

**NAVIGATING THE FUTURE: INNOVATIVE HR MANAGEMENT STRATEGIES
FOR THE DIGITAL AGE**

**MENAVIGASI MASA DEPAN: STRATEGI MANAJEMEN SUMBER DAYA
MANUSIA YANG INOVATIF UNTUK ERA DIGITAL**

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ABSTRACT

This research explores the impact of innovative HR management strategies on employee performance at PT. Borneo Bintang Pasifik, with a focus on the mediating roles of digital competency development and employee experience. Using a quantitative approach and structural equation modeling (SEM) with Smart PLS, data was collected from a sample of 70 employees through random sampling. The findings reveal that digital competency development significantly mediates the relationship between innovative HR strategies and employee performance ($\beta = 0.496$, $p = 0.000$), emphasizing the importance of continuous upskilling and digital literacy for workforce productivity. However, the mediation effect of employee experience on performance is non-significant ($\beta = 0.020$, $p = 0.833$), indicating that engagement and satisfaction alone may not directly enhance performance. These results suggest that while innovative HR practices contribute to positive work experiences, the alignment of these practices with targeted skill development initiatives is essential for achieving sustainable organizational outcomes. The study provides practical insights for HR leaders, highlighting the need to integrate employee experience efforts with digital competency programs to optimize performance and maintain competitive advantage in a dynamic business environment.

Keywords: Innovative HR Management Strategies; Employee Performance; Digital Competency Development; Employee Experience

ABSTRAK

Penelitian ini mengeksplorasi dampak dari strategi manajemen SDM yang inovatif terhadap kinerja karyawan di PT. Borneo Bintang Pasifik, dengan fokus pada peran mediasi pengembangan kompetensi digital dan pengalaman karyawan. Dengan menggunakan pendekatan kuantitatif dan pemodelan persamaan struktural (SEM) dengan Smart PLS, data dikumpulkan dari sampel 70 karyawan melalui pengambilan sampel acak. Temuan menunjukkan bahwa pengembangan kompetensi digital secara signifikan memediasi hubungan antara strategi SDM yang inovatif dan kinerja karyawan ($\beta = 0,496$, $p = 0,000$), yang menekankan pentingnya peningkatan keterampilan dan literasi digital yang berkelanjutan untuk produktivitas tenaga kerja. Namun, efek mediasi dari pengalaman karyawan terhadap kinerja tidak signifikan ($\beta = 0,020$, $p = 0,833$), yang mengindikasikan bahwa keterlibatan dan kepuasan saja mungkin tidak secara langsung meningkatkan kinerja. Hasil ini menunjukkan bahwa meskipun praktik-praktik SDM yang inovatif berkontribusi pada pengalaman kerja yang positif, penyelarasan praktik-praktik ini dengan inisiatif pengembangan keterampilan yang ditargetkan sangat penting untuk mencapai hasil organisasi yang berkelanjutan. Studi ini memberikan wawasan praktis bagi para pemimpin SDM, menyoroti perlunya mengintegrasikan upaya pengalaman karyawan dengan program kompetensi digital untuk mengoptimalkan kinerja dan mempertahankan keunggulan kompetitif dalam lingkungan bisnis yang dinamis.

Kata Kunci : Strategi Manajemen SDM yang Inovatif; Kinerja Karyawan; Pengembangan Kompetensi Digital; Pengalaman Karyawan

INTRODUCTION

In the era of rapid technological advancement, the role of Human Resource Management (HRM) is undergoing significant transformation. Organizations are increasingly leveraging innovative digital strategies,

such as artificial intelligence, machine learning, and HR analytics, to enhance their operations, optimize employee performance, and improve the overall employee experience. The shift from traditional HR practices to data-driven approaches and continuous learning

paradigms enables organizations to better meet dynamic business needs while fostering engagement and retention among employees (Chisom et al., 2024; Eyo-Udo et al., 2024). Additionally, digital competency development has become essential, with employees needing to adapt to emerging tools and technologies for sustained performance in a competitive environment (Saranya & Vasantha, 2024). This transformation aligns with the increasing focus on employee well-being and remote collaboration, where HR departments employ technology not only to streamline processes but also to ensure employees remain motivated and connected across virtual spaces (Fenech, 2022).

