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Driving Innovation in Global Context

R.Sudha Pricilla,

Part-Time Scholars,

Jamal Institute of Management,

Jamal Mohamed College (Autonomous),

(Affiliated to Bharathidasan University), Tiruchirappalli, India.

Dr.A.Selvarani,

Jamal Institute of Management,

Jamal Mohamed College (Autonomous),

(Affiliated to Bharathidasan University), Tiruchirappalli, India.

Abstract

In today's rapidly changing global landscape, advanced management practices are essential for driving innovation and fostering growth within organizations. Human resource management (HRM) plays a pivotal role in this context, as it not only supports organizational goals but also drives innovation through talent management, leadership development, and organizational culture. This paper explores the intersection of advanced management strategies and HRM in fostering innovation across international boundaries. It examines how global HR practices, including recruitment, training, and performance management, can be optimized to encourage creativity, adaptability, and collaboration within diverse workforces. Additionally, the role of leadership in shaping an innovative environment and the integration of technology and data analytics in HR decision-making are also explored. The research highlights key challenges and opportunities faced by organizations in managing innovation on a global scale, with a focus on aligning HR strategies with the dynamic needs of the business environment. Ultimately, the paper presents a framework for HR

professionals to lead innovation, drive competitive advantage, and ensure sustainable organizational success in an increasingly globalized economy.

I. INTRODUCTION

The accelerating pace of technological change, especially with the rise of artificial intelligence (AI), has profoundly reshaped the landscape of global business management. In this context, advanced management practices, particularly in the realm of Human Resource Management (HRM), must evolve to harness the potential of AI and drive innovation on a global scale. AI technologies are not only enhancing traditional HR functions like recruitment, talent management, and performance evaluation but are also acting as a catalyst for transformative change in organizational culture, leadership, and decision-making. This paper explores the intersection of AI-driven innovation, advanced management strategies, and HRM within the global business context, emphasizing how organizations can leverage AI to foster creativity, adaptability, and high-performance across geographically diverse teams.

In the first section, the paper examines the current state of AI technology, including its capabilities and applications, and how these advancements have impacted human resources. Key AI applications such as machine learning for talent acquisition, AI-powered chatbots for employee engagement, predictive analytics for performance management, and robotic process automation (RPA) in administrative tasks are explored in detail. The integration of AI tools into HRM is also analyzed through the lens of enhancing efficiency, reducing bias, and providing real-time, data-driven insights.

Objectives of Advanced Management: Driving Innovation in Global HR

Advanced management in global HR aims to drive innovation and enhance organizational performance by focusing on the following key objectives:

Strategic Alignment

- **Align HR Strategies with Business Goals:** Ensure HR initiatives directly contribute to the organization's overall strategic objectives.
- **Proactive Business Partnership:** Collaborate closely with business leaders to anticipate future needs and proactively address challenges.

Talent Optimization

- **Global Talent Acquisition:** Attract, recruit, and retain top talent from diverse global markets.
- **Talent Development:** Invest in employee development programs to build a high-performance workforce.
- **Succession Planning:** Identify and develop future leaders to ensure business continuity.

Organizational Agility

- **Agile HR Practices:** Adopt agile methodologies to respond quickly to changing business needs.
- **Digital Transformation:** Leverage technology to streamline HR processes and improve efficiency.
- **Change Management:** Effectively manage organizational change to minimize disruption and maximize adoption.

Employee Experience

- **Employee Engagement:** Foster a positive and engaging work environment.
- **Well-being Programs:** Promote employee well-being through initiatives like wellness programs and flexible work arrangements.
- **Diversity, Equity, and Inclusion:** Create inclusive workplaces that value diversity and promote equal opportunities.

Risk Management

- **Compliance:** Ensure compliance with global labor laws and regulations.
- **Risk Mitigation:** Identify and mitigate HR-related risks, such as legal, reputational, and financial risks.
- **Crisis Management:** Develop effective crisis management plans to respond to unforeseen challenges.

Data-Driven Decision Making

- **Data Analytics:** Utilize data analytics to gain insights into workforce trends and make informed decisions.
- **Predictive Analytics:** Forecast future workforce needs and identify potential risks.
- **People Analytics:** Measure the impact of HR initiatives on business outcomes.

