

DIGITAL TRANSFORMATION'S IMPACT ON SUSTAINABLE HR MANAGEMENT: COMPARATIVE STUDY OF WORK-LIFE BALANCE AND SKILL DEVELOPMENT IN PUBLIC VERSUS PRIVATE SECTORS OF A DEVELOPING COUNTRY

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Abstract. *The quick development of digitalization has transformed the nature of work and has brought new opportunities for businesses to achieve sustainable human resource management in many ways, including remote working as a means to achieve work-life balance and training access for new skill development. Objective - the objective of this study is to offer a comprehensive understanding of the challenges faced by private and public organizations in Kosovo. This study tries to make a comparison between these two sectors aiming to help public administration policymakers spot the gaps between sectors and improve digitalization in the public sector. Methods: we have conducted a qualitative analysis. 21 interviewed businesses explained in detail the process of digitalization and its effect on achieving work-life balance and new skills development as ways to achieve SHRM. Results: according to the analysis, digitalization is improving both public and private workers' skills. However, private companies are more likely to use remote work to achieve work-life balance, while in public organisations; digitalization has mostly helped in the training of employees. Conclusions: In general, digitalization has helped businesses achieve SHRM. Despite the fact that, in general, private-sector businesses benefit more from digitalization than public organizations.*

Keywords: Sustainable HRM, Digital Transformation, Work-life Balance, Skill Development, Trainings, Online Platforms

Reikšminiai žodžiai: tvarus žmogiškųjų išteklių valdymas, skaitmeninė transformacija, darbo ir asmeninio gyvenimo pusiausvyrą, įgūdžių ugdymas, mokymai, internetinės platformos

Introduction

The increasing adoption of Artificial Intelligence (AI) and the digital transformation of human resource management are having a big effect on business processes. Smart technology, artificial intelligence (AI) and automation, robotics, cloud computing, digital storytelling and the Internet of Things (IoT) are some of the developments that are transforming the way people work and that are causing concerns about the future of jobs and businesses (Trenerry et al., 2021; Sirca et al., 2022). To remain competitive in the

face of rapid change, businesses updated and transformed their business models. The increased adoption of digital systems was even more important after COVID-19 (Qorraj et al., 2023).

The top corporations in the world are becoming more willing to show their dedication to corporate sustainability as a result of increased public awareness and sensitivity about the role that commercial organizations play in ecological, social, and economic issues. The term sustainable development is defined by the World Commission on Environment and Development as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (Oxford, 1987).

According to Day et al., (2010) well-being at work can be defined as an environment that consists of "low levels of physical symptoms, stress, burnout, and negative mental health symptoms and who possess positive indicators of physical health, satisfaction, engagement, energy, professional efficacy, integrity, and respect towards others, their environment, and themselves".

Common features to achieve sustainable competitiveness through HRM include leadership with vision, transfer of experience, taking care of the quality of the non-working life of employees, developing the creativity of employees, sustainable management of quality, competitive strategies in line with CSR, long-term contracts, investment in the future workforce, etc. (Karman, 2019).

Sustainable Human Resource Management is perceived as an advancement of strategic human resource management with a special focus on employee and environmental care, employee participation and development, flexibility, and equality (Davidescu, 2020). According to Zaugg (2001) the main characteristics of sustainable HRM are flexibility, employee participation, value orientation, stakeholder orientation, and trustful employee-employer relationships. Sustainable HRM is seen as a new concept contributing to the development of sustainable business models economically, socially, and ecologically (Wilkinson et al. 2001; Ehnert & Harry 2012). HR flexibility, which includes employee skills flexibility, employee behavior flexibility, and HR practice flexibility, along with HR agility, have a significant impact on organizational competitiveness. Specifically, these factors enhance the flexibility and creativity of human resources, improve quality performance, and positively influence the quality of life of employees and social relations (Karman, 2019). According to Ehnert et al. (2016), sustainable HRM can be defined as 'the adoption of HRM strategies and practices that enable the achievement of financial, social, and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback'.

