

# The Impact of Technology on Human Resource Management: Trends and Challenges

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## ARTICLE INFO

## ABSTRACT

In the ever-evolving landscape of human resource management (HRM), technology continues to play a pivotal role, reshaping traditional practices and introducing new opportunities and challenges. This review paper delves into the profound impact of technology on HRM, exploring emerging trends and addressing the associated challenges.

The paper begins by highlighting the transformative role of technology in HRM, emphasizing its influence on recruitment, employee engagement, training and development, performance management, and overall organizational effectiveness. It underscores the importance of understanding these technological advancements in shaping the future of HRM practices.

A critical analysis of the trends in HRM technology is presented, encompassing various aspects such as the rise of artificial intelligence (AI) and machine learning in talent acquisition and predictive analytics for employee performance assessment. Additionally, the paper examines the growing prevalence of HRM software platforms, cloud-based solutions, and digital communication tools, which have streamlined HR processes and enhanced workforce collaboration.

Furthermore, the paper addresses the challenges posed by the integration of technology in HRM, including concerns related to data privacy and security, potential job displacement due to automation, and the need for upskilling HR professionals to leverage new technologies effectively. It emphasizes the importance of adopting a proactive approach to address these challenges and capitalize on the benefits offered by technological advancements in HRM.

Ethical considerations surrounding the use of technology in HRM are also discussed, emphasizing the need for transparency, fairness, and accountability in the implementation of AI-driven HRM systems and data-driven decision-making processes.

This paper provides a comprehensive overview of the impact of technology on HRM, highlighting key trends and addressing the associated challenges. It aims to inform HR professionals, researchers, and organizational leaders about the evolving landscape of HRM in the digital age, offering insights to navigate the complexities and harness the opportunities presented by technological innovation.

**Keywords:** Technology, Human Resource Management (HRM), Trends, Challenges, Artificial Intelligence (AI), Machine Learning, Recruitment, Employee Engagement, Training and Development, Performance Management, Organizational Effectiveness, HRM Software, Cloud-based Solutions, Digital Communication Tools, Data Privacy, Security, Job Displacement, Automation, Upskilling.

## Introduction

In the contemporary landscape of organizational management, the symbiotic relationship between technology and human resource management (HRM) stands as a pivotal axis shaping the dynamics of workplaces worldwide. As technology continues its rapid evolution, it significantly influences how HRM functions, ushering in a plethora of trends and challenges that necessitate scrutiny and adaptation. This review paper delves into the multifaceted impact of technology on HRM, unraveling emerging trends and confronting prevalent challenges.

Technology has infiltrated nearly every aspect of HRM, revolutionizing traditional practices and fostering innovation in recruitment, training, performance management, and employee engagement. The integration of artificial intelligence (AI), data analytics, and digital platforms has streamlined HR processes, enabling organizations to make data-driven decisions, enhance operational efficiency, and optimize employee experiences. Moreover, the proliferation of remote work facilitated by digital connectivity has reshaped workforce dynamics, compelling HRM to adopt flexible policies and novel strategies for talent acquisition and retention.

However, amidst the transformative potential, technology also presents a myriad of challenges for HRM. Issues pertaining to data privacy, cybersecurity, and algorithmic biases pose significant concerns, necessitating vigilant governance and ethical considerations. Furthermore, the digital divide exacerbates disparities in access to opportunities and resources, underscoring the imperative for inclusive and equitable HRM practices. Additionally, the rapid pace of technological advancement demands continuous upskilling and reskilling initiatives to ensure workforce readiness and adaptability.

Against this backdrop, this paper aims to provide a comprehensive exploration of the evolving landscape of HRM in the digital age. By examining key trends and confronting prevalent challenges, it seeks to illuminate the opportunities and complexities inherent in the intersection of technology and human resource management. Through critical analysis and synthesis of existing literature, this review endeavors to offer insights that inform strategic decision-making and foster innovation in HRM practices, thereby empowering organizations to navigate the evolving terrain of the digital era.

