

# **Navigating the Future of HR Digitalization**

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**Editor:**

**SITI SARAH OMAR**

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# 5

## **EXPLORING AND UNDERSTANDING DIGITALIZATION IN HUMAN RESOURCES**

Siti Sarah Omar  
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### **5.1 INTRODUCTION**

Digitalization in Human Resources (HR), through this can be illustrated about digitalization, benefits and its challenges towards Human Resources more depth. It is to find out how does digitalization affect human resources in an organization. Industry have been comfortable using traditional approach in HR, so with the implementation of technology in their working life they have to adapt to the system while facing challenges even though they would gain benefits from the implementation.

Organizations and individuals are shaped in comparable ways by digitalization trends to some extent. Digitalization is being more widely used and is now considered a must in most businesses (Tham & Atan, 2021). The advent of digital innovations such as electronic instruments, information systems, mobile or internet technologies and so on, creates a real opportunity for organizations to focus their activities on core competencies and achievable goals (Jayabalan, Khan, Nair, Subramaniam, & Adilah, 2021).

Firms are always under pressure nowadays to embrace digital innovations and adapt their business plan to meet and fit into this current reality. In spite of that, while alteration digital has innumerable precedence, it necessitates investments and expenditures too. Prone the obvious furtherance of digital innovations, the inquiry is how and to what degree professions make use of digitalization, and how closely academics and scholar are scrutinizing this development



(Reis, Amorim, Melao, Cohen, & Rodrigues, 2020).

In most countries, digitalization and the gradual shift to a digital economy have recently been one of the top priorities for economic progress. New technologies open up new ways to operate and transform all previously employed activities, as well as the overall structure of a society. They are intended to aid in the modernization of economies, the development of competitiveness, the rising of living standards, and the overall degree of well-being (Ivanova, Zarska, & Masarova, 2021).

Digitalization or digital amendment refers to the changes that occur as a consequence of the supplication of digital technology in all aspects of social well-being. The capacity to adapt existing products or services into digital variations, and so give advantages over real products, is another term for digitalization (Parviainen, Tihinen, Kääriäinen, & Teppola, 2017). The construction of a real-time, knowledge-based, self-manages, and interactive business environment was facilitated by recent technology and competitive market advances. Throughout most of the twentieth century, this knowledge-based interactive work environment seemed unthinkable (Baykal, 2019).

Since the 1990s, digitalization has pervaded many elements and stuff of society. The creation of huge amounts of online information and data, extending from online posts to digitally enhanced libraries, has come from recent breakthroughs in web-based infrastructure (Baykal, 2019). On top of that, digital technology does not facilitate online and virtual health consultations and an assortment of corporate campaign or affair only, but also let people to associate through society in the midst of lockdown and social dissociation (Nogueras, Kiparogluo, Shah, & Woerden, 2020).

For instance, in the time of rampant or pandemic, digital technology has validate online conferences, convention, council chamber and team gathering, work from home, online class for education, and even virtual cabinet forum, which eventually become normal or predictable in business and daily routine (Nogueras, Kiparogluo, Shah, & Woerden, 2020). The Covid-19 eruption is a health disaster for public that has constituted consequential hindrance towards

SME's extension, stability and extant. The eruption did emphasize the crucial substance of digital innovation in confront against Covid-19. Based on prior research, it has been shown that a SME's endeavor toward digital transformation, as measured by their transformation's degree, adaption of the technology, and profession approach, can assist them to counter more effectively to communal emergencies (Guo, Yang, Huang, & Guo, 2020).

Furthermore, through the application of public crisis response tactics, digitalization helps SMEs enhance their performance (Guo, Yang, Huang, & Guo, 2020). Business and human resources have reaped numerous benefits from digitalization. This technology, as a primary driver, improves the propensity to draw on peripheral information, to support new business models, network reverberations and normalization incentives are possible, which encourage and motivate firm's flexibility and enables for fair value of external data sources, and also allows for internal knowledge-based innovation, among other things (Kraus, et al., 2021).

To understand why digital transformation is necessary, one must consider both the rewards and the costs of not doing so. In many circumstances, cost is the sole motivator for digital transformation. We must also remember that our customers are already living in the digital age. As a service or product supplier, embracing digital transformation also means meeting client requirements and expectations. Customer-focused, enhanced velocity, upgraded analytics, cost reductions, the growth of revenue and creativity, digital competency and know-how, better employee experience and work culture, and so on are all advantages of digitalization or digital transformation (Belka, 2021).

