

**THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE RESULTS OF
DIGITALISATION.
FROM INDUSTRY 4.0 TO INDUSTRY 5.0**

Amaya Erro-Garcés

<https://orcid.org/0000-0002-1858-1363>

Profesor Contratado doctor interino

Public University of Navarre, Campus Arrosadia, 31006, Pamplona, Navarra, Spain

Maria Elena Aramendia-Muneta

<https://orcid.org/0000-0001-6167-3194>

Profesor Contratado doctor interino

Public University of Navarre, Campus Arrosadia, 31006, Pamplona, Navarra, Spain.

Área temática Comunicación: c) Dirección y Organización

Keywords: digitalisation; automation; human resource management practices; economic results; Industry 5.0

The role of human resource management practices on the results of digitalisation.

From Industry 4.0 to Industry 5.0

Abstract:

This article aims to analyse the impact of data analytics and robots on firms' performance across Europe. To examine the impact of data analytics and robots on companies' performance, multilevel models are estimated. Empirical research is based on the fourth round of the European Company Survey 2019. The main findings show that human resource management practices are more relevant than technology to explain firms' profits. A positive and significant relation between profits and the use of data analytics to monitor employee performance was found. In addition, positive and significant relations between human resource practices and profitability were obtained. From a practical perspective, this article helps us to understand the role of technological and human factors in profitability, and it highlights the relevance of human resource strategies rather than technological ones. Our findings reinforce the concept of Industry 5.0 that highlights the role of humans in the digitalisation process.