



Building Digital Proficiency (Digital Dexterity) In HR.

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ABSTRACT

The integration of technology including AI, big data and blockchain is drastically changing the business administration landscape. It is expected that a significant majority of work 80% to 90% will be conducted through technology in the future. This shift also applies to human resource management, where having skills has become vital, for success. Studies show that more and more businesses are adopting tools in HR programs with 56% considering their inclusion and 33% using AI strategies. The digital transformation in HR does not improve productivity. Also enhances connectivity, flexibility and efficient information sharing within departments and organizations. Like in regions professionals in Oman must develop digital skills in HR to adapt to the evolving technological environment. Embracing proficiency can result in efficiency decision making processes and overall employee satisfaction. However, there are challenges such as resistance to change and limited access to training that need to be overcome through investments in training programs and fostering a culture of learning. Ultimately acquiring skills is crucial for HR professionals, in Oman as it enables them to contribute to innovation and organizational success during the era.

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I. INTRODUCTION.

1.1 Introduction.

The technology, the present and future. And it a matter of time till 80% or 90% of work will be by technology. And year by year there is witnessing the development and spread of technology and a rivalry between AI, big data, blockchain and other technologies (J Knowl Econ 2023) in all fields of business administration. Indeed, we can say that digital use of this technology in human resource management is growing, and companies, government authorities start to include digital usage in their management and transaction. Nowadays human resource management are transferring to include digital proficiency in their work. According to the statistics research by deloit university in 2017, that 56% of businesses are rethinking their HR programmers to incorporate digital tools. While 33% of businesses are utilizing AI (artificial intelligence) as part of their strategy Therefore, it is clearly that having a



strong digital presence is essential for all organizations, especially HR departments. The digital proficiency in human resource department it's a high potential process that contribute to enhance the work productivity, where the program affects the work methods for any institution, either internally or externally, and thus providing a faster way in doing the work and saves time, which will provide the worker more time to accomplish an exilian number of daily works. What brilliant about including the digital tools in human resource work is everything will be connected, it provides the institutions a flexibility in doing work, transfer valuable information between a variety of department and organization whether with government or private sectors.

The roles and process of human resource management have been significantly influenced by digital transformation (Schmid&Pscherer, 2021). HR now interacts with information and data in a different way as new digital technologies develop. The use of digital technologies has significantly changed certain HRM procedures, such as hiring new employees, evaluating employee performance, and developing human resources (Mosca, 2020), all of which enhance service delivery to stakeholders.

1.2 Problem statement.

The main problem in building digital proficiency (digital dexterity) in HR in Oman lies in overcoming the potential barriers to digital adoption, which may include a lack of adequate digital infrastructure and resources, resistance to change among HR professionals accustomed to traditional methods, and the need for comprehensive training and upskilling initiatives to ensure that the HR workforce in Oman can effectively utilize digital tools and analytics. Additionally, adapting digital solutions to align with the specific cultural and regulatory context of Oman is crucial to successfully enhancing HR operations and talent management in the country.

1.3 Objective of the study.

1. To determines the factors that enhances personal and organizational efficiency, enabling HR professionals to focus on strategic activities that contribute to corporate success and value. It empowers HR to adapt to the evolving business landscape, improve workforce management, and drive a more engaged and productive workforce, which is essential for an organization's long-term success and competitiveness.

2. Determine methods and process of digital competency and creating a digitally centric culture

within HR, organizations can effectively implement new technologies, optimize HR processes, and contribute to their overall success and value in the digital age.

3. To analysis the techniques of Digital competency, and the key is to stay curious, adaptable, and committed to continuous improvement. By combining these techniques and approaches, HR professionals can enhance their digital competency and become more effective in leveraging technology for HR practices and strategies.

4. To define the rules of HR professionals to overcome the obstacles of digitalization. HR professionals can employ a variety of techniques to improve their digital competency and dexterity. HR professionals should proactively seek opportunities for learning and skill development, collaborate with colleagues, and leverage available resources. HR leaders and organizations can also play a significant role in supporting digital skill advancement by providing access to training, promoting a culture of learning, and clearly communicating the benefits of digital proficiency for HR and the organization. (Krishnan Kaushik V, July2020).

1.4 Research questions.

1. How does personal and organizational efficiency of HR professionals rise with digital expertise, and how does this eventually lead to corporate success and value? (meetcolony,Mar,2020).

2. How can we use the of digital competency in building a digitally culture in human resource?

3. Which techniques may HR professionals use to improve their digital competency and dexterity?

4. What obstacles must HR professionals overcome to advance their digital skills?

1.5 Significance Contribution.

This section will review previous research and studies of why Building digital proficiency in human resource is essential. And explore how human resource management can be digitally transformed in the context of the digital world or digital proficiency.

1.6 Scope of the study.

the scope of this study has a variety of boundaries that will be discussed further on. Technology is the major thing that the study will be about, as it defined as a creation that include a sophisticated or scientific knowledge that used in creating tools, process, and others. The other boundaries are human resource management, which can cab be clarify as a strategy



used to oversee labor and the Recruitment, development and well-being of individuals working in business organizations. So, combing the digital development in human resource management, we are going to develop and build a new culture of using digital use in HR, and that what is called digital proficiency. Digital proficiency, also known as digital integration, refers to the capacity of HR professionals to use technology to enhance their own and their organization's productivity, which in turn promotes corporate growth and value. There are three main components of digital proficiency, technological awareness which describe the awareness level of the importance of technology in the workplace, second is technological embedding or in other words the support of technology in human resource management. and digital culture building which known as creating a work environment that values technology to boost economic value, enhance employee happiness, and foster the development of digital skills.

1.7 Theoretical framework.

In this research that clarify about build a digital culture in the workforce in a private organization. Their two variables that are essential in this study, which include human resource management and digital proficiency.

- Definitions of HRM.
 1. HRM defines as a set of activates that amid to organize the workforce of an organization (Lloyd L. Byars, Leslie W. Rue 2008). They have described human resource management as one of largest investment that an organization can do. They state that HRM involves action to tool up and organize the human resource operation.
 2. (Angelo S. DeNis, Ricky W. Griffin 2008), state in their textbook that HRM. Is a variety of managerial activities, that help to improve and develop the workforce inside an organization and contribute to improve or enhance the organization effectiveness in overall.
 3. HRM is the effective and efficient use of people resources to accomplish organizational objectives (Opatha 2009). In other words, Employees who work for the organization under consideration are considered human resources; efficient utilization is making the best use of employees by eliminating (or minimizing) waste; and effective utilization is using HR to support organizational effectiveness, which measures how well the organization has achieved its objectives.
 4. According to (Aswathappa 2017), HRM is the process of applying management principles in management the workforce in an organization.

