

Digitization in Human Resources Management

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Abstract:

This modest study attempted to shed light on a very important topic, which is digitization and its impact on human resources management. This sector, like other public sectors, has adopted digitization to facilitate the work of providing its public services to individuals, as it is a tool for civilizational and technological progress. It has thus facilitated its tasks and gotten rid of many of the factors that were the cause of the backwardness of human resources management and its ineffectiveness in terms of service quality and speed of provision. Therefore, the concept of digitization has been linked to development and improvement in the process of providing services, which is the future of management in general and public administration in particular.

Keywords: Digitization, Human Resource Management, Data, Information, Technology

1. INTRODUCTION

Digitization has played a major role in optimizing and improving the quality and effectiveness of public services provided by the public administration to individuals. It has also contributed to rationalizing public expenditures, reducing human errors, and shortening the time and effort spent in delivering the service to the facility user. The same applies when it comes to human resources management, whose management has become greatly dependent on digitization. This reliance is increasing at a rapid pace, making human resources management run smoothly and far from procrastination, bureaucracy, and favoritism. In the face of this new phenomenon in human resources management, we had to shed light on the manifestations of the use of digitization in the management and administration of human resources and the extent of its impact on the quality and type of public service provided to the employee in particular. This is what prompts us to pose the following problem: What are the manifestations and applications of digitization in the human resources management sector? How effective is digitization

on the quality of public service? Or rather, to what extent has the quality of public service improved in the field of human resources management and administration by activating digitization

Or in other words Given the importance of digitization in administrations in general and human resources management in particular, the following question comes to mind: What role does digitization play in upgrading and improving the quality of human resources management and how effective is digitization in developing and growing this sector?

2. Manifestations of activating digitization in the management and management of human resources

2.1 The concept of Digitization :

To understand the concept of digitization, we must first study its origins and then present the most important definitions that tried to determine its meaning Digitization has gone through several historical stages and developments to reach the image we see today. This is through the rapid technological developments, especially in recent years, as it has come a long way.

A - The emergence of digitization : .

The concept of digitization goes back to many historical developments in information facilities and institutions, to facilitate some library activities after the introduction of the computer, in both the United States of America and Britain, since the fifties according to the results achieved by the disappearance of paper card records to be replaced by electronic records that allow libraries to participate in records networks and exchange them to replace electronic records and in collaborative cataloging, as well as in loans. The libraries were established according to the Universal Library Project, which aims to unify the catalogs and their texts in all libraries of the world by the Western superpowers or what is known as the Group of Seven in July 1994. (Ahmed Al-Kubaisi, The development of automated systems in libraries from computerization to virtual digitization, 2008, p. 6)

In order to make all sources searchable through the Internet as a space for information and knowledge in libraries, to extend after that to many meetings between the great powers, to digitize libraries by intensifying digital connections between different libraries with the intention of expanding knowledge beyond borders, and came after many meetings between these powers, the most prominent of which was the Brussels meeting in 1995 to support development in the economic, social, scientific and cultural fields, which was adopted by the United States of America, with funding from the National Science Foundation and the NASA space agency affiliated with the Department of Defense, to include this project establishing digital libraries that contribute to scientific research for general education with the support of active institutions in the United States of America. Anyone who follows the path of library

digitization realizes that this transformation came as a result of the developments experienced by information and communication technologies that enabled libraries to strengthen their ability to develop their performance, in this humiliating development of information and communication that achieved many goals as a result of employing the Internet and the Internet and reaching the most diverse vocabulary and terminology (Saeed Yaqteen, *From Text to Text: An Introduction to the Aesthetics of Interactive Creativity*, 2008, p. 2). As for what researchers and specialists in digital libraries write and say, their use has developed in storing bibliographic data and retrieving it and using it with other beneficiaries. Many similar terms have begun to be used, such as (virtual library, electronic library, and digital library). All of these terms remain ambiguous due to their multiple terms, such as Leclair called the library of the future, and the paperless library. However, no matter how different these names are, one essence remains, which is the introduction of computer and network applications in organizing documents and managing and retrieving information (Garguet Nasser, Lachab Seham, *Digital transformation and its impact on HR performance Case study of Algeria Telecom Corporation*, *Journal of Economics and Environment*, Volume 6, Issue 1, 2023, p. 240 n).

