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Human resource management and innovation : A focus on learning and employee development

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Abstract

The environment that global businesses work in different levels of innovation and technology in so many industries. Central to this revolution is Human Resource (HR) technology, which is set to redefine how work is done, organizations structured and how talent is managed. HR technology, with AI, machine learning, big data, and cloud as key enabling technologies does not only augment the efficiency of the HR as a functional unit of the organization but also provides an opportunity for segmentation, customization accuracy and access to a

diversified talent pool. These technologies are rewriting the People Management Functions processes in terms of hiring, learning and development, talent management as well as in performance and reward management, and in the process, they're positively transforming workforce effectiveness, workforce motivation, and workforce commitment to organizational goals and objectives.

HR digital transformation is changing the assumptions of traditional practices of dealing with human capital to focus more on change-driven rather than transactions-based. For example, automated recruitment technologies are making the hiring process more efficient by reducing biases, improving the methods of matching candidates with jobs, as well as improving decision-making on the part of the hiring companies. In addition, the same LMS and AI platforms are helping the employees in providing learning journeys that improve skills and prop up performance. Scientific methods of forecasting are serving the HR leaders with insight about organizational needs for workforce, skills shortage, and development of a flexible-capable culture.

This paper will analyse how the element of human resource technology in determining the future of the business around the world while focusing on innovations in learning & development, engagement and culture. This will give perspective on both the benefits and risks of adopting HR tech covering real life case studies and different industry areas across various fields and professions. The present study seeks to contribute to an understanding of how HR practitioners and organizational executives can make sense of the emerging use of HR technology for positive organisational development and for designing a stronger, more progressive future for organisations in a post COVID-19 world.

Keywords: HR Tech and Innovation, AI, Learning Effectiveness, Employee Engagement, Digital HRM.

I. INTRODUCTION

Technological evolution and innovation have revolutionized the nature of the business environment and thus changed most industries in the international market. The engine that drives this revolution is the title of today's discussion topic, Human Resource (HR) technology. AI and Machine learning together with Big data and cloud have shifted the roles of HR functions from administrative to value creating and growth supporting positions. While the integration between HR and technology thus optimizes process efficiency, it also introduces entirely new possibilities for customization, accuracy, and integration of individuals into organizational systems.

HR technology is a new direction in people management that incorporates new tools and methods into the sphere of recruitment, learning and development, and employee performance evaluation and motivation. In hiring on the other hand, automated recruitment platforms use AI features to reduce biases, increase

candidate-job matching, and provide ideal choices. Likewise, modern learning management systems (LMS) that are integrated with artificial intelligence provide the opportunity to make the learning process individualized and prepare employees for further professional development, meeting the requirements of various today's and future's competitive contexts. In addition, big data as well as predictive analytics make it possible for the leaders in the HR field to foresee organizational requirements, navigate talent deficit, and promote flexibility and elasticity to organizations.

However, there is information and evidence that HR has its problems associated with use of HR technologies. Implantation challenges including data privacy concerns, resistance to change and emergence of biases result from technology adaptation require moderation. There is therefore the need to employ the right strategies that will ensure the HR technology is both ethical and inclusive while protecting the trust of the employee. Second, the structural relationship between human and artificial intelligence has to be optimized in order to reap the end-to-end benefits of Free Automation while at the same time maintaining the warmth of human interaction inherent to people management.

This research paper revolves around how the implementation of HR technology in organisations has elicited change with a focus on learning and development, employee engagement, and culture in international organisations. In order to identify the pros and cons of implementing HR technologies in the existing organizations, the study presents the details of real-life case studies accompanied by examples from the corresponding industries. Through an adoption of the goals set out in the research questions of this paper it is the intention of the author to present practical recommendations that would specifically appeal to the practitioners within the field of human resource as well as the organizational management for the enhancement of purposes of sound sustainable organizational development within the era of digitization and globalization. Finally, the conclusions only reemphasize the importance of strategic human resource management as the key driver of organizational development and a positive change in the contexts of global and societal change.

Review of Literature

Johnson and Thompson (2021) Like any other technology, the journey of the Human Resource began with a simple computerized pay system in the 1960s. Initially throughout the 1980s, there existed HRIS as separate software, which were primarily used for HR record and simple HR processing.

Lengnick-Hall and Moritz (2023) identify three distinct phases in HR technology evolution: The automation phase is between 1960s and 1990s The information phase is between 1990s and 2010 and the current phase is between 2010 and now.

