

## Digital Transformation in Hospital Human Resources Management: Opportunities and Challenges

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### ABSTRACT

This literature review is expected to provide a more comprehensive understanding of the influence of digital transformation in hospital HRM, by highlighting the dimensions of opportunities, challenges, and future policy implications. This study will use a literature review approach to investigate the challenges and opportunities associated with digital transformation in human resource management (HRM). A literature review is a suitable approach to gain in-depth insight into a complex topic such as this by analyzing and synthesizing findings from various reliable sources. Data was analyzed using a thematic analysis approach to identify the main themes of each relevant article. Digital transformation in hospital human resource management brings both challenges and opportunities. Some of the main challenges include gaps in technology skills, difficulty in combining different systems, keeping data private and secure, and people resisting change. These issues need to be handled with the right approaches. At the same time, there are opportunities to make operations more efficient, use data to make better decisions, help employees develop new skills, and boost their engagement. This literature review offers useful information that can help hospital to create better digital transformation plans for their HR departments. This review implies that hospital should take a comprehensive approach by providing training, careful planning for system integration, strong data security rules, and good communication strategies to help people accept changes. By doing this, hospital organizations can better use digital tools to gain an edge over competitors and enhance their human resource management effectiveness.



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## 1. INTRODUCTION

The development of information and communication technology has brought major changes in various sectors, including the health sector. One form of this change is digital transformation, which is the process of integrating digital technology into all aspects of an organization, which aims to improve efficiency, effectiveness, and quality of service (Vial, 2019). Digital transformation is not only limited to aspects of medical services such as electronic medical records and telemedicine, but also includes internal management, including human resource management (HR). The use of information technology in various fields certainly helps organizations to achieve their desired goals. It is hoped that with the help of information technology, it will facilitate and accelerate the provision of services. The industrial revolution 4.0 encourages automation systems at all stages of public service through information systems that combine resources, information technology, and information relationships (Rochmansjah & Karno, 2020). Digital transformation in health services refers to the application of digital technology in the health sector, one of which is in hospitals such as electronic medical records (EMR), telemedicine, hospital management information systems (SIMRS), and artificial intelligence (AI) - which aim to improve efficiency, accuracy, and quality of service to patients. The COVID-19 pandemic has triggered the acceleration of digital transformation in many hospitals and health facilities in Indonesia and the world (Hadiono, 2021)

HR management is a key element in supporting the success of hospital operations. HR management functions such as recruitment, training, performance appraisals, and career development greatly determine the quality of health workers and the quality of services provided (Mathis & Jackson, 2011). Unfortunately, in practice, there are still many hospitals in Indonesia that implement manual or conventional HR management systems, so they face various challenges such as slow administrative processes, lack of accurate data in decision making, and lack of structured employee performance monitoring (Silalahi, 2019).

Digital transformation offers various strategic opportunities to overcome these problems. Through the use of technology such as the Human Resource Information System (HRIS), e-recruitment, e-learning, and digital-based performance evaluation applications, hospitals can improve process efficiency, management transparency, and HR data accuracy (Bharadwaj et al., 2013). In addition, digitalization also facilitates more data-driven decision making and is able to reach health workers in various regions through online platforms. However, the implementation of digital transformation in hospital HR management is also not without challenges. Some of the obstacles that are

often faced include low digital literacy of the workforce, resistance to organizational change, limited budget for technology investment, and lack of adequate digital infrastructure, especially in regional hospitals (WHO, 2021; Susanti et al., 2020). Therefore, it is important to examine how digital transformation impacts the quality of health services, as well as identify supporting and inhibiting factors in the implementation process. With this understanding, hospitals and health institutions can design sustainable and inclusive digital transformation strategies, so that they can improve the quality of services while responding to challenges in the digitalization era.

## **2. LITERATURE REVIEW**

### **Digital Transformation**

Digital transformation is a process of adopting information and communication technology (ICT) to transform business processes, services, and organizational culture through the integration of digital systems (Westerman et al., 2014). In the healthcare sector, digitalization not only covers clinical services, but also administrative aspects including human resource management (HRM). The implementation of HR information systems, e-learning platforms, and automation of recruitment processes are part of digital initiatives in hospitals (Agarwal et al., 2020).

