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IMPACTO DA DIGITALIZAÇÃO NA GESTÃO E DESEMPENHO DOS RECURSOS HUMANOS, NUM CONTEXTO PÓS-COVID-19, NO INTERIOR CENTRO DE PORTUGAL

DIGITALIZATION IMPACT ON HUMAN RESOURCE MANAGEMENT AND PERFORMANCE, IN A POST-COVID-19 CONTEXT, IN THE PORTUGUESE CENTRAL-INLAND

IMPACTO DE LA DIGITALIZACIÓN EN LA GESTIÓN Y DESEMPEÑO DE LOS RECURSOS EN UN CONTEXTO POS-COVID-19 EN EL INTERIOR-CENTRO DE PORTUGAL

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RESUMO

Introdução: A pandemia de COVID-19 acelerou a adoção de tecnologias digitais em várias indústrias, alterando profundamente os processos organizacionais, tendo impacto no desempenho global da organização. Assim, a digitalização tornou-se uma preocupação crescente entre os empregadores, dado o seu potencial impacto no desempenho individual e organizacional.
Objetivo: Analisar os efeitos da transformação digital num contexto pós-COVID, focando a sua influência nos processos organizacionais, em particular na gestão e desempenho dos recursos humanos.
Métodos: Realizou-se um estudo com abordagem quantitativa, descritiva e transversal. A recolha de dados foi realizada através da aplicação de um questionário auto-administrado e a análise de dados baseou-se em análises quantitativas com recurso às técnicas estatísticas ACP e AFC.
Resultados: Os resultados mostram que a transformação digital, está ligada à competitividade da organização e impacta positivamente o seu desempenho e processos, contribuindo para a satisfação e retenção dos colaboradores. A pandemia levou as organizações a reavaliar práticas e a manter uma digitalização mais eficaz no pós-COVID-19.
Conclusão: A digitalização, incrementada pela pandemia de COVID-19, está ligada à competitividade da organização e tem um impacto efetivo no desempenho e nos processos organizacionais. Além disso, a digitalização, quando implementada em consonância com os valores e práticas organizacionais, pode contribuir para a satisfação e retenção dos colaboradores e deve responder a uma necessidade empresarial em termos de desenvolvimento, crescimento e desempenho organizacional.

Palavras-chave: digitalização; gestão; desempenho; recursos humanos; COVID-19

ABSTRACT

Introduction: The COVID-19 pandemic has accelerated the adoption of digital technologies across various industries, fundamentally altering organizational processes and impacting overall performance. Has digitalisation thus become an increasing concern among employers, given its putative impact on individual and organisational performance?
Objective: To examine the effects of digitalisation transformation in a post-COVID context, focusing on its influence on organisational processes, in particular human resources management and performance.
Methods: A quantitative, descriptive, and cross-sectional study was conducted. Data were collected using a self-administered questionnaire, and the data analysis was based on quantitative analyses using the ACP and AFC statistical techniques.
Results: The results show that digitalisation transformation is linked to the organization's competitiveness and positively impacts its performance and processes, contributing to employee satisfaction and retention. The pandemic has led organizations to reevaluate their practices and pursue more effective digital transformation in the post-COVID-19 era.
Conclusion: The digitalisation, accelerated by the COVID-19 pandemic, is linked to organizational competitiveness and has an effective impact on organizational performance and processes. Also, digitalisation, when implemented in line with organisational values and practices, can contribute to employee satisfaction and retention and should respond to a business need in terms of development, growth, and organisational performance.