Zhang and Liu, (2021) It was in the 1990s when a new range of solutions appeared under the name of Enterprise Resource Planning (ERP) which explained the cost and expenses of employees. They opined that these integrated systems were the first to link up HR processes with other business functions but were rigid and expensive to use. Their study of 150 Fortune 500 organisations concluded that first-mover advantages of ERP systems saved 15% of administrative HR costs at the expense of initial cost investment.

The modern technologies available for human resources are cloud-based solutions, artificial intelligence, mobile-first applications. A research by Deloitte's Global Human Capital Trends (2023) establishes that 78% of companies have adopted cloud based HR systems while 45% have adapted use of AI systems in their HR management.

Del Mar Ramos-González et al. (2021)SR-HRM has received growing interest in research because of its effects on organizational performance; especially in the entrepreneurial SMEs. Theoretically, the part of SR-HRM that incorporates corporate social responsibility in personnel management can stimulate innovation by encouraging active employees' imaginations. Furthermore, SR-HRM improves the image of SMEs by showing an Organization's commitment to issues of S and E attracting talented customers and investors. Therefore, SR-HRM works as an integrated model that mediates internal employee issues and external organisational image to foster sustainable development In entrepreneurial contexts.

Jebali and Meschitti (2020)In this process of taking innovation plans into action, HRM is a highly significant factor in initiating and nurturing an organisational culture of innovation in the environments of startups. Research shows that recruiting, employee training and performance management are key practices for developing a professional HRM that allows startups to develop quick-responsive teams. Promoting a culture that fosters timely sharing of ideas and experiences, promotes facilitating communication and embracing learning promotes enhanced sharing of ideas. Furthermore, HRM intends to manage strategies specific to startups in organizations to retain their top talent and motivation important for sustaining its innovation. Therefore, HRM can be noted to act as organisational enabler through which human capital to is linked to strategic goals to produce competitive advantage in startups

Niazi et al. (2023)As a new concept, Green HRM has been established as a tool of green innovation by implementing green HRM strategies in organisations for enhancing organisational environmental performance through influencing HR policies and behaviours of employees. The present literature review examines the green transformational leadership and specifies the ways it can encourage the workers to act more sustainably and create a culture of environmentally responsible behavior. Also, green CSR expands the work of how organisational objectives relate to sustainability and carries the benefit of improving trust among

stakeholders alongside environmental results. Combined, these elements form a coherent setting for the encouragement of green innovation and realization of preferable environmental outcomes.

Lin and Sanders (2017) Over time, more links are proposed between HRM and innovation, framed within a multi-level organizational learning approach which also considers the individual, team, and organisational levels. According to literature, the various previous HRM practices including training, knowledge sharing and leadership development facilitate learning capabilities at all levels for innovation. Thus, using a set of processes that guarantee collaboration and adaptability, HRM enhances learning and pushes for creativity. In this multi-level approach, a focal attention is paid to the strategic position of HRM in the dissemination of innovation as a key strategic competence.

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Alainati et al. (2023) To support teaching practices, use cutting-edge tools and solutions to help educators initiate innovative learning, knowing instructors' digital competencies are key to the process, and HRM has a vital role to play. Research notes that increasing the availability of trainings, including those for development professional competencies and for familiarisation with digital tools, improves instructors' preparedness in applying technologies to their practice. Settings argue that, through relevant practices, such as targeted training, improved continuation of professional development, and training for the application of digital technologies, HRM increases the preparedness of instructors to apply technologies to their activities.

Barba-Aragón and Jiménez-Jiménez (2020) The relationship between HRM and radical innovation starts to be investigated, and a two-fold view, combining exploitation and exploration, is proposed. Literature shows that HRM practices including training and development, work arrangements with flexibility, and knowledge management activities provide the foundation for achieving the twin objectives of building existing strength and searching for novelty. Exploration plays the most important role of moderating work in an organization to ensure that organizations run normally while at the same time seeking for new ideas that are radical.

Susantinah et al. (2023) HRM strategies can be viewed as having a significant impact on the improvement of organizational innovation by the integration of human capital to innovation goals. Scholars' writing suggests that practices covering talent management as well as human resources as talent acquisition, employee engagement, the provision of training, and knowledge management encourage creativity and problem-solving skills. Outsourcing effective HRM strategies are accomplices capable of building an organizational climate that fosters collaboration and risk taking which are key qualities in innovation.

Lenart-Gansinieć et al. (2023) The innovation-accommodating HRM practices focus on the creation and promotion of creativity, flexibility and knowledge distribution for organizational innovation. Systematic reviews state that strategic recruitment, training and performance management are critical HRM practices that can build up employee's innovative assets in organisations. Socially integrating such practices indicate that they should be harmonized with organizational objectives to foster a culture of continuing innovation.

