

The Impact of Digitalized HR Practices on Employee Work Performance: The Roles of Knowledge Sharing and Organizational Learning Culture

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Abstract

The technology of human resource management (HRM) has undergone a fast digitalization process in such a way that the traditional HR processes have changed into being strategic and technology-facilitated functions. The paper has examined the effects of digitalized HR practices (DHRP) on employee work performance (EWP) and knowledge sharing (KS), with knowledge sharing as a mediating factor and organizational learning culture (OLC) as a moderating factor. The paper has used Social Exchange Theory and a quantitative survey of 342 employees working across various sectors in Pakistan, and examined the data using Partial Least Squares Structural Equation Modeling (PLS-SEM). It has been found that DHRP is a great boost both directly and indirectly to EWP via KS. Additionally, OLC enhances interconnection between DHRP and KS as evidence of the friendly importance of the organizational culture in extracting the maximum value of digital HR investments. The research has a theoretical value in that it combines technology, behavioral, and cultural processes within the context of HRM and provides practical advice to managers who have to encourage knowledge-sharing behaviors and performance in work settings that are digitally enabled.

Keywords: Digitalized HR Practices, Employee Work Performance, Knowledge Sharing, Organizational Learning Culture, Social Exchange Theory, Digital HRM, Employee Engagement

Introduction

The current digital revolution has essentially changed the model of handling human resources in organizations, where traditional administrative roles have been replaced with strategic technology-driven roles in HRM (Marler and Fisher, 2023; Bondarouk and Brewster, 2024). HR practices that are digitalized include e-recruitment, online

learning platforms, automated performance management, HR analytics, and collaborative digital communication tools, which allow an organization to efficiently, quickly, and strategically manage an increasingly complex and distributed workforce (Strohmeier, 2022; Kane et al., 2021). Such innovations are especially applicable in knowledge-intensive settings, where the skills, flexibility, and knowledge input of employees become the major competitive advantages (Verhoeff et al., 2021; Malik and Sanders, 2023).

Although the use of digital HR systems is widespread, there are indications that they do not have a consistent effect on the work of employees. Although certain organizations identify increased productivity, involvement, and task performance, some organizations do not achieve any significant improvements in performance after significant technological investments (Bondarouk et al., 2021; Nawaz et al., 2024; Malik et al., 2023). This discrepancy underscores a major research gap: the impact of digital HR practices on employee performance cannot be fully conceptualized without the mechanisms of behavior and social interaction of employees using such systems. Technological efficiency is also becoming understood not to be a quality that alone is necessary to achieve the desired results but rely on the motivation of the employees to work, communicate, and react to the signals of the organization (Vrontis et al., 2022; Meijerink et al., 2024).

Knowledge sharing can be identified as one of such behavioral mechanisms, defined as voluntary exchange of information, skills and expertise among the employees to enhance their collective performance (Connelly et al., 2019; Benbya et al., 2020). Digital HR practices may support knowledge exchange through avenues of learning, collaborative technology, and communication methodologies that decrease structural and psychological impediments to knowledge exchange (Farooq et al., 2022; Gupta et al., 2024). The process of knowledge sharing is, however, discretionary and depends on how organizational support, fairness, and trustworthiness is perceived by employees (Shahzad et al., 2023). As a result, one of the mechanisms and vital outcomes of successful digital HRM is knowledge sharing.

Organizational context and the organizational learning culture, in particular, are also crucial to the success of digital HR practices (Senge, 2020; Garvin et al., 2023). The culture of learning encourages experimentation, openness, and constant enhancement, which strengthens the desire of employees to share their knowledge and interact with digital HR systems in a meaningful way (Islam et al., 2023; Khan et al., 2024). Conversely, employees in the companies that have a low learning culture might find the digital HR technologies as control mechanisms and not aid tools, which restricts the potential positive outcome of using the technology (Meijerink et al., 2024).