The long development of the edges of the half-century has shown that there are names that have imposed themselves on the literature of library and information sciences and libraries, electronic, digital or virtual, which have been confused with each other. It should be clarified according to what these terms include in terms of meanings, in addition to the various forms and analog signals that include all digital materials of electronic origin and require an electronic device to become readable, because the term electronic refers to how the devices work more than it is a description of the data they contain. Accordingly, the electronic library consists of all the resources found in libraries that have introduced electronic devices and those found in the digital library. The electronic library is the most general and broadest term in meaning, as it includes both analog and digital. Digital includes all the terms that aim to use electronic devices such as video machines, microfilm readers, and computers, which include electronic and digital materials. However, despite their prevalence, these terms still suffer from a lot of confusion and disorder due to the failure of a number of Arab theorists of digital writing and their interest in defining the meaning of these terms and setting their boundaries.

In Algeria, the development of digitization, the digital system and the connection of administration to the Internet only began recently. In this context, Algeria developed a gradual strategy known as "Algerie.e 2013" in 2008, which aims to generalize the connection to the Internet, digitize public services and rehabilitate the legal framework. The state also made digitization a basis for the success of the "Algeria Vision 2035" strategy, recently developed by the Ministry of Finance, which in turn aims to develop and diversify the national economy through the development of sectors such as tourism, food industries, chemicals, building materials, cars, electronics, electricity, renewable

energies and textiles. Despite this, we note that this promising digitization is still in its early stages and is still very late in its spread and use in health, education, industry, trade and public administration, as Algeria ranked 98th out of 121 countries in 2019 in the Network Integrity Index (Lanvin and Dutta, 2020), and 102nd out of 130 countries in 2017 in terms of the development of the information and communications technology sector and the development of electronic administration on the Internet(Omar Mahdi, The Role of Digital Transformation in Improving Human Resource Management Practices, Journal of Organization and Work, Volume 11, Issue 1, 2022, p. 161)

B – the definition of digitization

the process of changing data into a digital form that can be easily read and processed by a computer in oxford dictionnaire.

Digitalization is radically interfering and changing the fundamental assumptions of the way of life and organization of work in a postmodern society, which is becoming more globalized and more digitalized than ever before. Therefore it is becoming increasingly important for organizations to quickly, efficiently, and appropriately plan the digital transformation to achieve flexibility and to maintain market competitiveness. In this context, the understanding of digitalization and related concepts is vital. The paper focuses on the social and organizational level and highlights the conceptualization of digitalization and the results of previous research, which support the hypotheses of significant organizational changes while highlighting the opportunities and challenges that digitalization brings to society and organizations in the Euro-Mediterranean area and around the world(Adler, N. J. 1983. 'Cross-cultural management research: the ostrich and the trend'. Academy of Management Review, p 226–232).

he terms "digital writing", "digital creativity", "e-book", "evaluation" and other terms have become common in contemporary Arabic literature, which represent a new form of writing that has emerged as a result of the rapid development that has occurred in the field of information and communication technology. In order to avoid ambiguity and confusion between these terms and to arrive at a comprehensive concept, we must stop at some of the different definitions of the term digitization or digital definition as follows:.

Saeed Yaqtine defines analog digitization as "the process of transferring any type of document from (i.e. paper) to digital format, thus the text, still or moving image, sound or file become encoded into numbers because this conversion is what allows the document, whatever its type, to become capable of being received and used by information devices." Here it becomes clear that text digitization is the process of converting the written, printed or handwritten text from its paper format to its digital formaThere are other concepts related to the term "digitization" according to the context in which it is used. Terry Kuny considers digitization as "the process of converting information sources in their various forms (books, periodicals, audio recordings,

images, moving images...) into a form readable by computer technologies via the binary bit system (Bits) which is considered the basic information unit of a computer-based information system, and converting information into a set of binary numbers" which can be called "digitization" and this process is carried out thanks to a set of specialized techniques and devices. Buresi Charlette refers to digitization as an approach that allows the conversion of data and information from the analog system to the digital system² to become viewable on a computer screen.

The definitions have agreed on characteristics that we can put in a comprehensive and complete definition represented in the following, and in other words, it is the process of converting data into a digital form, in order to process it by

1 the electronic computer

However, this term usually takes on meanings according to the context in which it is used, where it is noted that

Digitization means:

_ In computers: converting data into a digital form so that it can be processed by the computer.

