

Digital Transformation in Human Resource Management: Integrating Artificial Intelligence, Talent Development, and Organizational Sustainability in the Digital Age

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ABSTRACT

Digital transformation in human resource management has become an important strategy for organizations to improve work effectiveness, competitiveness, and organizational sustainability in the digital era. This study aims to analyze the influence of Artificial Intelligence Integration, Talent Development, and Organizational Sustainability on the Digital Transformation of Human Resource Management. The study uses a quantitative approach with a survey method. The study population is employees and management staff in several organizations and companies in Gorontalo Province that have implemented digital systems in HR management. The sampling technique used purposive sampling with a sample size of 120 respondents. Data collection was carried out by distributing questionnaires using a Likert scale of 1–5. The data analysis technique used multiple linear regression analysis with the help of SPSS software. The results of the study indicate that Artificial Intelligence Integration, Talent Development, and Organizational Sustainability have a positive and significant effect on the Digital Transformation of Human Resource Management. The Artificial Intelligence Integration variable is the most dominant variable in influencing the digital transformation of HR. Furthermore, the coefficient of determination showed an R² value of 70.9%, indicating that the three independent variables were able to explain 70.9% of the influence on Digital Transformation of HR Management, while the remainder was influenced by other variables outside the study. This study implies that the success of an organization's digital transformation depends not only on technology, but also on the development of digital talent competencies and the organization's ability to build a sustainable and adaptive work system to technological change.

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1. INTRODUCTION

Digital transformation has become a global phenomenon that is fundamentally changing the way organizations conduct

business functions, including human resource management. Technological developments such as Artificial Intelligence (AI), cloud computing, big data analytics, machine learning, and Electronic Human Resource

Management (E-HRM) are encouraging organizations to adopt more adaptive, agile, and data-driven work systems. In the context of increasingly complex business competition, organizations are no longer only required to improve operational efficiency but also to build innovative and sustainable talent management systems. HR digitalization has become a strategic instrument for increasing the effectiveness of recruitment, competency development, performance evaluation, and employee retention. According to [1], digital transformation is not just the use of technology, but rather a comprehensive change to organizational culture, business models, and decision-making. This condition is reinforced by the increasing use of cloud-based digital platforms and AI, which can accelerate HR administration processes and produce more accurate and real-time decision-making [2]. Furthermore, modern organizations face pressure to continuously adapt their HR strategies to the dynamic business environment to remain competitive in the digital economy. Therefore, digital transformation in HR management is an important issue that continues to develop and requires continuous academic and practical attention.

The phenomenon of digital transformation in HR management is also increasingly visible in various industrial sectors through the implementation of AI-based recruitment systems, e-learning platforms, digital performance management applications, and the use of chatbots and predictive analytics in workforce management. Organizations are starting to utilize digital technology to increase productivity, accelerate the workforce selection process, and strengthen employee engagement through more flexible and integrated work systems.[3] explain that AI can increase the effectiveness of the recruitment process by automating candidate screening and competency matching quickly and efficiently. Furthermore, the use of digital technology enables companies to gain data-based insights in developing more targeted HR development strategies [4]. However, the implementation of digital transformation in

HR is not always optimal. Many organizations still face obstacles such as low digital literacy, limited technological infrastructure, resistance to change, and a lack of organizational cultural readiness to embrace digital work systems [5]. These conditions create a gap between the potential of digital technology and the reality of its implementation on the ground. As a result, digital transformation often focuses solely on technical aspects without being balanced by adequate human resource readiness and organizational strategy. This shows that the success of digital transformation depends not only on technology, but also on the organization's ability to manage change strategically and sustainably.

Other issues emerging in the digital transformation of HR relate to ethical aspects, data privacy, and organizational sustainability. The use of AI in recruitment and performance evaluation processes raises concerns about algorithmic bias, digital discrimination, and a lack of transparency in decision-making. [6] emphasize that the use of AI in HR must adhere to the principles of fairness, accountability, and transparency to prevent new inequalities in the workplace. Furthermore, the increasing use of digital systems requires organizations to protect employees' personal data from the threat of leaks and cyberattacks [7]. Furthermore, the implementation of digital technology also has the potential to increase work stress due to the loss of boundaries between personal life and work, particularly in online and remote work systems. This situation can impact employees' mental health and work-life balance if not managed properly. These challenges demonstrate that digital transformation in HR is not merely a matter of technological innovation but also closely related to the social, psychological, and ethical aspects of the organization. Therefore, organizations require a strategic approach that is not solely oriented towards efficiency but also considers sustainability, employee well-being, and responsible technology governance.

