



DIGITAL HRM LITERATURE REVIEW IN BEST HRM PRACTICES: GLOBAL HRM POLICIES FOR A BETTER WORLD

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ABSTRACT

Digitalization and information technology transformation encourage human resource management in organizations to be more precise, flexible and innovative in practice. HRM experts Pfeffer et al. (2025) and Ulrich & Dulebohn (2015) provide findings on the next HRM agenda related to information systems and digital HRM. Especially, the book by Manuti & de Palma (2023) shows the details of findings on digitalization and transformation of HR and Organizations. This article aims to a. review the importance of implementing Digital HR related to Best HRM Practices; b. Case study of the implementation of digital HR based on annual reports at Singapore Airline and Qantas Airline (Australia) airlines; and c. contribution of digital HR to global HRM policies. The review method uses SLR with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol. The findings from this study provide a comprehensive framework that involved both talent management and digital talent in managing organization. Limitation and reserch future are also discussed.

Keywords: Digital HRM, Best HRM Practices, Global HRM Policies, Talent Management, and Digital Talent

ABSTRAK

Digitalisasi dan transformasi informasi teknologi mendorong pengelolaan sumber daya manusia pada organisasi agar lebih tepat, fleksibel dan inovatif dalam praktiknya. Ahli MSDM Pfeffer et al. (2025) dan Ulrich & Dulebohn (2015) memberikan temuan the next agenda MSDM terkait sistem informasi dan digital MSDM. Secara khusus buku Manuti & de Palma (2023) mengulas detail temuan digitalisasi dan transformasi MSDM dan Organisasi. Artike ini bertujuan a. mereview pentingnya penerapan Digital MSDM terkait dengan Best HRM Practices; b. Studi kasus penerapan digital MSDM based annual report pada perusahaan jasa penerbangan Singapore Airline dan Qantas Airline (Australia); dan c. kontribusi digital MSDM pada global pelicies HRM. Metoda review menggunakan SLR dengan protokol PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). Temua studi ini memberikan framework komprehensif tentang pentingnya keterlibatan manajemen talenta dan digital talenta dalam mengelola organisasi. Keterbatasan dan penelitian yang akan datang dibahas pula.

Kata Kunci: Digital MSDM, Praktik MSDM Terbaik, Kebijakan Global MSDM, Manajemen Talenta, dan Digital Talenta



1. INTRODUCTION

Human resources are the best assets and will not be replaced exactly by resources such as smart robots, AI, and the like. So only human resources are able to create, maintain and preserve a Better World and or Better Place. It's also a Better Workplace. Human resources determine the 'success and survival' of a business organization. Which at first the personnel and HR departments were practiced separately, but today it's a whole unit as a Human Resource Management (HRM).

(Donnelly & Johns, 2021) Digital HRM is related the digital technology. New technology is changing the characteristics of work and employment across many fields of work, This is because digital technology enables the multidimensional fragmentation of work: administratively through increasingly complex employment relationships (direct and subcontracted); temporally through the growing use of part-time and shift work; contractually through the individualisation of the employment relationship; and spatially through smaller and more isolated work units (Donnelly & Johns, 2021). Meanwhile, according Meijerink et al. (2021) digital HRM is related the algorithmic. There are still too few contributions that deal with algorithmic decision making as a key issue. To set the stage for this special issue which focuses on these related digital HRM topics, we propose adoption of the term 'Algorithmic Human Resource Management' (hereafter algorithmic HRM) to synthesize insights on issues of common concern including the growing use of digital data to support HR decision-making, the deployment of software algorithms that process digital data at work, and the partial or full automation of HR decision-making, all of which are profoundly shaping how labour is managed and HR practices are performed.

Meijerink et al. (2021) propose this term to highlight salient links between different types of digital HRM discussed in the literature (e.g. HR analytics; AI-enabled HRM algorithms) as well as the conditions that enable it (e.g. Big Data) and the organizations that rely on it (e.g. online labour platforms). Algorithmic HRM is a more narrowly-defined term than digital HRM which may also help foster stronger cross-disciplinary links with research from other fields examining how algorithms, digital data, and digital platforms are transforming HRM practice, work and labour processes.

Manuti & de Palma (2023) explain in chapter two of their book that "The People-Based Approach to Human Resource Management in the New Normal Scenario" introduces this perspective by placing the reflection about the revolution brought about by cognitive technologies in the labor market into a wider theoretical framework. Drawing on some of the most authoritative contributions in the field of Management Sciences, this chapter argues for the need to rediscover a worker-oriented approach to people management, namely to a perspective that might strategically enhance the value of human capital for organizational competitive advantage. Nevertheless, despite some highly pessimistic positions about the implications that a digital turn would engender for organizations in terms of depersonalization, substitution of human labor, and downsizing operations, the



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chapter contends that cognitive technologies could be allies of a people-based human resource management as long as they provide managers with tools and applications that could make their work easier in terms of data management and at the same time could help them in developing virtual space to motivate and to empower employees.