Employee performance refers to how effectively individuals contribute to the achievement of organizational goals through their tasks, behaviors, and outcomes. It is a multidimensional concept, including factors such as productivity, quality of work, teamwork, and personal development. Modern performance measurement systems emphasize real-time feedback and continuous improvement, aligning individual objectives with broader organizational strategies to enhance engagement and clarity (Khan et al., 2022). Research has shown that fair performance appraisals, when linked with transparent promotion and reward systems, significantly enhance job satisfaction and loyalty, fostering a more motivated workforce (Ahmad et al., 2022). Additionally, the integration of training and development programs tailored to individual needs contributes to both immediate productivity and long-term career growth, which is crucial for sustainable performance (Khan et al., 2022). Organizations increasingly employ performance management strategies that incorporate both internal

(employee well-being) and external (market conditions) factors to optimize performance outcomes. These strategies highlight the importance of aligning employees' personal goals with the organization's mission to drive consistent results (Kutieshat & Farmanesh, 2022). Furthermore, effective communication, realistic goal-setting, and regular performance reviews are critical components in building accountability and fostering continuous growth (Zhong et al., 2022). Balancing these practices ensures employee development, reduces turnover, and enhances overall organizational effectiveness.

Innovative HR management strategies are transforming traditional HR practices to foster employee engagement, enhance productivity, and sustain organizational innovation. These strategies integrate modern technologies like artificial intelligence, people analytics, and digital platforms to streamline recruitment, performance management, and learning systems (Ruba & Farmanesh, 2022). They also emphasize employee well-being, work-life balance, and collaboration through participatory HR practices, such as team-based problem solving and continuous feedback mechanisms (Abu-Mahfouz et al., 2023). Additionally, such strategies leverage new human resource management (NHRM) frameworks to adapt to unpredictable environments like the COVID-19 pandemic, demonstrating the value of agility and resilience in HR practices (Kutieshat & Farmanesh, 2022). Organizations that implement these approaches benefit not only from operational efficiency but also from a culture that supports innovative work behavior and proactive decision-making (Tworek et al., 2023). As businesses evolve, the ability to embed dynamic capabilities into HR practices ensures

sustained performance and competitiveness (Islam & Periaiah, 2023).

Employee experience (EX) refers to the comprehensive perceptions employees develop throughout their journey with an organization, from recruitment to exit. This concept encompasses multiple touchpoints such as work environment, company culture, leadership interactions, and access to development opportunities. In recent years, EX has become a strategic priority, influenced heavily by technological advancements, hybrid work models, and evolving employee expectations (Biron et al., 2021). Research highlights that a positive employee experience is closely tied to improved engagement, productivity, and innovation within organizations. When employees feel supported through clear communication, inclusive policies, and recognition programs, they are more likely to demonstrate commitment and discretionary effort (Arshad et al., 2023). Digital transformation plays a significant role in shaping EX by enabling seamless onboarding, virtual collaboration, and real-time feedback systems. Technologies such as artificial intelligence and HR analytics allow companies to personalize the employee experience, making it more meaningful and relevant to individual needs (Batat, 2022). Moreover, organizations that prioritize well-being initiatives, flexible work arrangements, and a strong feedback culture foster a sense of belonging and resilience among employees, further enhancing their experience and driving performance (Presbitero & Teng-Calleja, 2022). With EX emerging as a crucial factor in talent retention, organizations are rethinking their HR practices to better align with employee expectations and ensure sustainable engagement in a dynamic

and competitive business environment (Gifford, 2022).

Digital competency development focuses on equipping employees with the technical skills and knowledge required to adapt to rapidly evolving technologies, ensuring organizational resilience and competitiveness. Organizations today integrate digital tools, such as data analytics, artificial intelligence, and virtual collaboration platforms, to create immersive learning experiences that promote continuous development (Newey, 2023). This development approach supports not only short-term operational goals but also long-term sustainable growth by fostering innovation and adaptability among employees (Stiakakis, 2024). The process of developing digital competencies often involves blended learning strategies, combining on-site and remote education tailored to individual needs. Organizations leverage Learning Experience Platforms (LXPs) and gamified content to enhance engagement, making the learning process more interactive and accessible (Newey, 2023). Beyond technical skills, competency-based development also emphasizes leadership, collaboration, and problem-solving abilities, essential for navigating complex digital environments (Ramdani & Septiadi, 2023). An effective digital competency strategy includes regular audits to identify skill gaps, personalized training programs, and continuous assessments to track progress and outcomes. These strategies empower employees, improving motivation, productivity, and satisfaction, which in turn drives innovation and retention (Albloushi et al., 2023). Organizations that align competency development with their strategic objectives not only enhance individual performance but also

strengthen their competitive position in a dynamic marketplace (Stiakakis, 2024).

