



Digitalization of HRM Practice in the Present Scenario

N. Bhanu Prakash

**Joint Director – Personnel
Telangana State Electricity
Regulatory Commission,
Hyderabad.**

Dr. Gandham Sri Rama Krishna

**Associate Professor,
Dr.C.S.Rao P.G.Centre,
Sri Y.N. College, Narsapur.**

G. Samuel Mores

**Assistant Professor,
Faculty of Law,
Jain Deemed to be University,
Bangalore, Karnataka.**

Abstract:

Digitalization is changing organizations and there is a need to understand and explore new skills and capabilities associated with digital transformation. Digital is now firmly embedded in every business. These changes have led to the current period being characterized as the 'digital age'. Also digital technologies play an increasingly prominent role in both the lives of employees and HRM, which seems to be affected in multiple ways. The challenge for HRM therefore is to identify actual digitally induced changes in attitudes, qualifications, behaviours and expectation of younger employees, while yet avoiding any stereotyping and considering heterogeneity of actual changes. Information about work of employees is more and more dependent on digital tools and media. To use technology in a HR perspective to connect people and information is the challenge faced by the HR leaders presently. HR-IT has achieved much importance now because of its use of the organizations to increase the productivity through maximizing the value of the organization's most significant asset the employees in the digital age.

Keywords:

Digital technologies, Digital transformation, digital work, digital e-HRM, digital employees, digital employee management.

Introduction:

Digitalization is significantly affecting business processes, and organizational boundaries. To deal with the pace, digitalization is changing organizations, there is a need to understand and explore new skills and

capabilities associated with digital transformation. Management consulting firms are driving this transaction process. In order to do so they are recruiting consultants with skills and capabilities associated with digital transformation. Succeeding in today's digital world is a challenge that cannot be solved simply by consuming more and more technology, or as some fear, replacing humans with technology. Digital is now firmly embedded in every business. But even with technology as an integral part of the organization and its strategy, it is the employees who will underpin success in a world that continues to reinvent itself at an unprecedented rate.

The world has undergone far reaching cultural, social 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'. Digital technologies play an increasingly prominent role in both the lives of employees and HRM, which seems to be affected in multiple ways. This article focuses on the impact of these changes on HRM practice, in relation to changes to the human resource, to HRM in general and more specifically to the use of technology in delivering HRM practices.

“Winners will create corporate cultures
Where technology empowers
People to evolve, adapt and drive change.”

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Three Focal Areas:

Digital changes of HRM are practiced through three focal areas that might be briefly labeled as;

- **Digital Work:** It is referring to the content as to the organisation of 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. Information of employees is more and more dependent on digital tools and media. HRM may be best illustrated based on e-lancing.
- **Digital Employees:** The concepts of 'digital employees', 'digital natives', 'net generation' 'millennial', is assumed that the early, intimate and enduring interaction with digital technologies has shaped a new generation of people with distinctively different attitudes, qualifications, behaviours and expectations. It is obvious that HRM should react to such changes and align its strategies and activities to this new job market cohort, and search for adequate ways to recruit, to develop, to compensate etc such digital employees and moreover to integrate them with previous generations of employees. The challenge for HRM therefore is to identify actual digitally induced changes in attitudes, qualifications, behaviours and expectation of younger employees, while yet avoiding any stereotyping and considering heterogeneity of actual changes. Based on this, the strategies and operative adaptation of HRM to a changing workforce constitutes a step necessary to support organizations further on. In this way, 'digital employees' constitute a first notable area of digital changes and challenges of the HRM profession.
- **Digital Employee Management:** DEM refers to the planning and network, the HR functions such as pay roll processing, attendance management or record keeping, compensation, performance management or development are digitally supported and enabled and thereby often deeply changed. This ongoing digitalization of HRM practice is basically assumed

to offer large opportunities for the discipline. It is present throughout any business and in the everyday lives and interactions of employees. The impact of the rapid growth digitally has meant that a lot of organizations have had to adapt to new market expectations. In case of HR, technology helps in all processes from recruit to retire functions and has drastically changed the way employees and managers get access to the HR data. The HR leaders face challenges in using technology in a HR perspective to connect and to inform employees. HR-IT has achieved much importance now because of its significant usage in the organizations to increase the productivity through maximizing the value of the organization's employees in the digital age, it is imperative to train a HR based on the capability to handle large amounts of information and subsequently transfer the same information, after processing and repackaging the formation, efficiently, faster and effectively. With the effect of information and communication technology (ICT), the world becomes the proverbial globe. Designing mobile apps and considering the end-to-end user experience are new disciplines for HR, combining design thinking with apps, video, social and mobile technologies.

Digital Generation

The generation of people have grown up with easy access to digital information and communication technologies. Members of the digital generation have been exposed to almost constant stimulation from televisions, and computers. Sometimes it is referred to as the digital generation and the employees are growing up constantly and connected to the world around them through smart phones, tablets and computers. The fragmenting of the new digital generations was first clearly seen in the last Generation Y. Born with the Web, they were the first digital natives who actually grew up with new technology from the cradle. This is the first micro-generation of the digital age.



