

EVOLUTION OF HR TECHNOLOGY PLATFORMS: MEASURING THEIR
IMPACT ON EMPLOYEE ENGAGEMENT AND RETENTION

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Abstract

The paper explores the use of HR technology platforms and their influence on the most crucial employee-related outcomes, especially engagement and retention. The study will attempt to inform about how digital HR solutions can be used to enhance the effectiveness of an organization by evaluating the extent of adoption, the frequency of usage, the HR functions supported, and the views of the employees. The survey design was a quantitative, cross-sectional survey that used 325 employees who worked in different organizational settings. A structured questionnaire with demographic variables and several Likert-scale questions was used to collect data based on dimensions of access to HR services, communication, engagement, learning and development, job satisfaction, organizational investment in HR technology. The adoption patterns were analyzed by using descriptive and inferential statistical methods to measure the perceptions of the employees. Findings indicated that 80 percent of the organizations have implemented HR technology with 40 percent of the organizations reporting daily usage, a strong indication of how the technology has been integrated into normal operations. The functions of HR that were the most supported were recruitment and employee engagement, and training and performance management were also seen to be heavily dependent on technology. Descriptive statistics revealed that the general employee perceptions were positive with high mean scores on access to HR services (M = 4.1), employee experience (M = 4.1) as well as organizational investment in HR technology (M = 4.2). Involvement through tools and intention to stay rated a bit lower (M = 3.8), which points to the possible improvement. This research study helps to expand the existing literature on the topic of digital transformation of human resources management since it offers empirical evidence of how human resources technology platforms are being realised and received in practice. The results not only highlight the importance of technology in improving the experience of employees and organizational performance but also determine functions and areas of additional optimization.

Keywords: HR Technology, Employee Engagement, Retention, Digital HR Platforms, Organizational Performance

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INTRODUCTION

Over the recent years, the role of technology in revamping the human resource management has gained a lot of prominence (Gaur, 2020). Companies are quickly embracing online solutions to make the management of their employees more efficient and to ensure that human capital practices are adapted to organizational objectives (Nayak et al., 2020). Human resource technology solutions, including Human Resource information system, Applicant Tracking system, learning management system, and employee engagement systems, have become the focal point of this revolution (Kossyva et al., 2024). The tools provide the organizations with a chance to make the processes smoother, fewer administrative burdens, and better decisions based on the data-driven information (Malik et al., 2023). Meanwhile, employees have a greater access to HR services, clear procedures and interactive platforms that promote communication and professional growth.

The issue of employee engagement, and retention has become important areas of concern to organizations that are in highly competitive environments. Employees who feel engaged have more output, increased commitment and loyalty to their organizations. Retention, instead, provides stability in the workforce and reduces the turnover costs, recruitment costs and training of new workers (Yamarthi & Balaji, 2024). The conventional HR has been found wanting in terms of retaining engagement and minimizing turnover, especially in fast-changing industries where employee demands are changing at a higher rate (Afshar & Shah, 2025). The combination of HR technology platforms offers new ways of tackling these issues and providing solutions that will appeal to current employees who are concerned about convenience, transparency, and online communication.

More organizations are currently appreciating the importance of HR technology in determining employee experiences. Interaction features like feedback systems, recognition systems, surveys, and career development systems enable the employees to feel more attached and appreciated (Imtiaz et al., 2025). Employees are also empowered through this digital integration because they get an opportunity to serve themselves, access information about them, update records and manage their career development besides not having to depend on the HR staff heavily. This not only enhances the level of employee satisfaction, but also promotes a sense of ownership and responsibility. Besides, open-minded performance management systems that are enhanced by technology make it easier to establish trust between employees and management, which is a critical aspect in enhancing engagement and retention.

Professional development is also directly influenced by the use of HR technology. Employees can improve their skills and competencies by using platforms that provide continuous learning opportunities and training modules (Islam et al., 2025). This is of most concern in the contemporary age of technical innovation and changing work demands whereby workers want to stay competitive and flexible (Hasan et al., 2025). Organizations can develop a growth mindset of their employees by investing in learning-oriented HR technologies, which directly leads to engagement and decreases the chances of turnover (Ahmed et al., 2020). When employees feel that their organization supports their career advancement, chances are good that they will be loyal and help their organization to succeed.

The use of HR technology does not occur without difficulties despite the many advantages it comes with. Cost implications, data security, insufficient training, and resistance to change are some of the issues that may deter successful implementation

(Ahmad & Museera, 2024). The reason is that in certain instances, employees might be overwhelmed by the over-dependence on digital tools as they are seen as impersonal or substituting human interaction (Alim et al., 2025). In order to overcome these fears, organizations should find a compromise between technology and human contact so that digital devices should not threaten to displace important human relationships (Afshar & Shah, 2025). Existence of training programs, articulate communication, and incremental integration can be crucial in removing resistance, as well as maximize the utility of HR platforms.

