Digital Human Resource Professionals: Empowering Talent in the Tech Era

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Abstract

The purpose of this research was to study the skills and desirable characteristics of human resource professionals in the digital age, with the aim of enhancing their competitiveness. Both quantitative and qualitative approaches were employed in the study. A sample size of 380 was available for the quantitative portion, while the sample size was 10 in the qualitative section. The results of the research indicated that human resource professionals need to possess various skills in the digital age. These include entrepreneurial and business skills, knowledge and abilities, digital skills, human relations skills, and leadership skills. Furthermore, the overall characteristics required of human resource professionals in the digital age were identified. These include characteristics and duties, organizational management, knowledge, personal qualities, and organizational communication. Based on these findings, guidelines were generated for cultivating desirable skills and attributes in human resource professionals. Employers ideally should implement a framework that facilitates the development of these skills and characteristics at a high level. Also, strategic management practices should be incorporated to assess forthcoming trends and enhance operational efficiency and effectiveness.

Introduction

As the world undergoes constant changes, the work environment for Human Resource (HR) professionals is also evolving. In order to thrive in today's highly competitive environment, HR professionals need to adapt and equip themselves with the necessary skills and knowledge to navigate the digital age. This requires a transformation in mindset and organizational culture across various sectors. The role of HR professionals holds importance in both the public and private sectors, as they play a crucial role in adapting to the demands and capabilities of the contemporary era. It is essential for HR professionals to stay updated with relevant information and adjust their responsibilities in organizational and employee development to tackle future challenges. They need to understand changing management styles, utilize technology effectively, improve workplace communication, and foster innovation and creativity among employees. They need to have a business mindset as they contribute to the decision-making process within organizations.

To support their work, HR professionals can utilize a human resource information system (HRIS), which facilitates the collection, storage, and processing of business transactions. This system helps in fostering the development of employee performance, while also focusing on cost-benefit analysis and generating value for the organization. The HRIS places emphasis on enhancing employee competencies, particularly in the context of developing a multi-skilled workforce. In the future, HR professionals will need to be prepared for technology-related challenges, such as the increasing demand for high-level digital talents in areas like data management, data analytics, and user experience design. This will intensify the competition for talent in the HR field.

Desirable characteristics for HR professionals in the digital age include having digital literacy, promoting technology usage and understanding, designing work systems that support operations, and utilizing technologies to provide feedback to the organization. By effectively incorporating modern technologies into HR practices, professionals can leverage them as a business partner.

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To further enhance competitiveness and employability, the skills and desirable characteristics of HR professionals in the digital age must be understood. The aim of this research was to establish guidelines for the development of these skills and characteristics, ultimately enhancing the competencies of HR professionals and students in the digital era. The findings obtained have the potential to provide valuable insights for entrepreneurs, agencies, and businesses seeking to cultivate the necessary skills and attributes of HR professionals to gain a competitive edge.