In the of PT. Borneo Bintang Pasifik, the research variables align with the company's goal of fostering innovation, employee engagement, and performance in a digital-first environment. The independent variable is Innovative HR Management Strategies, which refers to the implementation of advanced HR practices such as AI-powered recruitment, people analytics, and continuous feedback systems aimed at improving productivity (Chisom et al., 2024; Kutieshat & Farmanesh, 2022). The dependent variable is Employee Performance, measured through metrics like productivity, goal achievement, and contribution to organizational success (Khan et al., 2022). Two intervening variables—Employee Experience and Digital Competency Development—play crucial roles. Employee Experience reflects employees' perceptions of their work environment, leadership, and career growth opportunities, influencing motivation and retention (Arshad et al., 2023). Meanwhile, Digital Competency Development focuses on building technical and collaborative skills essential for adapting to new technologies and fostering innovation within teams (Stiakakis, 2024). At PT. Borneo Bintang Pasifik, these variables collectively interact to align employee efforts with strategic goals, enabling the company to maintain competitiveness in a rapidly changing business environment.

The central phenomenon in this research lies in the challenge PT. Borneo Bintang Pasifik faces in aligning its human resources with the demands of the digital era. As technological advancements rapidly reshape industries, the company struggles to integrate innovative HR strategies that enhance both employee engagement and

performance (Chisom et al., 2024; Kutieshat & Farmanesh, 2022). Despite efforts to adopt modern tools like digital recruitment and continuous feedback systems, gaps remain in optimizing employee experience and ensuring employees possess the necessary digital competencies to perform effectively (Newey, 2023; Stiakakis, 2024). This creates tension between meeting evolving market demands and ensuring workforce readiness. Additionally, ineffective skill development could impact retention and productivity, posing risks to the company's competitiveness (Albloushi et al., 2023). Thus, this study explores how aligning innovative HR strategies with enhanced employee experience and digital competency development can drive sustainable employee performance and organizational success.

Several research gaps can be identified in the context of digital competency development and its relationship with HR practices at PT. Borneo Bintang Pasifik. First, while organizations are increasingly aware of the need to build digital skills, the integration of sustainable development goals with digital skills training remains underexplored (Stiakakis, 2024). Second, many studies highlight the role of HR leadership in fostering digital competency, but there is limited empirical research on how this influences long-term employee innovation and organizational competitiveness (Hernandez-de-Menendez et al., 2020). Third, the gap between employee expectations and actual digital training offerings is frequently overlooked, particularly in diverse workforces where age and education level might influence digital skill uptake (Ballestar et al., 2021). Fourth, while digital competency is critical in today's labor market, there is a

lack of research on how HR systems can support non-traditional work arrangements, such as hybrid and gig work, to optimize digital skills (Phillips & Tracey, 2022). Lastly, most existing studies focus on the technological aspects of digital competency, but there is a gap in understanding how socio-technical factors, such as stress management and adaptability, affect the successful implementation of digital skills training (Mariappanadar, 2022).

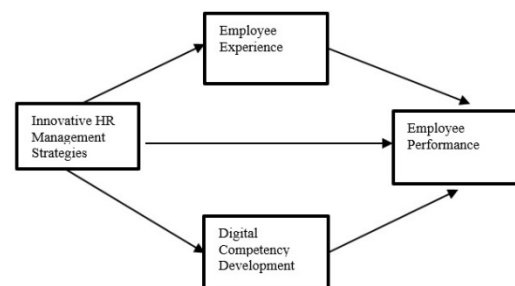
The purpose of this research is to explore the impact of innovative HR management strategies on employee performance at PT. Borneo Bintang Pasifik, with a focus on the mediating roles of employee experience and digital competency development. The study aims to identify how modern HR practices, such as digital recruitment and real-time feedback systems, influence employee motivation, productivity, and long-term retention (Kutieshat & Farmanesh, 2022). Additionally, it seeks to assess whether digital competency development can effectively bridge skill gaps, thereby enhancing workforce adaptability and performance in a dynamic business environment (Stiakakis, 2024; Ballestar et al., 2021). The research also investigates how improving the employee experience through inclusive leadership and continuous learning opportunities contributes to sustained organizational growth and competitive advantage (Hernandez-de-Menendez et al., 2020). By providing practical recommendations, this study aims to offer insights for HR leaders to optimize talent management strategies and foster sustainable development within the company.