Keywords: digitization; management; performance; human resources; COVID-19

RESUMEN

Introducción: La pandemia del COVID-19 ha acelerado la adopción de tecnologías digitales en diversas industrias, alterando fundamentalmente los procesos organizativos y repercutiendo en el desempeño global de la organización. La digitalización se ha convertido así en una preocupación creciente entre los empleadores, dado su impacto potencial en el rendimiento individual y organizacional.
Objetivo: Analizar los efectos de la transformación digital en un contexto post-COVID, centrándose en su influencia sobre los procesos organizacionales, en particular la gestión y el desempeño de los recursos humanos.
Métodos: Se llevó a cabo un estudio con un enfoque cuantitativo, descriptivo y transversal. La recopilación de datos se realizó mediante un cuestionario autoadministrado y el análisis de los datos se basó en análisis cuantitativos utilizando las técnicas estadísticas ACP y AFC.
Resultados: Los resultados muestran que la transformación digital está vinculada a la competitividad de la organización e impacta positivamente en su desempeño y procesos, contribuyendo a la satisfacción y retención de los colaboradores. La pandemia ha llevado a las organizaciones a replantearse sus prácticas y a mantener una digitalización más eficaz en la era pos-COVID-19.
Conclusión: La digitalización, incrementada por la pandemia de COVID-19, está vinculada a la competitividad de la organización y tiene un impacto efectivo en el desempeño y en los procesos organizacionales. Además, la digitalización, cuando se aplica en línea con los valores y prácticas organizacionales, puede contribuir a la satisfacción y retención de los colaboradores y debe responder a una necesidad empresarial en materia de desarrollo, crecimiento y desempeño organizacional.

Palabras clave: digitalización; gestión; desempeño; recursos humanos; COVID-19

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INTRODUCTION

The progressive technological development of recent decades has led to changes in the organisational sphere. The concept of digital transformation has received increasing consideration in the debate on the main components that impact the development and survival of contemporary organisations. This reality was emphasised at the start of the COVID-19 pandemic, which caused worrying obstacles in the business ecosystem. In a short space of time, private and public organizations were forced to adapt their strategies and business models, relying on digital technology, which is an emerging phenomenon

In this context, competition and the growth of the economy have led companies to focus on investments in intangible assets such as intellectual property, human capital, and digitalisation based on the assumption that these investments provide companies with competitive advantages (Erjavec & Redek,2023; Škare & Soriano, 2021; Parviainen et al., 2017).

Digitalisation has thus become an increasing concern among employers, given its putative impact on individual and organisational performance (Farivar & Richardson, 2021).

Is that so, because "digitalisation is embedded in products and services, and it increasingly supports corporate business processes" (Truant et al., 2021, p.1). It is therefore a growing and emerging phenomenon that impacts business, structure, and processes, and has potential benefits for companies 'performance (Karmeni et al., 2024; Le et al., 2024; Truant et al., 2021; Tsou & Chen, 2021; Khin & Ho, 2019).

This justifies the large number of studies that have emerged in the last decade that aim to know what factors affect success in digital transformation and its impact on organisational processes and performance outcomes (Gun et al., 2024).

It is in this line of research that our study is centred, with the aim of evaluating the impact of digitalisation on organisational processes and performance in a post-COVID context.

Focused on the nuclear objective of our study, we structured this article in 4 sections following this introduction. Therefore, Section 2 presents the literature review, with Section 3 describing the research design. Sections 4 and 5, respectively, present and discuss the results, limitations, and main contributions.

1. THEORETICAL FRAMEWORK

1.1. Organisational digitalisation

Digitalisation refers to the integration of digital technologies into business processes, fundamentally changing how organisations operate and deliver value to customers. In recent years, digitalisation has enabled organizations to automate routine tasks, streamline workflows, and enhance data-driven decision-making. Key technologies driving this transformation include cloud computing, artificial intelligence (AI), the Internet of Things (IoT), and big data analytics (Bharadwaj et al., 2013).

The pandemic accelerated the adoption of these technologies as organisations sought to maintain operations amid lockdowns and social distancing measures (Dyba & Di Maria, 2024). For instance, many companies adopted cloud-based collaboration tools to support remote work, while others implemented AI-driven analytics to better understand market trends and customer behaviour. Companies also have at their disposal and develop themselves, technologies such as location detection technologies, advanced human-machine interfaces, authentication and fraud detection tools, 3D printing, smart sensors, big data analytics and advanced algorithms, multilevel customer interaction and customer profiling, augmented reality, cloud computing, or mobile devices (Martínez-Caro et al., 2020). These changes have led to increased operational efficiency, reduced costs, and improved agility in responding to market disruptions, increasing profitability and sustainability (Leão & da Silva, 2021; Peng & Tao, 2022). As Hess et al. (2016) pointed out, no organisation is immune from the effects of digital transformation, and all companies are under increasing pressure to adopt and implement digital technologies (Mishra & Neetu, 2023; Asokan et al., 2022; Li et al., 2022) as a way of coping with ever-increasing competition and the very evolution of the economy and society.