_ In the context of the information system: converting printed texts such as (books and pictures, whether they are:

photographs, illustrations, maps, etc.) and other technical materials from their forms that can be read by humans (i.e. analog) to forms, binary signals that can be read by humans By computer, i.e. into binary signals, by using some kind of device.

Information and communication technology (ICT) plays an important role in modern economies, providing a thriving sector of activity and a base for innovation in various other sectors. OCDE (2017) and INSEE (2019) share a definition of this sector, whereby "the following activities belong to the ICT sector: production activity (production of television, radio, television, radio, etc.), distribution activity (marketing of multimedia equipment, etc.) and services (telecommunications, multimedia services, audiovisual services, etc.)". Hubert Alexander Simon (winner of the 1978 Nobel Prize in Economics) provides a definition based on the characteristics of ICT: "Any information that individuals can access, whether verbally or symbolically, or read by means of a computer, or found in books or stored in electronic memory" (Mr. Shahzad Ahmad Bhat¹, Dr. Bilal Ahmad Sheikh, Impact of Digitization on Human Resources: Challenges and Opportunities, Journal of Production, Operations Management and Economics, Vol: 04, No. 02, 2024, p. 4).

2 – 2 The impact of digitization on the field of human resources management

Digitization has known several applications in the field of public administration. It

has been applied in the justice sector, the higher education and scientific research sector, as well as in the local administration sector such as municipalities and states, and in the education sector as well as vocational training and several other sectors, despite the challenges facing public administration from technical and technical problems and the lack of a qualified staff to fully implement digitization and the high cost of foreign labor in this field.

As for the human resources sector, we note that digitization has entered with caution in line with the nature of the human and technical cadres of digitization, in order to avoid clashing with the technical problems during the application that customers suffer from throughout the period, such as the inability to access the sites designated to obtain certain services or the site or platform suddenly stopping working. Therefore, the services provided through digitization have gradually begun to develop in line with the development of gradual adaptation to the methods and techniques of digitization, which require time to understand and absorb them.

Human resources management has been greatly affected by digitization, which has led to a revolution in the services provided by this sector. The most important of these effects are:

It is necessary to form a human resources intranet that is part of the institutional intranet.

It is necessary to publish a user manual that links the documents and correspondence of the department's operations, which allows users to review the institution's policies, and to know the special appointments and learn about the available services (Mr. Shahzad Ahmad Bhat¹, Dr. Bilal Ahmad Sheikh, Impact of Digitization on Human Resources: Challenges and Opportunities, Journal of Production, Operations Management and Economics, Vol: 04, No. 02, 2024, p. 6).

This allows the development of the intellectual and cognitive capabilities of users, as well as contributing to achieving the institution's general goal. The digital human resources system has great importance in:

- Facilitating access to information.
- Digital management of human resources is the most effective and efficient, to manage operational and technical work.
- It works to improve the quality of services provided by investing in available technologies, and trained and experienced digital minds from human resources.
- Its ability to achieve the highest levels of speed, movement, and high flexibility embodied in providing anything,

At any time and place, and in any way.

- Firm based on transparency of information.
- Competitiveness among human resources at the university.

It works to reduce costs, enhance performance, and improve the level of quality of services provided to human resources. Transforming human resources management into digital management

The developments and technologies of information and communications are considered the main phenomena accompanying digitization, and the driving forces for it, as information technology has become applied to all fields. This is what made the world move from a resource economy to a knowledge economy, in order to achieve integration between mechanical and financial systems.

The contribution of digitization to achieving organizational effectiveness

Administrative functions are considered the basis for the continuity of universities and have become highly effective, due to their reliance on digitization

- The contribution of digitization to developing the planning process: As a result of the tremendous developments in the fields of technology and high competitiveness, planning has become more effective and able to keep pace with various developments and changes,

- It has become known as electronic planning, which means determining what is to be done immediately; and in the future, by relying

- on the flow of information from inside and outside the university, and with joint cooperation between the top and the base.

- By taking advantage of the electronic network to meet the requirements of work and its potential preferences and according to long-term plans High flexibility and clear and easy segmentation of immediate and short-term plans.

Examples of HR Digital Transformation: Unilever

- Uses Facebook for job postings.
- Utilizes online games to assess skills like concentration and short-term memory.
- Conducts video interviews.
- Employs AI to filter candidates.
- In-person interviews with HR executives and managers are the last step in the process, leading to faster and more accurate hiring.

