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Kontakt: info@mladaveda.sk, tel.: +421 908 546 716, www.mladaveda.sk

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Vydavateľstvo UNIVERSUM, spol. s r. o.

www.universum-eu.sk

Javorinská 26, 080 01 Prešov

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DIGITAL TRANSFORMATION OF HRM IN THE CONTEXT OF STRATEGIC MANAGEMENT, ARTIFICIAL INTELLIGENCE AND HYBRID WORK

DIGITÁLNA TRANSFORMÁCIA MANAŽMENTU ĽUDSKÝCH ZDROJOV
V KONTEXTE STRATEGICKÉHO RIADENIA, UMELEJ INTELIGENCIE
A HYBRIDNÉHO PRACOVNÉHO MODELU

Nella Svetozarovová, Jana Cocul'ová, Omar Mohamed Abdulhafiz Mhemed, Abdalah Yousef Mohamed Gajem ¹

The authors work at the Faculty of Management and Business of the University of Prešov, at the Department of Management. In their scientific, research and pedagogical activities, they focus on management, managerial approaches, processes and practices in relation to organizational efficiency and performance. Their professional interests are primarily concentrated on the field of human resource management and, in particular, on current trends in HRM, including digitalization, artificial intelligence and hybrid work.

Autori pôsobia na Fakulte manažmentu a podnikania Prešovskej univerzity v Prešove, na Katedre manažmentu. Vo svojej vedeckovýskumnej a pedagogickej činnosti sa zameriavajú na manažment, manažérske prístupy, procesy a postupy vo vzťahu k efektívnosti a výkonnosti organizácií. Ich odborné záujmy sú sústredené predovšetkým na oblasť riadenia ľudských zdrojov, najmä na aktuálne trendy v personálnom manažmente vrátane digitalizácie, umelej inteligencie a hybridnej práce.

Abstract

Digital transformation represents one of the most significant phenomena of the current business and organizational environment. In this context, the aim of the article is to identify how digital transformation changes the role of human resource management from an administrative and transactional function to a strategic partner of the organization. The article is based on a literature review, qualitative synthesis of scientific and professional knowledge, and an analysis of current institutional reports and yearbooks published by selected organizations such as CIPD, PwC, OECD, Microsoft and LinkedIn, the World Economic

¹ Workplace address: doc. Mgr. Nella Svetozarovová, PhD., doc. PhDr. Jana Cocul'ová, PhD., Ing. Omar Mohamed Abdulhafiz Mhemed, Ing. Abdalah Yousef Mohamed Gajem, University of Prešov, Faculty of Management and Business, Department of Management, Konštantínova 16, Prešov, Slovakia
Email: nella.svetozarovova@unipo.sk, jana.coculova@unipo.sk,
omarmohamadabdulhafiz.mhemed@smail.unipo.sk, abdalayahousefmohamed.gajem@smail.unipo.sk

Forum and Deloitte. Within these reports, attention is paid to selected trends in HRM, particularly hybrid work, artificial intelligence in the workplace, digital skills, HR technologies, workforce transformation and the changing role of HR leaders. The findings indicate that digital transformation in HRM is not merely a technological process, but above all a human, cultural and organizational transformation. Organizations that are able to effectively connect digital technologies with employee experience, flexibility and talent development have the potential to strengthen their competitiveness and long-term sustainability in the digital economy.

Key words: digital transformation, human resource management, digital HRM, e-HRM, artificial intelligence, hybrid work, HRIS, HR analytics

Abstrakt

Digitálna transformácia predstavuje jeden z najvýznamnejších fenoménov súčasného podnikateľského a organizačného prostredia. Cieľom článku je identifikovať, akým spôsobom digitálna transformácia mení úlohu riadenia ľudských zdrojov z administratívnej a transakčnej funkcie na strategického partnera organizácie. Článok vychádza z prehľadu odbornej literatúry, kvalitatívnej syntézy vedeckých a odborných poznatkov a z analýzy aktuálnych inštitucionálnych správ a ročeníek publikovaných vybranými organizáciami, ako sú CIPD, PwC, OECD, Microsoft, LinkedIn, Svetové ekonomické fórum a Deloitte. V rámci týchto správ je pozornosť venovaná vybraným trendom v riadení ľudských zdrojov, predovšetkým hybridnej práci, využívaniu umelej inteligencie na pracovisku, digitálnym zručnosťami, HR technológiám, transformácii pracovnej sily a meniacej sa úlohe HR lídrov. Zistenia naznačujú, že digitálna transformácia v riadení ľudských zdrojov nie je iba technologickým procesom, ale predovšetkým transformáciou ľudí, organizačnej kultúry a fungovania organizácie. Organizácie, ktoré dokážu efektívne prepojiť digitálne technológie so zamestnaneckou skúsenosťou, flexibilitou a rozvojom talentov, majú potenciál posilniť svoju konkurencieschopnosť a dlhodobú udržateľnosť v digitálnej ekonomike.

