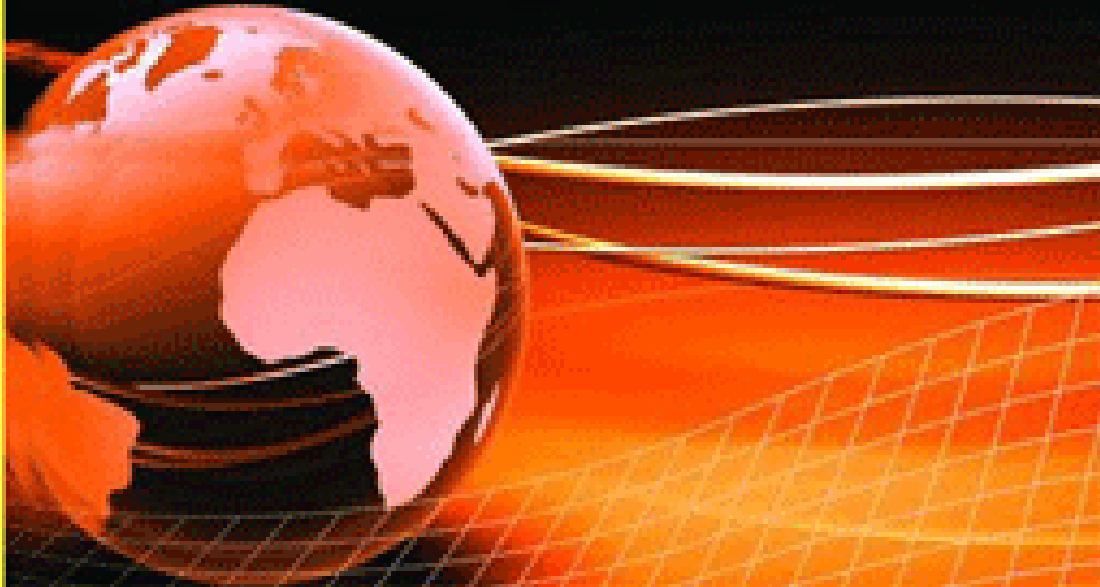



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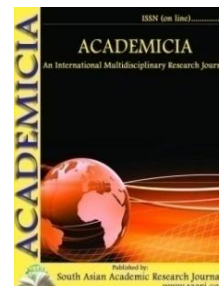
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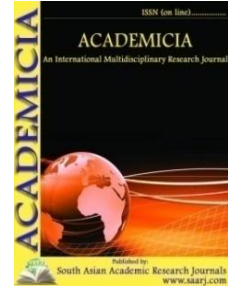
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**“A STUDY ON THE IMPACT OF DIGITIZATION ON HUMAN
RESOURCE (HR) FUNCTIONS: HR PROFESSIONALS' PERSPECTIVE.”**

Kanchan Akshay *; Sheba George**

*Asst. Professors,
Dr. V.N. BRIMS.

ABSTRACT

In this era of technological advancement, every field is transforming itself towards digitalization. HR has also undergone this change and have become strategic partners in business. Digital information such as HR portal's, web-based system, web-applicant testing etc are key drivers of the system. HR is making use of data by collecting, storing, updating and interpreting it for decision making. This paper studies the impact of digitization on various HR functions such as recruitment, learning and development, performance management and compensation. The paper would also analyze the effect of digitization on cost, internal and external communication, decision-making ability, time effectiveness, employee participation and engagement, consistency, compliance & human intervention. A primary survey of HR professional's in Mumbai will be conducted and a quantitative and qualitative research methodology would be adapted for the study.

KEYWORDS: *consistency, compliance, employee, digitalization, occupiers*

INTRODUCTION:

With the advent of digitization and technological advances, every organization needs to be updated and make best use of these advances. HR functions are also not spared. Earlier most of the Human Resource functions were manual and paper based in nature. Employee documents were stored in files which occupies a lot of space. Storage issues would creep up and security was also a concern. HR professionals in organizations were in-charge of certain functions which they would carry out manually. The numbers of HR Professionals were more compared to what

it is now. Now, technology has reduced the time and number of people in managing HR functions like recruitment, training and development, performance management, compensation, compliance, Hr operations etc.

The various advantages of digitization outnumber the disadvantages. Firstly, it reduces the time requirement for carrying out various functions. Everything is just a click away. The options available are numerous and the cost factor is also reduced. Having the right technology can enable transparency in the organization. People can work from different locations and still have effective communication due to web enabled resources.