The resources of human is the division of a firm which is in charge of pinpoint, cloaking, engage, and candidates' on-the-job training, in addition to managing employee compensation programs. In the twenty-first century, HR plays a crucial role in aiding firms in contending with a fast-changing business landscape and a rising demand for quality workers in the twenty-first century (Kenton, 2020). It was unavoidable for human resource management to implement such a breakthrough that had such a significant impact on corporate operations and management (Jayabalan, Khan, Nair, Subramaniam, & Adilah, 2021).

In a knowledge-based economy, where ideas and expertise are highly prized and a creative and imaginative staff is required to address the challenges of the new economy, HR management is extremely critical. Firms must therefore have highly skilled human capital in order to gain a competitive advantage (Thompson, Lim, & Fedric, 2001). There are some changes in Human Resources landscape in 2022. Employers are employing a variety of employee retention techniques, the most obvious of which is increasing employee compensation, to halt the avalanche of resignations shattering the corporate scene. Aside from that, talent acquisition will be given more attention, with firms looking both within externally for the best candidates for unfilled positions. Internal mobility will also rise significantly, as recruiters will look to their in-house talent pool first to fill in open roles (DeRosa, 2022).

The HR Manager's presence in the organization is critical, and among the abilities required of HR Managers are time efficient, multitask, achieving achievement in any work, long-term planning, and institutional cultures (Vishwakarma, Singh, & Pande, 2020). The coronavirus outbreak, which began in late December 2019, has major impact on global economy, culture, worker, and enterprises. Quarantines have been imposed on people, and schools, colleges and institutions, redundant businesses, and quasi-governmental group have been forced to shut down temporarily (Hamouche, 2021).

Travel restrictions have been imposed, flights have also been cancelled, and large-scale public assemblies and meetings, and social functions and outings have been banned. Therefore, as the pandemic has invented an environment of demanding and complicated challenges for seniors and managers, and the corporate managers of management of human resource, who must generate and come up with innovative solutions to preserve their businesses running while also actively support and assist employees in dealing with the obstacles of this extraordinary situation (Hamouche, 2021). The majority of organizations have to adjust to new workplace laws, such as allowing more workers to work from home, reducing working hours and even positions, cutting training and development and pay budgets, freezing recruitment and career advancement, and so on (Slavic, Aleksic, Poor, & Berber, 2021).

HR managers must develop innovative HR procedures to protect the company's survival as well as the physical and mental wellbeing of employees during this era of global crisis (Slavic, Aleksic, Poor, & Berber, 2021). The epidemic has produced new obstacles for HR practices and will continue to do in the future. Employee welfare, intellectual capital, human resource growth, captiancy, production and connectivity are some of the concerns and challenges that have arisen (Zhong, Li, Ding, & Liao, 2021).

The field of action covers a wide range of human resource management issues that can be classified into distinct stages of the strategic personal development process. Ryschka/Solga/approach Mattenkott's to the procedure is as follows: The required manpower must be defined based on the business objectives. On this foundation, an HR development (HRD) concept must be developed, implemented, and integrated into daily operations (Rabel, & H.M, 2016). Employee engagement is at the core of HR and HRM. Being in tune with people, assisting them in improving their performance, negotiating compensation, and hiring and retaining skilled staff. HRM's job is to keep staff engaged through prizes, recognition, and other means. They are actively interested in assisting you in creating a positive, well-balanced work atmosphere (Vishwakarma, Singh, & Pande, 2020).

## **5.2 DIGITALIZATION IN HUMAN RESOURCES**

Digital technologies have a significant impact on a company's business strategy and business model. Many people see them as a real danger to human worker's labor and jobs. As we move towards digitalization, technology is impacting HRM roles and altering the execution of personnel activities on daily basis (Muzanenko & Rankhumise, 2023). Comprise involved in the digital transformation of the corporate world should link their strategic vision and mission with HRM's philosophy (Fedorova, Koropets, & Gatti, 2019). The integration of HRM digitalization with organizational represents a conceptual leap forward. As HRM becomes more digitalized, the necessity for associated research activities grows (Strohmeier, 2020).

Besides, there are challenges that deter organisations from digitalising HRM practices across the human resource (HR) value chain (Chapano, Mey & Werner, 2023). The requirements to

engage and educate executives on how to comply with the difficulties of a worldwide organization as a result of corporate globalization, as well as shift to a knowledge-based economy, where the company's value is dependent on their workers' abilities and knowledge, is the obstacles face by HR departments in several firms (Thompson, Lim, & Fedric, 2001). According to Yang and Zhao (2016), Human Resource adjustment and change will become extremely rapid as a result of the digitalization and standardization reform. The approach needed to successfully increase businesses' overall competitive forces and levels of sustainable development is to build the management model and design system blueprint to standardize the relevance business procedure.