(Manuti & de Palma, 2023) The evidence is further discussed in light of the transformations experienced by the labor market after the Covid-19 pandemic. This unexpected event has completely upset human and professional priorities; it has speeded up the use of technologies in the workplace to cope with the challenges posed by the pandemic and at the same time has set a new order in the relationship between the organization and its human resources, questioning some of the pivots of people management e.g. leadership, motivation, and engagement (Manuti & de Palma, 2023).

Ulrich & Dulebohn (2015) Digital HRM related the Best HRM Practices. Ulrich & Dulebohn (2015) show that it is in second wave of HR evolution and time (see Figure 1). Moreover, Pfeffer et al. (2025) give the evidence that HRM practices related the system information, especially about financial and healthcare in organization (Figure 3 & 4). We would add the evidence that in HRM practices (airline service companies in Singapore and Australia) need the information about the managerial or executive remunerations, employee compensations, and so on (Annual Report, n.d.; Annual Report 2024, n.d.). Singapore Airlines Annual Report FY2023/24: Board Matters Principles. Board's Role, the company is headed by an effective Board which oversees its business performance and affairs, and provides guidance to Management to ensure its long-term success. Qantas Annual Report 2024 for the year ended 30 June 2024. Remuneration Report (Audited) (Key Management Personnel, Executive Remuneration Framework Outcomes -Structure, Group Scorecard Outcome, Long Term Incentive Plan Outcome, Equity Instruments, Fees, and so on.)

This article aims to a. review the importance of implementing Digital HR related to Best HRM Practices; b. case study of the implementation of digital HR based on annual reports at Singapore Airline and Qantas Airline (Australia) airlines; and c. contributions of digital HRM to global HRM policies. It's about strategies-cultural policies, pro-labour policies, law providing social protection, expanding collective bargaining converges, global talent management, and foreign talent (Froese, 2020; Hack-Polay et al., 2020).

2. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

Ulrich & Dulebohn (2015) in their book, explain about the waves of HR at Figure 1. Administrative wave of HR The transformation of HR has been characterized by three general waves. Because of the administrative legacy of PM, we label the first wave of HR transformation the administrative wave of HR. This wave is characterized by HR continuing traditional administrative functions, delivering HR services, and working on regulatory compliance. This wave includes an elevation in importance of the HR function (distinct from the previous maintenance mode) to being viewed as more of a core business



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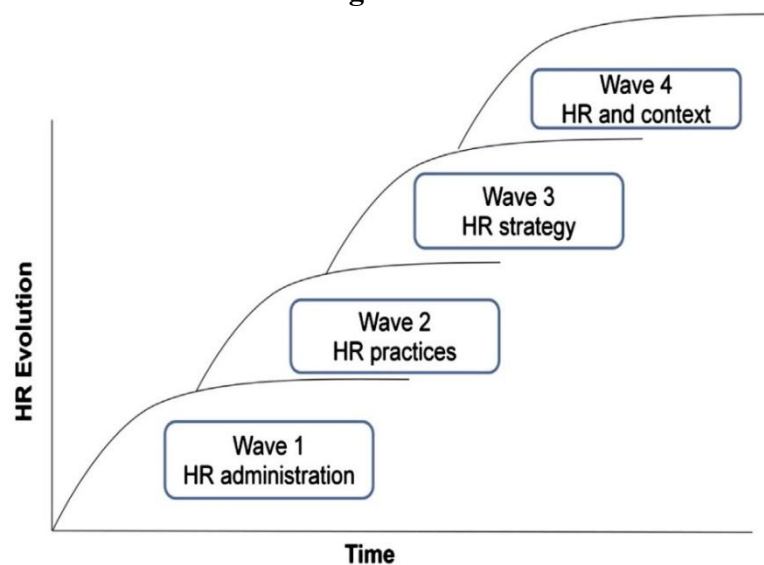
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function, an integrative and proactive approach of the activities with the function, a pushing

down of HR responsibilities to line management, efforts to increase the administrative efficiency of HR. Next, about HR practices wave, the second wave is the HR practices wave and this refers to the design of innovative HR practices in people (hiring, training, career management), compensation or rewards, communication, and organization (policies, organization design, work processes). In this wave, HR designs and delivers innovative HR practices. An example would be using separate approaches to recruit for different positions and relevant labour markets in order to meet workforce planning goals. A requisite for this wave is a change in skills of HR staff to operate as competent HR professionals, rather than lower-level PM administrators, with the skills to customize HR practices to address different organizational needs. the HR strategy wave.

The third wave is the HR strategy wave. HR strategy refers to the HR practices being aligned to the business strategy. Strategy becomes a mirror which sets the criteria of HR practices. The HR strategy wave is characterized by the connection of HR practices to business success through strategic HR. Consequently, HR extends its role beyond simply doing administrative activities or designing HR practices to solving business problems and participating in executing and possibility developing business strategy to achieve business objectives and to add value.

Figure 1.



HR's transformation waves.

