

Human Resource Management Transformation in the Digital Era: From Traditional Models to Intelligent Applications

-- A Case Study of Bosiyun

Fei Chen, Davaasuren Bavuudorj, Altanchimeg Sambuu

School of Management, Ulaanbaatar Erdem University, Ulaanbaatar, 14210, Mongolia

ABSTRACT

The rapid advancement of technology is driving a profound transformation in Human Resource Management (HRM), with digital solutions becoming central to organizational innovation and workforce optimization. This study examines the digital transformation of Guangdong Bosiyun Science and Education Technology Co., Ltd., a leading enterprise in the education technology sector, as it transitions from traditional HR practices to intelligent, data-driven systems. Through a qualitative case study, the research explores the key drivers, challenges, and outcomes of Bosiyun's HRM digital transformation. The findings reveal that automation, AI-powered tools, and data-driven performance management have significantly enhanced HR efficiency, streamlined recruitment, and improved employee engagement. However, the study also identifies critical barriers such as resistance to change, skill gaps, and system integration challenges. This paper highlights best practices and strategic insights that can guide other enterprises undertaking similar HR digitalization journeys. Ultimately, the study contributes to the growing discourse on the intersection of technology and HRM, demonstrating how intelligent HR systems can foster long-term organizational growth and competitive advantage.

KEYWORDS

Digital Transformation; Human Resource Management (HRM); AI-driven HR; Workforce Optimization; Intelligent HR Systems.

1. INTRODUCTION

In the wake of rapid technological advancements, enterprises across industries are undergoing significant transformations, with Human Resource Management (HRM) emerging as a focal point for innovation and restructuring [1]. The digital era has ushered in new paradigms that challenge traditional HR models, necessitating the adoption of intelligent technologies to enhance efficiency, agility, and employee engagement [2]. From automated recruitment systems and AI-driven talent analytics to cloud-based performance management platforms, digital solutions are reshaping the way organizations manage their human capital [3].

This study explores the transformative journey of Guangdong Bosiyun Science and Education Technology Co., Ltd. (Bosiyun), a leading technology company in the education sector, as it transitions from conventional HR practices to intelligent, data-driven HRM applications. By leveraging digital tools and AI-powered systems, Bosiyun aims to streamline HR operations, foster talent development, and maintain a competitive edge in an increasingly digitalized business environment.

Through this case study, the drivers behind Bosiyun's HR transformation, the challenges encountered during implementation, and the measurable outcomes of integrating intelligent HR technologies will be examined. Additionally, this research highlights key insights and best practices that can serve as a blueprint for other enterprises seeking to navigate the evolving landscape of digital HRM.

Ultimately, this study contributes to the growing discourse on the intersection of technology and human resource management, offering valuable perspectives on how digital transformation can unlock new potentials for organizational growth and workforce optimization.

2. LITERATURE REVIEW

The evolution of Human Resource Management (HRM) in the digital era has been a subject of extensive academic and professional discourse. This section reviews existing literature on the transformation of HRM practices, focusing on digitalization, intelligent applications, and case studies relevant to enterprise innovation.

2.1. Theoretical Foundations of HRM Transformation

Traditional HRM models have long emphasized administrative efficiency, workforce planning, and employee relations [4]. Historically, HRM was viewed as a functional area responsible for hiring, payroll, and compliance [5]. This operational focus limited HR's ability to influence broader organizational strategies [6]. However, with the advent of the digital era, scholars such as Ulrich (2017) argued that "HRM must transition from a support function to a strategic partner role, driving organizational growth and innovation" [7]. This shift involves aligning HR practices with business objectives, fostering employee engagement, and facilitating leadership development. The Resource-Based View (RBV) theory, introduced by Barney (1991), suggested that "leveraging internal capabilities, including human capital, is crucial for sustaining competitive advantage" [8]. Digital transformation in HRM aligns with this theory, as intelligent technologies enable more effective resource allocation, skills enhancement, and employee development. By integrating digital tools, organizations can better utilize their workforce as a strategic asset, contributing to long-term success.

2.2. Digitalization and HRM

Digitalization in HRM refers to the integration of advanced technologies such as Artificial Intelligence (AI), Big Data, and cloud computing into human resource processes [9]. This transformation allows HR departments to automate repetitive tasks, improve decision-making, and deliver personalized employee experiences. A study by Parry and Strohmeier (2014) highlighted that "digital HR tools facilitate more accurate recruitment by leveraging data analytics to match candidates with job requirements" [10]. Additionally, personalized training programs, driven by AI, cater to individual learning paths, enhancing employee skills and productivity [11]. Predictive analytics further enables HR professionals to forecast workforce trends, anticipate talent shortages, and proactively address employee concerns [12]. These technologies foster a data-driven culture within organizations, enhancing agility and resilience. The widespread adoption of digital HR practices reflects a growing recognition of technology's role in driving operational excellence and strategic innovation.

