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Critical Analysis of Evidence-Based HR Human Resource Management Policies and Strategies in the Digital Era

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Abstract

Human Resource Management (HRM) in the digital era has experienced a profound transformation marked by the intensive application of technology, automation, and data-driven systems in organizational decision-making. This study aims to conduct a critical review of HRM policies and strategies grounded in the Evidence-Based Human Resource Management (EBHR) approach, which prioritizes decisions derived from empirical data, scientific research, and verified evidence. The research applies a Systematic Literature Review (SLR) method, examining 15 peer-reviewed and high-impact scientific articles published between 2015 and 2025. The findings demonstrate that EBHR enhances recruitment efficiency, performance management accuracy, and employee retention while promoting innovation through the integration of Human Resource Information Systems (HRIS), big data analytics, and artificial intelligence. Key strategic outcomes identified include transformative HR practices, the adoption of High-Performance Work Practices (HPWPs), and evidence-oriented decision-making mechanisms. Nevertheless, several challenges persist, including insufficient data quality, limited analytical literacy among HR professionals, organizational resistance to cultural change, and disparities in digital infrastructure across sectors and countries. This research highlights the urgent need to develop analytical competencies, enforce ethical and secure data governance, and foster an organizational culture that supports evidence-based thinking. Overall, this paper contributes both conceptually and practically by providing a framework for organizations to strengthen transparency, accountability, and sustainability in HRM practices, ensuring competitiveness in the evolving digital landscape.

Keywords: Evidence-Based HR, HR management, digital era, HR analytics, organizational strategy

1. Introduction

Human Resource Management (HRM) is a key element that determines the success of an organization. In the modern context, human resources are no longer viewed merely as a factor of production but as a strategic asset that plays a vital role in creating long-term competitive advantage. The development of information technology and the wave of digital transformation have brought fundamental changes to HR management, where decision-making processes are now heavily influenced by automation, integrated information systems, and complex data analytics (1).

Digital transformation has shifted the HR function from an administrative role to a strategic one. The HR role now focuses on leveraging technology to enhance organizational effectiveness through the integration of information systems, artificial intelligence, and data-driven analytics (2). The emergence of Evidence-Based Human Resource Management (EBHR) represents a new paradigm that emphasizes the importance of making decisions based on empirical data and scientific evidence rather than intuition or subjective experience (3).

The implementation of EBHR is further strengthened by advances in Human Resource Information Systems (HRIS), big data analytics, and artificial intelligence (AI). These technologies enable organizations to collect and analyze employee data in real time to support recruitment, training, performance management, and retention processes (4). However, the adoption of EBHR still faces several challenges, such as limited

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digital literacy, organizational resistance to change, and disparities in analytical capabilities across industries (5).

Beyond internal efficiency, evidence-based approaches also have significant external implications. Accountable and data-driven HR policies can enhance an organization's reputation and public trust, particularly amid growing demands for transparency and accountability (6). Consequently, evidence-based strategies influence not only employee performance but also strengthen the organization's strategic value in the eyes of stakeholders.

Based on this context, this study aims to analyze the challenges and dynamics of HR management policies and strategies in the digital era, examine the implementation of EBHR in supporting managerial decision-making, and formulate strategic recommendations grounded in data and scientific evidence. The results of this research are expected to enrich academic literature while providing practical contributions for organizations to adapt and remain competitive in the digital age.

2. Methods

The research employed a Systematic Literature Review (SLR) approach aimed at identifying, evaluating, and synthesizing previous studies that are relevant to the research focus. This method was developed to ensure that the collected evidence represents a comprehensive and unbiased understanding of the topic under investigation (6).