Indeed, it has been explained that those functions assist managers in the planning, selection, training, development, compensation, and maintenance of personnel for an organization.

5. In his fifteenth edition of the textbook "Human Resource Management," published in 2017, Dessler provides a definition of HRM. This definition encapsulates the process of obtaining, educating, assessing, and rewarding staff, as well as addressing their labor relations, health, safety, and equity-related matters.

- Definitions of digital proficiency.
 1. **Digital competence** is the capacity to do online, virtual learning using web-based learning platforms like Canvas and interactive video/audio conferencing tools like Zoom (Deng & Yang, 2021).
 2. **Digital proficiency** can be thought of as having the necessary computer and internet skills and know-how to carry out essential tasks effectively (de Oliveira Neto, and Marques 2013).
- Definition of efficiency.
 1. **Efficiency:** The relationship between resource inputs, such as labor, capital, or equipment costs, and intermediate outputs, such as numbers processed or waiting times, is what efficiency is all about (Palmer, S., &Torgerson, D. J. (1999).
 - Define personal and organization efficiency.
 1. **Personal efficiency:** Within the self-help movement, personal efficiency is a subset that addresses goals, achievement, and associated ideas. While personal effectiveness incorporates elements of positive psychology and "the power of positive thinking," it is generally separate from the New Thought Movement (n.d. ,2017).
 2. **organization efficiency:** Efficiency is the amount of input and output that defines a company's best result in its industry (Kaawaase, Twaha. 2019).
 - **digital culture.**

Digital culture can be defined as the collective behaviors, values, norms, and practices that emerge within an organization in relation to the use and integration of digital technologies. It encompasses the attitudes, beliefs, and mindset of individuals towards technology and the digital environment. In the context of an established company, a digital culture refers to the organization's overall approach and acceptance of digital technologies, as well as the ways in which employees engage with and utilize these technologies in their work processes (Tubagus, A. F., Jann, H. T., &Ginting, H. (2023).



- **Digital competency**

Digital competency encompasses the knowledge, skills, and abilities needed to effectively utilize digital technologies in various business operations. It includes competencies such as digital literacy, communication, problem-solving, and collaboration. By developing digital competency, individuals and organizations can adapt to the digital era, leverage technology for improved productivity and innovation, and navigate the digital landscape with confidence Drydak, N. (2022).

1.8 Research importance.

Building digital proficiency (digital dexterity) in HR in Oman is imperative to streamline talent acquisition through online channels, engage and retain employees in a competitive job market, make data-driven decisions, ensure compliance with evolving labor laws, adapt to the increasing trend of remote work and flexibility, and efficiently manage administrative tasks, while also providing continuous learning opportunities for a diverse workforce. Such proficiency not only ensures compliance but also positions organizations for a competitive edge by fostering a digitally adept HR function that can adapt to the ever-changing demands of the modern workplace.

II. EXISTING WORK AND LITERATURE REVIEW.

2.1 Background

Existing work and literature reviews are valuable resources that provide insights and summaries of previous research and studies conducted in a specific field. In the context of digital proficiency in HR, existing work and literature reviews play a crucial role in understanding the current state of knowledge, identifying gaps in research, and informing future research directions.

By reviewing existing work and literature, researchers and practitioners can gain a comprehensive understanding of the key concepts, theories, and practices related to digital proficiency in HR. This includes examining the various skills and competencies required for HR professionals to effectively navigate digital technologies and tools, as well as understanding the impact of digital transformation on HR practices and strategies.

Existing work and literature reviews also help in identifying best practices and successful approaches adopted by organizations to develop digital proficiency in their HR departments. This information can then be used to inform the design

and implementation of training and development programs, as well as the adoption of relevant technologies and tools.

Furthermore, literature reviews help in identifying gaps in current knowledge and research. They highlight areas where further investigation is needed, such as exploring the impact of digital proficiency on employee engagement, the role of HR analytics in decision-making, or the challenges faced by HR professionals in adapting to technological advancements.

2.2 Existing work. (talk of findings in short in PPT)

- (Wang, L., Zhou, Y., & Zheng, G. (2022)
Human resource management (HRM) practices that are digital have received more attention in the past few years. However, researchers and practitioners do not yet completely understand the impact of digital HRM practices. We propose that HRM capacity maturity is a crucial prerequisite for comprehending the efficacy of digital HRM practices, based on adaptive structuration theory (AST). This study found that the implementation of digital HRM practices effects HRM effectiveness through the internal consistency of HR practices and the outward social networking of HR managers with line managers. The path analysis approach was used on a sample of 1770 firms in China. The development of the enterprise's HRM capabilities determines whether digital HRM practices have positive or negative effects. The majority of prior research has examined the effects of digital HRM on organizations, such as cost reduction and organizational performance. However, our study broadened the scope of outcomes by examining employees' perceptions of HRM effectiveness, which can have an additional impact on employees' attitudes and organizational behaviors. We discuss how our findings might affect future study and applications.

- (Galanti, T., De Vincenzi, C., Buonomo, I., & Benevene, P. 2023)
Recently, the effect of technology on the organization employees was a topic that been often discussed in regards of occupational health psychology. Duo to covid-19 pandemic, digital human resource for the last two decades had sudden and fast renovation, as it important to find new ways to work inside the organization that distinguish by flexibility. This study aims to search and find new ways to how the digital transformation can be adaptable to the work and workers, and in other ways to openness to change. And to explore the



opportunities that digitalization offers to the organization.

- (Pillai, R., Yadav, S., Sivathanu, B., Kaushik, N., & Goel, P. (2022)

This paper focuses to examine how the technology have been used in human resource management and what are the obstacles that face the organization. It also figures out the output effect of the HR employees' performance after including digitalization. HR professionals use technology for HRM functions. It is discovered that the technology-driven concept of "Smart HR" has improved HR performance. It is also discovered that the use of technology in HRM is impacted by usage, traditional, and risk barriers. In order to help HR managers comprehend the impact on HRM, a model is developed utilizing the grounded theory approach. The obstacles preventing the use of technology in HRM are made clear by this study. Additionally, it offers the model for HR performance that arose from Smart HR and the use of technology in HR. The study produced important insights that technology developers, HR professionals, and marketers of HR technology could use.

- (Mihova, T. B., & Ivanova, I. M. 2020)

The study provides evidence for the necessity of industrial enterprises' HR departments undergoing a digital transformation to be able to keep up with the rapidly evolving technological landscape of the contemporary digital world. The present condition of the HRM system in industrial companies and the extent to which HR operations have been digitalized were examined considering the research that was done. The primary issues and challenges associated with their digitalization are outlined, along with recommendations for enhancing the human resource management of the businesses under study.

