



STRATEGIC HUMAN RESOURCE MANAGEMENT IN THE ERA OF DISRUPTIVE INNOVATION AND ARTIFICIAL INTELLIGENCE

¹Dr. T. Sudha Singh, ²Dilan Moorjani & ³Dhruv Raikanti

¹Email-Id: sudhasingh.commerce@bhvansvc.ac.in, Bhavan's Vivekananda College of Science,
Humanities and Commerce, Sainikpuri, Secunderabad.

²dilanmoorjani@gmail.com, ³dhruvraikanti@gmail.com.

Abstract: This paper presents a foundational analysis of disruptive innovation (DI), a transformative force reshaping industries worldwide. Drawing from academic literature and numerical data, it traces the origins and development of DI theory with an emphasis on Clayton Christensen's contributions. The study clarifies how business model innovation often plays a more critical role than technological breakthroughs in enabling lasting disruptive change. DI's main characteristics, its process orientation, initial simplicity, affordability, and targeting of underserved segments are outlined, and it is set apart from conventional technological progress forms such as sustaining, incremental, and radical innovations. The review also examines established typologies of disruption, including low-end, new-market, and market-creating, to highlight the diversity of DI's impact.

Theoretical frameworks, such as Rogers' Diffusion of Innovations and the effects of network dynamics, are examined to understand better how disruptive changes emerge and spread across sectors. A significant section is devoted to the evolving role of Human Resource Management (HRM) in response to these disruptions, including the imperative adoption of agile methodologies, digital technologies, and comprehensive workforce upskilling and reskilling initiatives. The paper highlights Artificial Intelligence (AI) as a key technology shaping HRM, focusing on its impact in areas such as workforce planning and talent acquisition. Ethical dimensions, particularly the challenges of algorithmic bias and ensuring fairness in recruitment, are also considered.

In conclusion, the analysis explores how HRM leaders can build organisational resilience and design effective talent strategies that adapt to rapid market change. Through these integrated approaches, companies can foster a future-ready workforce prepared to navigate ongoing industry transformation.

Keywords - Disruptive Innovation, Strategic Human Resource Management (SHRM), Digital Transformation, Organizational Agility, Artificial Intelligence in HRM

Introduction

In today's fast-paced business world, disruptive innovation is constantly changing industries and pushing organizations to adapt quickly or risk losing their edge. Strategic Human Resource Management (SHRM) has become essential in helping companies align their employees' skills with changing goals to navigate these challenges successfully. The rise of digital technologies and artificial intelligence (AI) in HR is transforming how decisions are made, making talent management smarter, sparking innovation, and helping create more agile teams. But these advances also bring new ethical questions and require fresh thinking in leadership and culture to ensure growth is both sustainable and responsible.

This paper explores how HR policies and practices are evolving to meet the challenges of disruptive innovation. Drawing on research and real-world examples, it shows how strategic HRM can guide organizations through uncertainty and change. By using digital tools thoughtfully, promoting agility, and focusing on ethical AI use, HR can build resilience, boost innovation, and help organizations stay competitive in unpredictable markets.

Need for the study

The reason for this study is that disruptive innovations like digital transformation and AI are changing how organizations manage their people. While these technologies bring great chances to improve decisions, flexibility, and innovation, they also bring new challenges, especially ethical ones, and require fresh ways of leading and shaping company culture. There's still a lack of clear understanding about how strategic HRM can keep up with these fast changes to help organizations stay strong and competitive. This study aims to fill that gap by bringing together knowledge and real-world examples of how HR policies and practices are evolving to help organizations successfully navigate disruption and grow in a sustainable way.

Literature review

1. **Francesco Paolo Appio, Federico Frattini, Antonio Messeni Petruzzelli, and Paolo Neirotti** review the interplay of Digital Transformation and Innovation Management. They synthesize research showing how digital disruption requires a multi-level HR approach from ecosystems and industry structures to teams and individuals.

2. **Kartina Abdul Latif, Nik Hasnaa Nik Mahmood, Nor Raihana Mohd Ali.** They investigate sustainable HRM transformation within digital banking, using a case study to illustrate how HR practices are evolving to prioritize digital proficiency, agile workplace culture, and elevated employee experience, strategically deploying automation to strengthen both sustainability and operational resilience. **Nibedita Saha, Aleš Gregar, and Petr Sáva** assess Organizational Agility and HRM Strategy for Competitiveness. Their paper presents a comprehensive model that connects key HR drivers such as skills, knowledge, and motivation with core agility dimensions like speed, adaptability, and flexibility, underscoring HR's pivotal role in accelerating learning and driving sustained innovation for enhanced organizational performance. **Deborah Sharon Stanley and Vaneeta Aggarwal** investigate the Impact of Disruptive Technology on HRM Practices. Their research finds that automation and AI are transforming HR from administrative processes to strategic talent management and notes new priorities in upskilling, digital engagement, and navigating ethical challenges in recruitment and data use.

3. **Lejla Turulja and Elma Delalic** examine How Companies Should Manage HR Amid Sharing Economy Disruption. They identify selective hiring, participative decision-making, and reward structures as key HRM levers for fostering employee innovation and organizational identification, particularly in flexible, digital-first business models.

