

## **The Role of Job Demands in Digital Human Resource Management: A Systematic Literature Review**

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### **ABSTRACT**

*Digital transformation has encouraged organizations to implement Digital Human Resource Management (Digital HRM) to improve the effectiveness of human resource management. However, the implementation of Digital HRM also increases job demands, such as time pressure, job complexity, and the need to adapt to digital technologies. This study aims to analyze the relationship between job demands and Digital HRM and to identify research gaps within organizational and SME contexts. The study employed a systematic literature review (SLR) using a structured review approach. Articles were collected from reputable international databases, including Scopus, ScienceDirect, Emerald, Springer, Wiley, Taylor & Francis, SAGE, and Google Scholar covering the period 2020–2026. The selection process followed the PRISMA framework and resulted in 70 articles that met the inclusion criteria. Data were analyzed using descriptive and thematic approaches. The findings indicate that job demands are a critical factor influencing the effectiveness of Digital HRM implementation. High job demands may increase psychological pressure, burnout, and employee resistance toward digital systems when not supported by adequate organizational support. Conversely, digital training, managerial support, and technological infrastructure contribute positively to the successful implementation of Digital HRM. This study highlights the importance of managing job demands to support sustainable digital HR transformation, particularly in SMEs.*

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**Keywords: Job Demands, Digital HRM, Digital Transformation, Burnout, Systematic Literature Review.**

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## INTRODUCTION

Advances in digital technology have driven significant changes in human resource management practices across organizations. Digital Human Resource Management (Digital HRM) is now understood as a strategic approach that leverages technology to support decision-making processes, improve the quality of employee work experiences, and create value for the organization. Thus, Digital HRM is no longer simply an application-based personnel administration tool. Various studies have shown that digitalization of the HR function contributes to increased operational efficiency, transparency in performance assessments, and the effectiveness of internal organizational communications.(Bogale & Birbirsa, 2023)However, the success of Digital HRM implementation is not only determined by technological readiness, but also influenced by individual psychological conditions and a supportive work environment. In the Micro, Small, and Medium Enterprises (MSMEs) sector, the digitalization process presents more complex challenges.(Jang et al., 2017). MSMEs have an important role as economic drivers in developing countries, including Indonesia, but still face various limitations, such as minimal technological infrastructure, low managerial capacity, and limited quality of human resources.(Corin & Björk, 2016)At the same time, the development of the digital era requires MSMEs to start implementing technology-based HR systems to increase competitiveness and maintain business continuity.(Lu et al., 2023). Work characteristics in MSMEs are generally characterized by high workloads, informal organizational structures, and blurred boundaries between work and personal life. These conditions indicate that the implementation of Digital HRM is not only related to technology but also influenced by the psychosocial aspects of employees.(Hoare & Vandenberghe, 2024). In the Job Demands–Resources (JD-R) perspective, every job consists of job demands and job resources.(Pirrota et al., 2025)Job demands include work pressure, task load, and job complexity, while job resources include organizational support, autonomy, and development opportunities that help employees achieve work goals.(Lepir et al., 2017)Research shows that the balance between the two influences employee motivation, well-being, and performance. In the digital age, the use of technology-based HR systems and online communication increases the psychological demands on employees.(Shujahat et al., 2025)If not balanced with training and organizational support, this condition can trigger burnout. Furthermore, Work-Life

Balance (WLB) is also a crucial factor because technology is increasingly blurring the boundaries between work and personal life. In the context of MSMEs, this condition can impact employee readiness to embrace Digital HRM.(Molnár et al., 2024).

Although research on Digital HRM continues to grow, studies that integrate job demands and digital HRM are still limited.(Tomo & De Simone, 2019)Therefore, this study aims to analyze the influence of job demands, job resources, and work-life balance on Digital HRM with work engagement as a mediating variable in MSMEs. The novelty of this study lies in the integration of these three work environment variables into a single structural model that positions Digital HRM as a strategic outcome.(Albrecht, 2012)This research is expected to enrich the literature on Digital HRM, particularly in the context of MSMEs, which remains understudied. In addition to providing academic contributions, this research also has practical value for MSMEs in developing HR digitalization strategies that address employee well-being and engagement. The research's relevance increases with the acceleration of digital transformation following the pandemic, which has encouraged organizations to adapt technology-based work systems. If the implementation of Digital HRM is not supported by a balance between work demands, work resources, and work engagement, the digitalization process has the potential to lead to ineffectiveness and employee resistance.(Do et al., 2025)Thus, this research is expected to serve as a basis for developing digital HR management policies and strategies that are more responsive, sustainable, and in line with modern work dynamics.(Meijerink & Bondarouk, 2023).