The SLR process was carried out using a qualitative descriptive approach, in which the reviewed studies were interpreted and summarized narratively to highlight emerging patterns and critical insights. The review procedure followed the general stages proposed by Francis and Baldesari (7), which include:

1. Formulating the research question.

2. Conducting a systematic literature search.

3. Screening and selecting appropriate research articles.

4. Analyzing and synthesizing qualitative findings from the selected articles.

5. Maintaining quality control to ensure the quality of the process and results.

6. Presenting findings in the form of a research narrative.

2.1 Identification and Discovery of Keywords

This study aims to examine a critical analysis of evidence-based HR policies and strategies for human resource management in the digital era. Therefore, the researcher established several requirements before conducting the literature search, namely:

1. Requirement 1 – The literature must address concepts related to the research title, namely a critical analysis of evidence-based HR policies and strategies in the digital era. Eligible literature includes theoretical and empirical studies on HR policies, HR management strategies, evidence-based HR, and the application of digital technology in HR management (1–3).

2. Requirement 2 – The literature must contain ideas related to enhancing an organization's brand through effective HR management. This means that data- and evidence-based HR strategies and policies are oriented not only toward internal efficiency but also toward creating a positive image, reputation, and competitive advantage for the organization in the digital era (4,5).

3. Criterion 1 – The literature reviewed must present concepts about human resource management, HR policies, or HR strategies in the context of organizations (6).

3. Criterion 2 – The literature must contain ideas related to the effectiveness of policies/strategies, particularly their impact on organizational performance, employee engagement, retention, productivity, or the effectiveness of modern organizations (7–9).
Based on these requirements, the researcher then determined the main keywords for conducting the literature search, namely: Critical analysis of human resource management (HRM) policies and strategies based on Evidence-Based HR in the digital era. English: Critical analysis of human resource management (HRM) policies and strategies grounded in Evidence-Based HR in the digital era (10).

2.2 Literature Search

A comprehensive literature search was undertaken using the Publish or Perish software by querying two major academic databases, namely Scopus and Google Scholar (6). The search employed several key terms such as Human Resource Management (HRM), HR policies, HR strategies, and policy effectiveness. From this process, a total of 166 records were identified—165 originating from database searches and one additional record from a secondary source. After removing duplicate entries and applying the initial screening based on inclusion criteria—publication year between 2015 and 2025 and journal quality within the Q1–Q4 quartiles—103 records were excluded (1 duplicate, 108 outside the publication year range, and 4 not meeting quartile standards) (7). Consequently, 53 records proceeded to the title and abstract screening phase for further evaluation. The initial screening excluded 391

records that were out of scope (not addressing HR policies/strategies or assessing their effectiveness). Twenty-two records were then searched for full text; 8 were unavailable due to access issues. Thus, 14 full-text articles were evaluated at the eligibility stage, along with 1 additional eligible article from another source. The final total of included studies was 15 articles (6,8).

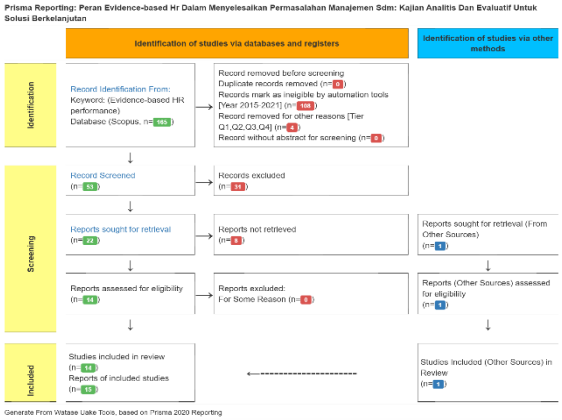

Figure 1. PRISMA Flow Diagram

The co-occurrence analysis performed with VOSviewer for this study, entitled "Critical Analysis of Evidence-Based HR Policies and Strategies for Human Resource Management in the Digital Era," reveals a strong interconnection among key concepts such as human resource policies, strategic management, organizational performance, employee engagement, HR analytics, and evidence-based HR practices (1–3). The analysis highlights that the success and effectiveness of HR strategies in contemporary organizations are closely influenced by the extent to which technology and data-driven approaches are integrated into employee management and decision-making processes (4–6).

