

## The Role of HR Management Practices in The 5.0 Era on Employee Readiness to Change in Realizing The SDGs: A Systematic Review

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**Abstract.** This research analyzes the impact of digital transformation in Human Resources (HR) practices on achieving the Sustainable Development Goals (SDGs). The main focus of the research is on the use of digital technologies in digital recruitment, training and leadership, and how these practices contribute to social inclusion, resource efficiency and work sustainability. The aim of this research is to explore the relationship between the application of technology in HR and the achievement of SDG 5 (gender equality), SDG 8 (decent work and economic growth), and SDG 12 (responsible consumption and production). Using a literature study approach, the research results show that digital-based HR practices support more inclusive recruitment, reduce the use of physical resources, and improve employee work-life balance. These digital practices also increase operational efficiency while promoting social and environmental sustainability. The implications of this research suggest companies should better integrate technology in HR practices to achieve broader sustainability goals, both from a social and environmental perspective.

**Keywords :** HR Practices; Digital Transformation, SDGs; Social Inclusion; Resource Efficiency; Digital Leadership; Sustainability.

### INTRODUCTION

The emergence of Era 5.0 marks a transformation phase in the business world characterized by the integration of intelligent technologies such as artificial intelligence (AI), big data, Internet of Things (IoT), and blockchain. This era emphasizes synergistic collaboration between humans and technology with the aim of building adaptive, inclusive and sustainable systems that encourage innovation in various business fields (DiRomualdo et al., 2018; Wang et al., 2022). Digital transformation, which is an important element of Era 5.0, requires organizations to adopt technological advances to increase efficiency, productivity, and the ability to respond to changes in dynamic market demand (Berg et al., 2020; DiRomualdo et al., 2018).

In this context, the role of human resource management (HR) becomes increasingly important. HR plays a role as the main facilitator in facing the challenges of digital transformation, especially in preparing and supporting employees to adapt to the changing technological landscape (Berg et al., 2020; DiRomualdo et al., 2018). Effective HR management must pay attention not only to the technical aspects of technology adoption, but also to the emotional and cultural dimensions that influence employee readiness to change. Initiatives such as digital skills training, digital leadership development, and programs to increase employee engagement are essential to forming a workforce that is resilient and ready to face the dynamics of Era 5.0 (DiRomualdo et al., 2018; Hu & Zhu, 2021).

Additionally, the integration of digital leadership within the organization is critical to driving innovation and ensuring that HR practices are aligned with the demands of

digital transformation. Digital leaders are tasked with guiding their teams in facing the complexities of technological change, while developing a culture of continuous learning and adaptability (Khaw et al., 2022; Mihardjo et al., 2019; Wang et al., 2022). Research shows that digital leadership significantly influences innovation management and the overall effectiveness of HR strategies in the context of digital transformation (Khaw et al., 2022; Mihardjo et al., 2019). By prioritizing the development of digital competencies and creating an environment that supports innovation, organizations can increase their competitiveness while contributing to achieving the Sustainable Development Goals (SDGs), especially in the aspects of decent work, economic inclusion and environmental sustainability (Hu & Zhu, 2021; Khaw et al., 2022).

In conclusion, the transition to Era 5.0 requires a comprehensive digital transformation approach, where the role of HR is crucial in equipping employees with the necessary skills and establishing a culture of adaptability. The relationship between digital leadership and HR practices is a key foundation in navigating the complexities of this new era, ultimately driving organizational success and sustainability.

The urgency of this research lies in the importance of a deep understanding of how HR practices in Era 5.0 can influence employee readiness to adapt to change. An organization's readiness to face digital transformation directly affects business sustainability and the company's ability to remain competitive in the global market. In addition, Era 5.0 has great potential to support the achievement of various SDGs, which include goals such as decent work, reducing inequality, industrial innovation, and action on climate change. Effective HR management practices in this era can be an important solution to achieving these goals by encouraging sustainability in the work environment and empowering employees through technology.