Literature Review

The function of human resource management in the 21st century, as mentioned above, is an important indicator that will require HR students to review their roles and competencies. According to Manuti and De Palma (2018), the role of Human Resource Management (HRM) in the future must be up-to-date, especially in the fundamentals of HRM professionals. Individuals who will work in this field need to be role models for employees in an organization because they have to make organization rules and regulations and regulate them, making sure that they are enhanced with positive ideas. They need to have a positive attitude towards an organization as a whole, listen to employee concerns/ problems, possess good analytical skills, as well as leadership ability, which is a basic qualification for increasing credibility and trustworthiness. In the technology era, HR students must have numeracy abilities, using data to analyze trends and relationships based on the principles of logic. This creates credibility in HRM information. It is especially important to know and understand a company's financial statement, such as being able to read a profit and loss statement or balance sheet, having acceptable presentation skills to give a clear picture of a company, and ability to use these data for a job analysis (Pulyaeva et al., 2019).
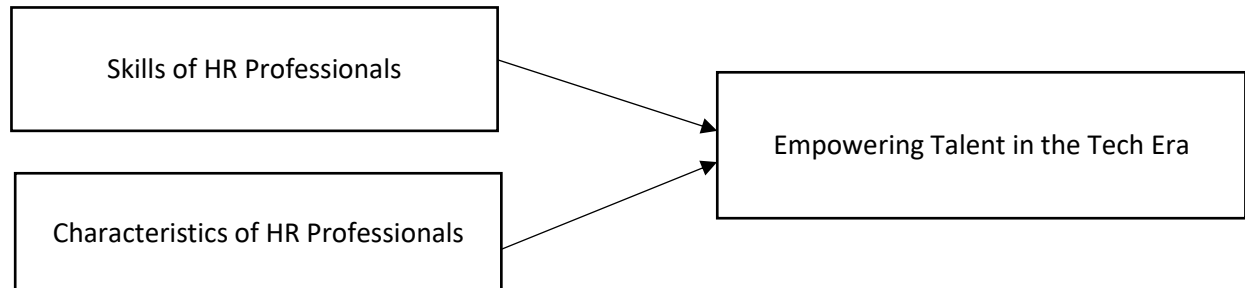
The HR representative is a person who takes into account the consciousness of entrepreneurial management that emphasizes transparency, profit, and society. Human resource managers should thus not focus on one side, and forget the organization as a whole. Some HR personnel place a lot of importance on management, but forget the main objective of their business or organization. They need to strike a balance between human development and profitability (Hunsberger, 2017), especially in digital marketing, where HR students must understand who their customers are and analyze what customers want from them, as well as when, how, and how much. Public relations are also needed to make sure people understand HR department responsibilities and services provided, including what they have done in each period. It is commonly thought that in the absence of a responsible person, help may be found in the Human Resources Department. Then even though it may not be our responsibility, we help these people out. This leads employees to understand that this is the responsibility of Human Resources Department. If the HRM provides them with good results, then they appreciate this help, but if not, complaints will be forthcoming (Jesuthasan, 2017).

In a rapidly evolving world in the era of technology, empowering talent has become paramount. The tech industry is expanding exponentially, creating numerous opportunities and challenges for individuals seeking to thrive in this dynamic environment. In this article, a conceptual framework and theory are presented for empowering talent in the tech era, which may serve as a guide for organizations and individuals alike. In the tech era, acquiring and enhancing technical skills is crucial. Organizations need to invest in training programs and initiatives to equip talented individuals with the necessary technical competencies. This includes providing resources for learning programming languages, data analysis, artificial intelligence, and other emerging technologies. Additionally, fostering collaboration and cross-functional skills can enhance problem-solving abilities and promote innovation. Continuous learning in a rapidly evolving tech landscape is essential. Organizations should encourage a culture of lifelong learning by providing access to online courses, workshops, conferences, and mentorship programs. Emphasizing the importance of personal and professional development will empower individuals to proactively seek new knowledge and skills.

Research Conceptual Framework

In the present study, a mixed methods research design was used. The researcher developed a conceptual framework for the study, which is outlined in Figure 1.

Figure 1 *Research Conceptual Framework*

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│   Skills of HR Professionals │──────┐
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                                      ├─────▶│  Empowering Talent in the Tech Era │
┌─────────────────────────────┐      │      └──────────────────────────────────┘
│ Characteristics of HR        │──────┘
│ Professionals                │
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Research Questions

1. What key skills and desirable characteristics of HR professionals are needed in the digital age?
2. What are the guidelines for developing these skills and characteristics in HR professionals?

Research Methodology

Population and Sample

The target demographic consisted of employers who were entrepreneurs and who hired graduates with degrees in Human Resource Management, Management, Political Science, or Public Administration within the province of Chiang Mai. The formula proposed by Cochran et al. (1953) was used to determine an appropriate sample size. A purposive sampling technique was used to choose a sample of 380 individuals from a population that satisfied the inclusion requirements. The sample was gathered via a field survey, specifically targeting entrepreneurial employers who met the criteria for data collection. The inclusion criteria for the research period encompassed the following: (a) employers who are entrepreneurs and employed graduates holding degrees in Human Resource Management, Management, Political Science, or Public Administration, and operated their businesses in the region of Chiang Mai; (b) individuals aged 20 years or older; and (c) individuals who willingly chose to participate in the research project and were able to sustain their involvement throughout the entirety of the project. The exclusion criteria used throughout the study period included two categories: (a) individuals who failed to match the predetermined inclusion requirements; and (b) those who did not willingly consent to engage in the research project.

