



Electronic Human Resource Management (E-HRM): A Systematic Review Of Benefits, Challenges, And Future Research Directions

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ABSTRACT

This study aims to systematically review the development, benefits, challenges, and future research directions in the implementation of Electronic Human Resource Management (e-HRM) in the era of digital transformation. Employing a Systematic Literature Review (SLR) approach guided by PRISMA and bibliometric analysis using VOSviewer and Biblioshiny, the study analyzed 15 empirical articles published between 2019 and 2025 that are indexed in Scopus. The network visualization results reveal that e-HRM serves as a central theme closely linked to issues such as Artificial Intelligence, digital ethics, technostress, corporate sustainability, and organizational performance. The density visualization analysis shows that researchers have extensively explored e-HRM and organizational performance, yet areas such as technostress, digital ethics, and corporate sustainability still represent potential research gaps. Overall, the findings reveal that implementing e-HRM enhances HR process efficiency, enables data-driven decision-making, improves employee experience, and supports organizational sustainability.. Nevertheless, the study also identifies several challenges, such as high implementation costs, resistance to digital transformation, data security and privacy risks, and the emergence of technostress among employees. Based on the review results, future studies should focus on integrating Artificial Intelligence (AI) and machine learning into e-HRM, examining ethical considerations in algorithmic decision-making, and exploring the cross-cultural adaptability of e-HRM systems.

INTRODUCTION

Information technology continues to evolve through the continuous emergence of new technological innovations, constantly replacing existing technologies (Buhalis, D., Harwood, T., Bogicevic, V., Viglia, G., Beldona, S., & Hofacker 2019). Current disruptive technologies include Artificial Intelligence, Robotics, the Internet of Things (IoT), Autonomous Vehicles, 3D Printing, Nanotechnology, Biotechnology, Material Science, Energy Storage, and Quantum Computing (Priyashantha, De Alwis, and Welmilla 2024). These technological innovations serve as powerful driving forces that significantly influence business activities and transform the way organizations conduct their operations. Practitioners believe that technological innovation can impact billions of consumers, millions of workers, and trillions of economic activities across various industries.

Technological innovations have increasingly been integrated into various organizational concepts. Human Resource Management (HRM) professionals apply disruptive technologies within the HRM domain (Priyashantha et al. 2024). Scholars also refer to these technologies as Electronic Human Resource Management (E-HRM)(Johnson, Stone, and Lukaszewski 2020) and Digital HRM (O'Brien et al. 2025). These innovations utilize key technologies such as social media, cloud computing, big data and analytics, mobile technology, and the Internet of Things (IoT) (Sahoo and Mishra 2023).

Human Resource Management (HRM) represents a strategic and integrated approach to managing an organization's human capital (Shamaileh et al. 2022) and contributes to enhancing organizational performance. When technological innovations integrate with HRM practices, their strategic relevance in improving corporate performance increases significantly (Etkaidek, Mkheimer, and Soufan 2023). Such technologies transform the entire HRM landscape (Strohmeier 2020). For instance, organizations now use social media platforms for employee recruitment and selection. This innovation facilitates job vacancy announcements, skill assessments, and candidate profile screening. Furthermore, social media plays a critical role in supporting internal communication, team collaboration, training, learning, and employee development.

Organizations also use Big Data and data analytics to track job seekers during the recruitment process, monitor employees for various purposes, evaluate employee performance, and model career paths. These technologies further enable organizations to predict employee satisfaction levels, engagement patterns, and learning and development progress (Johnson et al. 2020). Additionally, Big Data and analytics facilitate succession planning as well as employee health, safety, and well-being initiatives.

Cloud-based technologies provide greater automation across nearly all HRM activities through human resource management software systems. The Internet of Things (IoT) supports employee tracking, performance management, health and safety monitoring, well-being programs, and job design. Mobile technologies complement all these functions by supporting the integration of social media, Big Data and analytics, cloud computing, and IoT within HRM practices (Priyashantha et al. 2024).

