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Article

Strategic Digital Human Resource Management and Employee Value Proposition– Systems-Driven Systematic Review for Industrial Management

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Abstract: The Employee Value Proposition (EVP) is a strategic Human Resource Management (HRM) approach to the design and redesign of work structure. This systematic review investigates how organizations can modify the EVP to enable successful digital transformation. It offers evidence of the impact of strategic capabilities, organizational agility, data-driven practices, and change management on the nexus of digital transformation and organizational performance. The study is based on peer-reviewed open-access journals from 2015 to 2026 that are international and cross-sectoral. The studies were assessed on their theoretical contribution, methodological rigor, and relevance to EVP and digital HRM. The discussion implies that digitalization improves organizational performance primarily by developing internal capabilities and not through the technology itself. Again, it highlights the significance of talent acquisition and retention strategies in organizations, particularly in the niche of the United Arab Emirates (UAE). This is also in line with UAE Vision 2031, which has four main pillars – society, economy, diplomacy, and ecosystem. EVP, therefore, must be a strategic enabler of capacity building with continuous learning, digital upskilling, psychological safety, and support during organizational change in financial aspects. The study can be both a practical implication and an eye-opener for firms, especially in the UAE, where digitization, workforce transformation, and talent management are a competency model in this tech-savvy era.
Keywords: NA

1. Introduction

The role of human resource management (HRM) in organizations has been evolving dramatically in recent years. Unlike the traditional approach, HRM functions are both strategic and operational nowadays. This requires a strategic view because HRM realizes that people make or break an organization; it is the people who decide on all functions related to finance, marketing, technology, and operations. Due to the digital evolution, it is not just technology that is changing human resources – it is also the changing expectations of employees themselves. Here comes the importance of employee value proposition (EVP) – everything an organization has to offer (Zoe, 2018). And it's not just digital technology that is changing human resources – it's also the changing expectations of employees themselves. This shift is about the employer value proposition (EVP) – everything an organization offers in return for employees' skills and commitment (Worldatwork Total Rewards, 2020). The old concept of employment is very difficult and ineffective. Today, it embraces organizational culture, climate, flexibility, working conditions, and employee engagement. Many unprecedented factors, such as the pandemic and geopolitical issues, accelerated this trend to a great extent and forced organizations to rethink what employability actually means (Albannai,2025; Assounga, 2024; Deep, 2023).

Across industries, change often follows technology's lead. Change is the process of moving from an organization's current state to a desired future state within a defined timeframe using established methods and approaches to accomplish specific objectives (Elabshihy & Saad, 2023). With artificial intelligence now embedded in hiring systems, repetitive human resources tasks are shrinking in number. Cloud-powered HR platforms reshape how data flows through organizations. Personalized experiences are expected by workers at every level. Tools analyzing workforce patterns reveal insights once hidden from view. Studies show appraisals improve when algorithms assist evaluations. Learning programs adapt better when fed real-time feedback loops. According to Gartner (2021), digitalization is a tactical application that uses digital technologies to alter a business model. It creates revenue and value-creating opportunities. So it is a digital business-oriented. Policy ambitions in the UAE are also driving these trends. National goals such as Vision 2031 drive the modernization of personnel practices. Society, economy, diplomacy, and ecosystem are the key pillars (UAE Vision). In a study on the benefits of adopting a value-based pricing strategy, which is more effective than cost-based and competitive pricing strategies by Netseva-Porcheva & Bozev (2020). Consequently, alterations in employer value propositions, the continuous development of digital human resource management systems, and local labor market dynamics create their own pressure. In the digital age, focused research on these issues appears not to be the preferred alternative, but an absolute necessity.

1.2 Employee Value Proposition – A Bird's Eye View

The EVP is an important topic in today's human resource management. It contains all the values, organization, promise, and deliverables to its employees. The data from 2015 to 2025 make a strong case for a paradigm shift from traditional, pay-centric definitions to a more holistic, experience-based definition that includes career development, organizational culture, well-being, flexibility, and purpose. EVP is not an employer branding tool, but a strategic value proposition that shapes employee expectations, experiences, engagement, and retention outcomes. This systematic review synthesizes open-access empirical and conceptual studies to provide insights into components, theoretical bases, and the increasing role of EVP in employee experience, creativity, organizational diagnosis, resilience, and sustainability.

1.3 Research Problem

Research on Digital HRM and EVP is currently expanding. However, there is a lack of a comprehensive synthesis of digital transformation practices and EVP outcomes in organizations, particularly in the UAE. Most existing research is fragmented and looks at each HR function in isolation. There is research on AI in recruitment (Pandya & Al Janahi, 2021), on bias and data privacy (Upadhyay, 2025), and on AI's role in staffing and organizational performance (Almansoori et al., 2021). But research could not conclude the effect of EVP and retention in parallel. Moreover, Fenech et al. (2019) highlight a long-term, often overlooked, gap between operational digitization and strategic alignment of HR. An even bigger problem is the fragmentation of the structural features of the UAE labour market. 88-90 percent of the workforce are expats, the gig economy is thriving, and companies are managing multi-generational talent. The frameworks of EVP developed in the West are not universally applicable to these cases. There is a need for a systematic, pragmatic review of the strategic and operational HRM literature in a timely manner.