## Background of the study

Human resource management (HRM) has undergone a profound transformation in recent years, largely due to the rapid advancements in technology. As businesses navigate the complexities of a globalized economy and a highly competitive marketplace, the role of technology in HRM has become increasingly significant. From recruitment and talent management to training and employee engagement, technology has revolutionized nearly every aspect of HRM practices.

The integration of technology into HRM processes has led to the emergence of new trends and practices, reshaping traditional approaches and creating new challenges for HR professionals. For instance, the rise of artificial intelligence (AI) and machine learning has streamlined recruitment processes by enabling automated resume screening and candidate matching. Similarly, the adoption of cloud-based HRM systems has facilitated remote work arrangements and improved accessibility to HR services.

Furthermore, the proliferation of data analytics tools has empowered HR departments to make more informed decisions based on insights derived from large volumes of employee data. By leveraging predictive analytics, HR professionals can anticipate workforce trends, identify potential retention risks, and develop targeted strategies to enhance employee satisfaction and productivity.

However, along with these advancements come several challenges and concerns. The increasing reliance on technology in HRM raises questions about data privacy, security, and ethical considerations. Additionally, the digital divide among employees, varying levels of technological literacy, and resistance to change pose significant hurdles in the successful implementation of technology-driven HRM initiatives.

Given the dynamic nature of technology and its impact on HRM, it is imperative to examine the current trends, challenges, and implications of technology adoption in HRM practices. This review paper aims to explore the multifaceted relationship between technology and HRM, providing insights into the emerging trends, challenges, and potential implications for organizations and HR professionals in the modern workplace.

## Justification

The research paper titled "The Impact of Technology on Human Resource Management: Trends and Challenges" is of significant importance due to several compelling reasons. Firstly, in the contemporary era, technology has become an integral part of every aspect of business operations, including human resource management (HRM). Understanding the implications of technology on HRM is crucial for organizations to adapt and thrive in the digital age.

Secondly, the rapid advancement of technology has led to profound changes in the HRM landscape. Traditional HRM practices are being revolutionized by the adoption of technologies such as artificial intelligence (AI), data analytics, and automation. Therefore, there is a pressing need to explore and analyze these trends comprehensively to provide insights into their impact on HRM processes and practices.

Moreover, the integration of technology in HRM has both positive and negative implications. On one hand, it offers opportunities for enhancing efficiency, productivity, and decision-making through tools like HRIS (Human Resource Information Systems) and talent management software. On the other hand, it presents challenges related to data privacy, security, and the ethical use of technology in managing human capital.

Furthermore, as organizations increasingly rely on remote work arrangements and virtual collaboration platforms, the role of technology in facilitating HRM functions such as recruitment, training, and performance management becomes even more critical. Understanding the emerging trends and challenges in this context is essential for HR professionals, managers, policymakers, and researchers alike.

This research paper seeks to address a gap in the existing literature by providing a comprehensive analysis of the impact of technology on HRM, including the latest trends and challenges. By shedding light on this topic, it aims to contribute to the body of knowledge in HRM and help stakeholders navigate the complexities of managing human capital in the digital age.

### Objectives of the Study

1. To examine the current trends in technology adoption within human resource management (HRM) practices.
2. To analyze the specific ways in which technology is influencing various aspects of HRM, including recruitment, training, performance management, and employee engagement.
3. To identify the challenges and barriers associated with the integration of technology into HRM processes.
4. To assess the potential benefits and drawbacks of technology-driven HRM initiatives.
5. To explore the implications of technological advancements on the role and skills required of HR professionals.

### Literature Review

In recent years, the integration of technology into various aspects of organizational functioning has brought about significant changes, particularly in the domain of Human Resource Management (HRM). This section reviews the existing literature on the impact of technology on HRM, focusing on emerging trends and associated challenges.

1. **Automation and Efficiency:** One of the most notable impacts of technology on HRM is the automation of routine tasks. As highlighted by Stone (2019), technologies such as artificial intelligence (AI) and machine learning (ML) are increasingly being leveraged to streamline administrative processes, including recruitment, payroll management, and performance evaluation. By automating these tasks, organizations can achieve greater efficiency and allocate HR resources more strategically.

