

# THE INFLUENCE OF DIGITIZATION IN HRM

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## ABSTRACT

This study analyses the impact of digital HRM. Because these dependent factors influence the human resources process in today's organisations, the independent, digital transformation has a beneficial effect on the measured variables. The study was carried out in two unconnected companies, namely a university based on a postal department which claims to function as a one-stop shop. The outcome of this research suggests that the two settings are comparable, wherein the digital revolution affects human resource variables and increases productivity.

**Keywords:** Human Research Management, Digital, Technology, Social Media, HR

## INTRODUCTION

Today, digitization is the newest technology in HRM practices. It is a true revolution sweeping throughout the world of employment searching and recruitment. Compared to conventional practice it is more cost-effective to use social networking sites for HRM practice. Through scanning, many companies are using social media platforms such as facebook, LinkedIn, Glassdoor, Skype and due to a COVID-19 pandemic during lockout, many enterprises start interviews at Google Meeting, Zoom Platform, Microsoft Team is the latest and most advanced tool for HRM practice, as well as GD and PI.

Because digital technology touches most industries, it is obvious that digital technology affects the profession of human resources. It is all too common for workers nowadays to use computers or mobiles to convey official and casual communications delivered to restricted or numerous recipients, including reports concurrently sent to various interest groups. This means that technology influences people at work, especially human relationships and the workplace. In accordance with the reasoning above, it is necessary to find out how current human resources problems may be impacted by digital transformation. Digital revolution is in essence a subjective aspect since it might presume that the phrase "dissemination of technology" meant merely that fundamental knowledge of information technology was transferred at work. This is why the digital revolution takes a step further, which implies implementing and using new technology at work and how this affects the workplace's human resources.

## LITERATURE REVIEW

**Aisha Qamar Siddiqui et. al. (2018)** This study analyses the effect of digitalization on human resources management (HRM) and the scope of E-HRM in the organization. The corporate world has seen many changes in the country as a result of the increasing domination of digital technologies, such as economic, technological, cultural and social development leading to the present time, known as the 'digital age.' In the lives of workers and HRM, digital technology also plays an important role. These developments affect employees, HRM in general and the usage of technology in HRM operations. It tends to clarify the future of the human resources profession in the digital era via the creative transformation and comprehension of the findings of current research. This article seeks to better comprehend HRM in the digital era.

**Eshan M R and Binoy T A (2018)** It is important to continuously develop and creative human-resource practices to sustain competition in the hospitality sector and to retain workers and their performance by numerous early research studies that suggest innovative human-resource management. Now hotels in the star category strive to standardize workforce quality and get the finest people into the business. Hence Digital HRM techniques are being taken over time and new sophisticated technologies in the hotel industry is progressively changing conventional HR practice. This article also emphasizes the work of star hotels by utilizing digital tools in their HR practices and the future reach of digital technologies to make the organization appreciate.

**Colbert and others (2016)** It is also important to recognize the downsides of the bouncing use of technology for concentrated work, close ties and effective cooperation in order to assess the shaping conditions and effects of digital workers' increasing use of technology and to also give guidance on how best to use technology to serve organizational purposes.

**Zhao Lei (2016)** As the digital technology symbolizes Big Data and Cloud Computing, the digital revolution is growing globally, and many companies are attempting to adopt a new business environment via the digital transformation. The company model is faced in these conditions with revolutionary changes and therefore the Human Resource Department has quickly changed and develops the digital and standardized work environment favorably as a strategic business partner. This article addressed the need, significance and challenges of transforming human resources digitally and standardizing from various angles and put forth ideas and answers.

## HOW DIGITAL HRM WORK

Schwab, detailed in the "Fourth Industrial Revolution," highlighted how digital technology profoundly modifies individuals and society, their way of working and how their organization and company function. In order to remain relevant at this time, digitalization is something that organizations particularly need to contribute to managing HR. For instance, conventional recruiting and selection techniques cannot reach millions of individuals simultaneously. However, technology has made

recruitment more effective and more appealing in distributing information. Unilever, for example, is a worldwide business that significantly changes its recruitment and recruitment procedure. Among other things, the business experiments with social media, online games, and artificial smart media to digitize how it recruit.

