



HRM In The Digital Age – Digital Changes And Challenges Of The HR Profession

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Abstract

The world has undergone a vast changes which includes cultural, societal and economical changes. In the present era the changes starts and ends based on the increasing dominance of digital technologies. Overall we can say that the changes have led to the present period being called as the "digital age". These changes have major impact both in the lives of employees and Human Resource Management (HRM). When we talk about the digital technology then these changes need serious attention . When we observe the role played by human resource professionals , it is found out that there is an element of communication. The change in technology play a major role in the changes undertaken in the way of communication. HR technologies may need a broad enhancements to survive in the digital era. Some may simply need to improve their performance management system. Some may need to train their workforce that how to use new technology. But others may face changes we have yet to imagine. The main difficulty is to use most comfortable communication tools to being an effective HR professional. This paper focuses on the changes and challenges to HRM in general and more specifically to the use of technology. RBI Chandigarh is chosen to collect the primary data . Questionnaire method and different techniques are used .

Keywords: Digital, HRM, Communication, performance, RBI.

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Objectives

- 1.) To know the digital changes in the working of the HR professionals.
- 2.) To know the challenges of the HR profession in the digital era .

Introduction

Digitalization brings many changes as well create challenges for the HR professionals. “Digital work” refers to the increasing automation of the routine work and use of more digital tools and media which results in information work . As a result qualification of employees have continuously changed . Now there is an urgent demand for different technical as well as mental skills. Entire organization is to keep up with the digital change so as to enable each individual employee to use the digital technology . HRM has to systematically plan the work content according to the changes demand by the digitalization.

Digital technology demands different work situation , more often there is a need to form virtual groups , teams and communities . Main task is to support the employees by providing them digital information properly . Sometimes there is a need to manage a team virtually which are often unknown and remote . To manage these people is quite different from managing routine job employees . Managing such members clearly differs from managing conventional employees in a lot of aspects such as leadership, performance feedback or development, while still a lot of practical aspects are not sufficiently tackled (Hertel *et al.*, 2005).

“Digital Employee Management “ is the main requirement to take the maximum benefit of digital technology . “Digital employee management” refers to the



planning, implementation and in particular application of digital technologies to support and network the HR profession, a phenomenon also known as electronic HRM (e.g. Bondarouk and Ruël, 2009; Strohmeier, 2007). Administrative as well as managerial HR functions are deeply changed which include record keeping system , salary management , attendance management, performance management and many more. The basic challenge for the HR profession to identify how to use the digital technology and prepare itself for any discrepancy .

With the introduction of the digital era , many new tools and media are used in the organization . E- Lancing which is web based and organization give certain tasks to the interested persons . Then the communication is now with the help of e-mails and majority of the employees feel so much satisfied with the online contact with each other . Recruiting software play a major role in selecting and hiring an employee in the organization . Nowadays all the tasks of the organizations are done online . The challenge is for the e-HRM to maintain the efficiency of the digital task and to get the maximum output . It need the effective effort of all the organization and the employees given the task are neede to be handle with full dedication and care so that there problems can be solved easily and comfortably .

Research Methodology

Primary and secondary data is collected . Questionnaire is filled from RBI Chandigarh. There are 8 questions . Respondent will give the answer according to their convenience. Secondary data is collected from internet, newspaper, existing literature, magazines etc .

Digital Changes in the working of the hr professionals

HR professionals working has found to be many changes due to digitalized of different task in the organization . Expectation of the organization from the employees get changed . The introduction of electronic HRM needs each employees to work systematically and need to be full of



information . The research is conducted and questionnaires are filled from the RBI Chandigarh. There are 8 questions and respondents are taken mostly those are fresher's in the RBI and those are working for many years in the RBI . Let us discuss the respondents views along with some of the major changes occurred as a result of digitalization .

1.) To tackle younger employees grown up in the digital environment

The major changes has occurred in the HR profession due to the introduction of the concept “digital employees” .As the employees get interact with new technologies , their attitude, behaviours and expectations get totally changed. New technology demand a different and digital qualification from these employees. Many research has been conducted and it is found that the people working with new technology is generally characterized by marked digital qualifications, multitasking capabilities, learning by doing and their grasping power is superb . All these qualities of the younger employees built a gap between the old and new generation people .

2.) To handle digital work

In the present era ,work of employees depends on digital tools and media. In consequence, qualification of the employees need to be digitilise and a broader set of technical as well as mental skill of the employees is required .To improve the working of the organization each employee should get expert in using digital technology . HRM has to properly prepare itself to know what type of employees they needs so that the work of the organization runs smoothly .

If we look at the response of the employees working at the RBI , it make us clear that the younger employees feel very comfortable with the digital work as compared to the employees working for many years .