Organizational culture is also being transformed due to the fast changing nature of HR technology. Companies that embrace digital solutions proactively are an indicator of a progressive outlook, being an innovative and people-centered organization. This is particularly appealing to the young employees who care more about modern workplaces that will seamlessly incorporate technology in their day-to-day activities (Imtiaz et al., 2025). Using digital tools, organizations increase operational efficiency as well as create an employer brand that attracts talent in the market. Focus on technological innovation helps to make the organization attractive to work in, therefore, positively contributing to the recruitment and retention strategies indirectly (Wassell & Bouchard, 2020).

Additionally, real-time data access on HR systems is a good source of information about employee actions, their engagement, and organizational behavioral trends. With the help of such analytics, the management is capable of seeing the possible risks of retention, proactively responding to dissatisfaction, and taking a specific approach to correct the employee experience (Mohan et al., 2024). Organizations may use a holistic perspective of managing the workforce by integrating the findings of quantitative data with those of qualitative feedback with the use of the digital tools (Saxena et al., 2021). This active utilization of information would make the employees feel listened to and appreciated, and they will be committed to the organization.

External influences like the COVID-19 pandemic have also contributed to the global movement towards the digitization of HR practices due to the need to access remote, engage virtually, and find solutions that are flexible (Ahmed et al., 2020). Those organizations that had already invested in HR technology were in a better position to manage the disruptions and keep the remote workers engaged. There has been a dependency on digital tools in such times, which has proven their significance in business continuity and organizational resilience (Lee & Kim, 2023). With the current changes in work place where hybrid and remote models are being adopted, HR technology will be at the heart of workforce management.

On the whole, the HR tech solutions have emerged as a strategic need that organizations wish to create more engagement and retention in the digital era. With the help of the overlay of new technologies into the HR processes, organizations enhance the efficiency and provide meaningful employee experience that fosters trust, satisfaction and loyalty at the same time. This research examines how staff views HR technology, the effect of this technology on engagement and retention. The research using empirical evidence brings a better insight into how organizations can use technology as a force of stability and productivity of workforce.

LITERATURE REVIEW

HR TECHNOLOGY AND ORGANIZATIONAL TRANSFORMATION

Rapid use of HR technology has revolutionized the management of human capital of organizations. HRIS and LMS are examples of platforms that offer centralized data

management, training and performance monitoring systems. The technologies make things easier, fewer mistakes, and better compliance rates so that HR professionals can prioritize strategic opportunities (Jani et al., 2023). The digital Hr tools also aid organizations to align their human capital with the business goals, since they are used to deliver the right information in order to make decisions (Demir et al., 2023). In the competitive nature of the organizations in the dynamic markets, HR technology has been seen to drive agility, efficiency and innovation.

EMPLOYEE ENGAGEMENT IN THE DIGITAL ERA

Employee engagement is an important variable that has been generally recognized to predict productivity, job satisfaction and an organization success. The traditional method used to involve surveys and face-to-face communication, whereas technology has increased the horizons of engagement strategies (Saha & Pandita, 2017). Interactive Hr systems have become trendy with recognition systems, real time feedback and communication that promotes inclusiveness. Such online systems provide the employee with a chance to express his/her opinion, get the necessary recognition and stay in touch with organizational objectives (Ventakesh, 2017). This has seen employees feel important as stakeholders and not mere players.

HR TECHNOLOGY AND EMPLOYEE RETENTION

The retention has remained a significant issue especially in sectors where the turnover expenses are high. The HR technology has led to retention through the following factors; job satisfaction, career progression and trust in the management (Azeez, 2017). Open performance management systems help employees know evaluation criteria and this enhances transparency and minimizes ambiguity and favouritism (Nawaz, 2017). The availability of digital learning opportunities promotes uninterrupted development, which enhances loyalty and minimizes intentions of failing. Furthermore, the HR technology will support proactive communication and problem-solving, so that the issues presented by the employees can be properly addressed (Kaur, 2017). All these contribute to the creation of organizational trust and minimizing the chances of attrition.

CHALLENGES IN HR TECHNOLOGY ADOPTION

Even though it has its benefits, the implementation of HR technology has a number of challenges. Cost is also a major obstacle especially to small and medium sized enterprises who are not in a position to afford high end platforms (Koru et al., 2016). The problem of data privacy and security also influences the question of trust among employees since one might be reluctant to provide personal information online (Baig et al., 2017). Another significant problem is resistance to change since the employees might experience vulnerability due to the new systems that are unknown to them or feel that technology is taking the place of human interaction (Rahman et al., 2016). Organizational management has to practice change management plans, offer enough training and lay stress on the importance of technology as an addition but not a replacement of personal interaction (Yong, & Mohd-Yusoff, 2016). These issues are vital to consider in terms of achieving the most benefits of HR technology on workers.

