

## The Role of Digital HRM Transformation in Reducing Employee Turnover Intention: A Literature Review

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### ABSTRACT

This study examines the role of digital transformation in Human Resource Management (HRM) in influencing employees' turnover intention amid accelerating organizational digitalization. The study aims to analyze the relationship between digital HR transformation and turnover intention and to develop a conceptual framework explaining this relationship through psychological variables. This research uses a qualitative approach with a literature study method, analyzing relevant scholarly articles through descriptive and analytical synthesis. The findings indicate that digital HR transformation does not directly reduce turnover intention but influences it indirectly through job satisfaction, employee engagement, and organizational commitment. The effectiveness of digitalization depends on implementation quality and organizational cultural readiness. This study integrates strategic capability and organizational behavior perspectives and provides guidance for organizations to implement human-centered digital HR transformation to support sustainable employee retention.

**Keywords:** digital HRM transformation, turnover intention, employee engagement, job satisfaction organizational commitment

### ABSTRAK

Studi ini meneliti peran transformasi digital dalam Manajemen Sumber Daya Manusia (SDM) dalam memengaruhi niat berhenti kerja karyawan di tengah percepatan digitalisasi organisasi. Studi ini bertujuan untuk menganalisis hubungan antara transformasi SDM digital dan niat berhenti kerja serta mengembangkan kerangka konseptual yang menjelaskan hubungan ini melalui variabel psikologis. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi literatur, menganalisis artikel ilmiah yang relevan melalui sintesis deskriptif dan analitis. Temuan menunjukkan bahwa transformasi SDM digital tidak secara langsung mengurangi niat berhenti kerja tetapi memengaruhinya secara tidak langsung melalui kepuasan kerja, keterlibatan karyawan, dan komitmen organisasi. Efektivitas digitalisasi bergantung pada kualitas implementasi dan kesiapan budaya organisasi. Studi ini mengintegrasikan perspektif kemampuan strategis dan perilaku organisasi serta memberikan panduan bagi organisasi untuk mengimplementasikan transformasi SDM digital yang berpusat pada manusia untuk mendukung retensi karyawan yang berkelanjutan.

**Kata kunci:** transformasi SDM digital, niat berhenti kerja, keterlibatan karyawan, kepuasan kerja, komitmen organisasi

## INTRODUCTION

The development of digital technology has driven structural changes in human resource management strategies and practices across various organizations. Digital transformation is no longer limited to administrative automation but has evolved into the integration of data-based systems, analytical intelligence, and digital platforms in strategic HRM decision-making. The *Future of Jobs* report by Di Battista et al. (2023) confirms that digitalization acceleration significantly alters job structures, competency requirements, and work relationships across industrial sectors. This finding aligns with Bondarouk and Ruël (2009), who showed that electronic-HRM shifts the HR function from administrative to technology-based strategic partner. Similarly, Marler and Boudreau (2017) assert that HR analytics strengthens organizational capabilities in generating evidence-based HRM decisions.

Digital HR transformation is realized through practices such as HR analytics, e-recruitment, and digital performance management, aiming to improve efficiency, transparency, and performance evaluation accuracy. Strohmeier (2020) demonstrated that digitalization of HR functions creates more systematic and adaptive employee data integration in response to business environment dynamics. Deloitte's (2023) global human capital trends report also confirms that organizations successfully integrating digital technology into HR systems tend to have higher agility and workforce experience. However, organizational behavior literature reminds that technological change is not psychologically neutral. The implementation of digital systems can affect perceptions of justice, work autonomy, and workload if not balanced with a human-centered approach (Vial, 2019).

In this context, attention to turnover intention becomes increasingly relevant. Turnover intention is understood as an individual's conscious intention to leave the organization and has been proven to be a strong predictor of actual turnover (Tett & Meyer, 1993). Meyer and Allen's (1991) organizational commitment model emphasizes that affective commitment plays a significant role in reducing employees' turnover intention. Moreover, the meta-analysis by Griffeth et al. (2000) shows that job satisfaction and organizational commitment are main determinants of turnover intention. Thus, changes in work systems due to HRM digitalization potentially affect these psychological variables and indirectly impact workforce stability.