2.3. Intelligent Applications in HRM

Intelligent HR applications are transforming traditional practices by automating routine tasks and providing deeper insights into employee behavior and organizational dynamics [13]. For example, AI-driven recruitment platforms streamline candidate selection by analyzing resumes, conducting initial interviews, and assessing cultural fit [14]. Machine learning algorithms predict workforce

trends, identify high-potential employees, and recommend tailored development plans [15]. Davenport and Ronanki (2018) emphasized that “intelligent HR systems improve efficiency and accuracy, reducing human bias and enhancing fairness in decision-making” [16]. These systems also facilitate continuous performance management, providing real-time feedback and promoting a culture of continuous improvement. Furthermore, Huang et al. (2020) found that “organizations implementing intelligent HR solutions experience a significant increase in employee engagement, retention rates, and overall job satisfaction” [17]. This shift not only reduces operational costs but also enhances workforce productivity, positioning organizations for sustainable growth in competitive markets.

2.4. Case Studies on HRM Digital Transformation

Numerous case studies illustrate the successful implementation of digital HRM across diverse industries. Siemens, for instance, adopted AI-based recruitment and talent management platforms, resulting in a 30% reduction in hiring time and a noticeable improvement in candidate quality (Kaplan & Haenlein, 2021) [18]. Similarly, IBM’s use of AI for performance appraisal and employee well-being initiatives demonstrates the potential of intelligent applications to enhance organizational outcomes. IBM’s AI-driven HR chatbots assist employees with routine queries, freeing HR staff to focus on more strategic tasks [19]. In another case, Unilever leveraged AI in recruitment, significantly reducing unconscious bias and increasing diversity in the workforce [20]. These case studies underscore the tangible benefits of digital HRM, showcasing how technology-driven HR practices drive efficiency, innovation, and employee satisfaction.

2.5. Challenges in HRM Digital Transformation

Despite the benefits, the transition to intelligent HRM poses several challenges. Resistance to change is a significant barrier, as employees and HR professionals may fear job displacement or struggle to adapt to new technologies [21]. Additionally, the lack of digital skills and technological literacy within HR departments can hinder successful implementation [22]. Bondarouk et al. (2017) highlighted that “data privacy concerns and the ethical implications of AI-driven decision-making present further obstacles” [23]. Addressing these issues requires robust change management strategies, fostering a culture of continuous learning, and investing in digital upskilling initiatives. Organizations must also establish clear data governance frameworks to ensure compliance with privacy regulations and build employee trust. Overcoming these challenges is critical for realizing the full potential of digital HRM.

2.6. Relevance to Bosiyun’s HRM Transformation

The literature on HRM digital transformation provides a foundational framework for analyzing Bosiyun’s case. As a technology-driven enterprise, Bosiyun’s HRM shift aligns with global trends, reflecting the broader movement toward intelligent HR systems. Bosiyun’s adoption of AI-based recruitment, cloud-based performance management, and data-driven employee engagement tools exemplifies the transformative potential of digital HRM. By examining existing literature and case studies, this paper positions Bosiyun’s experience within the context of ongoing HRM innovation, contributing to the growing body of knowledge on digital workforce management. This analysis offers practical insights and lessons for other enterprises embarking on similar digital HR journeys, highlighting best practices and potential pitfalls to avoid.

In a word, this literature review sets the stage for a comprehensive case analysis, exploring how Bosiyun navigates the complexities of HRM digital transformation to achieve organizational excellence.

3. RESEARCH METHODOLOGY

This study employs a qualitative case study approach to examine the HRM digital transformation at Guangdong Bosiyun Science and Education Technology Co., Ltd. The case study method is chosen for its ability to provide a holistic and detailed examination of the real-world context in which digital transformation occurs. This approach is particularly effective in capturing the complexities of organizational change, enabling the researcher to explore the multifaceted nature of technological integration and its impact on human resource management (HRM) practices.

3.1. Research Design

The research adopts an exploratory design aimed at gaining a deeper understanding of the processes, challenges, and outcomes associated with Bosiyun's HRM transformation. Exploratory research is valuable in investigating areas where limited prior research exists, allowing for the discovery of new insights and patterns. This design facilitates the collection of rich, contextual data that highlights the nuanced experiences of various stakeholders involved in digital HRM implementation. By employing this design, the study can adapt and evolve as new information emerges, ensuring a comprehensive examination of the transformation process.

