DIGITALIZATION OF HUMAN RESOURCE PRACTICES IN INDIA

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Abstract

The aim of this paper is to examine the role of technology and innovational practices in digital era. Nowadays, there is a great deal of competition where innovative human resource (HR) practices have become the requirement of the hour. There is a need to continuously develop and innovate human resource practices to remain competitive in the industry. Past research also indicates that the outcome of innovative human resource management practices can be important towards retaining employees and their performance. At present, every business must seek to improve the quality of its workforce. To get the best human resource, an efficient and well planned strategy is required at the workplace. Therefore, technical advances are being made in the field of human resource with time and slowly the traditional human resource management is being replaced by new and technically advanced human resource management. Further, research articles, conceptual studies, review papers and other relevant content on the topic were accessed and reviewed through web sources and databases. However, this study contributes to the existing literature by elaborating the role of innovative practices and technology in the context of competitive digital environment. Further, several implications were discussed for the purpose of promoting sustainable development of digital era.

Key Words: Digital in HR, Trends in Digital HR.

Introduction

In organizations across the world, the pace of digital transformation is impacting matters linked with workforce optimization, talent transformation, up-skilling and re-skilling, training, and resource development. Human resource management in the digital era confronts challenges on two fronts – one, making company processes automated and data-driven and two, transforming the workforce and ways work is done in the organization. Human resource functions today cover a wide remit from strategy formulation to achieve an agile workforce to employee engagement and wellness practices. Previously, human resource management was limited to utility and paper intensive functions, such as recruitment, training, and payroll administration. Human resource managers are successfully adapting their organization to the digital workplace. Human resource managers must reshape their functionality and create the

optimal digital strategy to enhance the employee-organization relationship. Companies in most Indian industries now use structured data and technology for decision-making and employee assessments based on real time feedback, intra-organizational changes, and external pressures. Digital tools can be used to fulfill several administrative and communicative functions. These include performance appraisals, incentive management, employee engagement, collaboration between different teams, and intra-organization communication.

Digital transformation is a term that can generate confusion and is perceived by many as a challenge. Digitization and digitalization are connected to a change in attitude and strategy that trickles down from the top executive level to senior and mid-management. Digital transformation is defined as the re-alignment of, or new investment in, technology and business models to more effectively engage digital customers at every touch point in the customer experience lifecycle. Successfully incorporating today's digital technologies requires companies to operate in new ways. "It is not the strongest of the species that survives, but the one that is best able to adapt to the changing environment in which it finds itself". Therefore, digital transformation is no longer a choice for organisations, but a necessity as companies move into new ways of doing business in the digital era. Digital transformation refers to changes in product innovation, to new ways of re-focusing on consumer experience delivery but also to internal restructuring of business practices and company culture.

Employee Skills to Achieve OrganisationalObjectives

Employee training and development for soft skills, hard skills and compliance-based needs to be assigned, taught, nurtured and measured across the full employee talent management lifecycle to drive optimal business results. Today, forward-thinking human resources executives and business leaders view learning as a strategic component of their overall strategic human resource mission and are leveraging integrated talent applications to drive optimal employee performance. E-learning is widely considered to be the most efficient and cost effective way to deliver training to a workforce. However, the best way to truly prepare employees for

meeting organizational objectives is to focus the training in three major areas of skill development. Using a learning solution that is capable of delivering optimal training for each type of skill and checking for comprehension by examining the outcomes from other human resource processes will drive performance within the company as employees develop their soft, functional and compliance based skills.

Soft-skill Development

Soft skill development targets the improvement of an individual's competencies and behaviors. These encompass the communication, negotiation, conflict resolution, personal effectiveness, creative problem solving, strategic thinking and team building skills that govern much of the interpersonal actions inside and outside of a company. E-learning offers a variety of training sessions and modalities, making it an optimal training method for soft skills development. Using short, self-paced learning modules, employees can view common scenarios and engage in periodic check points that asses their personal choices. Using HR solutions that integrate talent and analytics can help your organization link sales and customer satisfaction ratings from the field to specific soft skill development initiatives. These metrics will help your company determine which employees have high competency in certain areas and which should supplement their skill sets with more training.