Different studies previously confirmed that emerging technologies, including digital platforms, Artificial Intelligence, robotics, augmented reality, and blockchain, would change the functions HR professionals perform (Parry & Battista, 2019).

The improvement of effective employee expression mechanisms is vital to the implementation and maintenance of sustainable HRM (Paulet et al., 2021). Following the extraordinary changes after COVID-19 and the enforcement of the digital transition, HRM remains at the heart of these transformations (Gigauri, 2020).

Digital technology has become an integral part of our personal lives, allowing employees to be more productive and adaptable in their work schedules. Digital transformation is seen as a process of transforming business operations, processes, and structures in order to benefit from the recent technological developments that have impacted day-to-day HR practices (Fenech et., 2019). The use of AI in human resource management has also increased efficiency and productivity (Abdeldayem & Aldulaimi, 2020).

According to Zuzaku and Abazi (2022), the COVID-19 pandemic has had an influence on the pace at which businesses are carrying out digital transformation in Kosovo too. The COVID-19 pandemic has caused enterprises to perceive digitalization as not only an additional prospect but also a mechanism for ensuring their sustained survival. It appears that companies in Kosovo recognize the significance of digitalization; however, they are experiencing a delay in the implementation of concrete digitalization strategies and action plans. One of the primary obstacles identified by the authors is the lack of adequate

workforce skills to implement these strategies. In addition, Qorraj and Kaçaniku (2023), conclude that the digitalization process in Kosovo faces a number of obstacles. The most important ones to mention are institutional development, limited administrative capabilities, and educational and digitalization challenges.

Recently, the progress towards developing and strengthening the supply of digital skills can be assessed by two indicators included in the Digital Economy and Society Index (DESI). A broader indicator that covers necessary skills and usage is the share of Internet users who frequently use the Internet, while a narrower indicator reflecting ICT skills is the share of individuals with basic or above-required digital skills. Analyzing the proportion of individuals who frequently use the Internet, this share was highest for Kosovo (90%) in 2019 and the Republic of North Macedonia (80%). The proportion was slightly lower for Serbia (76%), Montenegro (72%), and Bosnia and Herzegovina (69%). The lowest share of Internet users was seen in Albania with 62% (in 2018). Interestingly, compared to their SEE peers, the WB economies did relatively well and held shares even above those of their peers: in Slovenia, the share reached 81%, followed by Croatia (77%), Romania (72%), and Bulgaria (67%). Between 2017 and 2019, the share of frequent Internet users increased in all WB economies. Even though the pandemic is forcing developing countries to adopt the new system quickly, this is not an easy task for every country when considering their economic and social development.

Many governments all over the world are in crucial need of digitizing their public services. In addition to having a growing impact on businesses, improved government through digitization will also be able to increase citizen engagement and promote economic growth. Digitalization is a goal for both private and public sector businesses and organizations.

Literature Review

Digitalization and Work-life Balance. Digital transformation has been identified as a factor contributing positively to human resource development, talent management, and performance management (Betchoo, 2016). Digital transformation has also changed the work design of companies. According to Schwarzmueller et al. (2018), it can be noticed that there are four key themes of change: work-life and health, the use of information and communication technology, performance and talent management, and organizational hierarchies.

There are many definitions of “work-life balance,” and they include both family and non-family activities. It is evidenced that a balanced work-life balance results in higher performance and increased job satisfaction (Allen et al., 2000; Kalliath & Brough, 2009).

Remote working is one of the most beneficial aspects of ICT development. Messenger and Gschwind (2016) conclude that this new technology is creating a new working culture of working remotely. Remote working enables employees to achieve work-life balance and increase job satisfaction (Kossek et al., 2015; Ninaus et al., 2015). However, even though remote working is more popular after the pandemic, according to Vyas (2022), this solution does not benefit all employers similarly. Furthermore, this author suggests that the trend towards better work-life balance could be divided into three categories. The “acceleration,” including the labor market, consists of the predicted changes that were already underway, the “normalization,” which is the increased use of technologies to enable flexible working, a practice that started to become normal even after the pandemic, and the “remodeling” of pre-pandemic work, which doesn't include remote working but emphasizes new ways of dealing with pressure and stress in the workplace.