Digital transformation can be broadly considered as a driver of change in all contexts, especially in the business context, and affects all aspects of human life based on the use of technology and digitalization. Digital technology has transformed the public sector by influencing applications, processes, culture, structures, and employee responsibilities and duties (Tangi et al., 2021).

Digital transformation is “an evolutionary process that leverages digital capabilities and technologies to enable business models, operational processes, and customer experiences to create value” (Morakanyane et al., 2017). At the organizational level, digital transformation as a process where the combination of technologies produces and reinforces divisions in society and industry, triggers the need for strategic responses in organizations. With the use of digital technology, it can change the way they create value in order to remain competitive (Vial, 2019).

Digital transformation includes several main components, including: Technology, for example the use of big data, cloud computing, artificial intelligence (AI), Internet of Things (IoT), and other information technologies. Human Resources which include increasing digital competence, collaborative

work culture, and digital leadership. Business Processes in the form of process automation, system integration, and agile approaches. Business Models: digital-based product/service innovation and changes in the way organizations create value (Bharadwaj et al., 2013).

Digital transformation aims to increase efficiency, improve customer service, accelerate decision-making, and create sustainable innovation. In the public sector and services such as hospitals, the benefits include improving service quality, operational efficiency, and data transparency and information management (Verhoef et al., 2021).

Although promising many benefits, the digital transformation process faces several major challenges, such as resistance to change, fear of losing jobs or changing work culture, infrastructure and budget limitations, lack of digital skills in the workforce, data security and information privacy, especially in the health sector (Chuang & Graham, 2018; Susanti et al., 2020). In the health sector, digital transformation supports electronic patient data management, telemedicine services, and technology-based hospital management systems. This transformation is believed to be able to improve the quality of health services and cost efficiency, but also requires adequate human resource and digital infrastructure readiness (World Health Organization, 2020).

### **Hospital Human Resource Management**

Human resources in hospitals consist of medical and non-medical personnel. The Human Resources Department in a hospital is a very valuable hospital asset. Because they are the people who manage all hospital activities. The core activities of the hospital, namely health services, are carried out by medical staff or health workers, while management and technical activities that are not directly related to health services are carried out by non-medical staff or employees. Hospitals are very complex organizations, especially the HR department. Hospitals are service organizations that use various HR resources, infrastructure, and devices. (Silalahi, 2020).

HR management in hospitals has a strategic role in ensuring the quality of health services through professional management of medical and non-medical personnel. The main functions of Human Resource Management (HRM) include workforce planning, recruitment, training and development, performance evaluation, and staff competency and welfare management (Dessler, 2021). In the context of hospitals, HR management is very complex because it is directly related to patient safety and the continuity of service operations. HR management is the foundation for facing business competition and can be an organizational strategy in creating employee job satisfaction so that

employees can perform well and can create competitive advantages for the organization (Sunari and Mulyanti, 2023).

### **Opportunities for Digital Transformation in Hospital HRM**

Digital transformation provides a number of opportunities in hospital HR management, including: Administrative Efficiency: The personnel information system allows for fast and accurate processing of employee data, reducing manual work (Setiawan & Harsono, 2021). Digital-Based Recruitment: Digital platforms expand the reach of workforce searches and accelerate the selection process (Zhou et al., 2022). HR Training and Development: E-learning and technology-based training support sustainable and flexible competency development (WHO, 2020). System-Based Performance Monitoring: The use of KPI-based performance monitoring applications supports data-based decision making (Mansour, 2019).

According to Dessler, 2020 the application of information technology such as HRIS also helps speed up the HR administration process, reduce manual errors, and simplify reporting of personnel data. Digital systems also allow management to access real-time HR data, such as absences, productivity, and training needs. This supports more accurate and evidence-based decision making (data-driven decision making) (Westerman et al., 2011).

Integrated digital applications can improve the work experience of health workers by providing independent access to personal information, work schedules, and career development opportunities. This increases employee engagement and motivation (Ulrich, 2017). With e-learning and application-based training, hospitals can provide flexible and continuous access to training, especially in the face of regulatory changes or new clinical needs (WHO, 2021).