Digitization's contribution to developing the organizational process: Organization is considered an administrative function complementary to the planning function, as it has transformed it into an executable reality, and as a result of the major changes and developments in the field of using information technology, it is known as electronic organization, which is a flexible organization that allows communication and cooperation between all professors through the university's internal network, and there is no doubt that this will lead to overcoming the hierarchy of communications present in traditional organizational forms, and it also works to transform professors from passive recipients to active participants, through their participation in the decision-making process.

- Digitization's contribution to developing the guidance process.

- Providing a huge amount of information daily at all times to direct the efforts and activities of professors.

- Providing continuous communication between the administration and the professor through the internal network.

- Increasing the ability to motivate and accomplish tasks.

- Increasing the desire to take the initiative to solve problems.

- Increasing tasks and flexibility in adapting to the changing environment.

- Digitization's contribution to developing the control process: Traditional control is criticized for focusing on the past.

As a result of the great development in the field of technology, the control process has become well and efficiently, it has become

called electronic control, as it allows immediate control with the help of the internal network in public administration

As it is a continuous, renewable process that reveals deviations first-hand, through the flow of information and the relationship between the administration and employees, this increases the ability of electronic control to provide the possibility of follow-up

- 1 - Various operations and the course of various decisions and correcting errors in public administration.

2.2 The positive role of digitization in the human resources management sector

We will try to shed light on the aspects of the impact of digitization on human resources management first, then the effectiveness of using digitization on this public facility second..

2 -1 Manifestations of the impact of digitization on human resources management

Creating an employer brand is about your reputation and perceived value to your employees. Developing a brand strategy is vital in our digital age, rooted in social media, employee empowerment and online assessments. It not only helps you attract talent with the right skills and cultural fit for your organization, but it also helps you engage and retain them.

With advanced technology, data, machine learning and artificial intelligence, you can target the right candidates for your business. But this business strategy is not limited to technology alone, it must include your organization's identity and be integrated at every level.

The Nexa team will help you develop a customized brand strategy that includes the initial discovery and application process, recruitment, onboarding, continuous learning and retention of talent, to attract and nurture candidates.

HR departments are now moving towards a predictive system, by building talent pools and communities that enable companies to communicate effectively, with a customer relationship management (CRM) system to build and manage relationships with candidates and employees. But you may ask yourself, "What does a CRM have to do with candidates and employees?"

The answer lies in technology, automation, and data collection.

You need technology, data, and automation to prioritize your candidate throughout the entire recruitment journey and make the experience easier for them, and you can do this with a CRM. While this system is typically used to monitor leads for conversion purposes, it can also be used to monitor how candidates are interacting with the employer's brand and content. The technology then scores the leads based on their level of engagement and participation, making it easier for HR teams to identify qualified candidates for the next stage of the hiring process.

Having such solutions in place will enhance your employer's brand identity, establish the digital infrastructure necessary for your HR department in the long run, and most importantly, help you build a valuable digital workforce by attracting talent, screening the best candidates, and improving employee retention. When technology and branding come together, you can attract the best applicants, turn them into candidates, and then into committed employees who will help you grow your business.

In other words, CRM systems digitize your HR department by creating a simplified central hub for all your operations. This benefits companies in:

Data management: CRM systems can collect, sort, analyze, and store candidate

data, as well as provide assessments, reports, documents, and feedback, so you can make informed decisions without having to do administrative tasks.

Relationship building: CRM systems can build personalized experiences to strengthen relationships, enabling you to communicate in your business and create connections that will build long-term, solid interest.

Website Management: CRM systems have templates that can be customized and optimized to create dedicated job opportunity websites or pages on a site geared toward attracting potential candidates to your business.

Talent Targeting: CRMs can target, attract and screen potential candidates without having to sift through applications, which is very useful when you want to hire candidates with specific skills(Omar Mahdi, The Role of Digital Transformation in Improving Human Resource Management Practices, Journal of Organization and Work, Volume 11, Issue 1, 2022, p. 166).

Recruitment: Automation in CRMs allows candidates to follow a pre-defined path that guides them through the recruitment process. It can also be used to cover different aspects, helping you screen candidates.

Tracking: The tracking part of the recruitment process is vital, as CRMs automate it by tracking the progress of applications and comparing candidates based on these applications. This process benefits both companies and qualified applicants as it allows companies to engage and manage them effectively.

Analytics: CRMs provide analytics and reports covering a wealth of information, which in turn helps you to sort candidates impartially, understand your talent pool better, and improve HR forecasting of candidates, their roles in the company, their performance, aspirations and entitlements.