Databases are getting bigger and analytics is now playing an important role. Various decisions can be made by effectively analyzing data which can lead to performance appraisals of employees as well as find the right requirement of candidates. Profiles can be screened online and trainings can be conducted as per the time and pace of employees. Online assessments can also be carried out. Due to digitization the HR Professionals get a lot of flexibility in terms of work hours and work from home.

“The digital divide that separates generations in the home will gradually creep into the workplace next year, as organizations adopt new technologies to stay ahead of the competition,” claims Payne. Ideally new technology seems to be a good idea but the question is will it be possible for these organizations to adopt the technology so easily as the way its said. Will these new technologies be employee friendly and create job satisfaction for the employees, still remains a question. However an extensive study on this has been done by various researchers and their work is been shared .

LITERATURE RIVEW

Various studies have been conducted to develop a holistic approach in assessing the importance of technology for human resource functions. Irrespective of the size of the organization technology plays a key role in performing those functions.

Chris Phillips, vice-president of international marketing at talent management solutions rightly comments that “Talent management was very much seen to be the exclusive preserve of HR in the past, but now it is becoming very much more of a business priority,”

According to (Lengnick-Hall and Moritz, 2003), the use of information computer technology is becoming common in human resource management departments and it may also be called as E-HRM. It contributes to a great extend to organizational effectiveness by creating knowledge management and intellectual and social capital. E-HRM helps the HR functions to create opportunities for new avenues which can contribute towards organizational effectiveness through such means as knowledge management and the creation of intellectual and social capital.

In continuation to this, Yasemin Bal, Serdar Bozkurt, Esin Ertemsir in their paper “The Importance of Using Human Resources Information Systems (HRIS) and a Research on Determining the success of HRIS” presented at International Conference on Management,

Knowledge and Learning in 2012 had findings that HR employees perceive HR technology to be useful for their work systems. It was also perceived that HR technology created more job satisfaction among the employees resulting into employee retention.

(Gloet and Berrell, 2003) in their study said that the development of information and communication technologies (ICTs) has radically changed our social and economic lives, and has had a profound effect on the way organizations are managed. As a result, internal service providers, such as human resource (HR) function, have been forced to re-examine their own roles in the light of a dramatic increase of organizational demands on them.

The present paper aims to find out the perception of HR professionals about the use of technology in performing various HR function like recruitment, training, performance management and others. The data shall be collected from various organizations who perform in house HR functions.

RESEARCH METHODOLOGY :

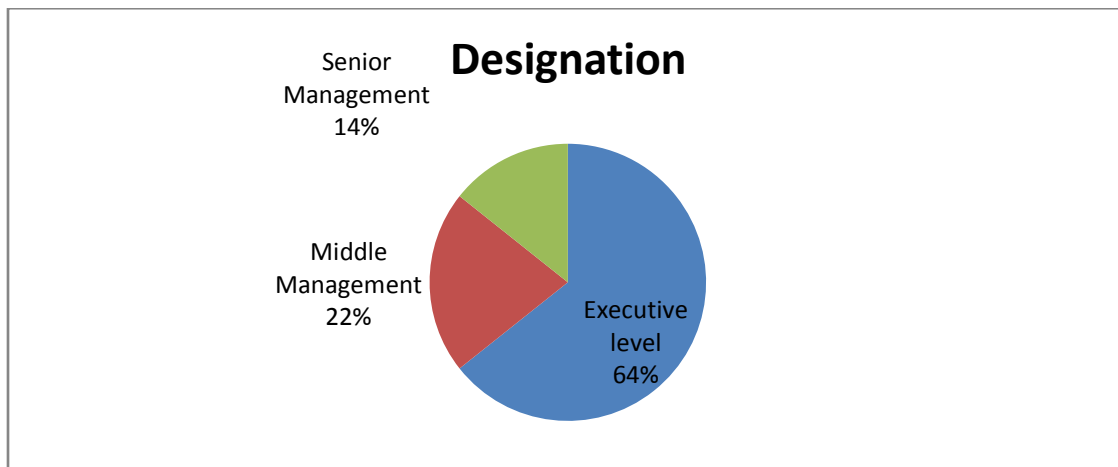
In order to understand the impact of digitization on HR functions, we conducted a secondary data search initially. Various books, magazines and internet were made use of for this initial study.