D. Ulrich, J.H. Dulebohn / Human Resource Management Review (2015)

Ulrich & Dulebohn (2015) show that for measuring what is easy and focus on measuring what is right. Just because something can be measured does not mean it should be. In the past, HR would measure activities such as how many managers



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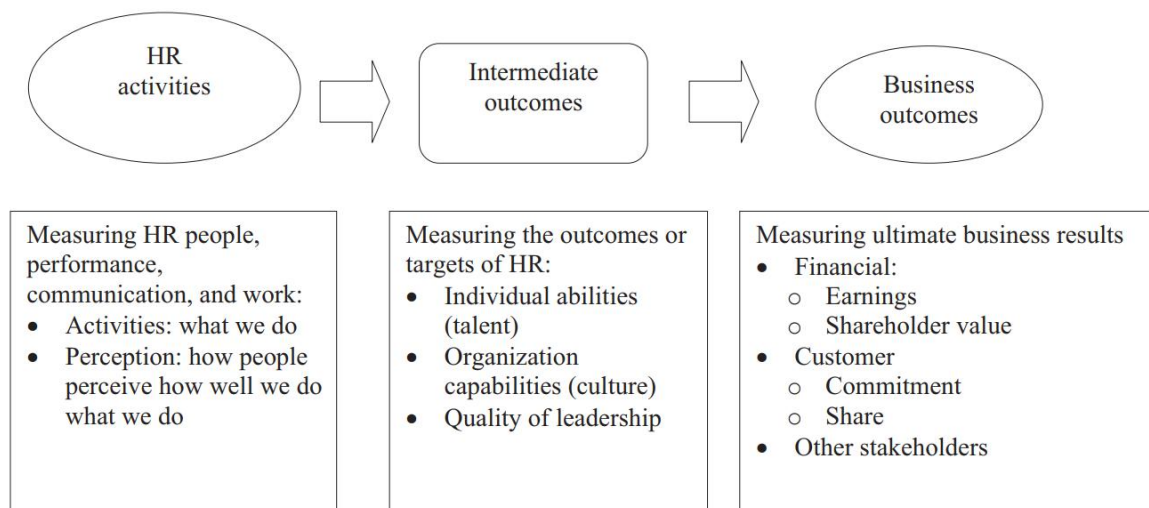
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received 40 h of training or how much people liked attending a training program (see Figure 2). Going forward, we need to measure the intended outcomes of those

activities. Ultimately, HR investments should affect customers, investors, and other stakeholders outside the organization. Sometimes the line of sight between these ultimate business outcomes and HR investments is difficult to track and therefore it is important to measure intermediate impacts of HR work. Intermediate measures of HR should be around the outcomes or targets of HR work: individual ability (competence, commitment, contribution), organization capability, and leadership depth. It is important show relationships between HR activities, HR outcomes, and business outcomes. When correlations and eventually causations can be determined, HR work will deliver more value.

Figure 2.



HR metrics.

D. Ulrich, J.H. Dulebohn / Human Resource Management Review (2015)

Digital HRM related information and systems about financial reports. Its contents overall about cost, revenue, and financial report for managing the employee salary (included the superannuation or pension fee measurements, bonus, and health care benefit also other benefits) and executive remuneration. Pfeffer et al. (2025) at Figure 3 and 4 try to study by a survey was administered to a nationally representative sample of US employers to assess the extent of employers' emphasis on benefits plans' costs over member experience, access to care, and equity, and on financial vs other considerations when choosing third-party benefits administrators.

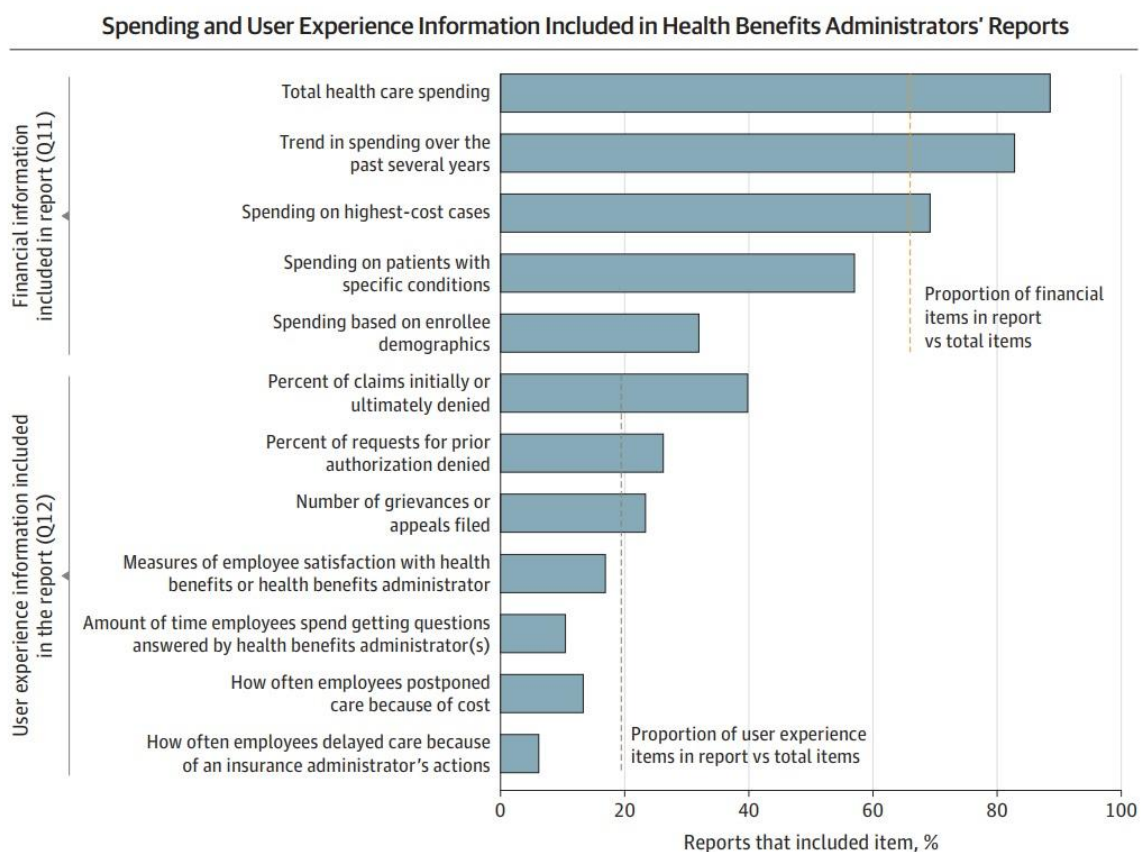
The Figure 3 Pfeffer et al. (2025) explain about information of financial related to total health care spending and total in proportion of financial items. The companies that used a benefits administrator, 106 (61%) received an annual report on the performance of their health plan from their health benefits administrator. The information these companies



