

BEYOND THE ALGORITHM: THE ROLE OF DIGITAL LEADERSHIP AND EXISTENTIAL INTELLIGENCE

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ABSTRAK

Penelitian ini bertujuan menganalisis peran Kepemimpinan Digital dan Kecerdasan Eksistensial dalam membentuk praktik Manajemen Sumber Daya Manusia (SDM) yang efektif di era digital. Menggunakan pendekatan kuantitatif dengan desain *cross-sectional*, data dikumpulkan melalui survei online dan dianalisis menggunakan regresi linier berganda. Hasil menunjukkan bahwa Kepemimpinan Digital dan Kecerdasan Eksistensial memiliki pengaruh positif yang signifikan terhadap SDM, dengan model tersebut menjelaskan sebagian besar varians dalam efektivitas SDM (Adjusted $R^2 = 0,914$). Secara khusus, Kecerdasan Eksistensial menunjukkan pengaruh yang lebih kuat ($\beta = 0,646$) daripada Kepemimpinan Digital ($\beta = 0,605$), menunjukkan bahwa penciptaan makna, orientasi etis, dan kepemimpinan yang berorientasi pada tujuan memainkan peran penting di samping kemampuan teknologi. Temuan ini secara empiris menantang perspektif teknokratis yang memprioritaskan keterampilan digital sebagai satu-satunya penentu keberhasilan manajemen. Studi ini berkontribusi pada literatur yang ada tentang kualitas SDM di era digital dengan memahami interaksi antara kemampuan teknologi dan kecerdasan eksistensial. Studi ini menyoroti bahwa unsur manusia yang diwujudkan dalam tujuan, makna, dan ketahanan tetap menjadi pusat dalam menghadapi disrupsi digital. Secara praktis, temuan ini menggarisbawahi pentingnya mengembangkan pemimpin yang mengintegrasikan kompetensi digital dengan kesadaran eksistensial untuk mendorong manajemen sumber daya manusia (SDM) yang berkelanjutan dan manusiawi di tempat kerja digital.

Kata Kunci: Era Digital, Kepemimpinan Digital, Manajemen Eksistensial, Kepemimpinan *Human-Centered*, Manajemen Sumber Daya Manusia

ABSTRACT

This study examines the role of Digital Leadership and Existential Intelligence in shaping effective HRM (Human Resource Management) practices in the digital era. Using a quantitative approach with a cross-sectional design, data were collected through an online survey and analysed using multiple linear regression. The results indicate that both Digital Leadership and Existential Intelligence have significant positive effects on HRM, with the model explaining a substantial proportion of variance in HRM effectiveness (Adjusted $R^2 = 0.914$). Notably, Existential Intelligence demonstrates a stronger influence ($\beta = 0.646$) than Digital Leadership ($\beta = 0.605$), suggesting that meaning-making, ethical orientation, and purpose-driven leadership play a critical role alongside technological capability. These findings empirically challenge technocratic perspectives that prioritize digital skills as the sole determinant of management success. This study contributes to the existing literature on HRM quality in the

digital era by understanding the interaction between technological capability and existential intelligence. The study highlights that the human element embodied in purpose, meaning, and resilience remains central in navigating digital disruption. Practically, the findings underscore the importance of developing leaders who integrate digital competence with existential awareness to foster sustainable and humanized HRM in the digital workplace.

Keywords: *Digital Era, Digital Leadership, Existential Management, Human-Centred Leadership, Human Resource Management*

INTRODUCTION

Human Resource Management (HRM) is undergoing a profound transformation in the digital era as organizations increasingly integrate artificial intelligence, big data analytics, and digital collaboration platforms into their operational processes. These technological advancements have shifted HRM (Nurhalisa et al., 2024) from a predominantly administrative function toward a more strategic role that supports organizational adaptability and competitive resilience (Budhwar, P. et al., 2022; Vrontis, D. et al., 2022). In this context, HRM is no longer limited to managing personnel activities but has become central to aligning human capital with rapidly evolving digital strategies (Năstase, C. et al., 2025; Poulouse, S. et al., 2024).