Digital transformation makes hospitals more adaptive and innovative in HR management. This is important in facing competition between health care facilities and quality demands from patients and regulators (Verhoef et al., 2021).

### **Challenges in Digital HRM Transformation in Hospitals**

Despite promising many benefits, digital transformation also faces various challenges. These challenges include:

- a. Infrastructure Readiness: Some hospitals still lack adequate devices and networks, especially in remote areas (Ministry of Health of the Republic of

Indonesia, 2022). Many hospitals, especially in rural areas, still face limitations in technological infrastructure such as internet networks, adequate hardware, and data security systems. This is a major obstacle in integrating digital systems into HR management (WHO, 2021).

#### b. Low Digital Literacy of the Workforce

Digital transformation requires technology-literate HR. However, in many cases, administrative staff and health workers in hospitals do not yet have adequate digital skills. This hinders technology adoption and often requires intensive training (Susanti et al., 2020).

#### c. Resistance to Change

The change in work systems from manual to digital is often rejected by some employees, especially those who are accustomed to the old system. This resistance can be caused by a sense of insecurity towards technology, anxiety about losing one's role, or distrust of the new system (Westerman et al., 2011).

#### d. Lack of Leadership and Managerial Commitment

The success of digital transformation is highly dependent on the support of hospital leaders. Lack of digital vision, minimal budget allocation, and the absence of strategic planning often cause the transformation process to be half-hearted (Verhoef et al., 2021).

#### e. High Implementation Costs

The implementation of digital technology in HR management requires large investments, both in terms of software, training, and system maintenance. Hospitals with limited budgets often postpone or cancel these initiatives (Dessler, 2020).

#### f. Data Privacy and Security Issues

Digital systems that handle personnel data and performance records require strong protection. The risk of data leakage or misuse of personal information is a major concern in the digitalization of hospital HR management (Ministry of Health of the Republic of Indonesia, 2022).



#### g. Weak System Integration

Often the digital systems used are not well integrated between units, resulting in data redundancy or information inconsistencies. This disrupts management effectiveness and increases the workload (Silalahi, 2019).

Facing these challenges, hospitals need to develop a comprehensive digital transformation strategy, starting from a digital readiness assessment, preparation of an implementation roadmap, HR training, and active involvement from all levels of management. In addition, a participatory and gradual approach can help reduce resistance and increase the success of technology adoption (Ulrich, 2017).

### 3. METHODS

This study focuses on literature related to digital transformation in human resource management in hospitals: opportunities and challenges by conducting a literature review. This study contributes to the increase in literature and additional knowledge related to human resource management in hospitals. The results of this study can describe how the use of digital transformation in HR management in the Hospital world. This study is a study using the Systematic Literature Review type or what is called SLR is a systematic literature review that aims to identify, evaluate and interpret primary research findings. The PRISMA method, according to (Handayani, 2017) In this method there are 5 stages used, namely determining eligibility criteria, determining information sources, selecting literature, collecting data, and selecting data items. With this method, it can be obtained from various sources, including journals, books, documentation, the internet and libraries.

Based on the eligibility criteria, this study aims to describe how the use of digital transformation in developing superior human resources in the world of Education. Based on the source of information, this article comes from the Google Scholar database, Research Gate, ScienceDirect.com. Literature was collected through scientific database searches such as PubMed, Scopus, ScienceDirect, Google Scholar, using keywords such as: “digital transformation in healthcare”, “health information system”, “telemedicine opportunities and challenges”, “digital transformation in hospital”, “human resources management in Hospital”, “and other combinations with Boolean operators (AND, OR). The literature used was published in the period 2015–2025, both in Indonesian and English.

Data was analyzed using a thematic analysis approach to identify the main themes of each relevant article. Forms and types of digital transformation

applied in health services. Impact on service quality, efficiency, and patient satisfaction. Inhibiting and supporting factors in the implementation of digitalization. Success strategies in facing the challenges of service digitalization.

