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# Integrating Islamic Human Resource Management and Digital Communication to Foster Ethical Business Practices in Multinational Corporations

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Received: 12/05/2025

Revised: 26/06/2025

Accepted: 30/06/2025

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**Abstract**

The rapid growth of digital entrepreneurship has transformed multinational corporations (MNCs), creating new ethical challenges in human resource management, including digital surveillance, blurred work-life boundaries, and employee burnout. This study explores how the integration of Islamic Human Resource Management (IHRM) and Digital Internal Communication (DIC) contributes to the development of ethical business practices in digital MNCs. A qualitative exploratory case study approach was employed in a digital technology multinational company operating across Southeast Asia. Data were collected through semi-structured interviews with 12 informants, including HR managers, senior executives, and digital professionals. The data were analyzed using manual thematic analysis following Braun and Clarke's six-stage framework. The findings reveal three major themes: (1) the manifestation of 'adl (justice) through transparent digital communication and performance evaluation systems; (2) the reinforcement of amanah (accountability) through trust-based management in Work-From-Anywhere environments; and (3) the reduction of technostress through the implementation of ihsan (benevolence) via employee well-being initiatives, including the Right to Disconnect policy. The study demonstrates that integrating IHRM principles with digital communication practices can foster a more ethical, human-centered, and sustainable organizational environment in multinational digital enterprises.

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**Keywords**

IHRM, Digital internal communication, Business ethics, Multinational corporations, Entrepreneurship.

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## 1. INTRODUCTION

The massive digital transformation over the past two decades has fundamentally altered how organizations conduct business activities, build customer relationships, and manage human resources. Advances in information technology, artificial intelligence, cloud computing, big data, and digital platforms have given rise to a new phenomenon known as digital entrepreneurship. This phenomenon enables companies to expand their markets globally without maintaining a significant



physical presence in every country where they operate. Consequently, digital-based multinational corporations have emerged, capable of reaching cross-border consumers through integrated digital ecosystems. Such organizations are characterized by flexible working structures, virtual collaboration, and intensive use of communication technology across nearly all business processes (Nambisan, 2017).

Digitalization offers various strategic advantages for multinational corporations. Technology enables increased operational efficiency, accelerated decision-making, workplace flexibility, and the ability to access global talent without geographical boundaries. Remote work and Work From Anywhere (WFA) models have increasingly become the new norm in many global organizations post-COVID-19. Employees can work from various locations supported by digital communication platforms that facilitate real-time coordination. Initially, this flexibility was viewed as an innovation capable of boosting productivity while providing a healthy work-life balance (Kniffin et al., 2021). However, these developments have also introduced increasingly complex ethical dilemmas. The flexibility offered by digital technology does not always translate directly into enhanced employee well-being. Various studies indicate that the digitization of work can actually expand organizational control over individuals through increasingly sophisticated digital surveillance mechanisms. The use of activity-tracking software, online time monitoring, and data-driven employee behavior analysis raises significant concerns regarding privacy violations and the erosion of individual autonomy in the workplace (Liu et al., 2021). Technology no longer functions merely as a support tool for work, but also serves as an instrument of control that potentially shifts organizational ethical boundaries.

Digital work culture has also spawned the "always-on culture," a condition where employees feel pressured to remain constantly available and responsive to work demands twenty-four hours a day. The boundary between professional and personal life has become increasingly blurred as technology allows communication to transcend time and space. As a result, many workers experience emotional exhaustion, prolonged stress, and burnout as a consequence of relentless work pressure (Mazmanian et al., 2013). This phenomenon poses a serious challenge for digital multinational corporations, as short-term productivity gains are often achieved at the expense of long-term employee mental health and quality of life.

These issues demonstrate that digital transformation brings not only technological challenges but also demands an ethical framework capable of balancing business interests with human well-being. In practice, the dominant business ethics approach used by many organizations remains oriented toward regulatory compliance and performance target achievement. This perspective tends

to be instrumental, viewing ethics merely as a means to avoid legal sanctions or protect corporate reputation. Although this approach contributes significantly to mitigating organizational misconduct, it is not yet fully capable of addressing the increasingly complex moral dilemmas arising from the digitization of work (Royackers et al., 2018).

Islamic Human Resource Management (IHRM) offers a more holistic alternative perspective. IHRM is an HR management approach grounded in Islamic values that treats human beings as an amanah (trust) possessing dignity, rights, and responsibilities that must be respected. Unlike conventional management approaches that are frequently driven solely by economic efficiency, IHRM emphasizes a balance between achieving organizational goals and individual well-being. This concept is rooted in fundamental Islamic principles such as adl (justice), ihsan (benevolence/excellence), amanah (trustworthiness), masalahah (public interest/benefit), and ukhuwah (brotherhood), which serve as the foundation for building ethical and sustainable employment relationships (Gano et al., 2024).

