"A ROLE OF HUMAN RESOURCE MANAGEMENT IN DIGITAL AEON"

AUTHOR 1

PROF. ROSHNI ADHONI

Assistant Professor in Commerce
K.L.E. Society's J. G. COLLEGE OF COMMERCE, HUBBALLI-23 KARNATAKA.

AUTHOR 2

PROF. MAGLINA CRUZ

Assistant Professor in Commerce
K.L.E. Society's J. G. COLLEGE OF COMMERCE, HUBBALLI-23 KARNATAKA.

ABSTRACT

The digitalization of the Human Resource Management function in organizations is such that this function has the ability to leapfrog other support functions. This revolution is influencing the perception of the value-added by human resource management and at the same time ensuring that human resource management takes on a more significant role in organizations.

As the digital technique symbolized with big data and cloud computing, the digital revolution is currently under storm rise worldwide, and a great number of enterprises are trying to embrace new business environment through digital transformation. Under such circumstances, the business model is facing revolutionary changes, so the human resource department, as one strategic business partner, is rapidly changing, and positively developing the digital and standardized working environment.

Organizations, to a more or lesser extent, have adopted Digital technologies and as a result HR activities are affected, in terms of speed, accuracy, quality, cost innovation, flexibility. The aims of this theoretical study are to highlight HRM in the aeon of digitalization,

significance of the standardization reform of HR in the Digital Transformation and discuss the impact of technological changes on HR practices.

KEY WORDS:

Digital Human Resource Management, Digital Human Resource Strategy, Digital Transformation of Human Resource Management, E-HRM.

INTRODUCTION:

Concepts such as "digitization," "digitalization," "digital transformation," or "digital disruption" currently rank among the most prominent and discussed terms. Such concepts denote an ever-increasing use of technology and corresponding substantial changes in numerous domains of business and society. This notion is also true for the domain of human resource management (HRM).

Digital HR is the digital transformation of HR services and processes through the use of **S**ocial, **M**obile, **A**nalytics and **C**loud (SMAC) technologies. Digital HR represents a sea change in both the approach and execution, although it takes place on a continuum as organizations progress. It is meant to improve both employee experience and organizational success by transforming the HR function from paper-based, reactive and time-consuming to digital-first, mobile and optimized. Most organizations are only beginning to consider digital HR and work on a strategy, though leading companies are embracing this new way of conducting HR functions, processes and services. As with the digital transformation of business in general, digital HR is considered by industry analysts to be a critical part of the digital transformation of business in general.

In an Internet-based Society, it would be very helpful for the human Resource Management Department to try to understand and analyze the relationship between Human Resource and Information Technology. The analysis must be implemented in HR for enhancing the performance of HR along with the integration of Information technology. Adaption of digital technology will create a complete balance between efficiency and innovative aspect of any organization.

The last two decades HRM is getting more digitalized. Artificial Intelligence machines enhance people analytics and extend human cognitive capabilities. Machine learning helps in problem solving and **N**atural **L**anguage **P**rocessing (NLP) coupled with good people analytics changes the way employees can be managed. Automation is reshaping work and the skills demanded for work. In digital era cognitive and socio-behavioural skill are in shortage, while adaptability, creativity and critical thinking are indeed key attributes of contemporary employees meanwhile employees are diversified by age, race, digital skills and genders, are more transactional and require work life balance, flexibility and continuing education.