#### 4. RESULTS AND DISCUSSION

This study uses a literature review method collected over the past 10 years, and takes the latest and the most related articles that discuss the implementation of digital transformation of human resources, especially related to its implementation in hospitals, both challenges and opportunities. The results of the literature review can be displayed in the table below:

**Table 1. Literature Review**

No	Author	Year	Title	Results
1.	Tursunbayeva, A	2019	Human resource technology disruptions and their implications for human resources management in healthcare organizations  BMC Health Services Research (2019) 19:268 <a href="https://doi.org/10.1186/s12913-019-4068-3">https://doi.org/10.1186/s12913-019-4068-3</a>	Although these technologies promise many benefits, health organizations, health and HR professionals need to use them responsibly in a sector as complex and sensitive as healthcare. It will be vital to find a balance between the drive for innovation, efforts toward achieving productivity and efficiency.
2.	Fathima A., Selvi Karthigai., SRM Institute of Science and Technology Ramapuram, Chennai	2022	Digital Transformation in Human Resources  UGC Care Group I Journal Vol-082 01 January-June 2022.	HR has a vital role to play in leading the digital enterprise transformation. Some of the challenges which an enterprise has to face are : Resistance to change, Leadership support, Getting the right talent
3.	Rieki Indra Bratamanggala Universitas Bhayangkara Universitas, Jakarta Raya	2023	Digital Transformation in Human Resource Management: A Systematic Literature Review  E- ISSN: 2988-0084, P- ISSN: 2988-1595 DOI: <a href="https://doi.org/10.38035/sijet.v1i2">https://doi.org/10.38035/sijet.v1i2</a> Received: October	Digital transformation in human resource management presents various challenges and opportunities. Challenges such as technology competency gaps, system integration, data privacy and security, and resistance to change need to be addressed with the right strategies. On the other hand, opportunities to improve operational efficiency, use of data for decision-making, employee skills development, and



No	Author	Year	Title	Results
			29th, 2023, Revised: November 11st, 2023, Published: November 16th, 2023	increased employee engagement can be leveraged to achieve competitive advantage in organizations.
4.	Seipalla F, et al., Master of Hospital Management, Universitas Sangga Buana	2024	The Impact of Digitalization on Human Resource Management Practices  JENIUS p-ISSN: 2581- 2769 ; e-ISSN: 2598- 9502 Scientific Journal, Human Resource Management DOI: <a href="http://dx.doi.org/10.32493/JJDP.v8i1.42888">http://dx.doi.org/ 10.32493/JJDP.v8i1.4 2888</a>	The findings reveal how digital transformation in HRM enhances the efficiency and effectiveness of HR processes by streamlining employee recruitment, selection, orientation, training, and development. However, digitalization introduces challenges, including concerns over data security and privacy, as well as the need for HR professionals to continually adapt to new technologies.
5.	Amalia, M  Universitas Pancasakti Tegal	2024	The Impact of Digital Era 4.0 Transformation on Human Resources Management  Management Studies and Business Journal (PRODUCTIVITY) Vol 1(1) 2024 : 89-98	The results of a systematic analysis of literature highlight the key role of Human Resource Management as a strategic partner in facing organizational transformation in the digital era 4.0. The concept of digital- based human resource management is in the spotlight, emphasizing the importance of developing digital skills among the workforce. In addition, the findings show that Human Resource Management) plays an important role in a company's sustainability strategy, integrating economic, social and environmental aspects.
6.	Hariri A., Wahyuni W., Rochmat A.,	2025	Hospital Human Resources Readiness In Facing Digital Transformation of Health Services  Ners Journal Volume 9 Number 3 Year 2025 Pages 3837 - 3845	This study confirms that the readiness of hospital human resources for digital transformation is the result of a complex interaction between attitudes, digital competencies, training experiences, and organizational support.
7.	Ma Jianjun., General Hospital of Ningxia Medical University, Yinchuan, Ningxia, 750004, China	2025	Research on the Efficiency Enhancement of Hospital Human Resource Management under Digital Transformation  Academic Journal of Humanities & Social	Digital transformation has comprehensively improved the efficiency of hospital human resource management, not only optimizing management processes, but also enhancing the work experience of employees and the overall operational level of the hospital. However, the successful implementation of digital