Engelsberger et al. (2022) The concept of open innovation is reliant on the concept of CHRM is imperative to general human resource management since it is effectively designed to engender knowledge sharing and cross-functional cooperation. Scholars reveal that the implementation of the HRM practices like team work; common training; and common performance reward systems improves communication across the organizational boundaries. Such practices encourage relationships with external partners which could be harnessed for developing solutions.

The Integration of HR Technology with employee well being- the above literature has been given only theoretical technological advancement on HR digital transformation, research on the impact of HR technology integration on workforce well-being in the post COVID era has not garnered significant coverage in the extant literature. Specifically, there's a lack of empirical evidence on:

- How digital monitoring is administered continually impacts the stress levels of the employees.
- Self-organized teams and AI-powered performance management systems, which allow predicting the effects of particular incentives on a defined employee population and influence between digital HR tools and common HRM and embracing: employee burnout.
- Consequences of automation of the HR processes for relations between employees and employers

The research gaps in this study regarding the Monitoring of the impacts of employees wellbeing due to Integration of Human Resource Technology in the HR domain and its effects offer a number of promising avenues for future investigation. Research based on longitudinal surveys focusing on the effects of

HR technology on people are especially important as organizations increasingly adopt technology in the management of their human capital. Such studies would have to follow the shifts in attitudes, behaviours, and performance of employees concerned during relatively long intervals of sustained interaction with the technology under review insofar as HR is concerned.

Methodology

The methodology used in this is based on secondary data and involves descriptive approach from authentic sources. The study relies on the data extracted from journals, articles, data charts, case study and official websites. The research focuses on the case studies of Virtual Reality (VR), Augmented Reality (AR), gamification and HR analytics in learning. To analyse this paper we used systematic review of literature using 20 articles and 7 case studies. This paper clearly states focus on learning and employee development.

Discussions

1) Learning strategies through innovation

When it comes to learning, there are vigorous methods that have replaced traditional approaches and applied to employees. Key strategies include:

a) Personalized Learning

Personalized learning uses artificial intelligence and business analysis to complete training in accordance with the qualifying marks of the employee. When the learning style and career goals of each learner are known, organizations can create relevant content that enhances the knowledge and skills of the people working with them. (De Azevedo et al., 2020)

Implementation and Benefits:

AI-Driven Customization: AI considers various aspects of employee learning and their choice, in order to develop training materials matching career objectives and organisational requirements.

Skill Gap Analysis: However, as stated before, AI offers a real time insight into skills deficit and thus it is possible to offer training and learning mode that will fill the gaps one at a time.

Enhanced Engagement: Personalization enhances the attendance since the deliverables target specific competencies and subject matters in a way that enhances mastery.

Case Study:

Zensai's Learn365 Platform: Based on artificial intelligence, Zensai, a Denmark software company provides Learn365, a learning management system associated with Microsoft 365. Its features include manageable learning plans for every employee and automatic course generation regarding development. (Zensai, 2024)

b) Gamification

Gamification is the steps or process of applying gaming techniques like points, badges and levels to supporting processes, knowledge sharing and educational interventions. This way has the advantage of increasing learners' interest and involvement, as learning becomes an exercise in skillful competition, and thus learning is better assimilated and applied.

Implementation and Benefits:

Increased Engagement: Incorporation of game mechanics to training turns learning into a fun and contest like affair, which increases learners' interest as well as participation.

Improved Knowledge Retention: Games in the professional training contexts have been understood to be an effective way of understanding because game use in training is a powerful tool of repetition.

Skill Development: Soft skills including decision making, flexibility, collaboration and perseverance can be created through game based activities such as playing scenarios and games.

Case Study:

"Technology" Bank's Gamified Training: One Greek bank that the author called "Technology" bank used gamification to improve the soft skills of its employees. They noted pattern changes over 3 years in decision making, willingness to change, CSB-14 and team work.(Vapiwala & Pandita, 2022)

c) Microlearning

Hamm is an ideal way of conveying content in short, fully packed segments that enable the learner to study at their convenience. This method is most suitable where the tutor is trying to address a certain area of weakness and help the learner gain new skill sets that they can apply always and anytime without necessarily having to spend a lot of time mastering something.

2)Technology-Driven Development

Technological advancements such as Virtual Reality (VR) and Augmented Reality (AR) are revolutionizing employee development(Reis et al., 2021)

a) VR and AR

Specifically, VR and AR are helpful in creating effective learning experiences because they give the possibility to practice actual situations with the lowest possible risks and damages. These technologies are beneficial for simulation based training in sectors such as production, medical and flying where practical lessons are relevant.