By focusing on these objectives, advanced management in global HR can help organizations achieve sustainable growth, improve employee satisfaction, and gain a competitive edge in the global marketplace.

Advanced human resource management (HRM) can drive innovation in a global context by:

Applying new technologies: AI and machine learning can help HR professionals make better decisions, optimize resource allocation, and improve workforce productivity.

- Improving recruitment: Good recruitment is essential for an organization's success.
- Focusing: on boarding can be considered part of recruitment.
- Investing in learning and development: Learning and development (L&D) can help drive innovation.
- Managing talent: Talent management is an important part of HR innovation.
- Improving performance management: Performance management is an important part of HR innovation.
- Increasing diversity and inclusion: HR innovation can help increase diversity and inclusion.
- Improving HR technology: HR innovation can help improve HR technology.

Global human resource management (GHRM) is the coordination of HR functions in an international context. GHRM includes all aspects of an organization's HR, payroll, and talent management processes. Its primary responsibilities include recruiting skilled employees and supporting regulatory compliance.

Further, the paper delves into the strategic role of HR professionals in adopting and integrating AI within their organizations. It discusses how HR managers can align AI technology with organizational goals to foster a culture of innovation and improve employee engagement and productivity. By using AI to streamline HR processes, organizations can dedicate more time and resources to nurturing creativity and developing the workforce's potential. Moreover, HR professionals must embrace continuous learning and adapt to the evolving role of AI within their teams, becoming leaders in driving technological adoption and innovation.

The global context of HRM presents additional challenges and opportunities in the integration of AI. Organizations with diverse, multinational teams must address cultural nuances, varying legal and regulatory frameworks, and

technological disparities across regions. The paper investigates how AI technologies can be tailored to support HRM in different cultural settings, helping organizations overcome geographical barriers while promoting inclusivity and equal opportunity.

AI is also reshaping leadership in organizations, particularly in how leaders leverage data-driven insights to make more informed decisions. The paper analyzes the evolving role of leadership in driving innovation in a world dominated by AI, where leaders must blend human intuition with AI-driven analytics. Effective leadership, in this context, requires the ability to manage and inspire teams in an environment where AI systems play an increasingly central role. Furthermore, the importance of ethical considerations in AI-driven HR decisions is explored, highlighting the need for transparency, fairness, and accountability in algorithmic decision-making.

Innovation in Human Resources (HR) has traditionally revolved around improving employee engagement, performance management, and recruitment processes. However, with the integration of Artificial Intelligence (AI) into HR practices, HR management is evolving rapidly, especially in the context of global organizations. AI technology is offering the opportunity to revolutionize talent acquisition, employee development, workforce management, and organizational culture across borders.

AI can drive innovation in HR on a global scale:

Transforming Talent Acquisition and Recruitment

AI-powered tools can significantly enhance the recruitment process by automating tasks such as resume screening, candidate matching, and even initial interviews. In a global context, AI can help HR professionals manage large volumes of applications from across different regions, languages, and cultural contexts.

- **AI-Powered Candidate Screening:** AI can analyze resumes, evaluate candidate qualifications, and match them to the best-fit roles using predictive analytics. It also eliminates biases in the hiring process, which is crucial when hiring from a diverse global talent pool.
- **Chatbots and Virtual Assistants:** AI chatbots can engage with candidates during the application process, providing real-time responses, answering frequently asked questions, and even conducting preliminary assessments.
- **Predictive Analytics for Hiring:** AI tools can assess historical data to predict which candidates are most likely to succeed in a particular role, enabling data-driven decision-making.

Personalized Employee Development

AI can enhance employee learning and development (L&D) by providing personalized recommendations and adaptive learning paths.

- **Personalized Training Programs:** AI can track employee progress and skills gaps, offering tailored learning resources based on the individual's needs. This is particularly important in a global context, where employees in different regions may have different learning requirements and cultural learning preferences.
- **AI-Driven Performance Management:** AI can assist in performance evaluations by analyzing employee behavior, outputs, and feedback across a wide array of performance metrics. AI tools can provide managers with data-driven insights to offer real-time feedback and personalized coaching.
- **Talent Mobility and Career Pathing:** AI can help employees identify potential career development opportunities within the organization, suggesting lateral moves or promotions that align with their skills and aspirations, based on real-time performance and market trends.