## LITERATURE REVIEW

### **Definition of Job Demands (JD)**

The Job Demands (JD) model developed by Arnold Bakker and Evangelia Demerouti explains that the work environment consists of job demands and job resources that influence the psychological state and behavior of employees. Job demands reflect various physical and mental pressures that require sustained effort, such as high workloads, time pressure, and job complexity. Meanwhile, job resources function to help individuals achieve work goals, reduce the impact of job pressure, and increase motivation and work engagement.(Christensen et al., 2022). Various studies show that the availability of work resources plays an important role in increasing work engagement and reducing the risk of work burnout.(Bucher et al., 2025)(Aust et al., 2020)In the digital era, the dynamics of work demands are experiencing increasingly complex changes.

Adapting to new technologies, the use of digital systems, and the need to respond quickly to communications are forms of modern work demands that can increase employee psychological stress.(Trautwein et al., 2025), 2024). However, job demands do not always have a negative impact. Under certain conditions, challenging demands can boost motivation and performance if the organization is able to provide adequate support. Therefore, the balance between job demands and resources is a critical factor in determining the success of digital-based organizational transformation. The JD perspective is relevant because it can explain how work conditions influence an individual's psychological readiness to accept technological changes and digital work systems.(Ayaz et al., 2025).

### **Definition of Digital Human Resource Management (Digital HRM)**

Digital Human Resource Management (Digital HRM) is a form of transformation in human resource management through the integration of digital technology in various HR functions, such as recruitment, training, performance evaluation, and employee data management (Ali et al., 2026). Digital HRM is no longer understood simply as administrative digitization, but rather as a strategic approach that enables organizations to improve efficiency, transparency, and the quality of data-driven decision-making. This transformation makes the HR function more proactive in supporting the achievement of organizational goals. Various studies show that the success of Digital HRM implementation is determined not only by technological readiness, but also by the readiness of human resources and organizational support (Sony et al., 2025). Without adequate digital competency, the use of technology-based HR systems tends not to provide optimal benefits. Furthermore, the shift towards Digital HRM also requires adaptation to organizational culture and employee psychological readiness to face changing work patterns. In this context, a stressful work environment without adequate organizational support can foster resistance to HR digitalization. Conversely, organizations that are able to provide digital training, managerial support, and adequate technological facilities tend to be more successful in implementing Digital HRM effectively.

In the MSME sector, Digital HRM implementation faces more complex challenges due to limited resources, low technological capacity, and informal work systems (Bauwens & Cortellazzo, 2025). Many MSMEs have begun to adopt digital technology for business operations, but the implementation of Digital HRM is still administrative in nature and has not been strategically integrated (Hafeez et al., 2025). This situation demonstrates that the success of Digital HRM is not only influenced by technological aspects, but also by how organizations are able to manage work demands and provide resources that support employee adaptation to digital transformation. Therefore, integrating the Job Demands–Resources perspective with Digital HRM is crucial for understanding the factors that influence the success of digitalizing HR management, particularly in the MSME sector (Maqbuli & Al-Mahmoudi, 2026).

### **RESEARCH METHOD**

This study employed a systematic literature review (SLR) method with a structured review approach, referring to the guidelines of Bogale and Birbirsa (2023). This method was chosen because it provides a comprehensive, systematic, and up-to-date understanding of the relationship between job demands and Digital Human Resource Management (Digital HRM), while simultaneously identifying existing research gaps. The review process involved several stages: literature identification and selection based on inclusion and exclusion criteria, literature analysis in accordance with the research objectives, and systematic synthesis of research findings. Articles were obtained from the Scopus indexed database with publications spanning 2020–2026 using keywords related to job demands, Digital HRM, and MSMEs/SMEs. Only relevant empirical and conceptual articles available in full text were analyzed. Furthermore, the selected articles were narratively synthesized to identify patterns of relationships between variables,

inconsistencies in research findings, and research gaps as a basis for developing the research's conceptual framework.

