

**INTERNATIONAL JOURNAL OF LAW
MANAGEMENT & HUMANITIES**
[ISSN 2581-5369]

Volume 3 | Issue 3

2020

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Revisiting HR in the Digital World

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ABSTRACT

The research paper focuses on seeing the HR with a new perspective. With technological disruption in the world the organizations have to transform according to digital era and all its departments including HR. So HR has also been disrupted by the technology. It focuses on how HR is reinventing itself and how it should reinvent itself more in the digital era to survive as it is one of the most important departments in the organization which is managing the workforce in the organization. As HR department has many challenges as highlighted in the research paper but it has the strongest opportunities to automate it. Companies like IBM, Royal Bank of Canada automated itself and are leading the transition to the digital HR by using hackathons, chatbots, fitbits etc. It's moving from traditional HR to HR of today by digitalisation of HR. It also talks about how the companies of today should adopt digital HR by employing the techniques employed by other companies who are successfully running digital HR and how they should re-skill their employees and link the HR departments to IT departments for not only data analytics but data security also and how to give employees the compelling and personalized experience. And how HR professionals or departments can act as the strategic partner in the businesses. It focuses on the impact of technology on various HR practices like recruitment, training & development, performance management and payroll management. The digitalization has its direct impact on the work of the HR practices and lead to the updation in the working procedure of HR.IT focuses on how should HR professionals can use these tools in the positive ways to reform HR department and make them adaptable to technology.

I. INTRODUCTION

Human Resource plays a very major role in any organization. Human resource department is a department that performs various activities. They do recruitment, selection, hiring, to give them training and developing them according to the organizational work and environment and promoting them also for their good work, paying and to dismiss the employees. Human resources are those which build up the workforce of the organization. Human resource management is the process of managing or handling the employees or the personnel or the

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human capital effectively. Organization is all about people. They utilize all resources physical, financial, and human to produce results. Human Resource Management is a method to bring the people and the organization together so the goals of both are achieved.

Good human resource practices can help to attract, retain the employees. HR promotes team work and team spirit among employees. It helps people to work with lot of dedication and commitment. .It offers the employees great opportunities if they want to work hard and has the capability to rise.

Human Resource Management helps the organizations and its employees to realize its respective goals at enterprise level, individual level, at society level and at international level .capability to rise.

Executives along industries rated their HR departments as significantly below average in adopting and using new technology, while only 17 percent of business leaders thought that their companies were ready to see an “augmented” workforce that includes people and AI working together. In spite these challenges HR departments have the strongest opportunities for any practice area to significantly improve their functionality, increase their effectiveness and foster the overall results of their entire company by taking strides towards technological integration.

According to Accenture digital technology has the potential to completely disrupt the role of HR department and this can result in a total change in the function of HR. Digitization and an increasing use of cloud-based systems will move the talent management process transforming it into an everyday activity for managers as well as employees themselves rather than a centralized system used by HR departments. By being dependent more on technology to transform root tasks and combining them more closely with other departments as part of the digital transformation process, HR departments can add up more value to a businesses by acting like a strategic partner and indulging with current employees, potential employees and outside vendors more.

Digital HR needs to be perfect with mobile apps, design thinking, video, behavioral economics and the while using the analytics. Cloud-based systems are there to manage payroll and core HRMS, performance and talent management, online learning, employee engagement, and wellness and employee communications. There are over 150 million employees who use cloud-based HR systems around the world and this number will rapidly grow in the coming years. LinkedIn, Indeed, Glass door, Careerbuilder, Monster.com, Naukri.com etc. are the sites which help in making the recruitment process of the company

easy. But digitalization of HR is key to success of an organization. The e-HRM plays a very important role as it has made the process easier and user friendly by focusing on accuracy with more precise results. Now a days all corporates have their websites the candidates can share their resumes on these websites Candidates can see if there are any job openings or vacancies on the websites. And interviews are also conducted online through in form of telephonic interviews or through videos.

