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| Book Name: | **Contemporary Issues in Business and Management** |
| Manuscript Number: | **Ms\_BPR\_** **3337.13** |
| Title of the Manuscript: | **THE FUTURE OF HUMAN RESOURCE MANAGEMENT IN THE DIGITAL ERA: A REVIEW OF PUBLIC ENTERPRISES** |
| Type of the Article | **Book chapter** |

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| PART 1: Review Comments | | |
| Compulsory REVISION comments | Reviewer’s comment | Author’s Feedback *(Please correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)* |
| **Please write a few sentences regarding the importance of this manuscript for the scientific community. Why do you like (or dislike) this manuscript? A minimum of 3-4 sentences may be required for this part.** | The study is in the realm of state-owned enterprises (SOEs). This study looks at HRM practices in relation to digitalization and uses frameworks such as the Unified Theory of Acceptance and Use of Technology (UTAUT). The author/ authors have presented a detailed examination of the distinct challenges SOEs encounter in today's digital environment. The paper successfully emphasizes key elements such as training in artificial intelligence, autonomy for managers, and coordination with external parties as essential for advancing HRM in public enterprises. I appreciate the manuscript's attention to the connection between policy limits and the need for digital innovation in SOEs, a subject that is generally less explored compared to private sector changes. This work highlights the challenges of applying digital HRM practices in settings that usually resist change, providing important insights for both policymakers and HR professionals. Nevertheless, the chapter would improve with empirical data to back its findings, as a main study would strengthen the credibility and relevance of the theoretical points made. |  |
| **Is the title of the article suitable?**  **(If not please suggest an alternative title)** | The title ‘*The Future of Human Resource Management in the Digital Era: A Review of Public Enterprises’*  is suitable, as it conveys the article's focus on HRM and digital transformation within public enterprises. |  |
| Is the abstract of the article comprehensive? Do you suggest the addition (or deletion) of some points in this section? Please write your suggestions here. | * The abstract is comprehensive, gives a clear overview of the study's purpose, methodology, and key findings. * It effectively summarizes the context of the fourth industrial revolution, the role of digitalization in transforming public enterprises, and the challenges faced in implementing HRM digitization. * However, there are a few areas where it could be enhanced for greater clarity and depth- I suggest the following enhancements:   + Add a rationale for using document analysis in the context of HRM in public enterprises.   + Expand briefly on the importance of key findings, such as artificial intelligence training and managerial autonomy.   + Mention the study’s limitations and the recommendation for future empirical research. |  |
| **Are subsections and structure of the manuscript appropriate?** | The manuscript effectively divides the content into logical sections, providing a clear progression from theoretical background to practical implications. |  |
| **Please write a few sentences regarding the scientific correctness of this manuscript. Why do you think that this manuscript is scientifically robust and technically sound? A minimum of 3-4 sentences may be required for this part.** | This manuscript exhibits scientific rigor by employing a methodical approach. The systematic review of peer-reviewed literature from credible databases provides a well-founded base of evidence that enhances the validity of the study’s conclusions. The use of UTAUT model as a theoretical framework is a sound choice, as this model is recognized for its applicability in studies of technology acceptance and organizational change. By focusing on critical elements, such as artificial intelligence training, managerial autonomy, and external coordination, the manuscript offers insights grounded in theory, delivers actionable recommendations that are pertinent for HRM practitioners in the public sector. |  |
| **Are the references sufficient and recent? If you have suggestions of additional references, please mention them in the review form.**  **-** | The references in this manuscript are sufficient **but** addition of more recent literature is required to enhance its relevance in light of the rapid evolution of digital transformation practices in HRM. |  |
| Minor REVISION commentsIs the language/English quality of the article suitable for scholarly communications? | The language quality of the article is suitable for scholarly communication, but minor revisions could improve clarity and readability. Some sentences are lengthy or contain complex structures. A few instances of technical jargon could be clarified for broader accessibility. |  |
| Optional/General comments | Practical examples would enhance the relevance of the findings and provide more actionable insights for policymakers and practitioners.  **The manuscript is scientifically robust and technically sound, with a comprehensive review of relevant literature. However, it could benefit from a clearer structure in some sections, a few revisions to enhance clarity and readability, and additional recent references to strengthen its academic rigor. While the ethical and competing interest concerns seem minimal, these should still be explicitly addressed.** |  |

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| **PART 2:** | | |
|  | **Reviewer’s comment** | **Author’s comment** *(if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)* |
| **Are there ethical issues in this manuscript?** | *(If yes, Kindly please write down the ethical issues here in details)* |  |

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| **Reviewer Details:** | |
| Name: | **Keerthi H K** |
| Department, University & Country | **Nitte Meenakshi Institute of Technology, India** |