3.) Starting Of Electronic HRM

Administrative HR functions as well as Managerial HR get changed with the introduction of the digital HRM . For example pay roll processing, attendance management , record Keeping, compensation, performance management or development are digitally performed. The whole digitalization HR organization has been changed. Digital Self- service is introduced and all the work is done technically . In particular, we can say that the introduction of electronic HRM helps to communicate via email . As a result most employees will now expect the vast majority of communication to come via email. They may even expect to hear from you via social media or text messages rather than phone calls. Online work prepare the data systematically and it keep the data secure. If the HR technology is used effectively it will help to improve the overall efficiency of the work.

Challenges of the HR profession in the digital era

There are many challenges of the HR profession in the digital era . If the organization want to digitalize all the work then first and foremost requirement is to prepare itself for the challenges .

Let us study major challenges which are faced by the hr professionals .

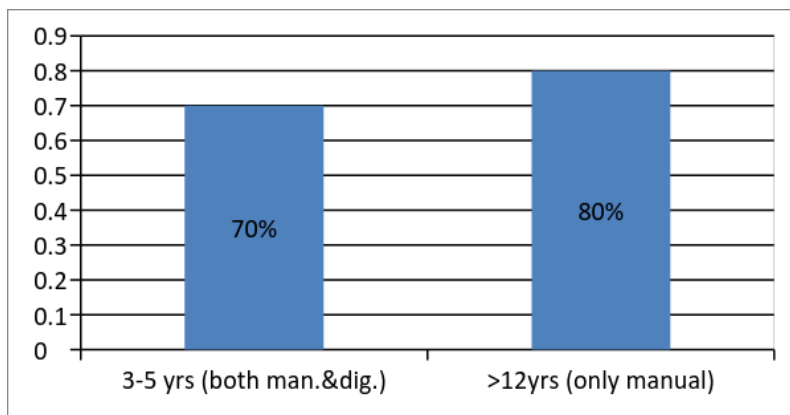
1.) Learning how to use HR technological solutions .

Learning how to use HR technological solutions is a major challenge .In the digital era ,electronic communication play a major role .Even the evaluation of employees is done online , paper versions are not liked by the Generation X employees. Different tools are used in wide variety to communicate with each other .It has been seen that online work is more effective and time saving as compared to the paper work . If we talk about the communication, there is no doubt that electronic communication is very effective . The major challenge is that some employees are not

able to use the technology properly and effectively .Senior employees feel hesitation to share the fact of not able to use the technology properly . whereas the younger employees are more familiar with the digital technology . The gap between the employees to use the technology is to be filled so that maximum benefit can be gained .

If we look at the respondent views employees working from 3 to 5 years demand both manual and digital work whereas the employees working from more than 12 years are not comfortable with the digital work. A plot of this has shown below-

Percentage of Respondents V/s Digital & Manual Work



2.) Recruitment of the employees .

Now let us talk about hiring an employee. Hiring an employee using paper forms is quite a confusing task and lot of accuracy is needed in it . Nowadays onboarding system is considered best tool as it reduce the time and mistakes are overtaken . Hiring an employee is very critical task and it need accuracy in each and every step . Digital technology help the organization to do

the work quickly and accurately . Nowadays video interviews are also becoming more popular . it saves the time as well as no extra preparation is required to be done .

3.) To handle the problems of the employees.

Digital Technology has many drawbacks too . sometimes a small problem in the use of technology stops the entire work . Here HR staff play the major role . There can be lot of complains about the work place . The need is to make the employees comfortable in dealing with the problem . Digital technology is not always better to work . If the problem occurring in using digital technology is not handle properly , it can cause harm in large amount . Therefore to handle the employees problem several experts and their substitute solution should be present .

Conclusion

In a conclusion we can say that the younger employees specially the freshers are already know how to do the digital task but the employees working for many years feel very uncomfortable to use the digital Task and they hesitate from their juniors to get the guidance regarding the work . As a result the senior staff lack behind in the use of digital technology . There create a gap between the senior and junior . Junior or freshers are trained in the use of the tools and media but they lack the guidance or suggestion of the senior staff . In such case organization need a quick look to remove the gap and to hire an expert to guide the freshers as well as the senior staff . The freshers are found to be less scolded or reported of not doing the work properly but the senior staff always put it over the juniors but not ready to do the task by itself . Clearly , we can say that the digitalization saves the cost , time and highlights the accuracy in the work but there is a need to tackle the problems which the employees are facing in the use of it . In summation we can say that digital and side by side somewhat paper work is also required to make the organization work effective . When the responded of RBI are asked the question that is “Do you ever think to end

the existence of paper work at your office ? “ The reply is same for the all , whether they are seniors or junior or freshers at RBI that is never . The plot for this is as below :