RESEARCH METHODS

This research employs a quantitative design using random sampling to select a sample of 70

employees from PT. Borneo Bintang Pasifik, aiming to measure the relationship between innovative HR management strategies and employee performance. The independent variable is Innovative HR Management Strategies (X), including practices like digital recruitment and flexible work arrangements. The dependent variable is Employee Performance (Y), assessed through productivity and efficiency. Two intervening variables, Employee Experience and Digital Competency Development (Z), mediate the relationship by focusing on engagement, work satisfaction, and skills enhancement through reskilling and upskilling initiatives. Data collection will involve survey questionnaires to capture employees' perceptions across these variables. The analysis will be performed using Smart PLS, a structural equation modeling (SEM) tool, to assess the direct and indirect relationships among variables, ensuring reliable insights into the effect of HR strategies on performance. This methodology ensures a structured, data-driven approach to understanding the dynamics between HR practices, employee experience, digital competencies, and organizational outcomes.

The following is the framework in this study:

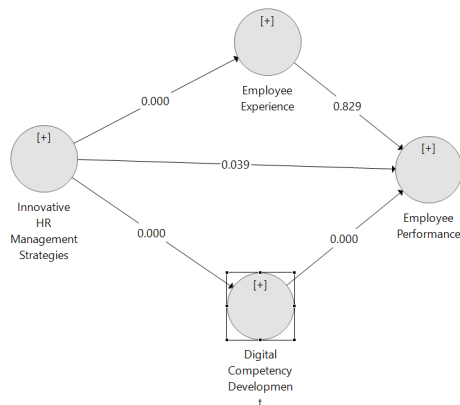


Picture 1. Conceptual Framework

RESULTS AND DISCUSSIONS

The validity and reliability tests for this research indicate that all measurement items meet the required

thresholds, with values exceeding the average benchmark. These results confirm that the survey instruments used to assess Innovative HR Management Strategies, Employee Experience, Digital Competency Development, and Employee Performance are both consistent and accurately measure the intended constructs. Validity ensures that the items used in the questionnaire align well with the theoretical concepts, while reliability confirms the consistency of responses across different items within the same construct. This solidifies the robustness of the data, enabling the use of Smart PLS for further structural equation modeling (SEM) analysis, ensuring reliable insights into the relationships between variables and reinforcing the trustworthiness of the research findings.



Picture 2. Structural Model

Hypothesis testing for direct effects evaluated the influence of exogenous constructs on endogenous constructs by analyzing t-statistics and p-values. The criteria for hypothesis acceptance involved rejecting the null hypothesis (H_0) if the t-statistic was greater than 2.01 and the p-value was less than 0.05. Conversely, the null hypothesis would be accepted if the t-statistic was less than 2.01 and the p-value was greater than 0.05. The results obtained from SmartPLS 4 provided the necessary path coefficients to assess these relationships and validate the

hypotheses based on the outlined statistical thresholds.

Table 1. Path Analysis (Direct Effects)

Description	Original Sample	T Statistic	P Values	Notes
Digital Competency Development -> Employee Performance	0,668	5,086	0,000	Accepted
Employee Experience -> Employee Performance	-0,029	0,216	0,829	Rejected
Innovative Management Strategies -> Digital Competency Development	HR0,743	7,047	0,000	Accepted
Innovative Management Strategies -> Employee Experience	HR0,685	3,401	0,000	Accepted
Innovative Management Strategies -> Employee Performance	HR0,218	2,071	0,039	Accepted

The results of this research highlight several key findings about the relationships between innovative HR management strategies, employee experience, digital competency development, and employee performance at PT. Borneo Bintang Pasifik. First, there is a strong, significant relationship between digital competency development and employee performance ($\beta = 0.668$, $p = 0.000$). This suggests that improving employees' digital skills through continuous training and upskilling has a direct, positive impact on their overall performance. Organizations that invest in digital skills development are better equipped to adapt to technological changes and achieve higher levels of productivity and efficiency (Stiakakis, 2024; Ballestar et al., 2021).