Concerning the disruptions created by the Covid-19 crisis, which was initially found in late 2019, an inquiry into the probable effects of HRM enactment on firm viability appears to be crucial. The outbreak has put human resources in jeopardy, with consequences for all areas of a business (Mefi & Asoba, 2021). The coronavirus outbreak has had a significant impact on how people work. Many firms' quick digitalization of processes and working model was not the result of long-term planning, but rather of lockdowns and external constraints (Kuzior, Kettler, & Rab, 2021). According to the authors, the current work revolution might be either a great opportunity or a major threat to the labor globe. The pandemic-related lockdown, on the other hand, added the entire onboarding process to the purview of computerized recruitment.

HRM functions namely staffing, remittance, worker relation, and development, that is steer by ICT, are expected to deliberately commit on bid information, analytics, and metrics. Digitalization is predicted to be aided by technological devices and infrastructure like as the internet, electronic information, automation and artificial intelligence. In the post-covid19 era, the terms "digitalization" refers to the symbol of procedures (Mefi & Asoba, 2021). In the online setup, companies provide basic training, getting to know the team, software and equipment usage lessons, and more. During the pandemic, digital conferencing solutions have improved and added more real-life elements to make the employee experience more pleasant (Kuzior, Kettler, & Rab, 2021).

Human Resource managers may complete duties autonomously and with responsibility. So, they do not have to regularly observe their employees' assignment and activities because they work diligently. The health and safety of employees at the work place is critical for organizations to build the values of the organization and a long-term brand. The workforce of the organization has a greater desire to protect themselves and to stay healthy. During the digitalization progress, it can be seen that it is very crucial for organization to consider the employees' work-life balance as the outcome (Gigauri, 2020). More than one alternative is being considered with the expansion of the digital workplaces. Human Resource directors have the opportunity to change the organizations and move it upward for improvement and innovation by considering digital system for solution with a user-focus method, applicable data, and the correct expertise ploy (McPherson, 2020).

Digitalization is a good implementation for human resources, as it is become advance in technologies. While being implemented, there are some benefits and challenges regarding the digitalization in human resources. According to Stegaroiu (2020) the way HR management systems are configured is changing, with a greater emphasis on the employee experience. The new solutions place a strong emphasis on accessibility, mobile applications and open discussion forums within the communities in which its members participate (Novac & Ciochina, 2018).

Apart from that, HR professionals are enthusiastic about incorporating new media into their e-recruitment efforts since they have seen the potential and outcome for targeting specific populations. The most significant advantage is time efficiency, as it assists both HR managers and recruiting agencies obtaining resumed information about prospects. At the same time, it is allowing engagement with passive candidates and their filtering during the screening process (Novac & Ciochina, 2018).

Many of the work that HR professionals perform, especially in areas like reporting, administrative tasks, and predictive analysis, should and will be handles by digital assistants and automated software. This will result in increased productivity and efficiency. HR may devote more time to strategic and value-added activities (Vulpen, 2021). Other than that, more faultless HR intelligence, upgraded HR knowledge, best tracker of workers' knowledge, less

documentation, and simplified job progresses in the HR departments are all benefits of digital human resources. By automating administrative processes, the HR department becomes more affective. Emphasizes HR's role as an active partner in attaining the organization's strategic business objectives, allowing HR workers to focus on more strategic staffing issues, and so on (Thompson, Lim, & Fedric, 2001).

### **5.3 BENEFITS OF DIGITALIZATION IN HUMAN RESOURCES**

HR's digital revolution will undoubtedly continue, although at a faster pace. This trend, which frees up HR personnel for higher-value duties like fine-tuning employee learning and development efforts, is certain to continue. It is envisaged that digital transformation would be carried to the next level, with applications being developed to save on time monotonous chores and more predictive work being done with HR data analytics (Kumar, 2021). Managing the volume and complexity of HR enquiries in large enterprises needs the use of HR case management software to assure consistency and accuracy in case resolution. Immediate access, process tracking, prioritization, speedy escalation, grievance reporting, process automation, and improved collaboration are among advantages (Gardner, 2022).

The following are the best practices in HR case management. First, choose a dependable HR case management software, properly onboard your personnel, and ensure that different levels of access are available. Identify frequently occurring issues and create extensive and accurate documentation. A good HR case management procedure can not only help your company stay compliant and give a better employee experience but it will also help you address issues and answer queries swiftly (Gardner, 2022).