The E- Performance Management allows the organizations to maintain the record of core skills and competencies into the process of managing employees. The automated process of performance appraisal management organizations uses various performance management software's like Workforce Performance Management (WPM) Suite Systems and Talent Management Software, which helps to focus on the targets and focus on the results achieved as well as other information about the employees.

Service (SaaS) based applications for human capital management (HCM) that are there on online cloud platforms. De- centralization of the HR activities plays a major role. Digital HCM are giving more power to the users. Digital HCM solutions makes their work easy and help HR departments to again focus on their activities. They provide HR with the inclusion of technology architecture to capture employee feedback and information during the business lines. Rather than just focusing daily things they can focus on long term things like manpower planning etc. .

HR can create in-house talent offerings, incentives, bonus and educational programs that are accepted by everyone in the organization. Employees now deals with HR as portal not as a person anymore. Digital HCM ensure that work is shaped according to individual strengths, flexibility, and portable, collaborative and is of meaning to the employees. During manpower planning, HR can use data analytics to prevent or reduce the temporary skill gaps in areas that may be essential for a company's competitiveness.

Digital technology gives opportunities to HR departments to promote improved performance through mobile services. Data analytics improves hiring and retaining employees by identifying the skills best matched to a particular post .Digital HCM solutions allow for managing of policies and approval of workflows. HR employees have to improve and accommodate new skills to manage business analytics. Fit Bits, mails, chat bots are used in HR organizations for communication. The HRMS solution is one of the software that has helped making general ledgers, making pay checks, run trial reports and it's easy to do changes. A well -functioning HR department ensures that right candidates are being

selected for the organization at a reasonable cost and give those employees training providing company with a good human asset.

II. LITERATURE REVIEW

The concept of digital transformation was given by Patel and McCarthey (2000) but they didn't develop a thought about it.

Digital Transformation is a process and a outcome. It is a revolutionary change as well as evolutionary phenomenon. According to Deloitte Survey the digital transformation budgets will increase.

Digital Transformation has changed the ways how companies deal with the customers, how they run their operations and which business model they adopt and how they organize themselves (Westerman and Bonnet 2015). It involves combining digital technologies such as social media; mobile analytics and cloud in the service of changing how business work(Kane et al, 2015).

Human Resource Management main focus is the performance of organization stressing on the role of human resource management as a solution to problems of business (Becker and Huselid 2006). Human Resource Management is asset to firms to contribute to competitive advantage of the company (Schroeder, 2013).

Payne (2010)says that until unless human resource management bring change itself to manage HR function strategically top management would consider it as a drain to finances of the company.

Bet et al(2006) says that digital transformation has led to further implications for the role of HR its capabilities and competencies.

Hays and Kerney (2001) say that that HRM is very sensitive to changes in the broad environment.

Kassim(2012) says HRIS is an empowering function for the HR professionals to contribute in an effective way in the organization. HRIS gives accurate information and greater responsiveness. It decreases the time to finish the work.

Miles and Snow(1994) gave the term strategic fit to say have to find a match between the internal resources and the external environment to gain the competitive advantage.

The organizations have to define their goals for all the departments to focus on reinventing them in the digital era likewise the human resource department.

HR professionals are dedicated to the traditional values but now they need to be more committed to bringing change in their skills-set to adapt to the digital era.

III. IDENTIFY THE PROBLEM

With coming up of the new technology it is affecting the whole industry. The technological disruption is there not only in areas of marketing and finance but also in human resource department and it has to adapt and adjust according to that.

Developing the workforce of the future is main priority of any organization.

Without right people with accurate skills the organizations cannot survive in the digital world.

The HR function needs to adapt according to proactive force.

Traditional HR is slow and short term so it needs to reinvent itself in the digital era.

So HR needs to re-invent the HR delivery services because of technological disruption. As companies become both older and young new practices are needed in every domain.