Enhancing Employee Experience and Engagement

AI-driven insights are enabling HR departments to create personalized and data-backed strategies to improve employee engagement and retention.

- **Employee Sentiment Analysis:** AI can analyze employee surveys, emails, social media posts, and other sources of feedback to gauge employee sentiment and flag potential issues before they become major problems. This is especially valuable for global organizations where employee engagement levels may differ across regions.
- **Predicting Turnover:** AI can analyze patterns in employee behavior and performance to predict which employees are at risk of leaving. HR can then take proactive steps to improve retention, such as offering personalized incentives, career development opportunities, or improving work-life balance.
- **AI-Driven Communication Platforms:** AI can also enable more personalized communication with employees, such as using chatbots to answer HR-related questions, or recommending relevant resources (e.g., benefits, policies, training programs).

Streamlining HR Operations and Administrative Tasks

AI can automate many routine HR tasks, freeing up time for HR professionals to focus on more strategic activities.

- **Automating Onboarding:** AI-powered platforms can streamline the onboarding process by automatically handling paperwork, setting up initial

training schedules, and even introducing new hires to their teams and culture through virtual assistants or chatbots.

- **Automated Scheduling and Time Tracking:** AI can help automate scheduling and time-tracking processes across different time zones, ensuring global consistency and reducing administrative burdens for HR teams.
- **AI-Enhanced Payroll and Benefits Administration:** AI can improve payroll accuracy and efficiency, ensure compliance with different regional labor laws, and offer customized benefits packages based on employee preferences and global regulations.

Fostering Diversity, Equity, and Inclusion (DEI)

AI can be a powerful tool for fostering diversity, equity, and inclusion within a global workforce by reducing biases in hiring, promotions, and pay decisions.

- **Bias Mitigation:** AI algorithms can be trained to identify and mitigate biases in recruitment processes, ensuring a more diverse and inclusive hiring process.
- **DEI Analytics:** AI tools can monitor and analyze workplace diversity metrics in real time, identifying any gaps or disparities in terms of gender, race, or other demographic factors, and offering suggestions for improvements.
- **Global DEI Strategy Development:** With data from across regions, AI can help HR teams develop global DEI strategies that consider cultural nuances, local challenges, and the unique needs of diverse employee groups.

Improving Global Workforce Management

In a global organization, managing a distributed and culturally diverse workforce comes with challenges. AI technology can provide the tools necessary to streamline and optimize workforce management.

- **AI for Remote Work and Collaboration:** AI-based tools can improve remote team management, providing insights into team productivity, collaboration patterns, and engagement levels. This is crucial for global teams, where work may be done across different time zones and cultural contexts.
- **Workforce Optimization:** AI can assist in predicting workforce demand and optimizing scheduling to ensure that the right talent is available at the right time, even across multiple countries.
- **Cross-Cultural Management:** AI tools can provide cultural intelligence, helping HR managers understand how cultural differences might affect communication styles, team dynamics, or employee expectations, and advising on best practices for managing diverse teams.

AI and Ethical Considerations in Global HR

The integration of AI into HR functions raises ethical concerns, particularly regarding privacy, data security, and algorithmic fairness. Global HR leaders need to ensure that their AI implementations are transparent, ethical, and compliant with local and international regulations.

- **Data Privacy and Security:** AI-driven HR tools often rely on large datasets of personal employee information. HR must adhere to data protection laws (e.g., GDPR in Europe, CCPA in California) to ensure that sensitive data is handled securely and transparently.
- **Bias and Fairness:** AI algorithms must be regularly audited to ensure they do not perpetuate bias, particularly in hiring, promotions, and pay decisions. This is especially important in a global context, where different countries may have distinct diversity and inclusion standards.
- **AI Governance:** Companies should implement AI governance frameworks to ensure responsible AI deployment in HR. This includes setting ethical guidelines, ensuring accountability, and fostering transparency in how AI tools are used.

Digital Transformation

- **HR Technology:** Leveraging HR technology solutions such as HRIS, ATS, and LMS to streamline processes, improve efficiency, and gather valuable data-driven insights.
- **AI and Machine Learning:** Utilizing AI-powered tools for talent acquisition, performance management, and employee engagement.
- **Data Analytics:** Harnessing data analytics to identify trends, predict future needs, and make informed decisions.