LITERATURE REVIEW

The Concept of Electronic Human Resource Management (E-HRM)

Electronic Human Resource Management (E-HRM) represents a new approach to managing human resources that leverages internet or intranet technologies to facilitate various HR processes, including recruitment, selection, training, performance management, compensation, and workforce planning (Johnson, Stone and Lukaszewski, 2020). Technology has fundamentally transformed human resource practices, where employees interact with and are influenced by Human Resource Information Systems (HRIS) from recruitment through retirement. HRIS itself is used to acquire, store, manipulate, analyze, retrieve, and distribute

information regarding an organization's human resources (Alkhodary, 2021). The growing use of HRIS has provided HR departments with data that enable them to transform HR policies and practices. Examples of E-HRM applications include web-based recruitment, online testing, e-learning, and electronic compensation. Research shows that E-HRM can improve organizational HR outcomes, leading many large organizations to adopt artificial intelligence to enhance decision-making and communication.

The Role of Artificial Intelligence in E-HRM

Artificial Intelligence (AI) refers to a group of technologies designed to replicate human cognitive processes. AI systems were originally developed to mimic human cognitive decision-making and to support or solve structured problems. The Society for Human Resource Management (SHRM) has identified AI as one of the top technological trends and key drivers of the future of HRM (Johnson, Stone and Lukaszewski, 2020) AI enhances three key functional areas within E-HRM (Sahoo, 2023). First, AI improves business process automation by embedding cognitive capabilities into software, allowing algorithms to make and implement decisions with minimal human intervention. NASA, for instance, found that using AI-enhanced HR processes enabled them to complete 86% of HR tasks without human involvement. Second, AI provides cognitive insights that support decision-making by using algorithms and machine learning to interpret large datasets, identify hidden patterns, and generate actionable insights that organizations might not detect otherwise. Many organizations already use AI to predict customer behavior, detect fraud, and design personalized advertising. Third, through intelligent agents and chatbots, AI facilitates cognitive engagement, which is the form of AI most closely aligned with Turing's theory. Chatbots and intelligent agents aim to extract and share knowledge from databases and deliver it to individuals through natural, human-like social interactions. One major reason for implementing chatbots in organizations is to manage the growing volume of information requests from applicants, employees, and customers.