CONCEPTUAL VIEW ON DIGITAL HRM:
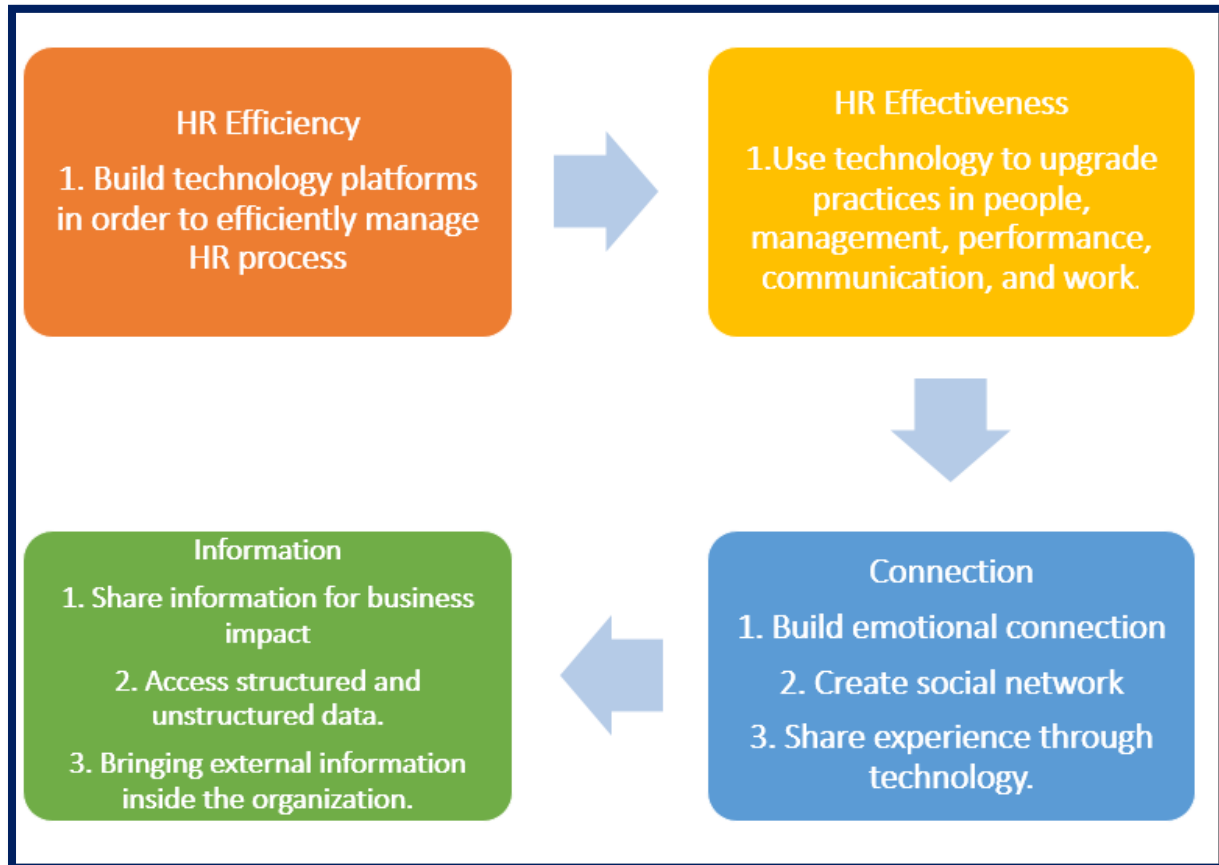
With the digital media, employees will know the complete structure involved in the training process and they can attend the training program for any location by attending the training class through an online platform. Digital Human Resource Management is very helpful in HR process and it also plays an important role for organizational development. Proposed a framework on how digital technology plays a significant role by enhancing the performance of the organization through the cloud-based network and helping in certain processes like analytics, talent management analysis, borderless teams, etc.

The digital transformation in Human Resource Management can be classified into 3 main groups as inward, outward and across:

- *Inward:* if an organization is classified under inward it means that the organization is embedded with digital technology and the employees working in the organization communicate through digital means like mailing, video calls with mobile devices.

- *Outward:* if an organization is classified under outward it means that the management of the organization is trying to make the employees involved in digital means by using smart phones to perform their work. By performing their work through mobile phone, an employee can be work from any place, anywhere, at any time. Through this, the involvement of the employees in their work will increase.

- *Across:* If an organization is classified under across, it means that the change in the organization is bigger. Digitalization in HR will help in bringing innovation, collaborations, and efficient strategy in the organization. Digitalization makes the organization to attain a

global position because they share and gain knowledge from their collaborative global organization.

SIGNIFICANCE OF THE STANDARDIZATION REFORM OF HR IN THE DIGITAL TRANSFORMATION:

The HR digital management information platform is a set of centralized information system, and company's management procedure can be organically connected with information technology, which can help to realize personnel's whole life cycle management from on-boarding process approval, daily personnel and salary dispatching management to leaving the company; besides, it can also realize the whole operational process management from personnel management, salary management, talent training management, real time budget control and cost management, etc.

By clarifying responsibilities, the business process can be regular and standard; by applying the flexible and powerful workflow technology, fixed business process can be adopted and internal control and warning can be realized, which helps to provide the basis for the efficient control of different management levels, to restrict the arbitrariness and to strengthen the company's internal control. At the same time, changing personnel's working mode, ideas and behavior habits may help people get rid of tedious work to do creative work, and to increase working efficiency, achieve scientific decision and improve company's whole efficiency.