THE STRATEGIC IMPERATIVE OF HR TECHNOLOGY

HR technology development is no longer an issue of convenience, but of strategic necessity. Companies investing in high-end platform have an upper hand in talent attraction, engagement, and retention (Akhter, 2017). Technology improves the experience of employees through its provision of access, transparency, and inclusiveness. It also makes the organizations modern and innovative, which enhances their employer brand in the

labor market (Harrison & Bazzi, 2017). HR technology can help organizations grow sustainably and have workforce stability by incorporating HR technology in their overall business approaches (Malik et al., 2023). According to this viewpoint, further investment in HR technology is needed as a source of organizational effectiveness.

OBJECTIVES

- To explore the level of HR technology implementation in different organizations and its application in HR activities.
- To examine the influence of HR technology solutions on employee engagement.
- To determine the contribution of HR technology in improving employee retention.
- To determine problems, and opportunities of successful application of HR technology.

PROBLEM STATEMENT

The issue of employee engagement and retention is still acute in any organization across the globe. The methods of traditional HR do not always satisfy the demands of a contemporary population, which appreciates digital communication, openness, and career mobility. The increased combination of HR technology systems has provided novel channels of enhancing accessibility, communication, and employee satisfaction. Nevertheless, the real effect of such platforms on engagement and retention is not clearly understood especially in the settings where there are differences in digital adoption among organizations. Furthermore, such problems like the cost, data privacy, and change resistance are serious obstacles. The question of the perception of HR technology by employees and its impact on their commitment and loyalty is crucial to the organization that wants to maximize the management of the workforce and ensure its efficiency over a long period.

METHODOLOGY

This study employed a quantitative, cross-sectional survey design to examine the adoption and impact of HR technology platforms on employee engagement and retention. A structured, close-ended questionnaire was developed, incorporating both demographic items and research variables measured on a five-point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (5).

The population was targeted at the employees of various organizations of different levels of jobs and tenure. The sample size of 325 subjects was derived through non-probability sampling method in order to have representation of different demographic groups. By doing so, the views of both entry-level and executive employees could be included in the study and offer a full picture of the usage of HR technology.

The survey tool assessed a number of dimensions, such as access to HR services, communication, engagement through digital tools, learning and development opportunities, job satisfaction, stay intentions, concern addressing, transparency and trust, employee experience, and HR technology investment of an organization. The instrument was checked in terms of expert consultation and pilot tested in terms of clarity and face validity. Internal reliability was ensured by finding the Cronbach alpha values of every scale, which ensured the consistency between items.

The data were gathered electronically, filtered on the basis of their completeness and only the fully usable data were considered in the analysis. To summarize the results of the adoption rates, usage frequency, and perceptions of HR technology, descriptive statistics, including frequencies, percentages, means, medians, and modes were calculated. Inferential statistical tests such as chi-square tests and regression analysis were taken into

consideration where the need arose in order to establish the relationship between variables and to test the hypotheses of the study.

The considerations of ethics were taken during the research process. The involvement was voluntary and informed consent was taken and respondents were assured of confidentiality and anonymity. The reporting of data was done in aggregate mode to eliminate individual identification. Study limitations were that it depends on self reported data which can be biased and use of non-probability sampling which can have an effect on generalizability of results.

RESULTS

Results section of a research article summarizes the most important findings of the study in a clear and objective way, and in a systematic manner (Sadia, 2020). It presents data they analyzed in an uninterpreted form with the use of tables, figures, and descriptive statistics which show trends, patterns, or relationship. In this section, the research questions are responded to literally by demonstrating what they found out using the methodology adopted.