Global Talent Management

- **Global Mobility:** Implementing effective global mobility programs to support international assignments and talent transfers.
- **Cross-Cultural Competence:** Developing cross-cultural training programs to foster understanding and collaboration among diverse teams.
- **Remote Work and Virtual Teams:** Adapting HR practices to support remote and hybrid work models, including virtual onboarding, performance management, and employee engagement strategies.

Employee Experience

- **Employee Engagement:** Prioritizing employee engagement through initiatives like employee recognition programs, wellness programs, and flexible work arrangements.
- **Learning and Development:** Investing in ongoing learning and development programs to upskill and reskill employees.

- **Diversity, Equity, and Inclusion (DE&I):** Promoting DE&I initiatives to create inclusive workplaces and foster innovation.

Organizational Agility

- **Agile HR:** Adopting agile methodologies to respond quickly to changing business needs and market dynamics.
- **Change Management:** Implementing effective change management strategies to minimize resistance and maximize adoption of new HR initiatives.
- **Organizational Restructuring:** Designing and executing organizational restructuring to optimize talent and resources.

Future of Work

- **Automation and AI:** Preparing for the impact of automation and AI on the workforce, including upskilling and reskilling employees.
- **Gig Economy and Freelancing:** Adapting HR practices to manage a hybrid workforce comprising both full-time employees and contingent workers.
- **Ethical HR:** Ensuring ethical considerations in HR practices, particularly in areas like data privacy, algorithmic bias, and employee well-being.

Challenges and Opportunities

While advanced management offers significant opportunities for HR, it also presents challenges:

- **Resistance to Change:** Overcoming resistance to change from employees and managers.
- **Data Privacy and Security:** Ensuring compliance with data privacy regulations and protecting sensitive employee data.
- **Talent Shortages:** Addressing talent shortages and attracting and retaining top talent in a competitive global market.

Optimized Workforce Management

- **AI-Driven Recruitment:** AI can automate tasks like resume screening and candidate sourcing, speeding up the hiring process.
- **Predictive Workforce Planning:** AI can forecast future workforce needs, helping organizations plan for talent shortages or surpluses.
- **Employee Performance Analytics:** AI can analyze employee performance data to identify strengths, weaknesses, and areas for improvement.

Cultural Diversity and Inclusion

- **Challenge:** As organizations expand globally, they must manage a workforce that is culturally diverse, with employees from different regions, backgrounds, and experiences. Differences in communication styles,

decision-making, work ethics, and values can create friction and hinder collaboration.

- **Solution:** HR needs to create an inclusive culture where diversity is celebrated. This involves training managers to handle cross-cultural teams, promoting cultural awareness, and ensuring that leadership reflects the global diversity of the organization.

Talent Acquisition and Retention

- **Challenge:** Identifying, attracting, and retaining top talent is a critical HR challenge, especially when seeking people with skills that drive innovation, such as technology, data analytics, and R&D. The global talent pool is highly competitive, and organizations face the difficulty of sourcing talent in different regions with varying availability and cost.

- **Solution:** To address this, HR can adopt a global talent management strategy that combines localized hiring efforts with global recruitment campaigns. Offering remote work options, competitive compensation packages, career development opportunities, and promoting the organization's culture of innovation can help retain top talent.

Managing Remote and Hybrid Workforces

- **Challenge:** With the rise of remote work, organizations face challenges in maintaining engagement, collaboration, and innovation in geographically dispersed teams. The challenge is amplified in global contexts where time zones, languages, and digital tools must be aligned.

- **Solution:** HR can implement flexible work policies, invest in digital collaboration platforms, and foster a strong virtual culture that encourages communication and knowledge sharing. Regular virtual check-ins, training for virtual leadership, and robust technology infrastructure are key to supporting remote teams.

Skills Development and Continuous Learning

- **Challenge:** As technological advancements reshape industries, employees must continuously upskill to stay relevant. HR must ensure that training and development programs are aligned with the future needs of the organization and the rapidly changing global business environment.

- **Solution:** HR should implement continuous learning initiatives that encourage employees to acquire new skills and certifications. This could involve offering access to online learning platforms, sponsoring higher education, creating mentorship programs, and fostering a culture of lifelong learning within the organization.