received emphasized health spending information more than user experience information. The percentage of companies receiving reports that include each of the 5 different measures

of health spending information ranged from 87 (88%) for information on total health care spending to 32 (32%) for information on spending based on enrollee demographics, such as income, gender, race, and ethnicity, for a mean (SD) of 66% (22%) of companies across the 5 measures. Excluding information on demographics, which could be considered an equity rather than a financial issue, the mean (SD) percentage across measures increases to 74% (14%) of companies.

Figure 3.



JAMA Health Forum. 2025;6(1):e245229. doi:10.1001/jamahealthforum.2024.5229

Pfeffer et al. (2025) show the urgency to report detailly about system of payment in items of spending and benefits for employee and the level of executive in organization. Previous research studying employers' role in employee health demonstrated, in a small sample of purposely sampled progressive companies, an enormous concern with costs and

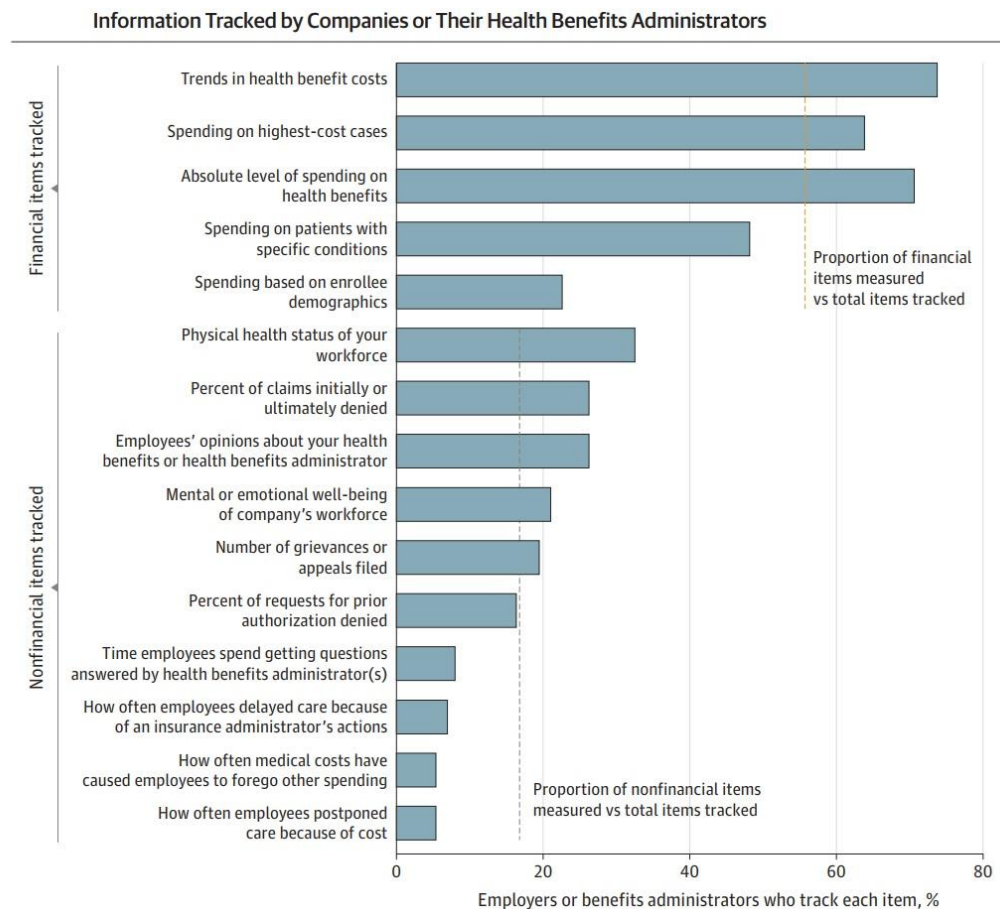


changes in costs. We wondered if this experience was typical because if it was, the overemphasis on the financial and cost aspects of health benefits and, the possible neglect

of other health plan dimensions, following the measurement-performance connection, could negatively affect health care outcomes (Pfeffer et al., 2025).