Although research on digital HR and organizational performance is growing rapidly, studies explicitly linking digital HR transformation to turnover intention remain limited and fragmented. Most studies focus on improving system productivity and efficiency, while the mediating mechanisms through job satisfaction, employee engagement, and organizational commitment have not been integrated into a comprehensive conceptual framework. In fact, strategic capability frameworks emphasize that the success of digital transformation is determined not only by technology adoption but also by organizational culture alignment and employee psychological readiness (Vial, 2019).

Based on this gap, this study focuses on conceptually analyzing the relationship between digital HR transformation and turnover intention through a literature study approach. This study

positions digital HR transformation as a strategic capability whose impact on employee retention is mediated by job satisfaction, engagement, and organizational commitment, and influenced by organizational culture readiness. By integrating strategic capability and organizational behavior perspectives, this research seeks to enrich the development of digital-based HRM theory while providing a conceptual foundation for organizations in designing human-centered digital transformation to support human resource sustainability.

## **THEORETICAL BACKGROUND**

### **2.1. Digital HR Transformation as Strategic Capability**

Digital HR transformation refers to the integration of digital technologies into HR functions, including HR analytics, e-recruitment, digital performance management, and online learning systems. In the perspective of Dynamic Capabilities Theory (Teece, 2007), organizations must be able to integrate, build, and reconfigure resources to respond to environmental changes. Digital HR represents the organization's ability to increase decision-making speed, strengthen transparency and accountability, and adapt HR policies adaptively. Thus, digital HR transformation functions as a strategic enabler that influences work experience and workforce stability.

### **2.2. Psychological Mechanisms: Job Satisfaction, Employee Engagement, and Organizational Commitment**

Job satisfaction is an individual's positive affective evaluation of their work. Digitalization that is transparent and efficient increases perceptions of fairness, work ease, and organizational support. According to Social Exchange Theory (Blau, 1964), when organizations provide resources and support, employees respond with positive attitudes. Employee engagement, defined as energy, dedication, and absorption in work, can be enhanced when digital systems act as job resources (Bakker & Demerouti, 2013). Organizational commitment, particularly affective commitment, develops when employees perceive value congruence and organizational support, which can be strengthened by participatory digitalization (Meyer & Allen, 1991). These three psychological variables form a mediating pathway between digital HR transformation and turnover intention.

### **2.3. Turnover Intention and Retention**

Turnover intention is the conscious willingness to leave an organization and is a strong predictor of actual turnover. The model of organizational commitment (Meyer & Allen, 1997) explains that affective commitment significantly reduces turnover intention. Meta-analytic findings (Griffeth et al., 2000; Tett & Meyer, 1993) confirm that job satisfaction and organizational commitment are the strongest predictors of turnover intention. In this study, digital HR transformation does not affect retention directly but through improving the quality of work experience.

## RESEARCH METHODS

This study uses a qualitative approach with a literature study (*library research*) type. Epistemologically, this approach is based on an interpretative paradigm that places theory and empirical findings as sources of meaning construction (Creswell, 2014). The literature study was chosen because the research aims to build a conceptual integration of the relationship between digital HR transformation and turnover intention through employees' psychological mechanisms. Methodologically, this design aligns with the systematic literature review and conceptual paper development approach that emphasizes synthesis and theoretical integration as scientific contribution (Snyder, 2019).

Data sources consist of secondary literature, including reputable international journal articles, global institutional reports, and relevant academic publications. The search process was conducted through scientific databases such as Scopus, Web of Science, and Google Scholar, focusing on open-access PDF publications. The search strategy followed transparency and replication guidelines as recommended by the PRISMA 2020 Statement (Page et al., 2021), although this study did not perform quantitative meta-analysis. Inclusion criteria included: (1) direct relevance to the variables of digital HR transformation, job satisfaction, employee engagement, organizational commitment, and turnover intention; (2) credibility of the publisher and journal reputation; (3) availability of full-text access.

The research was conducted through systematic stages: (1) problem identification and formulation based on Jaakkola (2020); (2) literature search and selection using keywords such as "digital HRM", "digital transformation", "employee engagement", and "turnover intention"; (3) critical reading and concept extraction to identify theoretical frameworks and empirical models; (4) conceptual synthesis and integration to develop an integrative model. Analysis was performed using descriptive-analytical approach with conceptual synthesis techniques, including data reduction, categorization, theoretical comparison, and integrative synthesis.

## RESULT AND DISCUSSION

### 4.1. Characteristics of Analyzed Articles

Based on the selection process, several empirical and conceptual articles meeting the inclusion criteria were analyzed and classified according to research focus.