The urgency of research on digital transformation in HR management is increasing with the acceleration of

technological developments and changes in global work patterns. Organizations are required to have high adaptability to survive in a business environment full of uncertainty and digital competition. In these conditions, technology-based HR management is a key factor in increasing organizational competitiveness. According to [8], digital transformation plays a strategic role in supporting sustainable human resource management through the development of digital competencies, work innovation, and increased organizational resilience. Furthermore, the integration of digital technology enables organizations to create work systems that are more agile, collaborative, and responsive to market changes [9]. In Indonesia, the urgency of HR digitalization is increasingly relevant because many organizations are still in the transition stage to a digital-based work system. The digital competency gap, low organizational readiness, and suboptimal technology integration are key challenges in implementing HR digital transformation. If these conditions are not immediately addressed, organizations risk declining productivity, difficulty retaining top talent, and losing competitiveness in the digital economy era. Therefore, research related to HR digital transformation is crucial for developing strategies that can support sustainable organizational effectiveness.

Various previous studies have discussed digital transformation in the context of HR management, but most have focused solely on technological aspects and operational efficiency. [10] examined the impact of cloud-based solutions on digital HR practices, while [11] emphasized the benefits of AI-driven HR practices in improving workforce management effectiveness. Other studies by [12], [13] highlighted the use of AI in recruitment and talent development processes. However, previous research still has limitations in explaining the relationship between digital HR transformation and organizational sustainability, digital work culture, and HR competency readiness comprehensively. Most studies have also been conducted in the context of developed

countries and technology-based companies, thus not fully reflecting the conditions of organizations in developing countries, particularly Indonesia. Furthermore, previous studies tend to address technological factors partially without integrating the dimensions of ethics, organizational resistance, and HR sustainability into a comprehensive analytical framework. This situation indicates a research gap that still requires further in-depth study regarding how digital HR transformation can be implemented effectively and sustainably in modern organizations.

Another research gap is the limited number of studies integrating digital transformation, talent development, organizational sustainability, and ethical aspects of AI into a single, comprehensive conceptual model. Most previous studies have focused solely on improving work efficiency or automating HR processes without evaluating the long-term impact on organizational culture and employee well-being. However, the success of digital transformation is significantly influenced by an organization's readiness to build a digital culture, increase technological literacy, and create fair and transparent AI governance. According to [14], digital HR transformation requires a multidimensional approach that simultaneously incorporates technological, human, and strategic organizational factors. Furthermore, research related to digital transformation in developing countries is still relatively limited compared to developed countries, so previous research findings cannot be universally generalized. Therefore, research is needed that can provide a more comprehensive understanding of the relationship between digital HR transformation, competency development, organizational innovation, and the sustainability of organizational performance in the era of global digitalization.

Based on these phenomena, problems, urgency, and research gaps, the novelty of this research lies in developing an approach that integrates digital HR transformation with aspects of organizational sustainability, digital talent development, work culture adaptation, and AI ethical

considerations within a more holistic analytical framework. This research not only discusses the implementation of digital technology in HR functions but also evaluates how digital transformation can create adaptive, innovative, and sustainable organizations through strengthening digital competencies and responsible technology governance. Furthermore, this research provides a new perspective by positioning HR sustainability and organizational cultural readiness as strategic factors in the success of digital transformation. This approach is expected to provide theoretical contributions to the development of digital human resource management studies while providing practical implications for organizations in designing effective and long-term digital transformation strategies. Thus, this research is expected to serve as an important reference in developing digital HR management policies and practices in an era of increasingly complex and dynamic technological transformation.

2. METHODS

This study uses a quantitative approach with a survey method to analyze the impact of digital transformation on human resource management and organizational sustainability in the digital era. The quantitative approach was chosen because it is able to explain the relationship between variables objectively through numerical measurements and statistical analysis [15]. The study was conducted in several organizations and companies in Gorontalo Province that have implemented digital systems in HR management, such as Electronic Human Resource Management (E-HRM), Artificial Intelligence (AI), and cloud computing. The study population was all employees and management staff who use digital technology in their work activities. The sampling technique used purposive sampling with the criteria of respondents having worked for at least one year and understanding the implementation of digital transformation in the organization. The determination of the sample size refers to the

opinion of [16] who stated that the sample size should be at least 5–10 times the number of research indicators to meet the requirements for multivariate analysis.

Data collection techniques were conducted through direct and online questionnaire distribution using a Likert scale of 1–5, ranging from strongly disagree to strongly agree. The digital transformation variable was measured through indicators of digital technology use, digital system integration, work digitalization effectiveness, and organizational technology adaptation adapted from [1], [10], [14]. The digital talent development variable was measured using indicators of digital competence, technology-based learning, work innovation, and employee digital skills based on research by [12], [17]. Meanwhile, the sustainable organizational performance variable was measured through work productivity, organizational efficiency, adaptability, and sustainability of organizational performance referring to [8]. Prior to the study, the research instrument was tested for validity and reliability using corrected item-total correlation and Cronbach's Alpha with the help of SPSS software.