Despite the fact that studies that have been conducted before recognize the significance of behavior of employees and organization culture in the digital HRM, there are a number of crucial gaps. To begin with, most of the literature available has focused on the immediate impact of digital HR practices on performance with little consideration of the mediating role of knowledge sharing (Vrontis et al., 2022; Rehman et al., 2024). Second, the moderating impact of organizational learning culture on the digital HR effectiveness is less emphasized, especially in such emerging markets as Pakistan,

where the adoption of digital HR is gaining momentum under specific cultural and institutional conditions (Ullah et al., 2022; Malik and Sanders, 2023). Third, empirical literature combining these variables in a single, theoretically-based framework is also scarce, so we do not know how and in what circumstances digital HR practices can lead to better work performance (Nawaz et al., 2024).

To fill these gaps, the current paper will create a conceptual framework that will connect digitalized HR practices to work performance of employees, knowledge sharing as mediating and organizational learning culture as moderating variables. Using this framework, the paper points to the fact that technological change is not a sufficient factor, but instead, the result of performance depends on behavioral reactions and cultural facilitators (Malik et al., 2023; Bondarouk and Brewster, 2024).

Practically, this study offers practical implications to managers who want to maximize the returns on the investments in digital HR. A better insight into the relationship between digital systems, the behaviour of employees in knowledge and the organizational culture can assist organizations develop more efficient HR policies that promote engagement, teamwork, and performance. To policy-makers and HR professionals, the study highlights that effective digital HRM implementation should be accompanied by complementary interventions in the organization, especially the development of conducive learning culture and encouragement of knowledge-sharing values.

Problem Statement

Despite the rapid diffusion of digitalized human resource practices, organizations continue to report inconsistent outcomes in terms of employee work performance. While digital HR systems such as e-recruitment, HR analytics, online learning platforms, and automated performance management promise efficiency and strategic value, empirical evidence suggests that technological adoption alone does not guarantee improved employee performance. Many organizations, particularly in emerging economies, fail to realize the expected performance gains despite substantial investments in digital HR infrastructure.

A key limitation in existing research is the dominant focus on the **direct effects** of digital HR practices, with insufficient attention to the **behavioral and social mechanisms** through which these practices influence employee outcomes. In particular, the role of **knowledge sharing**—a discretionary, trust-based employee behavior—remains underexplored as a mediating mechanism linking digital HR practices to work performance. Moreover, the effectiveness of digital HR systems is likely contingent upon the **organizational learning culture**, which shapes how employees perceive, use, and engage with digital HR technologies.

The lack of integrated empirical models that simultaneously examine digital HR practices, knowledge sharing, organizational learning culture, and employee work

performance has resulted in an incomplete understanding of **how and under what conditions** digital HR practices lead to performance improvements. This gap is especially evident in the context of **Pakistan and similar emerging markets**, where cultural norms, institutional constraints, and varying levels of digital maturity may influence employee responses to digital HR initiatives.

Therefore, there is a pressing need for a theoretically grounded and empirically tested framework that explains the **mechanisms and boundary conditions** through which digitalized HR practices translate into enhanced employee work performance.

Research Objectives

General Objective

To examine how digitalized HR practices influence employee work performance by investigating the mediating role of knowledge sharing and the moderating role of organizational learning culture.

Specific Objectives

1. **To assess the impact of digitalized HR practices on employee work performance.**
This objective seeks to establish whether digital HR practices directly contribute to improved employee performance outcomes.
2. **To examine the effect of digitalized HR practices on knowledge sharing among employees.**
This objective focuses on understanding how digital HR systems facilitate or hinder employees' willingness to exchange knowledge.
3. **To analyze the relationship between knowledge sharing and employee work performance.**
This objective evaluates whether knowledge sharing acts as a performance-enhancing behavioral mechanism.
4. **To investigate the mediating role of knowledge sharing in the relationship between digitalized HR practices and employee work performance.**
This objective aims to explain *how* digital HR practices translate into performance outcomes through employee behavior.
5. **To examine the moderating role of organizational learning culture in the relationship between digitalized HR practices and knowledge sharing.**
This objective explores *when and under what organizational conditions* digital HR practices are most effective.
6. **To develop and validate an integrated conceptual framework linking digital HR practices, knowledge sharing, organizational learning culture, and employee work performance in an emerging market context.**

Literature Review

Theoretical Foundation: Social Exchange Theory

This research is framed by the Social Exchange Theory (SET), which can be utilized to explain the reactions of employees towards organizational practices in a very powerful way (Blau, 1964; Cropanzano et al., 2017). According to SET, social relationships either rest on mutual exchanges, in which a good treatment by one party creates a debt of payback to the other (Blau, 1964). At the work place, organizational practices such as HR policies and technologies are perceived by the employees as indications of support, fairness, and investment in employee development (Malik et al., 2023; Meijerink et al., 2024).