**Table 1. Characteristics of Analyzed Articles**

Author(s)/Year	Country	Research Objective	Method	Key Findings	Implication
Strohmeier (2020)	Germany	Clarify Digital HRM concept	Conceptual review	Digital HRM expands HR function from administrative to strategic	Digital HR as strategic capability

Judge et al. (2001)	USA	Test job satisfaction–turnover relationship	Meta-analysis	Job satisfaction has significant negative correlation with turnover intention	Supports job satisfaction as mediator
Bakker & Demerouti (2013)	Netherlands	Develop JD-R model	Theoretical	Job resources increase engagement; demands increase strain	Digitalization as resource or demand
Meyer & Allen (1991; 1997)	Canada	Develop three-component commitment model	Conceptual	Affective commitment significantly reduces turnover intention	Organizational commitment as mediator
Zhou et al. (2025)	China	Analyze digital HR effects on outcomes	Empirical	Digital HR affects turnover indirectly via satisfaction and engagement	Supports mediation model
Ahmad et al. (2022)	Global	Review Social Exchange Theory	Systematic review	Reciprocal organization–employee relationship explains work attitudes	Theoretical basis for psychological mechanisms
Page et al. (2021)	Australia	Update PRISMA guidelines	Methodological	Emphasizes transparency and systematization	Strengthens literature study validity
Tummers & Bakker (2021)	Netherlands	Examine leadership in JD-R perspective	Systematic review	Leadership practices affect job demands and resources	Integrates JD-R in digital transformation context

Source: Authors' synthesis (2026)

#### 4.2. The Role of Psychological Variables as Mediating Mechanisms

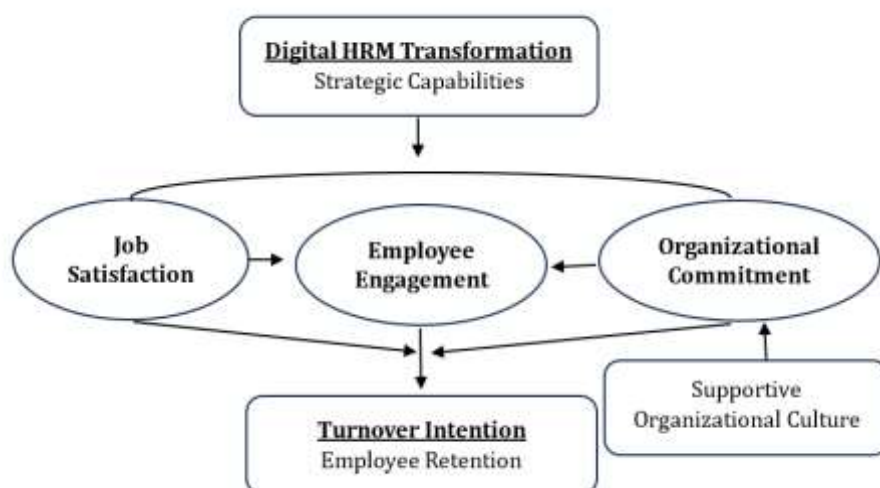
The results indicate that digital HR transformation does not have a consistent direct relationship with turnover intention. Instead, psychological variables function as intervening factors. Job satisfaction emerged as the most frequently reported mediator, followed by

employee engagement and organizational commitment. Literature shows that digital HR perceived as fair, transparent, and supportive of career development correlates with increased satisfaction and commitment, which in turn relates to decreased turnover intention. Conversely, when digitalization is perceived as increasing workload, excessive monitoring, or role ambiguity, a tendency toward increased turnover intention is found. This finding aligns with the three-component model of organizational commitment (Meyer & Allen, 1991) and extends prior research by positioning digital HR transformation as a structural antecedent of psychological conditions.

#### 4.3. The Moderating Role of Organizational Culture Readiness

Organizational culture readiness influences the effectiveness of digital HRM transformation. Organizations with adaptive culture, open communication, and support for digital learning show more positive relationships between digital HRM and psychological variables. In contrast, organizations with high resistance to change tend to have suboptimal effects. This finding can be explained through the strategic capability perspective, which emphasizes the importance of alignment between technology, structure, and organizational culture. Digital transformation not accompanied by cultural readiness risks systemic misfit, leading to increased uncertainty and turnover intention.

