
Digital Integration of HR Services of Private Companies in Oman: A Comprehensive Analysis

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ABSTRACT

Purpose: The digital transformation wave has significantly impacted various industries, including Human Resources (HR). Private companies in Oman have embraced digital technologies to streamline their HR services, enhance efficiency, and improve employee experiences. This research paper aims to explore and analyzed the digital transformation initiatives undertaken by private companies in Oman to modernize their HR services.

Design/methodology/approach: The study were employed a mixed-methods approach, combining qualitative and quantitative research methods. Primary data were collected through interviews and surveys conducted with HR professionals and employees from selected private companies in Oman. Secondary data were gathered from industry reports, academic journals, and reputable online sources.

Findings/results: The findings indicates that in terms of current level of digitalization the 90 percent of the respondents agreed that the department heads were optimistic and committed to transform their HR services in to fully digital, although some organization are not yet started while others are partially operated it is part of the plan to adopt fully in five years' time. However, the challenges were mostly pointed out to the top management support and lack of skills and knowledge of the employee to use the necessary tools, although a free training can be applied but 80 percent that is how the respondents sees as the most challenging. For the benefits 80 percent of them agreed that it will reduce back logs, safety storing of employee files.

Practical implications: The challenges were mostly pointed out to the top management support and lack of skills and knowledge of the employee to use the necessary tools, although a free training can be applied but 80 percent that is how the respondents sees as the most challenging. For the benefits 80 percent of them agreed that it will reduce back logs, safety storing of employee files.

Originality/value: This study investigated the digital integration of HR services of private companies in Oman as well and their challenges experience during the implementation. This study will contribute to those company who are ready to change and adopt technology in there operation, willing to embrace positive change toward success.

Keywords: Digital adoption, HR department, business sectors, Oman, digital integration, human capital.

1. INTRODUCTION

In recent years, the digital transformation of various business functions has emerged as a significant trend across industries worldwide. One such area experiencing a profound shift is the Human Resources (HR)

department within private companies. As organizations in Oman strive to stay competitive and enhance their operational efficiency, the adoption of digital technologies within HR services has become imperative. The purpose of this research is to investigate the digital transformation of HR services in private companies operating in Oman. The digital transformation of human resources (HR) services has emerged as a crucial aspect of organizational development in the modern business landscape. With the rapid advancements in technology, organizations worldwide are harnessing digital tools and platforms to streamline their HR operations, enhance employee experiences, and drive overall business performance.

This research paper aims to explore the digital transformation of HR services in a private company in Oman, shedding light on the challenges, opportunities, and outcomes associated with this transformative journey. Oman, a country located in the Arabian Peninsula, has witnessed significant economic growth and development over the past decades. As the country continues to diversify its economy and attract foreign investment, private companies have become crucial drivers of its economic prosperity. To remain competitive in the global market, these companies must adapt to the digital era and leverage digital technologies to optimize their HR practices.

One prominent aspect of digital transformation in HR services is the utilization of advanced HR information systems (HRIS). According to Gueutal and Stone (2005), HRIS refers to "the intersection of human resources management (HRM) and information technology (IT)" (p. 80). These systems encompass a range of digital tools, such as applicant tracking systems, employee self-service portals, and performance management platforms, which automate and streamline HR processes. By implementing HRIS, organizations can improve the efficiency, accuracy, and accessibility of their HR services, while freeing up HR professionals to focus on strategic initiatives. In the context of Oman, there has been a growing recognition among private companies regarding the potential benefits of digital transformation in HR services. However, the extent to which these companies have embraced digitalization and the challenges they face remain relatively unexplored. Therefore, this research aims to bridge this gap by investigating the digital transformation journey of a private company operating in Oman, with a specific focus on its HR services.