1.4 Research Gaps

While there is substantial but disjointed corporate interest in EVP research, it lacks a firm theoretical foundation and robust empirical support (Theys & Barkhuizen, 2022). This important gap is filled in this systematic literature review. This study synthesizes and integrates a wide array of empirical data from various sectors to move beyond near-descriptive definitions and build a broad-based, integrated theoretical framework for practical workplace application.

The paper on employee value proposition is linked to the macro-level insights of the Big Data Analytics Capabilities (BDAC) – dynamic capabilities – Business Model Innovation (BMI) nexus to build a highly innovative theoretical bridge. This allows practitioners to add an EVP study to existing strategic management theory, and not as a silo of HR. This is connected with the view of strategic human resource management and internal market orientation in the academic literature (Dirmotriv, 2025). Many firms lack business model innovation through data analytics because firms' internal human capital architecture (the EVP) can dynamically shift to support that transformation (Elia et al., 2020).

1.5 Research Objectives

This systematic review is guided by four aims:

• To synthesize the literature on EVP and digital transformation practices from a global perspective.

• To examine the impact of digital HR practices in attracting, engaging, and retaining employees in key sectors.

• To evaluate the challenges of implementing digital HRM within organizations, such as algorithmic bias, ethical aspects,

and cultural fit.

• To provide evidence-based strategic recommendations to HR practitioners who seek to improve EVP through digital

transformation.

1.6 Research Questions

RQ1: How has digital transformation changed the components of EVP for employees globally?

RQ2: What is the effect of digitally transformed HR practices on retention and talent attraction in the labor market?

RQ3: What organizational, ethical, and infrastructural challenges do organizations face in implementing digital HRM, and how do these challenges influence the perceived quality of the EVP?

RQ4: What evidence-based recommendations can assist HR professionals in improving EVP through digital transformation?

1.7 Conceptual model for the study

Based on the background on EVP, a conceptual model has been crafted to conduct a systematic review for this study, as shown in Table 1.

Table 1. Conceptual model for the study

DIGITAL TRANSFORMATION (AI • Cloud HRMS • Hybrid Work • People Analytics) ↓ RQ1

CHANGING COMPONENTS OF EVP
(Culture • Flexibility • Development • Purpose • Experience)

↓ RQ2

DIGITALLY-TRANSFORMED HR PRACTICES
(Recruitment • Learning • Performance • Well-being • Retention Tools)

↓ RQ3

ORGANIZATIONAL & ETHICAL CHALLENGES IN DIGITAL HRM
(Algorithmic Bias • Data Privacy • Cultural Fit • Infrastructure)

↓ RQ4

EMPLOYEE OUTCOMES & RETENTION
(Engagement • Commitment • Satisfaction • Talent Attraction)

Source: Authors' perspective from the collected information.

2. A snapshot of Reviews

Aruppala et al (2026) review existing research to explain how digitalization, employee change management, and organizational productivity are interconnected. Their findings through a systematic literature review show that digital technologies improve productivity only when employees are supported through effective change management, including communication, training, and leadership involvement. The study emphasizes that digital transformation is fundamentally human-centric and that organizations should consider employee readiness and adaptation to fully achieve productivity gains. It also notes that digital transformation introduces new technologies, workflows, and skill requirements, which can lead to resistance, stress, or capability gaps if not handled well.

Dimotriv (2025) investigates the changing definition and application of employer branding in the new Industry 5.0 environment. The author argues that Industry 4.0 was only about automation, hyper-digitization, smart factories, and optimization, whereas Industry 5.0 represents a major paradigm shift toward re-humanization. It seeks to balance the relationship between human beings and sophisticated technology by using qualitative literature analysis. Workers are moving away from the transactional thinking of simple "employees" or "subordinates" toward seeing themselves as active contributors to the organization and human beings. Today's talent wants a highly personalized, collaborative, and socially responsible working environment. Subrahmaniam et al. (2025) investigate the impact of personality traits on employee performance in the context of digital transformation, using dynamic capability theory and the Big-Five personality theory to explain the effect of traits on employees' sensing, speaking about, and adapting to technological change. The study uses a quantitative survey design and structural equation modeling (SEM). It examines the mediating role of employee dynamic capability and finds that openness, conscientiousness, and emotional stability significantly improve performance through the ability of employees to learn, adapt, and respond to digital demands. The implications highlight the importance for organizations to embed personality-aligned development, digital upscaling, and capability-building initiatives into their HR strategies to enhance workforce readiness and performance in the context of digital transformation (Raja et al., 2025).

Arora et al. (2024), have studied the structural elements like process re-engineering, data-driven analytics, and artificial intelligence to highlight the importance of the change in modern HR operations from static administrative functions to dynamic, outcome-driven terrain. The research shows that real digital maturity isn't about using technology as a surface-level tool, but it is about keeping the whole employee life cycle – from recruitment algorithms and virtual onboarding to skills, gap analysis, and succession planning – under tight control of the emerging ethical problems of data privacy, algorithmic bias, and worker well-being. HR leaders can leverage back and talent marketplaces to dynamically map employee capabilities to evolving technology requirements, ensuring long-term marketability and operational agility in building the skills-first ecosystem.