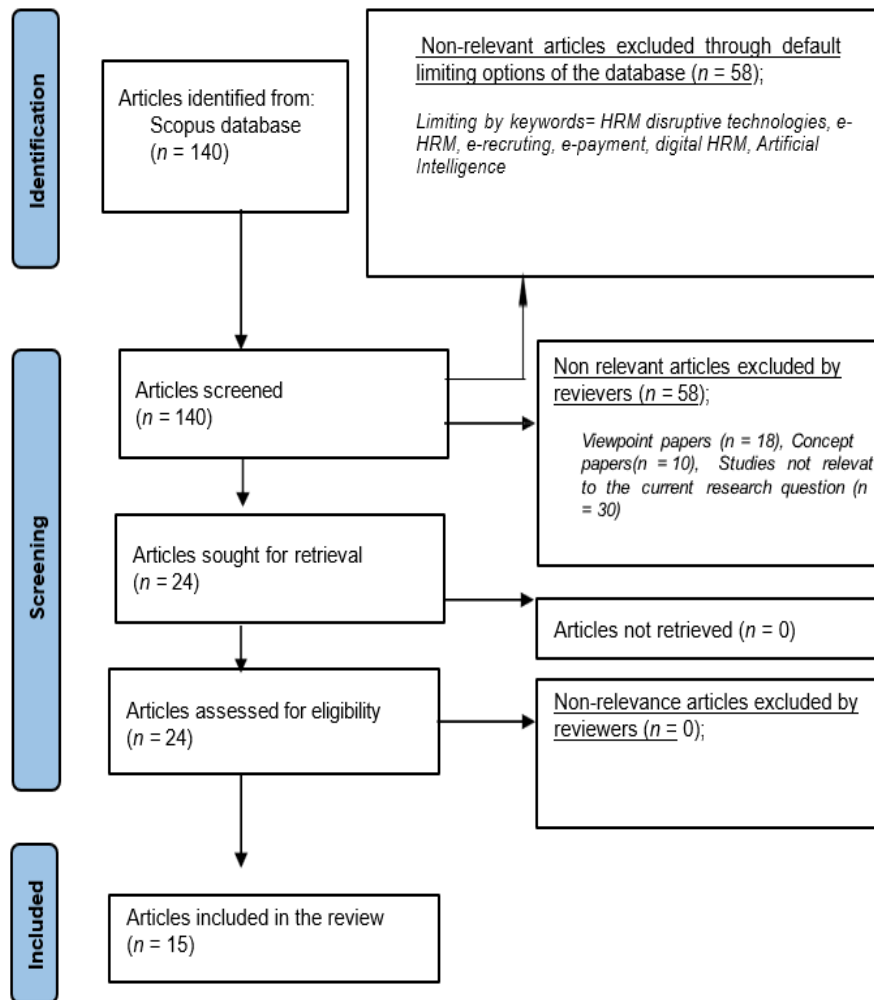
METHODS

This study employs the Systematic Literature Review (SLR) method, utilizing the PRISMA diagram and bibliometric analysis as the primary approaches. The first analytical method applied is bibliometric analysis, conducted using VOSviewer. This method represents a mathematical technique used to examine scientific research activities (Paule-Vianez, Gómez-Martínez, and Prado-Román 2020). Among the most common units of analysis in bibliometric networks are keywords, as they reflect the core content of an article. Researchers can establish based on the co-occurrence of keywords within a publication (Aparicio, Iturralde, and Maseda 2019)

VOSviewer visualizes these relationships through a map called the "keyword co-occurrence network visualization." The software uses colors to represent clusters in which specific nodes belong, thereby allowing each cluster to illustrate a general thematic area. Because one of the objectives of this study is to identify the current empirical knowledge on e-HRM, the co-occurrence analysis is applied. In addition, the study employs density visualization, derived from the keyword co-occurrence analysis, to identify areas that remain underexplored in empirical research on HRM technologies.

The second method concerns the article selection procedure, where this study follows the PRISMA article selection steps, commonly known as the PRISMA flow diagram, which encompasses the stages of identification, screening, and inclusion (Moher et al., 2009). The process follows the sequence outlined below:

Figure 1. PRISMA article selection flow diagram



The inclusion criteria for article screening comprised empirical studies published in English between 2019 and 2025. The authors selected recent empirical journal articles because scholars recommend this type of study for use in Systematic Literature Reviews (SLR) (Denyer and Tranfield 2009). They then retrieved the full versions of the screened articles for the next stage, namely the eligibility assessment, which they conducted manually. The eligibility assessment was conducted manually by the authors. In this process, the authors evaluated the methodological quality by establishing a minimum eligibility threshold. They included articles that met the threshold and excluded those that did not (Andreini and Bettinelli 2017)