Research Tools

Questionnaires and evaluation forms were used in the research process. A survey instrument was designed to gather data on the skills development and desired traits of HR professionals, with the aim of enhancing their employability and increasing competitiveness. The questionnaire sought to assess the extent of feedback received on the aforementioned abilities and characteristics. The survey consisted of a combination of closed-ended questions, multiple-choice questions, and opinion/comment/suggestion forms that adhered to certain criteria. Additionally, open-ended questions were included to allow respondents to freely express their thoughts and provide recommendations. The subsequent component of the fourth section involved the use of a five-point Likert rating scale. This tool was used to evaluate the efficacy of online media development in enhancing learning abilities and cultivating desired traits among digital HR students. The Likert rating scale was further subdivided into four distinct sections.

Furthermore, an evaluative framework measured knowledge, comprehension, and essential proficiencies required for enhancing the future competitiveness of digital HR professional in alignment with the demands of their employers. This section consisted of a combination of closed-ended

questions, including multiple-choice options and opportunities for respondents to provide their ideas, comments, and recommendations depending on certain criteria. In addition, open-ended questions were administered that allowed respondents to freely express their opinions and provide suggestions. The subject matter was partitioned into three distinct sections.

The process of content validation involved the use of three experts who assessed and evaluated questions based on predetermined scoring criteria. The purpose of this assessment was to determine the index of item-objective congruence (IOC) for each question, specifically focusing on questions with an IOC value over .50. The appropriateness of the questions in the questionnaire was determined to be satisfactory and suitable for usage. All surveys exhibited an IOC of .94, indicating an acceptable value. Furthermore, the reliability of the questionnaire was assessed using the Cronbach alpha coefficient, which yielded a value of .70 or higher. Hence, the reliability of the questions was deemed satisfactory according to Considine et al. (2005). The overall reliability coefficient for the questions pertaining to digital HR professional was found to be .85. Similarly, the overall reliability coefficient for the characteristics of HR professional was determined to be .80. Furthermore, the questions concerning the development of skills and desirable characteristics of digital HR professional exhibited an overall reliability coefficient of .90. The aforementioned values were used in order to examine the progression of abilities and desired attributes among human resources experts, with the aim of augmenting competitiveness.

In order to assess the development of online media in enhancing learning skills and desirable characteristics of digital HR professional to improve competitiveness, the researcher employed a simple random sampling technique. The sample consisted of 10 employers who are entrepreneurs and had hired graduates with degrees in Human Resource Management, Management, Political Science, or Public Administration in Chiang Mai province. The aim of the study was to create a model for developing skills and desirable characteristics of HR professionals to enhance competitiveness, and to create online media and courses for learning these skills and characteristics among HR professionals.

Data Collection

1. The collection of quantitative data included the acquisition of field data via the use of research instruments specifically designed for the purpose. The aim of the survey was to gather information on the skills development and desirable characteristics of HR professionals in order to enhance competitiveness. Another goal was to explore the learning models for online media development and the skills and characteristics desired in digital HR students. Furthermore, an additional objective was to assess the knowledge, understandings, and desirable skills necessary to support the future employment of digital HR students, with the ultimate goal of enhancing competitiveness.

2. The collection of qualitative data was conducted through participatory seminars and workshops involving the researcher and five employers who recruited graduates with degrees in Human Resource Management, Management, Political Science, or Public Administration, three HR students, and two graduates with degrees in these fields in Chiang Mai Province. The data collection period spanned from June to August 2022.

