

**INTERNATIONAL JOURNAL OF LAW**  
**MANAGEMENT & HUMANITIES**

**[ISSN 2581-5369]**

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**Volume 4 | Issue 4**

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**2021**

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# Digital Transformation Enhance Employee Performance

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## ABSTRACT

*In the contemporary scenario of modernization and globalization, organizations rely heavily upon technological advancement and innovation in the field of Information Technology. Human resource information system or human resource management system is basically an intersection of human resources and information technology through an HR software solution. Human resource information system is not a new concept, but it is maturing day by day with changing environment. Implementing an effective human resource information system can be a win-win situation for HR to stay ahead in its bid to deliver more effective and streamlined service. The common perception is that HR is more administrative and bureaucratic and less innovative in functioning. HR professionals are not aligned with the business strategy and lack analytical skills. Today HR organizations are moving away from a 'service provider' role to become valued talent, design thinking and employee experience consultants. Businesses have recognized that they need data to figure out what makes people join, perform well and stay with an organization; who will likely be successful; who will make the best leaders; and what is required to deliver the highest-quality customer service and innovation. HR is becoming an innovative consultant with a broader responsibility to design, simplify, and improve the employee and candidate experience. With the digital HR, organizations can enhance and transform the employee and build the talent leaders as per the organizational needs.*

**Keywords:** Human Resource Information System (HRIS), Digital Work, Digital HR, Digital Employee Management, Performance.

## I. INTRODUCTION

We stand on the brink of a technological revolution that will fundamentally alter the way we live, work, and relate to one another. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before. We do not yet know just how it will unfold, but one thing is clear: the response to it must be integrated and comprehensive, involving all stakeholders of the global polity, from the public and private sectors to academia

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and civil society. The First Industrial Revolution used water and steam power to mechanize production. The Second used electric power to create mass production. The Third used electronics and information technology to automate production. Now a Fourth Industrial Revolution is building on the Third, the digital revolution that has been occurring since the middle of the last century. It is characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres.

The world has undergone far reaching cultural, societal and economical changes based on the increasing dominance of digital technologies. These changes have led to the current period being characterized as the “digital age”. In line with these changes, digital technologies play an increasingly prominent role in both the lives of employees and human resource management (HRM), which seems to be affected in multiple ways. The concept of Electronic Human Resource Management known as e-HRM meaning the adoption of technology in delivering Human Resource practices due to the digital revolution in the world is such a tool that organizations can employ to manipulate the performance and behavior of the people on whom they rely on to achieve business success Breugh, (1992). One of the largest breakthroughs in the work arena is automation, and digitization of the work and near constant technological advancement, with a definite move towards the use of technologically sophisticated ways of getting things done, hence HR function of an organization cannot remain aloof and secluded and same pattern has got to be followed for human resource management practices, henceforth new, dynamic ways of managing HR are being seen every day.

HR roles are transitioning from operational, administrative, functionally oriented, and reactive toward more strategic, consultative, business oriented, and proactive, respectively (Ulrich, 1997). HR is supported by technology application to enhance their strategic role. The usage of HRIS would reduce HR costs by automating information and reducing the need for large numbers of HR employees; by helping employees to control their own personal information; and by allowing managers to access relevant information and data, conduct analysis, make decisions, and communicate with others without consulting an HR professional (Awazu & Desouza, 2003; Ball, 2001). Application of ICT for HR function is named with various names like web-based human resources, human resource information systems (HRIS), virtual human resource management, human resource intranet, computer-based human resource management systems, and human resource portals but the term e-HRM is extensively used.

Hypothesis in this paper is that integrating Human Resource service delivery models and operating HR systems through technology add value to the company and HR can become strategic business partners.

## **II. LITERATURE REVIEW**

World is changing how we live, how we work, and how business is organized and conducted. This digital transformation in HR can help business leaders and employees shift to a digital mind-set, a digital way of managing, organizing, and leading change. Irrespective of the kind of business, the deployment of information technology in one form or the other is a foregone conclusion. To manage and deploy technology in an effective way, all business organizations would need knowledge workers. Managing of these knowledge workers is the responsibility of HR function. Hence, the integration of technology and HR is an absolute must. Integration of technology and HR would not only mean harmonious co-existing but would also mean one enhancing and complementing the other i.e., technology is used to enhance effectiveness of HR and HR functions helps in adopting and managing change which technology deployment brings in. HR has the opportunity to revolutionize the entire employee experience by transforming HR processes, systems, and the HR organization via new digital platforms, apps, and ways of delivering HR services.