4. **Emily Patterson & Mark Whitaker** analyse the Ethical Implications of AI in Human Resource Management. The article underscores critical concerns about algorithmic bias, transparency, and data privacy and advocates for robust human oversight and routine fairness audits to uphold ethical integrity in AI-driven HR decision-making. **Dr. Vivek Singh Sachan, Arpana Katiyar, Dr. C. Somashekher, Dr. Abhijeet Singh Chauhan, and Chaitanya Kumar Bhima** explore the role of Artificial Intelligence in HRM, outlining its potential in streamlining recruitment, enhancing performance management, and advancing learning, while cautioning against risks such as algorithmic bias, workforce displacement, and accountability lapses if not deployed responsibly. **Kiran Kumar Reddy Yanamala** discusses Ethical Challenges and Employee Reactions to AI Adoption in HRM. The study identifies employees' trust, concerns over job security, and fear of surveillance as major themes, recommending transparency, ongoing training, and clear policies to support fair, trustworthy AI use.

5. **Idowu Sulaimon Adeniyi et al.** review Trends in Organizational Culture and Leadership Development. Focusing on the integration of culture, inclusive practices, and leadership, they show how HRM drives resilience and innovation by adapting to hybrid work, digitalization, and continuous learning models.

6. **Appio, Frattini, Petruzzelli, and Neirotti** (again) provide future research directions in linking digital technologies, people management, and new forms of collaboration. Their multilevel analytical approach supports both practical interventions and academic agenda-setting for HRM in digital contexts.

7. **Other empirical studies in the data** further substantiate these findings through quantitative models, case studies, and surveys on the effects of HRM digitalization, agility, and AI adoption across sectors. Common results point to the value of upskilling, resilience-building, attention to ethical frameworks, and the blending of human and digital approaches for sustainable competitive advantage.

Objectives of the Study

1. To study effective HRM strategies that help organizations remain agile, resilient, and competitive in the face of technological disruption.
2. To study how disruptive innovation and digital transformation are changing human resource management (HRM) policies and practices in organizations.
3. To study the impact of innovative HRM policies by analysing key numerical data on organizational efficiency, workforce adaptability, employee outcomes, and performance metrics in the context of technological disruption.

Research Methodology

This study used a mixed-methods approach based fully on secondary research to explore the impact of disruptive innovation on human resource management (HRM). A descriptive research design was followed to understand changing HR trends, challenges, and strategic responses across different industries.

Data was collected from many peer-reviewed journal articles and industry reports, all accessed through Google Scholar and other academic sources. Qualitative information was gathered by identifying common themes in the literature, focusing on topics like the use of AI, the need for reskilling, flexible HR structures, and digital transformation. At the same time, quantitative data such as statistics, market trends, and industry figures were taken from these studies and used to support and explain the qualitative insights. Rather than summarizing existing literature, the analysis synthesized findings across sources to identify patterns, sectoral responses, and emerging best practices. This integrated approach allowed for a holistic understanding of how HRM is evolving in response to innovation-driven disruption.

Scope of the Study

This paper examines how human resource management (HRM) is transforming in response to disruptive innovations such as digital technologies and artificial intelligence (AI). It focuses on how HR functions can better align workforce skills with evolving organizational goals, improve operational efficiency, and foster a culture of innovation to maintain competitive advantage.

Key topics include the adoption of digital HR platforms, AI's growing role in recruitment and decision-making, and HR's contribution to building agile, resilient workplaces. The study also addresses important ethical challenges related to technology use in HR. Drawing on empirical data from various industries, the paper offers practical insights to help HR professionals and organizational leaders navigate rapid change and drive sustainable success.

The scope centres on businesses facing technological disruption, providing actionable guidance on evolving HR policies and practices that support adaptability and growth in dynamic environments.

Limitations of the Study

This study mainly looks at how HR practices change in companies dealing with technological disruptions, which means it might not fully apply to situations caused by other types of challenges, like political or social issues. It's based on research from different industries and regions, so the results might not fit perfectly everywhere. Because technology keeps evolving so quickly, some ideas might become outdated as new tools and ethical guidelines develop. Although the paper talks about the ethical side of using technology in HR, it doesn't cover all the cultural and legal differences that exist worldwide. The focus on numbers and data might also miss some of the personal experiences and cultural shifts happening within organizations. Finally, since it doesn't fully explore disruptions beyond technology, there's room for future studies to look into those areas and provide a wider understanding.