Statistical Methods Used in the Research

The process of examining the quantitative data involved the use of both fundamental statistics and inferential statistics, specifically in the context of elemental analysis by categorization of satisfaction levels based on average scores (five levels were recognized, see below). This approach can be used in various contexts, such as satisfaction surveys, employee feedback assessments, or product reviews.

1. Lowest: This level of satisfaction corresponds to average scores ranging from 1.00 to 1.50. It indicated the lowest level of satisfaction, suggesting that there was significant room for improvement or that the experience fell well below expectations.

2.   Low: This level of satisfaction corresponded to average scores ranging from 1.51 to 2.50. It signified a relatively low level of satisfaction, indicating that there were areas that needed attention and improvement.
3.   Moderate: This level of satisfaction corresponded to average scores ranging from 2.51 to 3.50. It suggested a moderate level of satisfaction, indicating that while there may be some areas for improvement, overall, the experience was fairly satisfactory.
4.   High: This level of satisfaction corresponded to average scores ranging from 3.51 to 4.50. It represented a high level of satisfaction, suggesting that the experience met or exceeded expectations and that there were relatively few areas that needed improvement.
5.   Highest: This level of satisfaction corresponded to average scores ranging from 4.51 to 5.00. It indicated the highest level of satisfaction, implying that the experience was exceptional and met or exceeded all expectations.

Research Results
Part 1: Findings from Opinion Scale on Skills and Desirable Characteristics of Digital HR Professionals

Objective 1. The objective was to enhance employability via the acquisition of skills and desirable characteristics by human resource professionals. Based on the findings shown in Table 1, it is evident that digital HR professionals possess exceptional proficiency in their whole skill set, as indicated by the high mean score (M = 4.21). Upon careful examination of each element, it was determined that the mean values obtained were consistently at a high level across all aspects. The descending order found was as follows—entrepreneurial and business skills, followed by knowledge and abilities, digital skills, human relations skills, and leadership skills.

Table 1 *Overall Means and Standard Deviations of Digital HR Professionals' Skills*

Questions	M	SD	Interpretation
.1 Abilities	.423	0.67	High
.2 Entrepreneurial and Business Skills	4.25	0.64	High
.3 Digital and Technology Skills	4.20	0.65	High
.4 Human Relations Skills	.418	0.63	High
.5 Leadership Skills	.417	0.64	High
Total	4.21	0.65	High

According to the data shown in Table 2, the overall characteristics of HR professionals were at a high level (M = 4.38). When considering each aspect, it was found that the mean was at a high level when all aspects were investigated. The descending order found was as follows—characteristics and duties of a job, followed by organization management, knowledge, personal characteristics, and organizational communication.

Table 2 *Overall Means and Standard Deviations of Digital HR Professionals' Characteristics*

Questions	M	SD	Interpretation
1. Knowledge	.439	0.62	High
2. Characteristics and Duties of Job	.445	0.65	High
3. Personal	.435	.066	High
4. Organizational Communication	.430	0.67	High
5. Organization Management	.442	0.64	High
Total	4.38	0.64	High

Objective 2. The objective was to study guidelines for developing skills and desirable characteristics of HR professionals to enhance competitiveness. According to the data shown in Table 3, the overall mean of models for developing skills and desirable characteristics was at the highlevel (M = 4.47). When considering each aspect, it was found that the mean was at a high level in all aspects. The descending order found was as follows—professional organizations should provide training for

HR professional to be able to analyze future trends, followed by HR professional should study further in management skills, development, laws and HR practices. Next in descending importance was the idea that business organizations should develop knowledge, competency and professional skills in HR profession, followed by HR professional should develop their skills, including technology, change management and foreign language, and finally business organizations should provide ethical and professional training.