Another example is the training and development of employees; employees may obtain information from distant places regarding training programmes, take part in on-line classrooms training and evaluate progress through the systems or portals. In the study of Nawaz & Gomes, HR information systems have also been found to be helpful in HR procedures and also as a strategic instrument for the growth of organizations. Anthony further stated that the technology serves to better execute "cloud-based services, decision making that enables analytics, borderless teams and real-time personnel management."

Furthermore, Larkin says that the HR changes may be classified into three major groups: "inward, outward and across." For instance, if the company looks "inwards," it implies a digitally connected workplace; the employer and the employee interact electronically and distribute information either through video/audio or mobile devices. Furthermore, management of employee performance is also carried out digitally.

The second is "outward;" it includes employees or management, which enables employees and management digitally. They will utilize mobile devices to enable workers to work more efficiently and effectively. Employees will be better informed, more dedicated and vigilant since they can handle and execute their work anywhere and at any time, thereby providing management with real-time feedback.

The third is "across," meaning changes in the organization as a whole. Digitization will offer the whole company fresh innovation, partnerships and new tactics. The workers will become global employees and share their expertise and ideas worldwide.

## **TYPES OF E- RECRUITMENT**

Three kinds of E-recruitment processes exist primarily

1. Operational E-recruitment process
2. Relational E- recruitment process
3. Transformational E-recruitment process.

### **1. Operational E-recruitment process**

As the name suggests, this process utilized in the business operations and vital exchanges takes place also in the relation of the candidate in the global technology developments Automation, etc.

## 2. Relational E-recruitment process

In this recruiting method, relationship building is utilized via improved feedback, message to prospective candidates to continue contact with the organization or maintain the connection with it through the use of informal organization sites.

## 3. Transformational E-recruitment Process

Find the fundamental stance of the company, identify workers and retain individuals that reflect the defined corporate profile, branding of employees and reputation.

## RESEARCH METHODOLOGY

Research was carried out at two public organisations: the Université des Mascareignes and two public posts in northern and eastern Mauritius. The framework was a method of benchmarking to evaluate digital transformation in two unconnected public sector sectors. Benchmarking improves openness and performance once the public domain is entered (Braadbaart, 2007). The idea that benchmarking should be a reference or a measurement standard for comparison, performance measuring that is the standards of excellence for a particular company, and quantifiable, the best-in-class accomplishment is supported by Punniyamoorthy and Murali (2008). A relative comparison was done before utilizing a questionnaire technique to guarantee reliable findings. Postal services utilize digital technology extensively yet are run by few employees. Universities also utilize a lot of technology but have more people. 30 respondents were selected to guarantee consistency in the findings and consider results to be typical of a normal distribution: Twenty universities including eight professors, six administrative personnel and six students included in the postal department 4 primarily clerical and administrative personnel (postmaster level).

### Research Hypotheses

The research hypotheses were developed as follows:

H<sub>1</sub>: Digital revolution impacts positively on human resource development.

Null Hypothesis: Digital revolution has no impact on human resource development.

H<sub>2</sub>: Digital revolution has an effect on the talent management.

Null Hypothesis: Digital revolution has no effect on the talent management.

H<sub>3</sub>: Digital revolution n influences performance at work.

Null Hypothesis: Digital revolution influences performance at work.

## ANALYSIS AND INTERPRETATION

The respondents of the two universities were given a questionnaire containing three principal questions supporting the premise, split into four items — 12 — using a Likert Scale approach where 1 supported Totally Disagreement (NA), 2 disagreement, 3 partially disagreement and 4 whole agreement. The mean standard value was 2.5, although mean values were tabled for each group along with standard deviation. The following are described.