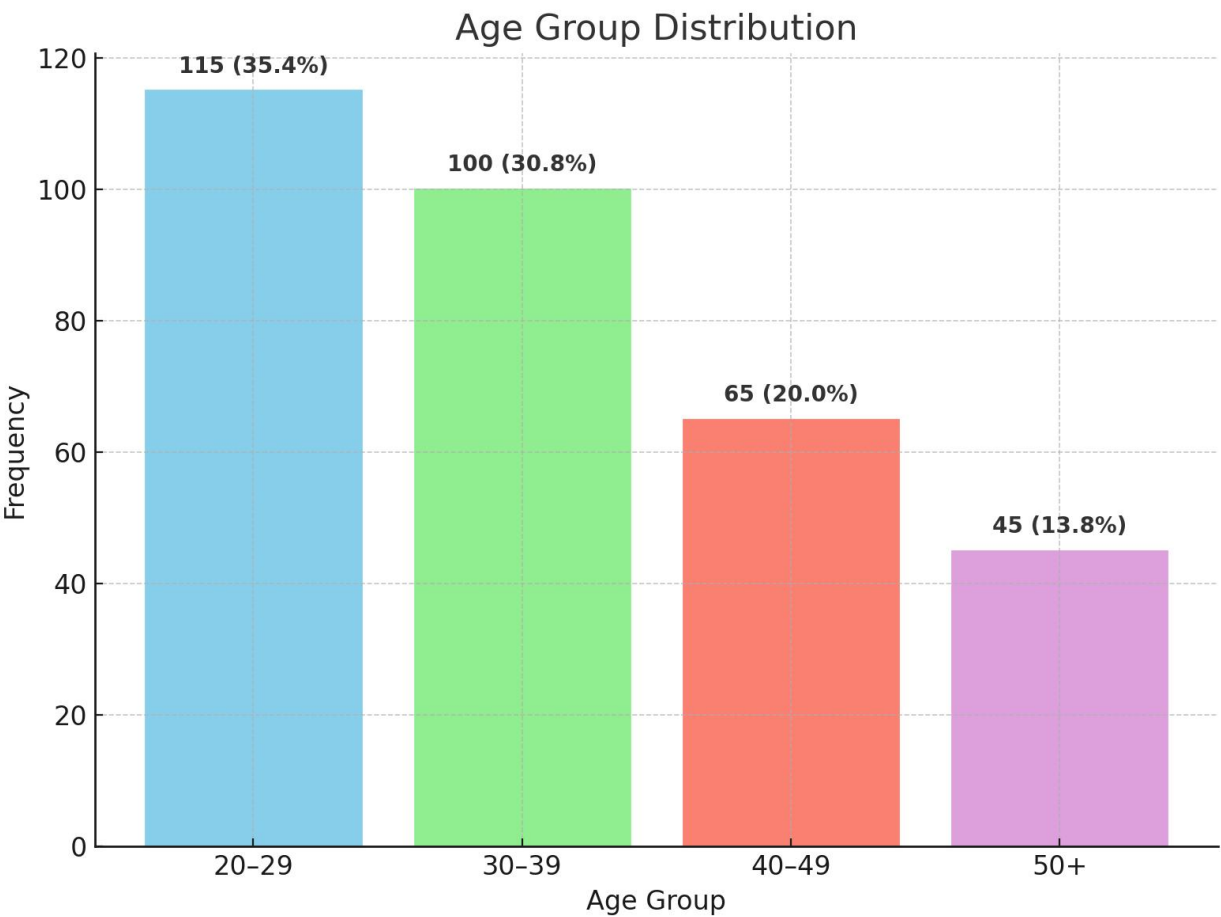


FIGURE NO. 1 AGE GROUP OF THE RESPONDENTS

The bar chart shows the distribution of the respondents based on the age groups with the majority having a respondent in the younger demographics sections. In particular, the majority of 20 -29-year-olds (35.4%, n = 115) and the next largest proportion of 30-39-year-olds (30.8%, n = 100) are represented. The combination of the two groups means that over two-thirds of the entire sample falls under the younger adults category, which places the power of of the younger adults in the study. On the contrary, the 40-49 age range forms 20% (n = 65), and the highest representation is the respondents of 50 and above (13.8% n =

45). Recent findings indicate that younger and middle-aged adults are more actively involved in the considered context, so they must be a major focus of digital marketing strategies, and older age groups are relatively underrepresented.

Gender Distribution (n = 325)