- (Mihai, F., Ofelia, E. A., & Gheorghe, M2023)

The objective of this study is to investigate how the digital intensity index (DII) is affected by new digital technologies like cloud computing, the Internet of Things, and artificial intelligence (AI). Using data released by Eurostat for EU members in 2021, a quantitative analysis of the indicators pertaining to DII and emerging digital technologies is the research methodology used. We developed and tested theories during our research regarding the relationship between the DII and emerging digital technologies, as well as the impact of integrating AI-based technologies into different economic processes on the DII. Four regression models using the most pertinent factors were created during this study and used to validate the formulated

hypotheses. Our research's findings show that the use of AI technologies based on machine learning and AI-based robotic process automation (RPA) software, along with newly emerging IoT and cloud computing digital technologies, all positively impact the DII. Additionally, compared to how frequently these technologies are used in other economic processes, the same beneficial influence was found in the recruitment and human resource management processes. These results support the study's strong case for integrating cutting-edge digital technologies into EU organizations in order to significantly raise the level of digitalization.

- (Çini, M. A., Erdirencelebi, M., & Abdullah ZübeyrAkman. 2023)

The recent wave of intense experience with digital transformation (DT) has the potential to drastically alter all business processes, organizational models, and structures. Stress is occasionally also brought on by change and transformation, which are centered on productivity and efficiency. DT procedures are also being adopted by public institutions. This study looks at the connection between worker performance and the technostress that organization employees experience during the DT process. In the study, a mixed method is employed. 351 central career experts employed in public institution primary units are chosen as a sample, and IBM SPSS 25 and MAXQDA 20 software are used for data analysis. The study's findings indicate that employee performance and technostress are positively impacted by DT perspectives, while employee technostress levels have a negative impact on employee performance. In addition, the concepts of hardware and software, technological infrastructure, senior management's attitude, resistance to change, education and technological proficiency, workload, complexity and uncertainty, speed, satisfaction, motivation, continuity, quality, and work-life balance are listed as influential factors based on the findings of the qualitative research method.

- (Akshay, K., & George, S. 2016)

The objective of this study is to look at how human resource management can be digitally transformed in the context of digital economy. Mainly focusing on the drive's directions and the impact of human resource. The study proposes that five factors-internal customer digital needs, industry digital innovation, competitor challenges, digital innovation governance, and digital era needs-drive human resource management digital transformation. It analyzes the core of human resource management digital transformation Diving deeper to digital workplace, digital human resource, and management



process and digital employee service. Specifically highlighting that the digital resource management process is in connection to the implementation of section training and development and assessment functions, leveraging state of the art digital technologies. It is brought to attention that although digital transformation is beneficial for businesses, its potential impact cannot be ignored, and how shifting from the old management system to the new management system, negative effects, and how it is converted.

- (Akshay, K., & George, S. 2016)

Every industry in this age of rapid technological development is moving towards digitalization. HR has changed as well, turning into a strategic business partner. The system's main drivers are digital data, such as web-based systems, HR portals, and web-applicant testing. To make decisions, HR uses data by gathering, storing, updating, and interpreting it. This essay examines how digitization has affected several HR tasks, including hiring, training and development, performance evaluation, and pay. The impact of digitization on cost, decision-making ability, time effectiveness, employee engagement and participation, consistency, compliance, and human intervention would also be examined in this paper.

- (Nedumaran, G., & Rani, C. 2021)

E-HRM is a method of putting HR policies, practices, and strategies into action within an organization by fully utilizing web-based technology channels and/or by supporting them consciously and directly. The business world has undergone numerous changes due to technology. The introduction of computers and the internet has greatly amplified that impact in the information age. In fact, many businesses cannot operate these days without computer technology. This effect can be observed in almost every facet of business, including human resources, where technology still has a big influence on HR procedures. HR technology can enhance HR administration, strengthening the organization's competitive edge. It is now proven that using technology for HR purposes has more advantages than sticking to the old-fashioned methods. In-HRM playing a significant part in the organization's accurate and efficient operation. The majority of HR management (HRM) at many software companies, such as Microsoft and Infosys, is now done online; this is known as electronic HRM. Technology has made it easier to administer HRM functions by increasing the amount of readily available HR information, improving communication, speeding up the collection of HRM transactions and information,

and lowering costs. E-HRM Types, E-HRM Tools, E-Recruitment, E-Selection, E-Training, E-Pay, E-Compensation, and E-Performance Management System are all included in this paper.

- Fenech, R., Bagueant, P., & Ivanov, D. (2019)

In an era of digital transformation, this study aims to investigate how human resource management is evolving. What does HR (human resource) professionals believe is the evolving role of HRM in an era of digital transformation is the research question. The process of transforming business operations, structures, and processes to take advantage of new technologies is known as digital transformation. Researchers are beginning to recognize the importance of knowledge, intellectual capital, and human capital in the pursuit of competitive advantage that could result from a digital transformation strategy. The company takes a resource-based view, in which its resources (human capital and technology) are seen as assets and competencies that it owns or controls and that provide value to the company to gain a competitive edge. Semi-structured interviews with five HR (human resources) professionals in the United Arab Emirates (UAE) were conducted as part of the qualitative research methodology. The topics covered in the semi-structured interviews include employee relations, health and safety, training and development, performance management, reward management, and HR planning, as well as how these areas have changed in the context of the digital revolution. The primary themes and sub-themes are analyzed thematically in order to analyze the results. The main insights show that while digitalization affects routine HR practices and procedures, especially when using HR information systems, the contribution of HR to the digitalization strategy is given less attention.

2.3 Literature review.

- (John Wiley & Sons, Incorporated, 2020)

The digital revolution has brought about significant changes in various aspects of our lives, including how we communicate, work, and access information. It has transformed industries, disrupted traditional business models, and created new opportunities. Regarding the book you mentioned, "Digital Revolution" by John Wiley & Sons, Incorporated, it seems to be a relevant resource that explores the impact of digital technology on society, businesses, and individuals. While I don't have access to the specific content of the book, I can provide you with some general insights about the digital revolution. The digital revolution refers to



the rapid advancement and integration of digital technologies, such as the internet, mobile devices, artificial intelligence, cloud computing, and big data. These technologies have revolutionized various sectors, including communication, education, healthcare, finance, and entertainment.