According to Kettley and Reilly (2003), computerized human resource information system consists of a fully integrated, organization wide network of HR-related data, information, services, databases, tools and transactions. Integrating technology and HR functions as a function is responsible for deliverables like business strategy execution, administrative efficiency, employee contribution and capacity for change. All these are accomplished through what HR people do i.e., staffing, development, compensation, benefits, communicate organization design, high performing teams. Technology has only recently developed in a way that enables e-HRM to make its mark, especially the introduction of corporate intranets and web-enabled HRIS. The nature of the development path, however, varies considerably from organization to organization. Kavanagh and Thite (2008) reported that to improve effectiveness and efficiency in terms of service delivery, cost reduction and value-added services, HR departments came under pressure to harness technology that was becoming cheaper and more powerful. Foster et al. (2004) describe that the application of the internet to the Human Resource function (e-HR) combines two elements; one is the use of electronic media while the other is the active participation of employees in the process. Bondarouk, T. et al. (2004) states organisations need to embrace the e-HRM revolution which relies on cutting edge information technology, ranging from internet-enabled human resources information systems (HRIS) to corporate intranets and portals. According to Lengnick-Hall, & Moritz, (2003) the final stage of total digitalization in the 1990s arrived when HR professionals and ICT specialists joined forces and developed electronic information systems that moved HR decision making from

drawers to computer As per Watson Wyatt's (2002) survey of HR technology issues revealed that a wide variety of HR and payroll systems are being used today. As stated by Doughty (2000), today, within the HR software market there are a myriad of HR systems, payroll, training administration, 360 degree feedback, psychological testing and competency software tools operating in their own software features. Web technology is the predominant method for delivering HR-related services to employees and managers, and offers significant opportunities to improve communication, knowledge sharing and HR delivery systems In the views of Wright, M. et al. (2001) e-HRM refers to the processing and transmission of digitized information used in HRM, including text, sound and visual images, from one computer to another electronic device.

First change in the digital HR is the emergence of concept of "digital employees" figuratively refers to assumed larger changes in the core subject matter of the HR profession: labeled with various terms such as "digital natives", "millennials" (e.g. Deal *et al.*, 2010) or "net generation" (e.g. Tapscott, 2008), it is assumed that the early, intimate and enduring interaction with digital technologies has shaped a new generation of people with distinctively different attitudes, qualifications, behaviors and expectations. It is obvious that HRM has developed, changed and aligned its strategies to this new labour market cohort, and ways to recruit, develop, compensate, etc. such "digital employees" and moreover to integrate them with previous generations of employees. The generation of younger employees grown up in a digital environment is both considerably more complex and considerably more heterogeneous, while there are, however, obvious differences that have to be considered (e.g. Bennett *et al.*, 2008; Helsper and Eynon, 2010). The challenge for HRM therefore is to identify actual digitally induced changes in attitudes, qualifications, behaviors and expectation of younger employees, while yet avoiding any stereotyping and considering heterogeneity of actual changes. In this way, "digital employees" constitute a first notable area of digital changes and challenges of the HR profession (e.g. D'Netto and Ahmed, 2012; and the contributions in Ng *et al.*, 2012).

Second change in the digital HR is the emergence of Concept of "digital work", refers way the organization work. Relating to work content the ongoing digitalization implies an increasing automation of manual and routine work, and a slow but steady change of remaining tasks towards "brain and information work". In consequence, qualification demands placed on employees have continuously changed, and in particular "digital literacy" – understood as a broader set of technical as well as mental skills to systematically acquire, process, produce and use information (e.g. Bawden, 2008; Nawaz and Kundi, 2010) – turns out a crucial key qualification for more and more employees. In order to enable both individual employees as

entire organizations to keep up with the digital change, HRM has systematically prepared, for this enduring change of work content and corresponding qualification demands in its multifarious facets. While there are diverse varieties of organizing work digitally, the overarching principle is to support and connect task performing humans by means of digital information and communication technologies, and to organize work across the borders of geography, organization and time in any desired way.

Third change in the digital HR is the emergence of “digital employee management” and it refers to the planning, implementation and in particular application of digital technologies to support and network the HR profession, a phenomenon also known as electronic HRM (e.g. Bondarouk and Ruël, 2009; Strohmeier, 2007). In the interim, not only administrative HR functions such as pay roll processing, attendance management or record keeping, but also managerial HR functions such as compensation, performance management or development are “digitally” supported and enabled, and thereby often deeply changed (e.g. Strohmeier, 2007). Moreover, digitalization has also affected HR organization, by establishing new actor categories, as for instance employees incorporated via digital self-service, and by establishing new kinds of cooperation subsumed as “virtual HR” (e.g. Lepak and Snell, 1998).