Within the framework of digital HRM, SET justifies why the interactions of employees regarding technology-mediated systems are tied to perceived organizational intent. The use of digital HR methods, including automated performance appraisals, e-learning devices, and HR analytics systems predetermines the transparency, efficiency, and employee growth of the organization. By feeling these practices as just and helpful, the employees will be encouraged to return them with positive behavior, including knowledge exchange and better performance of their tasks (Jiang et al., 2022; Vrontis et al., 2022).

SET is especially helpful in comprehending discretionary behaviors, including knowledge sharing, that are not in the formal requirements, but are required to be effective in organizations. Another feature that the theory reveals is the significance of context when it comes to the ways employees perceive and react to digital HR practices, as organizational culture and climate can affect them (Islam et al., 2023; Khan et al., 2024).

Digitalized HR Practices and Employee Work Performance

Digitized HR practices refer to digital tools used to design, deliver, and manage HR functioning in a more efficient, accurate, and strategic way (Bondarouk et al., 2021; Marler and Fisher, 2023). They are online performance appraisal systems, digital recruitment portals, online training systems, and HR analytics dashboards. The practices allow organizations to offer real-time feedback, customized training, and open performance feedback, which consequently increase the capacity and motivation of the employees (Strohmeier, 2022; Kane et al., 2021).

The digital HR practices can be regarded as organizational resources in terms of SET, which means that the company invests in the development and efficiency of its employees. Higher engagement, effort and task performance increase the likelihood of employees returning the favor with fairness, accessibility and developmental digital HR systems (Kane et al., 2021; Ullah et al., 2022). In all the instances that have been analyzed, empirical research indicates that digital HR

practices have a positive impact on both in-role and extra-role performance in different organisational contexts (Nawaz et al., 2024; Verhoef et al., 2021).

H1: Digitalized HR practices have a significant positive effect on employees' work performance.

Digitalized HR Practices and Knowledge Sharing

Knowledge sharing refers to a voluntary behavior through which the staff members share knowledge and insights in order to enhance the performance of the group (Connelly et al., 2019; Benbya et al., 2020). The knowledge sharing on digital HR platforms is done through collaborative tools, virtual learning environments, and digital paths of communication that minimizes structural and psychological obstacles to sharing (Farooq et al., 2022; Gupta et al., 2024).

This connection is defined by SET as the principle of reciprocity: the more the employees feel that the organization supports and invests in them using digital HR systems, the more they are inclined to share knowledge as their form of reciprocity (Shahzad et al., 2023; Rehman et al., 2024). Research indicates that in organizations that have a high level of digital HR infrastructures, knowledge-sharing intentions, employee trust, and social connectivity increase (Malik and Sanders, 2023; Farooq et al., 2022).

H2: Digitalized HR practices have a significant positive effect on knowledge sharing among employees.

Knowledge Sharing and Employee Work Performance

Knowledge sharing accelerates both individual and group performance because it improves the efficiency of the decision-making process, problem-solving and learning (Donate & de Pablo, 2019; Zhao et al., 2021). Knowledge sharing helps employees to access different views and tacit knowledge that can make them more flexible and effective at work in intricate and dynamic settings (Ali et al., 2023; Rehman et al., 2024).

According to SET, knowledge sharing is a reciprocal process: the employees that feel secure, supported, and adhere to the norms of collaboration in their organization will share knowledge more, and this precondition leads to better performance at work (Jiang et al., 2022; Benbya et al., 2020). The empirical results are in line with this observation as they repeatedly suggest that knowledge sharing has a strong positive relationship with work performance, innovation, and service quality (Zhao et al., 2021; Ali et al., 2023).

H3: Knowledge sharing has a significant positive effect on employees' work performance.