- (Mihnea C. Moldoveanu and Das Narayandas,2021)

The future of executive development is a topic of great interest as organizations strive to develop leaders who can navigate the complexities and challenges of an ever-changing business landscape. While I don't have access to the specific content of the book "Future of Executive Development" by Mihnea C. Moldoveanu and Das Narayandas, I can provide you with some general insights about the future of executive development. With the rapid advancement of technology, executive development programs will need to incorporate digital skills and knowledge. Leaders will be required to understand emerging technologies, such as artificial intelligence, blockchain, and data analytics, and their impact on business strategies. Agility and Adaptability: As the business environment becomes more volatile and unpredictable, executive development programs will focus on developing leaders who can quickly adapt to change and make agile decisions. This includes fostering a growth mindset, resilience, and the ability to lead through uncertainty. Continuous Learning: The future of executive development will shift towards a lifelong learning approach. Leaders will need to continually update their skills and knowledge to stay relevant in a rapidly evolving business landscape. Executive development programs will focus on creating a culture of continuous learning and providing leaders with ongoing opportunities for growth and development. These are some broad trends that may shape the future of executive development. The book mentioned would likely delve deeper into these topics, providing further insights and strategies for organizations to develop effective leaders in the future.

- (John Wiley & Sons, Incorporated,2018)
"Advanced Analytics and AI: Impact, Implementation, and the Future of Work" by John Wiley & Sons, Incorporated explores the transformative potential of advanced analytics and artificial intelligence (AI) in various industries and organizations. The book likely covers topics such as the impact of these technologies on decision-making and operational efficiency, implementation challenges, the changing nature of work, ethical considerations, and future trends. It offers valuable insights for organizations looking to harness the

power of advanced analytics and AI while navigating the ethical and social implications associated with their adoption.

- (John Wiley & Sons, Incorporated,2019)
"Skills Management: New Applications, New Questions" by John Wiley & Sons, Incorporated delves into the evolving landscape of skills management and its impact on organizations. The book is likely to explore new applications of skills management, such as the use of technology and data analytics to identify, develop, and leverage employee skills. It may also address the emerging challenges and questions surrounding skills management, such as the role of automation and AI in reshaping the workforce, the need for upskilling and reskilling initiatives, and the importance of aligning skills with organizational goals. This book offers valuable insights and guidance for organizations seeking to navigate the complexities of skills management in today's rapidly changing business environment.

- (by Sunil Mundra,2018)
"Enterprise Agility: Being Agile in a Changing World" by Packt Publishing, Limited explores the concept of agility in the context of organizations and how it can help them thrive in a rapidly changing world. The book is likely to address the principles and practices of agile methodologies, such as Scrum and Kanban, and how they can be applied at an enterprise level. It may discuss the benefits of adopting an agile mindset and culture, including improved adaptability, faster time to market, and increased customer satisfaction. Additionally, the book might delve into the challenges and considerations involved in implementing and scaling agile practices across different departments and teams within an organization. Overall, it provides valuable insights and practical strategies for organizations looking to embrace enterprise agility and stay competitive in today's dynamic business landscape.

- (M. Ronald Buckley, Anthony R. Wheeler, and Jonathon Halbesleben,2018)
The book focuses on the latest research and advancements in the field of personnel and human resources management. The book is likely to cover a wide range of topics related to managing and developing human capital within organizations. It may include research studies on various HR practices, such as recruitment and selection, training and development, performance management, employee engagement, and compensation and benefits. The authors may also explore contemporary issues in HR, such as diversity and



inclusion, talent management, employee well-being, and the impact of technology on HR practices. This book will be a valuable resource for HR professionals, researchers, and students seeking evidence-based insights and best practices in the field of personnel and human resources management.

- (Paul Norman 2022)

It explores the evolving role of Human Resources in today's fast-paced and ever-changing business landscape. Norman delves into how HR departments are no longer merely administrative functions, but strategic partners that drive employee engagement, talent acquisition, and organizational success. The book emphasizes the importance of HR professionals adapting to digital transformation, embracing diversity and inclusion, and fostering a culture of continuous learning and development. By providing practical insights and actionable strategies, Norman's book serves as a valuable resource for HR professionals seeking to navigate the new agenda of their field.

- (Roux, M. (2020)

"Adaptive HR: Impactful HR for the New and Virtual World of Work" by Marie Roux, 2020, is a comprehensive guide that addresses the unique challenges and opportunities faced by HR professionals in the modern workplace. Roux explores the shifting dynamics of work in the digital age, where remote work and virtual teams have become increasingly prevalent. The book highlights the need for HR departments to adapt their practices and strategies to effectively support a virtual workforce and foster employee engagement and productivity. Roux provides practical advice and innovative solutions for talent acquisition, performance management, employee well-being, and organizational culture in the virtual world of work. With its timely insights and actionable recommendations, "Adaptive HR" serves as an invaluable resource for HR professionals striving to navigate and thrive in the new era of work.

- (Maddox-Daines, K. (2021)

"How to Get Ahead in HR" by Karen Maddox-Daines, 2021, is a career guide specifically tailored for HR professionals who are looking to advance their careers and achieve success in their field. Maddox-Daines provides practical strategies, tips, and advice on how to stand out and make an impact in the HR industry. The book covers various aspects of HR, including talent management, employee relations, organizational development, and strategic planning. It offers insights into building strong relationships, developing leadership skills, and

effectively managing change within the HR function. With real-life examples and actionable steps, "How to Get Ahead in HR" serves as a valuable resource for HR professionals who aspire to take their careers to the next level and become influential leaders in the field.

- (Waddill, D. (2018)

"Digital HR: A Guide to Technology-Enabled Human Resources" by Deborah Waddill, published in 2018, is a comprehensive guide that explores the intersection of technology and human resources. The book focuses on how digital advancements and emerging technologies are transforming the HR landscape and reshaping traditional HR processes. Waddill provides insights into various technology-enabled HR functions, such as recruitment, onboarding, performance management, learning and development, and employee engagement. She also discusses the importance of data analytics and the role of artificial intelligence in HR decision-making. "Digital HR" offers practical advice and real-world examples to help HR professionals leverage technology effectively and stay ahead in the digital age. It serves as a valuable resource for HR practitioners looking to embrace digital transformation and drive strategic HR initiatives through technology integration.

2.4 Research gap.

Despite the studies conducted about transformation, in HRM it is evident that there exists a gap in research related to digital proficiency of HRM. After the research is accepted by an institution and been developed to help the organization to start digital transformation in their HR department. After finishing the whole process, a gap of how the organization is gone developed or manage the wages of the company, including the bounce strategy, and other encourage in the field of wages. Defining the levels of skills that employee needs to get upgraded and the HR professionals how they are gone evaluate each employee. Accordingly applying this technology may be requires a high amount of budget, which some firms can't afford it, indeed how they can handle this cost and minimize them to be able to go through digitalization of HR practices.

