools and other IT applications. Such conclusions are consistent with previous research that speaks about the benefits of using digital tools for time

management, including the increase in productivity and decrease in stress levels. The possibilities to perform routine work and improve organizational processes not only increase effectiveness but also make work less monotonous and less stressful. However, the observations made in the present study show that 7% of participants did not save time at all, which points to interindividual differences in the efficiency of the discussed tools and the need for individualized approaches and organization of work with the tools.

With the coming of digitalization, working culture has been improved significantly in that it has enhanced teamwork and collaboration through the use of digital communication technology. An impressive 65% of respondents said that they saw improvements in teamwork, which demonstrates that digital platforms effectively address traditional problems with communication. But this is not without its demerits. Some respondents expressed concerns about depersonalization and diminished levels of interaction with other people, which is consistent with the concerns expressed in the literature regarding the weakening of the organizational fabric in digital environments. The overall positive impression, which was confirmed by the average rating of 7.6 out of 10, indicates that though digital tools improve communication and transparency, there is a great need for the integration of technology with human touch to sustain a strong organizational culture.

This thesis has established that perceptions of job fairness in the digital HR landscape are not entirely straightforward. The survey revealed that 40% of the respondents believed that the use of digital tools made the processes in HR more transparent; however, issues connected to the bias of the algorithms and the lack of transparency of AI decisions are still important. Ethical implications of AI and automated systems in HRM include the dissatisfaction expressed by 10% of participants. Such concerns are not unique to our work, as the discussion on the ethical use of AI in organizations has been widely discussed, especially regarding issues of fairness, accountability, and transparency. Again, the average satisfaction score of 7.3, which is moderate, shows that there is still a struggle between the benefits of using digital tools and the need to have fairness and accountability in decision-making. This duality calls for an organizational imperative to proactively adopt strong ethical standards and algorithmic accountability to prevent biases and build trust in technological systems of digital HRM.

These findings have significant and broad implications for the area of HR management. The success of digital knowledge and time management tools, along with the acceptance by a broad

range of users, also supports the use of theories like the Technology Acceptance Model (TAM) and the Resource-Based View (RBV). The general high level of engagement and satisfaction reported by the respondents is a clear indication of the applicability of the TAM, given that perceived usefulness and ease of use are identified as key factors for technology acceptance. In the same manner, the RBV assumption that digital tools are valuable, rare, and hard-to-imitate resources that bring competitive advantage is supported by the finding that these tools are critical in increasing productivity and performance of employees.

As a practical implication, it is recommended that HR managers consider the enhancement and maintenance of digital knowledge management and time management systems as strategic organizational investments. The reduction of time taken to complete certain tasks and the improvement of the quality of work done by the use of these tools are the rationale behind their use in today's HRM practices. However, issues of organizational culture and job fairness require a well-planned and carefully measured approach that links digital effectiveness with human-centeredness. Effective countermeasures include the widespread adoption of training activities, the creation of a non-discriminatory digital environment, and algorithm explainability.

This research contributes to theoretical development by providing methodological support for the integration of TAM and RBV in the context of digital HRM. However, the study also points out the limitation of existing theory, especially the lack of focus on the ethical issue of AI in the context of HRM. In this way, with the call for the inclusion of ethical factors in technology acceptance models, this thesis has contributed to the development of models that encompass both technological utility and ethicality. It is this integration that helps build HRM practices that are not only efficient but also fair and unbiased.

However, this study has its own limitations, which are explained below: The main limitations include the selection of opportunity sampling and a small sample that only included 100 participants for the study. It may also be that the relatively young and highly connected user base may not translate to similarly effective results for populations that are older or less technologically inclined. Furthermore, the use of questionnaires brings about issues of validity and reliability; the respondents are inclined to give an ideal picture of themselves and the organization, therefore giving biased answers. Further research should be directed at obtaining a wider and more heterogeneous population to increase external validity. Chronic research approaches would offer

more information on the trends of digitalization's influence on HRM practices and organizational systems. Moreover, qualitative research approaches to study the ethical concerns of AI in HRM might provide further insights into the perceived bias and transparency problems. Comparing organizations at different stages of digital HRM development would also help identify best practices and the most common problems that arise in this process, which would help create more effective further strategies.

As this research draws to a close, it is possible to identify some of the key implications of the findings in the context of the overall themes of the present study to reveal that digital transformation of HRM is both a prospect and a threat for contemporary organizations. It is evident that the use of digital tools has positively impacted efficiency, sharing of knowledge, and time management, thus making the HR function more flexible to changes. But these advancements also bring new challenges to the organization: cultural issues and fairness in the workplace that should not be ignored. The combination of technology and its ethical considerations together with human factor practices is crucial for the achievement of the benefits of digital HRM. Therefore, more research and timely strategies will be vital as organizations progress in this digitalization revolution to ensure it is a force for sustainable and equitable organizational development.

Therefore, this thesis highlights the complex relationship of digitalization with HR management while presenting an empirical quantitative study that translates theoretical concepts into real-life scenarios. The knowledge gained from this research not only contributes to the theoretical body of knowledge but also provides practical suggestions for HR professionals who are attempting to enhance digital HRM strategies in a rapidly evolving organizational context. Given that the field of HRM is experiencing a paradigm shift due to the use of digital technologies, this research provides a useful roadmap for organizations that wish to use these tools to support their strategies while at the same time being fair, transparent, and promoting a strong organizational culture. The process of becoming a digitally savvy HRM is a continuous one, and it is with research such as this that organizations can begin to understand how to overcome the problems and benefit from the possibilities of digitalization.

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