Criteria	Inclusion	Exclusion
Type of Literature	Peer-reviewed journal articles, conference proceedings, academic books, and reputable research reports.	Popular articles, opinion pieces, blogs, mass-media news, or non-scholarly sources.
Indexing	Indexed in Scopus, Web of Science, Sinta, or other reputable academic databases.	Not indexed in leading scholarly databases.
Language	Articles in English or Indonesian.	Articles in languages other than English/Indonesian.
Topic	Discusses HR policies/strategies, policy effectiveness, HR analytics, evidence-based HR, or the role of technology in HR management.	Not relevant to HR management or addresses only non-HR aspects (e.g., finance, operations).
Context	Modern organizations (private companies, multinationals, startups, and public institutions within a digitization/modernization context).	Traditional organizations not relevant to digital transformation/modernization.
Publication Year	2015–2025 (the last 10 years, aligned with developments in technology, HR analytics, and evidence-based HR).	Articles published before 2015.
Study Type	Empirical studies (quantitative, qualitative, or mixed methods) and academic literature reviews.	Editorials, non-academic articles, or writings without a research methodology.

Table 1. Inclusion and Exclusion Criteria

2.3 Screening and Criteria Determination

In the subsequent phase, the researchers carried out a comprehensive screening and determination of selection criteria by utilizing Mendeley and Scopus to review and evaluate the abstracts of the identified studies (6,7). Following this process, the refined keyword dataset was exported into VOSviewer software to visualize and analyze the conceptual interrelationships among key terms (6,7).

The visualization generated from this mapping process (see Figure 2) identifies three major thematic clusters that represent the central dimensions of evidence-based human resource management research (3,4,5).

Cluster 1: Process – Factor – Application – Interview – Respondent
This cluster illustrates the relationship chain within the implementation of Evidence-Based Human Resource (EB-HR), starting from process mapping and identification of key factors to the execution of interventions and their evaluation through interviews or respondent feedback. The pattern highlights the crucial role of technology in enhancing the quality of human resource management while maintaining the validity of outcomes, data privacy protection, and minimizing potential bias in the analysis (3,4,5).

Cluster 2: Keywords – Effect – Research Results
This cluster focuses on assessing the effectiveness of human resource management policies and strategies, as well as on how research findings are utilized to measure their impact in modern organizations. It emphasizes the importance of reporting effect sizes and conducting cost–benefit analyses as an evidence base for organizational decision-making processes (7,8,9).

Cluster 3: Interconnection Between Words
Connecting terms such as “besides” and “in” appear as central nodes due to their high frequency across abstracts and metadata. Although these are functional rather than conceptual words, their prominence indicates a dense network of relationships among key concepts. Therefore, these words are recommended to be treated as stopwords in further thematic analyses to better highlight substantive and conceptually meaningful topics (6,10).

From the relationship map, it can be concluded that Evidence-Based HR and HR analytics are a common thread across the literature, emphasizing the urgency of data-based decisions in HR management (1,2,3,5).

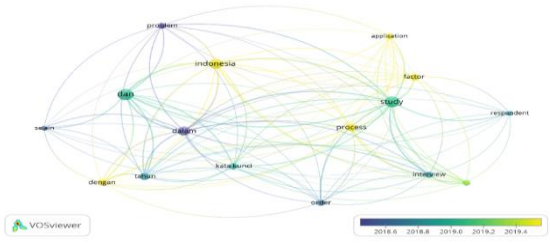

Figure 2. Screening Results using VOSviewer.

2.4 Analysis and Synthesis Process

Literature that met the inclusion criteria was then systematically analyzed. Each article was thoroughly read to extract key information, including:

1. Study identity (author, year, journal, and organizational context (6).

2. Research design/method (quantitative, qualitative, or literature review) (7).

3. Focus variables or the effectiveness of HR policies and strategies (e.g., EBHR + Analytics + HR Development → (mediation: Quality of decisions/implementation) → HR Effectiveness, etc.) (3,8,9).