Table 3 *Overall Means and Standard Deviations of Skills Development and Desirable Characteristics*

Questions	M	SD	Interpretation
1. Business organizations should develop knowledge, competency and professional skills in HR profession.	.447	0.66	High
2. Business organizations should provide ethical and professional training.	4.43	0.65	High
3. Professional organizations should provide training for HR professional to be able to analyse future trends.	4.52	0.64	Highest
4. HR professional should study further in management skills, development, laws and HR practices.	.450	0.69	High
5. HR professional should develop their skills, including technology, change management and foreign language.	.445	0.65	High
Total	4.47	0.66	High

Part 2: Results of Hypothesis Testing

The first hypothesis (H_1) was as follows: Skills of digital HR professional are correlated with guidelines for developing skills and desirable characteristics of HR professionals to enhance competitiveness.

Factor analysis was conducted on the recommendations for developing skills and desired traits of HR professionals to boost competitiveness. A Kaiser-Meyer-Olkin measure of .827 was obtained, which is close to the ideal value of one. The analysis yielded a significant association between the variables, as shown by Bartlett's Test. The test statistic was found to be 8,062.85 following a Chi-Square distribution. Furthermore, the obtained p-value of .000 was lower than the predetermined significance level of .05, leading to acceptance of H_1. In the subsequent stage, a factor analysis was conducted to categorize 25 variables into factors based on their loadings. Based on the test findings, the first component was referred to as "The Factor of Strategic Human Resource Management Skills" in relation to decision-making. The second element was referred to as "The Factor of Human Resource Management Information." The third element was "The Factor of Data Analysis Skills." The fourth aspect was "The Factor of Communication and Collaboration Skills." The final component was "The Factor of Professional Skills Specialized in Human Resource Management."

The second hypothesis (H_2) was as follows: Characteristics of digital HR professional are correlated with guidelines for developing skills and desirable characteristics of HR professionals to enhance competitiveness.

Based on an examination of the correlation between the attributes of digital HR professional and recommended competencies and desired abilities to improve the competitiveness of HR professionals, the Kaiser-Meyer-Olkin measure was determined as .878, indicating a strong level of correlation. Hence, it may be inferred that there exists a correlation between the variables. This was supported by the application of Bartlett's Test, which yielded a test statistic of 3,652.12, following a Chi-Square distribution. The obtained significance value was .000, which is less than the predetermined threshold of .05. Hence, H_2 was accepted. Subsequently, a factor analysis was conducted to categorize 15 variables into factors based on their loadings. Based on the findings of the examination, the first component identified was "Intellectual and Analytical Personality Characteristics." The second component was "Communication and Teamwork Characteristics," while the third factor was "Information Technology Characteristics."

Hypothesis Test Conclusions. Based on the analysis of data and hypothesis testing conducted within the framework of a conceptual model, the following conclusions were made (Table 4).

Table 4 *Hypothesis Test Conclusions*

No.	Hypotheses	SIG	Hypothesis Test Results
1	Digital HR students' skills correlate with the guidelines for developing skills and desirable characteristics of HR professionals to enhance competitiveness.	.000	.000 Accept H_1
2	Digital HR students' characteristics correlate with the guidelines for developing skills and desirable characteristics of HR professionals to enhance competitiveness.	.000	.000 Accept H_2

Part 3. Guidelines to Develop Skills and Desirable Characteristics to Increase Employability

In this study, content analysis was employed to ascertain the recommendations for enhancing competitiveness via the development of skills and desired traits in HR professionals. The results of the quantitative research, obtained through the administration of questionnaires, were synthesized. Additionally, the findings of qualitative research, derived from the seminar method and workshops, were analyzed. The qualitative research findings in the document indicated that HR professionals in the digital age need to possess various skills. These skills include:

- Entrepreneurial and Business Skills: HR professionals need a strong understanding of business principles and entrepreneurial abilities to contribute effectively to organizational success.
- Knowledge and Abilities: HR professionals should have a broad knowledge base and possess the necessary abilities to handle the complexities of the digital age. This includes staying updated with industry trends, understanding technology advancements, and adapting to changing circumstances.
- Digital Skills: HR professionals need to be proficient in using digital tools and technologies. This includes skills in data management, data analytics, and user experience design.
- Human Relations Skills: HR professionals need strong interpersonal skills to effectively interact with employees, understand needs, and foster positive relationships within organizations.
- Leadership Skills: HR professionals need to possess leadership qualities to guide and inspire teams. This includes skills in decision-making, problem-solving, and strategic thinking.