At the same time, organizations need to establish a strong governance framework for automated screening and AI-driven talent assessment tools. It's also important that HR departments audit hiring algorithms for implicit bias to make sure the candidate-facing employee value proposition is fair and transparent. As process re-engineering and AI agents eliminate repetitive administrative tasks, virtual onboarding processes need to be seamlessly embedded into the digital employee experience. Time savings should not be repurposed to cram more work into the day. HR functions should instead take advantage of these efficiencies to safeguard employee well-being by creating structured deep-work blocks or flexible economy initiatives to combat burnout (Arora et al., 2024).

Ula et al (2023) combine the resource-based view with service-dominant logic and show that the internal Shariah capabilities (e.g. governance, monitoring, and structuring) of an Islamic bank do not work in isolation. Instead, they are the operational basis for the Frontline relationship managers to develop unique value propositions of Reba – free value, identity value, and tangibility value jointly – by transforming religious compliance into strategic advantage. The importance of this study lies very much in changing the paradigm of Shariah from a rigid legalistic/jurisprudential constraint to a strategic market differentiator. This shows that compliance in a space is not a tick-box exercise but a driver of unique brand equity and competitive advantage.

Hooi and Shan (2023) studied the relationship between transformational leadership, creative culture and employee engagement in the context of digitization at work. Based on transformational leadership and innovation culture theories, the study proposed a moderated mediation model. This study is a quantitative survey research and data were collected from employees of Malaysia businesses. Structural Equation Modeling was used to test the direct, indirect and moderating effects. Findings: Findings show that digitalization has a strong positive moderating effect between leadership, culture & engagement. Companies therefore have to invest in digital tools, in communication platforms, in digital environments that will allow them to take advantage of these benefits.

Nucci, Puccioni, & Richie (2023) study the impact of digital transformation on productivity using firm level data from Italian firms. They analyze investments in a broad spectrum of digital technologies from 2015 to 2018 including advanced technologies such as AI, and technology bundles. Their findings show that digital adoption has a positive and statistically significant effect on total factor productivity, with the baseline adopters experiencing an increase of around 0.97 points. Productivity gains are even larger for the more advanced adopters, especially those investing in AI. The effects are larger for service firms and older firms. The authors suggest that future research should look at the role of complementary assets in strengthening the digitalization-productivity link, such as skills, innovation, capabilities, and access to finance.

Theys & Barkhuizen (2022) argue for a move from ad hoc, static HR solutions towards a structured talent value pipeline built on a formal EVP framework. This pipeline can be used for generic hiring needs or for specific structural integrations and provides public organizations with a step-by-step blueprint to successfully attract, engage and retain light workforce talent for the long term. This paper, based on the knowledge-based view of the firm, addresses an important weakness of today's knowledge-intensive economies, i.e., the unintended transfer of proprietary knowledge assets to external agents. They develop and empirically test a new conceptual framework for human resource management as a strategic mode of differentiation. The findings show that such sophisticated HR systems not only improve competitiveness per se, but also proactively modify the risk-con environment by offsetting the negative impacts of knowledge loss. It also shows a statistically significant negative association. If the operational boundaries and intellectual capital of an organization are not protected, proprietary methodologies are leaked to competitors, which reduces differentiation and market position at the firm level. It has a positive direct effect which is statistically significant. Organizations that intentionally design their HR systems to acquire, document and share intellectual assets are more competitive. It also forms a unique clear field of HRM, changing the perceived value of HR from a merely operational or generic administrative matrix (Fawad et al, 2021).

Another study by Amushila & Bussin (2021) discusses the impact of talent management practices on the retention of middle-level, administrative staff at the Namibia University of Science and Technology. The study adopts a quantitative survey design. Results show that administrative employees generally evaluate the University of Talent and management execution as moderate. However, statistically significant predictors of intention to stay are training, development and performance management practices. Bailetti (2020) advances a multi-stakeholder value proposition framework for companies that scale quickly, and while it does not specifically address the EVP, it offers a key conceptual shift for a systematic literature review on organizational value design. To move from a mirror opportunity to a functional business, the authors argue, the firm must develop a better portfolio of value propositions to different external stakeholders (e.g., investors, resource owners) in an aligned manner. In this portfolio, marketable value propositions are a key source of competitive advantage. They are defined as the ability to anchor business transactions and to attract external investments that continuously refine the portfolio itself (Elia et al, 2020). Lastly, these value propositions contribute to the growth of the new venture by scaling up, creating demand for the product , and increasing the speed and diversity of external investment. Ultimately, these value propositions benefit a new venture by strengthening its scaling capabilities, driving product demand, and accelerating the velocity and diversity of external investment.