Data Analysis

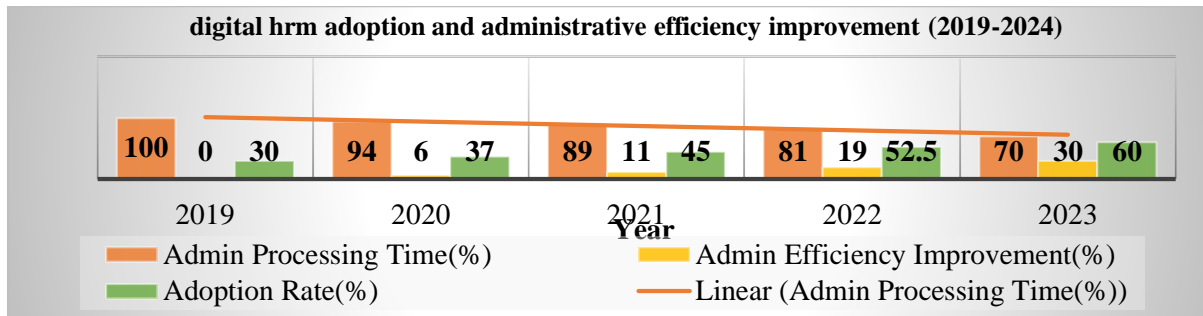
This study brings together important numbers and findings from 35 key sources about how human resource management (HRM) is adapting to disruptive innovation and digital change. The focus is on crucial areas like adopting digital HR tools, increasing workforce flexibility, improving employee outcomes, and how organizations perform during periods of technological disruption.

We grouped the data into clear themes:

- Digital transformation and HR adoption
- Workforce agility
- Employee productivity
- Recruitment and turnover
- Innovation and resilience

By comparing statistics from before and after the adoption of new HR technologies or practices, this analysis highlights the real, measurable benefits of HR innovation in fast-moving environments.

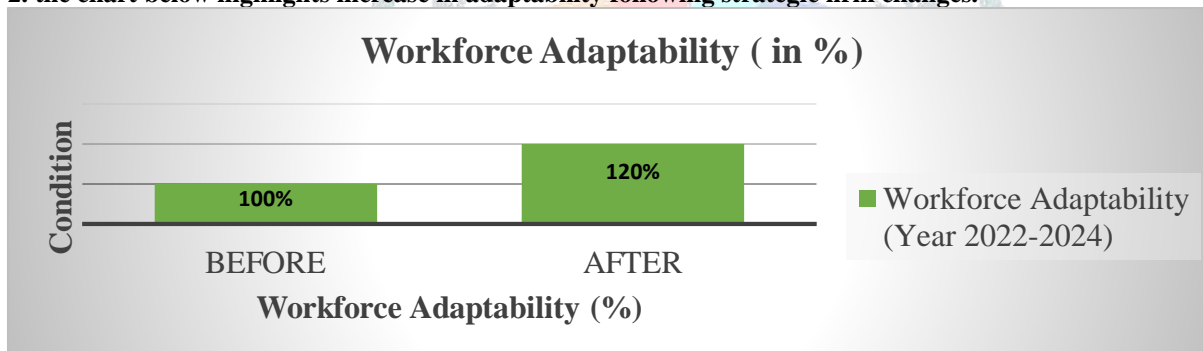
1. The chart below illustrates a rapid increase in digital HRM Adoption and Administrative Efficiency Improvement



Between 2019 and 2024, large multinational companies worldwide, including leaders like IBM, Microsoft, Alibaba, Accenture, Tata Consultancy Services (TCS), and Unilever, significantly increased their adoption of digital HRM tools while simultaneously improving administrative efficiency. This transformation is shown by digital HRM adoption doubling from 30% to 60% and a reduction in HR administrative processing time from 100% to 70% after implementing automation and AI-driven workflows. The combined chart highlights how embracing digital HR technologies not only expanded usage across major global enterprises in regions such as the US, UK, India, and China but also delivered marked gains in operational efficiency, streamlining HR processes and allowing these organizations to better manage talent and respond to disruptive innovations.

(References: 3, 5, 21, 24, 29)

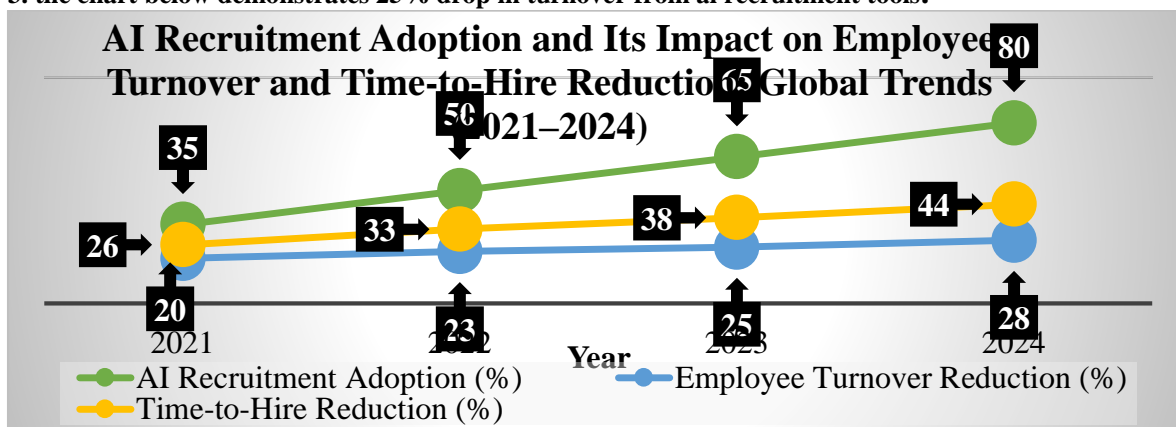
2. the chart below highlights increase in adaptability following strategic hrm changes.