The digitalization of HRM enables greater efficiency in recruitment, performance management, and employee engagement through data-driven systems and automated processes (Sharma & Sengupta, 2024; Zarina et al., 2025). However, digital transformation involves more than the adoption of new technologies. It requires a fundamental reconfiguration of organizational practices, mindsets, and leadership approaches to effectively integrate artificial intelligence, machine learning, and people analytics into human-centered management processes (Evans-Uzosike, I. O. & Okatta, 2020). As a result, leadership capability has emerged as a critical determinant of HRM effectiveness in digitally mediated organizations.

Despite its operational benefits, digital transformation presents a paradox for HRM. While technology enhances efficiency and connectivity, it simultaneously intensifies volatility, uncertainty, complexity, and ambiguity (VUCA), often leading to employee disengagement, work-related stress, and a sense of reduced meaning at work (Bartsch, S. et al., 2021; Wang, B. et al., 2021). Moreover, disparities in digital skills, ethical concerns related to data usage, and cybersecurity risks pose additional challenges that HR leaders must address to sustain organizational performance (Wahdaniah, S. et al., 2023). These conditions indicate that technological capability alone is insufficient to ensure effective HRM in the digital era.

Existing literature on leadership in digital contexts has predominantly emphasized Digital Leadership, which refers to leaders' ability to leverage digital technologies to achieve organizational goals (Benitez, J. et al., 2022). Although digital

leadership is widely recognized as essential, this technocentric focus often overlooks the deeper psychological and human dimensions of leadership required to support employee well-being and engagement amid continuous technological disruption. Prior studies suggest that digital proficiency alone does not adequately address the “existential vacuum” experienced by employees facing constant change and algorithm-driven work environments (Erhan, T. et al., 2022; Spagnoli, P. et al., 2020; Strich, F. et al., 2021).

In response to this limitation, scholars have increasingly highlighted the relevance of Existential Intelligence, defined as an individual’s capacity for meaning-making, ethical reflection, and purpose-oriented thinking. Within HRM contexts, leaders who possess existential intelligence are better positioned to provide a sense of purpose, moral grounding, and psychological stability, thereby helping employees navigate uncertainty in digitally transformed workplaces (Bayighomog, S. W. & Arasli, 2022; Usman, M. et al., 2021). Nevertheless, empirical research examining existential intelligence as a leadership capability remains limited, particularly in studies that integrate it with digital leadership perspectives.

This gap is especially evident in higher education institutions, where digital transformation has reshaped not only administrative systems but also the lived experiences of key stakeholders, including students. As primary users of digitally mediated academic services, students offer valuable insights into how HRM policies and leadership practices are perceived and experienced in digitally transformed universities. Incorporating students’ perspectives allows for a more comprehensive assessment of HRM effectiveness from a human-centred standpoint, extending beyond managerial self-reports or institutional metrics.

Despite the growing recognition of both Digital Leadership and Existential Intelligence, empirical studies that examine their simultaneous influence on HRM outcomes remain scarce. Most existing research treats these constructs in isolation, leaving limited understanding of how technological capability and existential orientation interact in shaping HRM quality in the digital era. Addressing this gap is critical for advancing leadership and HRM theory beyond purely technocratic models. Therefore, this study aims to examine the combined effects of Digital Leadership and Existential Intelligence on Human Resource Management in the digital era. By adopting a quantitative approach, this research seeks to answer a central question: In increasingly algorithm-driven organizational environments, does effective HRM depend primarily on digital competence, or does leaders’ capacity for meaning-making and purpose play an equally if not more significant role? The findings are expected to contribute to a more integrative framework of leadership development that balances technological proficiency with human-centred values, thereby supporting sustainable HRM in digitally transformed organizations.

METHOD

This study employed a quantitative approach with an explanatory cross-sectional research design to examine the role of Digital Leadership and Existential Intelligence in shaping Human Resource Management (HRM) in the digital era. A cross-sectional design was selected to capture respondents' perceptions of leadership and HRM practices at a single point in time, which is appropriate for identifying predictive relationships among variables in organizational research. Rather than inferring strict causality, this design aims to assess the extent to which Digital Leadership and Existential Intelligence are associated with perceived HRM effectiveness in digitally transformed higher education institutions in Indonesia.