#### 4.4. Conceptual Framework



**Figure 1. Conceptual Framework of Digital HR Transformation Role in Employee Retention**

Source: Authors' synthesis (2026)

The conceptual framework above illustrates that digital HRM transformation functions as a strategic capability that influences turnover intention indirectly through job satisfaction, employee engagement, and organizational commitment, with organizational culture readiness acting as a moderating condition. Digital HRM practices (HRM analytics, e-recruitment, digital performance management, online learning) enhance decision speed, transparency, and adaptability. When implemented with fairness and support, they increase job satisfaction (via social exchange), employee engagement (via job resources), and organizational commitment (via value congruence). These psychological states subsequently reduce turnover intention and improve retention. Organizational culture readiness strengthens these relationships, while the substitution effect (if digitalization is perceived as controlling or burdensome) may weaken or reverse the positive effects.

Following explanation structured about How research previously contribute in build and strengthen framework conceptual that the author develop :

#### 1. Analysis of the Role of Research Previously

Framework conceptual Writer No stand alone , but is results integration three layer main literature :

- (1) capability digital strategy ,
- (2) mechanism psychological employees , and
- (3) behavioral outcomes (turnover intention).

Every research that the author list fill in part certain from channel the .

#### 2. Specific Contribution of Each Study to the Model

##### a. Main Foundation : Digital Transformation as Capability Strategic

- Strohmeier (2020) becomes point a very crucial start .  
He shifted HR perspective from administrative to strategic through digitalization .

##### **Contribution to the model:**

Justify position of “ Digital HR Transformation ” as variables exogenous main (strategic capability), no just tool operational .

##### b. Psychological Path: Satisfaction , Attachment and Commitment

- Judge et al. (2001)  
Proving that satisfaction Work reduce turnover intention
- Bakker & Demerouti (2013) – JD-R Model  
Explains How condition Work building engagement
- Meyer & Allen (1991; 1997)  
Affirm commitment organization as predictor strong retention

##### **Contribution to model:**

Third study This build chain logical variables mediation :

- Satisfaction Work form attachment
- Attachment strengthen commitment
- Commitment suppress turnover intention

This makes the Author model based mechanism strong psychological ( not connection direct simple ).

c. Integration of Digital HR with Employee Outcomes

- Zhou et al. (2025)  
Show that Digital HR does not impact directly , but through satisfaction and engagement

**Contribution to model:**

This is proof empirical the key that:

- Validating track mediation in the Author model
- Strengthening that approach Writer No speculative , but based findings latest

d. Theoretical Basis : Social Exchange Theory

- Ahmad et al. (2022)  
Explain reciprocal relationship between organizations and employees

**Contribution to model:**

Provide explanation theoretical Why variables psychological appear :

- When organizations ( through digital HR) provide support
- Employee repay with engagement and commitment
- Support connection No direct to turnover intention
- Reduce intention go out

e. Validity Methodological

- Page et al. (2021) - PRISMA 2020

**Contribution to model:**

Not directly to variables , but :

- Ensure that framework built from systematic , transparent , and valid literature
- Strengthening credibility academic study Writer

3. Assumptions Built from Literature

From all over studies said , the Author's model in a way implicit built on assumptions following :

- Transformation digital no impact direct to turnover
- Response employee nature psychological ( not only structural )
- Connection organization – employees reciprocal
- Environment Work can be a resource or stressor  
Assumptions This consistent and mutual strengthen .

**CONCLUSION**

Digital HRM transformation is not a direct determinant of turnover intention but rather a strategic foundation that shapes employees' psychological conditions. Retention in the digital era is determined not by system sophistication but by how technology is humanely integrated into organizational culture. That is, the success of digitalization heavily depends on its ability to create fair, transparent, and meaningful work experiences for individuals within the organization. This study provides a conceptual integration of strategic capability and organizational behavior perspectives, offering a novel framework that explains the indirect pathways from digital HR to retention.

The practical implication is that organizations should position digital HRM transformation as a socio-technical process requiring simultaneous management of cultural and psychological aspects. Implementation decisions for HRM technology should be evaluated not only based on operational efficiency but also on their impact on work experience and employee commitment. Future research agendas include empirical testing of the proposed framework using longitudinal or multilevel designs, as well as exploring boundary conditions such as industry type, organizational size, and national culture.

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