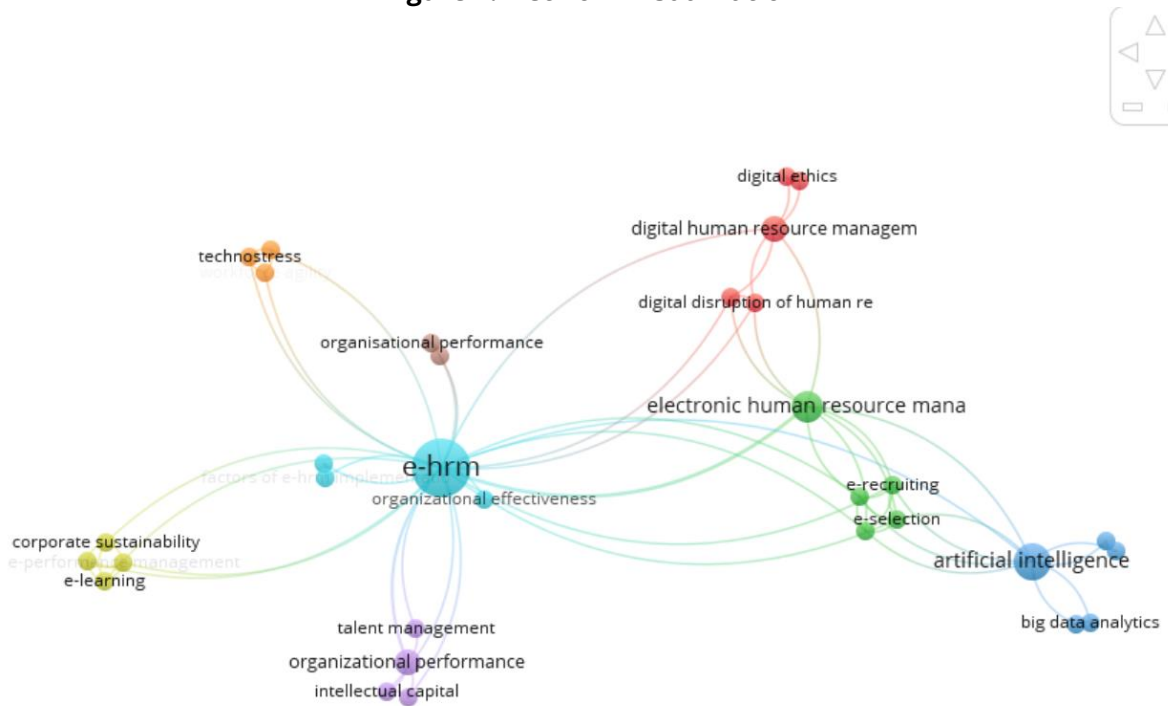
RESULTS

Defining a topic

The first analysis used VOSviewer to map research topics related to electronic human resource management and other themes needing further investigation. The network visualization and density visualization outputs illustrate the interrelationships and potential research opportunities within the field of electronic human resource management.

Network visualization

Figure 2. Network Visualization



The VOSviewer output maps the relationships among keywords in the field of e-HRM into color-coded clusters. The proximity of positions indicates thematic similarity, the size of the nodes represents their weight or frequency of occurrence, and the thickness of the connecting lines signifies the strength of relationships between keywords. The total link strength value of a node reflects the overall degree of its connection with other nodes within the network.

Table 1. Keywords Categorised into Clusters

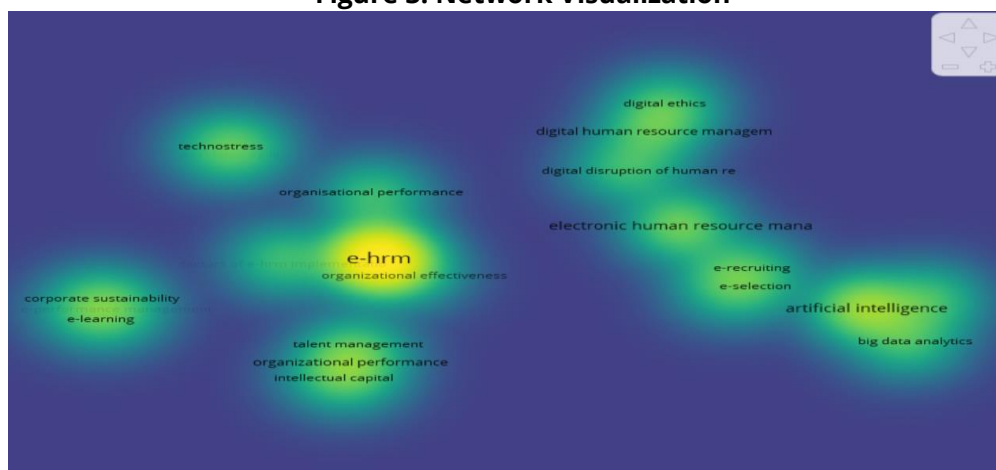
Cluster	Common Theme	Item
1	Digital disruption of HR	Digital ethics, digital HR, digital technology, technological integration
2	e-recruiting	e-selection, eHRM
3	Artificial intelligence	Big data analysis, Virtual HRM, technology disruption, HRM 4.0
4	Corporate sustainability	e-learning, e-recruitment, e-performance management
5	Intellectual capital	Organizational performance, performance pay, talent management
6	e-HRM	Organisational support, organisational effectiveness
7	Technostress	Work engagement, workforce agility
9	Organisational performance	Organisational trust