However, amidst the opportunities that exist, various challenges also arise. Some organizations are still not fully ready to adopt advanced technologies and often lack a comprehensive strategy for integrating employees into the digital transformation process. In addition, resistance to change, limited digital skills, and concerns about the social impact of automation technology also pose challenges in implementing the SDGs. Therefore, this research is very important to provide guidance based on scientific literature for companies in understanding and managing HR practices in Era 5.0, as well as to equip them with strategies that can be used to facilitate employee readiness and increase the organization's contribution to achieving the SDGs.

To answer this need for understanding, this research formulates three main questions:

1. How do HR management practices in Era 5.0 affect employee readiness to change?
  - This question explores how technology-based HR practices in Era 5.0, such as AI-based training and automated performance evaluation systems, can influence employees' readiness to accept and adapt to changes in the work environment. In this case, it is important to understand the motivational and psychological factors that can support or hinder employee readiness.

2. How can HR management practices support the achievement of SDGs through digital transformation in Era 5.0?
  - This question focuses on the direct and indirect contribution of HR practices in Era 5.0 to the SDGs goals. This research will explore how practices such as inclusive workforce management, employee upskilling, and reducing the carbon footprint in HR operations can help companies play an active role in the SDGs agenda.
3. What are the challenges faced by companies in preparing employees to face changes in Era 5.0?
  - The main challenges in preparing employees to face digital transformation in Era 5.0 include various factors, such as resistance to new technology, digital skills gaps, and data policy and privacy issues. This question also considers cultural and structural aspects that may hinder the effectiveness of change.

This research aims to identify and analyze the latest literature that focuses on human resource management (HR) practices in Era 5.0, as well as their impact on employee readiness to adapt to change. In addition, this research seeks to explain the relationship between HR practices in Era 5.0 and the achievement of Sustainable Development Goals (SDGs), especially in the aspects of sustainability and inclusion which are part of the SDGs goals. This research also aims to explain the main challenges companies face in preparing employees for the rapid digital transformation in Era 5.0 and offers strategic recommendations that can help organizations overcome these obstacles. Through this research, it is hoped that useful guidance will be obtained for academics and practitioners to optimize the role of HR in supporting the success of sustainable and inclusive digital transformation.

With this research, it is hoped that it can make an important contribution to academics and practitioners. For academics, this research will add theoretical insight into the role of HR management in the digital era and its relationship with the SDGs, as well as provide an in-depth understanding of the dynamics of organizational change in Era 5.0. For practitioners, this research offers guidance for designing more effective strategies and policies in managing human resources, preparing employees to adapt to change, and ensuring the organization's active role in achieving SDGs goals.

## **METHOD**

### **Research Design**

This research uses a Systematic Literature Review (SLR) approach with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method. The selection of the SLR method aims to prepare a comprehensive and evidence-based synthesis of relevant literature regarding the role of HR management practices in Era 5.0 on employee readiness to change and contribute to achieving SDGs through digital transformation. PRISMA was chosen because this method offers a systematic framework for screening, selecting and evaluating articles in a transparent and gradual manner. PRISMA also allows researchers to identify the most relevant literature, so that the results obtained are reliable and avoid bias. This method is very important in the context of this

research because it allows an in-depth exploration of the trends, challenges and opportunities that organizations face in managing HR in Era 5.0.

#### **Data Source**

The main data sources used for this research are credible databases and are often used in academic publications, namely:

- Scopus
- Web of Science
- ProQuest

The selection of this database is based on its broad coverage in the fields of management, technology and social sciences, making it easier to search for articles relevant to the topics of Human Resource Management (HRM), Era 5.0, digital transformation and SDGs. This database is expected to provide high quality literature which includes empirical studies, meta-analyses, and literature reviews.

#### **Keywords**

Keywords are compiled taking into account relevance to the main research theme, and keyword combinations are carried out to reach more literature that has the potential to provide in-depth insight. Keywords used include:

- Human Resource Management Era 5.0
- SDGs and HRM
- Employee readiness for change
- Digital transformation in HRM
- Sustainable Development Goals and workforce

These keywords are also modified using a combination of Boolean logic such as "AND" and "OR" to narrow or expand the scope of the search and ensure that the resulting literature matches the research focus.