Based on qualitative research findings, Digital HR Professionals' characteristics can be categorized into Knowledge and Abilities, along with Characteristics and Duties of the Job, as highlighted below.

Knowledge and Abilities
- Technical Understanding: HR professionals need to possess a solid understanding of digital tools, technologies, and platforms relevant to HR practices. This includes knowledge of HR information systems (HRIS), data analytics, digital recruitment methods, and online employee engagement platforms.
- Business Acumen: HR professionals should have a good grasp of business concepts and be able to align HR strategies with organizational goals. This includes understanding financial statements, profit and loss analysis, and the ability to contribute to decision-making processes within the organization.

Characteristics and Duties of the Job
- Adaptability: Digital HR professionals need to be flexible and adaptable to rapid changes in technology and industry trends. They should be open to learning and upgrading their skills to keep up with the evolving digital landscape.
- Problem-Solving Skills: HR professionals should possess strong analytical and problem-solving abilities to address challenges, and optimize HR processes using digital solutions.
- Ethical Conduct: Professionals in the digital HR field should demonstrate ethical conduct and maintain confidentiality when handling sensitive employee data and information.

● Creativity and Innovation: Digital HR professionals should be creative in finding new ways to leverage technology for HR practices and drive innovation within the organization.

● Emotional Intelligence: HR professionals should possess emotional intelligence, including empathy and understanding, to effectively address employee concerns and foster a positive work environment.

● Continuous Learning: Being proactive in seeking new knowledge and upgrading skills is important for digital HR professionals to stay abreast of the latest trends and technologies in the field.

● Organizational Communication: Digital HR professionals should be able to collaborate and work effectively with cross-functional teams, including IT, marketing, and operations, to implement digital HR initiatives.

● Transparent Communication: HR professionals should ensure clear and transparent communication within the organization regarding HR policies, procedures, and initiatives.

● Change Management: Digital HR professionals should be skilled in change management and effectively communicate and manage the transition to new digital HR systems or processes.

● Organizational Management—Strategic Thinking: Digital HR professionals should have a strategic mindset, understanding the long-term goals of the organization and aligning HR practices accordingly.

● Performance Management: Digital HR professionals should be adept at utilizing digital tools and technologies for performance management, including setting objectives, tracking progress, and providing feedback to employees.

● Employee Development: Digital HR professionals should design and implement digital learning and development programs to enhance employee skills and competencies in alignment with digital transformation.

These findings highlight the important characteristics and duties of Digital HR Professionals, emphasizing the need for a strong knowledge base, adaptability, effective communication, and strategic management skills in the digital era. By embodying these traits, HR professionals can effectively navigate the digital landscape and empower talent within their organizations.

A framework categorizing the skills and characteristics to empower digital HR professionals in the tech era is shown in Table 5.

Table 5 *Skills and Characteristics to Empower Digital HR Professionals*

Skills	Characteristics
Knowledge and Abilities	Broad knowledge base
	Stay updated with industry trends
	Understand technology advancements
	Be adaptable to changing circumstances
Entrepreneurial and Business Skills	Strong understanding of business principles
	Possess entrepreneurial abilities
	Contribute effectively to organizational success
Digital Skills	Proficient in using digital tools and technologies
	Skills in data management
	Skills in data analytics
	Skills in user experience design
Human Relations Skills	Strong interpersonal skills
	Effectively interact with employees
	Understand employee needs
	Foster positive relationships within the organization
Leadership Skills	Possess leadership qualities
	Skills in decision-making
	Skills in problem-solving
	Skills in strategic thinking

The information gathering for quantitative analysis came from 380 participants, and 10 interviews and data were subjected to statistical analysis followed by the generalization of findings to a larger population. On the other hand, the qualitative portion of the research involved gathering in-depth information and insights from 10 participants followed by qualitative analysis. The combination of these methods in the research allowed for a comprehensive understanding of the skills and desirable characteristics of HR professionals in the digital age. The quantitative portion provided statistical data and trends, while the qualitative portion offered deeper insights and perspectives from individual participants who expressed a preference for a developmental framework that facilitated acquisition and evaluation of proficiencies in HR management technology.