2. **Talent Acquisition and Recruitment:** The advent of digital platforms and online recruitment tools has revolutionized the process of talent acquisition. According to research by Cascio and Aguinis (2019), the use of social media platforms, job portals, and applicant tracking systems (ATS) has expanded the reach of recruiters and enabled them to identify suitable candidates more effectively. Furthermore, AI-powered algorithms are now being employed to analyze resumes, assess candidate suitability, and even conduct initial interviews, thereby expediting the recruitment process.

3. **Employee Engagement and Experience:** Technology has also reshaped the way organizations engage with their employees and enhance their overall experience. As noted by Shuck and Wollard (2019), the proliferation of collaboration tools, communication platforms, and employee feedback systems has facilitated greater interaction and collaboration among team members, regardless of geographical location. Additionally, the emergence of personalized learning platforms and mobile-based training applications has enabled organizations to deliver tailored learning experiences that cater to the individual needs and preferences of employees.

4. **Data Analytics and Decision-Making:** The integration of data analytics tools into HRM practices has empowered organizations to make more data-driven decisions regarding talent management and workforce planning. Research by Marler and Boudreau (2017) underscores the importance of leveraging HR analytics to gain insights into employee performance, identify skill gaps, and forecast future staffing needs. By harnessing the power of big data and predictive analytics, HR professionals can anticipate challenges, optimize resource allocation, and align HR strategies with organizational goals.

5. **Challenges and Ethical Considerations:** Despite the numerous benefits offered by technology in HRM, there are also significant challenges and ethical considerations that must be addressed. For instance, the reliance on algorithms and automated decision-making systems raises concerns about bias, privacy infringement, and job displacement (Martin and Freeman, 2020). Moreover, the rapid pace of technological advancement necessitates ongoing upskilling and reskilling efforts to ensure that employees remain relevant in an increasingly digitalized workplace.

The literature reviewed highlights the transformative impact of technology on various facets of HRM, ranging from recruitment and talent management to employee engagement and data analytics. While technology presents immense opportunities for organizations to enhance HR practices and drive organizational success, it also poses complex challenges that require careful consideration and ethical deliberation.

## Material and Methodology

### Research Design:

The research design for this review paper involves synthesizing current literature on the impact of technology on human resource management (HRM). It encompasses a systematic review of peer-reviewed articles, academic journals, conference proceedings, and reputable online sources. By employing a qualitative approach, this study aims to provide a comprehensive understanding of the trends and challenges associated with the integration of technology in HRM practices.

### Data Collection Methods:

The data collection process primarily relies on electronic databases such as PubMed, Google Scholar, IEEE Xplore, and JSTOR. Keywords including "technology," "human resource management," "HRM," "trends," "challenges," "digital transformation," and "workforce technology" are utilized to retrieve relevant articles. Additionally, manual searches are conducted to ensure inclusivity of all pertinent literature. The inclusion criteria encompass studies published between 2010 and 2024, written in English, and focused on the impact of technology on HRM. Grey literature, industry reports, and white papers are also considered to capture real-world insights and perspectives.

### Inclusion and Exclusion Criteria:

Inclusion criteria:

1. Studies published between 2010 and 2024.
2. Peer-reviewed articles, academic journals, conference proceedings, and reputable online sources.
3. English language publications.
4. Focus on the impact of technology on various aspects of human resource management, including recruitment, training, performance evaluation, employee engagement, and organizational culture.
5. Relevance to current technological advancements and their implications for HRM practices.

Exclusion criteria:

1. Studies published before 2010.
2. Non-English language publications.
3. Literature not directly related to the integration of technology in HRM.
4. Opinion pieces, editorials, and non-peer-reviewed sources.
5. Duplicate studies or articles lacking empirical evidence.

### Ethical Consideration:

Ethical considerations in this research encompass ensuring the confidentiality and anonymity of participants when discussing empirical studies involving human subjects. Additionally, proper citation and acknowledgment of sources are maintained to uphold academic integrity and avoid plagiarism. The review process adheres to ethical guidelines outlined by relevant academic institutions and professional organizations to ensure transparency, objectivity, and credibility in the synthesis of literature.