The research will adopt a qualitative approach, utilizing interviews and surveys to gather data from HR professionals, employees, and organizational leaders within the selected private company. These data collection methods will provide insights into the experiences, perceptions, and attitudes of stakeholders regarding the digital transformation of HR services. Additionally, the research will explore the specific digital tools and technologies employed by the company, the impact of digitalization on HR processes, and the overall outcomes achieved. By examining the digital transformation of HR services in a private company in Oman, this research aims to contribute to the existing literature on digital HR transformation in the context of emerging economies. The findings of this study will offer valuable insights for organizations in Oman and similar regions, enabling them to make informed decisions regarding their own digital transformation initiatives. Furthermore, the research will shed light on the challenges and opportunities associated with HR digitalization, providing a foundation for future research in this field.

In conclusion, the digital transformation of HR services has become a critical aspect of organizational development in the modern business landscape. This research will explore the digital transformation journey of a private company in Oman, shedding light on the challenges, opportunities, and outcomes associated with the adoption of digital tools and technologies in HR services. By doing so, this study aims to contribute to the existing body of knowledge and provide practical insights for organizations embarking on their own digital transformation endeavors.

LITERATURE REVIEW

The Sultanate of Oman has witnessed rapid economic growth and diversification, creating a dynamic business environment. Private companies play a vital role in driving this development, employing a significant portion of the local workforce. However, the traditional HR practices employed by these companies often face challenges related to efficiency, scalability, and employee experience. Digital transformation offers a promising pathway to overcome these challenges. By leveraging technologies such as cloud computing, artificial intelligence,

automation, and data analytics, HR departments can streamline processes, enhance decision-making, and improve employee engagement. Digital HR solutions encompass a wide range of areas, including talent acquisition and management, employee self-service portals, performance management, learning and development, and HR analytics.

Service digitalization plays a vital role in improving organisational performance (Gheidar & ShamiZanjani, 2020), and it gives out as a significant starting point in creating value (Abdeldayem & Aldulaimi, 2020). As a result, transforming the traditional services into digital-tech of the company is the most important and timely that every organisation must prepare (Nivlouei, 2014). However, at some point some due to its security issue some companies still using the traditional way of doing business and it has slow in moving to digitalization (Milon, 2019).In some countries they are shaping their business into its own digital style and government support its private companies to improve their digital landscape (Mohammed, 2019).

Rokni, (2010) Discussed that the use of digital in the organisation has serves as many purpose, basically enhancement of the operation specifically in human resource department services such as online recruitment, employee access portal, online training, and other related HR services. By transforming into digital this could fasten the process and generate a more accurate output to the company. In the study of Rokni he adopted the descriptive method with the sample of twenty employee thru web-based channel. More the 70 percent of the respondents were satisfied with online services of HR department and it made the operation more smooth, quick response and time saving.

Despite the success of transforming the company into digitalized operation, not all the time are smooth process, most of the organization are facing challenges along the way and after implementation specially when people are used to the traditional way of running or working within the company, some people will resist and embrace the changes. Creating a digital culture within the organization is one of the forefront issue. The initiative to educate people to embrace the digital world, so that they will understand the reason of change and advance to the next phase is very vital. Second issue management struggle when the new technology and process are implement at the workplace. Therefore adjustment and flexibility should be tolerated. Thirdly, transforming the entire process from traditional to digital is another issue to address expect a trial and error in this phase since implementation of new style is ongoing, company must record any possible mistake and plan for the corrective actions. Lastly, employees personalize experience during the implementation of digitalization program in which sometime staff might have some clarification of the systems and conformance that need to be performed, the management must be ready to guide the staff to the specific procedures and make a corrective actions for any mistake.