Subsequently, respondents also indicated a desire for the inclusion of human capital management and change management, which are utilized in operational contexts. Based on these findings, the researcher participated in seminars and workshops that highlighted the need to create an online curriculum for the purpose of cultivating the necessary competencies and desired attributes of HR professionals. This curriculum should include several domains, including but not limited to knowledge acquisition and evaluation, in order to effectively equip individuals with the requisite skills and qualities in the field of HR. The three main areas of focus should be: (a) Human Resource Management (HRM) information for decision-making; (b) Technology and its Applications; and (c) Strategic Management.

Discussion

A number of important points emerged from the research findings. There is a significant need for enhancing overall employability and various skills and characteristics of graduates in Human Resource Management, Management, Political Science, and Public Administration in Chiang Mai Province. Employers place a high value on the possession of entrepreneurial and business abilities by HR students, since these competencies are seen essential for their position in management and growth. The ability to anticipate long-term developments is crucial for effective decision-making in this field. It is vital for individuals to have a forward-looking perspective in order to effectively strategize and oversee the management and enhancement of individuals' skill sets into the future. This may be classified as a kind of strategic planning with a focus on long-term objectives. In practical terms, students studying HR may find it necessary to establish strategic plans that outline department-level strategies and measurable activities for success.

Additionally, these students should prioritize acquiring knowledge and skills related to HR functions and HR development, particularly in the context of digital HR. This will enable them to effectively address employee issues within their respective departments by utilizing various tools and techniques, such as coaching methods for skill enhancement and interviewing techniques for appropriate employee selection. Furthermore, proficiency in digital and technological skills is crucial in this field. The aforementioned statement aligns with the findings of Sen (2020), whose study focused on the competencies and adaptability of HR professional in the context of a rapidly changing world. The findings indicate that HR professionals should prioritize adaptive technology/digital skills as the most important feature of using information technology. This is closely followed by the collaboration skills of HR students, as well as measurable learning skills and emotional and thinking management abilities. These findings align with research conducted by Mitrofanova et al. (2018), who investigated the use of technology in facilitating human resource planning for comprehending and managing the operational aspects of line agencies. This approach emphasizes the importance of possessing a deep understanding of an organization's business, a role commonly referred to as a strategic partner in contemporary contexts. Furthermore, it is vital for individuals to possess the capability to accurately discern the ways in which human resource operations contribute to the overall advantage of a business.

Employers in Chiang Mai Province desire that graduates with degrees in Human Resource Management, Management, Political Science, or Public Administration are proficient in many areas. They are particularly interested in cultivating desirable attributes among digital HR students.

Employers want HR students who possess a range of qualities and fulfill certain work requirements. These desired attributes include organizational management ability, a solid foundation of knowledge in HR management, favorable personal traits, and effective communication skills. These factors together contribute to a mean value that employers consider when evaluating potential candidates. These findings are aligned with the research outcomes reported by Heric (2018), who conducted a study on "Desirable HR Students." The findings indicated that HR professionals need to possess a strong proficiency in intellectual capabilities, technical and functional skills, personal skills, human relations and communication skills, as well as organizational and business management skills. The findings of Di Romualdo et al. (2018) were also aligned with this observation, since their study examined the impact of HR students' characteristics on performance success. The findings indicated a strong association between the acquisition of work skills, diligent practice, successful outcomes, effective team coordination, and proficiency in many languages, along with accomplished performance, good interpersonal connections, consistent practice, successful execution of operations and services, and a sense of responsibility.

The HR professional should develop healthy interpersonal connections. In order to enhance corporate competitiveness, it is crucial for organizations to establish and maintain an effective system for managing and developing their human resources. The involvement of several stakeholders is necessary, with particular emphasis on line managers and HR professionals, who play a crucial role in actively collaborating on human resource initiatives inside a business.