Kľúčové slová: digitálna transformácia, riadenie ľudských zdrojov, digitálne riadenie ľudských zdrojov, e-HRM, umelá inteligencia, hybridná práca, HRIS, HR analytika

Introduction

Today, organizations operate in an environment marked by technological complexity, growing competition, changing customer behavior, globalization, artificial intelligence, remote work, and rising employee expectations. In this environment, digital technologies can no longer be viewed merely as support tools, but as a strategic element that fundamentally influences how organizations operate, value creation, internal processes, and human capital management (O'Brien et al. 2024; Raut 2025). Digital transformation involves the use of modern information and communication technologies, such as artificial intelligence, data analytics, cloud computing, automation, digital platforms, and electronic systems, which transform business processes, products, services, and work models. Its goal is to increase efficiency, foster innovation, improve the customer and employee experience, and create new opportunities for organizational growth. According to Agustian et al. (2023), digital transformation involves the use of modern technologies to transform business processes,

products, and services with the aim of increasing efficiency, fostering innovation, and responding to technological changes. Raut (2025) also emphasizes that digital transformation fundamentally changes the way organizations operate, communicate with customers, and create value. Digital transformation is particularly significant in the field of human resources management. Human resources is no longer viewed merely as an administrative department responsible for recruitment, payroll, attendance tracking, or regulatory compliance. Modern human resources management is increasingly transforming into a strategic partner for the organization, supporting digital innovation, talent development, the enhancement of digital skills, employee adaptation to technological changes, and the creation of a positive employee experience.

Theoretical Background of Digital Transformation in Human Resource Management

Digital transformation is one of the most significant trends in today's business and organizational landscape. Organizations today operate in an environment marked by technological complexity, growing competition, changing customer behavior, globalization, artificial intelligence, remote work, and rising employee expectations. Digital technologies therefore cannot be viewed merely as support tools, but as a strategic element that fundamentally influences how organizations function, value creation, internal processes, and human capital management (O'Brien et al. 2024; Raut 2025). In the context of human resource management, digital transformation is manifested primarily in the transition from traditional administrative activities to a data-driven and strategically managed system. Digital human resource management can be understood as the use of information systems, digital platforms, electronic media, artificial intelligence, automation, and analytical tools to perform human resource management functions. It encompasses areas such as digital recruitment, e-learning, online performance evaluation, cloud-based HR systems, digital onboarding, automation of administrative processes, HR analytics, virtual assistants, and the use of social media (Vardalier 2020; Verliden 2025).

Modern human resources management increasingly relies on digital tools that are transforming HR practices across multiple areas. These tools enable more efficient recruitment, development, and management of employees, data-driven decision-making, increased operational efficiency, and optimization of the employee experience (Poulose et al. 2024; Prasad 2024). Key digital technologies in HR include artificial intelligence, machine learning, big data analytics, and process automation. These technologies are transforming traditional HR functions and enabling HR departments to shift from administrative tasks to a more strategic role (Evans-Uzosike and Okatta 2020; Jayamma 2025). Electronic human resource management, referred to as e-HRM, can be divided into three levels based on its functional focus. The first is transactional or operational e-HRM, which focuses on basic administrative tasks such as record-keeping, attendance tracking, payroll, or data management. The second level is relational e-HRM, which supports communication, recruitment, evaluation, and employee training. The third level is transformational e-HRM, which links HR processes to the organization's strategic goals and the development of human capital.

At the same time, the digital transformation of human resource management is changing the way managers think, make decisions, and work with data. Parry and Strohmeier (2014) interpret this concept as the convergence of human resources management and technological resources, emphasizing that it involves the development and implementation of HR strategies directly based on digital technologies that create competitive advantages and deliver added value to the organization. The employee experience is also an important aspect of HR digital transformation. Huang (2022) emphasizes that everything positive or negative that internal clients experience stems directly from human resource management practices, procedures, and principles. In the context of digital transformation, employee-related functions are undergoing significant changes, particularly recruitment, training, performance evaluation, and employee development. Employees are therefore acutely feeling the impact of the digitization of HR processes, and a key factor for success is the ability of HR management to respond to their needs, prevent poorly designed processes, and foster a positive employee experience. Digital HR management offers organizations a number of benefits. Among the most significant are time savings, reduced administrative burden, greater data accuracy, improved access to information, more efficient recruitment, personalized training, data-driven decision-making, and better support for strategic workforce planning (Prokopenko et al. 2023). At the same time, however, it also presents challenges related to data privacy, digital literacy, the ethical use of artificial intelligence, system integration, and resistance to change (Evans-Uzosike and Okatta 2020; Mwita and Kitole 2025).