4. Output indicators (HR & business impact, Analytics & technology, Talent quality & speed, EBHR discipline, Talent quality & speed) [11,12].

Synthesis of findings was achieved through three main steps:

1. Thematic categorization based on the following dimensions: technology & HR analytics, evidence-based HR, employee engagement & retention, equality & sustainability, and the modern organizational context (1–3);

2. Cross-study comparison to map similarities, differences, and relationship patterns (4,5);

3. Narrative integration to build a conceptual framework explaining data-driven policies, A/B/quasi-experiments, and sustainable KPI dashboards (6,7).
Through these procedures, the synthesis results present a comprehensive overview of trends, contributions, and research gaps related to the effectiveness of HR management policies and strategies in the era of digital transformation (8–10).

2.5 Quality Control

All articles reviewed in this systematic literature review (SLR) were obtained from reputable international journals indexed by Scopus. The quality assessment was conducted by considering the quartile ranking (Q1–Q4) of each journal within its respective field. Most of the literature, approximately 13 out of 15 articles (about 87%), were published in high-quality journals categorized as Q1 and Q2. These include prominent journals such as *Human Resource Management*, *The International Journal of Human Resource Management*, *Sustainability*, and *The International Journal of Environmental Research and Public Health (IJERPH)* (11–13).

This composition reflects a strong scientific foundation, supported by extensive citation impact and international academic recognition. Meanwhile, studies published in Q3 and Q4 journals provided complementary contextual insights, enriching the overall understanding of the topic discussed in this research..

N/A: Literature outside the quartile index

ne article (approximately 7%) was not included in the quartile index; however, it was retained because it offered an additional and directly relevant perspective to the research focus, thereby enriching the conceptual and methodological depth of the analysis. Consequently, data quality remained well maintained since most of the reviewed sources were Scopus-indexed publications, while the inclusion of this complementary article broadened the understanding of the effectiveness of human resource management policies and strategies in the digital era (12,13).

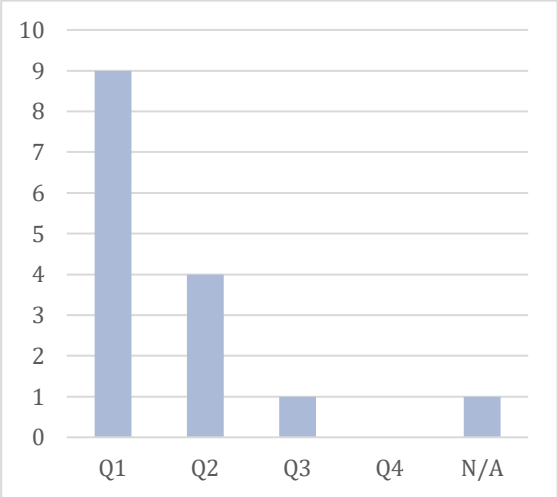

Figure 3. Quality Control Results Based on Scopus Quartile

3. Results and Discussions

1. The Relevance of Evidence-Based Human Resource Management (EBHR) in the Digital Era

Research indicates that the *Evidence-Based Human Resource Management* (EBHR) approach serves as a crucial foundation for transforming human resource management in the digital era. This approach emphasizes decision-making grounded in data, empirical evidence, and verifiable scientific research, rather than relying solely on intuition or subjective experience (1).

Organizations that adopt an evidence-based human resource management approach have been shown to improve the precision of strategic decision-making, particularly in recruitment, performance appraisal, and talent development (1). The ongoing digital transformation has shifted the role of HR from an administrative support function to a strategic partner in organizational development. Through automation and digital integration, HR departments are now able to participate actively in managerial decision-making by utilizing comprehensive data and integrated information systems (2). Consequently, the application of Evidence-Based HR enhances not only operational efficiency but also reinforces transparency, accountability, and the reliability of human resource policies.