III. RESEARCH METHODOLOGY.

3.1 Introduction:

In today's rapidly evolving technological landscape, digital proficiency has become increasingly important in various fields, including human resource management. The integration of digital tools and technologies in HR practices has



the potential to enhance efficiency, improve decision-making, and drive organizational success. This research aims to explore the significance of building digital proficiency in HR and its impact on personal and organizational effectiveness.

3.2 Background:

The development and widespread adoption of technologies such as artificial intelligence, big data, and blockchain have brought about significant changes in the business administration landscape. Companies and government authorities are increasingly incorporating digital tools and strategies into their management and transactions. In fact, a Deloitte University study in 2017 revealed that 56% of businesses were reevaluating their HR programs to include digital tools, while 33% were already utilizing artificial intelligence.

3.3 Research Design:

The research design for this study will be qualitative in nature, aiming to gather in-depth insights and understanding of the issues related to building digital proficiency in HR in Oman. The research methodology will involve conducting interviews and surveys with HR professionals and leaders in both private and public organisations in Oman. The data collected will be analysed using thematic analysis techniques to identify patterns, themes, and key findings. The study will focus on exploring the impact of digital proficiency on personal and organizational efficiency, as well as its contribution to corporate success and value. It will also investigate the techniques that HR professionals can employ to improve their digital competency and overcome potential obstacles. Additionally, the research will examine the significance of digital proficiency in the context of Oman's cultural and regulatory environment. The findings of this research will provide valuable insights for organizations in Oman and beyond, enabling them to better understand the importance of digital proficiency in HR and the strategies needed to build it effectively. The study will contribute to the existing body of knowledge on digital transformation in HR and provide practical recommendations for enhancing digital competency in the field. Building digital proficiency in HR is essential for organizations in Oman to thrive in the digital age. This research aims to shed light on the significance of digital proficiency in HR and provide insights into the strategies and challenges associated with its implementation. By embracing digital tools and technologies, organizations can enhance their HR

practices, drive organizational success, and stay competitive in the evolving business landscape.

3.4 Secondary data.

In the realm of this research, collecting secondary data is a fundamental step that involves gathering information about building digital proficiency in HR management from existing sources rather than directly from primary, firsthand experiences. This methodological approach offers a cost-effective and time-efficient means to explore, analyze, and interpret data relevant to a research inquiry. Secondary data encompasses a wide array of sources, including scholarly articles, government reports, industry publications, and previously conducted research studies. As we begin the process of gathering secondary data, we set out to make the most of the abundance of information at our disposal, deepening our comprehension and advancing knowledge in the area of study of our choice, seeing the most appreciate source of information that meet out selected topic and enhance our information about digital proficiency.

The process of analysing secondary data is complex and requires breaking down and analysing available data in order to make meaningful inferences. This methodological approach provides a cost-effective way for the research to address hypotheses and explore research questions by providing a wealth of data collected by others. To begin analysing secondary data, all relevant sources have been carefully examined in order to determine their validity, dependability, and relevance. To guarantee the validity of the data, we have assess the methodology used in the initial studies critically, which give as a beenfit of more clear infromation about the variables we had in our research.

In the research on "Building Digital Proficiency in Human Resource Management," leveraging secondary data can offer several advantages in solving problems and addressing key questions. This previous study that conducted to answer the research question the have been isolated in in this research and provide a clear information in answering those question. There is research that provide information that related to human resource management and to digital proficiency, which explains more in details about the information that we need to answer those question.

Secondary data can offer a thorough summary of current digital proficiency programmers and tactics used in different companies. Through a review of academic studies, industry reports, and case studies, researchers can pinpoint effective practices, obstacles encountered, and insights



gained. The creation of efficient plans for enhancing digital competency in human resource management can be guided by the abundance of information available.

Secondary data can also help comprehend how digital competency affects important HR metrics like organizational performance, employee engagement, and recruitment effectiveness. Research in determining causal relationships and forecasting potential benefits can be guided by studies and reports on the relationship between digital proficiency initiatives and these outcomes.

IV. DATA ANALYSIS AND DISCUSSION.

4.1 Introduction.

In this chapter, we explored the impact of digitalization on human resources management and the challenges and changes that come with it.

Through case studies and surveys, the findings revealed the importance of digital competencies in shaping the professional culture of HR managers and the need for HR digital transformation to keep up with the latest tech trends. The study also highlighted the perspectives of people leaders in reimagining HR practices. Overall, this research shed light on the evolving role of technology in HR and offered valuable insights.

4.2 Digital competencies as the basis of HRmanagers professional culture, Russia (2020).

The study conducted by Olga Ya.Ponomareva (a)*, Alexander P. Dick (b), discusses about employers' requirements for digital competencies reveals that as a student, it is crucial to develop a diverse set of skills to thrive in the IT industry.

Analysis of various job vacancies	Analysis of hr manager's vacancies
The ability to work with version control systems and managing application integration	The ability to „speak one language” with it specialists
Independent development and implementation of solutions, software architecture design	The ability to use different sources of attraction in the it sector, quality networking
The ability to devise an it strategy	Mastery of tools for quick search and selection of personnel via the internet (social networks, plug-ins and browser extensions, boolean search, sites like smart-talent-search.com)
Ensuring information security	Passion for modern it-technologies - knowledge of popular frameworks and tools
Knowledge of web technologies and specifics of internet promotion	Understanding the logic of boolean search (boolean search is a way of organizing queries in a search engine through certain commands)
Monitoring the latest trends and technological innovations in the it market	A strong interest in the it/digital sphere and a desire to develop in it hr & recruitment
Administration skills	
The ability to use social networks	
Conducting business negotiations through social networks	

Table 4-1: the requirements an employee need to have for digital competencies.

Employers value candidates who can work with version control systems, communicate effectively with IT specialists, independently develop solutions and design software architectures. Additionally, skills such as using different sources for talent attraction, formulating IT strategies, and staying updated with the latest trends are highly sought after. It is also important

to have a passion for modern IT technologies, knowledge of web technologies, and an understanding of information security. As a student, it is essential to continuously learn and adapt to the ever-changing digital landscape to stand out in the competitive job market.