The node "e-HRM" is positioned at the center and serves as a bridge between several major clusters, indicating its role as a thematic hub that connects issues related to AI, digital HRM/ethics, technostress, sustainability, and organizational capability/performance. On the

right, the blue cluster themed around "artificial intelligence" and "big data analytics" is closely linked to "e-recruiting" and "e-selection," reflecting a strong focus on the application of AI and analytics in e-HRM-based recruitment and selection processes. In the upper right, the red cluster encompassing "digital human resource management," "digital ethics," and "digital disruption" is closely connected to the "e-HRM"/"electronic human resource management" node, emphasizing governance and ethical issues in digital HR transformation. In the upper left, the orange cluster labeled "technostress" is associated with "organizational performance," indicating concern over the impact of technological burden on performance within the e-HRM context. In the lower left, the yellow cluster containing "corporate sustainability" and "e-learning" suggests a linkage between digital training and corporate sustainability agendas. Finally, at the bottom, the purple cluster composed of "talent management," "intellectual capital," and "organizational performance" highlights the connection between e-HRM, capability development, and organizational performance outcomes.

Density visualization

Figure 3. Network Visualization



The density visualization in VOSviewer illustrates the "hotspots" of item density, where blue indicates low density, green represents medium density, and yellow signifies the highest density. The color intensity is influenced by the number of items surrounding a point and the weight assigned to each item. In the attached map, the area around the keyword e-HRM appears as the primary hotspot (bright yellow). At the same time, AI/big data, digital HRM/ethics, technostress, and sustainability emerge as secondary hotspots with moderate intensity. The results of the VOSviewer density visualization reveal that the keyword e-HRM occupies the central position in bright yellow, indicating that this topic is the primary focus and most frequently occurring theme in the literature. Closely related terms such as organizational Effectiveness, organizational performance, and talent management are located within yellowish-green areas, indicating that substantial research has been conducted on the implementation of e-HRM and its impact on organizational performance and Effectiveness. Additionally, keywords such as artificial intelligence, big data analytics, and electronic human resource management also display relatively high density, suggesting that these themes are rapidly developing and constitute part of the primary trend in human resource digitalization.

Article classification

The next step is to tabulate the selected articles based on the author's name, title, journal name, and year of publication. This classification facilitates the identification of data that support the theories and concepts discussed in the literature review. The development of e-HRM studies

has been published in leading international journals over the past five years. The following table summarizes the articles selected by the researcher:

Table 1. Article Classification

Journal	Rank	Country	Author	Year
Journal of service management	Scopus Q1	USA	(Buhalis, D., Harwood, T., Bogicevic, V., Viglia, G., Beldona, S., & Hofacker 2019)	2019
Supply Chain Management	Scopus Q1	German	(Liboni et al. 2019)	2019
Management Research Review	Scopus Q1	Pakistan	(Iqbal, Ahmad, and Allen 2019)	2019
German Journal of Human Resource Management	Scopus Q1	Germany	(Strohmeier 2020)	2020
Lecture Notes in Information Systems and Organisation	Scopus Q4	Italia	(Lazazzara, Torre, and Nacamulli 2020)	2020
Journal of Tourism Futures	Scopus Q1	USA	(Johnson et al. 2020)	2020
<i>CMS Journal of Indian Management</i>	Scopus Q4	India	(Rathee and Bhuntel 2021)	2021
International Journal of Entrepreneurship	Scopus Q3	Jordan	(Alkhodary 2021)	2021
International Journal of Data and Network Science	Scopus Q2	Jordania	(Shamaileh et al. 2022)	2022
Lecture Notes in Information Systems and Organisation	Scopus Q4	Not Specified	(Sarti, Torre, and Za 2024)	2024
Psychological Studies	Scopus Q2	India	(Aggarwal and Stanley 2024)	2024
European Journal of Management and Business Economics	Scopus Q2	Not specified	(Priyashantha et al. 2024)	2024
Journal of the Knowledge Economy	Scopus Q2	Malaysia	(Mateen et al. 2025)	2025
Heliyon	Scopus Q1	Ethiopia	(Shiferaw and Birbirs 2025)	2025
International Journal of Organization Theory & Behavior	Scopus Q2	Dubai	(Sposato, Dittmar, and Vargas Portillo 2025)	2025