➢ **An Irresistible Trend of Company Adapting to the Economic Developing and Information-Based Society**

The information system is required to provide the real time data support that is integrated, within the regional scale and able to guide the business operation, and it has become essential for companies to further enlarge the function and application range of information system to ensure company's breakthrough development. Through the application of the digital management information platform of human resource, on the one hand, the construction pace of the enterprise informatization will be greatly improved; on the other hand, the company will be able to establish an information platform, which can closely connects the external information resource with the internal one, in order to make sure that companies can make quick and scientific decisions in the fierce competition.

➢ **Necessity for the State to Deepen the Reform of Enterprises**

By applying the modules of controlling project management, office automation and HRM, and information resource sharing, the HR digital management information platform can help to simplify the work contents, refine the granularity of the basic business data information,

improve the readability and comparability of human HR information, and to enhance the control efforts of HR.

Thus it can also influence the understanding of different levels managers towards the operating conditions of companies so as to thoroughly alter the traditional way of managing, efficiently improve companies' capacity and effectiveness of management and control, and to deepen the enterprise reform.

> ## Improving Companies' Crisis Control, and Reducing Operating Costs

The HR digital management information platform improves the consistency of data and realizes the simultaneity of logistics, capital flow and information flow through the integration of all kinds of internal and external business. By integrating the overall production process, the system collects personnel, fund, materials and other important resources to realize the cooperative production work and on-demand manufacturing, improve efficiency and resource integration, avoid wasting and to minimize companies' operational crisis. The real time data analysis is also able to help to integrate, modernize, standardize and automate company's operational procedures in aspects of HRM, salary management, reports and statistics, and talents development and management. Besides, owing to the real time data analysis, the constant increase in the quantity of data and information can timely and effectively provide information, based on which companies are able to make the best decision and to resist the periodic crisis.

> ## Standardizing Operation Process, and Improving Enterprising Management Model

There are some urgent tasks like optimizing enterprising management model, integrating information application and informatization management innovation, and the HR digital management information platform is an integrated management model that combines the advanced management ideas with management methods, the internal resource with external environmental information. Based on the actual condition, this platform integrates and optimizes the business process and enterprise resource allocation, and breaks the long-established management model, all of which are helpful to provide an integrated, effective and highly efficient information management system. The business process will be more reasonable and minimize the rehandling.

Meanwhile, the HR digital management information platform is capable to carry out flow control and data verification, so once an error within the control scale occurs, the system will automatically create verifying information, avoid low-level human error and improve the management efficiency with a clear direction. Therefore, the necessity to carry on the HR digitization and standardization reform has been highlighted, and will become the development direction and inevitable choice of the modern HRM.

IMPACT OF TECHNOLOGY IN TRANSFORMING HR PRACTICES

Today the face of HR is often a portal, rather than a person. Almost all firms now provide universal access to HR services through technology and web based applications, dramatically changing the practice of human resource management. These changes often

result from the need to cut costs and expand or improve services. Recent research shows organizations that successfully adopt sophisticated HR technology tools outperform those that do not. But because most organizations already have automated basic HR administration, the simple automation of HR processes can no longer assure a competitive advantage.

HR is evolving into a more technology-based profession because organizations need to:
• Streamline HR processes and reduce administrative burdens.
• Reduce HR administration and compliance costs.
• Compete more effectively for global talent.
• Improve service and access to data for employees and managers.
• Provide real-time metrics to allow decision-makers to spot trends and manage the workforce more effectively.
• Enable HR to transform so it can play a more strategic role in the business.

The term "e-HR" describes the transformation of HR service delivery using web-based technology. Implementing e-HR requires a fundamental change in the way HR professionals view their roles. Now HR professionals must not only master traditional HR skills and knowledge, but also have the ability to apply that knowledge via technology. This report focuses on human resource information systems (HRIS), or the integration of hardware, software and business processes used to implement an e-HR approach. HR departments often provide broader and more effective services when they operate via a web portal. For employees and applicants, this means relying on HRIS for most HR services. One potential downside to this approach is that personal relationships between the organization's employees and HR staff may disappear. An HRIS can be as simple as a small employee database, developed internally by a company with a few employees, or as complex as fully integrated, multimillion-dollar Enterprise Resource Planning (ERP) software that offers economies of scale to large firms.

USING HR TECHNOLOGY

E-Recruiting
The web-based technology used by e-recruiting helps organizations attract a stronger and more diverse applicant pool. The choice to move to an e-recruiting model is driven by several business objectives, including the need to:

• **Improve recruiting efficiency and reduce costs.** Online recruiting can cut cycle times by 25 percent, and can reduce recruitment costs.

• **Increase quality and quantity of applicants.** E-recruiting allows organizations to conveniently reach applicants across the country or around the globe.