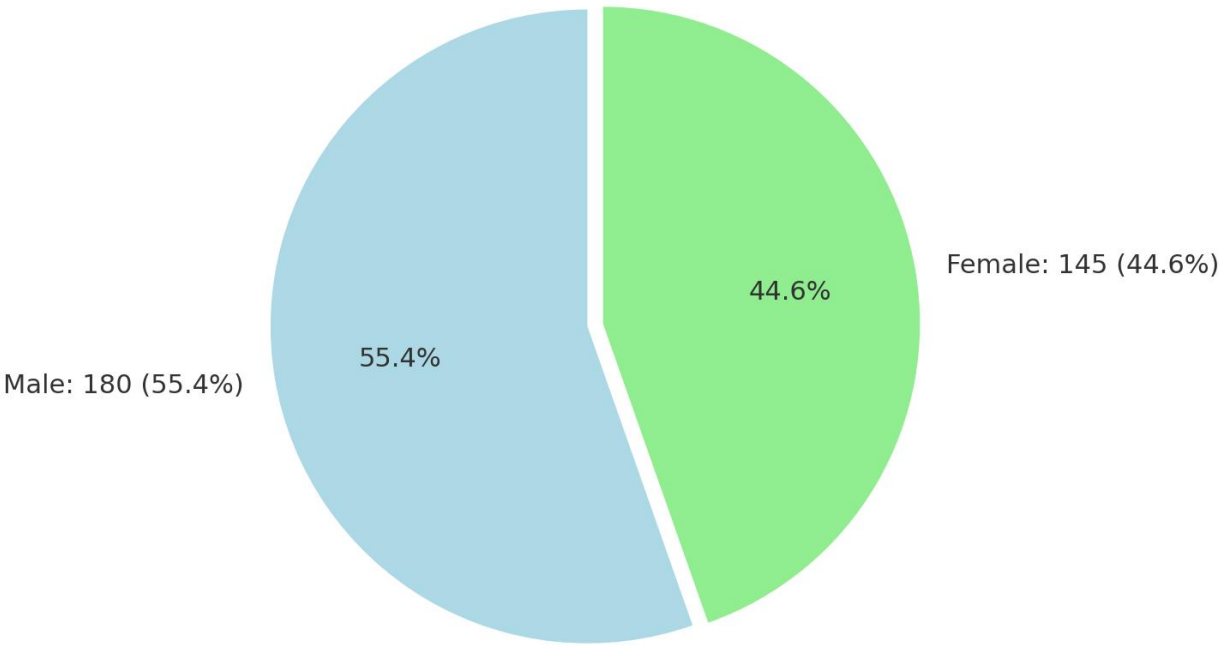


FIGURE NO. 2 GENDER DISTRIBUTION OF THE RESPONDENTS

The gender distribution of the respondents was relatively balanced (n = 325) with males (n = 180, 55.4) and females (n = 145, 44.6). This distribution indicates an ideal degree of involvement of both sexes and reduces the chances of bias and, therefore, makes sure that the results represent different views. Though there are a little more male respondents than females, the gap is not so high, so it is possible to conclude that both groups discuss the issue of artificial intelligence and cybersecurity actively. This type of representation will increase the validity and inclusiveness of the research because a larger range of the demographic population will be considered.