The table above presents the results of a Systematic Literature Review (SLR) that maps various empirical studies related to disruptive Human Resource Management (HRM) technologies based on journal, ranking, country of origin, author, and year of publication. Overall, the findings indicate that academic attention toward this topic has steadily increased over the years, particularly from 2019 to 2025, with contributions coming from diverse countries and journals of varying ranks. In terms of journal rankings, most articles were published in high-reputation journals (Scopus Q1 and Q2), such as the Journal of Service Management, Supply Chain Management, German Journal of Human Resource Management, and Heliyon. Meanwhile, some other studies appeared in Scopus Q3 and Q4 journals, such as the CMS Journal of Indian Management and Lecture Notes in Information Systems and Organisation, which tend to focus on conceptual studies and the development of preliminary theoretical frameworks. From a geographical perspective, the studies originated from various regions across the globe, including the United States, Germany, Italy, India, Jordan, Malaysia, Ethiopia, and Dubai, demonstrating the cross-national nature of the topic. Countries such as Germany and the United States served as pioneers in early publications (2019–2020), whereas contributions from Asia and the Middle East significantly increased during the 2021–2025 period, reflecting the growing interest in HRM digitalization among developing countries. Based on the publication timeline (2019–2025), a clear trend emerges of *increasing* research intensity on disruptive technologies in HRM, aligning with the growing adoption of technologies such as E-HRM, HRIS, Artificial Intelligence, and digital HR systems. Thus, the table as a whole illustrates the evolution of the literature from conceptual studies toward more mature empirical approaches, while also highlighting the global spread of academic interest in digital transformation within human resource management. The following table presents the findings from the reviewed literature regarding the practical challenges and benefits of e-HRM for organizations:

Tabel 2. Literature Findings

Author	Sample Size	Findings: challenge and benefit
(Buhalis, D., Harwood, T., Bogicevic, V., Viglia, G., Beldona, S., & Hofacker 2019)	Not specified	The paper identifies several "enabling technologies" that drive service innovation, including 5G, Artificial Intelligence, RFID, mobile and wearable devices, applications and APIs, as well as cryptocurrency and blockchain. It also discusses their implications for customer engagement, the Internet of Things (IoT), and autonomous service processes.
(Liboni et al. 2019)	Not specified	The need for customized HRM to support the adoption of Industry 4.0 within supply chains, cross-country coordination in supply chain management, the support of professional associations, and the role of focal firms in managing the impact of technology on HR-related

		issues is evident.
(Iqbal et al. 2019)	700 line managers	e-HRM and organisational trust are key predictors for improving employee productivity.
(Lazazzara et al. 2020)	168 managers	The combination of e-HRM and performance-based pay enhances organizational performance.
(Strohmeier 2020)	Not specified	Digital human resource management represents an evolutionary advancement of previous technology-based human resource management concepts and provides a conceptual foundation for future research on digital human resource management.
(Johnson et al. 2020)	Not specified	E-HRM and AI can help the hospitality industry attract, motivate, and retain talented employees while simultaneously reducing turnover rates.
(Rathee and Bhuntel 2021)	328 employees	These factors include ease of use of technology, experience of information technology, secure systems, technology usefulness, communication tools, risk perception, usage intention and organisational support influence e-HRM
(Alkhodary 2021)	500 SMEs	There is an impact of E- HRM on Corporates' Sustainability on the SMEs in Jordan; as well as the research findings show a positive impact of E-Recruitment, E-Performance management, and E-Learning on CS in the SMEs in Jordan.
(Sarti et al. 2024)	Not specified	A new trend in human resource management.
(Aggarwal and Stanley 2024)	608 respondents from the IT companies	Technostress has become a variable that needs to be considered in e-HRM research
(Priyashantha et al. 2024)	Not specified	HRM disruptive
(Shamaileh et al. 2022)	120 managers from high, middle, and line organizational levels.	E-HRM contributes to the achievement of strategic objectives.