## Results and Discussion

The research on "The Impact of Technology on Human Resource Management: Trends and Challenges" revealed several key findings indicating the profound influence of technology on HR practices:

1. **Automation and Efficiency Enhancement:** Technology has significantly automated various HR functions, such as recruitment, onboarding, payroll management, and performance evaluation. Automation tools and AI-driven systems have streamlined processes, reduced manual intervention, and improved overall efficiency within HR departments.
2. **Enhanced Candidate Experience:** Technological advancements have transformed the candidate experience during the recruitment process. Online job portals, applicant tracking systems, and video interviews have made the application process more accessible and convenient for candidates. Moreover, technologies like chatbots and virtual assistants have enabled real-time interaction, providing immediate responses to candidate queries.
3. **Data-Driven Decision Making:** The integration of big data analytics and HR technologies has enabled organizations to make data-driven decisions regarding workforce planning, talent management, and employee engagement. Analyzing large datasets has facilitated the identification of trends, patterns, and correlations, empowering HR professionals to devise strategies for talent acquisition, retention, and development.
4. **Remote Work and Virtual Collaboration:** The advent of remote work technologies, especially amidst the COVID-19 pandemic, has revolutionized traditional workplace dynamics. Virtual collaboration tools, such as video conferencing platforms, project management software, and cloud-based HR systems, have facilitated seamless communication and collaboration among geographically dispersed teams. HR departments have adapted to remote work trends by implementing remote onboarding processes, virtual training sessions, and remote employee engagement initiatives.

5. **Privacy and Security Concerns:** Despite the benefits, the increasing reliance on technology in HR management has raised concerns regarding data privacy and cybersecurity. Safeguarding sensitive employee information, complying with data protection regulations, and mitigating cybersecurity risks have become paramount challenges for HR professionals. Ensuring the confidentiality, integrity, and availability of HR data requires robust cybersecurity measures, employee training programs, and compliance with regulatory frameworks like GDPR and CCPA.

6. **Skill Gap and Training Needs:** The rapid pace of technological advancement has created a skill gap among HR professionals, necessitating continuous learning and upskilling initiatives. HR departments must invest in training programs to equip their workforce with the requisite digital skills and competencies to leverage emerging technologies effectively. Additionally, fostering a culture of innovation and adaptability is crucial for embracing technological changes and addressing future challenges in HR management.

Overall, the findings underscore the transformative impact of technology on various aspects of human resource management, highlighting both opportunities and challenges for organizations in the digital era. Embracing technological innovations, while addressing associated concerns, is essential for HR departments to remain competitive, agile, and responsive to evolving workforce dynamics.

### Limitations of the study

1. **Scope Limitation:** The study focuses primarily on the impact of technology on human resource management (HRM) within a broad context. However, due to the vastness of the topic, it may not delve deeply into specific subfields or industries within HRM.

2. **Time Constraints:** The rapidly evolving nature of technology and HRM practices poses a challenge in capturing all current trends and challenges comprehensively. Some emerging technologies or recent developments may not be fully covered due to the time frame of the study.

3. **Data Availability:** Availability and accessibility of relevant data and literature may vary across different regions and languages, potentially leading to biases in the selection of sources and findings. Limited access to proprietary information from organizations may also restrict the depth of analysis.

4. **Generalizability:** The findings of the study may not be universally applicable across all industries, organizational sizes, or geographical locations. Factors such as organizational culture, workforce demographics, and regulatory environments can significantly influence the impact of technology on HRM practices.

5. **Methodological Constraints:** The study relies on existing literature and secondary data sources for analysis, which may be subject to biases, inaccuracies, or outdated information. Additionally, the absence of primary data collection methods, such as surveys or interviews, may limit the depth of insights into specific challenges or trends.

6. **Technological Advancements:** The pace of technological advancements may outstrip the conclusions drawn in the study. New technologies or disruptive innovations could emerge after the completion of the research, rendering some findings obsolete or requiring further investigation.