The principle of justice (adil) in IHRM requires organizations to provide equal treatment to all employees without discrimination and to ensure that the distribution of rights and obligations is carried out proportionally. This principle can be realized through policies that protect employee privacy, ensure reasonable workloads, and respect the right to rest. Meanwhile, the concept of ihsan encourages organizations to go beyond the minimum standards of legal compliance by prioritizing care, empathy, and social responsibility toward all stakeholders. IHRM serves not only as an administrative system for human resources but also as a moral framework that shapes a more humane organizational culture.

The relevance of IHRM becomes even more critical when applied to digital multinational corporations that exhibit high levels of cultural, religious, and value diversity. The core values of IHRM are inherently universal and applicable within multicultural work environments. The values of honesty, responsibility, justice, respect for human dignity, and concern for collective well-being are widely accepted principles across diverse social groups. Therefore, IHRM has the potential to serve as an ethical foundation that bridges cultural differences while reinforcing organizational integrity in confronting the challenges of the digital era. The implementation of IHRM values within global organizations cannot be achieved solely through formal policies. Mechanisms are required to ensure these values are communicated, understood, and internalized by all organization members. In this context, digital internal communication plays a highly strategic role. Advancements in communication technology have transformed how organizations foster interaction with employees.

Various platforms such as Slack, Microsoft Teams, Zoom, Google Workspace, and corporate intranets have now become the primary media connecting individuals, teams, and business units scattered across different countries. Consequently, digital communication is no longer just a means of information exchange, but an essential instrument in shaping organizational culture (Trushkina et al., 2020).

Effective digital internal communication allows organizations to consistently convey values, vision, and ethical standards to all employees. Through communication that is transparent, participatory, and appreciative of diversity, companies can foster a more inclusive and equitable work environment. Conversely, poor communication can trigger misunderstandings, conflict, distrust, and a decline in organizational commitment. From an IHRM perspective, good communication also reflects the implementation of *ihsan* and *amanah*, ensuring that every individual is treated with respect and granted access to relevant information to support their work. The integration of IHRM and digital internal communication is increasingly relevant for building ethical and sustainable business practices. Islamic values that emphasize honesty, justice, and social responsibility can be translated into organizational behavior through planned and continuous communication strategies. In other words, digital internal communication serves as a medium that links the normative principles of IHRM with daily organizational practices. This integration enables companies to create a work culture that is not only productive and innovative but also honors the human dimension in every business activity (Putra et al., 2023).

Although studies on Islamic Human Resource Management have expanded rapidly in recent years, most research still focuses on Islamic financial institutions, public organizations in Muslim-majority countries, or conventional companies operating within Middle Eastern cultural contexts. Research specifically examining the implementation of IHRM within digital-based multinational corporations remains relatively limited. Yet, the characteristics of digital organizations—which prioritize speed, innovation, flexibility, and the intensive use of technology—present distinct challenges compared to traditional organizations. This research gap underscores the need for further exploration into how IHRM values can be adapted and applied within the global digital business environment. Based on the aforementioned context, this study aims to explore the role of digital internal communication in facilitating the implementation of Islamic Human Resource Management principles to build ethical business practices in digital-based multinational corporations. This research is expected to offer a theoretical contribution by developing an integrative model between IHRM and digital communication, while simultaneously providing practical implications for organizations striving to balance business performance with human well-being. In the long term, the

integration of these two concepts has the potential to become a strategic approach toward achieving organizational governance that is more sustainable, equitable, and oriented toward universal human values.

## 2. METHODS

This study employs a qualitative approach with an exploratory case study design to gain a deep understanding of the implementation of Islamic Human Resource Management (IHRM) and digital internal communication in building ethical business practices within a digital-based multinational corporation. This approach was selected as it allows for the exploration of complex, contemporary phenomena within a real-world organizational context, specifically regarding the interaction between digital technology, human resource management, and Islamic ethical values. The study was conducted at a multinational corporation operating in the digital technology and software development services sector, with operations spanning several Southeast Asian countries, including Indonesia, Malaysia, and Singapura. The company implements a digital work system by utilizing various online communication platforms and flexible working arrangements. To ensure the confidentiality of the organization and the informants, the identity of the company is kept anonymous in this study.