Cluster 1. Digital literacy of an HR manager
1. Working with a large amount of data using digital technology. Using Big Data technology, artificial intelligence, distribution registers for processing and using information about the organization's personnel and HR processes.
2. Consolidation of digital HR Content Creating, analysing, comparing and critically evaluating data and information (digital content) in the field of personnel management ensuring the required level of quality and information value.
3. Personal data protection and digital identification Solving the issues of protecting the information environment and personnel indicative data without limitation in their use and dynamic development of information.
4. Digital monitoring of HR Information Searching, storing and tracking sources of information about the HR sphere using digital technologies.
5. Training personnel in the field of digital innovation The ability to introduce and train employees in using new IT technologies necessary for personnel management.
Cluster 2. Digital communication in HR sphere
6. Internet etiquette Mastery of communications in digital spaces in accordance with the rules of ethics.
7. Organization of interactive digital interaction with staff Using diverse forms of digital technologies for communicating with staff, receiving and providing feedback.
8. Digital communication skills Reception and transmission of digital data and information using specialized channels (instant messengers, social networks, emails, etc.) from the source of information to the target audience.
Cluster 3. Making managerial decisions in the digital environment
9. Application of digital knowledge and project management platforms in the personnel management system Working with a digital system for planning, organizing, distributing and tracking tasks, organizing the process of making managerial decisions in planning, attracting, developing, motivating and engaging personnel.
10. Using digital data to make decisions Making decisions in personnel management through digital processing of information, analysing alternatives, making logical conclusions and choosing the right actions using IT resources.
11. Mastery of digital methodologies Mastery of modern managerial technologies in the digital space (6 sigma, SRUM, Kanban, Lean).
Cluster 4. Use of hardware and software in personnel management
12. Applying SMAAC technologies Application of social resources in IT: social networks, mobile communications, applications, analytics, cloud technologies.
13. Using hardware Selection, configuration and handling of hardware/devices/elements of working equipment and services.
14. Mastery of office software necessary for working with staff Working with office software (Word, Excel, Power Point, etc.), network folders and files necessary for working with company personnel.
15. Mastery of HR software/applications Applying ERP and CRM-systems when working with personnel.
16. Mastery of Internet technologies in the personnel management system Search, selection and application of online applications and digital services (social networks, instant messengers, information portals) for planning, attracting, developing, motivating and engaging staff.

Table 5-1: digital competencies.

The research findings revealed that HR managers must possess both basic and advanced digital skills, encompassing familiarity with digital culture, computer literacy, and the ability to utilise digital tools for staff search and selection. To establish the digital competency model for HR managers, a comprehensive approach was undertaken, involving the collection of information from diverse sources such as textbooks and employer interviews. These competencies were

then categorised into four clusters based on expert rankings, each cluster encompassing three to five competencies. By examining IT company websites, clear definitions and indicators of these competencies were derived, including varying levels of proficiency. Ultimately, a final HR Manager's Digital Competency Model was formulated, comprising 16 competencies distributed across the identified clusters.

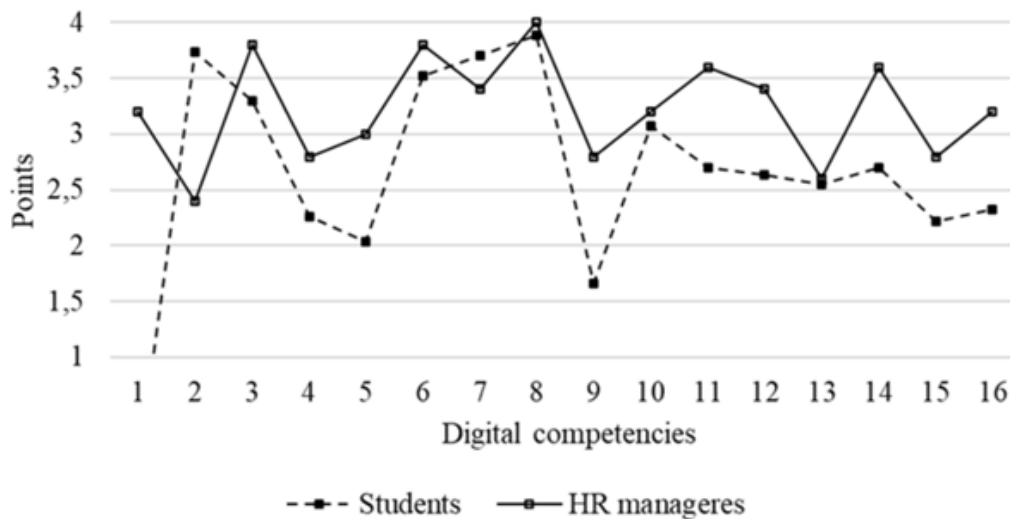


Figure 4-1: level of digital competencies between student and employees.

Code	Digitized Human Resource Management	1	2	3	4	5
		%	%	%	%	%
DHRM1	Traditionally, HR department in our organisation was always viewed as a paper-intensive, non-innovative area, where several decisions are made, people get hired or fired and where team building sessions are organized	0	3	8	63	25
DHRM2	Currently, in our organisation technology has enabled the HR department in transmitting their information and keeps the communication proximity with clients both from within and outside the company.	0	0	13	67	20
DHRM3	In our organisation HR department is taking advantage of the support provided by IT-based solutions for human resources management services.	0	0	13	60	27
DHRM4	In our organisation Managers are in a position to support the digital transformation of the company and the structures.	0	0	17	70	13
DHRM5	In our organisation Managers are in a position to motivate staff throughout the process and to give them a sense of inspiration for new functions and processes	0	0	7	63	30
DHRM6	In our organisation social media is used in recruitment, to identify, validate and screening of the candidates.	0	3	48	32	17

Table 4-3: a result of several organization regards the digitalization of HR.

we have a stronger grasp of basic competencies compared to HR managers. We excel in areas such as working with data using digital technologies, consolidating HR content, and utilizing digital platforms for knowledge and project management. However, we need more training in advanced competencies like working with Big Data and artificial intelligence. The study

also emphasises the importance of developing digital skills throughout our careers and adapting to the changing digital landscape. Overall, the findings suggest the need for universities to update their curriculum and prepare us for the evolving demands of the HR field in the digital age.



4.3 Digitalization of the Human Resources Management: Changes and Challenges - A Case Study of Mwananchi Communications LTD. Master's thesis, The Open University of Tanzania (2019).

It a study made by elizabeth f. mtuiin 2019 that discuss the core subject of our study. Indeed, their where surveys that she conducted, forecasting how organization are contributing to digitalizing of human resource. In table 4-3 a survey conducted to how organization is doing with e-HR.

Based on the survey results, it is clear that there is a growing recognition of the importance of technology in the human resource department.