7. **Human Factors:** While the study primarily focuses on the technological aspects of HRM, it may not fully address the human-centric challenges, such as resistance to change, skill gaps, or ethical concerns, which can significantly influence the adoption and implementation of technology in HRM practices.

8. **Language and Cultural Bias:** The majority of the literature reviewed may be in English, potentially excluding valuable insights from non-English sources. Cultural differences in the perception and adoption of technology in HRM may not be adequately addressed, leading to a partial understanding of global trends and challenges.

### Future Scope

1. **Integration of AI and Machine Learning:** As technology continues to advance, there is a promising future in the integration of artificial intelligence (AI) and machine learning (ML) into human resource management (HRM) practices. Future research could explore how AI and ML algorithms can be utilized to streamline recruitment processes, enhance employee engagement, and predict workforce trends.

2. **Remote Workforce Management:** The COVID-19 pandemic has accelerated the adoption of remote work practices, posing both opportunities and challenges for HRM. Future studies could focus on developing strategies and technologies to effectively manage remote teams, ensuring productivity, collaboration, and employee well-being.

3. **Data Analytics for HR Decision Making:** With the increasing availability of data analytics tools, there is a growing emphasis on data-driven decision making in HRM. Future research could delve into the application of advanced analytics techniques such as predictive analytics and sentiment analysis to optimize HR processes, including talent acquisition, performance management, and employee retention.

4. **Ethical and Legal Implications:** As technology becomes more integrated into HRM practices, there are ethical and legal considerations that need to be addressed. Future research could explore the ethical implications of using technologies such as biometrics, AI-driven hiring algorithms, and employee monitoring systems. Additionally, studies could examine how existing legal frameworks need to evolve to regulate the use of technology in HRM while ensuring privacy and fairness.

**5. Cross-Cultural HRM Challenges:** With globalization, organizations are increasingly operating in diverse cultural environments, presenting unique challenges for HRM. Future research could investigate how technology can be leveraged to facilitate cross-cultural communication, diversity and inclusion initiatives, and cultural competency training for HR professionals.

**6. Upskilling HR Professionals:** As HRM becomes more technology-driven, there is a need to upskill HR professionals to effectively utilize new technologies and tools. Future studies could focus on developing training programs and certifications tailored to HR professionals, covering areas such as data analytics, digital HR platforms, and emerging technologies.

**7. Continuous Monitoring and Adaptation:** Technology is evolving at a rapid pace, and HRM practices must adapt accordingly. Future research could explore strategies for continuous monitoring of technological trends and their implications for HRM, as well as proactive adaptation to ensure that organizations remain competitive in the digital age.

Overall, the future scope of research on the impact of technology on HRM should aim to address emerging trends, anticipate challenges, and provide practical insights for organizations to leverage technology effectively in managing their human capital.

### Conclusion

This paper has shed light on the profound impact of technology on the landscape of human resource management (HRM). Through a meticulous examination of trends and challenges, it becomes evident that technology has become an indispensable tool in reshaping HRM practices across various industries.

The trends highlighted in this paper, including the adoption of HRM software, data analytics, and automation, signify a shift towards more efficient and strategic HRM processes. These technological advancements have facilitated the streamlining of recruitment, training, performance management, and employee engagement, ultimately enhancing organizational productivity and competitiveness.

However, amidst the benefits brought forth by technology, significant challenges have emerged. The integration of new technologies often requires substantial investments in infrastructure, training, and talent acquisition. Moreover, concerns regarding data privacy, security, and the potential for job displacement loom large, necessitating careful consideration and proactive measures by HR professionals and organizational leaders.

Despite these challenges, the overarching message is one of optimism. Technology presents unprecedented opportunities for HRM to evolve and thrive in the digital age. By embracing innovation, staying abreast of emerging trends, and prioritizing ethical and human-centric approaches, HRM can effectively harness the power of technology to drive organizational success and foster a more engaging and inclusive work environment.

In essence, this paper underscores the imperative for HR professionals to embrace technology as a catalyst for transformation, while also recognizing the importance of maintaining a human touch in the increasingly digitized realm of HRM. Only through a balanced and strategic approach can organizations navigate the complexities of the digital era and unlock the full potential of their human capital.

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