2. The Role of Digital Technology and HR Analytics as Strategic Enablers

One of the major developments in human resource management during the digital era is the integration of HR analytics, big data, and artificial intelligence (AI) as essential tools in implementing Evidence-Based Human Resource Management (EBHR). Through these technologies, organizations are now able to conduct data-oriented forecasting related to employee turnover, productivity, and training outcomes (3).
Based on a review of fifteen peer-reviewed studies, it was found that the application of digital technologies allows organizations to:

1. Utilize predictive analytics to enhance workforce planning;
2. Maximize the role of the Human Resource Information System (HRIS) as a central repository for employee information; and
3. Design evidence-based policies, interactive dashboards, and decision-making systems driven by AI.

Nevertheless, the success of technology adoption in HRM remains highly dependent on data integrity and the analytical competence of HR professionals. Inadequate skills in interpreting or managing data can cause technology to become an administrative tool only, without offering strategic contributions to organizational effectiveness (3).

3. The Relationship between EBHR and Engagement, Retention, and Organizational Performance

The synthesis of the reviewed literature indicates that Evidence-Based Human Resource Management (EBHR) policies have a direct influence on employee engagement, retention, and organizational sustainability. Transformational HR practices have been found to enhance employees' adaptability and task performance, particularly in high-technology organizations (8).

Furthermore, the implementation of High-Performance Work Practices (HPWPs) consistently shows a positive relationship with productivity and job satisfaction (9). Therefore, the EBHR approach is not merely focused on operational efficiency but also plays a vital role in fostering a healthy, participative, and sustainable work environment. Employees who feel valued and actively engaged are more likely to make significant

contributions to the organization's overall performance and competitiveness.

4. Challenges of Evidence-Based HR Implementation

Although the *Evidence-Based Human Resource Management* (EBHR) approach offers numerous strategic benefits, its implementation continues to face complex challenges. One of the main barriers lies in data quality limitations. Many organizations still lack systems capable of collecting, validating, and managing human resource data in a structured and reliable manner. Moreover, analytical competence among HR practitioners remains insufficient, particularly in applying statistical methods and digital tools to process data effectively. Cultural resistance within organizations also persists, as some leaders prefer to rely on intuition and personal experience rather than empirical evidence or scientific analysis. In addition, the digital divide and data ethics issues—such as privacy, data security, and algorithmic bias—pose further obstacles that must be addressed to prevent EBHR implementation from generating ethical or social problems. Therefore, an *evidence-based leadership* approach is required to encourage the use of data and scientific findings as the foundation for developing human resource policies (1–3).

5. Practical and Strategic Implications

The synthesis of the reviewed literature highlights several strategic implications that organizations should consider in implementing evidence-based human resource management (EBHR) in the digital era.

First, the development of analytical competence among HR professionals is crucial. Organizations are encouraged to design continuous training programs in areas such as data analysis, data visualization, and the utilization of artificial intelligence–driven applications to strengthen decision-making quality in HR functions (3).

Second, ethical and secure data governance must become an organizational priority. EBHR implementation should be guided by clear data ethics frameworks to protect employee privacy and prevent discriminatory practices resulting from algorithmic bias (4).Third, building an evidence-based organizational culture is essential to ensure that every strategic decision is grounded in measurable internal and external research rather than intuition or past experience (2). This culture enhances transparency, accountability, and the long-term sustainability of HR policies.

Finally, interdisciplinary collaboration between HR, IT, and other strategic divisions is vital. Such collaboration enables the integration of technology and human capital management to drive innovation and maintain competitive advantage in an increasingly digitalized work environment (1).