Then primary data was collected by sending a questionnaire to various HR Professionals in Mumbai. 102 HR Professionals responded to the questionnaire which focused on relevant variables pertaining to the topic. The data was then analyzed using charts and pie diagrams.

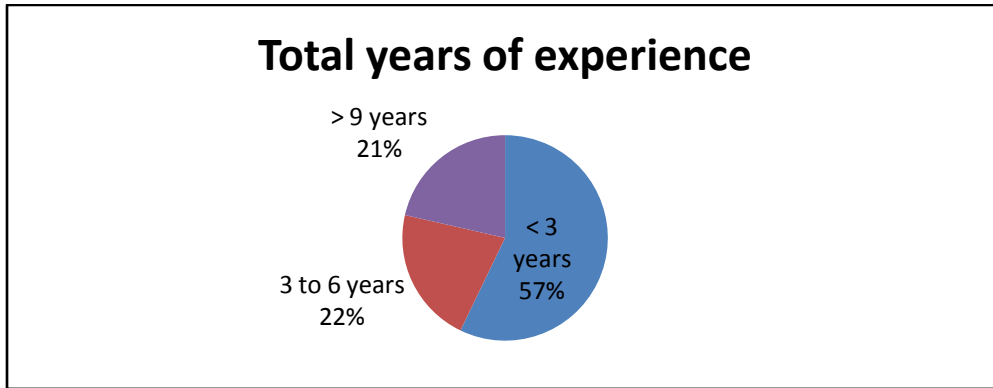
DATA SOURCES:

All the respondents replied via the online survey form. The questionnaire had closed ended questions related to the impact of digitization on HR functions. HR Professionals from different industries and various levels responded.

SAMPLE DETAILS :



Form the 102 HR Professionals, 64 % were from the Executive Level, 22 % from the Middle Management Level and 14 % from the Senior Management Level.

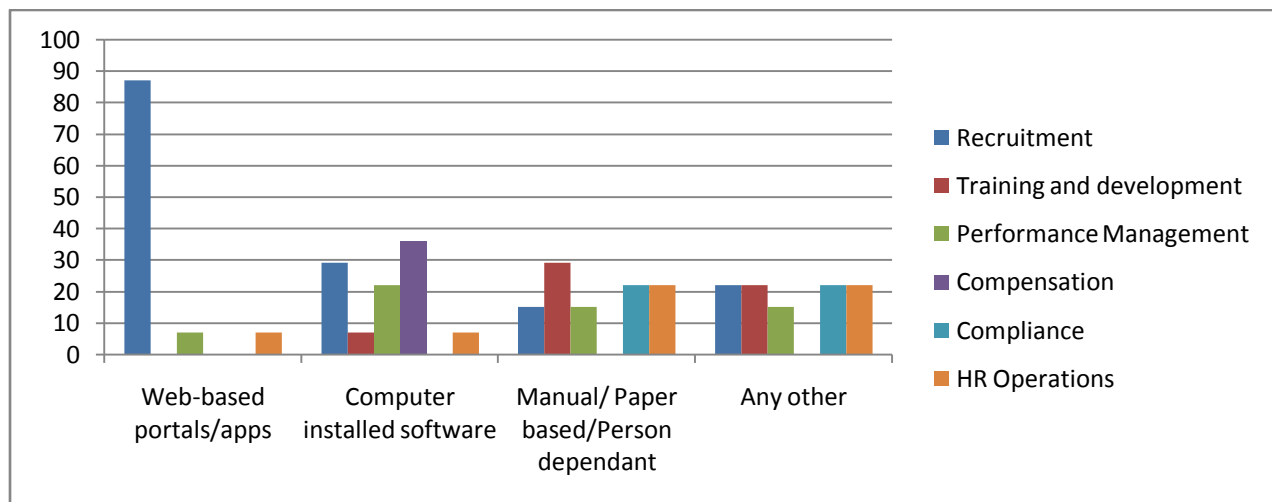


The respondents have work experience ranging from 1 year to above 9 years. 57% of the respondents have less than 3 years work experience, 22 % have work experience between 3 to 6 years and 21 % respondents have more than 9 years work experience.

ANALYSIS :

Organisations have various HR functions such as Recruitment, Training and development, Performance Management systems, Compensation and benefits, Compliance and HR Operations. The following analysis was done to understand the impact of digitization.