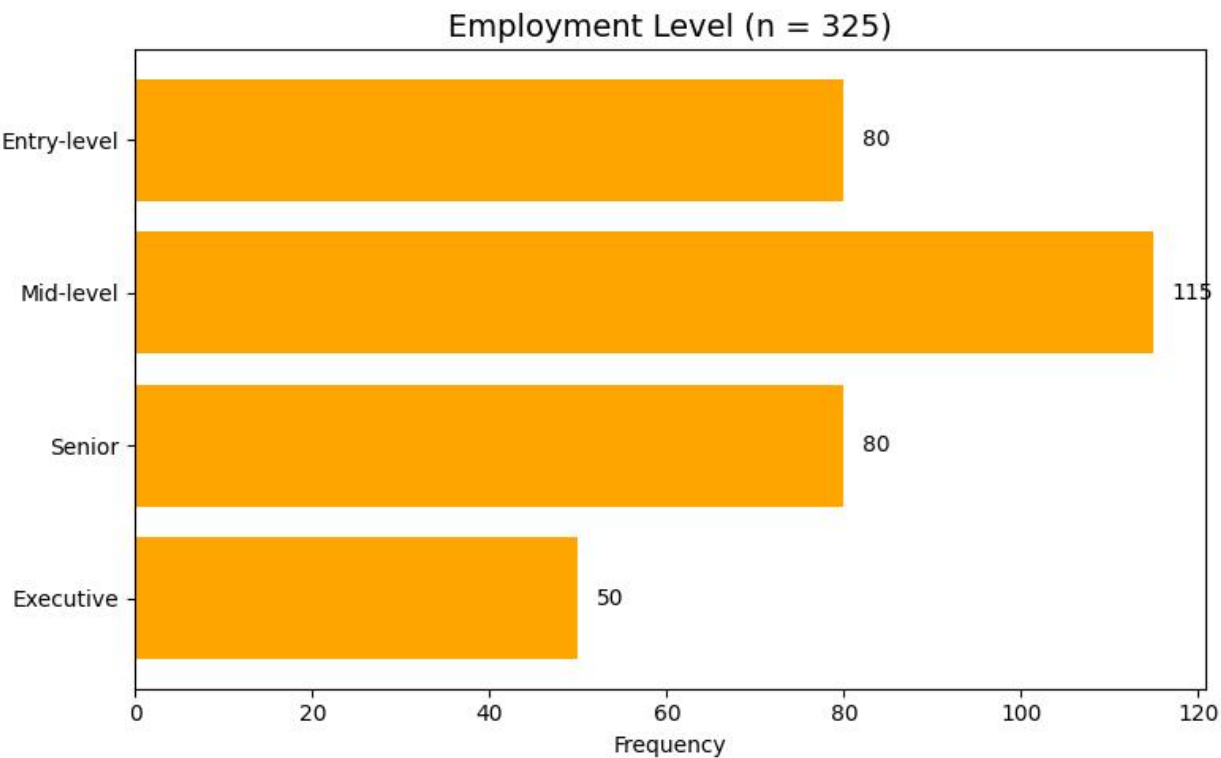


FIGURE NO. 3 EMPLOYMENT LEVEL OF THE RESPONDENTS

The distribution of respondents by the level of employment (n = 325) gives an equal representation of the participants in the various levels of the organization with the highest number of 115 being mid-level employees (35.4%). There are equal levels in entry-level and senior-level positions, as each of them has 80 respondents (24.6%), indicating that a significant number of people at the beginning and the end of their career are involved. The top-level staff constitutes the least group of 50 employees (15.4%), which is a rather limited number of such positions in organizational frameworks. Generally, the sample in terms of distribution is a wide representation of a workforce with a high concentration of the middle-level professionals who tend to form the operating engine of the organization still incorporating the viewpoints of both the lower and higher levels of leadership.