Payne et al, (2020) address the widespread struggle among B2B firms to effectively design and execute value propositions in complex, rapidly shifting markets. Through a comprehensive review of the existing conceptual framework, the authors identify critical blind spots in how EVPs are traditionally managed, namely, a lack of alignment with the firm's overarching strategy and a failure to account for long-term implementation. The paper also introduces a new dynamic, five-face conceptual framework that moves a value proposition smoothly from initial strategic design through to active market implementation. The key pillars of the framework are strategy and business model fit, customer- centric realism, and a dynamic perspective. As mentioned by Arami and Krishna (2019), the internal realization of an employee value proposition, specifically through robust organizational support and work and environments (Lanning 2020), acts as a direct antecedent to organizational commitment. This commitment subsequently mediates and drives organizational citizenship behaviors (OCB), including the fact that strategic EVP design is vital for both retention and discretionary performance. The study emphasizes that unfilled EVPs break organizational commitment.

Importantly, the strategic impact of an EVP is not confined to Western corporate borders and can be directly translated into firm performance in emerging market contexts. Salas et al. (2018) use structural equation modeling on empirical datasets (quantitative) from the Nigerian FMCG sector to identify career growth and reward flexibility as the leading predictive determinants of an effective EVP. Their findings suggest that, to optimize organizational performance and stop high attrition across today's industry, organizations should move away from rigid configurations of modern reward approaches toward a flexible, customizable framework dynamically aligned with employees' developmental expectations within an EVP. Sales et al. (2017) conduct a thorough ontological analysis of value propositions in response to the conceptual ambiguity around the term in business and management literature. The authors clarify the notion of value proposition by distinguishing it from related notions like value, offerings and value presentations using the unified foundational ontology in (UFO). Their analysis states that a value proposition is essentially a promise of a value provider to deliver some value objects to a value receiver under particular circumstances. This work provides a formal semantic structure that improves conceptual positioning and enables more uniform modeling of value creation (Willie et al., 2017) in strategic marketing and organizational context. A key motif in the current EV literature is the role of this topic as an internal shock absorber. Although initial research paid great attention to talent attraction, Tajuddin et al. (2015) demonstrate that supportive talent practices like supervisor support and career development are effective in shielding employees' quality of life from the high-pressure corporate stressors.

This alliance is directly supported by the work environment pillars within the EVP framework (Suri, 2015). It indicates that a strong internal value proposition is a structural prerequisite for avoiding talent burnout and ensuring long-term retention.

3. Methodology

This review was performed in accordance with the PRISMA 2020 statement and included four phases: identification, screening, eligibility, and inclusion. In the identification phase, studies were retrieved from major academic databases using pre-defined keywords related to EVP, digital HRM and digital transformation. Non-English papers and studies irrelevant to HR or EVP were excluded when screening for duplicates by title and abstract. At the eligibility stage, the full-texts were assessed according to the inclusion (empirical or conceptual studies about EVP, digital HRM or employee experience) and exclusion criteria (only technical papers, studies of non-HR digitalization, editorials or full-texts not available). Inclusion of the last phase, some sectors and countries had produced a solid body of studies that were methodologically rigorous and thematically relevant for synthesis. The PRISMA 2020 statement (Page et al., 2021) is the most recent evidence-based guidance for reporting systematic reviews and seeks to improve clarity, transparency and methodological rigour. It provides an improved 27-point checklist and flow diagram to help authors clearly report search strategies, screening decisions, inclusion criteria and synthesis process. The update includes advances in review methods such as automation tools, wider data sources and more sophisticated methods of evidence synthesis. PRISMA 2020 provides a standardized approach of reporting methods and findings which increases the reliability and reproducibility of systematic reviews (Sohrabi et al., 2021).

3.1 Justification for the model

The literature on EVP, digital HRM and digital transformation is highly fragmented across sectors, countries and research traditions. This makes a PRISMA-based methodology essential for this study. PRISMA is applied to identify, screen and select studies that directly address how EVP is reshaped by digital transformation, following an open, replicable and bias-controlled method. Furthermore, this is especially important in the context of the UAE, where research on EVP is fragmented and digital HRM practices have developed rapidly. PRISMA thus provides the methodological rigor needed to develop a credible, evidence-based foundation for understanding the impact of digital transformation on EVP, employee experience and retention. The steps in this method are provided in Table 1.

Table 1: PRISMA phase

PRISMA Phase	**Step & Operational Activity Description**	**Records Remaining (N)**	**Records Excluded (N)**	**Primary Justification & Breakdown of Attrition**
Identification	Initial Database Electronic Search Execution	**540**	*Baseline*	Combined initial query results: Scopus ($N = 310$), Web of Science ($N = 230$).
Identification	Pre-Screening De-duplication & Automated Gating	**340**	**200**	Removal of overlapping duplicate records ($N = 185$) and non-English papers/retractions ($N = 15$).
Screening	Title and Abstract (TI-AB) Critical Review	**75**	**265**	Filtered out papers focusing broadly on technical computer science or general marketing without any

				explicit EVP or talent framework.
Screening	Full-Text Report Retrieval Phase	**71**	**4**	Full-text articles could not be retrieved due to institutional paywalls or unindexed conference printings.
Eligibility	Full-Text Critical Reading & Quality Assessment	**21**	**50**	**Total Exclusions Breakdown:** • Lacked clear, operational EVP/Employer Branding framework ($N = 22$) • Purely engineering/algorithmic focused with no human/HR outcomes ($N = 18$) • Short industry editorial commentaries, slide decks, or opinion pieces ($N = 10$)
Included	**Final Synthesis Qualitative Sample Pool**	**21**	*Complete*	**Final dataset locked for systematic mapping and thematic extraction matrix.**