Data analysis was conducted using multiple linear regression analysis to determine the effect of digital transformation and digital talent development on sustainable organizational performance. Hypothesis testing was conducted using a t-test to determine partial effects, an F-test to determine simultaneous effects, and a coefficient of determination (R^2) to measure the ability of independent variables to explain the dependent variable [18]. Furthermore, this study also applied classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, to ensure the regression model met good statistical requirements. Multiple linear regression analysis was chosen because the study involved more than one independent variable simultaneously influencing the dependent variable [16]. With this quantitative approach, the study is expected to provide an empirical overview of the effectiveness of digital transformation in improving the quality of

HR management and organizational sustainability in the digital era.

3. RESULTS AND DISCUSSION

Table 1. Results of Multiple Linear Regression Analysis

Variables	Regression Coefficient (B)	t-count	Sig.	Information
Constant	5,214	2,184	0.031	-
Artificial Intelligence Integration (X1)	0.412	4,865	0.000	Significant
Talent Development (X2)	0.356	3,992	0.001	Significant
Organizational Sustainability (X3)	0.287	3,441	0.002	Significant

3.1 Regression Equation

$$Y = 5.214 + 0.412X_1 + 0.356X_2 + 0.287X_3 + e$$

Based on the regression results above, it is known that all independent variables have a positive and significant influence on

the Digital Transformation of Human Resource Management. The Artificial Intelligence Integration variable has the greatest influence compared to other variables, with a regression coefficient of 0.412.

Table 2. Results of the Determination Coefficient

Model	R	R Square (R ²)	Adjusted R Square	Std. Error
1	0.842	0.709	0.698	2.145

Based on the results of the coefficient of determination, the R Square (R²) value is 0.709 or 70.9%. This indicates that the variables of Artificial Intelligence Integration, Talent Development, and Organizational Sustainability are able to explain the influence of Digital Transformation of Human Resource Management by 70.9%, while the remaining 29.1% is influenced by other variables outside the research model.

The research results show that Artificial Intelligence Integration has a positive and significant impact on the Digital Transformation of Human Resource Management. This finding indicates that the use of AI technology in HR management can increase the effectiveness and efficiency of organizations in carrying out workforce management functions. The implementation of AI allows organizations to automate recruitment processes, analyze employee data, evaluate performance, and make data-based decisions more quickly and accurately. The use of AI systems also helps organizations reduce administrative errors and improve the quality of internal organizational services. This condition is in line with research by Gupta et al. (2025) which explains that AI and machine learning can accelerate the recruitment process and

improve the accuracy of workforce selection. Furthermore, research by Kadirov et al. (2024) also confirms that AI plays a crucial role in supporting talent development and retention through predictive data analysis. Thus, AI integration is a strategic factor in strengthening a modern HR system that is adaptive to developments in digital technology.

Research findings also show that Talent Development has a positive and significant impact on the Digital Transformation of HR Management. This indicates that improving digital competencies, technology-based training, and employee skills development are crucial factors in supporting the success of organizational digitalization. Organizations with ongoing talent development programs tend to be better prepared to face changes in the business environment and rapid technological developments. Talent development not only improves employees' technical abilities but also strengthens their adaptability, creativity, and work innovation in a digital environment. Research by [17] states that developing digital dexterity is key to creating a workforce ready for digital transformation. Furthermore, [19] explain that organizations need to build a culture of

continuous learning so that employees can optimally keep up with technological developments. Therefore, organizational investment in talent development is a strategic step to increase organizational competitiveness in the digital era.

Organizational sustainability has also been shown to have a significant influence on the digital transformation of human resource management. These findings indicate that organizations capable of building sustainable and adaptive work systems will more easily implement digital transformation effectively. Organizational sustainability is not only related to economic aspects, but also encompasses social sustainability, organizational culture, and long-term human resource development. Organizations with a vision of sustainability tend to be more open to technological innovation and changes in digital work systems. The results of this study support the research of [8], which explains that digital transformation plays a crucial role in supporting sustainable human resource management. Furthermore, [20] emphasized that organizational sustainability can be achieved if human resource digitalization is integrated with a culture of innovation and digital competency development. Thus, organizational sustainability is a crucial foundation for supporting the long-term success of human resource digital transformation.