(Mateen et al. 2025)	248 managers	Big data-driven HR practices and e-HRM further strengthen the relationship between big data and HRM effectiveness.
(Shiferaw and Birbirs 2025)	Not Specified	The current state of digital technology and the conceptualization of research in human resource practices.
(Sposato et al. 2025)	Not specified	Digital HR systems significantly enhance organizational efficiency through more advanced recruitment processes, the modernization of payroll administration, and improved employee engagement

In general, these studies indicate that the adoption of digital technologies such as E-HRM, Artificial Intelligence (AI), Big Data, and technology-based HR systems has a significant impact on the Effectiveness of human resource management across various sectors and countries.

DISCUSSION

In terms of benefits, most studies found that the implementation of E-HRM enhances organizational efficiency, strengthens employee productivity, and supports the achievement of corporate strategic objectives. For instance, Iqbal et al. (2019) emphasized that E-HRM and organizational trust are important predictors of improved employee productivity. Lazazzara et al., (2020) demonstrated that the combination of E-HRM and performance-based pay positively influences organizational performance, while Alkhodary (2021) confirmed that E-Recruitment, E-Performance Management, and E-Learning contribute to corporate sustainability among SMEs in Jordan. Similarly, Mateen et al. (2025) highlighted that big data-driven HR practices enhance the Effectiveness of E-HRM, and Sposato et al. (2025) affirmed that digital HR systems improve recruitment efficiency and employee engagement.

Meanwhile, several studies highlight new challenges emerging as a result of HRM digitalization. Aggarwal and Stanley (2024) introduced the concept of technostress—psychological stress caused by the use of technology—as an important factor that needs to be considered in the implementation of E-HRM. Rathee and Bhuntel (2021) further noted that risk perception, organizational support, and the ease of using technology significantly influence employees' intentions to adopt E-HRM. In addition, studies such as those by Buhalis et al. (2019) and Strohmeier (2020) emphasized that disruptive technological advancements, including AI, blockchain, and IoT, necessitate the development of new concepts and strategies in managing digital human resources.

Overall, the literature studies illustrate that the field of e-HRM is transitioning from a conceptual phase toward more measurable empirical research, with a focus on balancing efficiency benefits and human-centered challenges. These studies emphasize the importance of organizational readiness, technological support, and employees' psychological aspects as key success factors in the digital transformation of human resource management.

Figure 4. Benefit, Challenges, and Future Research Directions

Benefits	Challenges	Future Research Directions
<ul style="list-style-type: none"> Enhanced HR process efficiency 	<ul style="list-style-type: none"> High initial implementation costs 	<ul style="list-style-type: none"> AI and machine learning integration in e-HRM
<ul style="list-style-type: none"> Data-driven decision-making support 	<ul style="list-style-type: none"> Resistance to digital transformation 	<ul style="list-style-type: none"> Ethical considerations in algorithmic decision-making
<ul style="list-style-type: none"> Improved employee self-service experience 	<ul style="list-style-type: none"> Data security and privacy risks 	<ul style="list-style-type: none"> Cross-cultural adaptability of e-HRM systems

Benefits of e-HRM

The benefits of e-HRM encompass process efficiency, data-driven decision quality, employee experience, sustainability, and overall organizational performance. From a practical perspective, e-HRM has been shown to offer three significant contributions. First, it enhances the efficiency of HR processes through the automation of administrative tasks, enabling organizations to operate faster and more cost-effectively. Second, it supports data-driven decision-making by utilizing information systems that allow for more accurate analysis of employee performance and organizational needs. Third, it improves the employee self-service experience, whereby employees can digitally access personal information, apply for leave, or update data without going through manual procedures.

The following points summarize the key benefits of e-HRM implementation:

- Automation of HR processes (recruitment, payroll, administration) enhances speed, accuracy, and Cost efficiency
- HR decisions become more evidence-based through analytics and AI, strengthening succession planning, performance evaluation, and talent management
- Employee experience improves through better internal communication, e-learning, and digital collaboration that foster engagement.
- The synergy between e-HRM and policies such as performance-based pay shows a positive correlation with organizational performance.
- E-recruitment, e-performance management, and e-learning contribute to corporate sustainability, particularly within the context of SMEs.
- The implementation of e-HRM is associated with greater organizational trust and higher employee productivity.

