

EDITOR'S NOTE

Technology, Sustainability and Human-Centred Transformation in Contemporary Organisations

The present issue brings together a diverse set of scholarly contributions examining how organisations and industries are responding to rapid technological, environmental and institutional change. Although the papers address different sectors and research questions, they converge around a common concern: **how emerging technologies and sustainability-oriented practices can be transformed from isolated initiatives into meaningful sources of organisational value, resilience and responsible development.**

The issue opens with a study examining the emerging role of **hydrogen technology in heritage and rail transport**. The paper considers hydrogen as a potential pathway for decarbonising railway operations while recognising that technological feasibility alone is insufficient for large-scale adoption. It draws attention to operational performance, infrastructure requirements, safety, maintenance, refuelling, lifecycle costs and route-specific business cases. Importantly, the study advocates a transition from pilot projects to systematic evidence generation, suggesting that future investment decisions should compare hydrogen with electrification, diesel and battery-electric alternatives at the corridor level. The contribution therefore positions hydrogen not simply as an alternative fuel, but as part of a broader transformation of sustainable transport infrastructure.

The second contribution turns to the rapidly evolving intersection of **artificial intelligence and human resource management**. The paper, *Human-Centric AI in Recruitment: Balancing Efficiency, Fairness and Sustainable Hiring in India*, examines the growing use of AI in recruitment, including automated screening, candidate ranking, assessment and communication. While recognising the efficiency and scalability offered by AI, the study highlights concerns relating to algorithmic bias, transparency, privacy, accountability and human judgment. Its central proposition is that AI should function primarily as a **decision-support capability rather than an autonomous hiring authority**. The proposed human-centric framework integrates AI operations with human supervision, bias and transparency controls, and governance and sustainability considerations. In doing so, the paper contributes to the growing discussion on responsible AI by placing human accountability at the centre of technological adoption.

The third paper, *Digital HR as a Strategic Capability: E-HRM, Organizational Efficiency and the Role of Technology, Leadership and Culture in India's IT Sector*, extends the discussion of digital transformation into the organisational domain. Based on a mixed-methods study involving quantitative responses and qualitative interviews, the paper investigates how electronic Human Resource Management contributes to operational efficiency and decision-making. Its findings demonstrate that technology alone does not determine the success of digital HR transformation. Leadership support, organisational culture, continuous learning and system integration play equally important roles. The proposed **Success Triangle**—technology, leadership and innovative culture—provides a useful framework for understanding how digital HR systems can move beyond transactional automation towards strategic workforce management.

The final contribution, *From ESG Commitment to Business Value: How Environmental, Social and Governance Integration Builds Long-Term Resilience*, examines sustainability from a strategic business perspective. Rather than treating ESG as merely a reporting or compliance requirement, the paper explores how environmental, social and governance practices can generate measurable organisational value. Through secondary research and comparative case analysis of **Unilever and Nestlé**, the study identifies five interconnected pathways: **top-line growth, cost reduction, regulatory and legal risk mitigation, employee productivity and engagement, and investment and asset optimisation**. The paper further emphasises the importance of stakeholder engagement, management systems, credible measurement and ESG assurance in converting sustainability commitments into sustained organisational outcomes.

Taken collectively, the papers in this issue reveal a significant shift in contemporary management and policy thinking. **Technology, sustainability and organisational performance can no longer be examined as separate domains**. Hydrogen-based mobility requires technological innovation to be accompanied by infrastructure and economic assessment; AI-enabled recruitment requires efficiency to be balanced with fairness and human accountability; e-HRM requires digital capability to be supported by leadership and organisational culture; and ESG requires sustainability commitments to be integrated with strategy, governance and value creation.

A common thread across these contributions is therefore the importance of **integration**. Successful transformation is not achieved through technology or policy adoption in isolation. It requires appropriate institutional structures, human oversight, evidence-based decision-making, stakeholder engagement and continuous evaluation. The papers also demonstrate the importance of moving beyond broad claims of technological or sustainability benefit towards **measurable, context-specific and accountable implementation**.

This issue consequently offers readers a multidisciplinary perspective on transformation in contemporary organisations and industries. Its contributions demonstrate that the central question is no longer whether organisations should adopt emerging technologies or sustainability practices, but **how these transformations can be designed and governed so that they create lasting economic, social and environmental value**.

We hope that this issue stimulates further scholarly debate, empirical research and practical experimentation around responsible innovation, sustainable transformation and human-centred organisational development.

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