Leadership Development and Succession Planning

- **Challenge:** In a global context, organizations need leaders who can manage diverse teams, navigate complex international markets, and drive innovation. Developing such leaders requires tailored leadership programs and a strategic approach to succession planning.
- **Solution:** HR should invest in leadership development programs that emphasize cross-cultural leadership, strategic thinking, and innovation management. Succession planning should focus on identifying high-potential employees from diverse backgrounds who are capable of stepping into key leadership roles across different regions.

Employee Engagement and Innovation Culture

- **Challenge:** Fostering a culture of innovation requires engaged employees who are motivated to contribute new ideas and challenge the status quo. However, in a globalized workforce, employees may feel disconnected from the company's mission, which can reduce their engagement.
- **Solution:** HR can create programs that align employees' personal values with the organization's innovation goals. Regular communication, recognition programs, hackathons, innovation labs, and cross-functional team collaborations can help build a culture of innovation. Transparent leadership and opportunities for employees to share their ideas can further enhance engagement.

Legal and Regulatory Compliance

- **Challenge:** Operating in multiple countries means HR must navigate different labor laws, tax codes, and employee rights regulations. Compliance with local laws and international agreements can be complex and vary widely from one jurisdiction to another.
- **Solution:** HR must stay up-to-date with the legal requirements in each country and ensure that policies and contracts are compliant. This may involve working with legal experts in different regions and using global HR management systems that help track and manage compliance across borders.

Workforce Analytics and Data Management

- **Challenge:** Organizations increasingly rely on data analytics to drive HR decision-making, such as identifying trends in employee performance, predicting turnover, and assessing training effectiveness. However, managing and interpreting vast amounts of HR data across regions and cultures can be a significant challenge.
- **Solution:** HR departments can invest in advanced HR technology and analytics platforms that aggregate data from different regions, providing insights into workforce trends and helping HR teams make data-driven

decisions. It is also important to ensure data privacy and security, especially when handling personal data across countries with varying regulations.

Compensation and Benefits Alignment

- **Challenge:** Designing compensation and benefits packages that are competitive on a global scale while considering regional differences in cost of living, labor market conditions, and employee expectations can be difficult.
- **Solution:** HR can implement flexible compensation packages that allow for regional adjustments while maintaining overall equity within the company. Additionally, offering benefits that support work-life balance (such as wellness programs, parental leave, or flexible hours) can be key to attracting and retaining top talent in various regions.

Innovation in HR Practices

- **Challenge:** HR needs to constantly innovate in terms of talent acquisition, employee engagement, performance management, and organizational development to keep pace with changing global dynamics. However, HR functions may be slower to adopt new technologies and practices compared to other parts of the business.
- **Solution:** HR leaders must embrace digital transformation and explore the latest tools and methodologies in areas like AI for recruitment, employee experience platforms, and virtual training solutions. Encouraging HR teams to think creatively and experiment with new approaches can foster an innovative HR culture.

Technology and Digital Transformation

- As the global workforce becomes increasingly tech-savvy, HR professionals must embrace advanced technologies that streamline processes, improve decision-making, and foster innovation. The future of HR in a global context is closely linked to the adoption of technologies like:
 - **AI and Machine Learning:** Automating routine HR tasks (e.g., recruitment, onboarding, performance management) and leveraging predictive analytics to anticipate workforce needs and identify talent gaps.
 - HR Analytics:** Data-driven decision-making enables HR to gain insights into employee performance, engagement, turnover rates, and learning & development needs.
 - Cloud-based HR Platforms:** These enable a more flexible, scalable HR infrastructure that supports a geographically dispersed workforce.
 - Virtual Reality (VR) and Augmented Reality (AR):** For training and development, especially when managing global talent.

Opportunities:

AI in Recruitment: Using AI to reduce bias in hiring, increase candidate matching accuracy, and automate initial screening processes.

Data-driven HR Decision-Making: Enabling HR departments to make more informed decisions related to employee retention, productivity, and satisfaction.

Workforce Analytics: Predicting workforce needs, retention challenges, and improving employee engagement strategies.

Global Workforce and Cross-Cultural Management

- With organizations expanding across borders, managing a global workforce requires HR professionals to consider diverse cultural norms, communication styles, and legal frameworks. Innovation in this space involves creating inclusive, agile HR policies and fostering a collaborative global environment.