However, not all companies have been able to achieve the potential benefits of digitalisation, since digitalisation does not create value on its own. Digitalisation has to be linked to value creation processes and aligned with organisational factors in a synergistic way (Leischnig et al., 2016). Authors as Martínez-Caro et al. (2020) even highlight the importance of organisational culture as a facilitator or blocker of the digitalisation of organisational processes and the business itself, stressing the importance of creating a digital culture which they define as "a means through which an organisation can begin to plan for digital strategies in a rapidly changing environment" (Martínez-Caro et al., 2020, p.3), while others emphasise that the potential benefits of the digital transformation depends on the active participation of employees and the managers behavioural styles in the process, focusing on the role that people play in the digital transformation process (Gun et al., 2024). Along these same lines, Hesse (2018) emphasises the importance of participation as a feature of digital tools as a means of communication and delegation, highlighting the positive impact of participative leadership on performance.

This reflects the complex nature of the issue of digital transformation, and its impact on organisational processes and performance, presents itself as a major and complex challenge that leaders must manage effectively (Tagscherer & Carbon, 2023), because digitalisation is no longer an option but an imperative for any organisation, regardless of its business sector or region (Oswald & Kleinemeier, 2017).

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1.2. Organisational performance

Organisational performance refers to the effectiveness with which an organisation achieves its goals, including financial performance, customer satisfaction, and employee engagement. Digitalisation has been shown to positively impact performance by enabling faster decision-making, improving customer experience, and enhancing employee productivity (Kane et al., 2015). In the post-COVID context, digital technologies have also played a crucial role in helping organizations pivot to new business models, such as e-commerce, e-HR, and digital services, thereby generating new revenue streams (Alsufyani & Gill, 2022). However, assessing the impact of digitalisation on organisational performance and processes is not a linear process, as the literature shows that different indicators, measures, metrics, and scales are used (Alsufyani & Gill, 2022). This means that the results on organisational performance can involve both financial and non-financial measures (Wardaya et al., 2019). Examples of financial performance indicators or measures are investment return, sales return, and equity return, the level of customer satisfaction can be used as a measure of organisational performance, while the level of customer satisfaction can be used as a non-financial performance indicator (Gun et al., 2024).

1.3. Digitalisation and organisational processes

As we observed from our literature review on digitalisation and organisational performance, the COVID-19 pandemic has been a catalyst for widespread digital transformation across various sectors, significantly influencing organisational processes, including human resources management (HRM) and, therefore, organisational performance (Gampine et al., 2023). With the sudden shift to remote work and the need to maintain business continuity under restrictive conditions, organisations have accelerated the adoption of digital technologies. This shift has redefined how human resources (HR) is managed, from recruitment and onboarding to performance management and employee engagement.

Before the pandemic, digitalisation in HRM was already gaining momentum. However, the COVID-19 crisis accelerated this trend (Can, 2021), with organisations rapidly implementing digital solutions to manage the challenges posed by remote work and social distancing. The adoption of digital HR tools has allowed organizations to maintain operational efficiency, even in the face of widespread disruption (Carnevale & Hatak, 2020).

In the context of HRM, digitalisation has the potential to significantly improve organizational performance by optimizing talent management, increasing employee engagement, and fostering a culture of continuous learning and development. The use of AI and data analytics in HR allows organizations to better understand employee needs, predict future trends, and make strategic decisions that align with business objectives (Jiang et al., 2012). It is therefore clear that the constructs of leadership, organisational culture, and employee engagement are relevant issues in the context of organisational digitalisation. Hooi & Chan (2023) demonstrate that workplace digitalisation mediates the relationship between transformational leadership and employee engagement. They conclude that through workplace digitalisation, transformational leadership, and an innovative culture directly and indirectly influence employee engagement. For these authors, in this new era of accelerated digital transformation, leadership styles are evolving to encompass technological competence and a better understanding of digital strategies, which requires leaders to adopt new leadership models that foster collaboration, communication, and innovation (Eldin, 2023; Rashmi & Viji, 2023). Csedő et al (2017) had already identified leadership, communication, and stakeholder management as drivers for the effective success of the digitalisation process in organisations. In this way, “leaders need to create and develop a culture that is conducive to continuous learning, constant innovation, and ongoing change as well as be supportive of employees during major digital transformations” (Sookhoo et al, 2022, p.3988).