**Table 1: Findings from Research Undertaken**

RESEARCH QUESTIONS	UNIVERSITY		POSTAL	
	Mean	SD	Mean	SD
<b>DIGITAL REVOLUTION ON HUMAN RESOURCE DEVELOPMENT</b>				
Digital revolution develops my ICT knowledge at work.	3.2	0.63	3.0	0.53
Digital revolution develops my cognitive skills at work.	3.4	0.69	3.2	0.70
Digital revolution assists me in continuous professional development.	2.4	0.84	2.5	0.53
Digital revolution enhances my career advancement at work.	1.7	0.78	2.7	0.70
Cumulative	<b>2.7</b>	<b>0.73</b>	<b>2.8</b>	<b>0.49</b>
	UNIVERSITY		POSTAL	
<b>DIGITAL REVOLUTION ON TALENT MANAGEMENT</b>	Mean	SD	Mean	SD
Digital revolution makes me creative at work.	3.4	0.69	3.2	0.46
Digital revolution broadens my talent at work.	2.7	0.83	3.1	0.83
Digital revolution brings change and transformation in me compared to the past.	3.1	0.99	3.2	0.83
Digital revolution qualifies me for a higher position at work.	1.6	0.77	2.0	0.70
Cumulative	<b>2.7</b>	<b>0.62</b>	<b>2.9</b>	<b>0.70</b>
<b>DIGITAL REVOLUTION ON PERFORMANCE MANAGEMENT</b>	Mean	SD	Mean	SD
Digital revolution improves my productivity at work.	3.2	0.66	3.2	0.46
Digital revolution enhances my customer service at work.	2.5	0.75	3.3	0.51
Digital revolution adds value to the work that I handle.	3.3	0.82	3.1	0.83
Digital revolution enhances my responsiveness and adaptation to flexible and productive work.	2.6	0.70	2.3	0.74
Cumulative	<b>2.9</b>	<b>0.73</b>	<b>2.9</b>	<b>0.63</b>

The three hypotheses were evaluated

**H<sub>1</sub>: There is a positive impact of digital revolution on human resource development.**

The following observations were made based on the mean value 2.5. For the first instance, the mean values for the effect on human resources development of the digital revolution were 2.7 and 2.8 respectively for universities and postal services. Regarding the development of ICT and cognitive abilities, the validity of the hypothesis was confirmed by scores over 3.0. In the ongoing professional growth and career progression, the results were lower because promotion in government organizations is extremely controlled and rigid. The value of two-tailed P is 0.6915. Since  $p > 0.05$ , this difference is not statistically significant.

**H<sub>2</sub>: There is a positive impact between digital revolution and talent management.**

The cumulative mean values for the effect of the digital revolution on talent management were 2.7 and 2.9. This meant that the digital revolution influenced the management and development of people with appealing scores for things such as data transformation to create and contribute to change. The importance of data transformation in promotion and upward mobility, which are key components of personnel management, was little noted. The value of two-tailed P is 0.7335. Since  $p > 0.05$ , this difference is not statistically significant.

**H<sub>3</sub>: There is a positive outcome of digital revolution on performance management.**

In this hypothesis, the cumulative mean values across university and postal staff were comparable. For both types of workers, universities and postal services, the digital revolution has seen substantial improvements in productivity. This adds value to the work carried out by both categories of responders. Weaker reactions to flexible and productive work were reported, as flexibility in the public sector continues to be dubious. The value of two-tailed P is equal to 0.8149. Since  $p > 0.05$ , this difference is not statistically significant.

After validation of the assume, a one-way ANOVA test was considered to evaluate the variance of human resource development, talent management and performance management under the same evaluation circumstances. The three variables were affected by the data processing that confirmed the favourable assumptions. The ANOVA test score is shown below.

**Table 2: One-Way ANOVA Test**

	One-way Completely Randomized Table Entry	
Means	UNIVERSITY	POSTAL
1	2.6	2.6
2	2.7	2.8

3	3.0	2.5
n	3	3
X	2.767	2.633
s	0.208	0.153
$X_{ave}$	2.700	

**Table 3: A One-Way Completely Randomized Entry**

source	df	SS	MS	F	P-value
treatments	1	0.027	0.027	0.8000	0.7607
error	4	0.133	0.033		
total	5	0.160			

One-way ANOVA test: [F (1, 4) = 0.8, p = 0.76]

It is determined that the three circumstances are not statistically significantly different. The investigator may infer that the discrepancies across conditions are probably attributable to chance. Respondents provided near responses under both tests.

## CONCLUSION

Research concludes that the digital revolution has a beneficial effect on human resources and has an important role to play in the workplace. Human resources managers and practitioners need to understand and implement excellent processes to enable efficient data transformation management in company. It is also recognised that there must be good coordination between digital technology installation and usage to exploit the advantages in the three proposed variables addressed in this research. This study is not limited in time and the size of the respondents, but at national level the phenomenon is replicative, where it is apparent that educational institutions, postal services including health and many public sector companies appreciate the contributions of the digital revolution to these projects.

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