Informants were selected using a purposive sampling technique based on their position, work experience, and involvement in organizational management. A total of 12 informants participated in this study, consisting of three Human Resource Directors/Managers (INF-HR), three Country Heads or Regional Tech Entrepreneurs (INF-MGT), and six senior digital workers, such as Software Engineers and Product Managers (INF-STF). Data were collected through semi-structured, in-depth interviews conducted online via Zoom, lasting 45–60 minutes per session. All interviews were recorded and transcribed verbatim. Data analysis was performed using Manual Thematic Analysis based on the six steps outlined by (Robert, 2018): data familiarization, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the report. Data trustworthiness was ensured through member checking and source triangulation between informants from management and staff levels to enhance the credibility and consistency of the research findings.

## 3. FINDINGS AND DISCUSSION

**Table 1.** Summary of Thematic Analysis Findings

Main Theme	Subtheme	Key Findings	Empirical Evidence (Informants)	Ethical Implications
Manifestation of the Principle of 'Adl (Justice) through Digital Communication Transparency	Performance evaluation transparency	Employees were provided with open access to performance indicators and digital evaluation systems, reducing perceptions of	"KPIs are updated in real time and can be accessed at any time, allowing us to clearly understand the basis of performance evaluation." (INF-STF-	Enhances trust, procedural justice, and reduces conflicts related to performance assessment.

		unfairness associated with algorithm-based assessments.	04)	
	Organizational information transparency	Information regarding organizational targets, performance outcomes, and work expectations was communicated consistently through digital communication platforms.	Reported by all participant groups, particularly HR managers and senior staff members.	Strengthens organizational transparency and accountability.
Maintaining Amanah (Accountability) in a Work-From-Anywhere Environment	Trust-based management	The organization prioritized communication and progress reporting rather than relying on intrusive digital surveillance technologies.	Management participants emphasized that trust-based supervision was more effective than continuous digital monitoring.	Fosters self-accountability and strengthens employee commitment.
	Two-way digital communication	Daily stand-up meetings and digital communication forums were utilized to monitor work progress while providing support to employees.	Identified in interviews with HR managers and senior digital employees.	Enhances relationships between management and employees while sustaining productivity in remote work settings.
Mitigating Technostress through the Value of Ihsan (Benevolence)	Right to Disconnect policy	The company implemented restrictions on work-related communication outside regular working hours.	"No work-related notifications are allowed after 7:00 p.m., except in emergency situations." (INF-HR-01)	Reduces digital fatigue, work-related stress, and the risk of burnout.
	Employee well-being protection	Digital technologies were utilized to support work-life balance and employees' psychological well-being.	All participant groups acknowledged that the policy improved workplace comfort and well-being.	Promotes a more humane and sustainable work environment.

Source: Results of manual thematic analysis based on interviews with research participants (2025).

### 3.1. Manifesting the Principle of 'Adl (Justice) Through Digital Communication Transparency

The research findings demonstrate that transparency in digital communication serves as a primary mechanism for realizing the principle of 'adl (justice) within a digital-based multinational corporate environment. One of the issues that emerged most frequently in the interviews was employee concern regarding the use of algorithm-based performance evaluation systems, which were perceived as having the potential to create ambiguity and unfairness. Algorithms are increasingly being used to measure productivity, monitor work activities, and support managerial decision-making. Although this technology offers high efficiency, the opacity of the parameters used often generates perceptions of injustice among workers (Kellogg et al., 2020).

Justice from an IHRM perspective is a fundamental principle governing the relationship between organizations and individuals. The concept of 'adl emphasizes that every right and obligation must be executed proportionally, transparently, and free from elements of exploitation (Hashim, 2012). Therefore, openness of information regarding performance indicators, evaluation standards, and promotion mechanisms becomes an essential aspect of creating an ethical work environment. The results of this study show that the company actively utilizes digital internal communication platforms to convey information related to Key Performance Indicators (KPIs),

work targets, and individual achievements in real-time. This practice enables employees to clearly understand the basis of evaluation used by the organization. These findings align with research by (Smerek et al., 2021), which states that transparent internal communication can enhance organizational trust, strengthen employee engagement, and reduce uncertainty within complex work environments.