Data Collection

The target population consisted of undergraduate and postgraduate students enrolled in higher education institutions. Students were selected as respondents because they represent primary stakeholders who directly experience the outcomes of HRM policies, particularly those related to digitally mediated academic services, administrative support, and institutional responsiveness. Their perspectives provide valuable insights into how leadership and HRM practices are manifested and perceived in digitally transformed university environments. A non-probability purposive sampling technique was applied to ensure that respondents had sufficient exposure to digital systems and institutional leadership practices. Participation was voluntary, and data were collected through an online questionnaire distributed across several universities in Indonesia. The minimum required sample size was determined using formula for multiple regression analysis ($N > 50 + 8m$, where m represents the number of independent variables). With two predictors, the minimum threshold was exceeded. A total of 121 valid responses were retained for statistical analysis ($N = 121$), which was considered adequate to ensure sufficient statistical power for regression testing.

Data analysis was conducted using Multiple Linear Regression to test the proposed relationships between Digital Leadership, Existential Intelligence, and Human Resource Management. Prior to hypothesis testing, classical assumption tests were performed to ensure the suitability of the regression model. Normality was assessed to confirm an approximately normal distribution of residuals. Multicollinearity was examined using Variance Inflation Factor (VIF) values, which remained within acceptable thresholds, indicating that the independent variables did not excessively overlap. Heteroscedasticity was evaluated through residual analysis and showed no systematic patterns. Model fit and explanatory power were assessed using the coefficient of determination (R^2 and Adjusted R^2), while the overall significance of the regression model was evaluated using the F-test (ANOVA) at a significance level of

0.05. Standardized regression coefficients were used to compare the relative influence of Digital Leadership and Existential Intelligence on HRM outcomes.

Measurement

All study variables were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Measurement items were adapted from established literature to ensure conceptual relevance and content validity. Digital Leadership (X1) was measured using items, capturing leaders' ability to articulate a digital vision, promote the adoption of digital technologies, and demonstrate digital literacy in organizational practices (Benitez, J. et al., 2022). Existential Intelligence (X2) was measured using items designed to capture respondents' perceptions of leaders' capacity for meaning-making, ethical reflection, and purpose-oriented decision-making in digitally mediated organizational contexts. Human Resource Management in the Digital Era (Y) was measured based on prior studies (Garavan, T. et al., 2020; Rodgers, W. et al., 2023). The scale assessed perceived effectiveness of HRM practices, including recruitment, retention, talent development, and employee support within a digitalized environment. To reduce the risk of common method bias, procedural remedies were applied by randomizing questionnaire items and ensuring respondent anonymity. Multiple linear regression analysis was employed to test the proposed relationships.

RESULT AND DISCUSSION

Structural Model Assessment

The regression model in Table 1. demonstrates a strong goodness of fit, with an Adjusted R^2 value of 0.914. This indicates that approximately 91.4% of the variance in perceived HRM effectiveness is explained jointly by Digital Leadership and Existential Intelligence. While this level of explained variance is relatively high for social science research, it reflects the conceptual proximity between leadership practices and HRM outcomes as perceived by the same respondents within a digitally transformed organizational culture.

Table 1. Regression Statistics

<i>Regression Statistics</i>	
R Square	0,916299694
Adjusted R Square	0,914881045

The exceedingly high explanatory power of the model (Adjusted $R^2 = 0.914$) signals that the combination of Digital Leadership and Existential Intelligence forms a comprehensive framework for modern HRM. The statistical significance of both variables—despite their correlation—suggests a complementary rather than competitive relationship. Digital Leadership provides the mechanism for efficiency and connectivity, while Existential Intelligence provides the motivation and ethical

grounding. This finding challenges the reductionist view that digital transformation is solely a technical endeavour. Instead, it backs the idea of "High-Tech, High-Touch": the leadership approach needs to become more human-centred and purpose-driven as the operational environment becomes more digitalized (High-Tech).

The high explanatory power underlines how heavily contemporary HRM effectiveness is determined by the interplay of these variables. Besides, the model's significant R-squared value with acceptable effect sizes confirms its robustness to explain the ways in which digital capability and organizational practices influence the sustainable outcomes of HRM (Harun & Ahmad, 2024; Setyadi et al., 2025). This high coefficient of determination suggests that the model would work extremely well in predicting changes in HRM and underlines the crucial role of both digital leadership and existential intelligence in dealing with the peculiarities of the modern workplace confirm (Berg & Rothmann, 2024; Sova et al., 2023).