Onboarding and Training: HR uses CRMs not only for recruitment purposes, but also to onboard and train new employees more effectively, which can increase employee satisfaction and productivity levels.

The quality affects the performance of the service. The public service in human resources management in achieving quality in general aims to make the organizational culture more positive towards development, and more effort is required for development, so the digital transformation in human resources management plays an important role in achieving the goals of comprehensive quality in institutions. What must be done is to build an institutional culture in which quality in general is the value guiding the activities of individuals, and this is achieved when management takes the necessary steps to improve the performance of managers, administrators and employees within the institution, as most countries have been interested in and called for the need to set accurate scientific and administrative standards for continuous evaluation and

assessment of performance through comprehensive quality management(Omar Mahdi, The Role of Digital Transformation in Improving Human Resource Management Practices, Journal of Organization and Work, Volume 11, Issue 1, 2022, p. 169).

One of the most significant side effects of digitization on the human resources management sector is saving time and the ability to access various public services related to the public employee in a smooth and fast way through a national system that enables them to extract the required papers related to the career path in seconds.

The role of digital transformation in improving human resource management practices: Improving human resource performance has become of great importance in our current time, especially with the fierce competition experienced by the business sector. Therefore, the only way for any institution to survive is to work on improving and developing its available and latent human competencies within it. In this field, modern information and communication technologies have contributed effectively to bringing about the digital transformation of human resource management, to the point that the degree of availability and control of these technologies has become one of the effective indicators in the human development process. The role of digital transformation in improving human resource management practices appears(Salma Bachari, Developing Digitization in Algeria as a Mechanism for the Post-Corona Pandemic (Covid-19) Phase, Les Cahiers du Cread -Vol. 36 - No. 03 - 2020, p. 580).

2 -1 The effectiveness of using digitization in human resources management

The current period is known as the “digital age,” and digital transformation has become a global consensus among enterprises. 5G, cloud computing, big data, artificial intelligence, IoT, blockchain, and other technologies have become the driving and enabling forces of work.

- Digital transformation has a significant impact on the role of human resources in organizations, as it has contributed to raising the efficiency of human resources and achieving creativity and innovation, which in turn achieves competitive advantage. Therefore, digital transformation is a great wealth for organizations, as technology and techniques are the most important factor in increasing employee productivity in addition to saving time. They also help employees learn how to deal with the world and maintain control over errors, errors, and the spread of information and communication technologies. Therefore, organizations that apply new technology must provide appropriate training for their employees to increase their efficiency and performance, and seek to support all stakeholders in digital transformation and adopt all related strategies (Omar Mahdi, The Role of Digital Transformation in Improving Human Resource Management Practices, Journal of Organization and Work, Volume 11, Issue 1, 2022, p. 165).

igitalization allows for improved efficiency and productivity. Digitization has been

implemented to make companies more efficient. By digitizing several branches of the company, expenses are reduced and the transmission of information is more fluid.

Digital technology has brought many changes to the world of work and human resource management. The rapid development of online applications and systems allows various recruitment, training, and performance evaluation processes to be carried out digitally more quickly and precisely. Big data and data analysis enable evidence-based decision-making that can improve employee productivity and wellbeing

Technology plays a vital role in exploring new possibilities. Traditional HR functions such as recruiting, training, and development were limited in their scope and agility before the impact of technology. However, digitalization has not replaced HR but rather transformed its methods. Information and communication tools, including computers, laptops, software programs, printers, and scanners, have greatly impacted employees and management. The adoption of ICT tools ensures HR efficiency through ubiquity, accessibility, and re-productivity(Omar Mahdi, The Role of Digital Transformation in Improving Human Resource Management Practices, Journal of Organization and Work, Volume 11, Issue 1, 2022, p. 168).

ICT tools aid in organizing organizational information, facilitating collaborative communication through social media, and creating a systematic and innovative atmosphere. Technology improves internal processes, core competencies, productivity, and performance within the organization. Training and development programs are also enhanced through digitalization, leading to improved skill development and performance.

The success of employees and organizational performance are significantly influenced by the implementation of sophisticated technology. Research has shown that IT tools in HR not only help in hiring the best talent but also aid in employee retention. Companies utilize HR IT tools that encompass the entire HR process, from recruitment to retirement. Such technological advancements contribute to improved branding, lower recruitment and on boarding costs, and higher productivity. Digital technology fosters professional development, enhances efficiency among employees, and leads to higher retention rates.