Source: Author

The final dataset comprises 21 studies from 2015 to 2026 from reputable and open-access journals, across various sectors including digital transformation, HRM banking, higher education, FMCG, public sector, and B2B contexts. The methodological mix includes systematic reviews, conceptual analysis, quantitative surveys (SEM), econometric firm-level studies and ontological frameworks. Countries represented include the UAE; relevant contexts (Malaysia, Pakistan, Nigeria); Europe (Italy); Africa (Namibia, South Africa); and global cross-industry studies. The diversity of this contributes to the thematic synthesis. Table 2 shows the changes in EVP, employee experience, and organizational capability driven by digital transformation.

Table 2: Data Sets on EVP

	Study (Author & Year)	**Sector**	**Type of Study**	**Country Base**
1.	Aruppala et al. (2026).	Cross-industry (digital transformation & HR)	Systematic Literature Review	Global
2.	Weritz et al (2025).	Digital transformation & Firm performance	Empirical/SEM	Spain
3.	Dimotriv (2025).	Industry 5.0 / HR / Employer Branding	Conceptual Review	Global
4.	Subramaniam et al. (2025).	Digital transformation workforce	Quantitative (SEM)	Malaysia
5.	Arora et al. (2024).	HR operations / AI / Process re-engineering	Conceptual + Analytical Review	Global

6.	Xu et al. (2024).	Multi-industry	Firm-level data/SEM/Cross-sectional hypotheses-driven empirical research	China
7.	Ullah et al. (2023).	Islamic Banking	Empirical (Mixed/Qualitative emphasis)	Pakistan / Islamic banking markets
8.	Hooi & Chan (2023).	General organizational workforce	Quantitative (SEM)	Malaysia
9.	Nucci et al. (2023).	Multi-sector Italian firms	Econometric Firm-Level Analysis	Italy
10.	Theys & Barkhuizen (2022).	Public sector talent management	Conceptual Framework	South Africa
11.	Tanushev (2022).	DT & Corporate Strategy	Conceptual	Bulgaria/Europe
12.	Fawad et al. (2021).	Knowledge-intensive firms	Quantitative	Pakistan
13.	Amushila & Bussin (2021).	Higher education (administrative staff)	Quantitative	Namibia
14.	Bailetti (2020).	High-growth ventures / scaling firms	Conceptual	Global
15.	Payne et al. (2020).	B2B firms	Conceptual Review	Global
16.	Arasanmi & Krishna (2019).	General workforce	Quantitative	Nigeria
17.	Salau et al. (2018).	FMCG sector	Quantitative (SEM)	Nigeria
18.	Sales et al. (2017).	Value proposition ontology	Ontological / Conceptual	Global
19.	Jalagat (2016).		Qualitative/Conceptual	Middle Eastern Corporates /Oman
20.	Tajuddin et al. (2015).	Corporate workforce	Quantitative	Malaysia

Source: Author

4. Results

4.1 Digitization and its implications on EVP

Digitalization insights from Aruppala et al. (2026) and Hooi and Chan (2023) show that EVP must now include strong, digital support systems, such as training, communication, and user-friendly tools, to help employees adapt and stay engaged. Aruppala et al. emphasize that employees need structured support during digital change, while Hooi and Chan show that a digitalized workplace amplifies leadership and cultural drivers of engagement. Together, they indicate that digitalization has become a core EVP expectation, shaping how employees experience value, support, and performance in modern organizations.

4.2 Subjective aspects of EVP

Subrahmaniam et al (2025) conducted a study on the effect of personality traits on employee performance in the digital transformation era. Using the theory of dynamic capabilities and the Big Five personality model, they explain how individual characteristics shape employees' ability to sense, discuss, and respond to technological change. This study uses a quantitative survey design and employs structural equation modeling to examine the mediating role of employees' dynamic capability. The results of the study demonstrate that the personality traits of openness, conscientiousness and emotional stability play a significant role in better performance enabling employees to learn, adapt and respond to digital demands. The implications suggest that organizations need to incorporate personality congruence development, digital upscaling and capability-building programs in HR strategies to enhance workforce readiness and performance in the context of digital transformation. Consistent with EVP research, Dharwadkar et al. (2025) argue that a strong EVP is an attractor and retainer of employees, and a driver of organizational sustainability efforts. The study revealed that EVP factors such as development, cultural rewards and purpose improved commitment and support from employees which led to sustainability aligned behavior. Thus. EVP becomes a strategic lever to induce employees to vote and to promote environmental and social objectives. This helps drive home the point that EVP is about the overall performance of the organization and not just HR performance.

Moreover, the study by Weritz et al (2025) asserts that “digital transformation only amplifies performance if companies have the strategic capabilities to synthesize and leverage digital technologies. It requires that organizations invest in more than technology; it requires attention to leadership, data-driven decision-making, and a culture of innovation.