Digitalization and Gaining New Skills. New information and communication technologies can have both positive and negative effects on employee well-being. The implementation of the new ICT tools requires new training, which may cause pressure for continuous learning (Hurtienne, 2014; Nokelainen, 2018). Another negative factor of ICT development is the element of constant availability, which is mentioned as a stressful factor (Breaugh & Farabee, 2012 & Kossek et al., 2015). However, ICT tools also have

positive elements such as the increase in time flexibility to organize work can produce job satisfaction among employees (Day et al., 2010; Seyda, 2018).

Additionally, analyzing the positive aspects of digitalization firms that digitalize are more likely to invest more in the training of the employees (Effendi, 2014). Online learning also has a significant influence in developing new skills for employees, Areiqat et al., (2018) analyzed the level of adoption of e-training through the use of technological devices such as the internet, CDs, satellites and computerized websites on the part of Jordanian banks. The findings indicate that digital training has a greater potential to improve employees' competencies in knowledge and skills, by providing more updated information. Additionally, it has been accepted by all participants that e-training is a more advantageous method of training in comparison to traditional training, and is also more cost-effective. Powers and Hewett (2008) suggest that enterprises operating in fully digital or blended settings (i.e., virtual and in-person) hold a distinctive advantage in the modern global marketplace. These companies also are in a unique position when it comes to training and preparing their employees to assist the clients.

Objective

The significance of comprehending the impact of modern technologies on work-life balance and their influence on diverse industries has been amplified in the aftermath of the COVID-19 pandemic. The pandemic has expedited the implementation of remote work and digitalization in various industries. Apart from highlighting the necessity of adaptable working schedules, the transition towards remote working has also granted workers the opportunity to enhance their professional development via educational initiatives offered in digital settings. The objective of this research is to provide insight into the unique obstacles and advantages encountered by public and private organizations in Kosovo. Examining how digital transformation aids in the development of new skills and the maintenance of a work-life balance for employees will help achieve this.

Moreover, this study is related to SDG Goal 8.5, which is focused on decent work and economic growth. The work-life balance element and the new skill development analyzed here are very important aspects of employee well-being.

Work flexibility—the ability of workers to choose their preferred working hours, which is made possible mostly because of technological advancements—has been evidenced as an important factor in work satisfaction, employee motivation, and lower attrition rates (Davidescu, 2020). In this study, we will try to assess how these technologies are enabling workers to achieve work-life balance in Kosovo. A comparison is made between public and private organizations, trying to assess if there is a difference between the sectors, what are the tools that companies in these two different sectors are using for digitalization towards SHRM, and if there is something that companies from these two sectors could benefit from each other. In general, this study will try to answer this question: What is the role of modern technologies in facilitating working from home and achieving work-life balance, and how do these technologies affect different public and private organizations?

The main research questions applied in the paper are:

- How does digital transformation facilitate employees in achieving work-life balance?
- How does digital transformation help employees gain new skills by using digitalized platforms for training?
- Is there a difference in how public and private organizations utilize digitalization to improve SHRM?

Methods

This study employs a qualitative narrative approach to examine how digitalization affects work and how interviewees perceive it in terms of their well-being on the job. Qualitative research in this case will

enable us to obtain a detailed analysis of under-explored concepts regarding the effect of digitalization on work-life balance and access to training.

Qualitative research methods tend to be concerned with obtaining an in-depth understanding of a phenomenon or are centered on meaning, which is commonly focused on how and why a particular issue, process, or situation occurs. Any range from five to fifty participants can be adequate for an interview like this (Dworkin, 2012).

This study employs a qualitative narrative approach, more specifically thematic narrative inquiry, to examine how digitalization affects work and how interviewees perceive it in terms of their well-being on the job.