Then, Pfeffer et al. (2025) study sought to examine whether purchasers of employee health benefits emphasize financial considerations in their measurement, reporting, and decision-making about health benefits and benefits administration. They argue that in a market-driven or quasi-market-driven system, what purchasers measure and prioritize in their decisions about benefits will influence what their vendors emphasize. Simply put, as the quality movement and other management literature have long found, measurement matters for how organizations operate and what people within the organizations prioritize and do. They note that few studies have examined the measures and criteria used in decision-making by the employers that purchase and provide health benefits. Figure 4 is about information tracked by companies of their health benefits administrators.

Figure 4.





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In response to the accelerating pace of digital transformation, Digital Human Resource Management (Digital HRM) has emerged as a critical driver for organizational

adaptability and global competitiveness. This literature review explores how digital technologies—such as e-HRM platforms, AI-powered recruitment, and data-driven HR analytics—have been adopted in alignment with best HRM practices across diverse sectors and geographies. Research shows that Digital HRM enables more strategic decision-making, enhances employee experience, and facilitates more inclusive and sustainable work environments (Meijerink et al., 2021; Kaliannan et al., 2023). At the same time, scholars caution against the ethical risks, digital divides, and potential misalignments with cultural or local HR norms (Koivunen et al., 2023; Hack-Polay et al., 2020), thus calling for a nuanced, globally-informed perspective.

Empirical trends across the literature indicate a growing emphasis on the integration of Digital HRM within high-performance work systems (HPWS), with evidence linking it to improved innovation, job satisfaction, and organizational performance (Hu & Lan, 2024; Awadh Aljuaid, 2025). In both developed and emerging economies, studies reflect an increasing reliance on data-centric HRM strategies, driven by global policies promoting efficiency, equity, and sustainability. For instance, countries like South Korea, India, and Finland exhibit unique pathways in adopting best practices tailored to their national contexts, contributing to a diversified but converging global HRM model (Froese, 2020; Rao, 2016; Ulatowska et al., 2023). This synthesis aims to bridge theoretical frameworks with real-world applications by highlighting empirical patterns and cross-cultural dynamics that shape the future of HRM in the digital era.

The synthesis reviews contemporary literature exploring how Digital Human Resource Management (Digital HRM) enhances best HRM practices globally, contributing to sustainable development, organizational performance, and equitable work environments.

Table: Journal Classification by Quartile (Q1–Q4)

Below is a preliminary classification of the sources based on Scimago Journal Rankings (SJR) or Journal Citation Reports (JCR). (Note: Some recent or book chapters may not be indexed yet.)

No.	Reference	Journal/Publisher	Quartile (Q1–Q4)
1	Ashton (2018)	<i>Journal of Human Resources in Hospitality and Tourism</i>	Q2
2	Awadh Aljuaid (2025)	<i>SAGE Open</i>	Q3
3	Bogoviz et al. (2022)	<i>Frontiers in Energy Research</i>	Q1
4	Chang et al. (2023)	<i>Computer-Aided Design and Applications</i>	Q3
5	Dede (2019)	<i>IGI Global (Book Chapter)</i>	Not Ranked
6	Donnelly & Johns (2021)	<i>International Journal of Human Resource Management</i>	Q1
7	Froese (2020)	<i>Asian Business and Management</i>	Q2
8	Furtmueller et al. (2011)	<i>Human Systems Management</i>	Q4
9	Hack-Polay et al.	<i>Journal of Work-Applied Management</i>	Q3



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	(2020)		
10	Hu & Lan (2024)	<i>PLoS ONE</i>	Q1
11	Kaliannan et al. (2023)	<i>Human Resource Management Review</i>	Q1
12	Khatib & Alshawabkeh (2022)	<i>WSEAS Transactions on Business and Economics</i>	Q4
13	Koivunen et al. (2023)	<i>Interacting with Computers</i>	Q2
14	Lou et al. (2024)	<i>Sustainability</i>	Q2
15	Manuti & de Palma (2023)	<i>Springer Book</i>	Not Ranked
16	Meijerink et al. (2021)	<i>International Journal of HRM</i>	Q1
17	Monks (1996)	<i>International Journal of HRM</i>	Q1
18	Ogbeibu et al. (2021)	<i>Journal of Business Research</i>	Q1
19	Pfeffer et al. (2025)	<i>JAMA Health Forum</i>	Q1
20	Rao (2016)	<i>Journal of Asia Business Studies</i>	Q2
21	Theriou & Chatzoglou (2014)	<i>Employee Relations</i>	Q2
22	Theriou & Chatzoglou (2008)	<i>European Business Review</i>	Q2
23	Theriou & Chatzoglou (2009)	<i>Journal of Workplace Learning</i>	Q2
24	Ulatowska et al. (2023)	<i>Journal of Organizational Change Management</i>	Q2
25	Ulrich & Dulebohn (2015)	<i>Human Resource Management Review</i>	Q1
26	Annual Report (2024)	Not applicable	Not Ranked