This pattern is supported by multiple studies in this review. Xu et al (2024) found that the effect of digital transformation on organizational outcomes is mainly mediated by capacity-building rather than a direct effect. Their results demonstrate that DT improves corporate innovation performance only when firms build strong big data analytics capabilities and organizational agility, which are important mediators. This cooperation with other studies from the sample points towards agility and data-driven decision-making as key enablers of digital value creation.

4.3 Impact on stakeholders

Ullah et al. (2023) study shows how the relationship managers at the front line are the key link between the bank’s internal capabilities and the customer’s perception. If the internal Sharia board comes out with an ideal product and the front-line workers do not have the learning capability specific to the area to be able to communicate it, the value proposition falls flat. Banks need to invest heavily in ongoing customer training and phasing out of staff. Effective communication by Islamic banks of the value of Sharia disclosure (transparency) and the value of tangibility (real assets) can do much to reduce consumer skepticism. Using these value propositions, an industry targeting deeply religious populations and ethics-oriented secular consumers can achieve greater financial inclusion (Ullah et al, 2023). According to Bailetti’s (2020) framework, value propositions should not be evaluated in isolation. Future research should explore the dynamic capabilities and transactional characteristics that differentiate ex-ante (i.e., prior to the fact) from ex-post (i.e., post-facto) company value, and that allow firms to co-create and improve these value mechanisms with desirable stakeholders to achieve sustainable, rapid growth. The study advances the perception of a B2B value proposition (Elia et al., 2020) from a static marketing pitch to a dynamic cross-functional strategic process. It provides a theoretically sound and practically applicable framework to assist firms in maintaining competitive advantage through a systematic connection between internal strategy capabilities and changing external customer needs. (Dennis, 2018; Payne, 2020).

Basic organizational support is required for organizational commitment, such as EVP (Arasanmi & Krishna, 2019). They also contend that the different EVP components tested had their strongest statistically significant drivers of employee commitment in perceived organizational support (OS) and work environment (WE). Employees who perceive that the organization implements EVP through strong support and a healthy environment feel a psychological contract to reciprocate with more emotional attachment and loyalty. Moreover, the study also confirms a positive and significant relationship between organizational commitment and organizational citizenship behaviors (OCB) (Saurombe & Barkhuizen, 2020). OS and WE dimensions of EVP do not automatically create OCBs. Instead, they systematically develop psychological and emotional commitment (Goyal et al, 2017) that results in positive behavioral outcomes and reduced turnover intentions. Salau et al. (2018) provide a primary quantitative dataset to examine how EVP is a strategic driver of corporate performance. Located in the hyper-competitive Fast Moving Consumer Goods (FMCG) sector in Lagos, Nigeria. This research provides empirical evidence supporting theoretical assumptions about how local workforces perceive and respond to different employment offers.

The EVP could theoretically be enhanced by connecting it to the value proposition ontology from Sales et al. (2017). Their ontological analysis can be applied to the environmental relationship, so that this relationship puts the employer as a value provider, employees as value receivers, and EVP components such as compensation, development, opportunities, and culture as value objects. This ontological framing makes clear that EVP is not merely a branding statement but a formal, relational commitment that impacts employee expectations, experiences, and value realization outcomes such as engagement and retention. The integration of EVP and VPO leads to a more accurate conceptual model for directing consistent authorization, measurement, and analysis in HRM and organizational research.

4.4 Nexus between Big Data Value Dimension and EVP

Table 3: Comparison of Big Data Dimensions with EVP

Big Data Value Dimension (Elia et al., 2020)	**Internal Human Capital / EVP Equivalent**	**Direct Implication for EVP**
Informational Value *(Insights, speed, accuracy)*	**Data-Driven Psychological Contract**	The EVP must promise employees a highly transparent, communicative, and objective, and environment in which performance metrics are evaluated through people analytics, thereby reducing organizational ambiguity.
Transactional Value *(Efficiency, cost-cutting)*	**Process Optimization & Work Environment**	The work environment pillar of the EVP must promise to reduce mundane repetitive tasks. By automating, bureaucratic processes through internal data systems, employees are freed to focus on high-value creative tasks.
Transformational Value *(Business Model Innovation)*	**Upskilling & Continuous Learning Capabilities**	A modern EVP must emphasize a strong Learning Capability (similar to Ullah et al., 2023). The value proposition shifts from stable job security to *marketability insurance* through robust digital and analytical upskilling programs.
Strategic Value *(Competitive advantage, differentiation)*	**Green/Agile Organizational Purpose**	High-tier talent seeks purposeful alignment. The EVP must leverage the firm's strategic, data-driven insights to articulate a compelling corporate mission (e.g., connecting data efficiency to sustainability or Green HRM practices).