The findings of this study pertaining to the enhancement of competitiveness through the development of skills and desirable characteristics among HR professionals indicate the necessity of establishing a comprehensive management framework. It should encompass the acquisition of knowledge and its subsequent assessment, as well as the provision of training opportunities for contemporary HR professionals to effectively analyze forthcoming trends. It is imperative to equip these individuals with competencies in areas such as management and development, legal matters, and decision-making. Furthermore, leadership and strategic management courses, as well as communication and teamwork courses, should incorporate guidelines for HR practices. The findings of Larkin's (2017) study were consistent with these research outcomes, as it examined recommendations pertaining to the professional growth of HR professionals in the era of digital advancements. Research has shown that in order to meet the demands of the digital age, it is essential for HR professionals to acquire proficient technical abilities. Furthermore, the incorporation of analytical thinking and contemporary management practices emerges as a crucial element in enabling companies to surmount the obstacles associated with digital transformation. This is particularly pertinent given the evolving nature of work, characterized by dynamic shifts in employment patterns, relocations, promotions, and other related issues.

Hence, the responsibility of HR experts includes the establishment of norms and standards, as well as development of a supportive structure to facilitate organizational changes. This requires a high level of knowledge and a comprehensive understanding of the nature of these changes. Furthermore, it is essential for HR professionals to assume the role of change agents by embracing a contemporary management system for organizational growth. In order to ensure effective course and curriculum creation for the field of HR, it is essential to include the concepts of career planning. By doing so, the challenges arising from the dynamic nature of contemporary society may be effectively addressed, therefore preparing individuals for success in the more competitive global landscape of the future. Human resource professionals need a set of tools to effectively address challenges. These tools include a knowledge system that encompasses knowledge production, communication, and learning. Of particular importance is the ability to generate new knowledge in order to effectively communicate correct information that can be effectively used in practical situations. The role of an HR development professional encompasses that of a change leader, responsible for guiding behavioral transformations within an organization to align with its strategic objectives. As such, HR professionals are entrusted with duties of coordinating and developing all aspects related to human resources within the organization, which includes education and training initiatives.

Recommendations

This study contributes to the existing knowledge by presenting a framework that can be used to enhance the competencies and desired attributes of human resources professionals, as well as informing the design of HR curricula and courses. There is a need to implement ongoing improvements. In light of the dynamic transformations occurring in the digital era, it is imperative for HR professionals to ascertain the extent that the personnel under their purview possess the requisite knowledge, skills, and attitudes to effectively meet customer demands and attain a competitive edge. Furthermore, they must possess the ability to foster growth and address deficiencies in these areas. Business organizations may utilize this approach in order to cultivate the skills and attributes of digital HR students, as well as to identify and recruit graduates with backgrounds in suitable fields who possess entrepreneurial qualities. Moreover, this framework can serve as a valuable resource for employers, government entities, and private agencies, providing them with guidelines for fostering the development of skills and desirable characteristics among HR professionals, thereby enhancing their competitive edge.

Educational institutions and entrepreneurs need to provide support for HR activities when approached or solicited for collaboration by HR departments in many areas, recognizing their significance as a form of valuable assistance. In the context of employee development, it is important to provide ongoing training to workers. Online learning courses and assessments are provided by both government and commercial entities. These courses and assessments specifically target HR professionals and aim to boost their competitiveness by concentrating on the skills and characteristics of digital HR students. Future study should aim to comprehensively investigate these problems, including a wide range of individuals at a national level. This research should delve into several aspects such as the demand and supply dynamics of professional Human Resource Management abilities, as well as the development of models for enhancing these skills. Additionally, it is important to examine strategies for structuring activities that may effectively garner approval and support from other agencies. Human resource professionals are required to possess a comprehensive grasp of behavior science and psychology, since these disciplines serve as the foundation for comprehending the motivations behind human existence. This knowledge equips HR professionals with the ability to develop strategies and initiatives that effectively align with employee behavior.

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