Methodology and Research Methods in the Study

The aim of this article is to identify the main trends in digital transformation within human resource management and to assess its impact on HR processes, the strategic role of HR, the use of digital tools, hybrid work models, and the application of artificial intelligence. The article is a review study based on a literature review, a qualitative synthesis of expert knowledge, and an analysis of current reports, studies, and yearbooks from relevant international institutions. Secondary data sources were used in the preparation of the article, particularly expert studies, scientific articles, professional reports, and institutional reports from 2024 and 2025. The selection of sources focused on documents addressing the digital transformation of work, the use of artificial intelligence in the workplace, hybrid work models, changes in required skills, HR technologies, and the strategic transformation of human resources management. Particular attention was paid to reports and yearbooks from internationally recognized institutions such as CIPD, PwC, OECD, Microsoft, LinkedIn, the World Economic Forum, and Deloitte. These sources provide up-to-date statistical data, empirical findings, and practical recommendations useful for interpreting current trends in digital HRM, artificial intelligence, and hybrid work. These institutional reports and studies represent a significant source of up-to-date data, as they capture the latest trends in the fields of work, digitalization, artificial intelligence, and strategic human resources transformation. Utilizing them allows us to supplement theoretical knowledge with practical statistical findings and empirical data from the international arena. At the same time, they provide a broader context for interpreting changes that influence hybrid work models, the development

of digital skills, the use of AI in the workplace, and the evolving role of HR as a strategic partner within the organization.

Institution	Report	Year	Useful data for the article
CIPD	<i>Flexible and hybrid working practices in 2025</i>	2025	Hybrid work, flexibility, employee experience
PwC	<i>Global Workforce Hopes and Fears Survey 2024</i>	2024	AI, the changing nature of work, employee turnover
OECD	<i>Using AI in the Workplace: Opportunities, Risks and Policy Responses</i>	2024	AI in the workplace, productivity
Microsoft + LinkedIn	<i>Work Trend Index Annual Report 2024</i>	2024	Generative AI in the workplace, AI skills
WEF	<i>Future of Jobs Report 2025</i>	2025	The future of work, AI and job roles
Deloitte	<i>Global Human Capital Trends 2024</i>	2024	HR transformation, human performance, HR leaders, AI
PwC	<i>HR Technology and Transformation</i>	2024/2025	HR technologies, AI-driven insights, strategic HR function

Table 1 – Selected reports focusing on HR processes

Source: Compiled by the author

The analysis employed a thematic synthesis, which made it possible to identify recurring findings, common research conclusions, benefits, risks, and future directions for the development of digital HRM.

Results and Discussion

The results of a literature review and analysis of current institutional reports show that digital transformation is fundamentally changing the nature of human resource management. One of the most significant findings is the shift of HR from an administrative and transactional function to a strategic partnership. Traditional human resource management focused primarily on personnel administration, payroll, recruitment, record-keeping, and compliance. Strategic and digital human resources management, however, emphasizes talent development, workforce planning, organizational culture, support for innovation, employee engagement, and data-driven decision-making.

Taqwa (2025) notes that digital technologies are shifting HR from an administrative focus toward analytical and strategic activities. Hristova, Stoyanov, and Nikolaev (2025) also emphasize the need for digital readiness that is, the ability of employees and HR professionals to work effectively with digital systems. Bhat and Sheikh (2024) point out that digitization is changing the very structure of HR roles, as organizations expect HR to support digital innovation, manage employees' digital competencies, and contribute to the organization's strategic direction. It follows from the above that, in the context of digital transformation, HR

is becoming not only an executive personnel function but also an active driver of organizational change. A significant manifestation of digital transformation is the growing use of digital tools in HR work. HRIS systems, cloud platforms, online recruitment tools, electronic attendance and payroll systems, LMS platforms, digital onboarding, virtual assistants, and analytical tools enable more efficient employee management and the automation of routine tasks. These solutions reduce the administrative burden on HR departments and provide managers with accessible, up to date data in real time. Thus, digitization not only provides technical support for HR processes but also enhances their analytical and decision-making value. Artificial intelligence and machine learning are playing an increasingly significant role in modern HRM. AI is used primarily in recruitment, candidate pre-screening, resume analysis, performance evaluation, personalized training, and predictive analytics. Automated systems can analyze large volumes of data more quickly, identify suitable candidates, recommend development activities, and predict employee turnover risk. Artificial intelligence thus supports more efficient and accurate decision-making in HR, but at the same time raises questions of ethics, transparency, data protection, and potential algorithmic bias (Svetozarovová et al. 2025).