### **Data collection**

Data collection was conducted using several key keywords, such as "job demands," "workload," "work pressure," "Digital HRM," "digital human resource management," "HR digitalization," and "SMEs" or "MSMEs." All keywords were combined using Boolean operators (AND/OR) to obtain relevant literature aligned with the research focus. The search process was conducted in various reputable international databases, such as Scopus, ScienceDirect, SpringerLink, Emerald Insight, Taylor & Francis, Wiley Online Library, SAGE Journals, and Google Scholar. These databases were selected because they have a broad coverage of scientific publications in the fields of Human Resource Management, Organizational Behavior, and Business Studies. (Mohaimen et al., 2025).

### **Inclusion and Exclusion Criteria**

This study applied inclusion and exclusion criteria to ensure the quality and relevance of the reviewed articles. Inclusion criteria included peer-reviewed journal articles published between 2020 and 2026, written in English. Furthermore, articles must address the topic of job demands and/or digital HRM within an organizational or business context. Included studies included both empirical and conceptual research aligned with the research objectives. Exclusion criteria included non-peer-reviewed documents, articles irrelevant to the research topic, duplicate articles, and studies with unclear methodology. Article selection was conducted through title screening, abstract review, and full-text review, along with a quality assessment of the main body of the article. Of the initial 200 articles, 70 met the research criteria. The entire process was conducted systematically and transparently, following the PRISMA process to maintain the validity and reliability of the research. (Pricopoaia et al., 2025).

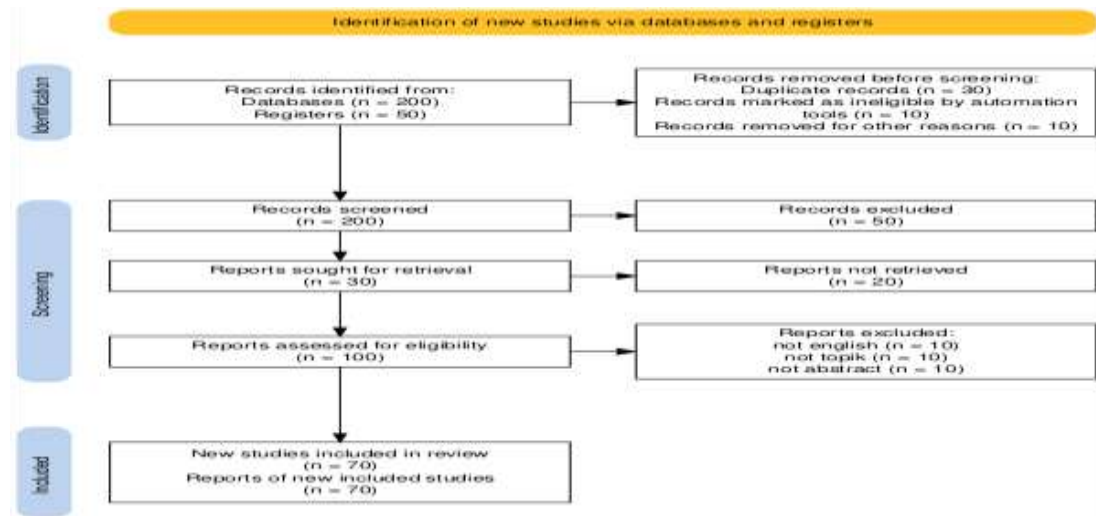
### **Data analysis**

Data analysis was conducted using a descriptive approach and thematic content analysis. Descriptive analysis was used to describe the characteristics of the articles, such as the year of publication, research method, study context, and variables used. Next, thematic content analysis was conducted through a manual coding process of the main issues in each article. The themes identified were then grouped and analyzed interpretively to identify patterns of findings, inconsistencies in research results, and research gaps related to job demands and Digital HRM. This approach was chosen because it can provide a more comprehensive understanding of research developments on the topic under study. (Shah & Mola, 2026).