Key Synthesis Themes

Digitalization of HRM Functions: *Meijerink et al. (2021)* and *Manuti & de Palma (2023)* argue digital HRM enhances efficiency and agility. *Furtmueller et al. (2011)* show how e-recruitment transforms selection processes.

Best HRM Practices Across Cultures

Hack-Polay et al. (2020) emphasize cultural resistance to universal practices. *Rao (2016)* and *Froese (2020)* contrast Indian and Korean models in global HRM.

HRM, Innovation, and Employee Outcomes

Ogbeibu et al. (2021) and *Hu & Lan (2024)* link digital HRM to creativity and innovation.

Ashton (2018) ties HRM to job satisfaction in hospitality.

Policy and Strategic Frameworks

Ulrich & Dulebohn (2015) explore future HR strategies.

Khatib & Alshawabkeh (2022) discuss digital HRM as a strategic mediator.

Ethical and Inclusive Practices

Koivunen et al. (2023) raise concerns about ethics in digital hiring.

Kaliannan et al. (2023) review inclusive talent development globally.



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3. RESEARCH METHOD

This systematic review was conducted SLR using PRISMA reporting guidelines. According to these guidelines, there are several steps in this study:

- 1) defining eligibility criteria;
- 2) defining information sources;
- 3) study selection;
- 4) data collection process; and
- 5) data item selection.

Based findings of Tag on PRISMA show that digital talent is dominant in this study review. As the Human Resource Management Review of Ulrich & Dulebohn (2015) show Individual ability (talent).

Figure 5

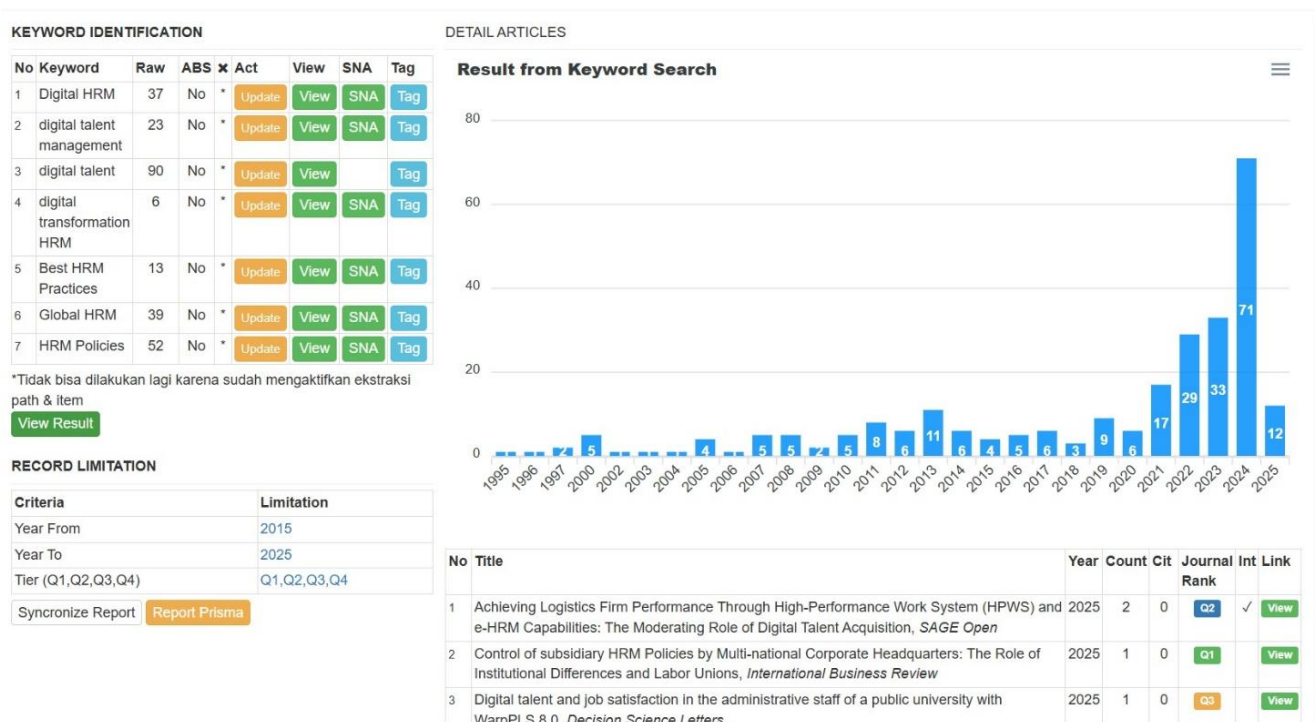


Figure 5 shows that the keyword, which indicates the variables studied, is currently still relevant and important to be carried out in this field of research. Where the journal Tier criteria (Q1, Q2, Q3, and Q4) from 2015 to 2025. The description on the graph shows the color blue and the result from keyword search shows the highest value, namely 80, which describes the current issue worthy of being studied.