3.2. Data Collection Methods

The data in this study is collected through semi-structured interviews with key stakeholders, including HR executives, managers, and employees at Bosiyun. A total of 20 participants are selected for the interviews to ensure a diverse range of perspectives across different levels and departments within the organization. This distribution ensures comprehensive representation and captures insights from various hierarchical levels. Semi-structured interviews offer flexibility, enabling the interviewer to explore unexpected topics that may arise during the conversation while ensuring that 10 core questions (see Appendix) are addressed. These interviews focus on capturing stakeholders' experiences, perceptions, and the practical impact of digital HR tools on their daily work.

3.3. Data Analysis

Thematic analysis is employed to identify recurring patterns and themes from the qualitative data collected. This approach involves systematically coding the data, categorizing responses, and interpreting them to uncover key insights into the drivers, barriers, and success factors of Bosiyun's HRM digital transformation. The analysis process follows a structured framework that includes data familiarization, initial coding, theme identification, and refining themes to ensure coherence and relevance.

3.4. Validity and Reliability

To ensure the validity and reliability of the research findings, data triangulation is applied by cross-referencing information from multiple sources, including interviews, focus groups, and secondary data. Triangulation enhances the credibility of the research by confirming the consistency of findings across different data sets. Member checks are conducted by sharing preliminary findings with interview participants to solicit feedback and verify the accuracy of the interpretations. This iterative process not only strengthens the reliability of the data but also ensures that the participants' voices are accurately represented.

In summary, by adopting this methodological approach, the study aims to provide a comprehensive and detailed examination of Bosiyun's HRM digital transformation. The insights gained from this research will contribute to the understanding of best practices, common challenges, and lessons learned, offering valuable guidance for organizations embarking on similar digital HR initiatives.

4. RESEARCH RESULTS

4.1. Demographic Characteristics of Participants

The interview in this study involved 20 participants from Guangdong Bosiyun Science and Education Technology Co., Ltd., representing diverse roles and hierarchical levels within the organization. The participant breakdown includes 5 HR executives (25%), 7 managers (35%), 3 technical staff (15%), 3 operations staff (15%), 1 sales representative (5%), and 1 customer service staff member (5%). This distribution ensures a comprehensive representation of perspectives across different organizational tiers. Participants' tenure at Bosiyun ranged from 2 to 15 years, with an average tenure of 7 years. Of the 20 participants, 6 (30%) had been with the company for over 10 years, while 8 participants (40%) had between 5 to 10 years of experience, and 6 participants (30%) had less than 5 years of tenure. Gender distribution consisted of 12 male (60%) and 8 female (40%) participants, reflecting a balanced gender representation within the sample (see Table 1).

Table 1. Demographic Characteristics and Detailed Information of Participants

Department	Job Position	Number of Participants	Percentage (%)	Gender Distribution (M/F)	Average Tenure (Years)
Human Resources	HR Executives	5	25	3/2	11
Management	Managers	7	35	5/2	8
IT	Technical Staff	3	15	2/1	6
Operations	Operations Staff	3	15	2/1	5
Sales	Sales Representatives	1	5	1/0	4
Customer Service	Support Staff	1	5	1/0	5

4.2. Impact on HR Processes

The digital transformation has led to substantial improvements in HR processes, as reported by 17 participants (85%). Automation of routine tasks, such as payroll management and employee record-keeping, has increased efficiency and reduced errors. 14 participants (70%) noted that the implementation of digital tools allowed for more streamlined recruitment processes, enhanced performance tracking, and more responsive employee engagement initiatives. However, 3 participants (15%) highlighted that adapting to new systems initially caused temporary disruptions in daily operations.

4.3. Drivers of Digital Transformation

The primary drivers behind Bosiyun's decision to implement digital HRM tools were the need for operational efficiency, as mentioned by 14 participants (70%), improved data management (12 participants, 60%), and the company's broader organizational strategy to align with digital advancements (11 participants, 55%). Additionally, 4 HR executives (80%) emphasized the

importance of staying competitive in the market and meeting evolving employee expectations regarding flexible, technology-driven work environments.

4.4. Challenges Faced During Implementation

Challenges in the digital transformation process were reported across all hierarchical levels. Twelve participants (60%) cited resistance to change as a major barrier, while 10 participants (50%) highlighted a lack of technical expertise among employees. Nine participants (45%) reported initial integration issues between existing and new HR systems. Managers and HR executives (representing 7 out of 12 participants, or 58%) underscored the complexity of aligning digital tools with legacy processes, while 4 out of 8 employees (50%) expressed concerns regarding the learning curve associated with new technologies.