## **RESULTS AND DISCUSSION**

The article selection process in this systematic literature review (SLR) research is carried out through several stages, namely identification, screening, eligibility, and inclusion, as shown in Figure 1. In the identification stage, the literature search process is carried out using various reputable scientific databases, such as Science Direct, Elsevier, JSTOR, Emerald, Springer, Wiley, SAGE, Taylor & Francis, and Google Scholar. Based

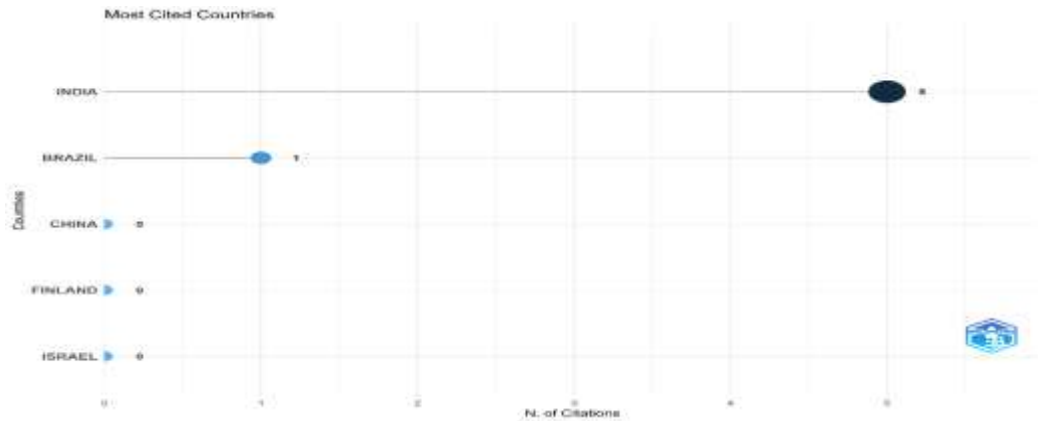
on the initial search results, 200 articles were obtained that were relevant to the research topic.(Gkypali et al., 2026).



Source: processed data, 2026

**Figure 1. Article Selection Process**

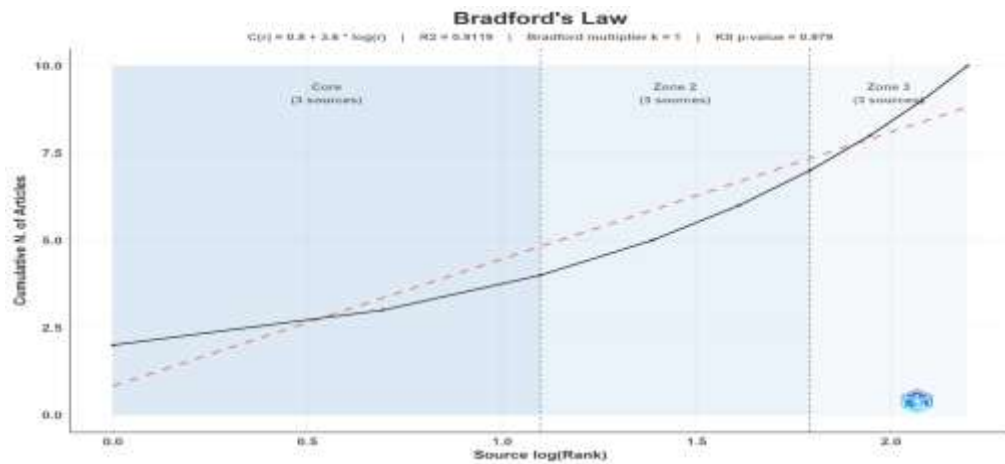
The article selection process in this systematic literature review (SLR) was carried out through several stages, namely identification, screening, eligibility assessment, and inclusion. In the identification stage, 200 articles were obtained from various scientific databases, as well as an additional 50 articles obtained through manual searches. Before entering the screening stage, a number of articles were eliminated due to indications of duplication (30 articles), 10 articles not meeting the criteria based on automated tools (10 articles), and 10 articles for other reasons (10 articles), resulting in a total of 200 articles processed in the next stage. The screening stage was carried out to assess the suitability of the articles to the research focus. At this stage, 50 articles were eliminated because they were deemed irrelevant. Furthermore, of the 30 articles selected for full-text access, 20 articles could not be obtained in full and therefore could not be analyzed further. In the eligibility stage, 100 articles were evaluated in more depth based on the research criteria. The evaluation results showed that 30 articles had to be excluded for several reasons: 10 articles were not in English, 10 articles had research topics that did not align with the focus of the study, and 10 articles had incomplete abstracts. Thus, in the final stage, 70 articles met all research criteria and were deemed suitable for inclusion in the systematic literature review. These articles were then used as the basis for analysis in answering the research objectives.(Alfadel & Nalband, 2025).