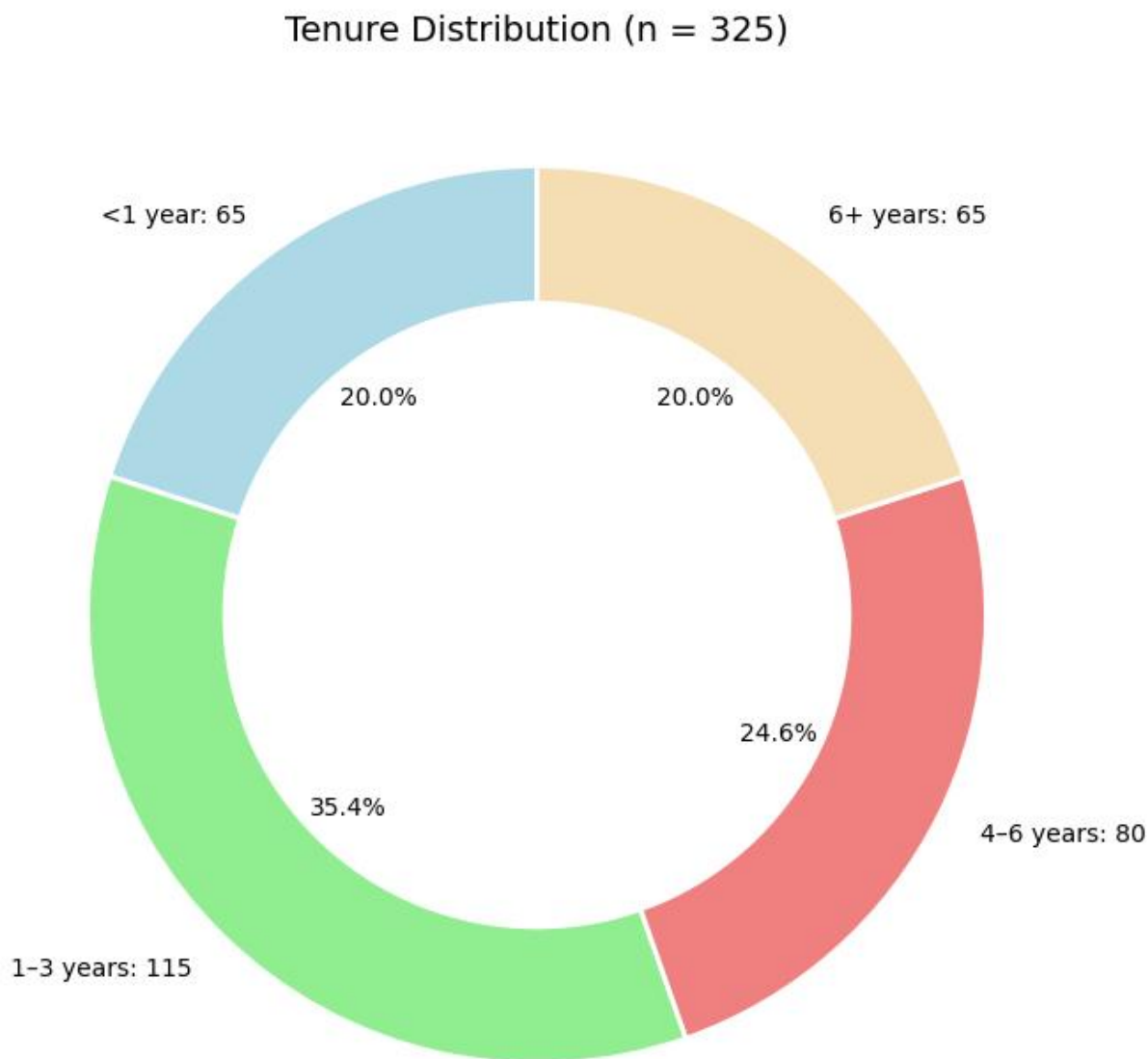


FIGURE NO. 4 TENURE DISTRIBUTION OF THE RESPONDENTS

The tenure distribution of the respondents (n = 325) shows that the respondents are well spread in terms of levels of experience. The largest group will be those who have 1-3 years of service, which consist of 115 respondents (35.4%), which implies that the proportion of these participants is quite significant, and they have developed some familiarity with the organization. This is then followed by the 4-6 years of tenure, which is equivalent to 80 respondents (24.6%), which represents a significant number of the respondents with mid-range experience. The number of respondents in both the <1 year and the 6+ years categories is equal (65 and 65 respectively), which shows the even distribution of newcomers and seasoned employees. This distribution implies that the sample will represent a variety of opinions, including fresh entrants, more or less experienced staff, and aged employees who have extensive organizational knowledge.

TABLE 1. HR TECHNOLOGY ADOPTION (N = 325)

Response	Frequency	Percentage (%)
Yes	260	80.0
No	65	20.0

Table 1 shows that the available HR technology is highly adopted in organizations surveyed with 80% (n = 260) reporting to use it. This implies that most companies have realized the need to embrace technological remedies in their HR practices in order to maximize efficiency and effectiveness. Conversely, 2 out of 5 (n = 65) said they did not implement HR technology, representing a comparatively small proportion that can be troubled by a lack of resources, insufficient knowledge, change resistance. All in all, the information shows that there is a powerful tendency towards digital transformation in HR management.

TABLE 2. FREQUENCY OF USE (N = 325)

Frequency	Frequency	Percentage (%)
Daily	130	40.0
Weekly	100	30.8
Monthly	65	20.0
Rarely	30	9.2

Table 2 reveals that there are different trends in the prevalence of HR technology use by organizations. The highest percentage, 40% (n = 130), was 'daily usage' meaning that in a lot of companies, HR technology is the part of daily functioning. The use frequency of 30.8 per week (n = 100) was also substantial indicating regularly used but not intensive usage. The application was more periodic or task oriented with monthly usage taking 20% (n = 65). Only a small minority, 9.2% (n = 30), indicated that they rarely used them, indicating that they were not well integrated in their processes. On the whole, the results reveal that the vast majority of organizations utilize the HR technology regularly, and there is also a significant tendency to use it in the daily operation.

TABLE 3. HR FUNCTION MOST SUPPORTED (N = 325)

Function	Frequency	Percentage (%)
Recruitment	70	21.5
Training	65	20.0
Performance	65	20.0
Engagement	70	21.5
Retention	55	16.9

Table 3 indicates that the HR technology is used in various functional areas, but recruitment and employee engagement are the most supported with 21.5% each (n = 70). The next two were training and performance management with 20 per cent (n = 65) indicating that they are equally important in the harnessing of technology to improve employee performance and development. Although retention is a little less at 16.9% (n = 55), it is an important field of application. These results imply that companies place technology on their priority list to improve talent recruitment and engagement of employees, as well as acknowledge its worth in the area of development, performance appraisal, and retention of employees.



TABLE 4. DESCRIPTIVE STATISTICS (N = 325)

Item	Mean	Median	Mode
Access to HR services	4.1	4	4
Communication	3.9	4	4
Engagement via tools	3.8	4	4
Learning & development	4.0	4	4
Job satisfaction	3.9	4	4
Stay intentions	3.8	4	4
Address concerns	3.9	4	4
Trust via transparency	4.0	4	4
Employee experience	4.1	4	4
Investment in HR tech	4.2	4	5

Table 4 contains the descriptive statistics of the employee perception of HR technology. The central tendency of the mean scores (between 3.8 and 4.2) is an indication of generally positive answer to all the dimensions. HR services (M = 4.1) and employee experience (M = 4.1) were rated highly which portrays a high level of satisfaction with the service availability and the overall work experience. The means score was the most significant in the category of investment in HR technology (M = 4.2), which can be explained by the fact that the staff members find organizational commitment to digital solutions to have an especially strong effect. Scores were similar in communication (M = 3.9), job satisfaction (M = 3.9), and concern resolution (M = 3.9) and somewhat lower in engagement through the tool and stay intentions (M = 3.8), which suggests where improvements can be made. The similarity of the median and mode of answers (4) in the majority of questions supports the consistency of the answers, which means that there was overall positive agreement on the use of HR technology to improve employee performance.