According to the survey, a majority of respondents (63%) believed that the human resource department has been traditionally seen as a paper-intensive and non-innovative area where decisions are made, people are hired or fired, and team building sessions are organized. However, a significant number of respondents (25%) strongly agreed with this perception. On the other hand, technology has now enabled the human resource department to improve information transmission and maintain communication with clients both within and outside the company. This was acknowledged by 67% of the respondents, with 20% strongly agreeing.

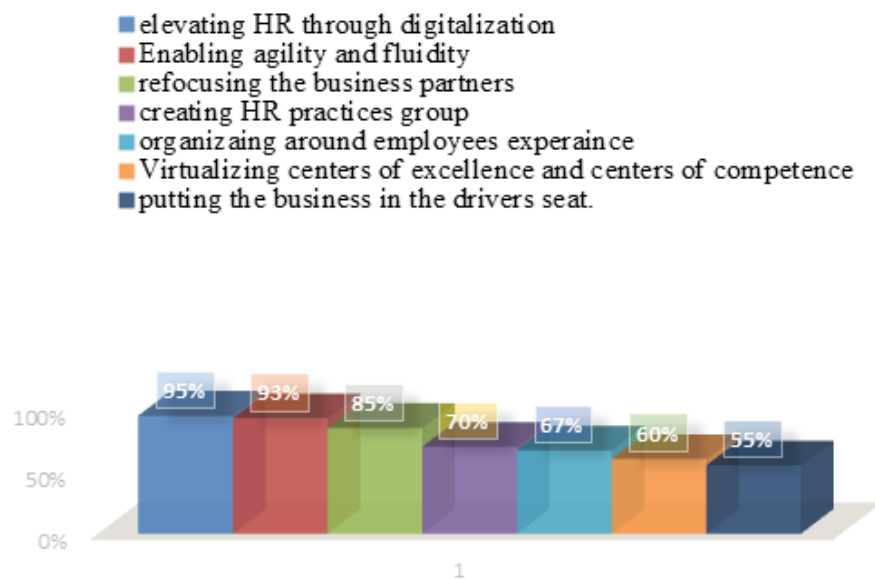


Figure 4-2: techniques used in digitization of HR.

The survey also revealed that the human resource department is benefiting from IT-based solutions for managing human resources, as agreed upon by 60% of the respondents. A considerable number (27%) strongly agreed with this statement. Additionally, managers were found to play a crucial role in supporting the company's digital transformation and structures, as acknowledged by 70% of the respondents. However, a notable percentage (17%) remained neutral on this, while 13% strongly agreed. Furthermore, managers were seen as capable of motivating staff and inspiring them to embrace new functions and processes, as agreed upon by 63% of the respondents. Interestingly, a significant number (30%) strongly agreed with this statement. Lastly, the use of social media in

recruitment, specifically for identifying, validating, and screening candidates, received a neutral opinion from 48% of the respondents. However, a combined percentage of 49% agreed or strongly agreed with the use of social media in this context, while only 3% disagreed.

4.4 Reimagining of HR, USA (2022)

By Blumenfeld, L. et al. (2022), with a title reimagining HR Insights from people leaders, which discussed and clarify more about the change of human resource from traditional to digital and clarifying the most techniques used in this change (figure 4-2).

These methods demonstrate how HR is changing in the digital era. HR departments have the ability to enhance their role and make a substantial



contribution to the success of the company by embracing digitalization, implementing new operating models, and placing more emphasis on the employee experience.

1. Elevating HR through digitalization 95%. Developing specialized knowledge in digitalization and enhancing delivery quality through robotic process automation and mobile self-services.
2. Enabling agility and fluidity 93%. Developing new enterprise-to-enterprise roles and operating models, abandoning the conventional three-pillar paradigm.
3. Refocusing the business partners 85%. Turning centers of excellence and knowledgeable business partners into agile teams and concentrating business partners' advice on top management.
4. Creating HR practice groups 70%. Eliminating the traditional division between strategic and transactional tasks and tackling, cross-functional HR priorities from start to finish.
5. Organizing around the employee experience 67%. Concentrating on the most important employee moments and allocating resources appropriately.

6. Virtualizing centers of excellence and centers of competence 60%.

Assigning HR business partners two roles: assisting particular business divisions and possessing a functional expertise covering both HR and the company

7. Putting the business in the driver's seat 55%.

Transferring decision-making authority and accountability for procedures like hiring and performance reviews to line managers.

4.5 HR digital transformation USA (2022).

This study shows the information related to digitalization of human resource, where they clarify more about the obstacles that an HR profession or an organization may face regarding the implementation of technologies in human resource practices. Below is information from a survey that conduct in 2023, which different managers has been asked in US about digital transformation. provided by PWE (Price waterhouseCoopers International Limited)

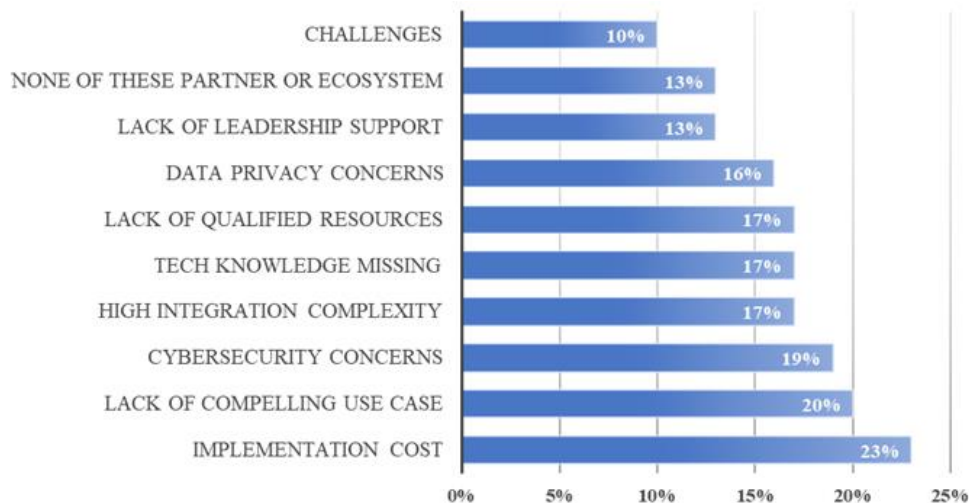


Figure 4-3: obstacles of HR professionals.