Gheidar & ShamiZanjani, (2021). Expressed that the emerging trend issue in shifting from traditional to digital is employee resistance. Dues resistance employee sometimes release their anger thru social media and post negative information about the company plans of shifting due to not ready to embrace technology and the changes will make them out of their comfort zone. Thru digitalization will Leads the organisation into a more competitive advantage in every operation (Prakash, N.B. and Krishna, G., 2019). This procedure will shape the new role of HR professional in business industry and enhance a competitive performance of the organisation and the employees(Bala, 015).). Bringing the company into a digital world will bring more opportunities, efficiency and growth to the organization(Samson & Agrawal, 2020). Implementation of digital age in HR services are becoming popular, HR roles in the organization are expanding from top to bottom. This digital innovation will contribute a greater impact on how the HR department will perform its function to every concern section (Islam, 2016).

RESEARCH OBJECTIVES

The primary objectives of this research are as follows:

1. To assess the current level of digitalization in HR services within private companies in Oman.
2. To identify the key challenges faced by organizations during the digital transformation of HR services.
3. To explore the potential benefits and opportunities associated with the digitalization of HR services.
4. To provide recommendations and strategies for private companies to successfully navigate their digital HR transformation journey.

RESEARCH METHODOLOGY

To achieve these objectives, a mixed-methods approach will be employed. The research will begin with a comprehensive literature review to establish a theoretical foundation and gain insights into the global trends and best practices in digital HR transformation. Subsequently, a survey questionnaire will be developed and distributed to HR professionals within private companies across Oman. The survey responses will be analyzed using statistical techniques to identify common themes, challenges, and opportunities.

In addition to the survey, in-depth interviews will be conducted with HR leaders and experts to obtain qualitative insights into their experiences, strategies, and lessons learned during the digital transformation process. The findings from the survey and interviews will be triangulated to present a comprehensive understanding of the digital transformation of HR services in private companies in Oman.

RESULT AND DISCUSSION

Table 1: Respondents profile

| Variable | Respondents | Percentage |
|--------------------------------|-------------|-------------|
| Gender | | |
| Female | 112 | 56 |
| Male | 88 | 44 |
| Total | 200 | 100% |
| Age | | |
| 25-35 | 32 | 16 |
| 36-45 | 87 | 43.5 |
| 46 Above | 81 | 40.5 |
| Total | 200 | 100% |
| Position | | |
| Chief HR officer | 8 | 4 |
| HR Director | 23 | 11.5 |
| HR Manager | 28 | 14 |
| HR Supervisor | 43 | 21.5 |
| Recruitment Staff | 33 | 16.5 |
| Training and Development Staff | 16 | 8 |
| Talent Management | 20 | 10 |
| Payroll and Benefits Staff | 15 | 7.5 |
| HR analyst | 14 | 7 |
| Total | 200 | 100% |

Table 1 shows the general profile of the respondents which show that total 200 people were surveyed in which 50 percent were female and 44 percent were male, among of them were 16 percent were ages 25 to 35 while 43.5 percent were 36 to 45 and 40.5 percent were ages 46 and above. It is relevant for the respondents to have an HR background or position in order to collect an accurate response thus, people who currently work in HR department were selected from private companies all over Oman were 4 percent are occupying as chief HR officer, 11.5 percent currently working as HR director, 14 percent as HR manager, 21.5v percent as HR supervisors, while 16.5 working as recruitment staff. Training and development staff were 8 percent, 10 percent with talent management position and 7.5 percent were payroll and benefits staff lastly 7 percent were HR analyst, these positions are coming from different companies in Oman.

Table 2: Assessment the current level of digitalization and plans in HR services within private companies in Oman.

| Indicator | Mean | INT. |
|--|------|------|
| Does your company implemented any digitalization initiatives in the past five years? | 2.00 | D |
| Does your company have a dedicated IT department? | 3.24 | A |

| | | |
|--|-------------|----------|
| Does your company undergone a digital transformation of its HR services? | 3.23 | A |
| Does your company have a reliable internet connection? | 3.00 | A |
| Does your company use any cloud-based solutions for data storage and management? | 3.00 | A |
| Does your company provided any training programs to enhance digital skills among employees? | 2.52 | A |
| Does your company have any plans to invest in additional digitalization initiatives in the next two years? | 3.30 | A |
| Does your company utilize any customer relationship management (CRM) software? | 2.59 | A |
| Does your company envision a gradual digital transition in HR services? | 2.50 | D |
| Does your company envision a full digital automation in HR services? | 3.26 | SA |
| Total | 2.86 | A |

