

13. Tahirov, R. K. et al. (2024). Environmental aspects of information technology implementation. In *Problems of Informatization: Proceedings of the 12th International Scientific and Technical Conference* (Vol. 3, pp. 138–139).

14. Ibrahimov, B.G. et al. (2024). Research and analysis mathematical model of the demodulator for assessing the indicators noise immunity telecommunication systems. *Advanced Information Systems*, 8(4), 20-25.

15. Hasanov, A. H. (2025). Exploring the impact of online learning platforms on higher education. In *Current directions of development of information and communication technologies and control tools*.

16. Talibov A. M. et al. Training military personnel in radiation and chemical threat protection methods //Proceedings of the 15th International Scientific and Technical Conference. – 2025. – T. 4. – C. 94-95.

17. Tahirov R. K. Professional military education and the development of strategic human capital /Current directions of development of information and communication technologies and control tools. T.4, section 6. 2025 . C. 35.

18. Hasanov A. H., Guliyev U. A., Hashimov E. G. Strategic reforms and digital innovation in military educational management. – 2025.

19. Hasanov A.H. Exploring the impact of online learning platforms on higher education / Current directions of development of information and communication technologies and control tools. T.4: section 6. 2025. C. 39.

THE CHANGING ROLE OF HUMAN RESOURCE MANAGEMENT IN DIGITALIZING UNIVERSITIES

Ismayilova G.I.

Nakhchivan State University, Nakhchivan, Azerbaijan

Digital transformation is fundamentally reshaping the structure and functions of higher education institutions. Universities are increasingly adopting digital tools for teaching, research, and management, which significantly impacts Human Resource Management (HRM). HRM now plays a strategic role in supporting staff adaptation to technological change, developing digital skills, and fostering innovation.

This study aims to critically examine the evolving role of Human Resource Management (HRM) within the digital transformation of universities. It seeks to explore how HRM strategies, processes, and functions are being redefined to respond to technological advancements and shifting organizational needs. The research emphasizes the ways in which HRM can foster innovation, enhance workforce capabilities, and support organizational agility in a rapidly digitizing academic environment. Ultimately, this study aims to offer a theoretical foundation that can guide future research and practical initiatives in digital HRM within universities.

This study adopts a theoretical and descriptive research method aimed at exploring how Human Resource Management (HRM) functions are evolving within the process of university digitalization. The research is based on a comprehensive

review of existing academic literature, policy papers, and institutional frameworks published between 2015 and 2024.

Rather than focusing on a specific case study or university, this paper synthesizes insights from various scholarly sources that examine digital transformation and HRM practices in higher education.

The process included evaluating international research findings, professional reports (such as those published by UNESCO and the World Economic Forum), and peer-reviewed journal articles addressing digital change in universities. By combining theoretical reflection with literature-based evidence, the study highlights general trends, challenges, and opportunities for HRM in the digital transformation of higher education.

The findings of the study indicate that HRM has evolved from an administrative unit into a strategic partner in digital transformation. Through the implementation of electronic HR systems (e-HRM), many processes such as recruitment, communication, and performance management have become more efficient. HR departments now focus on digital upskilling, lifelong learning, and employee engagement in hybrid work environments.

However, universities still face challenges related to digital skill gaps and resistance to innovation. Addressing these issues requires strong leadership, continuous training, and effective communication strategies. In conclusion, HRM plays a vital role in shaping the success of digital transformation in universities. By integrating technology with human-centered management approaches, HR departments can foster innovation, adaptability, and institutional resilience. A proactive, flexible, and learning-oriented HR strategy will be key to sustaining the competitiveness of universities in the digital era.

References

1. Al-Husan, F. A., & Al-Khasawneh, R. (2021). Digital transformation in higher education institutions: The role of human resource management. *Journal of Applied Research in Higher Education*, 13(5), 1377–1393. <https://doi.org/10.1108/JARHE-07-2020-0215>
2. Marler, J. H., & Parry, E. (2016). Human resource management, strategic involvement and e-HRM technology. *The International Journal of Human Resource Management*, 27(19), 2233–2253. <https://doi.org/10.1080/09585192.2015.1082097>
3. Parry, E., & Battista, V. (2019). The impact of digitalization on HRM: A digital HR maturity model. *Employee Relations*, 41(5), 1020–1034. <https://doi.org/10.1108/ER-02-2018-0059>
4. Schulze, C., & Krumm, S. (2020). Digital transformation in higher education: The role of HRM. *Journal of Higher Education Policy and Management*, 42(3), 275–289. <https://doi.org/10.1080/1360080X.2019.1704734>
5. Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, 25(2), 216–231. <https://doi.org/10.1016/j.hrmr.2015.01.002>
6. World Economic Forum. (2023). *The Future of Jobs Report 2023*. Geneva: WEF. <https://www.weforum.org/reports/the-future-of-jobs-report-2023>