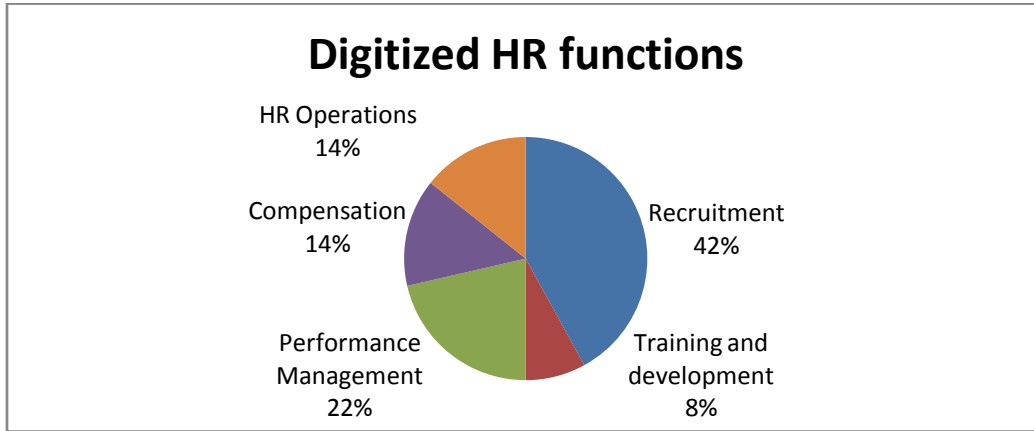
CHART 1.1 : TYPE AND METHOD USED FOR VARIOUS FUNCTIONS



It is observed that most HR Professionals i.e almost 87% of them use Web-based portals/ apps for Recruitment. Most companies now a days use job portals like naukri, monster, shine , LinkedIn etc to recruit employees. Compensation function is mainly done through computer installed software in most organizations as opposed to all other methods. For Training and development, still Manual methods are preferred by HR Professionals. Probably, the HR feel that Training and development needs to be done practically with the help of a trainer. It is surprising

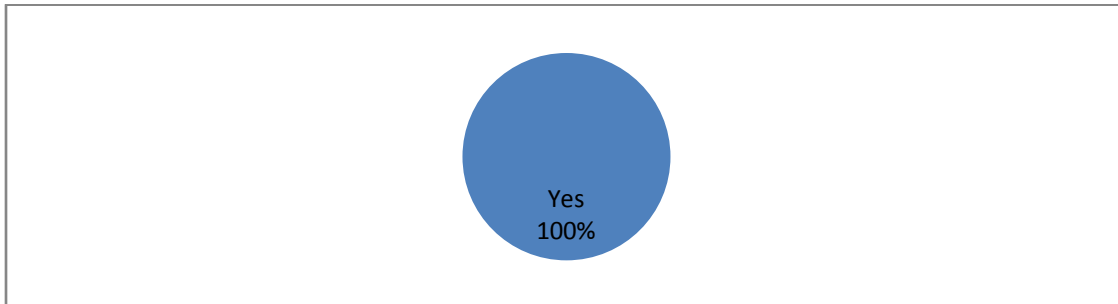
to note that hardly 7% respondents prefer computer installed software for training and development.

CHART 1.2 : HR FUNCTIONS WHICH ARE DIGITIZED IN YOUR ORGANISATION



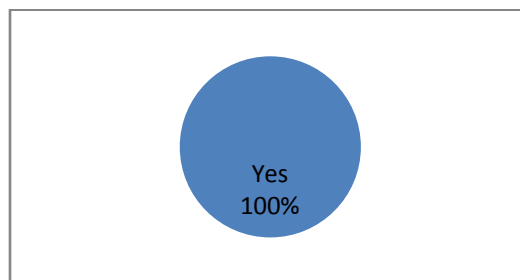
It is seen that Recruitment is digitized in most organizations as 42% of respondents have selected it. This is followed by Performance Management which is given by 22% respondents. For Compliance, digitization is not being used as of now in organizations.

CHART 1.3 : DIGITIZATION POSITIVELY AFFECTS VARIOUS FUNCTIONS



All the HR professionals have said that digitization positively affects various HR functions. No one has a negative response in this aspect.

CHART 1.4 : DIGITIZED SYSTEMS ARE USER-FRIENDLY



Also every HR Professional finds that the technology used in their respective organizations are user-friendly. This is a positive feedback to IT professionals.