Source: processed data, 2026

**Figure 2. Most Cited Countries**

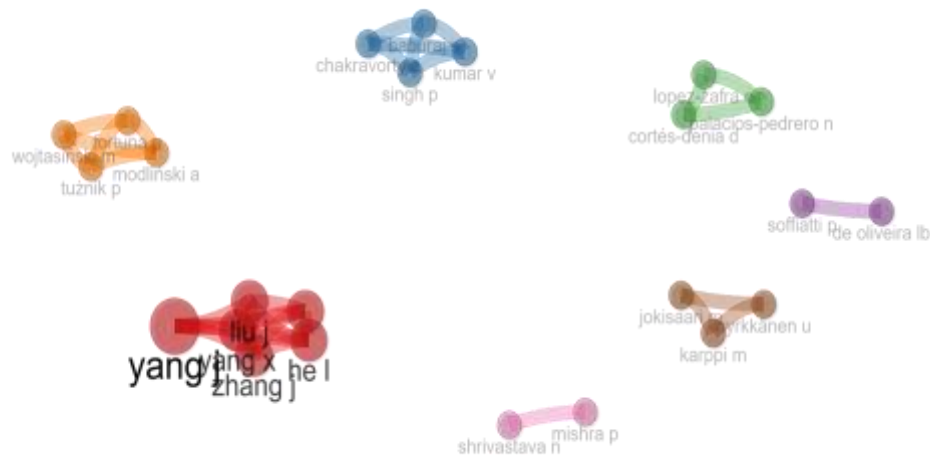
Based on the Most Cited Countries visualization, India is the country with the highest number of citations in research related to the topic studied, with a total of 5 citations. This finding indicates that academic contributions from researchers in India have a significant influence on the development of literature on job demands and Digital Human Resource Management (Digital HRM). (Zhu et al., 2021) India's dominance also indicates a high level of attention to digital transformation and the dynamics of human resource management within the context of organizations in developing countries. Brazil is next with 1 citation, while China, Finland, and Israel have relatively low citation counts. The differences in citation counts between countries indicate that the distribution of research influence remains concentrated in certain countries. (Jabbour & De Sousa Jabbour, 2016) This situation indicates that studies on Digital HRM and job demands still have extensive development opportunities, especially in countries with limited research contributions. In general, the results of the country citation analysis show that research related to Digital HRM and the dynamics of job demands is growing globally, but the dominant scientific contributions still come from certain countries that have a greater focus on digital transformation in human resource management.



Source: processed data, 2026

### Figure 3. Bradford's Law

Based on Bradford's Law analysis, the distribution of publications indicates a grouping of literature sources into three main zones: core, zone 2, and zone 3. In the core zone, there are three main sources that provide the most dominant contribution to publications in the study area. This indicates that research related to human resources tends to be concentrated in a number of journals or certain sources that have a high level of productivity and relevance. Furthermore, zones 2 and 3 each also consist of three sources, but with more dispersed article contributions. This condition illustrates that the higher the source ranking, the greater the number of journals required to produce a relatively equal number of articles, as explained in Bradford's Law. The coefficient of determination ( $R^2 = 0.9119$ ) indicates that the Bradford model has a very good level of fit in describing the distribution pattern of research literature. Furthermore, the KS p-value of 0.979 indicates that the data distribution has a strong fit with Bradford's theoretical model. (Meijerink & Bondarouk, 2023) Overall, these results confirm that research in the field of human resources is still concentrated in a few core sources that serve as primary academic references, while other publications are scattered across various supporting journals with a lower level of contribution.



Source: processed data, 2026

### Figure 4. Author Collaboration Network

Based on the visualization of the author collaboration network, it is apparent that research on job demands and Digital Human Resource Management (Digital HRM) forms several separate collaborative clusters. Each color in the network represents a group of researchers who have collaborative relationships in scientific publications. This pattern indicates that studies on this topic develop within a relatively specific and focused research community. The red cluster appears to be the most dominant because it has a greater number of members and connections than the other clusters. (Pricopoaia et al., 2025) This indicates that the authors in this cluster have contributed significantly to research and collaborated significantly in developing literature related to Digital HRM and job demands. Meanwhile, other clusters, such as blue, green, orange, brown, purple,

and pink, indicate smaller collaborative groups with more limited research relationships. This collaborative network also shows that inter-cluster relationships are still relatively low, so that research interactions between author groups are not yet fully integrated. This condition indicates that research on Digital HRM and job demands is still developing partially based on specific study focuses, research areas, and methodological approaches. Thus, opportunities for collaboration across research groups are still very open to produce more comprehensive and multidisciplinary studies in the future.