However, the path between employee experience and employee performance shows a weak and non-significant relationship ($\beta = 0.029$, $p = 0.829$). This finding suggests that in this context, employee satisfaction and engagement, while important, may not have a direct or immediate impact on performance outcomes. It may be possible that other factors, such as leadership support or intrinsic motivation, play a stronger role in influencing performance than general work satisfaction (Ramlall, 2021).

The results also demonstrate a highly significant relationship between innovative HR management strategies and digital competency development ($\beta = 0.743$, $p = 0.000$). This confirms that strategic HR initiatives—such as the use of AI for talent management, flexible work arrangements, and digital recruitment—are essential in fostering the digital skills necessary for employees to thrive in a modern, technology-driven work environment (Newey, 2023). These innovative HR strategies serve as a critical driver for equipping employees with the competencies required to meet evolving market demands.

Furthermore, the influence of innovative HR management strategies on employee experience is also strong and significant ($\beta = 0.685$, $p = 0.000$). This indicates that forward-thinking HR practices, including supportive work environments and technology integration, contribute positively to how employees perceive their work experience. A well-implemented HR strategy can enhance job satisfaction, promote engagement, and foster a culture of continuous development (Biron et al., 2021).

Lastly, the direct effect of innovative HR management strategies on employee performance is significant, though comparatively weaker ($\beta = 0.218$, $p = 0.039$). This indicates that while innovative HR practices positively impact performance, their effect is partially mediated by other factors such as digital competency development and employee experience. This underscores the importance of integrating HR strategies with training and development programs to maximize employee output and ensure sustained organizational success (Kutieshat & Farmanesh, 2022). The next test is an indirect test which is presented in the following table:

Table 2. Path Analysis (Indirect Effects)

Description	Original Sample	T Statistic	P Values	Notes
Innovative HRManagement Strategies -> Digital Competency Development -> Employee Performance	0,496	5,010	0,000	Accepted
Innovative Management Strategies -> Employee Experience -> Employee Performance	HR 0,020	0,211	0,833	Rejected

The findings of this research highlight the critical role of digital competency development in mediating the relationship between innovative HR management strategies and employee performance. A significant path ($\beta = 0.496$, $p = 0.000$) confirms that HR initiatives emphasizing digital upskilling, continuous learning, and AI-based development foster higher employee productivity. These results align with previous studies, emphasizing that employees equipped with relevant digital skills can better adapt to technological advancements, contributing to sustainable performance and competitive advantage (Ballestar et al., 2021; Stiakakis, 2024). For PT. Borneo Bintang Pasifik, this suggests that focusing on skill-building initiatives as part of HR strategies can significantly enhance organizational outcomes, especially in a technology-driven business landscape (Newey, 2023).

In contrast, the non-significant path involving employee experience ($\beta = 0.020$, $p = 0.833$) indicates that satisfaction and engagement alone may not directly translate into higher performance. This suggests that while employee experience plays a role in motivation and retention, it must be complemented by robust competency development programs to achieve measurable performance improvements (Hernandez-de-Menendez et al., 2020; Biron et al., 2021). Thus, for organizations like PT. Borneo Bintang Pasifik, aligning HR strategies with both employee engagement efforts and

targeted skill development initiatives is essential to optimize workforce performance and achieve long-term success.

CONCLUSION AND SUGGESTION

The results of this study conclude that innovative HR management strategies significantly influence employee performance at PT. Borneo Bintang Pasifik, particularly through the mediation of digital competency development. The strong relationship between digital skill-building and performance underscores the importance of aligning HR initiatives with continuous learning and technology-driven practices to enhance workforce adaptability and productivity (Stiakakis, 2024; Ballestar et al., 2021). However, the study also reveals that employee experience alone does not have a meaningful impact on performance, suggesting that engagement and satisfaction need to be complemented with targeted skill development efforts (Hernandez-de-Menendez et al., 2020; Biron et al., 2021). These findings highlight the importance of balancing employee well-being with strategic investments in competency development to optimize performance outcomes and achieve long-term business success (Newey, 2023).

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