Digitalisation has also played a crucial role in enhancing employee engagement and well-being, particularly during the pandemic. Organisations have adopted digital communication tools, such as Slack and Microsoft Teams, to facilitate collaboration and maintain a sense of community among remote employees. Additionally, HR platforms now often include features for employee recognition, pulse surveys, and virtual wellness programs, all designed to boost morale and engagement (Khan et al., 2020). Moreover, digital learning and development platforms have made it easier for employees to acquire new skills and stay up-to-date with industry trends, further enhancing their productivity and contribution to organisational performance (Fitzgerald et al., 2014). This is particularly relevant in an economic and social context characterised by the “war for talent,” in which companies are forced to resort to digital HRM solutions that enhance the acquisition, appraisal, development, and retention of the right talent (Chapano et al., 2023; Bersin, 2021).

There are even authors who argue that digital transformation has less to do with technology and more to do with people and how to change our own behavior, as it depends on our ability to accept, learn and adapt (Frankiewicz & Chamorro-Premuzic, 2020; Iveroth & Hallencreutz, 2020), therefore the relevant question to ask is how can HR contribute to a digital culture and a digital organisation? Kanungo et al (2023) argue that the answer lies in a digital HRM centred on people.

In this line of thought, Farivar & Richardson (2021) add the issue of employee satisfaction to the discussion on digitalisation and HRM, highlighting the importance of any organisation having motivated employees. Loske & Klumpp (2022) also reinforce the importance of the human factor, stressing in their study the issue of seniority in the context of digital transformation and retention programmes as a way of promoting long periods of employment.

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Despite this line of research, Contreras et al., (2024) note that the human factor has received little attention in the context of digital transformation in an organisational context, suggesting that alliances between public and private organisations and universities or other academic establishments could enhance knowledge to successfully implement digital transformations of HRM. Our study endeavours to help reduce this gap.

2. METHODS

Our approach was quantitative, descriptive, and cross-sectional.
Considering our theoretical framework, we formulate the following research hypotheses:

H1: Digitalisation has a positive impact on the organisational processes and organisational performance;
H2: Digitalisation has a negative impact on the organisational processes and organisational performance;
H3: Digitalisation does not impact the organisational processes or organisational performance.

2.1 Sample

The target population was all employees of two organisations, one public and one private, in the Central inland region of Portugal. Participants were selected via convenience sampling, i.e., a non-probabilistic sample, and made up of 75 participants.

2.2 Data collection instruments

A online-survey was applied to both organisations. The survey consists of 26 closed questions with a 6-point Likert scale.

2.3 Statistical analysis

Data analysis was based on quantitative analyses using the statistical techniques of Principal Component Analysis and Confirmatory Factorial Analysis.
The aim of these factorial analysis techniques is to understand the structure of a set of variables (association of variables) and to determine the homogeneity or heterogeneity of the studied population.

3. RESULTS

The first descriptive statistics results, according to the table below, provide initial information on the target population:

Table 1 - Sample Sociodemographic Characterisation

	Gender (%)	Age (%)	Sector (%)	Position/Job title (%)	Seniority in post (%)
Socio-demographic criteria	Women: 51,4 Men: 48,6	51-60 Y: 27 31-40 Y: 25,7 41-50 Y: 24,3	Public: 55,4 Private: 44,6	Teachers: 33,3 Managers/directors: 22,7 Technicians: 10,8 Other professions*: 10,8	More than 5Y: 51,4 More than 20Y: 32,4 1-3 Y: 28,4

Note: (Y: years)
*Excluding Administrative Staff

The sample is made up of 51.4% women and 48.6% men. The age of the respondents is between 51 and 60 for 27% of them, between 31 and 40 for 25.7%, and between 41 and 50 for 24.3%. Of these, 55.4% work in the public sector and 44.6% in the private sector. Of these, 33.8% are teachers and 21.6% managers and other professions (excluding administrative staff (10.8%), engineers (1.4%), and technicians (10.8%)). 32.4% of respondents have been with the company for more than 20 years (51.4% more than 5 years), and 28.4% between 1 and 3 years.