However, much of HR's remaining labor should be supplemented by machines or systems that can reason, learn, and connect with humans in a natural way. HR will be able to find new company insights for better strategic decisions and create more value by implementing cognitive technologies that employ AI in people analytics. AI technology has the potential to help HR departments and other departments redesign work procedures and workflows (Vulpen, 2021).

## **5.4 CHALLENGES OF DIGITALIZATION IN HUMAN RESOURCES**

Some challenges and problems should not be neglected, such as the fact that online social networks are primarily used for public relations and marketing, and recruitment should be treated differently. Online social networks are mostly utilized to promote various organizational activities, rather than to appeal to potential recruits, as other research have revealed (Novac & Ciochina, 2018). Not only private HR professionals, but also public sector professionals are under pressure from the dynamics and forces of modernization and the requirements of digitalization. After government's artificial "one-best-way" blueprint is being abandon, current HR leaders can implement training improvement and development, and allow employees become self-government or independence, resulting in more innovative solutions and fresh ideas (Nazarov, 2020). Human resource management will need to be able to reconcile more flexible work schedule in order to renew and build corporate culture, considering the impact of technology transformation on organizational procedures (Barisic, 2022).

As a developing field, it is critical to demonstrate the value it can provide to businesses. They gathered some of the greatest Digital HR case studies they could find in a prior study. To begin, a corporation deployed chatbots to provide the greatest candidate experience possible. Because they intended to increase the amount of people their recruiters engaged with, a housing association in UK wanted to improve their recruitment process while offering the greatest possible applicant experience. The following company had a high turnover rate in various locations. A pre-employment assessment proved to be the answer. By allowing contenders to fluidly flow inside an online community, they were able to get a genuine job overview, a virtual peep into their potential working community or environment, and a common understanding of the organization's culture (Verlinden, 2022).



## 5.5 CONCLUSION

In this era of digital transformation, we live on, it is very important to depend our daily lives and activities on technology. Nowadays, most work and functions are on digital form. Many information and data can be collected from the technology and digital platform. People can also refer to the online platform for anything they are doing such as research, business and also social. Digitalization may provide some challenges to people and also human resource, but there are many advantages for them to gain.

Digitalization is one way to improve the human resources and organizations of certain company and business. Human resources is important in recruiting new employee into a company, and also they need to take care of their employees' welfare. In traditional way, it would take time to recruit people because it is too hard to approach them to get know about certain company and business. The existence of the internet and technology, it will spread widely and will save more time and cost in recruiting new employees. In addition, it is also become easier to connect with them and to get some data on something.

The adoption of digitalization in human resources may be crucial and take times for organization to get used to the technologies. Human resources, they need and must learn and practice on new methods and procedures, to keep up with this innovation in organization. In spite of that, it improves the operational in HR and organization, also their communication, work performance, and easily access and analyze data and information. Furthermore, the mobile application, media and community platform gives benefits for organizations and human resources. As people responds to the community platform giving their feedback and opinion, it boosts thought leadership and reputation, and allow for more collaborative working styles. Into the bargain, it is also giving more accurate data and information when making better decision. Other than that, more employee become satisfied and happy while working, consolidated HR systems, and enhanced company branding and applicant attractiveness are all benefits of having accurate data and information.

Employees are more likely to engage and finish activities without jumping between applications or becoming confused about functionality if all HR needs are met on a single platform. Technology integrates disparate systems and gives you comprehensive visibility over your workforce. Managers might be given this visibility to focus on things such as their teams' abilities and training needs. Because processes are optimized and augmented, companies that invest in digitizing HR save a lot of time and money. At the same time, you can also boost internal mobility and lower external recruitment costs by having visibility across your staff.

During the outbreak of the Covid-19, many company and organizations had to work from home. The situation is very worse for both organizations and employees. They cannot meet in person to communicate and discuss about work in comfortable and easy way. At the same time, it is very hard for Human Resources to recruit candidates, hire the best employees, giving compensation and benefits, do training and development for employees and organizations, and so on. So, through the adopting of digitalization in human resources they can easily access and connect to everything. They can do meeting online, doing employees' training and development, and also job interview to hire people through online applications. Information and data can also be sent and received as soon as possible.

In a nutshell, to increase efficiency, every company should adopt a digital strategy. Organizations can maintain their performance and employees' quality standards for the smooth functioning of the organization by using digital human resources practices and social media, the internet, AI and other technology. The digitalization technology revolution has an impact on how companies manage their staff. Traditional employment may become obsolete as more digitalization technologies emerge, balancing both current and future career opportunities. Furthermore, from the beginning to the end process, digitalization technologies can be linked to overall performance management and HR practices in order to maintain growth while benefiting the corporate environment and achieving community requirements.

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