Enhanced Engagement and Retention:

Considering this, both VR and AR ensure learners do not lose focus on content since the material is from the immersive learning category. The employees also have a better chance of applying the lessons learnt during the simulation exercises.

Reduced Training Time and Quicker Learning:

The utilization of the VR technique can greatly reduce the time that employees take to master various tasks. Hence, the use of VR training has been found to result in a four times improvement in the training completion rates compared to the conventional class-style training.

Cost Savings:

The integration of the two technologies in training programs has both advantages of saving a lot of money that would otherwise be used in physical materials, trainers and transport. Thirdly, such training also denies regular business operations since it facilitates training in a virtual setting.

Improved Safety and Risk Management:

Employees have the benefits of testing the procedures and reacting to the high-risk situations in the VR/AR environment which lowered the risk factors for accidents and contributed to better safety at work.

Case Studies Demonstrating the Impact of VR and AR in Training:

Nestlé's Global VR Training Initiative:

Nestlé introduced VR training solutions as a way of achieving a safety objective, optimizing performance and achieving saving across the enterprise. This made it possible for the employees to practice in possible working scenarios making them have the proper training. (Kolo ,2023)

Walmart's VR Training Program:

Walmart implemented the use of VR for training so that the company has been attempting to transform how people are trained for their jobs, for example, customer service, and adherence to rules and regulations. This nurtured enhanced

learner outcomes and heightened training standards as well as communication skills. (Morozova and Morozova, 2018)

3. The first strategic management tool is known as Employee Development Programs.

Organizations are increasingly focusing on structured programs to nurture innovation and cross-disciplinary collaboration:

a) Creative Workshops for employees

Creative workshops are a way for employees to be inventive and come up with solutions together. These programs create a positive organisational culture of innovation and also provide the participants with skills to effectively solve problems. (Wongsansukcharoen & Thaweepaiboonwong, 2023)

b) Cross-Functional Training

Corporate fault-line education allows employee crossover, and this makes the employees learn different working operations of the business while fostering teamwork. This approach equips employees with flexibility and develops them to be potential leaders.

4) Engagement and Retention with Learning

Effective learning strategies also contribute to employee engagement and retention:

a) Career Development Plans

Career development propounds formulate specific career advancement maps for individuals as well as their organization. These plans show that an organisation cares for workers' success and this will increase spirits and commitment.

b) Acknowledgement for Learning Accomplishments

Celebration of learning achievements aims at encouraging people to embrace change and patronage of training programs in organizations. This practice creates a learning and appreciation culture in the organization.

5) HR Analytics in Learning

Learning and development which operates under HRM significantly benefits from the use of analytics. Can provide information regarding the effectiveness of training, skills deficiencies and employee performance to the human resource management to formulate better improvements of programs in order to fit organizational requirements. In addition, it empowers effective strategic staff planning and good talent management through predictive analytics.

Evaluating Training Effectiveness:

HR analytics can help organizations determine the effectiveness of its training initiatives as presented by performance information before and after organizational training interventions. The former approach enables one to scrutinize which programs can bring a higher percentage of ROI as well as contribute most significantly to learning. For example, predictive analyses help the company

understand which HR initiatives help improve employee productivity, as organizations can focus on those which have positive outcomes and remove those that have negative or negligible impact.

Identifying Skill Gaps:

From the data gathering process, one can see gaps in terms of skill within the employees from which the overall performance of the organization can suffer. Through the use of HR analytics, organizations can be able to predict future needs of the organization in terms of talent and design workforce plans that address the need to acquire and develop human capital with the right competencies for the business needs in future.

Enhancing Employee Performance:

HR analytics is used and has been found to enhance the value of employees, raise organisational effectiveness in aspects such as; quality of hires, talent pipeline and organisational effectiveness. The above point of view shows that it is essential to establish synergies between HR strategies and business goals to improve organizational competitiveness and the performance of employees.

Strategic Workforce Planning and Talent Management:

With the help of predictive analytics within HRM, organizations can predict trends of an organization's workforce and, therefore, enable strategic decision-making when it comes to talent management and development. Historical data enables the HR professionals to make predictions on the talent needed in the future and then be in a position to see early signs of a potential shortage of skills in the market and take early action. These are strategic directions that make it possible for the organization to be in a good stand to meet future needs and stand competitive.

Case Study:

The research paper analyzed the effect of HR analytics on training and development in businesses in 2021. This study singled out a move away from conventional methodologies to training towards data-driven processes, stressing the use of Human Resource analytics in this view since training is presented as an optimization of its effectiveness and cost. The research evidence points to the fact that when organisations apply HR analytics in training and development, better results are produced.(Arora et al., 2021)

Recommendations

The change in adoption and use of IT supported HR functions is a strategic organizational change that needs to be managed effectively. From the analysis of the various successful HR technology implementations conducted in this research, the following recommendations can be made to organizations that are planning to adopt and implement HR technologies.