- Opportunities:

- Cultural Sensitivity Training: HR can develop training programs that improve cross-cultural understanding and reduce conflicts within diverse teams.

- Global Mobility and Talent Management: Innovating ways to support international assignments, expatriate management, and career development for employees working across different geographies.

- Global Collaboration Tools: Implementing digital platforms that enable real-time communication and project management across different time zones.

Employee Experience and Well-Being

As the work environment continues to evolve, so do employee expectations. HR professionals have a significant role to play in driving innovation by focusing on the holistic employee experience, which includes career development, work-life balance, and employee well-being.

Personalized Employee Journeys: Using data and technology to offer tailored learning and development opportunities, career paths, and benefits.

Wellness Programs: Innovating around mental health, work-life balance, and well-being initiatives that cater to both physical and emotional needs.

Remote and Hybrid Work Models: Rethinking how to best support a workforce that is increasingly dispersed and diverse.

Opportunities:

Employee Well-Being Programs: Introducing mental health support programs, flexible working conditions, and a focus on employee wellness as part of the company's culture.

Personalized Learning and Development: Providing employees with personalized career paths, growth opportunities, and the ability to learn at their own pace using digital learning platforms.

Remote Workforce Management: Implementing best practices and new technologies to enhance productivity, collaboration, and engagement in remote and hybrid work environments.

5. Leadership Development and Succession Planning

Effective leadership is at the core of driving innovation, and as companies globalize, the need for leaders who can manage diverse teams and cultures becomes even more critical. HR professionals need to develop strategies to identify, nurture, and retain leaders within the organization.

Opportunities:

Leadership Development Programs: Creating global leadership programs that are culturally aware and focus on cross-functional skills needed in the digital age.

Succession Planning: Integrating AI and analytics to predict leadership gaps and ensure there are clear pathways for leadership succession, especially in multinational organizations.

Leadership in a Remote Context: Developing programs that train leaders to manage remote teams effectively, maintain employee engagement, and navigate complex global dynamics.

6. Diversity, Equity, and Inclusion (DEI)

HR plays a pivotal role in shaping organizational culture by leading diversity and inclusion initiatives. In a global context, DEI efforts must go beyond surface-level efforts and involve building inclusive cultures that value different perspectives, backgrounds, and experiences.

Opportunities:

Inclusive Recruitment and Retention Strategies: Leveraging technology and data to remove biases from hiring, promotion, and performance management processes.

Cultural Competency Training: Offering training programs to foster understanding and reduce discrimination or bias within global teams.

Global DEI Metrics: Tracking and measuring DEI efforts globally, adjusting strategies based on diverse geographical and cultural contexts.

7 Sustainability and Corporate Social Responsibility (CSR)

There is increasing pressure on organizations to act responsibly and contribute to societal well-being. HR can innovate in this space by embedding sustainability and CSR values into the workforce culture, recruitment strategies, and employee engagement efforts.

Opportunities:

Sustainable HR Practices: Encouraging environmentally sustainable practices within the workplace and integrating sustainability goals into the employee value proposition.

Purpose-Driven Recruitment: Attracting talent by aligning recruitment strategies with the organization's sustainability and social responsibility goals.

Employee Engagement in CSR Initiatives: Innovating programs that allow employees to actively participate in CSR initiatives, fostering a sense of purpose and community within the organization.

II. CONCLUSION

AI technology is transforming HR by automating administrative tasks, enhancing decision-making, and creating more personalized experiences for employees. For global organizations, AI offers significant advantages, from optimizing talent acquisition and management to fostering a more inclusive and engaged workforce. However, these innovations also require careful attention to ethical considerations, cultural nuances, and regulatory compliance. By leveraging AI responsibly, HR leaders can drive innovation and unlock new opportunities for talent and organizational success in a global context.

In conclusion, the paper presents a comprehensive framework for HR professionals and organizational leaders to drive AI-enabled innovation across borders. It emphasizes the importance of investing in AI technology, aligning HR strategies with technological advancements, and fostering a culture that embraces change. By doing so, organizations can not only drive innovation but also enhance their competitive advantage in the global marketplace. Through a combination of strategic foresight, technological acumen, and a commitment to human-centric management, HR leaders can navigate the complexities of the global business environment and position their organizations for long-term success in an AI-driven future.

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