Source: Elia, G., Polimeno, G., Solazzo, G. & Passiante, G. (2020). A multi-dimensional framework for value creation through big data. Industrial Marketing Management. *https://doi.org/10.1016/j.indmarman.2019.08.004*

The above table explains a clear systematization of how big data translates into firm-level performance, establishing that 'value' from the data is multifaceted and needs to be examined through the four above-mentioned dimensions (Table 3). This examines the Business-to-Business (B2B) markets and represents the interaction between big data analytics capabilities and dynamic capabilities as a sophisticated, multi-layer mechanism. Emerging strategic management literature increasingly conceptualizes this relationship through a hierarchical capability framework, in which Big Data Analytics Capabilities (BDAC) serve as an operational, lower-order dynamic capability and interact with Teece's tripartite higher-order dynamic capabilities framework to drive business model innovation (Elia et al., 2020).

4.5 EVP and Organizational Sustainability

The study suggests that organization must treat digital transformation as a core strategy priority, not a technical project for Hrm and EVP, the implications are significant: firms need employees with a digital literacy, strategic thinking, adaptability, therefore more down EVP must emphasize skill development, digital readiness, and innovation, oriented, work environments to attract and retain talent capable of supporting digital strategy execution (Tanushev, 2022). The study by Jalagat (2016) highlights that organizations must adopt structured change management practices to reduce resistance, maintain productivity, and ensure successful transformation. Leadership, communication, employee engagement, and capability development are identified as critical success factors. It also emphasizes that unmanaged change leads to uncertainty, low morale, and reduced performance, whereas well-managed change strengthens organizational alignment and long-term effectiveness.

5. Discussion

Dharwadkar et al. (2025) argue that a strong EVP becomes an intangible strategic asset that enhances sustainability performance and employer reputation, based on their study using social exchange theory and resource-based view. EVP is increasingly a value-commitment system that both shapes the employee experience and mobilizes employees as agents of organizational sustainability. In an increasingly digitally transforming workplace, employee expectations are based on purpose, ethics, and values. Accordingly, this paper discusses EVP as a bridge between employee expectations, organizational purpose, and sustainability performance, and shows that when employees perceive that the organization delivers meaningful value, fairness, development, and purpose, they are more likely to support environmental and social initiatives (Aruppala et al., 2026; Hooi and Chan, 2023). Digitalization insights indicate that EVP today needs to provide strong digital support systems, such as training, communication, and easy-to-use tools, to help employees adapt and stay engaged. Aruppala et al. (2026) stress the need to provide structured support for employees in the digital transformation. Hooi and Chan (2023) provide evidence that a digitalized workplace improves leadership and cultural drivers of engagement. Together, they indicate that digitalization is a key EVP expectation that shapes the employee experience of value, support, and performance in modern organizations.

Subrahmaniam et al. (2025) studied the personality variables and employee performance in digital transformation. The authors used dynamic capability theory and Big Five personality theory to explain how individual characteristics influence employees' ability to identify, discuss and adapt with technology change. This paper investigates the mediation effect of employee dynamic capability through quantitative survey method and structure equation model. The openness, consciousness and emotional stability lead to huge increases in the performance, as the employees can learn, adapt and respond to the digital demands. The findings indicate the necessity of HR strategies such as personality-based development, digital upscaling and capability development programmes for developing a ready and high-performing workforce in the context of digital transformation.
As companies continue their digital journeys and embed further, so should their internal talent offering. As Dimitrov (2025) explains, Industry 5.0 is a human-centric and sustainable approach to employer branding. It is re-humanized compared to Industry 4.0's automation-centric approach. This turns the EVP base from a one-size-fits-all, inflexible transaction into a customized creation that embodies the human-machine collaborative nexus, environmental stewardship and workplace resilience. As digital economies evolve, future-ready EVPs will have to get the technology enablement and deep sociological help balance right to attract and retain the best human capital. Implications of digital transformation on HR and EVP research The pyramid's success rests on unleashing skills by supporting the workforce's skills, adaptability and digital readiness. This highlights the requirement for an EVP with an emphasis on continuous learning and digital upskilling and competence development, especially in a fast changing environment such as the UAE (Weritz et al, 2025).

Similarly, Xu et al. (2024) argue that digital transformation is most successful when firms develop the internal capabilities and flexible structures necessary to use digital tools. Findings on EVP and digital HRM suggest that firms should develop a cadre of staff who can enable data-driven and agile ways of working. Therefore, adaptability and skills of personnel are vital for a modern-day EVP. In his study, Tanushev (2022) examines the impact of digital transformation on corporate strategy and notes that digitalization requires organizations to re-evaluate their competitive position, business models and strategic objectives. Research suggests that digital transformation is not merely about upgrading technology, but rather a strategic shift that involves a process of reconfiguration, the adoption of data-driven decision-making, and the cultivation of organizational capabilities that promote innovation and agility.