Digital HR relies on innovations and experimentation. Innovation involves the implementation of new technological ideas and methods to meet organizational and workforce requirements. Creativity and competence combined with digital technology drive institutional progress.

Innovation in HR enables quick and flexible solutions, empowering the organization with complaisant and efficient resolutions. Flexibility.

Knowledge transfer, achieved through sharing and disseminating knowledge, is facilitated by digital technologies. Information and communication tools enhance

knowledge sharing and simplify knowledge acquisition. Continuous training and knowledge transfer are essential to keep up with technological advancements and develop competitive skills for employees' career growth. A knowledgeable workforce leads to a more competitive organization(Saeed Yaqteen, *From Text to Text: An Introduction to the Aesthetics of Interactive Creativity*, 2008, p. 11).

Digitalization grants employees the flexibility to accomplish assigned tasks remotely, resulting in better effectiveness and output. This factor positively impacts job satisfaction, employee gratification, and self-governance within the organization. Integrating creative ideas with information and communication technology empowers employees to work from remote locations at their convenience, leading to a balance between work and personal life. Autonomys encourages independent work in virtual teams with innovative idea.

Technology has transformed HR by enabling the formation of virtual teams that work beyond geographical boundaries and regular working hours. Technological tools have connected individuals under one network, forming virtual teams that can collaborate and accomplish tasks from different locations. Remote work and virtual teams have become possible due to digital collaboration, resulting in improved productivity and communication.

Virtual teams can access information, interact, and communicate efficiently in the digital world. In this digital era, human resources have adapted to technology, becoming digitally skilled to work innovatively, share knowledge, have autonomy, and collaborate as teams. Working as digitally connected teams gives employees a sense of freedom and satisfaction, leading to increased productivity, efficiency, and improved skills.

The digital world will digitize business departments, even HR, where you can improve the way this department works and ensure that you hire the best candidates with the right strategy and technology in place.

Since our world today is mostly digital, automation tools, digital processes and machine learning are indispensable in all areas of business. If you apply them strategically to the HR department and employees, you will be able to achieve their goals and meet your organizational needs using assessments provided by these tools around them. At Nexa, we take you by the hand to success, enhance your procedures, and empower your HR(Omar Mahdi, *The Role of Digital Transformation in Improving Human Resource Management Practices*, *Journal of Organization and Work*, Volume 11, Issue 1, 2022, p. 171).

Not only that, we make the recruitment process easier and more effective and efficient than before using digital technology to save you time, money and effort spent on reaching and attracting valuable talent, which grows your business in the long run, and develops it as an organization that cares about HR and employees.

4- Conclusion

Researching the topic of digitization has become an inevitable necessity, because the digital revolution that societies are experiencing leads to a diversity of usage cultures, including digital culture. The necessity of spreading digital culture in all sectors, raising awareness of the importance of digitization and clarifying the goals of adopting its projects leads to the success of the digitization process. And for the digital management of human resources to succeed, there must be ease of control over the information and documents that are produced and received, and this is within the framework of the psychological factors that the worker enjoys, such as the will to introduce this system to the institution and the availability of material capabilities and technically qualified cadres with high efficiency, as well as success in choosing modern software and equipment to achieve the required return from the digital system and continuous follow-up of the system and setting mechanisms.

Since its emergence, digitization has swept through several fields to include the public services sector in its various forms, and finally reached the human resources management sector, which was run and managed in a traditional way that made the public administration suffer from backwardness, stagnation, bureaucracy and procrastination on the one hand, and also made the employee suffer from exclusion, marginalization and procrastination in providing the services he wants and disrupting his career path due to the slowness and ambiguity of the management of this sector. Digitization was like the new spirit for developing the human resources management sector, upgrading it and improving the quality and effectiveness of the public service provided by this public administration, whether in the face of public employees or in the face of the public.

he most prominent features of digitization in human resources management are the following: Attracts better talent.

- Automation saves time for HR professionals.
- Encourages engagement by identifying and acknowledging employees' potential.
- Enables international connection and globalization through e-recruitment.
- E-learning (training) saves costs and hassle of arranging it.

As for the disadvantages of digitization in the human resources management sector:

- Negative implications such as data security concerns.
- Employees may struggle to learn to use digital tools effectively.
- Relevance and high fees of digital software and e-HRM for HR departments.