Over the last decade there has been a considerable increase in the number of organizations gathering, storing and analyzing information regarding their human resources through the use of Human Resource Information Systems (HRIS) software or other types of software which include HRIS functionality (Ball, 2001; Barron, Chhabra, Hanscome, & Henson, 2004; Hussain, Wallace, & Cornelius, 2007; Ngai & Wat, 2006). Tannenbaum (1990) defines an HRIS as a system that will acquire, store, manipulate, analyze, retrieve, and distribute information about an organization’s human resources. An appropriate use of HRIS, less people should be needed to perform administrative tasks such as record keeping and more time would be made available for HR managers to assist by providing data on a strategic level. Many of these authors believe the future to be bright for HRIS as it creates new paths for human resources and for the organizations that effectively use HRIS. Overman (1992) study indicates that the potential advantages of HRIS are faster information processing, greater information accuracy, improved planning and program development, and enhanced employee communications.

With the use of a HRIS would reduce HR costs by automating information and reducing the number of HR employees; by helping employees to control their own personal information; and by allowing managers to access relevant information and data, conduct analyses, make decisions, and communicate with others without consulting an HR professional (Awazu &

Desouza, 2003; Ball, 2001). Gallagher (1997) argues that HRIS can influence effectiveness in four ways: Firstly, with emphasis on increased productivity from the workforce, recruitment, short term working, temporary, and less redundancies. Secondly, it deals with the increasing demands made by legislation, which related to HR practices and the increased need to produce statistics for government. The third factor was the rate of the development of computer technology.

According to Florkowski and Olivas-Luján (2006) HRFA are software-enabled automation of discrete tasks and responsibilities to the HR function. Application software is a defined subclass of computer software that employs the capabilities of a computer directly to a task that the user wishes to perform. An HR functional application implies software for a specific activity or group of activity. Most common functional applications available for the different tasks are, benefits administration, personnel tracking and payroll, Recruitment, Time and attendance, Payroll, Benefits administration, Performance appraisal, Industrial relations advisory, Occupational health and safety module.

As per Software Advice (2014), core HR encompasses the three traditional human resources management functions: benefits administration, personnel tracking and payroll. Strategic HR involves growing company by attracting and developing the best people, as well as better managing workforce overall. Strategic HR applications generally provide some combination of applicant tracking and recruiting, learning management, as well as performance review functionality.

Internet is considered as the latest tool in hiring – E-recruitment. It is a real revolution spreading over the world of job hunting and hiring. The term online recruitment, e-recruitment, cyber recruiting, or internet recruiting, imply the formal sourcing of job information online. The first references to e-recruitment appear in articles of the mid-1980s (Gentner, (1984) & Casper, (1985). Hoffman (2001) defined e-recruitment as the utilization of internet for candidate sourcing, selection, communication and management throughout the recruitment process. Organizational recruitment efforts have increasingly relied on computer technology and one area that has evolved is recruiting via the Internet, otherwise known as e-recruitment (Mottl, 1998), Hogler et al. (1998) & HR Portal (2003), give the idea that employers can electronically advertise jobs, scan and store resumes, conduct test, and contact qualified applicants by using the power of the Internet to match people to jobs. In times of fierce competition, being able to attract high-quality human resources is considered a true competitive advantage for organizations (Gatewood, Gowan, and Lautenschlager, (1993), Rynes, (1991) and Turban & Greening, (1997).

Technology has helped Employee Self-Service (ESS) HRIS applications and gained popularity as Employee self-service is giving employees access to details about their payroll and pension information from any web-based location along with the ability to change information. In a nutshell, these applications are Internet-based products that allow employees to view, edit information related to their HRIS applications employee file. Such employee service portals contribute positives in bringing higher employee engagement many organizations.

As per Ulrich, (1997), while attempting to make strategic changes within the human resource function, HR professionals must still deliver good HR services to their stakeholders who include employees and managers. According to Kettle P, and Reilly P (2003), before embarking on e-HRM, organizations should review and optimize their business processes. Florkowski and Olivás-Luján (2006) mentions ESS is a software-enabled set of HR transactions that can be initiated and completed without direct involvement of HR staff. The employee database acts a centralized repository of vital employee related information available to HR, employees and managers. Its inherent employee self-service capabilities ensure that this data remains current without tedious data entry by HR. The employee self service is the base on which all other functional modules can be added to create a comprehensive employee self service based HR system. The Employee Self Service pay an important role in working time and schedule, personal information, training and performance management, life events, benefits, careers, time off from work, with ESS employee can view and access pay slips, summary of year's earnings and deductions, loan statements, PF statements, reimbursement statement, income tax statement, IT declaration and IT calculator, reimbursement claim workflow, ticketing, leave workflows. Scroggin (2008) indicates that employee access is the main purpose of ESS systems. When an ESS product is setup, an HRMS software administrator will typically have the option to define field by field what information employees can view, not view, or update. Brockbank & Ulrich (2000) a recent study indicates that companies with the most high-performing HR function behave differently when it comes to the use of HR technology and this may be the most convincing reason for HR professionals to improve their knowledge and skills in this competency domain. Gara (2008) states that Applicant Tracking Systems (ATS) are increasingly moving online, i.e. web-based ATS, making it easier for customers to sign up and get started. Web-based applicant tracking system that aids organizations in keeping their incoming job applications and resumes neatly organized in one place, therefore increasing their HR productivity and helping them hire the right people for their organization. It is most easy-to-use; cost-effective, it lets organizations streamline their hiring workflow, resulting in a better and more efficient hiring process. The system also tracks