For the purpose of this analysis, we conducted 20 structured interviews, from different private businesses and public organizations. The questions relate to the digitalization process that their companies are undertaking, the effect of digitalization on career development through training, and making the job more attractive by offering the opportunity to work from home. The reason for interviewing people from the public and private sectors is to compare them and see the difference in achieving sustainable human resource management in different sectors. The interviewees comprised different employee levels, including, e.g., CEOs (2), managers (7), foremen (2), and workers (9). A structured interview consisting of six main questions was conducted using the online Google Forms platform. The questions were focused on:

1. the process of digitalization;
2. the effect of digitalization on daily activities;
3. the effect of digitalization in achieving work-life balance;
4. if digitalization enables working from home;
5. the effect of digitalization on new skill development through training; and 6. what digital tools are being used to achieve these goals.

Results

In general, data analysis generated diverse results. However, not all findings are sufficiently significant to be presented in this study. The objective is to present only those findings applicable to the research questions.

The Process of Digitalization in Kosovo Business. When describing the process of digitalization in their companies, 19 participants emphasize that digitalization in their organizations is developed to some extent, and only one of them state that they do not have any kind of digitalization.

The respondent MH, a lecturer from Universum, notes that they “use the digitalization for a variety of quiz programmes and online lectures ‘accessible via the big blue button, etc.’”

Respondent BR from the company Analytics, a programming company, states that “For work management, we use Azure DevOps, where previously emails and Excel were used. Meanwhile, for monitoring the development of projects, we use tools such as Oracle SQL, PowerApps, and PowerBI”, which means that they have improved in the use of digital technologies.

Respondent AU from another programming company in Kosovo, when asked about the details of the digitalization of their company, states: “The last technology that we have applied for the management of tasks for developers is Azure DevOps, an application that helps project management processes through the Scrum methodology, where the development of tasks is divided into two- to three-week phases (sprints), and these tasks are assigned to specific individuals to perform. Through this application, all tasks are seen in real-time to see if they are being performed, if they are being performed late, or if they need to be rescheduled. In addition, all notifications regarding any changes in these tasks come via email, so we are always aware of the progress of the development projects in real time.

Recently, with individual initiatives, our employees have started using ChatGPT, the artificial intelligence application, with the aim of facilitating the finding of solutions for writing different codes.”

Respondent KZ, working as an IT engineer in 3CIS, stated that “almost everything is digital, from entering the facility to various requests, employee evaluations, notifications, certifications, chats, etc. In terms of technologies, they vary based on the mode of functionality; for example, chat: Teams; certification: Cisco; review: Intranet; etc.”

Respondent MF, a contract specialist at Kosbit, when asked also regarding the use of digital processes in his company, notes that “the company where I work has digitized the communication channels between the workers and the management, where communication is done through different applications such as Microsoft Teams or Slack. Likewise, entrances and exits within the workplace are made with cards that are scanned at the entrance.”

Digitalization in Kosovo is developing quickly in the manufacturing sector as well. Respondent QB, working as an engineer in a manufacturing company, states that they use digitalization for “registration of sales in the SalesForce electronic system.”

Respondent PN, working as a foreman at RC Cola, a beverage-producing company, says that “our manufacturing company has implemented ERP (enterprise resource planning) systems and online training platforms.”

Respondent SI, a manager in a design and printing company, gives some interesting insights about the level of digitalization in his business: “The digitization process at our printing and Design Company has included the adoption of several new technologies in recent times. We have developed a specialized job and project management platform where employees can access current projects, update job status, collaborate as a team, and communicate with clients. We have also invested in tools and software for graphic design and image processing.”

These are some of the responses that help us have a clear understanding of the level of digitalization that the companies in Kosovo are using. This is important to know before digging into our two main research questions about the effect of digitalization on gaining new skills through training and achieving work-life balance, as well as comparing the two different sectors.

The General Effect of Digitalization. The 19 companies included in this analysis that are using digitalization in their daily operations also noted that the general effect of digitalization has been positive in many ways such as:

Digitalization has had a positive impact on flexibility and the organization of working tasks. Respondent GQ states that “Digitalization has increased flexibility and enabled better organization”. According to respondent BR “the influence of digitization is positive in terms of performance, time management, and productivity”. Regarding the impact of digitalization in this regard, respondent AU provides a more detailed explanation: “The effect can be seen in work management effectiveness, where there is very precise work planning and a detailed division of responsibilities for each employee. Also, digitalization offers 100% transparency in the work that employees do. A by-product of digitization is also working from home, where employees have the opportunity to work from any place without having to be physically in the office, enabling a better balance between work and everyday life outside of it”.