Figure 6

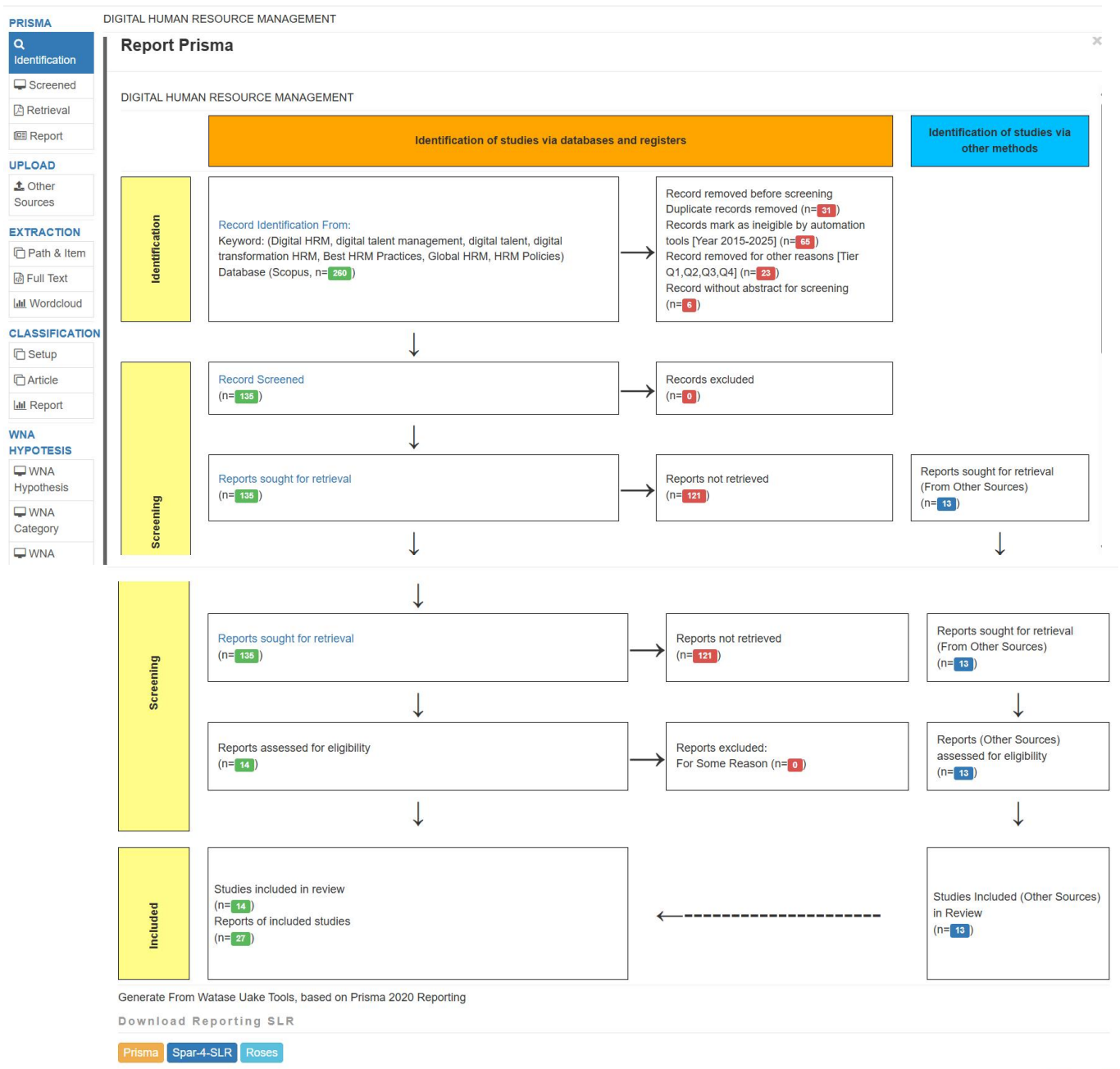


Figure 6 shows the search using SLR through the screening stage, which initially searched based on the keywords of this study, found n = 136 related articles, but 121 were not retrieved, and finally 14 articles were eligible.



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As for the Appendix, it shows:

1) TITLE: Digital HRM, PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) with the help of WATASE UAKE software, shows the results that Title: Digital Human Resource Management is a current field that needs to be studied.

2) KEYWORD IDENTIFICATION: Digital HRM, with 7 keywords with each Row number (articles that have been screened but have not been retrieved), so that the idea or theme of this field is relevant to be reviewed and studied.

3) WORDCLOUD: Digital HRM, shows keywords printed from font size from small to large showing the core theme of the research.