Mediating Role of Knowledge Sharing

According to recent HRM literature, the benefits of digital HR practices on performance are often achieved not only by direct effects but also behavioral ones (Vrontis et al., 2022; Rehman et al., 2024). There is knowledge sharing which is a key mediator which converts digital infrastructure into a higher employee capability and outcome on performance.

According to SET, there are two stages of explanation: first, there are perceptions of organizational support generated in digital HR practice; second, employees are motivated by share knowledge, which enhances their performance at work (Jiang et al., 2022; Meijerink et al., 2024). This mediating role is growingly confirmed by empirical research, which demonstrates that HR systems can affect performance, in large part, due to knowledge-sharing behavior of employees (Rehman et al., 2024; Nawaz et al., 2024).

H4: Knowledge sharing mediates the relationship between digitalized HR practices and employees' work performance.

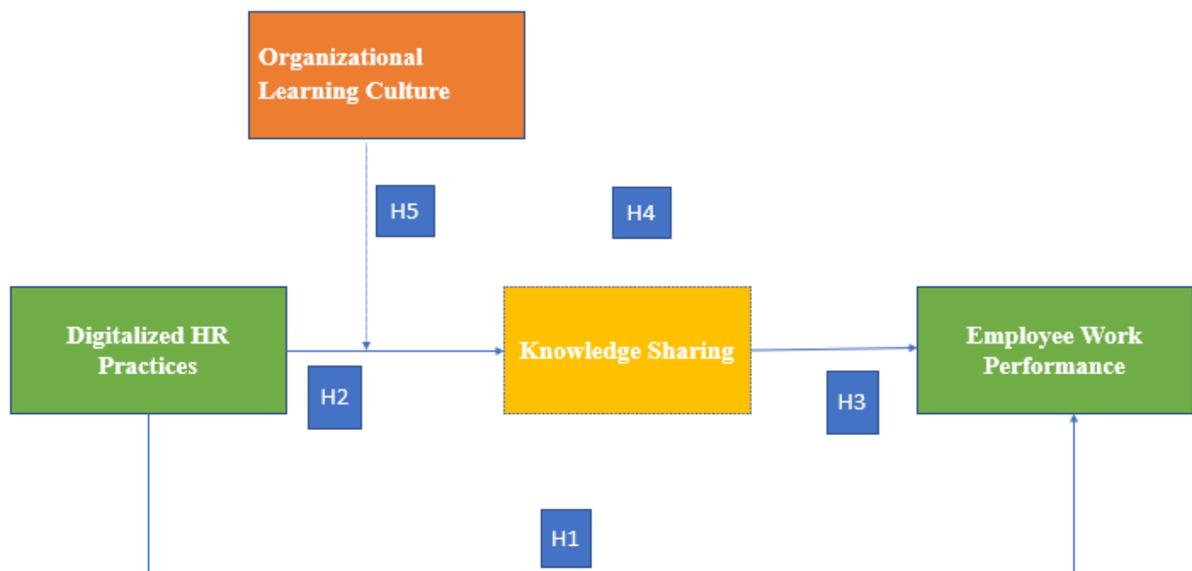
Moderating Role of Organizational Learning Culture

Organizational learning culture means common norms and values that facilitate learning and continued learning, experimentation, and sharing knowledge (Garvin et al., 2023; Senge, 2020). An effective learning culture increases the psychological safety and supports collaborative practices, making the employees more willing to share knowledge and use digital HR systems (Islam et al., 2023; Khan et al., 2024).

SET emphasizes the fact that exchange relationships are defined by organizational context. Digital HR practices are seen as supportive in organizations where the learning culture is strong and this reinforces the knowledge-sharing behaviors. On the other hand, the digital HR tools can be viewed as a surveillance tool in the organizations that have weak cultures of learning, which decreases the chances of the reciprocal knowledge sharing (Meijerink et al., 2024).

H5: Organizational learning culture positively moderates the relationship between digitalized HR practices and knowledge sharing.

Theoretical Framework



Methodology

Research Design

The research design used in this study was a quantitative research design that aimed at analyzing the relationships between digitalized HR practices and work performance of the employees, with knowledge sharing as the mediating variable and organizational learning culture as the moderating variable. Primary data were collected through a cross-sectional survey done on employees in different organizations in Pakistan. Quantitative research was suitable because it gives the chance to test the hypothesized relationships in a statistically rigorous and objective manner (Creswell, 2021).