Source: processed data, 2026

**Figure 5. Tree Map**

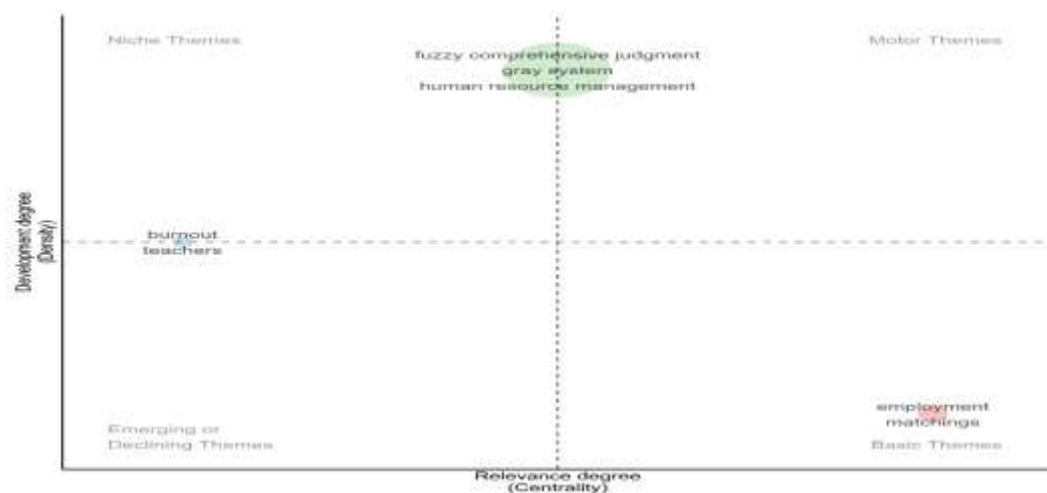
Based on the tree map visualization, the most dominant research topics relate to employment, burnout, business management, and fuzzy comprehensive judgment, with percentages of around 3–4% each. Furthermore, several other frequently emerging themes include human resource management, job satisfaction, resource matching, and Markov models. These results indicate that research on job demands and Digital HRM is largely linked to employment issues, human resource management, and the psychological impacts of work, such as burnout and job satisfaction. On the other hand, the emergence of themes such as big data, data analytics, digital organizations, and employee well-being indicates that Digital HRM studies are beginning to evolve toward digital transformation and technology-based approaches to HR management. (Gkypali et al., 2026).



Source: processed data, 2026

**Figure 6. Country Scientific Production**

Based on the Country Scientific Production visualization, contributions to scientific publications related to job demands and Digital HRM are spread across several countries, with India showing the highest level of scientific production compared to other countries. Besides India, research contributions also come from China, Brazil, Spain, Finland, and several other European countries. India's dominance demonstrates the high academic attention to the issues of digital transformation and human resource management in developing countries. Meanwhile, the distribution of publications across various countries indicates that the topics of job demands and Digital HRM have gained global attention, although research intensity remains concentrated in certain regions. This condition indicates that opportunities for developing research across countries and organizational contexts remain wide open to enrich the literature in this field. (Bucher et al., 2025).



Source: processed data, 2026

**Figure 7. Thematic Map**

The thematic map shows that human resource studies are dominated by approaches based on fuzzy comprehensive judgment, gray systems, and human resource management, which are located in the Motor Themes quadrant. This indicates that current HR research focuses heavily on systematic, data-driven decision-making, performance evaluation, and workforce management strategies. The theme of employment matching, located in the Basic Themes quadrant, demonstrates the importance of matching individual competencies with job requirements in human resource management. However, this theme still requires further development, particularly in terms of recruitment effectiveness, job placement, and career development. Meanwhile, the themes of teachers and burnout, located in the Emerging or Declining Themes quadrant, indicate that the psychological well-being of workers, particularly teachers, has not yet become a primary focus of HR research. Yet, burnout has a significant impact on productivity, job satisfaction, and the quality of organizational performance. Therefore, future HR research needs to pay more attention to the balance between managerial efficiency and employee well-being. (del Val Núñez et al., 2024).