Table 2 display the summarized on how the respondents agree based on the current level of digitalization and plans in HR services within private companies in Oman, results revealed employees view that their current organization are with the total mean of 2.86 interpreted as agree, therefore, employees view that their current organization is at right track in terms of adopting digital of their HR services and plans to implement it fully is on its way. With digital initiatives in the past five years was rated disagree or 2.00, this show that most of the participating companies did not initiate any move to digitalize their HR services for the past years. They just started to implement digitalization of their HR services although there was an online recruitment, selection and interview during COVID but idea to transform it is just new. Competition now a days is tougher than before, company should streamline the area that could hamper both external and internal growth opportunity of the company, using of technology will bring the organization to lead in delivering there services to the employees and customer, in terms of dedicated It department of the company was rated agree with the mean of 3.24 it only shows that every company has an It department who can provide a service and maintenance for digitalization, while indicator on undergone of digital transformation of HR services was also rated very high with the mean of 3.23 or agree which mean most of the companies involved in this study were started to digitalized some of their HR services way back. The reliability of IT connections was present and rated 3.00 or agree together with the used of cloud-based solution for data storage. However, in term company giving training program among employees to enhance its knowledge was rated to 2.52 or agree since the figure is somehow low it show that maybe the company does not providing the much needed training to boost the digital skills of every employees, although its agree but still this indicator needs to be addressed accordingly specially if the company is planning to digitalize the HR services therefore it demands and comprehensive plan and intensive training among the staff. In terms of company planning to invest for digitalization for the next two years it was rated very high 3.30 or strongly agree, obviously entities are moving up into a digital operation of their HR services. While indicator on utilizing CRM was rated 2.59 or agree on the other hand the company envision of a gradual basis of in transforming its digitalization was rated very low 2.50 or disagree opposite to the envisioning of all the companies to fully digitalize the HR services as fast as they can.

Table 3: Key challenges faced by organizations during the digital transformation of HR services.

| Indicator | Mean | INT. |
|--|-------------|-------------|
| Lack of digital skills and competencies among HR staff. | 3.00 | A |
| Resistance to change from HR staff and employees. | 2.60 | A |
| Insufficient budget allocation for digital transformation. | 3.25 | SA |
| Integration and compatibility issues with existing HR systems | 3.20 | A |
| Data security and privacy concerns. | 3.00 | A |
| Inadequate stakeholder’s engagement and communication. | 2.50 | D |
| Difficulty in identifying and selecting appropriate HR technology solutions. | 2.00 | D |
| Lack of top management support and sponsorship | 3.20 | A |
| Change management and employee adoption. | 3.00 | A |
| Lack of HR planning among HR staff | 2.50 | D |
| Total | 2.82 | A |