From the lens of Organizational Justice Theory, information transparency contributes to the formation of perceived procedural justice, which is the belief that decision-making processes are conducted fairly and consistently (Colquitt et al., 2023). When employees have equal access to information regarding the evaluation process, they tend to accept appraisal outcomes more positively, even if those outcomes are not always directly favorable to them. Thus, digital transparency functions not only as a communication mechanism but also serves as an ethical instrument that supports the implementation of the 'adl principle in modern organizations. This finding expands the IHRM literature by demonstrating that Islamic values can be effectively integrated through digital technology. While most previous studies have positioned justice as a normative aspect of HR policy (Fesharaki & Sehhat, 2018), this study demonstrates that digital communication technology can serve as a concrete means to translate the value of justice into daily organizational practices. Consequently, digitalization is not inherently synonymous with the dehumanization of work, but can instead become a medium to reinforce more transparent and accountable organizational governance.

### ***3.2. Sustaining Amanah-Based Accountability in Work-From-Anywhere Arrangements***

The second theme emerging from the analysis relates to the implementation of the concept of amanah (trust/trustworthiness) in managing the Work-From-Anywhere (WFA) system. Digital transformation has reshaped traditional work patterns into more flexible and decentralized models. Employees are no longer required to be physically present in the office to perform their duties. However, this flexibility also introduces new challenges, notably an increasing organizational tendency to conduct intensive digital surveillance on worker activities (Ball, 2010).

Many global companies adopt monitoring software capable of recording computer activity, measuring uptime, tracking cursor movements, and even taking periodic screenshots. While this practice is frequently justified in the name of productivity, it simultaneously raises ethical issues regarding worker privacy and autonomy (Leonardi, 2020). The research findings indicate that the company under study chose a different approach. Rather than relying on invasive surveillance systems, the organization builds a culture of trust through intensive and supportive digital communication. Employment relationships are not built on suspicion, but on the principle of

amanah. The concept of amanah carries the meaning of an inherent moral responsibility for each individual to execute tasks honestly and professionally (Beekun & Badawi, 2005). When an organization trusts employees as trustees (holders of amanah), surveillance ceases to be the primary instrument of control, replaced instead by self-accountability mechanisms.

These findings show that two-way digital communication through daily stand-up meetings, online discussion forums, and regular progress reporting can successfully strike a balance between flexibility and accountability. This practice aligns with the concept of psychological ownership, which explains that individuals tend to demonstrate higher responsibility when they feel trusted and possess control over their work (Dawkins et al., 2017). Furthermore, the results of this study support the view that a trust-based organizational culture yields a more positive impact compared to a control-based surveillance approach. Previous research indicates that excessive surveillance can undermine intrinsic motivation, stifle creativity, and increase job stress (Deci et al., 2017). Conversely, a workplace environment built on trust can enhance organizational commitment and employee psychological well-being. The implementation of amanah through digital communication provides an important contribution to organizational sustainability. This value enables companies to maintain productivity without sacrificing the dignity and privacy of their workers. Therefore, the concept of amanah is not only relevant as a spiritual value but also carries practical implications for building a digital work system that is more ethical and humane.

### ***3.3. Implementing Ihsan to Mitigate Technostress and Sustain Work-Life Balance***

The third overarching theme that emerged from the thematic analysis of the empirical data pertains to the strategic implementation of the Islamic core value of ihsan (benevolence, excellence, and compassion) as a vital countermeasure against the proliferation of technostress and as a mechanism to sustain a healthy work-life balance. The rapid, unbridled advancement of digital communication technologies within multinational corporations has exponentially increased both the velocity and the sheer volume of organizational communication. Within contemporary digital workplaces, employees are perpetually subjected to an unrelenting influx of messages, push notifications, and urgent work requests that penetrate their personal boundaries at any given hour through a myriad of interconnected digital devices. This ubiquitous connectivity has given rise to the pervasive phenomenon of technostress defined in contemporary organizational literature as the psychological and physiological strain induced by the excessive, compulsive, and continuous usage of information and communication technologies (Tarafdar et al., 2019).

The empirical findings from this case study reveal that the investigated multinational enterprise actively endeavors to mitigate these disruptive psychological impacts by codifying and

enforcing a structured "Right to Disconnect" policy. This regulatory framework strictly delineates the boundaries of professional communication by restricting work-related interactions outside of standard, contractually mandated working hours. To operationalize this policy effectively, the organization leverages the automated infrastructure embedded within its digital communication platforms (such as Slack and Microsoft Teams) to automatically queue, schedule, and delay the transmission of non-emergency messages until the commencement of the subsequent business day.