Strategic implementation must be broken down into phases in a systematic manner rather than changing all processes at once. Salvadorinho et al. (2024) showed that only 10% of the studied organizations began large-scale HR technology integration, and yet they identified that these companies had 40% higher success rates than the others, who started the introduction of new technologies gradually. This process should start, therefore, with a detailed assessment phase, where the organisation measures its technological maturity, outlines the current processes and defines areas of concern. In this process, it remains important that one defines key success factors and objectives and creates a detailed ROI model which has to reflect organizational goals.

The following are some of the important considerations that must be considered while choosing as well as while rolling out the new technologies for the Human Resources department.

The priorities concerning selected solutions are scalability and flexibility and good compatibility with the existing systems and applications. They also learn from exemplary experiences that mobility and data security, which are essential elements to support organizational work, are now becoming basic needs for modern human capital management systems.

More Information about HR Technology implementation reveals that Change management stands out as a key factor in any implementation of the technology. Organization large scale study, leadership and communication are the most basic tenets of transformation. Digital transformation requires organizations to have a group of digital leaders from all levels and fields and to address reasons that lead to the failure or slow implementation of digital initiatives. Continuous check process and feedback is must for all the organizations.

The practical Human Resource Technology adoption is strongly linked with cultural and technical enablers. It has become crucial to drive the development of a shift to an external digital perspective, integrating trust in technological tools in the decision-making process. Their work demonstrates that organisations should implement sound structures of management and security of data as well as procedures that allow flexibility based on the needs of the system. It is recommended that processes should be optimized before going for the digitization processes with emphasis on the user interface and monitoring for continuous processes improvement.

Among all the factors, more emphasis should be placed on employee training and practical support within the framework of the implementation strategy. It is recommended that training activities should be designed individually according to

the organization needs and experience of the participants. Dealing with urgent needs and having dedicated contacts also solves the problem of decreasing productivity during this time. This aggressive combination of training and support measures has been demonstrated to greatly minimize resistance to change and boost the pace of technology utilisation.

By paying adequate attention to these recommendations and adequate implementation of strategies proposed here, the likelihood of HR technology transformation success would be highly enhanced, hence leading to improved efficiency of organizational operations, and optimal experiences of all the employees.

II. CONCLUSION

It can be stipulated that HR technology is revolutionizing the practice of Human Resource Management (HRM) and introducing new opportunities for the advanced development of effective organizational strategies in the management of talent. AI and machine learning from big data and cloud computing are the most effective tools in renewing traditional HR operations. These advancements enable the HR department to critically apply decision-making process, hiring practices and employee experience. From transactional to change-driven practice is one of the most transformational effects of HR technology. Some of the applications of technology in the recruitment process include; eliminating biases in the recruitment process; shortlisting candidates and improving the overall hiring process by using the recruitment demonstrating their effectiveness through automated recruitment systems (Cappelli & Tavis, 2018). Likewise, technology-based training solutions in the field of learning and development explain the right learning experiences for human capital, which in turn makes for improved skills, performance, and career growth (Garavan et al., 2012). This encourages a competent, flexible and organisational culture consistent workforce (Deloitte,2021). HR Technology is also extensively used in enhancing employees' engagement as well as the organizational culture. When using big data and performance management, HR leaders drive the connections between goals to motivate and commit individuals towards organizational strategies (Schneider & Lester, 2019). These technologies afford understanding of talents required, skills shortage, and future workforce requirements and thereby construct a more suitable workforce. Organizations need to find the right mix of solutions using HR technology, physical property and the art of management. Similarly, while using more automated systems presents the following problems: Data privacy and Depersonalization of HR math (PWC, 2020). Technology thus becomes an enabler but the way human resources professionals address it needs to be strategic in the sense that the use of these technologies has to enhance the overall human touch and cultural tone of the organizations they serve.

Finally, we can say the adoption of HR technology proves to be transforming the management and, particularly, the development of talent and innovation in organizations. When applied purposefully, all the above tools will help companies build better workforces that are more productive, responsive, and committed to change – a hallmark of the modern age. Ultimately, Human Resource technology that is now at the core of human resource management is revolutionizing the way talent is sourced, managed and utilised to foster innovation. When applied in a coherent and holistic manner, such tools will help firms achieve highly responsive and accountable workforces that set them up for success in a world that is getting increasingly unpredictable.

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