Table 3 shows the challenges faced by the organization during the digital implementation of HR services within the company with the total mean of 2.82 or agree, the company experienced more challenges along the way but the question now is how the organization overcome every challenges. It was observed in this report that most of the indicators were experienced by the participating companies. For the lack of digital competencies was rated 3.00 or agreed that the staff who are direct users of technology were having no enough knowledge on how to execute or use the adopted tools or strategies. Training therefore is very important in implementing digitalization in order to avoid chaos and misunderstanding among the staff. While resistance to change from the staff was rated 2.60 that normally people will opposed for any changes due to shifting from there comfort zone which is normal at the beginning. However, when they learn the new system employee will appreciate the outcome. Issue about the budget allocation was rated 3.25 or agree that most of the participating companies were lack of budget to buy new tools for digitalization. Budget has always been an issue even to big companies, at some point admin is afraid to spend more to those not priority in the operation, while for issue of compatibility with the existing HR system was rated 3.20 or agree. Alignment of new from old system must be carefully planned before deciding the final decision, it is very important determine if the identified new system is applicable to the operation’s identification of pros and cons would be useful to adopt the right tools in order not to compromise the standards. Data security and privacy is another main issue and was rated 3.00 o agreed as one of the crucial part in digitalizing the is to put secured all information’s of all stakeholders, this issue has been tackled to the participating company, however information technology at this has already a controlling measures on their ERP system. Inadequate stakeholder’s engagement was rated 2.50 or disagree therefore this is not an issue at all since most of the stakeholders were engaged during the process although there were some resistance at first, similarly for difficulty in identifying or selecting appropriate HR technology to use was also rated disagree, since there was a planning ahead. Thus they already identified which area that needs to be digitalized. While lack of top management support was rated 3.20 or agree, the management was hesitant to for the plan due to cost involve and maintenance cots, although it was pushed thru but not full HR operation. Some companies are still in testing to start in digitalizing some operation. Similarly with change management and adoption was rated 3.00, it took almost a year for the employee to realize and accept that digitalization is more convenient, easy and accessible anywhere that the old system. While lack if HR planning was rated 2.50 or disagree only because HR of participating companies were carefully planned before they adopt such digital system.

Table 4: Potential benefits and opportunities associated with the digitalization of HR services.

| Indicator | Mean | INT. |
|--|-------------|-------------|
| Support’s HR services by making all procedures fast and accurate | 3.00 | A |
| Reduces back logs and delays. | 3.27 | SA |
| Reduce the use of papers and other costly materials. | 3.20 | A |
| It keep the employee’s information safety and secured for longer time. | 3.27 | SA |
| Manages all the functions of human resource more effective and efficient | 3.00 | A |
| Improve the recruitment process easy and smooth. | 3.24 | A |
| It increases connection between business and client, and employer to employee. | 3.23 | A |
| It provides advance HR analytics accurate business reporting. | 3.00 | A |
| It provides cost less yet effective training to employees. | 3.20 | A |
| It save labor shortage | 3.00 | A |
| Total | 3.14 | A |

Table 4 shows the potential benefits and opportunities associated with the digitalization of HR services among private companies in Oman. The fist indicator that digitalization will support HR services by making all procedures fast and accurate was rated 3.00 or agreed, in the middle of their implementation every participants experienced the improvement and benefit of digitalization. According to some respondents that their work became more easy and accurate in terms documentation. Similarly with reduces back-logs and delays were rated 3.27 or strongly agree, it revolutionized the work process by reducing errors and delays, digital tools also identified the previous delays and notify the It also list down and correct the previous delays and communication become