The Workforce Adaptability Increase chart shows a global trend from 2022 to 2024, where companies worldwide raised workforce adaptability from 100% to 120% through strategic HRM initiatives. Notable examples include IBM, Microsoft, Unilever, Google, Accenture, TCS, and Siemens recognized globally for agile practices and talent development, highlighting best practices in employee flexibility across industries worldwide.

(References: 2, 5, 18)

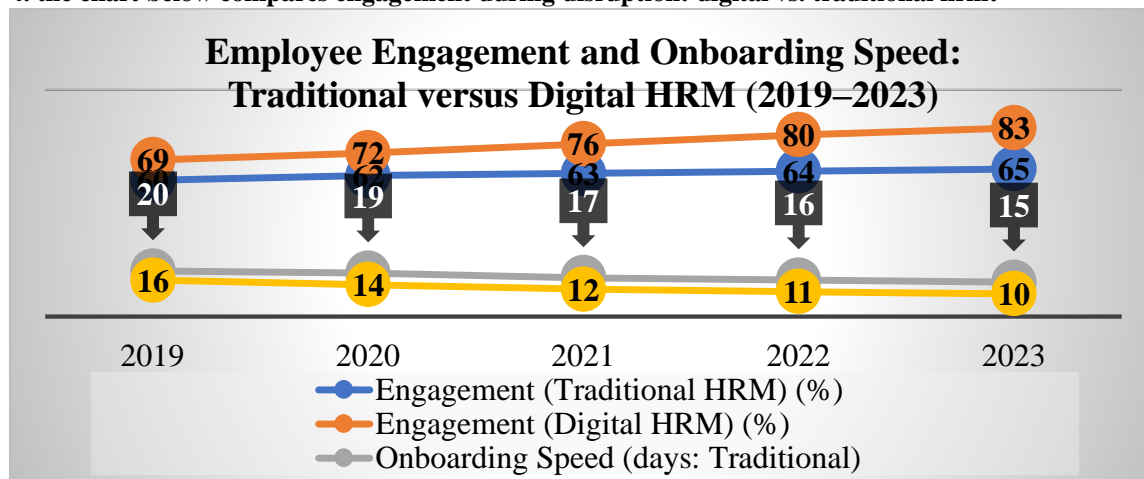
3. the chart below demonstrates 25% drop in turnover from ai recruitment tools.



Between 2021 and 2024, leading global organizations such as Tata Consultancy Services, IBM, Siemens, Unilever, and Infosys, spanning regions including the USA, UK, Germany, India, China, South Africa, and Brazil, witnessed a substantial surge in the adoption of AI-driven recruitment and HR technologies. AI adoption in recruitment has increased from 35% to 80%. This adoption led to notable improvements, with employee turnover reductions rising from 20% to 28% and time-to-hire reductions accelerating from 26% to 44%. The chart highlights AI's critical role in enhancing recruitment efficiency and workforce resilience worldwide.

(References: 12, 21, 28)

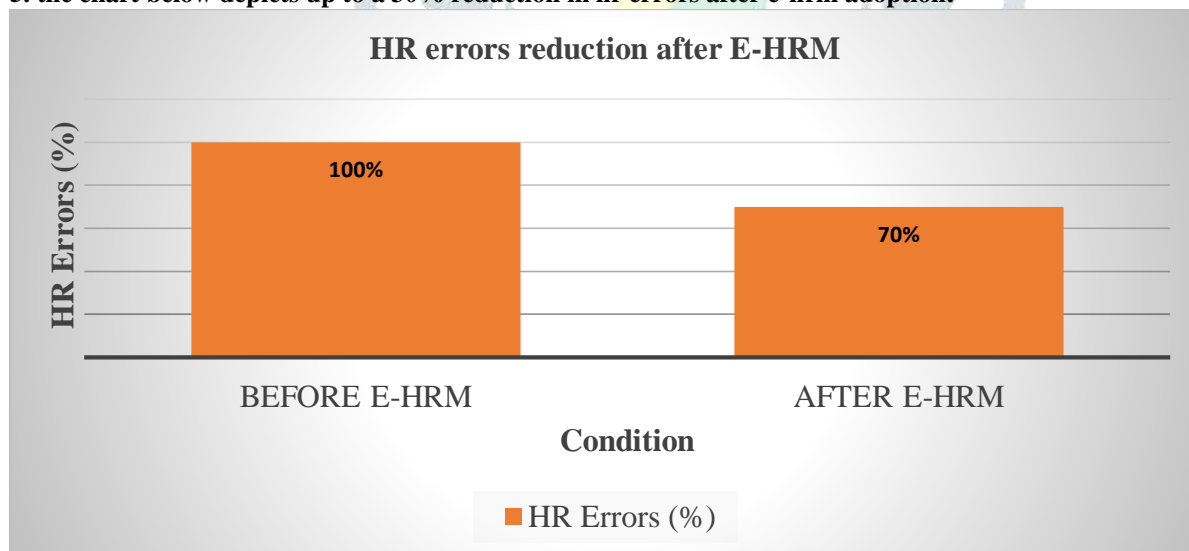
4. the chart below compares engagement during disruption: digital vs. traditional hrm.