No	Author	Year	Title	Results
8.	Ernest Kumi , George Kof Amoako, Thomas Appiah and Kwasi Dartey-Baah	2025	Sciences ISSN 2616-5783 Vol.8, Issue 1: 113-118, DOI: 10.25236/AJHSS.2025.080118  The Impact of Digital Transformation on Organisational Dynamics, HR Practices, and Wellbeing in Ghana's Healthcare Sector: a Social Exchange Perspective  Kumi et al. Future Business Journal (2025) 11:64 <a href="https://doi.org/10.1186/s43093-025-00449-2">https://doi.org/10.1186/s43093-025-00449-2</a>	transformation relies on the decision support of hospital leadership, continuous innovation of digital technology, and the adaptation and participation of employees.  The research found that organisational commitment, culture, and professional development positively influence perceptions of HR practices. The study offers insights for HR management, digital transformation, and employee wellbeing, with implications for healthcare managers and policymakers. It also suggests areas for future research.

Source: data processed (2025)

The findings of this systematic literature review highlight that digital transformation in hospital human resources management (HRM) presents both significant opportunities and notable challenges. On the one hand, digitalization has enabled hospitals to streamline administrative functions, enhance transparency, and improve the accuracy of HR data management. The integration of technologies such as Human Resource Information Systems (HRIS), digital recruitment platforms, e-learning systems, and performance monitoring applications has supported the shift toward more efficient, transparent, and data-driven HR practices. These tools allow hospitals to monitor key performance indicators (KPIs) in real time and enable decision-makers to make more informed strategic choices based on accurate personnel data .Furthermore, the digitalization of HRM enhances the employee experience by granting access to individualized work information, schedules, and career development resources. E-learning systems, in particular, provide flexible and continuous training opportunities that are vital for keeping up with changing regulations and evolving clinical practices.

Despite these benefits, the implementation of digital transformation in hospital HRM is often hindered by several challenges. Many hospitals, particularly in rural or underdeveloped regions, still lack the necessary digital infrastructure, such as stable internet connectivity and adequate hardware . Additionally, the digital literacy of healthcare workers and administrative staff

remains relatively low, necessitating substantial training efforts to ensure smooth adoption. Resistance to change is also a common obstacle, especially among employees who are accustomed to traditional systems and may feel threatened by technological shifts. Another critical barrier is the lack of leadership commitment and strategic direction, which often results in insufficient budget allocation and fragmented planning efforts. Financial constraints also pose a serious problem, as the cost of implementing digital systems—including software acquisition, training, and ongoing maintenance—can be prohibitively high, especially for public or smaller hospitals. Moreover, concerns surrounding data privacy and cybersecurity have grown, given the sensitive nature of personnel and performance data stored within digital systems. Many institutions also struggle with system integration, as various departments often use incompatible platforms, leading to inefficiencies and inconsistencies in HR operations.

To overcome these challenges and ensure successful digital transformation, hospitals must adopt a comprehensive and strategic approach. This includes conducting thorough digital readiness assessments, developing clear implementation roadmaps, and investing in digital literacy training for staff at all levels. Leadership commitment is essential to ensure consistent support and resource allocation. Moreover, a participatory and inclusive approach—where stakeholders are actively engaged in the transformation process—can help mitigate resistance and foster a sense of ownership. Ensuring the integration of digital systems across all hospital units is also crucial for maximizing operational efficiency and data consistency. With these strategies in place, hospitals can better navigate the digital era, enhance the quality of healthcare services, and create a more adaptive and innovative human resources environment.

## 5. CONCLUSION

Digital transformation in hospital human resource management (HRM) brings several opportunities but also presents challenges for hospital. From the literature review, the following conclusions can be made that using digital technology can boost operational efficiency, help make better decisions based on data, speed up the development of employee skills, and increase employee involvement. However, there are obstacles like a lack of tech skills, difficulties in connecting different systems, concerns about data privacy and security, and resistance to change. These issues need to be addressed with the right strategies. The review recommends that organizations take a comprehensive approach. This includes ongoing training for employees, careful planning for

system integration, strong policies for data security, and good communication to help people accept change. The successful implementation of digital transformation relies on the decision support of hospital leadership, continuous innovation of digital technology, and the adaptation and participation of employees. As a result, hospitals can use digital tools effectively to gain an edge in the market and improve the performance of their HRM processes.

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