DISCUSSION

The results of the research point to the increasing importance of HR technology solutions in determining the engagement and retention of employees in organizations. The demographic pattern presents a fairly young and middle-aged labor force, most of whom are 2039 years old and are mainly found in the middle-level work. This piece of writing implies that the sample represents both digitally flexible and highly influenced employees on the postures of organizational policies on the adoption of technology.

The fact that 80 per cent of organizations adopt HR technology shows that majority of organizations have adopted digital solutions in Hr practices. The repetitive use frequency (70.8% per day and week) is also supportive in terms of the fact that technology is integrated into everyday HR practices. Surprisingly, recruitment and employee engagement were the most endorsed HR functions, slightly higher than training and performance management. This result is in line with the worldwide HR tendencies, where technology has frequently been used to simplify the talent acquisition procedure and improves employee interconnection via engagement tools.

The descriptive statistics of the Likert scale questions indicate that there is a general positive attitude of employees towards HR technology. The observed means averaged

between 3.8-4.2 suggest a uniformity in the responses of most of the essential dimensions of accessibility of HR services, improvement in communication, continuous learning opportunities, and transparent performance management systems. It is important to note that the mean of investment in HR technology (4.2) was the highest, which suggests that the employees are highly in favor of technological development in HR. Likewise, the satisfaction with HR services and employee experience were also rated high (4.1) and it can be concluded that the employees appreciate the convenience and inclusiveness of digital HR services.

The results of employee engagement were also impressive. The respondents concurred with the fact that interactive human resource systems including recognition systems and feedback systems made them feel more engaged. This is consistent with the literature which highlights that digital HR solutions enable the two-way communication channel and give a feeling of inclusion in the decision making process of an organization. Moreover, the possibility of lifelong learning on HR platforms has obtained positive scores, which can be explained by the significance of technology in terms of developing skills and advancing careers.

Encouraging results were also noted on retention-related measures. Positive ratings (means of about 3.83.9) were obtained on job satisfaction and lessened turnover intentions, which indicates that the staff are inclined to perceive HR technology as an element that helps to make the workplace stable. Clear performance management frameworks were seen as developing confidence (mean = 4.0), which is a very important factor in determination of employee loyalty. These results confirm the perception that HR technology can serve as a retention tool by helping to resolve the problems of employees and promote the trust in the organization.

Generally speaking, these findings highlight the fact that the HR technology is changing the experiences of employees in a positive way. Although recruitment and engagement are the major functions that have been supported, employees are convinced that additional investments would be more beneficial in the retention, satisfaction, and trust-building. Therefore, the adoption of sophisticated HR systems is not only the technological update but the strategic necessity to promote the workforce security and organizational performance.

CONCLUSION AND RECOMMENDATIONS

The results of the paper confirm that HR technology platforms are crucial to employee engagement and retention in contemporary organizations. It was found that the overall perception of digital HR tools among employees is positive, as they also recognize their positive impact in the areas of accessibility, communication, professional growth, and clear performance management. Majority of the respondents said that the use of HR technology improved their working experiences and led to increased satisfaction, engagement, and loyalty. Such observations underscore the revolutionary aspect of the HR platforms in establishing meaningful relationships between the employees and the management.

Interactive features like recognition systems, surveys and feedback mechanisms were especially used to improve employee engagement. These tools empowered the employees as they have provided them with a voice and inclusiveness in organizational processes. Opportunities of continuous learning offered by HR platforms also contributed to the engagement, with employees considering them as an investment in their professional development. Participation was thus not confined to communication but also

on career growth, appreciation and participation in decision making. All these dimensions strengthened employee commitment and satisfaction.

The positive impact of HR technology was also observed in retention-related outcomes. Respondents admitted that open-performance management systems facilitated trust in organizational procedures, whereas online mechanisms of handling grievances abated turnover intentions. One of the key predictors of retention is job satisfaction which was always increased by the presence of HR technology. The employees stood higher chances staying with the organizations that invested in platforms that enhanced fairness, growth, and transparency. This alone shows that HR technology is not just an enabler of operational efficiency but is also a strategic management instrument of workforce stability. Although there were positive findings, the study takes into account possible challenges. Issues with the privacy of data, change resistance and excessive dependence on digital tools should be discussed. The adoption of technology should be balanced in organizations so that it does not supersede human interaction. Resistance can be reduced through regular training, effective communication, and gradual integration to enable acceptance. In addition, employers must also come up with clear rules to protect the information of employees and establish confidence in the utilization of digital systems.

On the findings of such insights, it is advisable that organizations remain an investor in HR technology as a strategic move. They should focus on platforms that facilitate engagement, learning and open performance management. There should be also an attempt to match the technological use with the organizational culture and make sure that digital tools are used in a manner that supports personal communications and builds trust. Through a balanced employee-focused approach, organizations can leverage the power of HR technology to its maximum to achieve greater engagement, retention, and organizational success in the long run.

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