It is very important to reinvent talent management.

HR organizations have to spend a lot for training their employees according to new technologies coming up. HR department to employ new software to work according to it and their cost will increase.

HR Costs will increase by employing these soft wares how they can reduce their costs and they have to take care about security of HR information with automated data checks.

HR processes need to be human centred. It has to be individualized for every staff member.

Employees need to focus more on digital approach and change their mind sets as it will benefit the employees as well as the organization.

HR needs to have a centralised system for activities like on boarding, recruitment, performance management etc.

HR department of every organization needs to take the change in technology in a positive way and automate themselves to compete in the digital era.

HR leaders should consider three core things

- to be better prepared to manage the workforce of the future
- fully embracing digital technologies,
- proactively partnering to grow operational capabilities,

- Improving data migration, conversion and quality.

IV. RESEARCH METHODOLOGY

(A) OBJECTIVES OF THE STUDY

- To study the revisiting of HR in the digital era
- To study about soft wares HR should adopt
- To study about HRM and HRM concepts
- To study about the tools HR should use in digital era
- To study about digitalisation of HR

(B) RESEARCH DESIGN

A research design involves specification of method and procedures and acquire the information needed. It is a technique that identifies what is to be collected and from what source it should be collected.

The research design I have used is **descriptive research** design in this research paper.

Descriptive Research Design refers to accurately and systematically describe a population, situation or phenomena. It can give answer about questions like what, when, where and how but not about why.

(C) TYPE OF DATA

The data I have used in this research paper is **secondary data**.

Secondary Data is collected by someone else other than the researcher and for some other purpose other than the research project. Secondary Data is time saving that would be otherwise spent in collecting the data.

Common sources for secondary data for social science are:

- Collect information from government departments
- Organization Records
- Data collected for other research purposes
- Internet
- Books
- Published literatures

V. FINDINGS

- The HR functions are being reinvented by the technological changes happening in the world. Every function is getting automated. Huge impact of digitalization can be seen on the HR functions such as Recruitment, Training & Development, Performance management, Payroll & Workflow management.
- E- Recruitment is there which supports the recruitment process in the organization. The major ways of recruitment are company websites and social networking sites like LinkedIn, naukri.com, Glass door, Career builder, Monster.com etc.
- E- Learning gives a big option to employers to provide the interactive method of learning to its employees. It is used to give training to the employees. The training procedure changed from basic training activities from lectures, case studies, role play etc. to the techniques like technology based learning methods like video, internet and computer based. Technology-based learning (TBL) computer-based training, interactive, video, multimedia backed training technologies, the Internet, intranet virtual reality and many more.
- Digitalisation is also there in performance management. The E- Performance Management gives permission to the organizations to keep the records of core skills and competencies into the employee management process.
- The HRMS solution is the software that has helps to create general ledgers, making pay checks, run trial reports and is flexible enough to do changes. Digitalization in payroll has helped the organisation to move to the new cloud computing technologies
- Digital HCM solutions helps organizations to scale up operations, and provide protection and backup the workloads, by reduction of cost on IT capital equipment, installations and staffing
- HR and learning professionals are again focussing on the concept of leadership development programmes on improving not only traditional leadership skills, but ‘softer’ skills that can help in greater collaboration, entrepreneurialism and the ability for the business to move fast and forward
- Digitization and the increased usage of cloud-based tools will shift the talent management process toward becoming a daily activity for managers and

employees themselves rather than the centralized system managed by HR departments