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Fragmentation of generation continued with the emergence of social media and mobile technologies and the new ones are even more fragmented – especially Generation Z. A hyper-connected ‘selfie’ generation, attached to smart phones as if they had become extensions of their personalities. Now the rainbow Generation is the Paradoxical Generation.

Digital Transformation

Digital transformation entails revamping and modernizing enterprise-level activities by leveraging digital technologies to reach out effectively and serve the user base. It also involves gauging the impact of digital technology. Across the enterprises workflow and establish ways to get services with the desired impact. Digital transformation can speed up business activities, workflows, and strategically make an enterprise competent in a highly volatile landscape. Digital transformation is expected to bring business transformation by boosting technology innovation and managing external factors. This further accelerates speed-to-market in a set-up where time defines the profitability. Digital transformation is all about fulfilling all employees expectations, management expectations and all customer expectations. Digital transformation provides many new capabilities and opportunities for organization, but rather than redefining classic HR truths, more often the hard learned lessons of business continue to apply. This is particularly relevant for performance management, career management, compensation management, but utilizing digital capabilities to their full advantage provides a huge opportunity to boost the power of this most fundamental process.

e-HRM

e-HRM (Electronic Human Resource Management) is the use of web-based technologies to provide HRM services and practice within employing organisations. It embraces e-recruitment and e-learning, the first fields of HRM to make extensive use for web-based technology.

From this base e-HRM has expanded to embrace the virtual delivery of all HR policies and strategies. Within a system of e-HRM, it is possible for line managers to use computers to arrange and conduct appraisals, training and development programmes, evaluate labour costs, and examine indicators for employee turnover and absenteeism. Employees can also use a system of e-HRM to plan their personal development, apply for promotion, transfer, career development plans and access a range of information on HR policy and strategy. e-HRM is not the same as HRIS(Human Resource Information System) which refers to ICT systems used within HR departments. e-HRM is in essence the devolution of HR functions to management and employees. They access these functions typically via internet and intranet other web technology channels.

e-HRM can better shape organisation with their available human resource in the organisation. e-HRM is a way of carrying out HRM subsequently it is also a way of thinking about and implementing HRM strategies, policies and practices. By following a specific e-HRM direction, an organisation expects to achieve certain goals: such as an improvement in the HR strategic orientation, an improvement in client focus and satisfaction and a decrease in costs or increase in efficiency. The companies are aware of the fact that human resources have changed more from a cost factor to a success factor. e-HRM is a web based tool to automate and support HR processes.

There are three tiers of e-HRM. These are described respectively as operational, relational and transformational respectively. Operational e-HRM is concerned with administrative functions – payroll and employee personal data. Relational e-HRM is concerned with supporting business processes by means of training, recruitment, performance management and so forth. Transformational e-HRM is concerned with strategic HR activities such as knowledge management, strategic re-orientation.



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An organisation may choose to pursue e-HRM policies from any number of these tiers to achieve their HR goals.

- **e-Recruitment:** The recruiting aspect there is number of websites for recruiting of employees in companies. Skype means internet telephone. The name is derived from sky and peer. The service allows users to communicate with peers by voice using a microphone, video by using a webcam, video conferencing and instant messaging over the internet. Skype is a computer programme that can be used to make free voice calls over the internet to anyone who is also using Skype. Now a days, it is more useful for selecting the right candidate.
- **e-Learning:** In the 'knowledge economy' people are expected to become proficient 'knowledge workers', performing effectively in virtual teams, while being both innovative and flexible. They are expected to network and share knowledge with their colleagues. A new generation of e-learning technology can now be readily harnessed to maximize employee performance, while making the appropriate knowledge available to them, in the right amount, at the time. E-learning(distance mode) technologies enable organizations to support the complete Human Value Cycle (HVC): recruit, assess, train, test, certify, and retain. The key to e-learning success is maintaining a focus on everyone working in the organization, not just direct employees but modern organizations that are an amalgam of employees, contractors, business partners, suppliers, etc. By putting the right combination of e-learning, collaboration, knowledge, communications and processing tools in the hands of employees, many of the barriers to high performance could be overcome. e-learning tools ensure that a skills gap identified in one part of the solution can be met by tools in another. Similarly, e-learning management tools that support collaboration focus on one outcome-improving the performance of the workforce.

High-performance organizations are innovators that invest in tools that will give them a competitive edge. They don't wait for widespread business acceptance- they are the "early adopters". This early adopter mentality enables their employees to become more responsive to customers and more flexible.

Conclusion

To conclude, there is tremendous growth in technology today especially in IT and organizations who demands to reduce costs. The present computer automation has pushed itself to all chief of the organizations to more on with digitalization in each and every department. The worldwide sectors have begun pursuing on digitalization for kookiest disposal of services. There is an urgent need for HR to linkup with digitalization for instant solution. Though there is e-HRM, there is need to refer to ICT to almost all recruitments for digitalization. The present computerization i.e., WWW (World Wide Web) is gives information that is highly overloaded. Hence, there is a dire need for digitalization of HRM practice in our country.

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Author's Details:



N. Bhanu Prakash

Joint Director – Personnel Telangana State Electricity
Regulatory Commission, Hyderabad.



Dr. Gandham Sri Rama Krishna

Associate Professor, Dr.C.S.Rao P.G.Centre, Sri Y.N.
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