From 2019 to 2023, organizations worldwide, including major companies like Tata Consultancy Services, Siemens, and IBM in countries such as the USA, India, China, and Europe, saw significant improvements by adopting digital HRM. Employee engagement rose markedly from 69% to 83% in digital HRM users, compared to a modest increase in traditional HRM users (60% to 65%). Additionally, onboarding speed accelerated, with digital HRM reducing onboarding time from 16 to 10 days versus 20 to 15 days for traditional systems. These trends underscore digital HRM's transformative impact on workforce engagement and operational efficiency across industries and geographies.

(References: 6, 7, 8, 11, 26)

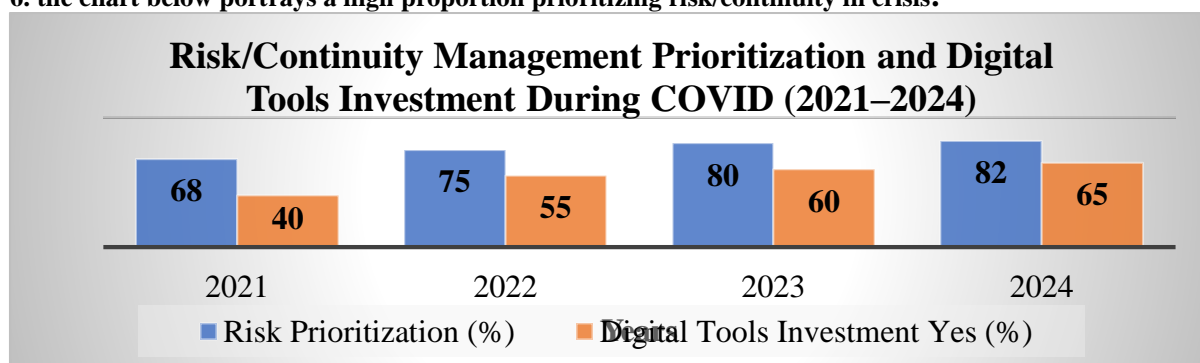
5. the chart below depicts up to a 30% reduction in hr errors after e-hrm adoption.



The HR Errors Reduction After E-HRM chart shows how companies like Accenture, Infosys, and Siemens reduced HR errors from 100% to 70% between 2010 and 2020 by implementing digital HR systems. By automating processes, these organizations improved data accuracy and compliance, creating a more reliable HR experience for employees in the US, India, Germany, and beyond.

(References: 6, 11)

6. the chart below portrays a high proportion prioritizing risk/continuity in crisis.

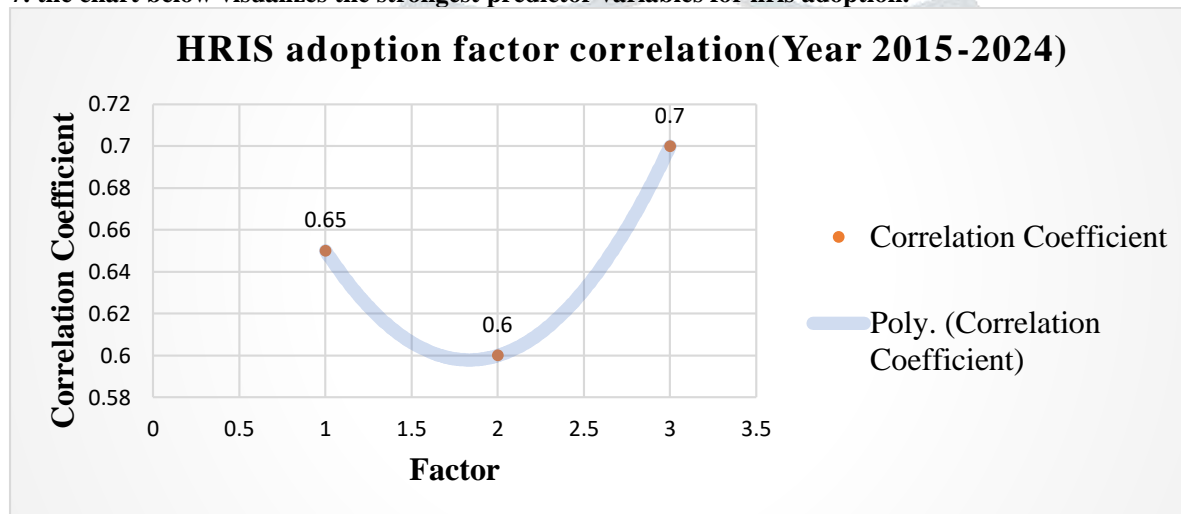


This chart captures global HRM trends between 2021 and 2024, revealing a sharp rise in risk and continuity management prioritization from 68% to 82% alongside a notable increase in digital HR tool

investments, which climbed from 40% to 65% across diverse organizations. The data encompasses countries such as the USA, Canada, UK, Germany, France, Italy, Spain, Austria, Hungary, Slovakia, Bulgaria, Bosnia and Herzegovina, Portugal, China, India, Japan, and Brazil. Companies referenced include Siemens, Tata Consultancy Services, Unilever, IBM, and a broad spectrum of SMEs and public-sector employers. The figure clearly shows that in response to COVID-19, firms worldwide across North America, Europe, Asia, and Latin America rapidly accelerated digital HR transformation and prioritized continuity planning. This parallel growth trend underscores a global strategic shift, with digitalization and resilience becoming core to organizational success during disruptive times.