#### **Inclusion and Exclusion Criteria**

To ensure the quality and relevance of the literature reviewed, this study established the following inclusion and exclusion criteria:

1. Range of Publication Years: Selected articles come from the last ten years to ensure that the data and information analyzed are relevant to the latest developments in HRM in Era 5.0 and SDGs.
2. Type of Publication: Only publications in the form of scientific journal articles and international conference proceedings are included, considering that these two types of publications usually go through a peer review process (*peer-reviewed*) and have good academic quality.
3. Language: The selected literature is limited to articles written in English, considering that this language is standard in international scientific publications.
4. Accessibility: Only articles that can be accessed in full (*full-text accessible*) were selected, to enable researchers to conduct in-depth analysis.
5. Relevance to Topic: Articles that do not explicitly discuss HRM, Era 5.0, digital transformation, or SDGs will be excluded from review.

#### **Data Collection Procedures**

The data collection process is carried out through several stages of literature selection to achieve the optimal level of screening:

1. Initial Screening: This stage includes searching based on keywords and removal of redundant or irrelevant literature. Each article found through the database will be evaluated based on its title and abstract.
2. Abstract Review: Articles that pass the initial screening stage will be reviewed again through their abstracts to ensure relevance to the research questions.
3. Full-Text Review: Articles that are deemed appropriate will be read in their entirety to ensure that the article content is truly relevant and of high quality. At this stage, articles that do not meet the quality criteria or do not directly answer the research question will be excluded.
4. Final Article Selection: The remaining articles after going through all these stages will form the basis of data for further analysis.

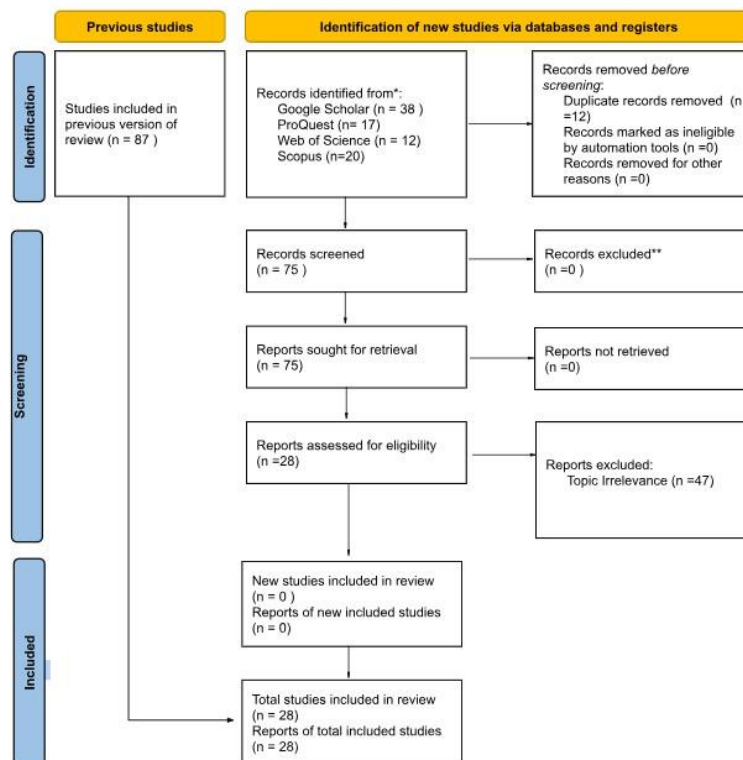


Figure 1. Prisma Flow, 2024

This PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow diagram provides a visual overview of the selection process and results of the systematic review conducted.

1. Previous studies: This section indicates that 87 studies have been included in previous versions of the review.
2. Identification of new studies: This section describes the process of identifying new studies through various databases and registers. A total of 57 records were identified, and after removing duplicates and screening, 75 studies were assessed for eligibility.
3. Screening and eligibility: This diagram shows that 47 studies were excluded because they were not relevant to the topic, and 28 studies were ultimately included in the final review.