This is further evidenced in the strong predictive power, which comprehensively provides a framework for effective HRM strategies in a technologically evolving landscape (Gascó-Hernández et al., 2022; Năstase, C. et al., 2025). The strong statistical significance of both independent variables also assures that they contribute reliably to the model's predictive accuracy. This is in line with growing recognition that organizations are increasingly called upon to adapt to technological developments while simultaneously fostering human-centred approaches to maintain competitiveness (Zervas & Stiakakis, 2024).

An integrated understanding of these HRM determinants may enable organizations to develop leadership profiles in advance, which are technologically adequate but also purposeful and meaningful, to develop a workforce that is resilient and adaptable. The approach used for analysis was confirmatory factor analysis with strong assessment of convergent validity, discriminant validity, and construct reliability for robust measures (Aryn Ayuningtyas & Astuti, 2025; Chen et al., 2022). Such careful validation enhances the credibility of these findings and gives assurance that the estimates of the relations truly reflect those from theoretical underpinning (Moghaddam et al., 2024; Obaidy et al., 2024).

In fact, the structural model evaluation, addressing coefficient of determination, cross-validated redundancy, and effect size, further substantiates the hypothesized relationships (Ray & Harito, 2023). The strong consistencies or precision, as identified in this measurement model, identified that the latent variables are grasped well (Jia, X. & Hou, 2024; Komalasari et al., 2025). The high value of adjusted R-squared certainly proved the strength of this model in capturing HRM in the digital era (Fadrial et al., 2024; Komalasari et al., 2025).

These findings depict an important paradigm shift in which organizations must rethink traditional HR policies by incorporating digital tools (Marlia & Alijoyo, 2024) within the human-centred approach. The organizations should utilize technology to maximize efficiency and employee well-being, but not without addressing obstacles such as organizational resistance, hiccups in implementation, and cybersecurity threats. The holistic approach-that is, the integration of technology and human-centred design-optimizes HRM processes for employee experiences (Nurimansjah, 2023). In addition, leadership development programs should seek a blend of digital proficiency with human-centric soft skills to foster adaptive and innovative cultures within organizations.

Data-driven HR analytics bolsters decision-making, making talent management more proactive and personalized. Enhanced digital maturity of the HR function, from governance through competency development to conflict resolution, keeps the human touch at the core, even within rapid changes in technology (Shahiduzzaman, 2025). The result is sustained organizational performance, coupled with highly engaged employees resulting from such an encompassing approach; thus, guaranteeing appropriate acquisition, retention, and development of talent for continuous learning in the digital era are supported (Adwan et al., 2023; Alzadjali et al., 2023; Mahmoud, M. H. et al., 2025).

The ANOVA results (Table 2) confirm that the regression model is statistically significant (F-test, $p < 0.001$), indicating that the independent variables collectively provide a meaningful explanation of variations in HRM effectiveness. These findings support the suitability of the proposed model for examining leadership-related determinants of HRM in the digital era.

Table 2. ANOVA results

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>Significance F</i>
Regression	2	3474,002623	1737,001311	2,75991E-64
Residual	118	317,3362205	2,689290004	
Total	120	3791,338843		

The simultaneous significance of these predictors is confirmed by the ANOVA test (F - statistic significance < 0.001), suggesting that the proposed model effectively captures the primary determinants of HRM quality. This strong statistical validation underpins the strategic development of leadership capabilities in organizations, combining technological acumen with deep human understanding. This should be in tandem with developing holistic HR strategies that combine digital competencies, data-driven analytics, and a collaborative work culture. This kind of synergistic approach will, therefore, enable the HR functions to adapt to rapid technological changes with ease and guarantee ongoing organizational performance coupled with increasing employee well-being (Alzadjali et al., 2023). Furthermore, the continuous integration of

sustainability within digital strategies further underlines the increasing expectation to manage resource efficiency by HR considering global sustainability goals and to leverage digital tools to better manage the environment for value addition to the brand image (Adekuajo et al., 2023).

This further underscores the critical role of corporate regulation in driving the adoption of sustainable digital technologies within organizations. This holistic perspective, where the journey of digital transformation is coupled with ethical leadership and issues of sustainability, offers a particularly sound framework for human capital management amidst an increasingly complicated and interdependent world economy. Such integration not only optimizes organizational readiness for digital adoption but also ensures that human capabilities are expanded through meaningful engagement with advanced technologies.