4. DISCUSSION

Based findings of Tag on PRISMA show that digital talent is dominant in this study review. As the Human Resource Management Review of Ulrich & Dulebohn (2015) show Individual ability (talent). At the risk of grossly oversimplifying, we propose that there is actually a deceptively simple formula for talent that can help HR professionals and their general managers make talent more productive: Talent = Competence * Commitment * Contribution. Competence means that individuals have the knowledge, skills, and values required for the jobs the organization has today as well as tomorrow. One company clarified competence as right skills, right place, right job, right time. For example, an emerging trend in the workforce planning domain of competence improvement is to identify key positions and match people to positions (Ulrich & Dulebohn, 2015). Moreover, Human Resource Management Review especially management of talent is dominant in a systematic literature review (Kaliannan et al., 2023) It's supported other studies about talent in digital and transformation (Awadh Aljuaid, 2025; Bogoviz et al., 2022; Chang et al., 2023; Dede, 2019; Donnelly & Johns, 2021; Furtmueller et al., 2011; Hu & Lan, 2024; Khatib & Alshawabkeh, 2022; Koivunen et al., 2023; Manuti & de Palma, 2023; Meijerink et al., 2021; Ogeibu et al., 2021; Ulatowska et al., 2023).

However, context research of best HRM practices show as low trends in next agenda research. It's evidences the effect of transformation and digital age (Ashton, 2018; Theriou & Chatzoglou, 2014, 2008, 2009) and specially transformation in this area study (Khatib & Alshawabkeh, 2022; Lou et al., 2024; Ulatowska et al., 2023; *View of Examining the Impact of Digital Transformation on HRM Practices in Morocco's IT Sector*, n.d.). Finds research by Rao (2016) supported about four main contributions. First, it details the current "best" HRM practices of leading organizations in India. Therefore, this research enhances the body of knowledge specifically on culture-specific or emic HRM practices, it draws attention to these practices as they have proven effective in several industries. Consequently, they imply that these emic practices may be good role models for global practitioners to implement. Second, it contributes to the cross-cultural and international management literature as it provides both emic (local Indian companies) and etic (multinational subsidiaries) practices. This study provides seven themes of "best" *emic* practices that could provide preliminary guidelines for global practitioners. Multinationals frequently like to benchmark "best" local practices as this implementation may be one of



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their best passports for cultural assimilation. Third, it provides enriching the body of knowledge on “best” practices. Pfeffer (2005, 2006) suggests that “best” practices are largely contextual as the values, norms, and laws intertwine to create idiosyncratic work cultures. For instance, succession planning is well accepted by the local employees as the Indian culture always like to plan ahead. Last, fourth The Indian business model as evidenced from this study demonstrates a relentless pursuit of investment and collaboration. These firms provide meticulous talent pipelines for both internal and external sources of recruitment. Organizations view their roles as proxy schools as professional development is provided in different flavours. Egalitarian practices have helped break traditional communication barriers creating more transparency. These companies genuinely help employees reach their goals as performance management practices are considered synonymous to coaching tools (Cappelli et al., 2011). Work-life balance practices have helped employees balance both professional and personal goals which is very meaningful for the family-oriented Indian culture. Engagement practices have made employees find their perfect niches (Robinson, 2009) in a persistent effort to make them feel richly connected to their jobs and roles. Generous benefits have helped create family atmospheres within these firms and help enhance the retention rates (Doh, Stumpf, Tymon & Haid, 2008). This model is a significant contribution of this study as it advances the knowledge about best practices in India, an emerging nation in the Asian and global economy.

The contribution of digital HR to global HRM policies (Froese, 2020; Hack-Polay et al., 2020; Monks, 1996) demonstrate that human resource strategies and policies have specific cultural orientations, culture policy, social policy and HRM policy. So, these policies will provide welfare, job satisfaction, and increased company performance, as well as provide customer satisfaction and provide many benefits to the wider community, due to HR policies that support a better life and a better world.

5. LIMITATION AND RESEARCH FUTURE

About limitation this paper, the reviews of best HRM practices show as an old research context, but it will as urgent context if it's related the context about digital transformation in managing human resource (see Figure 1). Added, the policies that support for new HRM context research are to be important context research and give so many contributions for global HRM policies, if it is always follow the new context research, for example about the digital transformation in companies and for support the welfare of employee, society and global county.

Limitation of case study in this paper, we mean for give the strong evident related context issues in digital HRM areas, for example the compensation, global issues in salary trends, employee bonus-benefits, trend of executive, and so on. However, it's not detailly to study and or review in this paper.

For research future about context of transformation and digital human resource management need wider context and related current contexts. As Figure 1 shows that it need go ahead and beyond new context. It's need new and or current context about HRM. The primary premise is that future HR needs to have an outside/inside approach and this is central to its ability to continue adding value to organizations. An outside/inside approach connects HR to the broader business context, in which business operates, and to external stakeholders. This approach allows HR to go beyond prior efforts to add value inside the organization, through serving employees and line managers, to creating value by aligning HR services and activities to meet expectations of external stakeholders including customers, investors, and community.



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