Motivating Human Resources to Foster Innovation Elements of Smart Workplace Design in Qatar

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Abstract:

This paper examines the role of Human Resource Management (HRM) in facilitating the transition to smart workplaces within the unique context of Qatar's Vision 2030. While existing literature mostly focuses on technological aspects, this study addresses a critical gap by exploring the strategic, cultural, and motivational dimensions of HRM. Using a Systematic Literature Review (SLR) of 68 peer-reviewed articles and key policy documents published between 2014 and 2025, this research synthesizes evidence on smart workplaces' implications for employee well-being, sustainability, and innovation. The analysis moves beyond description to develop an integrated HRM framework for smart workplaces in transitional economies. This framework theorizes that successful smart workplace implementation centers around the synergistic alignment of technology-enabled HRM systems (data-driven performance management, virtual training), cultural adaptation (balancing global tech trends with local values), and strategic HRM outcomes (well-being, innovation, and sustainability). The paper argues that Qatar's experience, as a rapidly modernizing nation with a diverse workforce, provides an important example for HRM scholars and practitioners in similar contexts worldwide, as it demonstrates how strategic HRM can bridge technological potential with human and organizational outcomes.

Keyword:

Smart Workplace, Innovation, Human Resources, Well-Being, Qatar Vision 2030, Systematic Literature Review, Conceptual Framework.