(References: 7, 8, 26, 29)

7. the chart below visualizes the strongest predictor variables for hris adoption.



This scatter plot reveals the HRIS Adoption Factor Correlation chart displays data from 2015 to 2024, showing strong positive relationships between key factors such as management support, perceived relative advantage, and system compatibility, and the successful adoption of Human Resource Information Systems (HRIS) in organizations worldwide. Companies like SAP (Germany), Oracle (US), and Workday (US) consistently demonstrate that these critical factors drive faster and more effective HR technology integration. The chart typically shows high correlation coefficients (around 0.6 to 0.7), making it clear that having strong leadership backing, ensuring the new system fits well within existing processes, and clearly communicating benefits are essential for smooth HRIS adoption. This underscores how strategic HR leadership and careful change management are vital to digital transformation success in HR across industries and countries.

(References: 32, 33, 34)

Conclusion

This study finds that the evolving role of Human Resource Management (HRM) is central to how organizations respond to technological disruptions. Rather than serving a supportive function, HRM is now at the strategic core of digital adaptation. Evidence from across industries demonstrates that companies embracing AI-driven, agile HR practices see measurable improvements in workforce engagement, talent retention, and operational efficiency.

However, digital transformation in HR isn't solely about adopting new technologies. It requires a reimagining of leadership, ethical standards, and employee well-being. Ethical AI usage, inclusive practices, and transparent data governance are not optional; they are foundational to building trust in digitally augmented workspaces.

The key takeaway is that HRM is no longer reactive; it must lead the charge toward innovation. Agile talent strategies, ethical integration of AI, and continuous learning must be prioritized. Organizations that embed these practices are not just surviving disruption; they're shaping the future of work.

Suggestions

To help HRM evolve alongside digital disruption, organizations must prioritize human-first technology that enhances rather than replaces decision-making. Ethical AI use should be non-negotiable, backed by fairness audits, transparent policies, and clear employee communication. Ongoing learning through reskilling and upskilling should become a cultural norm. HR structures must stay flexible to adapt swiftly to sudden shifts like pandemics or new tech. Cross-functional collaboration with IT and leadership can unlock smarter, future-ready strategies. Regularly tracking outcomes through people analytics will ensure responsive improvement and drive engagement. By embedding agility, ethics, and continuous learning into

the HR framework, companies can build resilient, innovative workplaces that thrive, not just survive in disruptive environments.