CHART 1.5 : TIME TAKEN ON AN AVERAGE FOR THE HR FUNCTIONS USING DIGITIZED MEANS

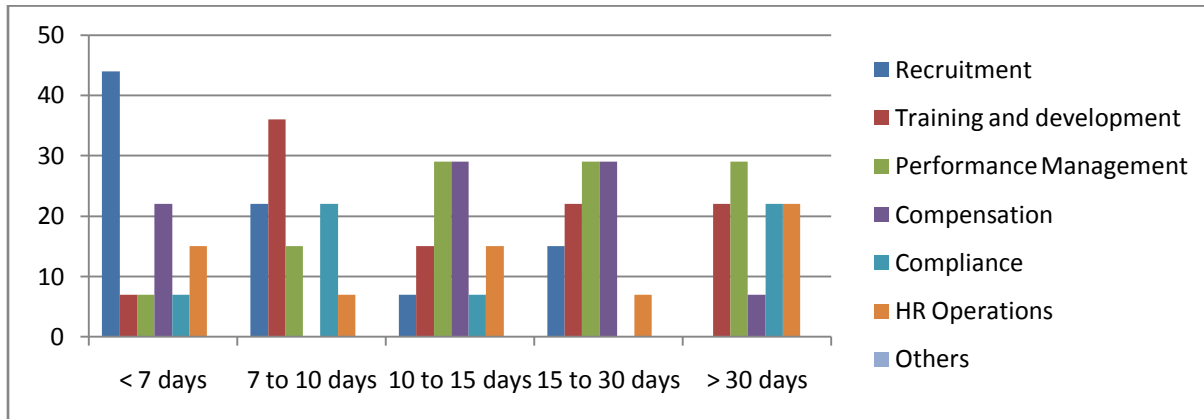
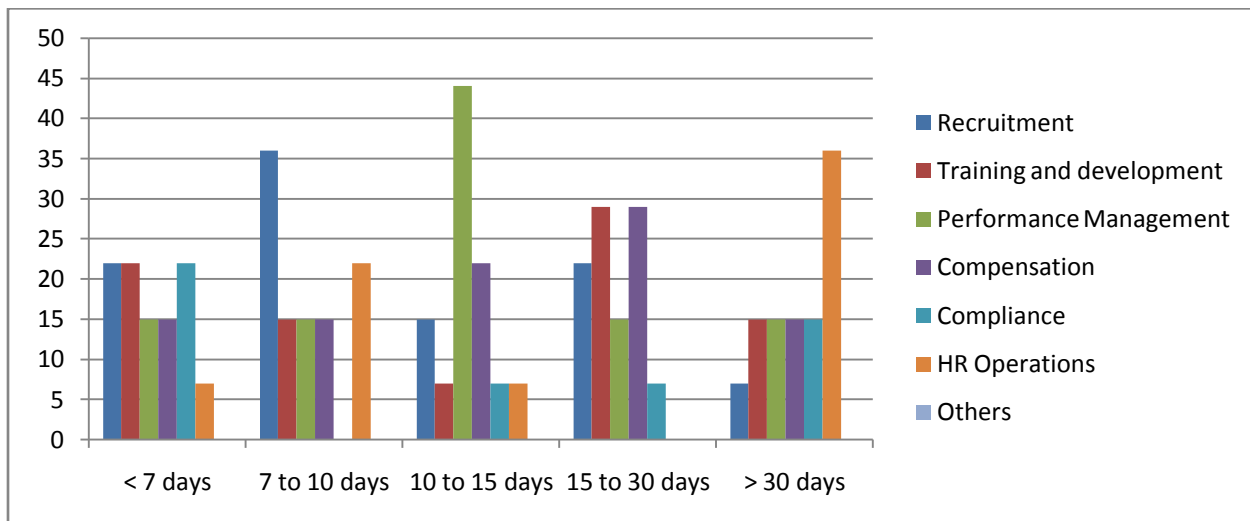


CHART 1.6 : TIME TAKEN ON AN AVERAGE FOR HR FUNCTIONS USING NON-DIGITIZED MEANS



When we compare Chart 1.5 and Chart 1.6, we can find the time difference or time delay in HR functions while using digitized and non-digitized means. While considering the Recruitment function, it is observed that using digitized methods, recruitment can be done in less than a week, while using traditional methods can take more than a weeks time.