Table 2 - Digitalisation Post COVID

Digital Maintenance (%)	Classic Methods (%)	Hybrid Methods (%)	Digital Innovation (%)	Digital Innovation Adopted (%)	Tasks and Missions (%)	Digital Challenge (%)
40,5	*31,1*	*28,4*	*79,7*	*58,1*	*37,8*	*74,3*

According to Table 2, 40.5% of respondents indicate that their organization is maintaining digitalisation, 31.1% having returned to traditional methods and 28.4% operating a hybrid system; 79.7% of them feel that the digital innovation recently introduced, is better than that used during the COVID period and 58.1% agree that the digital innovation adopted is compatible with existing values, social practices and the standards in force.
Also, 37.8% of respondents believe that the tasks and missions to be carried out within their organization do not involve complexity, with entities testing innovation first and modifying the need before committing to using it; the exploitation of new

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digital technologies is one of the biggest challenges currently facing organizations for 74.3% of them, with the transformation of jobs and ways of organizing work remaining a major concern for a majority of respondents.
Table 3, in turn, shows that 78.3% of respondents estimate that the digitalisation of HR processes enables them to achieve their objectives and expected results. 81.1% of them agree that the use of digital tools does not call into question the strategy implemented by entities. 55.4% and 63.5% of them reveal that digitalisation enables entities to remain competitive in the marketplace. Digital transformation ensures cost control for 74.3%, resource control for 60.8%, and improved productivity and sustainability for 71.6% of respondents. Digitalisation develops a culture of innovation by creating new products and programs for 79.4% of respondents, and maintains the quality of products, services, and programs for 51.4% of them. 64.8% and 59.5% of respondents agree that digitalisation attracts and retains new talent.
Table 3 shows that 78.3% of respondents estimate that the digitalisation of HR processes enables them to achieve their objectives and expected results. 81.1% of them agree that the use of digital tools does not call into question the strategy implemented by entities. 55.4% and 63.5% of them reveal that digitalisation enables entities to remain competitive in the marketplace. Digital transformation ensures cost control for 74.3%, resource control for 60.8%, and improved productivity and sustainability for 71.6% of respondents. Digitalisation develops a culture of innovation by creating new products and programs for 79.4% of respondents, and maintains the quality of products, services, and programs for 51.4% of them. 64.8% and 59.5% of respondents agree that digitalisation attracts and retains new talent.

Table 3 - Digital Enterprise Environment

	Objectives and Results (%)	Strategy (%)	Market (%)	Resources (%)	Costs (%)	Productivity (%)	Durability (%)	Quality (%)	Development (%)
Impact	*78,3*	*81,1*	*Competitiveness 55,4 Competition 63,5*	*60,8*	*74,3*	*71,6*	*71,6*	*51,4*	*Products 79,4 Talent 64,8 Retention 59,5*

These initial results indicate that digitalisation is not a hindrance to employees in the performance of their tasks. Nevertheless, they remain very concerned about the use, exploitation, and development of digitalisation as a part of the transformation of jobs and ways of organizing work, whatever the sector.

3.1 Principal Component Analysis results

The correlation matrix for the variables shows that age and job tenure depend on the sector of activity: in the public sector, the older the person, the greater the job tenure. In the private sector, turnover increases: the older the person, the lower the job seniority (-0.646).
The table of the proportion of variance explained by the factorial axes (Table 4) shows that the first three axes account for 2/3 of the information (65.4%), with the first axis corresponding to the first eigenvalue accounting for 1/3 (36.4%), and the second and third axes each accounting for 16.3% and 12.6% of the information, respectively.
The post-turnover component matrix identifies three factors grouping together a set of named variables, such as:
i) Factor 1: socio-economic criteria: as age increases, employees and collaborators have more seniority in their current position (have not changed jobs, low turnover) and are less likely to change business sector.
ii) Factor 2: adaptability to change within organizations, regardless of the sector of activity.
iii) Factor 3: gendering; employees or collaborators occupying a type of job depend on their gender.
With two factors retained in the analysis, the diagram below shows the relationship between the first two principal components and the 8 variables shows positive correlations with age and seniority in position, maintained and “updated” digitalisation based on the digital tools currently used within organisations, and a negative correlation with sector of activity.
Concerning the second component, there is a positive correlation between the function carried out within organisations and the use of digitalisation in the tasks assigned, and a negative correlation with the gender of the employee and the collaborator.
A matriz de correlação das variáveis mostra que a idade e o tempo de serviço dependem do setor de atividade: no setor público, quanto mais velha é a pessoa, maior é o tempo de serviço. No setor privado, a rotatividade aumenta: quanto mais velha é a pessoa, menor é a antiguidade no cargo (-0,646).
A tabela da proporção da variância explicada pelos eixos fatoriais (Tabela 4) mostra que os três primeiros eixos explicam 2/3 da informação (65,4%), sendo que o primeiro eixo, correspondente ao primeiro autovalor, explica 1/3 (36,4%), e o segundo e o terceiro eixos explicam 16,3% e 12,6% da informação, respetivamente.