applicants' makes it very easy to maintain an ever-growing database of resumes, including applicants who are not hired due to limited requirements. As the company grows, the system also allows the organization to dig up these candidates and make offers to them, hence giving the organization an always-available pool of potential human resources. If the company HRMS software offers a recruiting option, one may also be able to offer in house recruiting options to your employees.

Developments like video- conference specialized sites, online executives recruitments and combining online and offline methods are leading to more and more companies adopting e-recruitment at least as a secondary recruitment method. Recruiters are relying increasingly on e-recruiting technology to help narrow the field, underscoring the importance of job, matching technology and of finding ways to use the Internet to better connect with the most qualified job seekers.

Performance management software is also helping to dramatically improve HR's ability to carry out effective people relationship management, and improve their organization's employer brand. It enables companies to move away from subjective people management to objective and efficient people management to the great benefit of the employee / candidate. Payroll model automates the pay process by gathering data on employee time and attendance, calculating various deductions and taxes, and generating periodic pay-cheques and employee tax reports. Data is generally fed from the human resources and time keeping modules to calculate automatic deposit and manual cheque writing capabilities. Compensation Management systems can set up accounts payable transactions from employee deduction or produce garnishment cheques. HRMS Solutions INC (2007) point out that that the payroll module sends accounting information to the general ledger for posting subsequent to a pay cycle. Produce paychecks on demand, run trial reports, and make last-minute changes with no hassle.

Organizations have begun to realize the importance of HRM in achieving a better competitive advantage (Greer 1995, Husleid, 1995 & Hussain, 2002). Technology has been cited as a critical driver of HR's transition from a focus on administrative tasks to a focus on serving as a strategic business partner. This strategic role not only adds a valuable dimension to the HR function, but also changes the competencies that define the success of HR professionals.

HRIS would reduce HR costs by automating information and reducing the need for large numbers of HR employees; by helping employees to control their own personal information; and by allowing managers to access relevant information and data, conduct analysis, make

decisions, and communicate with others without consulting an HR professional (Awazu & Desouza, 2003; Ball, 2001). Ideally, with an appropriate use of HRIS, less people should be needed to perform administrative tasks such as record keeping and more time would be made available for HR managers to assist by providing data on a strategic level. Many of these authors believe the future to be bright for HRIS as it creates new paths for human resources and for the organizations that effectively use HRIS.

### **III. CONCLUSION**

While integrating the role of technology and administrative operations indicates that, the technology and HR are enablers of business. Integration of the two would mean not only harmonious co-existence but also leveraging one for the other. Leveraging of technology for HR would mean digitizing the mundane HR activities and automating the back office and transactional activities related to recruitment, performance management, career planning, training etc. By capitalizing the new technologies in optimizing the internal HR process and meeting the business demands, HR is now become a strategic – value based partner rather than traditional cost driven partner. Implementing HRIS tools in HR and business operations support the HR department reduce administrative workloads and address higher-level issues. HRIS as a strategic tool that may be used to optimize workforce and human capital costs provide the organization with a glimpse of the skill gaps within the organization, help the organization to develop strategies that will bolster market value and make positive impact on the bottom line. While both specialized HR software and HRIS have its value, HRIS points the way to the future by not only improving process efficiencies but making HR a true business partner, allowing one to help drive the organization toward sustainable, long-term business success. Thus, Human Resource Information System can play an active role in strategic business excellence movements. Leveraging technology option thus has given decision makers quick access to role-relevant information, and an efficient platform to disseminate such information to its employees that further to improve greater efficiency, effectiveness, consistency, competency, organization flexibility, and customer - focus and profit responsibility at large. Leveraging high technology thus may lead to both Human Resource and Business Excellence across sectors and industries. The technology application trends in Human Resource functional area have brought prime attention to many managerial implications to business operations and strategic decisions.

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