Digitalization has made work more effective. According to respondent EA, digitalization has enabled the “achievement and completion of daily tasks in a more effective time, the preparation of quantitative and visual reports in a very fast and effective time, etc.” Respondent QB states that “the control of sales activities and stock management is easier after digitalization”. Respondent BB, working as a translator, notes that digitalization “has made our work easier and faster, and it has influenced the reduction of manual errors that were more numerous in the past”. Respondent FK, a manager and owner of a furniture manufacturing company, concludes that “the effect of digitization on my daily work is that it has reduced

the need for manual labor and increased our efficiency in mobile manufacturing. Using technology to automate some processes has made my job easier and reduced errors". Another person owning a PVC manufacturing company, respondent SB, states that "the digitization of the company has had a big impact on our daily work. With the help of new technologies, work has become more efficient and productive. Some manufacturing processes are now done automatically, which has made our work easier and cut down on mistakes. Inventory management systems make sure that materials are there when they are needed. This cuts down on waiting times and production bottlenecks".

In general, we can conclude that, when it comes to effectiveness and flexibility, digitalization has helped both public-sector organizations and private-sector companies to enhance and facilitate their daily tasks.

Public Sector: The Effect of Digitalization on Gaining New Skills and Achieving Work-life Balance.

In this section, we will present the findings from public sector organizations regarding the effect of digitalization on gaining new skills and achieving a work-life balance, and we will see what kind of software and programs are being used for the training.

Asked whether digitalization enabled working from home and achieving work-life balance, 9 out of 10 respondents from public sector organizations stated that this process has helped them. Respondent GQ states that "digitalization has created more opportunities for work and learning to be organized from home; it has influenced the saving of time and reduced costs". According to the respondent MH "digitalization has made it easier to access training and work meetings, as well as student projects". AU notes that "the development of digitalization has enabled employees to work from any place without having to be physically in the office, having a flexible schedule within the working day". Working from home also brings a new sense of responsibility for employees. Respondent GK states that "flexibility increases the work-life balance, but the responsibility for task management falls on the employee". Flexibility due to digitalization has also helped employees with stress relief; according to respondent KZ "this is undoubtedly a relief in every work process that necessarily affects the easing of the completion of predetermined tasks, which affects the minimization of stress first and then also the will for success at work". Respondent NO, notes that "the digitization of jobs in our company has contributed to achieving a work-life balance. The possibility of working from home and the use of mobile technology have brought greater flexibility in organizing work time and eased the pressure of travel. This has allowed me to set a more convenient schedule, use my free time to be closer to my family, and create a good harmony between personal life and work".

When it comes to gaining new skills through training using digital technologies, the interviewed people also bring some interesting insights. All 10 public sector organizations are experiencing the benefits of digitalization for skill development.

Respondent GQ concludes, "digitization has made it possible to have access not only to training but also to online conferences, conveying the latest scientific and technological developments". Respondent AU states that in the organization he manages, "trainings are held in physical, virtual, or combined form. From my personal observations, I can confirm that virtual training is no less effective than physical training held in the office". When speaking about his company, respondent GK notes, "the company has a special policy for the training and development of human resources. This is done in cooperation with partners. Almost all training is digitized, whether led by an instructor or even on a digital learning platform. In addition to attending training, the company also offers resources for practical (laboratory) work. This, however, helps to increase skills". Respondent GK also provides the names of the tools that they use for online training: "Beacon (web- platform), cisco netacad (web platform), Cbt-nuggets(web platform), INE(web platform), acloudguru (web platform), cisco packet tracer(software), GNS3(software), eve-ng(-software), VMWare(software)". According to the respondent BB, in his company, they "have followed the last training online through the "Zoom" platform, and I have not noticed any disadvantages from this form of holding the training". Respondent NO also explains the benefits of digitalization in new skill de-

velopment by stating: "Digitization has significantly facilitated the follow-up of training in our company. The use of online training platforms, which include specialized programming courses and new technologies, has offered us the opportunity to expand our knowledge and develop new skills. The opportunity to learn at convenient times and receive online training has become an advantage for our personal and professional growth".