4.5. Employee Adaptation and Training

Employees' adaptation to the new digital HR systems varied. Thirteen participants (65%) expressed positive experiences with the transition, while 7 participants (35%) indicated difficulties in adapting. Sixteen participants (80%) acknowledged the effectiveness of the training programs provided, which included hands-on workshops and online tutorials. Of the 8 employees, 5 (62.5%) found the training helpful, while 3 (37.5%) suggested the need for more personalized training sessions and ongoing support to address evolving needs.

4.6. Perceived Effectiveness of Digital Tools

When asked about the effectiveness of the newly implemented digital HRM tools, 15 participants (75%) indicated that the tools had significantly improved HR service delivery. Ten participants (50%) appreciated the enhanced transparency, while 13 participants (65%) noted faster response times and better employee self-service capabilities. However, 5 managers (71% of the manager group) recommended further customization of the digital tools to better fit specific departmental needs.

To sum up, the research findings indicate that Bosiyun's HRM digital transformation has yielded significant benefits, despite encountering initial challenges. The insights gained provide valuable guidance for other organizations embarking on similar digital HR initiatives, emphasizing the critical role of leadership, comprehensive training, and adaptive implementation strategies.

5. DISCUSSION

The findings from this study on the digital transformation of HRM at Guangdong Bosiyun Science and Education Technology Co., Ltd. offer valuable insights into the evolving landscape of HR practices driven by intelligent technologies. The integration of digital tools within Bosiyun's HRM framework reflects broader industry trends, underscoring the pivotal role technology plays in reshaping workforce management and organizational efficiency. This section interprets the results in the context of existing literature, discusses the implications for HRM, and highlights the significance of addressing challenges to ensure sustainable digital transformation.

5.1. Interpretation of Key Findings

The digital transformation at Bosiyun has led to substantial improvements in HR processes, aligning with the literature on operational efficiency and enhanced employee engagement through automation and AI-driven systems (Parry & Strohmeier, 2014). The finding that 85% of participants reported significant improvements in HR operations echoes Davenport and Ronanki's (2018) assertion that intelligent technologies streamline administrative tasks, reducing errors and increasing productivity.

Drivers behind Bosiyun's transformation, including operational efficiency (70%), improved data management (60%), and alignment with strategic digital advancements (55%), reflect core themes in the digital HRM discourse (Ulrich, 2017). These drivers suggest that Bosiyun's leadership recognizes the importance of HRM as a strategic partner in organizational growth, consistent with the Resource-Based View (RBV) theory emphasizing internal resource optimization (Barney, 1991).

However, the challenges encountered during the implementation process highlight critical areas that require attention. Resistance to change (60%), lack of technical expertise (50%), and integration issues (45%) underscore the complexity of digital transformation in HRM. Bondarouk et al. (2017) similarly emphasized that "workforce resistance and skill gaps are common barriers to HR digitalization", suggesting that comprehensive change management and employee upskilling initiatives are vital for successful transformation.

5.2. Implications for HRM Practice

The case of Bosiyun offers important implications for HRM practitioners seeking to undertake similar digital transformations. One of the primary takeaways is the necessity of fostering a culture that embraces technological innovation. The positive feedback from 65% of employees regarding their adaptation to digital tools highlights the importance of targeted training and personalized learning paths. As Huang et al. (2020) noted, "continuous learning and development are integral to sustaining employee engagement and ensuring long-term success in digital HR environments".

Additionally, the study underscores the value of data-driven decision-making in HRM. The implementation of AI-based recruitment and performance management tools has enabled Bosiyun to achieve more accurate candidate matching and real-time performance assessments. This shift towards predictive analytics and employee-centric solutions supports the notion that intelligent applications enhance workforce planning and foster talent retention (Kaplan & Haenlein, 2021).

5.3. Addressing Challenges and Future Directions

Despite the positive outcomes, the challenges identified highlight areas for further improvement. Addressing resistance to change requires a multi-faceted approach, combining transparent communication, stakeholder involvement, and gradual rollout of digital systems. Providing ongoing technical support and fostering digital literacy across HR teams can mitigate skill gaps and enhance the overall adoption process.

Moreover, the feedback from 25% of managers advocating for greater customization of digital tools suggests that a one-size-fits-all approach may not fully address the diverse needs of various departments. Future digital initiatives should prioritize flexibility, allowing for the tailoring of HR platforms to specific organizational contexts.

Looking ahead, Bosiyun's experience presents opportunities for further innovation in HRM, including the exploration of advanced AI-driven employee wellness programs, blockchain-based credential verification, and virtual reality (VR) training environments. As the digital HRM landscape continues to evolve, organizations must remain agile, continuously reassessing their strategies to align with technological advancements and employee expectations.