## Discussion

The results of a systematic literature review indicate that research on job demands and Digital Human Resource Management (Digital HRM) has experienced significant development in recent years. The dominance of themes related to employment, burnout, human resource management, and job satisfaction indicates that the implementation of Digital HRM is not only seen as a technological transformation, but also closely related to the psychological condition and well-being of employees. This finding strengthens the perspective that digitalization of HR management can improve organizational efficiency, but on the other hand, it also has the potential to increase work pressure due to the demands of adapting to new technologies. Based on bibliometric analysis, India is the country with the most dominant contribution of publications and citations. (Malik et al., 2024) This situation demonstrates that developing countries place significant emphasis on digital transformation and modern human resource management. India's significant contribution also indicates that the challenges of digitalization in organizations and MSMEs are a significant and widely researched issue, particularly regarding the organization's ability to balance work demands and human resource readiness. Meanwhile, contributions from other countries, such as China, Brazil, Finland, and several European countries, demonstrate that studies on Digital HRM have developed globally, although research intensity remains uneven. The results of the author's collaborative network show that research is still developing within several relatively separate clusters. This suggests that studies on job demands and Digital HRM are still fragmented based on specific approaches, regions, and research focuses. The limited interconnectedness between clusters indicates that opportunities for cross-disciplinary and cross-national collaboration remain wide open to produce more comprehensive studies. This situation also demonstrates that the integration of organizational behavior, work psychology, and digital transformation perspectives still requires further development. (Shipton et al., 2016).

Literature findings also show that job demands have a significant influence on the success of Digital HRM implementation. High work demands, such as time pressure, work complexity, and adaptation to digital systems, can increase the risk of burnout and resistance to technology if not balanced with adequate organizational support. Conversely, organizations that provide digital training, managerial support, and a robust technology infrastructure tend to be more successful in increasing employee acceptance of Digital HRM systems. Therefore, the success of HR digitalization is determined not only by technological readiness but also by the organization's ability to manage employee psychological conditions and work demands. In the context of MSMEs, the review results indicate that Digital HRM implementation still faces various limitations, such as low technological readiness, limited digital competencies, and informal work systems. Many MSMEs have begun adopting digital technology for operational activities, but have not yet implemented Digital HRM strategically. As a result, the digitalization process is often merely administrative and has not been able to optimally increase work engagement or productivity. Therefore, integrating job demand management with Digital HRM development is crucial to support the success of digital transformation in the MSME sector. Overall, the results of this study confirm that Digital HRM is a multidimensional issue that is not only related to the use of technology, but also influenced by

organizational, psychological, and work environment factors. This study also shows that there is still a research gap, particularly regarding the integration of job demands in explaining the effectiveness of Digital HRM in the MSME sector. Therefore, further research is needed to develop a more comprehensive empirical model to understand the relationship between job demands, organizational readiness, and the success of Digital HRM implementation in various organizational contexts.(Simons, 2011).

## CONCLUSION

A systematic literature review shows that job demands are a key factor influencing the effectiveness of Digital Human Resource Management (Digital HRM) implementation. In the era of digital transformation, employees face increasingly complex work demands, such as time pressure, high workloads, adaptation to new technologies, and demands for rapid response in a digital work environment. This situation indicates that HR digitalization is not only related to the use of technology, but also closely related to the psychological dynamics and work pressures experienced by employees. This study found that high job demands can lead to psychological stress, work burnout, and resistance to the implementation of Digital HRM if the organization does not provide adequate support. Conversely, organizations that are able to manage job demands through the provision of digital training, managerial support, and good technology infrastructure tend to be more successful in increasing the acceptance and effectiveness of the use of Digital HRM systems. Thus, managing job demands is a crucial aspect in supporting the success of digital transformation in the human resources function. In the context of MSMEs, high job demands become an increasingly complex challenge due to limited resources, low digital competency, and still informal work systems. Many MSMEs have begun to adopt digital technology, but the implementation of Digital HRM is often suboptimal due to high work pressure and low organizational readiness. Therefore, the results of this study confirm that the success of Digital HRM is determined not only by technological readiness, but also by the organization's ability to effectively manage job demands. This research also shows that the study of the relationship between job demands and Digital HRM still has extensive development opportunities, particularly in the MSME sector and digital-based organizations.

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