seamless, repetitive work were automated and system were centralized (Mohammed, 2019). It also reduces the use of papers and other costly material which was rated 3.20 respondents believed that the use of printer is less therefore, they save cost form ink, papers and energy. The communication is now being done thru emails and employees request such as any forms of leave were being done thru ERP system, overall digitalization of the system reduce operating cost. In terms of safety and security of employee's information were also rated 3.20 or agree, the data contain information such as, names, address, phone number, social security, medical records, bank records, evaluation result and other HR related information are the most crucial that might fall from hackers, which might result to blackmail, scam and harassment or also known as cyberattack. Companies adopt digitalization of HR services must adopt authentication and encryption tools to transform the data in an unreadable format to avoid access by the unauthorized person, it will also ensure the verification of the owner's credentials and identity to access the data (<https://www.needym.com/blog/securing-hr-data-protecting-privacy-and-reputation-digital-age>). In terms of managing the functions of HR become more effective and efficient was rated 3.00 or agree that HR digitalization aims to create generate a more graceful data-driven, and employee –centered, enabling the company to make a well-informed data. Facilitate employee's experience and response effectively and efficiently to the daily and evolving needs of the employees in this digital age (<https://www.needym.com/blog/securing-hr-data-protecting-privacy-and-reputation-digital-age>). Similarly withImprove the recruitment process easy and smooth was rated 3.24 or agree, before digital age recruitment process was being done thru newspaper, poster and TV Ad, while applicant will apply in person, most of the time this process will cause of delay to fill in the labor shortage. When the digital age was born the landscape of recruitment and selection were transformed. No doubt, technology has empowered HR department to make the hiring time-saving efforts and attract the best talents, this advantages bring more than just enhanced efficiency and speed the recruitment process. The increase of connectivity between business and client, and employer to employee was rated 3.23 or agree, Most of the time when it comes to digital transformation people most likely think on digital tools or IT rather than transformation. Lesser they know that digital transformation is more than purchasing and using software in the entire company. It is about improving the knowledge sharing and internal communication. The main goal is to encourage employees to engage more, work together and adopt changes. Similarly in providing HR analytics accurate business reporting was rated 3.00 or agree, thru digitalization HR can be responsive to every need of the department. Generate an accurate data of employees profile, history, performance, and training and development and other HR function thru the use of technology it can expedite the process. Provide cost less effective training to employees was rated 3.20 or agree, respondents agreed that digitalization introduce a personalized training which is more effective and they can review all the time they want although dynamic interaction is less but with online trainings live and recorded video they can customize the training, track the progress and ensure to enhance the learning and development of the employee. Lastly with saving labor shortage was rated 3.00 companies adopted technology underscore to lessen the hiring of workforce due to the fact that some tools can perform what human can do, although technology is program by human but the way it is being program is somehow can replace human work.

CONCLUSION

Digitalization of HR services in private companies in Oman can lead to significant operational improvements, enhance employee experiences, and drive overall organizational success. By investing in integrated HR management systems, self-service portals, mobile-friendly solutions, automation, data analytics, and employee training, companies can transform their HR functions and stay ahead in the competitive business landscape. Implementing HR service digitalization in private companies in Oman requires careful planning, effective change management, and a focus on user experience and data security. By conducting a comprehensive needs assessment, setting clear objectives, and investing in user-friendly technology, private companies can overcome challenges and unlock the benefits of digital HR services. Continuous monitoring, evaluation, and staying updated with industry trends will enable organizations to adapt and thrive in the digital era.

RECOMMENDATION

The digitalization of HR services has become increasingly important in today's rapidly evolving business landscape. Private companies in Oman should prioritize embracing digital technologies to streamline their HR

processes, enhance efficiency, and provide a better employee experience. This recommendation aims to provide valuable insights and suggestions for improving the digitalization of HR services in private companies in Oman.

R1. Invest in an Integrated HR Management System:

Private companies in Oman should consider investing in an integrated HR management system. Such a system would centralize all HR functions, including recruitment, employee onboarding, attendance tracking, performance management, and payroll processing. An integrated HR management system eliminates the need for multiple disjointed systems, reduces data duplication, and enhances data accuracy.

R2. Implement Self-Service Portals:

Self-service portals empower employees to access and manage their HR-related information independently. By implementing self-service portals, private companies can enable employees to view and update personal information, access pay stubs, apply for leaves, and track their performance goals. This not only reduces administrative burdens but also enhances employee satisfaction and engagement.

R3. Invest a Mobile-Friendly and User-Friendly Technology Solutions:

Considering the widespread use of smartphones, private companies should focus on developing mobile-friendly HR solutions. Mobile applications or responsive web interfaces would allow employees to access HR services conveniently from their smartphones, even when they are on the go. Mobile-friendly solutions can significantly improve accessibility and foster a culture of continuous HR engagement. Select user-friendly HR software or platforms that are intuitive and easy to navigate. Consider the user experience (UX) and the ability to integrate with existing systems. Conduct thorough demonstrations and trials to ensure the chosen technology meets the specific needs of your organization. Additionally, consider the scalability and flexibility of the solution to accommodate future growth and changes.