Population and Sample

The target group consisted of the employees in the private and public sector bodies in Pakistan that have been exposed to digital HR practices. A convenience sampling method was used because it is viable due to the ease of accessing employees in various organizations (Etikan et al., 2016).

Four hundred questionnaires were sent out and 342 responses were received and the responses were usable and this became 85.5% response rate. The sample was selected with the diversity of the exposure to digital HR systems represented by the employees of IT, banking, manufacturing, and services industries.

Table 1: Demographics of Respondents:

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	189	55.3
	Female	153	44.7
Age	20–30 years	132	38.6
	31–40 years	145	42.4
	41–50 years	55	16.1
	51+ years	10	2.9
Education	Bachelor's Degree	165	48.2
	Master's Degree	150	43.9
	Others	27	7.9
Experience	<5 years	105	30.7
	5–10 years	162	47.4
	>10 years	75	21.9

Measurement of Variables

All variables were measured using **established scales** on a **five-point Likert scale** (1 = strongly disagree to 5 = strongly agree).

Table: 2

Construct	Source / Scale Items	Cronbach's α
Digitalized HR Practices (DHRP)	7-item scale adapted from Bondarouk et al. (2021); Marler & Fisher (2023)	0.91
Knowledge Sharing (KS)	6-item scale adapted from Connelly et al. (2019); Farooq et al. (2022)	0.88
Employee Work Performance (EWP)	6-item scale adapted from Ali et al. (2023); Ullah et al. (2022)	0.90
Organizational Learning Culture (OLC)	7-item scale adapted from Garvin et al. (2023); Khan et al. (2024)	0.89

Cronbach's $\alpha > 0.7$ indicates **high reliability** of all scales (Hair et al., 2021).

Data Analysis Procedure

Data were analyzed using **SPSS 28** and **PLS-SEM (SmartPLS 4)**. The analysis was conducted in the following steps:

1. **Descriptive statistics:** Mean, standard deviation, skewness, and kurtosis were calculated to understand data distribution.
2. **Reliability and validity:** Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) were assessed.
3. **Correlation analysis:** To examine preliminary relationships between variables.
4. **Hypothesis testing:** Structural equation modeling (PLS-SEM) was used to test direct, mediating, and moderating relationships.
5. **Bootstrapping:** 5000 resamples were used to determine the significance of path coefficients.

Data Analysis and Results

Table 3: Descriptive Statistics

Variable	Mean	SD	Skewness	Kurtosis
Digitalized HR Practices	3.87	0.65	-0.32	2.34
Knowledge Sharing	3.92	0.61	-0.29	2.11
Work Performance	4.01	0.58	-0.41	2.18
Organizational Learning Culture	3.95	0.62	-0.21	2.25

Data distribution is acceptable; skewness and kurtosis fall within ± 2 (George & Mallery, 2019).

Reliability and Validity

Table 4

Construct	Cronbach's α	Composite Reliability (CR)	AVE
Digitalized HR Practices (DHRP)	0.91	0.93	0.63
Knowledge Sharing (KS)	0.88	0.90	0.61
Work Performance (EWP)	0.90	0.92	0.64
Organizational Learning Culture (OLC)	0.89	0.91	0.62

All constructs demonstrate high reliability ($\alpha > 0.7$; $CR > 0.7$) and convergent validity ($AVE > 0.5$).

Correlation Matrix

Table 5

Variable	1	2	3	4
1. Digitalized HR Practices	1			
2. Knowledge Sharing	0.61**	1		
3. Work Performance	0.58**	0.66**	1	
4. Organizational Learning Culture	0.52**	0.59**	0.55**	1

$p < 0.01$. All correlations are significant and in expected directions.