Private Sector: the Effect of Digitalization on Gaining New Skills From Training and Achieving Work-life Balance Through Working From Home. Respondents coming from the manufacturing sector notice a big effect of digitalization in developing new skills, and some of them notice that digitalization is helping employees achieve a better work-life balance. In this section, we will present the elaboration of 10 respondents interviewed in the manufacturing sector.

Asked if digitalization is enabling working from home, seven of them responded negatively; two of them stated that digitalization has enabled working from home partly only for some of the departments, and only one of them has been able to achieve a fully flexible working schedule.

Even though digitalization has not enabled working from home in his company, the respondent PN states, "the digitization of jobs in our company has helped to achieve work-life balance, improving organization and flexibility in working hours". Respondent SI, the only manufacturing business that has been able to digitalize and enable working from home to a greater extent compared to other businesses, states that "digitization of jobs has contributed to achieving work-life balance in our company. The possibility of working from home has facilitated the organization of time and the adjustment of the work schedule according to our personal needs. Using technology to access documents and information remotely has allowed work to become more efficient and reduce the need to stay long in the office. This has created opportunities to have more time for family and different hobbies".

However, in most of the businesses in this sector, digitalization has helped little or not at all to achieve a work-life balance. Respondent FK, an entrepreneur in a furniture facility, did not notice a positive impact of digitalization on achieving work-life balance: "At this stage, the digitization of jobs in our company has not significantly affected the achievement of work-life balance. Factory work requires the physical presence of employees and has a certain time structure". Respondent MB, a fashion designer, also does not think that at this stage, digitalization can help to achieve a work-life balance. According to her, "if the digitization of jobs in our company progresses further and includes the possibility of working from home, it will be able to influence the achievement of work-life balance. Working from home can offer greater flexibility to our employees, allowing them to better organize their time and take advantage of proximity to family and personal activities".

Even though digitalization did not enable working from home, some other businesses still think that there is a possibility to achieve work-life balance in another way. Respondent SB states that "job digitization has helped work-life balance. We have more time and flexibility with efficient, automated work management systems. This helps us organize our schedule and adapt to our lifestyle, freeing up time for personal activities". According to the respondent AS, "digitization of jobs in our company has the potential to help achieve work-life balance. By using technology, we can optimize some processes and reduce the time needed to perform administrative tasks. This can give us more flexibility and free time to use in personal and family activities". Or, as respondent ASH states, "we have the chance to make better use of our time and have more freedom to change our work schedules to meet our individual needs".

From the literature, we know that SHRM can be achieved not only by providing a flexible working schedule but also through other means. Personal development and gaining new skills are important factors in achieving SHRM. Manufacturing businesses are also benefiting from digitalization and are using different tools to help employees gain new skills.

Respondent QB states that "meetings and training have started to be largely held through online platforms". While the respondent PN, providing a more detailed explanation, states that "digitalization has

made company training easier in several ways. Online training platforms make training available at all times. This eliminates physical space and time constraints. Our employees use online platforms to receive personalized training. Technology makes training performance evaluations more objective and precise. Online training platforms offer tests, trials, and performance reports for employee evaluation. This has allowed us to track new employee skill development and offer personalized growth advice". Respondent AS notes that "digitization has brought ease to attending training in our company. Through online learning apps and platforms, employees have access to training materials, tutorials, and tests to develop their skills. This has influenced the growth of our professional skills and the improvement of our performance in the workplace".