Elia et al. (2020) provide important insights on the big data paradox, i.e. the phenomenon that companies invest heavily in data capabilities and do not realize productivity increases. This also gives the theoretical link that the missing link is a model that synchronizes internal data processing, with external marketing and commercial strategy. The authors develop a multidimensional framework to address the strategic responsibilities of data investments that explicitly connect big data capabilities with four distinct value outcomes: informative, transactional, transformative, and strategic. Their work indicates that data is not a sustainable source of competitive advantage by itself. Its business value, rather than being inherent, is realized only when an organization has the dynamic capability to translate analytical insights into market-based strategic decisions. Arasanmi and Krishna (2019) argue that it is the psychological fulfillment of this modernized EVP that ensures internal organizational commitment and organizational citizenship behaviors, OCB, which are critical for personnel to successfully champion and implement complex, data-driven strategic shifts. Some studies have focused on macro level psychological outcomes (e.g. commitment or contentment), however, the empirical study (qualitative data) of Salau et al. (2018) makes a clear attempt to link EVP to macro level organizational performance. Thus, in this systematic review, the authors can build the analytical bridge that a well-functioning internal market provides direct dividends to institutional competitiveness. The findings also highlight the changing nature of the economic/reward pillar in the modern EVP. Statistics show that the type of award is just as important as the amount. Flexibility is a distinct driver of perceived value that actively works to offset high turnover intentions.

Recent literature increasingly recognizes that macro-level changes in strategy cannot succeed without micro-level stability in the workplace. Yet these high-velocity environments carry a considerable risk of creating an internal talent crisis that reduces employees' quality of life. Payne et al. (2020) state that contemporary organizations are required to dynamically develop their business morals and analytical capabilities in order to stay competitive. To mitigate this type of operational risk, organizations should develop a sound EVP based on perceived organizational and supervisory support (Tajuddin et al., 2015). Such a thing can lead to organizational commitment and discretionary citizenship behaviors to sustain long-term strategic innovation (Arasanmi & Krishna, 2019). The insights of Jalagat (2016) resonate well with the argument of this systematic review that a modern EVP must prepare employees for ongoing change, especially in digitally transforming organizations. The change process needs employees to feel supported, informed and valued as DT needs new skills, new workflow flows and new cultural norms. This aligns well with EVP's requirement to pay attention to communication, psychological safety, opportunities for learning and change readiness, with employees being considered as active assets rather than passive recipients of change.

5.1 Theoretical and Practical Implications

This systematic review shows that organizations need to redesign their EVP to support the capability demands of digital transformation. Digital transformation is only successful if people have strong digital, analytical and agile capabilities. In practice this means that EVP should focus on continuous learning, digital skills, innovation, a friendly culture and supportive change management. For UAE organizations, these implications underscore the importance of attracting and retaining talent that can succeed in a rapidly-changing, data-driven environment.

The review, in theory, repositions EVP as a strategy-capability enabler rather than a talent-attraction tool. The review integrates capability-based views, agility, mechanisms, and strategic transformation theory and situates EVP within the dynamic capabilities and resource-based frameworks. The reviews from 2015-2026 provide deep insight into the significant role of EVP in addressing the research questions on building human capital and organizational agility. This confirms that EVP directly contributes to the success of digital transformation. Therefore, this advances theory by linking EVP to digital strategy, organizational change, and capability development within a unified conceptual phase.

5.2 Limitations and Future Research

This systematic review provides useful insights into EVP. It supports DT and capability development, but with limitations, and should be taken into account. First, the reviews are mainly heterogeneous in terms of methodological design, varying from conceptual papers to cross-sectional structures to structural equation modeling. This heterogeneity constrains the strength of coalition inferences and the translation of digital transformation capabilities into EVP outcomes. Second, most of the empirical studies are country-specific (e.g. Spain, China) and may not reflect the dynamics of rapid digital transformation; markets like the UAE are specific. Third, the review is limited to published research in English, which misses out on valuable insights from regional or practitioner perspectives, particularly in emerging markets where digital HR practices may be evolving more rapidly than academic publishing can keep up with.

Future studies may fill in these gaps by longitudinal and multicountry studies that explore the evolution of EVP as organizations progress through the different stages of digital transformation. Further, empirical work is needed to directly link EVP components (i.e., learning opportunities, digital skills, development, and change readiness) to measuring digital transformation outcomes. Further research is needed to understand how EVP can be designed to support agile, data and innovation-driven cultures through capability-based mechanisms. Finally, the EVP in the context of the GCC and the UAE can be a subject for future research as the national strategies, workforce, localization policies, and rapid digitalization create specific pressures and opportunities for the organizations. Such research would provide a detailed understanding of how EVP can serve as a strategic catalyst for digital transformation in high-growth and innovation- driven economies.

6. Conclusion

The systematic review from 2015-2026 shows how the strategic and operational roles of HRM in organizations around the world have changed. For modern organizations to succeed, it is critical that they can optimize digital transformation and align strategically with the EVP as the system evolves. The study considered recent theories of EVP, digital transformation, drivers of agility and approaches to change readiness. It's not that digital tools alone cannot create value. It is when employees translate the skills, agility, data literacy and adaptability that is needed to activate the digital strategy. The research shows that EVP is not only about attracting talent but also a powerful lever to develop internal capabilities to drive digital transformation. This enhances employee engagement and commitment and the two major drivers of digital transformation outcomes – capability maturity and agility. However, here the view of UAE needs to be elaborated as it looks at the strategic capacity building factors. This opens up the global talent market, but also increases the competition for the best staff. Sustainable competitive advantage is built on creating EVPs that prepare employees for data-driven, flexible, and changing work environments. This is how organizations can ensure that their digital strategies deliver meaningful and powerful performance improvements, innovations and strategic resilience over the long term.

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