• **Establish, communicate and expand brand identity.**

• **Increase the objectiveness of, and standardize, recruiting practices.**

• **Increase applicant convenience.** Potential applicants who take advantage of web-based support for the recruitment cycle find out about the company, its culture and opportunities online. By making this process more convenient, organizations reach out to those who may not be actively looking for other opportunities, but who may discover a position and choose to apply because of the ease of submitting an application.

BEST PRACTICES:

E-RECRUITING
✔ The recruitment website should be interactive, aesthetically pleasing and user-friendly. Individuals are used to highly sophisticated, socially oriented consumer websites and will judge a potential employer's website in light of these experiences.
✔ The recruitment website should allow applicants to customize how they view information. This can lead to reductions in poor-fit applicants and improve the ability of applicants to assess their fit with the organization.
✔ The recruitment website should include a rich mix of information about the company's culture, HR brand and work environment.
✔ E-recruiting should not be a firm's only method of recruiting because this may lead to adverse impact and a decline in diversity.

E-SELECTION
This is the step that comes next to e-recruitment. In this step, candidates are interviewed over the internet using various tools. They are also given tests to assess their skills. Once the company is satisfied with their performance, they may be asked to present themselves physically. In some companies, job offers are given online, and the candidates are met only when they arrive for the job. One can learn a lot about e-selection when attending the XLRI human resource program.

The HR department must take care to design the procedure correctly. Everyone must be able to take the tests without having to install any special software or extensions. The format must be simple and easy to read, even on mobile phones. There must also be a mechanism to give feedback to candidates on their performance. The assessment steps must be informed to the candidates beforehand so that they are prepared. The duration of tests must be told in advance for them to keep that much time apart.

E-LEARNING
Another important activity under e-HRM is e-learning. This is the training that is offered to employees using an intranet or internet. Employees get their lessons delivered on browsers. This is an excellent way to impart education to staff members and make them ready to perform more complex tasks. There are lessons that are taught by instructors and those that can be learned by oneself. These are delivered in static methods like hyperlinked pages, web broadcasts, videos, or audio. There is also an interactive way of teaching that includes chats, discussions, and video conferencing.

E-learning is an excellent way of training employees in a firm. They don't have to take time off from work to travel to an institution. They can learn from wherever they are. The timings

are also flexible as lessons are available online all the time. Employees can access the training materials through their mobile devices and learn even when they are commuting to and from the office. Many XLRI HR courses are also offered online for working people. These lessons can be accessed without installing any additional software or hardware.

E-COMPENSATION

There are various web-based tools available to manage compensation details. These tools are web-based and not client-server or stand-alone PC-based. This makes it available to anyone with access anywhere in the world with just an internet connection and a device. Employees can view their compensation details from wherever they are. Storing such details helps HR managers to retrieve them at any time for their reports.

What is even more advantageous is that companies can integrate their payroll and attendance software with this tool. Biometric readers can also be connected to it, making the calculation of overtime very easy. Managers can retrieve salary and other payment information from the tool to make their budgets. This tool allows for easy calculation of salaries and avoids errors that can occur with manual entries.

E-HRM is not the only technology that has invaded the human resource workspace. There are various other modern developments that HR managers are finding highly beneficial to use. In fact, the present pandemic situation has given an opportunity for companies to use various collaborative tools as people are forced to work from their homes. Such collaborative tools are helping HR managers also to keep a close track of workers spread across cities or even countries.

CHALLENGES OF TECHNOLOGY AND GLOBALIZATION IN HUMAN RESOURCES

Technology and globalization have brought many benefits to HRM, but they have also presented challenges that HR professionals must address. These challenges include the potential for cultural misunderstandings and conflicts, as well as the risk of job loss or reduced job opportunities for HR professionals in developed countries due to the adoption of HR technology tools and outsourcing of HR tasks to countries with lower labor costs. To succeed in an increasingly complex and rapidly changing business environment, HR professionals must be able to effectively manage cultural differences and adapt to technological and global developments.

CONCLUSION:

In conclusion, technology has streamlined and automated many HR processes, changing the nature of recruitment and hiring and increasing the use of tools for HR management. Globalization has also impacted HRM, increasing workforce diversity and changing HR professionals' roles.

These technological and global developments have brought many advantages to HRM, but they have also presented several challenges for HR professionals. Therefore, it is important for HR professionals to adapt to these changes and develop new skills in order to take on more strategic roles within their organizations.

This may include staying up-to-date with the latest technological developments and gaining a deep understanding of cultural differences and intercultural communication. By doing so, HR professionals will be well-positioned to navigate the challenges and take advantage of the opportunities presented by technology and globalization.