4. Included studies: The final section summarizes the total studies included in the review (n=28) and the total reports of the included studies (n=28).

Overall, this PRISMA flow diagram provides a clear and structured representation of the systematic review process, so that readers can understand how the final set of included studies was selected from the initial set of records identified.

## RESULTS AND DISCUSSION

### Key Findings from The Literature

#### 1. HR Practices in Era 5.0

In Era 5.0, human resource management (HR) is experiencing major changes triggered by advances in digital technology, especially through the integration of artificial intelligence (AI), digital skills development, and digital onboarding practices. This transformation is crucial in increasing employee readiness to adapt to change, something that is really needed by organizations that are facing complexity in the modern world of work.

The use of AI in HR management is increasingly widespread, especially in recruitment, training and performance evaluation processes. AI technology allows organizations to analyze large amounts of data and use machine learning algorithms to speed up and improve the accuracy of candidate assessment. Patil highlights the transformational potential of AI in the HR function, especially in the recruitment and selection process, which is now evolving into a strategic managerial role thanks to the integration of AI (Patil, 2023). However, Gupta and Mishra highlight ethical concerns regarding the use of AI in recruitment, where although AI can improve efficiency, there is a risk of bias to be aware of in automated systems (Gupta & Mishra, 2022). This perspective shows the importance of maintaining a balance between technological advances and ethical considerations in HR practices.

Digital skills development is also a critical aspect in HR management in Era 5.0. As organizations undergo digital transformation, adequate digital capabilities for employees become a key requirement. Thuy in his research shows that employee readiness for digital transformation is closely related to digital skills which can be developed through various training methods, including e-learning and AI-based training programs (Thuy, 2023). This is confirmed by research from Saatçi and Ovacı, which states that self-assessment of competence can increase employees' confidence in their abilities, thereby increasing their readiness to face digital change (Saatçi & Ovacı, 2022). This emphasis on continuous learning and adaptation is critical for organizations that want to remain competitive in an ever-evolving technology landscape.

The digital onboarding process also plays a significant role in helping new employees adapt to the organizational environment. Through digital platforms, companies can give new employees direct access to important information about company culture, policies and required skills, speeding up their adjustment period. Azieva discusses the importance of digital transformation in increasing operational efficiency, including onboarding practices that are more responsive to the needs of new employees (Azieva et al., 2021). These findings are in line with research by Gfrerer et al., who noted that differences in perceptions of digital readiness between managers and employees can

influence the effectiveness of onboarding and overall change initiatives (Gfrerer et al., 2020). Thus, effective digital onboarding not only supports new employees, but also aligns with the organization's broader goals of creating a culture of adaptability and responsiveness.

Overall, HR practices in Era 5.0 are characterized by the integration of AI, digital skills development, and the implementation of digital onboarding processes. These elements collectively increase employee readiness for change, which is critical for organizations that want to succeed in the increasingly digital era. The literature emphasizes that implementation of these practices must be done judiciously, ensuring that technological advances are accompanied by ethical considerations and a commitment to employee development.

## **2. The Influence of HR Practices on Employee Readiness to Change**

The influence of Human Resources (HR) practices on employee readiness for change is increasingly important in the context of Era 5.0, which is characterized by rapid technological advances and digital transformation. Two HR practices that have been proven to have a significant impact in increasing employee readiness for change are technology-based training and digital leadership.

**Technology Based Training:** The integration of digital technology in training programs has been proven to increase employees' ability to acquire and apply new skills more effectively. For example, Zhang et al. highlighted that online training for employees significantly improves learning outcomes, allowing employees to learn independently that fits their needs and schedules (Zhang et al., 2023). This flexibility not only facilitates faster adaptation to new technologies, but also fosters a culture of continuous learning that is essential to maintaining competitiveness in a rapidly evolving business landscape (Leuhery, 2024). Furthermore, Ayeisha's findings emphasize the need to invest in employee training to overcome resistance to new technologies, which in turn increases overall organizational readiness to face change (Ayeisha, 2024).