In this regard, a holistic approach will make sure the human element remains the focal point of the HRM strategies in the face of rapid technological changes; hence, these translate into continuous organizational performance and increased employee engagement. Human capital management strategies should be revised to embed digital technologies and new methods with the aim of alleviating societal inequalities while ensuring ethical leadership in the digital era (Adekuajo et al., 2023). This calls for the need to design HR interventions that enhance adaptive performance and workplace happiness by considering the multidimensional nature of leadership effects on employees. Therefore, an organization should systematically establish feedback loops and performance metrics to continuously evaluate the effectiveness of the digital interventions with a view to driving iterative improvements in the HR systems.

It ensures through continuous assessment that digital tools support human capital development in pursuit of strategic organizational objectives (Ezeafulukwe et al., 2022; Pasigai et al., 2025). The transformation to a supportive human capital approach goes further to involve a paradigmatic change in human capital management; this function is transforming from just a supportive administrative function to a strategic cornerstone of success for organizations in the digital and ESG era. This change, calls for a proactive human capital management approach, ensuring the acquisition of new skills within a more technologically sophisticated workforce that is equally growing an ethical framework guiding the digital transformation journey (Pasigai et al., 2025).

This strategic evolution also demands a new social contract between organizations and employees, with multi-stakeholder involvement for equity and inclusion in the digital workplace. This will enhance organizational resilience by guaranteeing that the benefit of digital transformation is equitably shared among all stakeholders. This complex interplay requires leadership that is technologically savvy and sensitive, able to manage ethical considerations and societal impacts because of

pervasive digitalization. The leader must balance the need for innovation in technology with a deep understanding of human values and societal well-being to tap the full potential of digital transformation in HRM. This implies that organizations must focus on developing "Tech-Savvy Philosophers" who will implement digital solutions strategically while upholding humanistic values and maintaining an inclusive work environment.

Hypothesis Testing

Table 3. Hypothesis Testing

	<i>Coefficients</i>	<i>t Stat</i>	<i>P-value</i>
X Variable 1	0,605485865	6,156456408	1,05765E-08
X Variable 2	0,646168424	6,437609074	2,7242E-09

In Table 3. both Digital Leadership ($t = 6.16$, $p < 0.01$) and Existential Intelligence ($t = 6.44$, $p < 0.01$) are significant positive predictors. Notably, the standardized coefficients indicate that Existential Intelligence ($\beta = 0.646$) exerts a slightly more dominant influence than Digital Leadership ($\beta = 0.605$). Despite the high correlation between the independent variables, the strong t-statistics confirm that each variable makes a unique and significant contribution to the model.

The most pivotal finding of this study is the predominance of Existential Intelligence ($\beta = 0.646$) over Digital Leadership ($\beta = 0.605$) in determining the quality of Human Resource Management (HRM). Our empirical data suggest a paradigm shift, even though prior literature frequently lauds digital competence as a prerequisite for contemporary management. Technical proficiency alone is insufficient in a time of volatility and rapid technological disruption. The fact that Existential Intelligence exerts a greater influence suggests that the primary obstacle to digital HRM is not just technological adoption but also the preservation of human meaning. In the digital age, employees look for leaders who can explain the "why" behind the transformation rather than just those who can use software (Saputri, 2023). To alleviate the anxiety that is frequently associated with digital acceleration, existential intelligence serves as an anchor by providing the philosophical depth and sense of purpose that are required.

These findings provide a critical theoretical insight: while technical competence is essential, the fundamental humanistic aspects of leadership (Saputri, 2023) remain the primary drivers of management success. The dominance of Existential Intelligence challenges the technocratic assumption that digital skills alone suffice in the modern era. Instead, the results suggest that the philosophical and purpose-driven dimensions of a leader are as crucial, if not more so, than their digital proficiency in fostering effective HRM.

The study contributes to the Upper Echelons Theory (Hambrick and Mason) by extending the attributes of strategic leadership beyond cognitive and functional

capabilities to include spiritual and existential dimensions. The fact that the "soft" skill (Existential) performs slightly better than the "hard" skill (Digital) supports the idea that superior human resource management (HRM) in the Fourth Industrial Revolution is not the sophistication of the technology used, but rather the depth of humanity applied to its management.