5.4. Contributions to Theory and Practice

This study contributes to both theoretical and practical domains by providing empirical evidence on the transformative potential of digital HRM. The findings reinforce existing theories on HRM digitalization, while also offering actionable insights for practitioners navigating the complexities of technological change. Bosiyun's case exemplifies how aligning digital HR strategies with broader organizational goals can unlock new efficiencies and foster a culture of continuous improvement.

In conclusion, the digital transformation of HRM at Bosiyun serves as a valuable case study for enterprises aiming to leverage intelligent technologies for workforce optimization. By addressing challenges, fostering a culture of innovation, and embracing data-driven HR practices, organizations can position themselves for sustained growth and competitive advantage in the digital age.

6. CONCLUSION

6.1. Conclusion of This Study

The digital transformation of human resource management (HRM) at Guangdong Bosiyun Science and Education Technology Co., Ltd. exemplifies how intelligent technologies can drive organizational efficiency, enhance employee engagement, and foster long-term growth. As enterprises increasingly navigate the complexities of the digital era, Bosiyun's case offers critical insights into the drivers, challenges, and outcomes associated with integrating advanced HR tools and systems.

One of the most notable findings from this research is the substantial improvement in HR processes following digital transformation. By automating routine tasks, streamlining recruitment, and adopting data-driven performance management, Bosiyun has enhanced operational efficiency and reduced administrative burdens. This reflects the growing recognition that technology, when aligned with strategic HR initiatives, can position organizations for sustained competitive advantage.

However, the study also highlights the multifaceted challenges that accompany digital HRM transitions. Resistance to change, lack of technical expertise, and integration issues emerged as significant barriers, reinforcing the importance of robust change management strategies and continuous employee upskilling. Addressing these challenges is essential for ensuring that digital transformation efforts are sustainable and yield long-term benefits.

6.2. Limitations of This Study

Despite the valuable insights gained, this study is subject to several limitations.

Firstly, the research focuses exclusively on a single case study of Bosiyun, limiting the generalizability of the findings to other industries and organizational contexts. While the case provides rich, in-depth data, the experiences of one company may not fully capture the diversity of digital HRM transformations across sectors.

Secondly, the qualitative nature of this study, relying primarily on semi-structured interviews, introduces the potential for subjective bias. Although triangulation methods were employed to enhance the credibility of the findings, the interpretations are influenced by the perspectives and experiences of the selected participants. Future research could benefit from incorporating quantitative measures to validate and expand upon the qualitative insights.

Lastly, the study focuses on short- to mid-term outcomes of Bosiyun's digital transformation, with limited exploration of long-term impacts. As digital HRM continues to evolve, it is essential to track ongoing developments and assess how these initiatives shape organizational performance and workforce dynamics over time.

6.3. Future Directions of This Study

Building on the findings and limitations, several avenues for future research emerge. Expanding the scope of this study to include multiple case studies across diverse industries can enhance the generalizability of the results and provide a broader understanding of digital HRM practices. Comparative studies could reveal industry-specific challenges and success factors, offering a more comprehensive framework for digital transformation.

Additionally, future research could explore the integration of emerging technologies such as blockchain, virtual reality (VR), and advanced AI applications within HRM. Investigating how these innovations further reshape HR functions can provide valuable insights into the next phase of digital transformation.

Longitudinal studies that track the long-term effects of digital HRM implementations are also essential. By examining the sustained impact on employee engagement, retention, and organizational performance, researchers can better understand the evolving role of intelligent HR systems in driving continuous improvement and strategic growth.

All in all, while this study offers significant contributions to the field of digital HRM, addressing its limitations and pursuing future research directions will further enrich the understanding of how technology continues to redefine workforce management in the digital age.

ACKNOWLEDGMENTS

Gratitude goes to Professor Davaasuren Bavuudorj and Altanchimeg Sambuu for his valuable guidance and help.

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APPENDIX

Outline of Semi-structured Interview

- 1) How has the digital transformation impacted HR processes within the organization?
- 2) What were the primary drivers behind the decision to implement digital HRM tools?
- 3) What challenges did you face during the digital transformation process?
- 4) How have employees adapted to the new digital HR systems?
- 5) What kind of training or support was provided during the transition?
- 6) How do you perceive the effectiveness of the new digital HRM tools?
- 7) What improvements, if any, would you suggest for the current HR digital systems?
- 8) How has the transformation influenced overall productivity and employee satisfaction?
- 9) What feedback have you received from other departments regarding the HRM transformation?
- 10) What lessons have you learned from this digital transformation experience?