Conclusions

- The development of digitalization and artificial intelligence has resulted in transformations in various aspects of our daily lives, including the management of human resources. During an era in which sustainable human resource management (SHRM) is considered essential, the utilization of digitalization has emerged as an attractive strategy to enhance work-life balance and increase skill development.
- As theory also suggests, from this study, it can be concluded that digitalization is facilitating the advancement of workers' skill sets in both the manufacturing and service industries. However, in terms of achieving a satisfactory work-life balance, particularly through remote work, this practice is more common in service-oriented enterprises and mostly in private businesses.
- The significant adoption of digitalization among businesses in Kosovo is evident from the findings of our survey conducted on a sample of 21 businesses, of which only two reported not utilizing any form of digitalization. Kosovo provides a remarkably high level of internet penetration, a widely recognized fact. According to a report by the World Bank in 2023 (Aliu & Walch, 2023) Kosovo has successfully established high-speed broadband internet connectivity in its latest village, therefore achieving one of the highest levels of internet penetration in Europe.
- Public organizations effectively implemented digitalization to facilitate employee training and accelerate skill development. However, there is an evident deficiency in utilizing digitalization to promote work-life balance. As indicated, the majority of tasks performed in this sector require a physical presence, making remote work challenging. Nevertheless, certain individuals have observed that the process of digitalization has facilitated the completion of tasks at a quicker pace, thereby providing employees the opportunity to dedicate more time to their families and other activities. Certain enterprises in this industry have noticed different impacts in different departments, with some departments within manufacturing enterprises being capable of using digitalization to facilitate remote work while other departments are not.
- As concluded in other studies mentioned in the first section, the private sector was able to reap the benefits of digitalization in a more efficient way. Digitalization has facilitated remote work as a strategy to attain a balance between work and personal life as well as develop new skills, which has improved sustainable human resource management. Most of them do not even notice a difference in performance between tasks being performed physically and virtually.
- This study was able to provide some valuable conclusions about SHRM. However, certain limitations were identified. This study is qualitative in nature and comprises a sample of 21 participants. It is recommended that future researchers undertake a comparative quantitative analysis across various countries, examining the same concepts in both developing and developed countries, in order to determine the extent to which the adoption of sustainable human resource management (SHRM) varies based on the level of development and the causes of such differences.

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SKAITMENINĖS TRANSFORMACIJOS POVEIKIS TVARIAM ŽMOGIŠKŲJŲ IŠTEKLIŲ VALDYMUI: DARBO IR ASMENINIO GYVENIMO PUSIAUSVYROS IR ĮGŪDŽIŲ UGDYMO BESIVYSTANČIOS ŠALIES VIEŠAJAME IR PRIVAČIAJAME SEKTORIUOSE LYGINAMASIS TYRIMAS

Anotacija. Sparti skaitmeninio plėtra pakeitė darbo pobūdį ir suteikė įmonėms naujų galimybių įvairiais būdais siekti tvaraus žmogiškųjų išteklių valdymo, įskaitant nuotolinį darbą kaip priemonę darbo ir asmeninio gyvenimo pusiausvyrai pasiekti ir galimybę mokytis, kad būtų ugdomi nauji įgūdžiai. Tikslas - šio tyrimo tikslas - pasiūlyti išsamų supratimą apie iššūkius, su kuriais susiduria privačios ir viešosios organizacijos Kosove. Šiuo tyrimu bandoma palyginti šiuos du sektorius, siekiant padėti viešojo administravimo politikos formuotojams pastebėti skirtumus tarp sektorių ir pagerinti skaitmeninį viešajame sektoriuje. Metodai: atlikome kokybinę analizę. 21 apklausta įmonė išsamiai paaiškino skaitmeninio proceso ir jo poveikį siekiant darbo ir asmeninio gyvenimo pusiausvyros bei naujų įgūdžių ugdymo kaip SHRM būdų. Rezultatai: remiantis analizės duomenimis, skaitmeninimas gerina tiek viešojo, tiek privataus sektoriaus darbuotojų įgūdžius. Tačiau privačiose įmonėse siekiant darbo ir asmeninio gyvenimo pusiausvyros dažniau naudojamas nuotolinis darbas, o viešosiose organizacijose; skaitmeninimas dažniausiai padėjo mokytį darbuotojus. Išvados: Apskritai, skaitmeninimas padėjo įmonėms siekti SHRM. Nepaisant to, kad apskritai privataus sektoriaus įmonėms skaitmeninimas naudingesnis nei viešosioms organizacijoms.

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