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Table 4 - Total Variance Explained

Component	Initial Eigenvalues			Sum of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,914	36,431	36,431	2,698	33,730	33,730
2	1,307	16,334	52,765	1,336	16,698	50,428
3	1,014	12,681	65,446	1,201	15,018	65,446
4	0,857	10,707	76,152			
5	0,792	9,904	86,057			
6	0,558	6,971	93,027			
7	0,334	4,172	97,199			
8	0,224	2,801	100,000			

3.2 Confirmatory Factorial Analysis results

Cronbach's Alpha test (Table 5) indicates a mean value of 0.943 (0.956 and 0.924 for the first and second dimensions), which allows us to conclude that the questionnaire has a very good internal consistency.

Table 5 - Main Variable Normalization

Dimension	Alpha de Cronbach	Explained Variance	
		Total (eigenvalue)	Inertia
1	0,956	12,823	0,458
2	0,924	9,183	0,328
Total		22,006	0,786
Mean	0,943	11,003	0,393

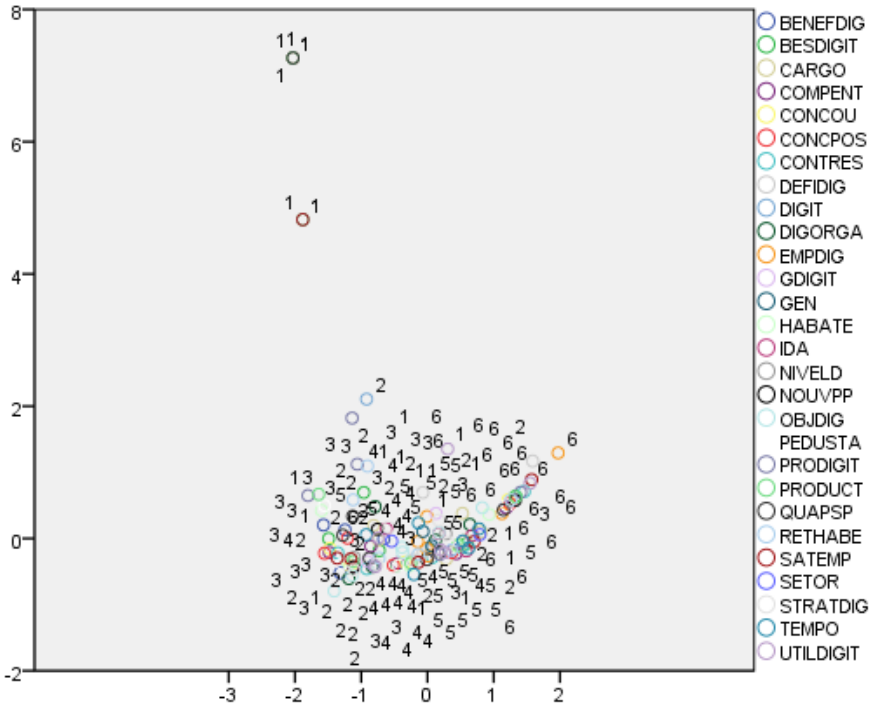

Figure 1 - Diagram of Modality Points

The correlation matrix of the transformed variables and the joint diagram of the modality points (dimensions 1 and 2) yield the following results:

i) Benefits obtained from digital transformation within organisations are linked to the competitiveness of these entities in the market and to the seniority of employees in their position, whatever the sector of activity.

ii) Age, position, and length of service are discriminating factors in digitalisation.