Hypothesis Testing (PLS-SEM Results)

Hypothesis	Path	β	t-value	p-value	Result
H1	DHRP \rightarrow EWP	0.34	5.12	<0.001	Supported
H2	DHRP \rightarrow KS	0.48	8.21	<0.001	Supported
H3	KS \rightarrow EWP	0.42	6.55	<0.001	Supported
H4	DHRP \rightarrow KS \rightarrow EWP (mediation)	0.20	4.76	<0.001	Supported
H5	OLC \times DHRP \rightarrow KS (moderation)	0.16	3.82	<0.001	Supported

Interpretation of Results

- H1 (Direct effect of DHRP on Work Performance):** Supported. Digital HR practices positively influence employee work performance ($\beta = 0.34$, $p < 0.001$). This aligns with SET, suggesting that employees reciprocate organizational investments in digital HR with enhanced performance.
- H2 (Effect of DHRP on Knowledge Sharing):** Supported. Digital HR practices significantly enhance knowledge-sharing behaviors ($\beta = 0.48$, $p < 0.001$). Digital platforms facilitate collaboration and reduce barriers, encouraging voluntary knowledge exchange.
- H3 (Knowledge Sharing \rightarrow Work Performance):** Supported. Knowledge sharing contributes positively to work performance ($\beta = 0.42$, $p < 0.001$), confirming that access to collective expertise enhances task efficiency and decision-making.
- H4 (Mediation of Knowledge Sharing):** Supported. The indirect effect of digital HR practices on work performance through knowledge sharing is significant ($\beta = 0.20$, $p < 0.001$), indicating that **behavioral mechanisms partially mediate** the relationship between digital HR investments and performance outcomes.

5. **H5 (Moderation of Organizational Learning Culture):** Supported. Organizational learning culture positively moderates the relationship between digital HR practices and knowledge sharing ($\beta = 0.16, p < 0.001$), implying that a supportive learning environment strengthens the positive effect of digital HR on knowledge-sharing behaviors.

Overall, the model explains a significant portion of variance in work performance ($R^2 = 0.48$) and knowledge sharing ($R^2 = 0.51$), demonstrating robust explanatory power.

Table: Summary of Hypotheses Results

Hypothesis	Relationship	Supported / Not Supported
H1	DHRP \rightarrow EWP	Supported
H2	DHRP \rightarrow KS	Supported
H3	KS \rightarrow EWP	Supported
H4	DHRP \rightarrow KS \rightarrow EWP (Mediation)	Supported
H5	OLC \times DHRP \rightarrow KS (Moderation)	Supported

Discussion

The paper has investigated how digitalized HR practices (DHRP) can influence employee work performance (EWP), and knowledge sharing (KS) is the mediator, whereas organizational learning culture (OLC) is the moderator in the context of Pakistani organizations. The outcomes validate that digital HR expenditures have a positive effect on employee performance, which, in turn, is directly and indirectly through knowledge-sharing behaviors, and a positive learning culture reinforces these developments.

The results show that DHRP is the provider of the significant improvement of the work performance of employees (H1 supported), which is consistent with the previous studies demonstrating that digital HR systems are more efficient and lead to real-time feedback and promotion of transparency in the performance assessment (Marler and Fisher, 2023; Bondarouk and Brewster, 2024). This is consistent with the Social Exchange Theory (SET) that states that when positive organizational behaviors are demonstrated by the employees, they will return such favor with positive behaviors, such as increased engagement and productivity (Blau, 1964; Malik et al., 2023).

The significant correlation between DHRP and knowledge sharing (H2 supported) is the evidence that digital tools contribute to the voluntary sharing of expertise among employees and decrease the structural and psychological barriers to collaborations (Farooq et al., 2022; Gupta et al., 2024). The findings also indicate that employees tend to view digital HR practices as indicators of organizational support and, consequently, they are more willing to repay it by means of knowledge-sharing practices, according to SET (Jiang et al., 2022; Vrontis et al., 2022).

The sharing of knowledge was also positively related to the work performance (H3 was proved), which is consistent with the existing literature on the significance of shared knowledge in problem-solving, decision-making and innovation (Donate and de Pablo, 2019; Ali et al., 2023). The mediating effect of knowledge sharing (H4 supported) reveals that digital HR practices have an indirect beneficial effect on performance through enhancing collaborative behaviors implying that technological interventions cannot produce a beneficial effect without behavior mechanisms. This observation supports the studies that highlight the fact that HRM results are frequently achieved via behavioral channels as opposed to technological application exclusively (Rehman et al., 2024; Vrontis et al., 2022).