This corporate practice reflects a concrete, systemic operationalization of the value of *ihsan*. In Islamic ethical philosophy, *ihsan* transcends mere technical competence; it demands that individuals and institutions deliver the highest standard of excellence and benevolence to fellow human beings, deliberately exceeding the baseline legal or contractual obligations mandated by conventional frameworks. Within the established literature on Islamic Human Resource Management (IHRM), *ihsan* is conceptualized as an institutional imperative to generate holistic welfare (*maslahah*) and comprehensive well-being for all stakeholders involved in the corporate ecosystem (Tarafdar et al., 2019). Consequently, under an IHRM framework driven by *ihsan*, an organization's fiduciary and moral duties extend far beyond the narrow, instrumental boundaries of fulfilling formal administrative or economic obligations toward the workforce. Instead, the corporation is morally bound to actively safeguard the mental health, psychological equilibrium, life balance, and socio-familial relationships of its employees.

Furthermore, the empirical insights garnered from this study strongly align with the transnational findings of (Eiffe, 2021), which robustly demonstrate that institutionalizing the right to disconnect directly correlates with a quantifiable reduction in employee stress levels, enhanced job satisfaction, and a profound improvement in overall work-life reconciliation. Similarly, this practice corroborates the seminal work of (Ayyagari et al., 2011), which underscores that the healthy, regulated, and ethical management of technological intrusion is paramount to mitigating emotional exhaustion and fostering long-term sustainable productivity.

From the macro-lens of Islamic business ethics, the implementation of this policy explicitly mirrors the grand narrative of the *maqasid al-shariah* (the ultimate objectives of Islamic law), which fundamentally aims to preserve and protect human well-being across five core dimensions: faith, life, intellect, lineage, and wealth. By deliberately restricting the destructive intrusion of professional duties into the sanctity of an individual's private sphere, the organization manifests a deep-seated ethical commitment to protecting the psychological integrity and social well-being of its workforce. This ultimately serves as a powerful empirical testament that digital technology can be consciously designed, reconfigured, and governed to champion human flourishing, rather than

being utilized strictly as a capitalistic instrument to maximize short-term organizational productivity at the expense of human dignity.

### *3.4. Theoretical and Practical Synthesis*

This study demonstrates that the integration of Islamic Human Resource Management (IHRM) principles and Digital Internal Communication (DIC) constitutes an effective framework for promoting ethical business practices in digital-based multinational corporations. The findings reveal that the values of 'adl (justice), amanah (trustworthiness), and ihsan (benevolence) can be systematically translated into organizational practices through digital communication systems. The implementation of 'adl enhances perceptions of procedural fairness in technology-driven performance management, while amanah fosters trust-based accountability within decentralized work arrangements. Furthermore, ihsan serves as a protective ethical mechanism that supports employee well-being by mitigating the adverse effects of technostress and excessive digital connectivity.

From a theoretical perspective, this research extends the literature on Islamic management by demonstrating how religious-ethical values can be operationalized through contemporary digital infrastructures. Practically, the study provides evidence that digital transformation and ethical governance are not mutually exclusive but can reinforce one another when guided by human-centered values. Digital internal communication emerges as a strategic mechanism for embedding ethical principles into everyday organizational behavior, thereby strengthening transparency, accountability, employee welfare, and corporate legitimacy. Ultimately, the study highlights the potential of integrating spiritual-ethical values with digital innovation to foster sustainable, equitable, and humane organizational governance in the global business environment.

## **4. CONCLUSION**

This study demonstrates that the integration of Islamic Human Resource Management (IHRM) and digital internal communication plays a vital role in building ethical business practices within digital-based multinational corporations. The research findings reveal that the core values of IHRM, namely 'adl (justice), amanah (accountability/trustworthiness), and ihsan (benevolence/excellence), can be tangibly implemented through the utilization of digital communication technologies that are transparent, participatory, and oriented toward employee well-being. Information transparency regarding the performance evaluation system is proven to strengthen perceptions of organizational justice, while trust-based communication encourages the formation of self-accountability within Work-From-Anywhere (WFA) work environments. Furthermore, the implementation of policies that

respect the boundary between work and personal life, such as the "Right to Disconnect," serves as an operationalization of the value of *ihsan* in safeguarding employees' mental health and work-life balance.

These findings reaffirm that digital communication functions not only as a means of information exchange but also as a strategic instrument for internalizing Islamic ethical values into modern organizational culture. Practically, the results of this study offer implications for corporate leaders and human resource practitioners to develop digital communication guidelines that uphold the principles of justice, respect for privacy, and employee well-being. Nevertheless, this study is limited to a single digital multinational corporation in the Southeast Asian region, which restricts the generalizability of the findings. Therefore, future research is advised to employ a mixed-methods approach with a more diverse scope of organizations and countries to test the validity and expand the integrative model of IHRM and digital communication within a global

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