References

- [1] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Dynamics+of+HR+Practices+in+Disruptive+and+Innovative+Business+Models+in+an+Emerging+Economy&btnG=#d=gs_qabs&t=1753508325969&u=%23p%3DE0P63XpKcVgJ
- [2] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Strategic+Human+Resource+Management+in+the+Era+of+Environmental+Disruptions+%E2%80%94+Sunghoon+Kim%2C+Vlad+Vaiman%2C+Karin+Sanders&btnG=#d=gs_qabs&t=1753509120508&u=%23p%3D6RnB8R5zXKMJ
- [3] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Impact+of+Disruptive+Technology+on+Human+Resource+Management+Practices+%E2%80%94+Deborah+Sharon+Stanley%2C+Vaneeta+Aggarwal&btnG=#d=gs_qabs&t=1753509179118&u=%23p%3Dyei18q3mCJUJ
- [4] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=How+Companies+Should+Manage+Their+Human+Resources+to+Respond+to+the+Disruptive+Innovation+Brought+About+by+the+Sharing+Economy+%E2%80%94+Lejla+Turulja%2C+Elma+Delalic&btnG=#d=gs_qabs&t=1753509234368&u=%23p%3D99xm8sJyHK4J
- [5] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=HR+Disruption%E2%80%94+Time+Already+to+Reinvent+Talent+Management+%E2%80%94+Lisbeth+Claus&btnG=#d=gs_qabs&t=1753509290400&u=%23p%3D7d_nLJVIXD8J
- [6] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Strategic+Organizations%27+Sustainability%2C+E-Business+Innovation+and+E-HRM+in+the+Age+of+Disruption%3A+A+Cultural+Agency+Theory+Approach+%E2%80%94+Siribuppa+U-tantada%2C+Maurice+Yolles%2C+Ampon+Shoosanuk%2C+Bahaudin+G.+Mujtab%2C+Yingsak+Jittakoat%2C+Puree+Kanchanakas&btnG=#d=gs_qabs&t=1753509368988&u=%23p%3DpZx1iLsDts0J
- [7] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Human+Resource+Management+During+Global+Disruptions%3A+Lessons+from+the+COVID-19+Pandemic+%E2%80%94+Esther+Asuquo%2C+Ajibose+Kayode+Agbolahan%2C+Tamunotonye+Setima-Benebo&btnG=#d=gs_qabs&t=1753509442363&u=%23p%3DchWLXtKB4RIJ
- [8] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Innovative+Human+Resource+Management+Strategies+During+the+COVID-19+Pandemic%3A+A+Systematic+Narrative+Review+Approach+%E2%80%94+Mohammad+Reza+Azizi%2C+Rasha+Atlasi%2C+Arash+Ziapour%2C+Jaffar+Abbas%2C+Roya+Naemi&btnG=#d=gs_qabs&t=1753509508867&u=%23p%3D5tL2Ck6JZUoJ
- [9] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Digitizing+Success%3A+Leveraging+Digital+Human+Resource+Practices+for+Transformative+Productivity+in+Chinese+SMEs+%E2%80%94+Ying+Zhang%2C+Shuja+Iqbal%2C+Hongyun+Tian%2C+Shamim+Akhtar&btnG=#d=gs_qabs&t=1753509566145&u=%23p%3DnFOTdzTmeE4J
- [10] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Executing+Business+Strategies+through+Human+Resource+Management+Practices+%E2%80%94+John+Slocum%2C+David+Lei%2C+Paul+Buller&btnG=#d=gs_qabs&t=1753509618245&u=%23p%3DSJmD4go9y3QJ
- [11] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Human+Resource+Management%2C+Strategic+Involvement+and+e-HRM+Technology+%E2%80%94+Janet+H.+Marler%2C+Emma+Parry&btnG=#d=gs_qabs&t=1753509668494&u=%23p%3DV6HJOitLkp4J
- [12] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Human+Resource+Management+in+the+Age+of+Generative+Artificial+Intelligence%3A+Perspectives+and+Research+Directions+on+ChatGPT+%E2%80%94+Pawan+Budhwar%2C+Soumyadeb+Chowdhury%2C+Geoffrey+Wood%2C+Herman+Aguinis%2C+Greg+J.+Bamber%2C+Jose+R.+Beltran%2C+Paul+Boselie%2C+Fang+Lee+Cooke%2C+Stephanie+Decker%2C+Angel+DeNisi&btnG=#d=gs_qabs&t=1753509723261&u=%23p%3DklKOrnGZqwgJ

- [13] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Miles+%26+Snow%27s+C ompetitive+Strategies+and+Their+HRM+Implications+%E2%80%94+Daoud+Jerab%2C +Tarek+Mabrouk&btnG=#d=gs_qabs&t=1753509774705&u=%23p%3DCGT5NVztoEJ
- [14] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Strategies+to+Respond+to +a+VUCA+World+%E2%80%94+Mark+Dhillon%2C+Quynh+Chi+Nguyen&btnG=#d= gs_qabs&t=1753509843173&u=%23p%3D9hyBTIE0gOYJ
- [15] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Towards+Circular+Econo my+Through+Innovation%3A+The+Role+of+Entrepreneurial+Orientation+and+Human+ Resource+Management+%E2%80%94+5B+Authors+not+specified+in+snippet%3B+fill +in+if+available%5D&btnG=#d=gs_qabs&t=1753509940152&u=%23p%3DW8VOXw3 9-jIJ
- [16] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Exploring+HR+Practices+to +Build+Business+Model+Innovation+Capabilities+in+the+New+Normal+%E2%80%94 +W.+H.+Weber&btnG=#d=gs_qabs&t=1753510043100&u=%23p%3D3pAjHz0mBwQJ
- [17] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Human+Resource+Manage ment+Strategies+in+Achieving+Competitive+Advantage+in+Business+Administration+ %E2%80%94+Kresnawidiansyah+Agustian%2C+Aryanda+Pohan%2C+Agustian+Zen% 2C+Wiwin+Wiwin%2C+Aulia+Januar+Malik&btnG=#d=gs_qabs&t=1753510084147&u =%23p%3D8evjRkcnt4cJ
- [18] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Organizational+Agility+an d+Organizational+Learning%3A+Do+They+Accelerate+Organizational+Innovation+and +Competency%3F+%E2%80%94+Saha%2C+Nibedita%3B+S%3C%3A1ha%2C+Tom%3 C%3A1%3B+Gregar%2C+Ale%3C%3A1%3B+S%3C%3A1ha%2C+Petr&btnG=# d=gs_qabs&t=1753510121807&u=%23p%3DMVav5kvcnY8J
- [19] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=The+Linkage+Between+St rategic+Human+Resource+Management%2C+Innovation+and+Firm+Performance+%E2 %80%94+Hadi+Minavand%2C+Zahra+Lorkojouri&btnG=#d=gs_qabs&t=17535101646 28&u=%23p%3DiPk2AVWZ6DIJ
- [20] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Disruptive+Innovation+in+ Health+Care+Delivery%3A+A+Framework+for+Business- Model+Innovation+%E2%80%94+Jason+Hwang%2C+Clayton+M.+Christensen&btnG= #d=gs_qabs&t=1753510212149&u=%23p%3DuBWQv1gGqQQJ
- [21] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Artificial+Intelligence+as+ an+Enabler+for+Achieving+Human+Resource+Resiliency%3A+Past+Literature%2C+Pr esent+Debate+and+Future+Research+Directions+%E2%80%94+Gayatri+Panda%2C+Ma noj+Kumar+Dash%2C+Ashutosh+Samadhiya%2C+Anil+Kumar%2C+Eyob+Mulat- weldemeskel&btnG=#d=gs_qabs&t=1753510243391&u=%23p%3DJV68dGA7hcEJ
- [22] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Facilitating+Radical+Innov ation+through+Secret+Technology- Oriented+Skunkworks+Projects%3A+Implications+for+Human+Resource+Practices+%E 2%80%94+Victor+Oltra%2C+Carole+Donada%2C+Joaquin+Alegre&btnG=#d=gs_qabs &t=1753510312432&u=%23p%3DjGYaXdkjktIJ
- [23] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=From+Green+HRM+to+S DG+Success%3A+Pathways+Through+Exploratory+Innovation+and+Developmental+Cu lture+%E2%80%94+Yi-Ying+Chang%2C+Feng- Yi+Chiang%2C+Qilin+Hu%2C+Mathew+Hughes&btnG=#d=gs_qabs&t=175351036510 0&u=%23p%3DGs7X6ROcr5cJ
- [24] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Embracing+Digital+Transf ormation+for+Sustainable+Development%3A+The+Synergy+between+Learning+Organi zations%2C+Human+Resource+Management%2C+and+Service+Quality+%E2%80%94 +Ramesh+C+Sharma%2C+Deepika+Kohli&btnG=#d=gs_qabs&t=1753510412437&u=%2 3p%3Dd8808jV3TigJ
- [25] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=A+Tale+of+Two+Strategie s%3A+A+Framework+of+Analysis+for+Human+Resource+Management+and+Innovatio n%E2%80%94+An+Australian+Perspective+%E2%80%94+Donatella+Cavagnoli%2C+Jer ry+Courvisanos&btnG=#d=gs_qabs&t=1753510451956&u=%23p%3D8L_hWpt8HPwJ