- Global companies who have established their presence in India over the last decade have brought with them different viewpoints and some new HR practices as well. Technology has crucially influenced the HR function. It has led to coming up of the new business models, allowing technology platform companies to make a meaningful impact.
- HR is already transformed from a process-centric function to be more agile. Leaders today are moving apart from a 'process' mind-set, to a more outcome' based mind-set.
- Fastly changing requirements for novel skill-sets in areas like data science, AI, cloud, block chain, security etc. signal a need for flexible hiring practices that help organizations to reach out to the fresh talent pools.
- HR plays a very important role in the digital transformation since it owns employee engagement and staff on boarding
- Human resource plays a important role for a synergetic system because AI cannot recognize the feelings; human being has a very important role to play even during this era of technology and digitization.
- Chabot and fit bits, mails, Skype are used in the organizations. There are over 150 million employees which cloud-based HR systems around the world
- But there are very less companies using latest technologies in HR

VI. CONCLUSION

With the current trend of change in technology the organisation needs to be up to date and adjust to the change in order to be there in the organisation. Digitalization has affected the whole organisation both in direct or indirect way. Organisations are working to decrease their cost and to alter according to the technology changes. Companies are trying to adopt the E-HRM practice to increase the efficiency in the all through the organisation. The new technology affect the organisation in building employee engagement with providing more transparency in the work which makes it easier for the organisation in developing employees loyalty which has the indirect effect on the employee's performance which leads to the organisation success.

Digitalization has an impact on the HR working in many ways. This research work is very much based on the review of previous research works done on digitalization and HR practices. There is disruption in all the departments including HR due to highly automated and techno world. HR needs to reshape itself according to changing demands and technologies by adopting data analytics, artificial intelligence to update its department and re-skill the people working in the HR department. HR has to face many challenges but it has the strongest opportunity to build itself. This shift is happening at a fast pace, as HR leaders are being encouraged to adopt a larger role to help the organization to “be digital,” not just “do digital. Digital management practices and agile organization design has become the core business thinking,

HR initial responsibilities are still there but HR departments today are pressurized to again write the rules by redesigning talent practices, moving from recruiting to leadership, leadership to performance management; and by usage of digital apps in different ways and by building a convincing employee experience

Companies are using hackathons, rapid design groups, and both prototypes and “minimally viable products” to implement pilot HR programs

IBM is a global company with more than 400,000 employees, and is leading the shift to digital HR, and used a many different experiments to lead new digital HR solutions. IBM has done investments in Watson to CHIP (Cognitive Human Interface Personality) a cognitive assistant that answers queries to HR departments. CHIP is an intelligent chatbot (available by computer, text messages, and soon voice) that recognizes the 200 regularly asked employee queries and similarly a Royal Bank of Canada who is focussing on its HR department partnering with IT department.

VII. RECOMMENDATIONS/SUGGESTIONS

- HR today must specify its role as the team that helps management and employees change and adapt to the digital way of thinking.
- Companies should transform integrated cloud platform for intact digital infrastructure. Companies have updated tools and systems for recruitment, performance management and other functions but they should work more because very few companies have implemented. Other companies should also implement it.
- Research about new innovations that should be applied in recruiting, including usage of data to find people who resemble high performers in the company

- Companies should re- skill talent or employees in the organizations to be able to work in the digital environment and inculcate skills by training
- Companies who have to adopt digital HR should research about the companies who have successfully adopted digital HR and what software's they are using or how they are implementing the digital HR.
- HR needs to adjust according to the latest trends and activate channels which will talk to people who are already part of the digital revolution
- HR professionals need to focus on the cloud solutions and analytics to collect and evaluate data and information while giving mobile solutions for employees that are developed in such a way to include concepts that draw from design thinking, etc.
- Consistency should be there in the HR departments and a centralised system should be there for managing all the processes of the organization
- Automation must fulfil specific targets which are associated with the overall business goal and HR professionals must find the perfect amalgamation between fast processes and face to face interaction with their staff members who help in creating a more personalized employee experiences
- HR is a very important department of any organization and like all departments it has to undergo all the changes which will create good opportunities for the HR department and the organization if it automates itself
- HR department should employ people who are techno- savvy and are very much familiar with data analytics , artificial intelligence etc. which can help the HR department to be fully digital

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