Digital transformation in the human resources (HR) sector is becoming more and more important. To ensure successful implementation, several challenges posed by this process must be addressed. According to figure 1 of professionals in the field revealed several significant challenges encountered by HR digital transformation projects. A lack of compelling use cases (20%), cybersecurity concerns (19%), high integration

complexity (17%), technical knowledge gaps (17%), a lack of qualified resources (17%), data privacy concerns (16%), a lack of leadership support (13%), and partner or ecosystem challenges (10%) are some of these challenges. The high cost of implementation is another. Understanding and addressing these issues head-on is essential to maximizing the advantages of HR digital transformation for businesses. Stefano, A.D. (2022)



V. FINDINGS, RECOMMEDATIONS AND CONCLUTION.

5.1 Findings.

After review and analyzing the different studies, we have founded the most important points regards the building of digital dexterity in human resource management.

1. Digital competency encompasses the knowledge, skills, and abilities needed to effectively utilize digital technologies in various business operations. It includes competencies such as digital literacy, communication, problem-solving, and collaboration. By developing digital competency, individuals and organizations can adapt to the digital era, leverage technology for improved productivity and innovation, and navigate the digital landscape with confidence.

2. Nowadays the digitization of human resource management is playing a crucial role in the employment process of employees and managers. A manager and employee that own digital competencies have more chance to be hired in an organization, taking in consideration that those competences involve having a hard skill of using technology enabling the organization to have a great position in the market and succeed over other firms. Furthermore, the new era of hiring techniques used in several HR department include the evaluating of the digital skill that a candidate has, and how he can use the competences in developing the organization goal. Digital competences are considered as the most important factor that a quality manager need to gain or have. The manager with a technological skill needs to have the power to handle the human resource practices, such as recruitment, training, managing of employees or even wages management and the evaluation of employees' performance by using digital technology, so its benefit to save data gathered and the achieve a high number of tasks in a limited time.

3. Creative and innovative, it has a positive impact on the profession and raises efficiency, which provides the opportunity to develop and use modern technologies that keep pace with the requirements of the current era, as the use of technologies in human resources work is considered successful, as several studies have proven the extent of their positive impact in raising the level of the institution and continuing to improve and Development. Advantages of increasing employee productivity. By comparison, many surveys have proven that there is a noticeable increase in employee satisfaction at work, as it

makes it easier for them to perform their tasks in a more professional manner.

4. As pair of organizations succeed regarding HR practices, there is several ways used by organizations in order to elevate technology in their work. Those techniques that transform the traditional way of work to be digital contain the use of digital tools such as IT skills in doing work which give the opportunity to more tasks. Enhancing the use of technology by apps so employees can do self-serve by reaching to the data through clouds without the need of conduct HR manager. nowadays, recruitment is being through digital apps or we can say social media such as LinkedIn, where communication is much easier. Training through clouds, which give the chance for professionals avoid the world to teach and train employees easily in regards of using digital tools in HR practices. Creating an online cloud that enables the employee to connect to it any time for online courses.

5. Developing digital skills in HR is very important in the fast-changing digital world we live in. However, there are several challenges that need to be overcome in order to effectively build these skills among HR professionals in Oman. When it comes to building digital skills in HR in Oman, there are a few challenges that need to be addressed. Firstly, many HR professionals are not aware of the importance of digital skills and how they can benefit their work and the organization. This lack of understanding can slow down progress. Secondly, smaller organizations or those in remote areas often have limited access to digital tools and resources, making it difficult for HR professionals to develop their digital skills. Lastly, some HR professionals are resistant to change and afraid of technology, which can be a big obstacle to building digital proficiency. To overcome these challenges, we need to raise awareness about the importance of digital skills, provide resources and support, and create an environment that encourages HR professionals to embrace digital dexterity.

6. Some HR professionals are afraid of using digital tools and technology because they worry that it might replace their jobs or because they don't feel confident in their ability to learn new things. To help them overcome this fear, we need to create a supportive environment where they can keep learning, get guidance from mentors, and understand how being good with digital stuff can benefit their HR work. Also, they fear of losing stored information and data. HR professionals may be hesitant to fully embrace digital tools and technologies because they worry about the security



and integrity of their data. This fear can hinder their ability to develop the necessary digital skills and adapt to the digital landscape. This obstacle needs to be addressed in order to effectively enhance digital dexterity among HR professionals in Oman.

5.2 Recommendation

In my analysis of building digital competence (digital ambidexterity) in HR with a focus on Oman, I recommend the following key actions. First, HR professionals must prioritize upskilling and reskilling to enhance their digital capabilities to develop the organization and increase performance efficiency. This can be achieved by attending relevant training programs and workshops, staying up to date on industry trends, and keeping up with the latest cutting-edge technologies. Second, organizations in Oman must invest in technology infrastructure and digital software solutions that streamline and advance HR processes and enable sound data-driven decision making. In addition, fostering a culture of innovation and digital adoption within the HR department is essential to encourage experimentation and continuous improvement in raising employee efficiency. Engaging in digital transformation in human resources is also very important because of its great importance in enhancing and raising the efficiency of the work staff to ensure the quality of the institution. Through this, it requires a broad effort by CEOs in organizations to provide support in various ways for digital transformation in human resources. Finally, collaboration with external partners and HR networks can provide valuable insights and best practices in building digital competency in HR.

5.3 Conclusion.

In conclusion, developing digital proficiency in the HR field, specifically in Oman, is crucial for HR professionals to adapt to the rapidly changing technological landscape. By embracing digital dexterity, HR practitioners can enhance efficiency, decision-making, and employee experiences. However, challenges such as resistance to change and limited access to training and resources need to be addressed. Investing in training programs and creating a culture of continuous learning can help overcome these obstacles and enable HR professionals in Oman to drive innovation and contribute to the success of their organizations.

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Report #19061217

1.1.Introduction. The technology, the present and future. And it a matter of time till 80% or 90% of work will be by technology. And year by year there is witnessing the development and spread of technology and a rivalry between AI, big data, blockchain and other technologies (J Knowl Econ 2023) in all fields of business administration. Indeed, we can say that digital use of this technology in human resource management is growing, and companies, government authorities start to include digital usage in their management and transaction. Nowadays human resource management are transferring to include digital proficiency in their work. According to the statistics research by deloit university in 2017, that 56% of businesses are rethinking their HR programmers to incorporate digital tools. While 33% of businesses are utilizing AI (artificial intelligence) as part of their strategy Therefore, it is clearly that having a strong digital presence is essential for all organizations, especially HR departments. The digital proficiency in human resource department it's a high potential process that contribute to enhance the work productivity, where the program affects the work methods for any institution, either internally or externally, and thus providing a faster way in doing the work and saves time, which will provide the worker more time to accomplish an exilian number of daily works. What brilliant about including the digital tools in human resource work is everything will be connected, it provides the institutions a