Key Challenges

The implementation of e-HRM also faces several significant challenges. One of the most notable is the high initial implementation Cost, particularly for small and medium-sized organizations. In addition, resistance to digital transformation remains a concern, as some employees and managers are reluctant to adapt to new technologies. Another critical challenge involves data security and privacy risks, as digital systems connected to networks are vulnerable to data breaches and the misuse of sensitive information.

The following points illustrate the key challenges associated with e-HRM implementation:

- Technostress and its implications for employee well-being and performance as technology use intensifies are significant concerns.
- Organizational readiness: factors such as ease of use, IT experience, organizational support, and risk perception influence adoption intention.
- Data security, privacy, and governance in cloud- or IoT-based HR systems, including issues of algorithmic bias and transparency, are important considerations.
- The process integration and work culture transformation ensure that e-HRM aligns with organizational strategy and human resource capabilities.

- e. Digital skill gaps among managers and employees hinder the effective utilization of analytics and AI in HR practices.

Future Research Directions

The final section of the illustration outlines potential directions for future research that further enrich the study of e-HRM. *First*, deeper exploration is needed regarding the integration of Artificial Intelligence (AI) and Machine Learning into e-HRM systems to enhance predictive capabilities and the personalization of HR policies. *Second*, it is important to investigate ethical considerations in algorithmic decision-making, given the potential for bias and transparency issues inherent in AI-based systems. *Third*, cross-cultural studies are required to understand the adaptability of e-HRM systems across different cultural contexts, as variations in values, work behaviors, and levels of digitalization may influence their Effectiveness. The following points highlight key opportunities for future e-HRM research:

- a. Longitudinal and experimental studies linking e-HRM adoption with strategic outcomes such as organizational Effectiveness and performance.
- b. Research on technostress, including its measurement, moderating and mediating variables, and organizational interventions for impact mitigation.
- c. AI governance in HR encompasses fairness in selection, decision explainability, algorithmic bias, and system accountability.
- d. HR analytics capabilities and maturity models that bridge significant data insights with talent-related decision-making.
- e. The relationship between e-HRM, corporate sustainability, and social outcomes is particularly significant within SMEs and developing countries.
- f. Cross-industry and cross-cultural determinants of e-HRM adoption aimed at building generalizable frameworks and context-specific implementation guidelines.

CONCLUSION

This study asserts that Electronic Human Resource Management (e-HRM) represents one of the most significant forms of digital transformation in the field of human resource management. Based on the results of a Systematic Literature Review (SLR) and bibliometric analysis of 15 Scopus-indexed articles published between 2019 and 2025, the analysis found that e-HRM has evolved from a mere administrative tool into a strategic instrument that enhances organizational Effectiveness. The main findings indicate that e-HRM provides various benefits, including efficiency in HR business processes, increased productivity, data-driven decision-making, and improved employee engagement and experience. However, the research also reveals several implementation challenges, such as technostress, resistance to change, digital skill gaps, and data security and privacy issues. The density visualization analysis shows that topics such as AI, big data analytics, and organizational performance have been extensively explored. In contrast, areas such as digital ethics, technostress, and corporate sustainability remain under-researched and hold significant potential for future development. Thus, e-HRM can be viewed not merely as a system that supports efficiency but also as a strategic foundation for organizational sustainability and competitive advantage in the digital era.

LIMITATION

This study has several limitations that should be acknowledged. First, the scope of the analysis was restricted to 15 empirical articles indexed in Scopus and published between 2019 and 2025. Although this selection provides a focused and up-to-date overview, it may not capture relevant insights from non-Scopus or earlier studies that could further enrich the understanding of e-HRM development. Second, the research relied primarily on secondary data

derived from published literature, without empirical validation through surveys or interviews, which may limit the depth of contextual interpretation. Third, the bibliometric analysis was conducted using VOSviewer and Biblioshiny, which, while powerful, are limited by their dependence on keyword co-occurrence and citation data factors that may not fully represent the conceptual depth or interdisciplinary connections within e-HRM studies.

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