R4. Automate HR Processes:

Automation of HR processes can save time, reduce errors, and minimize manual intervention. Private companies should identify HR tasks that are repetitive and rule-based, such as employee data entry, leave approvals, and performance evaluation reminders, and automate them using workflow automation tools. This frees up HR personnel to focus on more strategic initiatives and improves overall operational efficiency.

R5. Enable Data Analytics and Reporting:

Private companies should leverage data analytics and reporting capabilities to gain valuable insights into their HR processes. By collecting and analyzing HR data, companies can identify trends, measure key performance indicators (KPIs), and make data-driven decisions. Data analytics can help in predicting employee attrition, optimizing recruitment strategies, and identifying skill gaps within the organization.

R6. Ensure Data Security and Privacy:

As HR processes involve sensitive employee data, private companies must prioritize data security and privacy. Implement robust security measures to protect employee information from unauthorized access or data breaches. Comply with relevant data protection regulations and establish strict access controls to ensure that employee data is handled securely.

R7. Promote Employee Digital Literacy:

To ensure successful implementation and adoption of digital HR services, private companies should focus on promoting employee digital literacy. Conduct training sessions or workshops to enhance employees' understanding of digital tools and platforms. Encourage employees to embrace technology, address their concerns, and provide ongoing support to facilitate a smooth transition to digital HR services.

R8. Monitor and Evaluate:

Continuous monitoring and evaluation of the digital HR services are crucial for identifying areas of improvement and ensuring that the implemented solutions align with the organization's goals. Collect feedback from employees and HR personnel regarding the usability, effectiveness, and efficiency of the digital HR services. Regularly assess

the impact of digitalization on HR processes and make necessary adjustments accordingly. Continuously monitor and evaluate the performance of digital HR services. Regularly review KPIs and metrics to assess the impact of the digitalization initiative. Use the insights gained to make data-driven improvements and optimizations. Seek feedback from employees to identify areas of improvement and address any issues promptly.

R9. Conduct a Comprehensive Needs Assessment:

Before embarking on the digitalization journey, it is crucial to conduct a thorough needs assessment. Identify the specific pain points and challenges faced by your organization's HR department. This assessment will help you understand the current state of HR processes, identify gaps, and determine the most suitable digital solutions.

R10. Set Clear Objectives and Define Key Performance Indicators (KPIs):

Establish clear objectives for the digitalization initiative. These objectives should align with your organization's overall HR and business strategies. Additionally, define relevant KPIs to measure the effectiveness and success of the digitalization effort. Common KPIs may include employee self-service adoption rates, reduction in administrative tasks, and improved data accuracy.

R11. Develop a Change Management Strategy:

Digital transformation requires a shift in mindset and working practices. Develop a comprehensive change management strategy to address any resistance or challenges faced by employees. Communication, training, and stakeholder engagement are essential components of change management. Regularly communicate the benefits of digital HR services, provide training and support, and involve employees in the decision-making process.

R12. Ensure Data Security and Compliance:

Digital HR services involve the handling of sensitive employee information. Prioritize data security and compliance by implementing robust security measures, such as encryption, access controls, and regular data backups. Ensure that the chosen technology adheres to relevant data protection regulations in Oman, such as the Personal Data Protection Law.

R13. Foster Collaboration and Knowledge Sharing:

Encourage collaboration and knowledge sharing among HR teams and other departments during the digitalization process. Create cross-functional teams to ensure a holistic approach to implementation and gather diverse perspectives. Regularly communicate progress, share best practices, and address any challenges collectively.

R14. Stay Updated with Industry Trends:

Keep abreast of the latest trends and advancements in HR technology. Attend conferences, seminars, and webinars to gain insights into emerging digital HR practices. Engage with industry experts and network with peers to exchange knowledge and experiences. Staying updated will help you identify new opportunities and ensure your digital HR services remain relevant and competitive.

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