The coefficient of determination of 70.9% indicates that Artificial Intelligence Integration, Talent Development, and Organizational Sustainability have a very strong contribution to the Digital Transformation of HR Management. This shows that these three variables are dominant factors in supporting the effectiveness of organizational digitalization. The high R^2 value also indicates that digital transformation in HR cannot be separated from technological readiness, workforce competency, and the organization's ability to build a sustainable work system. In today's digital era, organizations are required to be able to integrate these three aspects simultaneously to increase productivity and competitiveness. These results are in line with

research by [14] which states that digital transformation of HR requires a multidimensional approach that involves technology, people, and organizational strategy simultaneously. Therefore, the success of digital transformation requires synergy between technological innovation and the development of quality human resources.

The implementation of Artificial Intelligence in HR management has significantly changed the work patterns of modern organizations. The use of AI not only accelerates administrative processes but also helps organizations make more objective, data-driven decisions. AI systems are able to quickly identify organizational needs through big data analysis and predictive analytics, thereby making HR management more effective. Furthermore, AI technology also improves the employee work experience through flexible and responsive digital systems. Research by [21] explains that application security and stability are key factors influencing user satisfaction with Islamic banking digital services. [11] explain that AI-driven HR practices can improve the effectiveness of workforce management and strengthen employee engagement within the organization. However, organizations still need to pay attention to ethical and transparent aspects in the use of AI to avoid algorithmic bias or digital discrimination against the workforce.

Digital talent development is a key challenge in the era of digital transformation. Many organizations still face limited digital competencies, hindering optimal digitalization processes. Therefore, organizations need to provide ongoing training and competency development to enable employees to adapt to technological changes. Talent development should also be directed at enhancing soft skills such as creativity, collaboration, communication, and problem-solving, which are essential in a digital workplace. Research by [22] shows that AI and digital technology can foster innovative work behaviors when combined with appropriate human resource competency development. Therefore, the

success of digital transformation depends not only on technology but also on the quality of the organization's human resources.

Digital transformation in HR is also closely related to changes in organizational culture. Organizations with a conventional work culture tend to experience resistance to digital change, especially from employees who are not yet technologically prepared. This condition often causes the digitalization implementation process to face obstacles in the form of low technology acceptance and a lack of digital literacy. Research by [23] explains that resistance to technology is one of the main factors hindering the success of an organization's digital transformation. Therefore, organizations need to build an adaptive digital work culture through transformational leadership, effective organizational communication, and increased employee involvement in the change process. This approach is crucial for creating an innovative work environment that is responsive to technological developments.

In addition to providing benefits to organizational efficiency, digital transformation also presents new challenges related to data privacy and information security. The use of cloud-based digital systems and AI requires organizations to be able to protect employee personal data from cyber threats and information misuse. [7] explain that employee data protection is a strategic issue in the implementation of HR digitalization. Therefore, organizations need to build robust data security systems and implement transparent and accountable technology governance. Furthermore, organizations need to ensure that the use of AI is carried out ethically to avoid discrimination or injustice in the HR decision-making process.

Overall, the research results indicate that Artificial Intelligence Integration, Talent Development, and Organizational Sustainability are critical factors determining the success of Digital Transformation of Human Resource Management. These three variables are interrelated in creating an adaptive, innovative, and highly competitive organization in the digital era. Organizations

that are able to integrate digital technology with HR competency development and a sustainable organizational culture will have greater capabilities in facing changes in the global business environment. The findings of this study provide practical implications that organizations need to increase investment in AI technology, digital competency development, and organizational sustainability strategies to be able to create an effective and modern HR management system.

4. CONCLUSION

The results of the study indicate that Artificial Intelligence Integration, Talent Development, and Organizational Sustainability have a positive and significant influence on the Digital Transformation of Human Resource Management. AI integration has proven to be the most dominant variable in increasing the effectiveness of HR digitalization through work process automation, data-driven decision-making, and increased organizational efficiency. In addition, digital talent development plays a crucial role in improving employee competency readiness to face technological changes and a dynamic digital work environment. Organizational sustainability is also a strategic factor in supporting the success of digital transformation by strengthening an adaptive, innovative, and long-term-oriented work culture. The coefficient of determination value of 70.9% indicates that these three variables have a strong contribution to the Digital Transformation of Human Resource Management. Thus, digital transformation is not only influenced by technological readiness, but also highly dependent on the quality of human resources and the organization's ability to build a sustainable work system.

Based on the research findings, organizations are advised to increase investment in the development of Artificial Intelligence technology and digital systems that support effective HR management. Organizations also need to strengthen talent

development programs through digital competency training, increasing technological literacy, and developing soft skills so that employees can optimally adapt to digital change. Furthermore, organizations need to build an innovative, flexible, and sustainable digital work culture to support the long-term success of digital transformation. In its implementation, organizations must also pay attention to ethical aspects, data security, and

transparency in the use of AI to create a fair and responsible HR management system. Future research is expected to develop the research model by adding other variables such as organizational culture, digital leadership, and job satisfaction to provide more comprehensive research results related to digital transformation in human resource management.

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