Whatever the sector of activity, the decision to opt for digitalisation stems from a post-COVID necessity.

iii) The arrival of digitalisation and the use of new tools helps to ensure employee satisfaction, engagement, and retention.

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iv) Digital innovation compatible with existing values, social practices, and user norms depends on need, benefits, market positioning, control of resources and costs, productivity, durability and stability, employee satisfaction, and retention.
v)The difficulty encountered by employees and collaborators in using digital tools to carry out their missions depends on the objectives to be achieved and the means made available to them.
vi) In terms of work organization, the use of new technologies is beneficial for organizations.
vii) The use of digitalisation in the strategy implemented within organizations responds to a need and defines a means, a useful and effective resource.

4. DISCUSSION

The results show that digitalisation, when employed and compatible with existing social values and practices, has a positive impact on organizational processes, confirming hypothesis H1 (Kane et al., 2015). In fact, age and seniority in the position held define discriminating performance factors with regard to the use of digitalisation within organizations. With an increase in these factors, we see adaptability to change maintained or growing competitiveness, increased employee satisfaction, increased talent retention, and a benefit in terms of work organization (telecommuting). These results are in line with studies by Frankiewicz & Chamorro-Premuzic (2020); Iveroth & Hallencreutz (2020); Farivar & Richardson (2021), and Loske & Klumpp (2022).
However, if the means implemented (training, among others) do not meet the needs of employees or collaborators in terms of the objectives to be achieved, digitalisation has a negative impact on the organizational process, confirming hypothesis H2.
The findings also suggest that digitalisation fosters an innovative culture and employees' engagement (Sookhoo et al, 2022; Martínez-Caro et al., 2020; Khan et al., 2020).
Our study thus confirms that digitalisation has an unequivocal impact on organisational performance and processes, and that the impact can be positive or negative depending on whether or not digitalisation is in line with the organisation's values and practices and the employees' objectives. As such, hypothesis H3 is not confirmed.
As for the main contributions of our study, we highlight the confirmation for the Portuguese context of the identified trends in the literature review regarding the impact that digital transformation has on organisational performance and processes, and the important role that people, i.e., employees, leaders, and managers, play in digital transformation. Another important contribution concerns the identification of age and seniority as performance-discriminating factors, with regard to the use of digitalisation in organizations.
Finally, in line with Asokan et al. (2022), it is worth noting that the study underscores that the pandemic provided organizations with an opportunity to reassess and rebuild their practices, using technology to boost their performance in the post-COVID-19 era. The results showed that organizations are not only maintaining but also increasing their use of digital tools, with the majority of respondents believing that the digital innovations introduced post-COVID-19 are more effective than those used during the pandemic.

CONCLUSION

This study examines the effects of digitalisation in a post-COVID context, focusing on its influence on organisational processes and performance. A online-survey was applied, and data analysis was based on quantitative analyses using the statistical techniques of Principal Component Analysis (PCA) and Factor Analysis.
Our study was conclusive, demonstrating that digitalisation is linked to organizational competitiveness and has an effective impact on organizational performance and processes. Also, digitalisation, when implemented in line with organisational values and practices, can contribute to employee satisfaction and retention and should respond to a business need in terms of development, growth and organisational performance.
It is important, however, to acknowledge some limitations of the study, especially the sample size, the use of convenience sampling, and the exclusively online data collection, factors that may limit the generalizability of the results.
Given these results, it is considered pertinent to further investigate the impact of digitalization on the management and performance of human resources, prioritizing mixed methodological approaches that integrate quantitative and qualitative methods, in order to obtain a more comprehensive and robust understanding of the phenomenon.

AUTHORS' CONTRIBUTION

Contribution, E.F., N.B. and E.M.; data curation, E.F., N.B. and E.M.; formal analysis, E.F., N.B. and E.M.; investigation, E.F., N.B. and E.M.; methodology, E.F., N.B. and E.M.; project administration, E.F., N.B. and E.M.; resources, E.F., N.B. and E.M.; software, E.F., N.B. and E.M.; supervision, E.F., N.B. and E.M.; validation, E.F., N.B. and E.M.; visualization, E.F., N.B. and E.M.; writing – original draft, E.F., N.B. and E.M.; writing – review & editing, E.F., N.B. and E.M.

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CONFLICT OF INTERESTS

The authors declare no conflict of interests.

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