4. Conclusions

1. The Dominance of Evidence-Based HR

Berdasarkan hasil kajian sistematis, pendekatan *Evidence-Based Human Resource Management* (EBHR) terbukti menjadi landasan utama dalam penyusunan kebijakan serta strategi manajemen sumber daya manusia pada era digital. Penerapan EBHR memungkinkan organisasi mengambil keputusan secara lebih akurat, transparan, dan berkelanjutan melalui pemanfaatan data empiris, hasil riset ilmiah, serta bukti yang terukur (1–3).

2. The Role of HR Analytics and Digital Technology

The integration of Human Resource Information Systems (HRIS), workforce analytics, big data, and artificial intelligence (AI) has become a crucial enabler in strengthening the implementation of Evidence-Based Human Resource Management (EBHR). These technologies facilitate faster and more data-driven decision-making processes, allowing organizations to enhance the accuracy of forecasting related to employee recruitment, retention, and performance. Consequently, their strategic application contributes to building and sustaining organizational competitiveness in the digital era (3,11).

3. Contribution to Organizational Performance

Evidence-Based Human Resource Management (EBHR) practices make a substantial contribution to the effectiveness of modern organizations by strengthening employee engagement, retention, and innovation capacity. This approach fosters sustainable management systems through the use of data and scientific analysis in every decision-making process. Concepts such as High-Performance Work Practices (HPWPs) and transformative HR have been proven to support long-term competitive advantage by enhancing productivity and building adaptive work relationships aligned with technological and organizational changes (12–13).

4. Implementation Challenges

Several key challenges hinder the implementation of Evidence-Based Human Resource Management (EBHR). These include the limited quality and reliability of available data, insufficient analytical competence among HR practitioners, and

organizational resistance to data-driven approaches (14) (15). Moreover, the digital divide between industries and countries further exacerbates disparities in technological adoption. Ethical concerns such as data privacy protection and algorithmic bias also represent critical issues that must be addressed to ensure that EBHR practices remain transparent, fair, and accountable (1-3).

5. Practical Implications

Enhancing analytical capabilities in human resource management should be a strategic priority for organizations to support evidence-based decision-making. In addition, the implementation of ethical and secure data governance is essential to ensure employee privacy protection and to prevent algorithmic bias. By fostering a work culture grounded in empirical evidence, human resource management policies will not only improve internal efficiency but also strengthen the organization's reputation, image, and competitiveness in the continuously evolving digital transformation era (1–3).

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We declare that each author has made a significant contribution to the development of this article, entitled: "Systematic Literature Review on the Critical Analysis of Evidence-Based HR-Based Human Resource Management Policies and Strategies in the Digital Era," with the following details:

[Ali Amran Hasibuan]: Conceptualization, Methodology, Software, Validation, Formal Analysis, Investigation, Resources, Data Curation, Writing – Review.

[Jhon Very]: Selecting articles based on inclusion and exclusion criteria, conducting methodological analysis, and investigation.

We hereby declare that all authors have read and approved the contents of the manuscript and agree that no other parties meeting the authorship criteria are not included.

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See the examples below:

Name of Author	C	M	So	Va	Fo	I	R	D	W
Ali Amran Hasibuan	✓	✓	✓	✓	✓	✓		✓	✓
Jhon Very		✓				✓	✓		

Conflict of Interest Statement

To ensure fair and objective decision-making, authors must declare any associations that pose a conflict of interest (financial, personal, or professional) in connection with manuscripts. Non-financial competing interests include a declaration of political, personal, religious, ideological, academic, and intellectual competing interests. The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper. If there are no conflicts of interest, please include the following author's statement: Authors state no conflict of interest.

Data Availability

All data used in this study were obtained from scientific articles published in online databases such as [e.g., Scopus, IEEE Xplore, ScienceDirect, or Google Scholar]. Data extracted from articles that met the inclusion and exclusion criteria have been compiled in a summary table.

The extracted data, including a list of articles used, coding tables, and analysis results, can be accessed at [indicate repository, e.g., Open Science Framework (OSF), Zenodo, Figshare, or institutional repository].

If needed, additional data can be obtained by contacting the corresponding author at the email address provided.

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