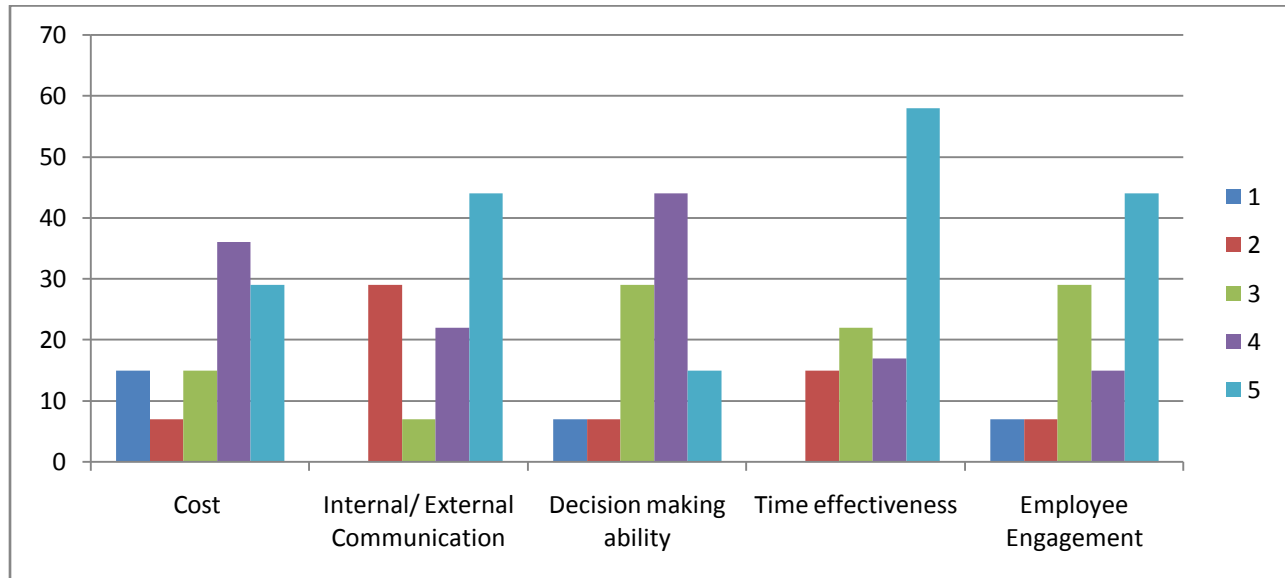
Training and development happens faster when manual / practical methods are used compared to online usage. Although using digitized methods for training can be much faster, HR professionals do not prefer this mode as it may eliminate the need of trainers and employees may lag in taking courses as they can take these courses as per their time convenience.

Performance Management cycles may be different in organizations. Most respondents use non-digitized methods which takes a fortnight to be completed.

Compensation is given on a monthly basis and we have got an equal response for both digitized and non-digitized methods.

It is clearly seen in the charts that HR Operations takes more time using non-digitized methods compared to digitized.

CHART 1.7 : DIGITIZATION HAS AFFECTED THE FOLLOWING FACTORS? (1 BEING THE LOWEST & 5 BEING THE HIGHEST)



For this analysis a likert scale is used. 1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly Agree.

Majority of the respondents have given 4 rating for Cost factor in digitization which means that cost can be reduced to a good extend. Decision making ability and analysis is also affected positively through digitalization.

Internal and External communication, Time effectiveness and Employee Engagement have got a rating of 5 from most of the HR Professionals.

CONCLUSION:

Through this study we can conclude that digitization / technology has an impact on the various functions of HR positively and negatively. Where recruitment and Compensation are positively affected, training still needs to be digitized. Technology has no wonder taken over the businesses today but whether it will be a boon or a curse would be decided by the time. With respect to HR, technology is working as an advantage for its various functions but the only factor that needs to be considered is cost. If companies can work out on the cost factor then the productivity would definitely bring in remarkable change in the organizations.

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Dear

KANCHAN AKSHAY & SHEBA GEORGE

I am very pleased to inform you that your research paper titled **A STUDY ON THE IMPACT OF DIGITIZATION ON HUMAN RESOURCE (HR) FUNCTIONS: HR PROFESSIONALS' PERSPECTIVE**. has been published in **ACADEMICIA: An International Multidisciplinary Research Journal (ISSN:2249-7137) (Impact Factor: SJIF 2013=5.099) Vol.6, Issue-12, (December, 2016)**.

The scholarly paper provided invaluable insights on the topic. It gives me immense pleasure in conveying to your good self that our Editorial Board has highly appreciated your esteemed piece of work.

We look forward to receive your other articles/research work for publication in the ensuing issues of our journal and hope to make our association everlasting.

Thanking you once again

With Best Regards

Dr. BCM Patnaik

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