**Digital Leadership:** Leadership has a key role in shaping employee attitudes towards change. Digital leaders who actively encourage the use of technology and innovation can significantly increase employee motivation and their readiness to engage in digital transformation initiatives. Heuvel et al. revealed that leaders who create a supportive environment can increase employee self-efficacy, which is very important for facing organizational change (Heuvel et al., 2020). Correspondingly, Cooper et al. discusses how well-being-oriented HR practices, including supportive leadership, contribute to employee resilience and performance during periods of change (Cooper et al., 2018). This supportive leadership framework not only builds self-confidence in employees, but also encourages a proactive approach in embracing change.

Apart from that, the role of HR practices in forming an adaptive workforce cannot be underestimated. Research by Tabiu et al. showed that effective HR practices, including training and career planning, are significant predictors of employee adaptive performance (Tabiu et al., 2018). This is in line with Mahdavi's findings, which emphasize the importance of strategic HR management in improving organizational performance and reducing turnover rates during challenging times (Mahdavi, 2023).

Overall, the relationship between technology-based training and digital leadership

is critical in preparing employees for change. By investing in training that leverages digital tools and developing a leadership style that supports innovation and adaptability, organizations can increase employees' readiness for change, which will ultimately improve their performance and resilience in the face of transformation.

These findings answer the research question of how HR practices can influence employee readiness for change by demonstrating that technology support and digital leadership create an environment conducive to change.

### **3. Contribution of HR Practices to Achieving the SDGs**

The contribution of Human Resources (HR) practices to achieving the Sustainable Development Goals (SDGs) is increasingly being recognized, especially in the context of digital transformation in the HR field in Era 5.0. This transformation supports social inclusion, resource efficiency and sustainable practices, which is aligned with the broad goals of the SDGs.

**Social Inclusion through Technology-Based HR Practices:** Technology-based HR practices significantly increase social inclusion. By utilizing digital tools, organizations can carry out recruitment processes that transcend geographic boundaries, thereby creating equal employment opportunities. This is in line with SDG 8, which emphasizes decent work and economic growth, and SDG 5, which supports gender equality and the empowerment of women and girls (Campos-García, 2023; Zaidi & Jamshed, 2021). The ability to conduct interviews and assessments online allows companies to reach diverse talent, thereby creating a workforce that is more inclusive and reflects society's diverse demographics (Nicolás-Agustín et al., 2021).

**Resource Efficiency through Digitalization of Administrative Processes:** In addition, the digitalization of administrative processes contributes to resource efficiency. By implementing e-learning platforms and digital onboarding processes, organizations can reduce dependence on paper and other physical resources, supporting SDG 12, which focuses on responsible consumption and production (Campos-García, 2023). The transition to digital HR not only simplifies operations, but also aligns with sustainable business practices by reducing waste and encouraging better environmental management (Sathasivam et al., 2021). These changes are critical because they allow organizations to operate more sustainably while increasing operational efficiency (Barišić et al., 2021).

**Sustainable Work Practices through Digital Transformation in HR:** In addition to social inclusion and resource efficiency, digital transformation in HR drives sustainable work practices. The adoption of flexible work arrangements facilitated by digital technologies supports work and personal life balance, which is an important component of SDG 3 which aims to ensure healthy lives and well-being for all (Campos-García, 2023; Guan et al., 2019). By enabling remote work and flexible schedules, organizations can create a more supportive work environment that increases employee satisfaction and productivity (Nurhasanah, 2022). Additionally, the integration of sustainable HR practices can help organizations align their strategies with the SDGs, strengthening their commitment to corporate social responsibility and sustainability (Nakra & Kashyap, 2023; Zaidi & Jamshed, 2021).

Overall, the integration of digital transformation in HR practices plays an important role in advancing the SDGs by promoting social inclusion, increasing resource efficiency



and encouraging sustainable work practices. As organizations continue to evolve in Era 5.0, strategic alignment of HR practices with the SDGs will be critical to achieving long-term sustainability and corporate responsibility.