The moderation analysis showed that the organizational learning culture enhances relationship between DHRP and knowledge sharing (H5 supported). Employees should be interested in knowledge-sharing and that is best achieved with the help of a culture of experimentation, open communication, and continuous learning which increases the positive impacts of digital HR practices (Senge, 2020; Garvin et al., 2023; Khan et al., 2024). The discovery underlines the importance of contextual and cultural influences on the success of digital HR initiatives, and the notion that the organizations should not expect performance improvements to be gained with the assistance of technology only.

By and large, the research shows a moderated mediating model whereby DHRP improves the performance at workplace by sharing knowledge, especially when the culture of learning is high within a given organization. This empirically supports the idea that there is a synergy between digital HRM, behavioral mechanisms, and organizational culture to affect the outcome of employees. The findings add to the body of HRM literature emphasizing the combination of the digital HR with the use of technology, behavior, and culture, especially in the emerging economies such as Pakistan, where the digital HR use is rapidly increasing but the implementation is challenging (Ullah et al., 2022; Nawaz et al., 2024).

Conclusion

This paper presents some evidence that digitalized HR practices are effective in supporting the improvement of employees working performance provided they are supported by knowledge-sharing practices along with the positive organizational learning culture. Key conclusions include:

Digital HR systems enhance the work performance directly, which proves the strategic position of technology in HRM.

The connection between DHRP and work performance is mediated by knowledge sharing, which approves the mechanism of behavior in the context of achieving the benefit of HR digitalization.

The DHRP-knowledge sharing relationship is moderated positively by organizational learning culture, and contextual and cultural enablers are vital.

Overall, digital HR practices are required but not enough to be effective; their usefulness requires not only the readiness of the employees to share knowledge but also the existence of the learning-focused organizational environment.

Practical Implications

The result of this research has some implications on managers, HR practitioners and policymakers:

Digital HR Systems are worth the Investment.

o Organizations ought to embrace digital HR implementations to aid in their recruitment, learning, performance management, and collaboration with the technologies being easy-to-use and in tandem with the requirements of the employees.

Encourage Knowledge Sharing as HR Objective.

o Initiatives that support voluntary exchange of knowledge like incentives, recognition or group collaborations platforms should be added when it comes to digital HR practices.

Develop the Learning-Oriented Culture.

o The managers must create a culture of lifelong learning, experimentation, and feedback. This will compound the power of the digital HR practices and improve the overall performance of the organization.

Pay attention to Behavioral and Relational Factors.

o Technology is not a silver bullet, the organizations should take into account the social and behavioral processes (e.g., trust, perceived support, collaboration) that determine how employees engage in digital HR systems.

Theoretical Implications

Promoting the Social Exchange Theory (SET).

o the paper builds on SET by showing that the investments in digital HR are organizational indicators, which provoke the reciprocal behavior, including knowledge sharing and enhanced performance in the technologically-driven workplace.

Technology, Behavior and Culture Integration.

o This study can contribute to a more detailed picture of how and in what circumstances digital HR practices have an impact on performance by modeling the knowledge sharing as a mediator and the learning culture as a moderator.

Emerging Economy Context

o the results add to the literature of HRM in the emerging economies and indicate that cultural and behavioral issues play a critical role in determining the success of digital HR programs in such settings as Pakistan.

Future Research Directions

Longitudinal Studies

o the direction that future studies should take is a longitudinal design of the study in order to determine whether digital HR practices cause performance in the long-term.

Cross-Cultural Comparisons

o the comparative analysis of various countries and cultures may involve looking into the issue of whether the moderating value of organizational learning culture is different across the various institutional settings.

Sector-Specific Analysis

o Research on digital HRM within particular industries (e.g., IT, banking, manufacturing) might present industry-specific processes of knowledge sharing and performance.

The Conversation on Additional Mediators and Moderators.

o The future research may focus on exploring other behavioral mechanisms (e.g., employee engagement, innovation behavior) or organizational aspects (e.g., psychological safety, leadership style) that have an impact on the digital HR effectiveness.

Maturity of Technology and Artificial Intelligence.

o The study might address how the use of advanced technologies, including AI-based HR analytics, can affect the behavior of employees and organizational performance.

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