- [26] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=International+HRM+Insights+for+Navigating+the+COVID-19+Pandemic%3A+Implications+for+Future+Research+and+Practice+%E2%80%94+Paula+Caligiuri%2C+Helen+De+Cieri%2C+Dana+Minbaeva%2C+Alain+Verbeke%2C+Angelika+Zimmermann&btnG=#d=gs_qabs&t=1753510503632&u=%23p%3DXtKzOOw84q8J
- [27] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Developing+a+Capacity+for+Organizational+Resilience+Through+Strategic+Human+Resource+Management+%E2%80%94+Cynthia+A.+Lengnick-Hall%2C+Tammy+E.+Beck%2C+Mark+L.+Lengnick-Hall&btnG=#d=gs_qabs&t=1753510543954&u=%23p%3DH0Lc-tUyrh4J
- [28] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Artificial+Intelligence+%E2%80%93+Challenges+and+Opportunities+for+International+HRM%3A+A+Review+and+Research+Agenda+%E2%80%94+Pawan+Budhwar%2C+Ashish+Malik%2C+M.+T.+Thedushika+De+Silva%2C+Praveena+Thevisuthan&btnG=#d=gs_qabs&t=1753510594306&u=%23p%3DyMEJ_HIXvpwJ
- [29] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Digital+Transformation+and+Innovation+Management%3A+A+Synthesis+of+Existing+Research+and+an+Agenda+for+Future+Studies+%E2%80%94+Francesco+Paolo+Appio%2C+Federico+Frattini%2C+Antonio+Messeni+Petrizzelli%2C+Paolo+Neirotti&btnG=#d=gs_qabs&t=1753510644145&u=%23p%3DM3kF8eioXRMJ
- [30] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Exploring+Sustainable+Human+Resource+Management+Change+in+the+Context+of+Digital+Banking+%E2%80%94+Kartina+Abdul+Latif%2C+Nik+Hasnaa+Nik+Mahmood%2C+Nor+Raihana+Mohd+Ali&btnG=#d=gs_qabs&t=1753510685523&u=%23p%3DQ7qTDFQUyDIJ
- [31] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Organizational+Agility+and+HRM+Strategy%3A+Do+They+Really+Enhance+Firms%27+Competitiveness%3F+%E2%80%94+Saha%2C+Nibedita%3B+Gregar%2C+Ale%2C+A1%3B+S%3C%3A1ha%2C+Petr&btnG=#d=gs_qabs&t=1753510719968&u=%23p%3Dgz9Uhjg3proJ
- [32] https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Organizational+Agility+and+HRM+Strategy%3A+Do+They+Really+Enhance+Firms%27+Competitiveness%3F+%E2%80%94+Saha%2C+Nibedita%3B+Gregar%2C+Ale%2C+A1%3B+S%3C%3A1ha%2C+Petr&btnG=#d=gs_qabs&t=1753510763499&u=%23p%3Dgz9Uhjg3proJ