Current empirical data from institutional reports confirm that artificial intelligence is becoming a significant factor in the transformation of work. In its Global Workforce Hopes and Fears Survey, conducted among 56,600 workers in 50 countries, PwC (2024) found that 62% of workers perceive an acceleration of change in the workplace, and 45% have experienced a significant increase in their workload. At the same time, 28% of workers say it is very or extremely likely that they will change employers in the next 12 months. These findings suggest that digital transformation is creating pressure not only on technological adaptation but also on workload management, employee retention, and skill development. In the context of artificial intelligence, PwC (2024) reports that 82% of daily users of generative AI expect AI to increase their work efficiency over the next 12 months. At the same time, 49% of all generative AI users expect its use to lead to higher wages. Similar findings are reported by the OECD (2024), according to which approximately 80% of AI users stated that AI has improved their work performance. These figures highlight the positive potential of AI in boosting productivity and work efficiency. At the same time, however, the OECD (2024) also points out the risks, as 3 out of 5 workers express concern about losing their jobs due to AI within the next 10 years, and 2 out of 5 expect AI to lower wages in their sector. This implies that the implementation of AI in HRM must be accompanied not only by technological readiness but also by transparent communication, reskilling, and ethical change management. The significance of artificial intelligence is also confirmed by the Microsoft and LinkedIn Work Trend Index (2024), according to which 75% of knowledge workers use generative AI at work and 78% of AI users bring their own AI tools into the workplace. This phenomenon highlights the growing need for systematic management of AI use within organizations, as employees often adopt technologies faster than their organizations can formally implement them. At the same time, the fact that 66% of leaders would not hire a candidate without AI skills confirms that digital and AI competencies are becoming a new criterion for employability and a competitive advantage in the labor market.

Another key area of digital transformation in HRM is hybrid work models. These combine on-site and remote work, thereby promoting flexibility, employee autonomy, and a better work-life balance. However, the successful implementation of hybrid work requires appropriate digital infrastructure, clear communication guidelines, trust between managers and employees, and tools for coordinating teamwork. The importance of hybrid work is also confirmed by CIPD data (2025), according to which 91% of employers offer some form of flexible work and 74% of organizations have implemented a hybrid work model. At the same time, 61% of employers consider offering flexibility in job postings to be important for attracting employees. These findings suggest that work flexibility is becoming not only a tool for organizing work but also a significant element of the employee value proposition and building employer attractiveness.

The changing structure of required skills is also closely linked to digital transformation. The WEF Future of Jobs Report (2025), based on the perspectives of more than 1,000 global employers representing over 14 million workers across 55 economies, states that technological changes, artificial intelligence, the green transition, and demographic factors will fundamentally shape the labor market by 2030. At the same time, 39% of the key skills needed in the labor market are expected to change by 2030. This figure underscores the need for the systematic development of employees' digital, analytical, and adaptability skills. Similar findings are reported by PwC HR Technology and Transformation, according to which 52% of CEOs view the skills gap in the workforce as a factor that hinders value creation. At the same time, 60% of CEOs expect AI to improve the quality of products or services, and 51% of employees expect the skills required for their jobs to change significantly over the next five years. These figures confirm that the digital transformation of HRM must be linked to a long-term strategy for skills development, reskilling, and upskilling. Another important aspect of digital transformation is broader organizational and cultural change. Deloitte Global Human Capital Trends (2024), based on a survey of more than 14,000 business and HR leaders across 95 countries, highlights that HR transformation is no longer just a matter of technology. It is linked to human performance, organizational capabilities, culture, adaptability, and the ability of leaders to respond to changing conditions. This perspective confirms that the digital transformation of HRM is complex in nature and requires the integration of technology with the human dimension of management.

Conclusion

A review study has shown that digital transformation is fundamentally changing the role of human resource management within organizations. HR is gradually shifting from an administrative and transactional model to a strategic, digital, and data-driven approach that supports decision-making, employee development, work flexibility, and the organization's long-term competitiveness. The analyzed findings and current international reports indicate that the digital transformation of HRM is manifested primarily in the hybridization of work, the use of artificial intelligence, and the need for systematic development of digital skills. Data from CIPD (2025), PwC (2024), OECD (2024), Microsoft and LinkedIn (2024), WEF (2025), and Deloitte (2024) confirm that organizations are facing accelerating changes in the work environment, the growing importance of flexibility, artificial intelligence, data-driven

decision-making, and new employee competencies. The digital transformation of HRM therefore represents not only a technological change but also an organizational, cultural, and human transformation. Its success depends on an organization's ability to align digital tools with employee needs, ethical data management, transparency, the development of digital competencies, and the organization's strategic goals. Particular attention must be paid to the use of artificial intelligence in recruitment, performance evaluation, and employee development, as it brings not only greater efficiency but also raises issues of data protection, algorithmic bias, and employee trust. In conclusion, it can be stated that the digital transformation of human resources management is a key prerequisite for the competitiveness, innovation, and sustainability of organizations in the digital economy. Organizations that can effectively utilize digital technologies, develop employees' digital competencies, and simultaneously preserve the human dimension of HR work can gain a significant strategic advantage.

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