Thus, this contribution answers the research question regarding how HR practices can support the SDGs through digital transformation in Era 5.0.

### **Challenges in Implementation**

Several challenges were identified in implementing digital-based HR practices in Era 5.0, including:

- **Employee Resistance:** Some employees may feel uncomfortable with rapid technological change or feel pressure from the need to learn new skills. This has the potential to be a major obstacle in their readiness to face change.
- **Limited Digital Skills:** Not all employees have sufficient digital skills to adapt to new systems, requiring greater investment in training.
- **Data Security:** Increasing digitalization in HRM also brings data security risks. Companies need to consider privacy risks and employee data protection, which is important in this digital era.

This challenge provides answers to research questions regarding the obstacles that companies may face in preparing employees for change in Era 5.0.

### **Interpretation of Findings**

#### **1. The Influence of Era 5.0 HR Practices on Employee Readiness for Change**

HR practices in Era 5.0 not only accelerate employee adaptation to change, but also increase the sustainability and resilience of the organization as a whole. This transformation allows the company to remain competitive and flexible in responding to global market dynamics.

#### **2. The Link between Innovative HR Practices and Achieving the SDGs**

The implementation of technology in HR not only provides operational efficiency but also directly supports the SDGs. Literature examples show that companies that adopt digitalization practices are better able to promote social inclusion and better resource efficiency, supporting the broader SDGs agenda.

The practical implications of this research indicate that companies need to develop a structured training strategy, with the main focus on improving employee digital skills. Digital leadership programs must also be strengthened, so that leaders can guide employees in facing digital transformation more effectively. In addition, companies are advised to strengthen data security policies to protect employee privacy, considering the importance of protecting information in today's digital era.

From a theoretical perspective, the findings of this research provide a significant contribution to the development of Human Resources (HR) theory in Era 5.0, especially regarding the convergence between digitalization in HR practices and the achievement of Sustainable Development Goals (SDGs). This research strengthens the argument that HR digitalization plays an important role in achieving broader sustainability goals, both at the organizational level and in the larger social context.

However, this study has several limitations. The literature used is limited to certain

databases, so it may not cover cross-sector research comprehensively. In addition, the systematic literature review (SLR) approach does not provide direct empirical data, which means the results of this study may not be fully generalizable to various contexts.

For future research, it is recommended to empirically examine the role of HRM in Era 5.0 in various sectors, with a focus on how employee readiness to face changes varies between industries. In addition, qualitative studies regarding the experiences of employees in organizations that are implementing digitization in HR practices can provide deeper insights and enrich understanding regarding this topic.

## **CONCLUSION**

### **Summary of Findings**

This research finds that HR practices in Era 5.0 play a crucial role in preparing employees to adapt to the dynamics of technological change and economy. Digital transformation in HRM, such as the application of artificial intelligence (AI), digital skills development, and digital onboarding, significantly increases employee readiness for change. These practices not only increase employee efficiency and adaptability but also support achievement Sustainable Development Goals (SDGs) through a sustainable and inclusive approach. These findings clarify the relationship between innovation in HRM and employee readiness to face change, as well as the contribution of technology-based HR to broader global social and environmental goals.

This research makes a significant contribution to the HRM literature, especially in the context of Era 5.0, by highlighting the importance of technology-based HR practices in increasing employee readiness to adapt and support sustainable goals. Practically, this research offers insights for companies about the HRM strategies they can adopt to face technological transformation. The findings of this research emphasize that digital leadership and technology-based training programs are important elements in building an adaptive environment, while strengthening companies' efforts to contribute to the SDGs.

To complement the results of this study, empirical research on organizations that have implemented digital transformation in HR would be very useful to understand employees' direct experiences and identify specific factors that influence their readiness to face change. Case studies in specific sectors or mixed methods approaches can also provide deeper insights into the application of digitalization in HRM. Additionally, further research on the impact of employee resistance to technology-based HR practices could help develop more effective change management strategies.

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