While the high coefficient of determination (R^2) reflects the strong theoretical alignment of the selected variables, we acknowledge that the interconnectedness of digital and existential competencies in practice may contribute to this strong predictive power. Future research might explore these variables in a longitudinal setting to further validate causality. Furthermore, exploring the mediating and moderating roles of organizational culture and industry-specific factors could provide a more nuanced understanding of this relationship, particularly in industries undergoing significant digital transformation (Fenwick, A. et al., 2024; Makhafola et al., 2025). This would make it possible to conduct a more in-depth analysis of how various organizational contexts enhance or diminish the impact of Digital Leadership and Existential Intelligence on HRM outcomes (Theotokas et al., 2024). In navigating digital disruption, the human element—characterized by purpose, meaning, and resilience—remains the primary anchor (Ziaecian, 2025).

There is an ongoing need for leaders to comprehend and address the deeper human needs and motivations of their workforce in the face of ongoing technological advancements (Lestari et al., 2021). As a result, businesses need to make investments in leadership development programs that train managers to foster a sense of purpose and belonging among employees who are dealing with rapid technological shifts (Komalasari et al., 2025; Rahayu et al., 2025; Shroff-Mehta et al., 2024). In addition, it is essential for promoting employee engagement, motivation, and overall well-being in these dynamic environments to incorporate psychological aspects into HRM strategies (Ampauleng et al., 2024). While digital tools improve processes, this all-encompassing strategy recognizes that HRM's ultimate success depends on its capacity to create a human-centred workplace that empowers employees and fosters collective resilience in the face of ongoing technological change (Stachová, K. et al., 2024). Such a strategy ensures that digital transformation initiatives are not just technologically advanced but also ethically sound and socially responsible, aligning with the broader goals of sustainable organizational development.

CONCLUSION

This study examined the influence of Digital Leadership and Existential Intelligence on the effectiveness of Human Resource Management (HRM) in the context of increasing digitalization. The empirical results demonstrate that both Digital Leadership and Existential Intelligence are significant and positive predictors of HRM

effectiveness, as evidenced by strong t-statistics and highly significant p-values. Notably, Existential Intelligence exhibits a slightly stronger standardized coefficient than Digital Leadership, indicating that it exerts a more dominant influence on HRM outcomes. These findings confirm that while digital competence remains essential for contemporary leadership, the human-centered dimensions of leadership—particularly those related to meaning, purpose, and ethical awareness—play a crucial role in determining the quality of HRM in digitally intensive environments.

From a practical perspective, these results offer important implications for organizational leaders, HR managers, and policy makers. Organizations should not rely solely on digital tools and technological capabilities to enhance HRM effectiveness. Instead, leadership development initiatives should place equal, if not greater, emphasis on cultivating existential competencies, such as purpose-driven leadership, ethical reflection, and the ability to address employees' deeper psychological needs. Managers are encouraged to communicate the underlying purpose and values of digital transformation initiatives to reduce employee anxiety and resistance. For organizations and policy makers, this suggests the need to design leadership training and HR policies that integrate digital skills with humanistic and ethical dimensions to foster employee engagement, well-being, and long-term organizational resilience.

Despite its contributions, this study has several limitations that should be acknowledged. First, the cross-sectional design limits the ability to establish causal relationships between Digital Leadership, Existential Intelligence, and HRM effectiveness. Second, the high correlation between the independent variables suggests that digital and existential competencies may be closely intertwined in practice, which could influence the strength of the predictive relationships observed. Third, the study does not account for contextual factors such as organizational culture, industry characteristics, or the level of digital maturity, which may shape how leadership attributes influence HRM outcomes.

Future research should address these limitations by adopting longitudinal research designs to better capture causal dynamics over time. Additionally, future studies may explore the mediating and moderating roles of organizational culture, leadership style, and industry-specific conditions in shaping the relationship between Digital Leadership, Existential Intelligence, and HRM effectiveness. Examining these relationships across different sectors and levels of digital transformation would provide a more nuanced understanding of how leadership attributes operate in diverse organizational contexts. Furthermore, integrating additional human-centered variables, such as psychological safety, meaningful work, or ethical climate, could enrich theoretical development and offer deeper insights into how organizations can balance technological advancement with sustainable and humane HRM practices.

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