Functional Skill Development

Functional skill development targets an employee's improvement of "hard skills" such as data analysis, equipment operation, or medical field certifications. An organization cannot produce or sell products or services if its employees do not maintain the appropriate tactical skills to efficiently perform their job requirements. Training for hard skills often takes place when an employee is on boarding for a new position or directly preceding a task that requires new skills. However, providing continuous development opportunities for hard skills will improve overall bench strength and allow organizations to immediately adapt to evolving business challenges. Because functional skills are quantifiable, companies can test their employees' competencies in these areas during hiring, recruiting and at regular intervals thereafter. As part of the performance review process, companies can

compare an employee's knowledge of certain tasks on the job and their comprehension based on testing as recorded in an organization's learning solution.

Compliance Development

Compliance training includes topics ranging from regulatory and industry mandates to workplace safety to sexual harassment. While compliance skills may be rooted in soft or functional skills, compliance requirements tend to be company or industry specific. Several industries find themselves facing particularly detailed and stringent compliance regulations that require sufficient training and training management to prevent breaches of acceptable standards. Implementing a learning management system that supports compliance completion tracking as well as requirements around logging, auditing and validation can help ensure that the company has taken the proper procedures to prevent costly mistakes and breaches of law.

Digitalisation and HR Practices in 21st Century

Digitalization in Recruitment

The recruitment industry is the oldest industry among the other service industries of the world. Technology has a positive impact on recruitment. Recruitment is the process of attracting potential candidates for the organizational anticipated vacancies.E-Recruitment provides many digital tools.

Types of E- Recruitment

Operational E-Recruitment

This includes basic transactions characterized by short term applicant relationships global messages and major automation

Relational E-Recruitment

This is characterized by development of real applicant relationships through better feedback, the personalization of applicant messages and the use of web 2.0 tools, such as social network sites.

Transformational E-Recruitment:

It is anchored in a global talent management strategy, consisting in identifying the critical positions, and then attracting and retaining individuals who correspond to the established profile Employer branding and reputation could be a solid support.

E-METHODS USED IN Recruitment

Company's websites: are their own websites having a link for careers options where candidate can sign in with current openings or submit the resume for better opportunities.

Many companies use this method of recruitment like idea, HCL, Wipro etc. these companies have separate recruiters team for responding towards these activities.

Commercial Job portals: are the websites that allows employees to post their job requirement for the fulfilling of their vacancies and candidate post their resume for getting the job opportunities. The job sites in India are ukri.com, Monster.Com, Times job, shine.com etc.

Use of Digital Tools in HR Practices: Example from Indian Industry.

E-Recruitment in Reliance Company:

Reliance Company provides e- recruitment which is designed to make the recruitment process more effective and efficient. Reliance values the innovation, initiative and entrepreneurship. It gives an opportunity to join them in the process of actualizing your potential. The system works on the following steps:-

Basic requirement

Candidates have to fill their basic information like name, email id, experience in years, qualification and skills.

Uploading Resume

After filling all the necessary details candidates have to upload or submit their resume/ CV.

Screening

After submission of resume, reliance recruitment team short list the potential candidates to complete the module of the company.

Interview

Reliance team after short listing goes through the process of interview. They provide the facility of video conferencing for the candidates who live outside station. Above example shows there is a need for organizations to have a cost effective, fast and convenient system for the personnel selection. IT tools are the latest tools in hiring the personnel's.

Advantages of Digital Marketing

Digital workspaces: It is no more about the time or the location that you work about but about the activities that you are assigned and you are completing. Such workspaces have been enabled by Technology which makes work more effective. Even engagement is now digital, using digital platforms.

Digital Generation:

Organizations drive management practices,

cultures and innovation through digital interventions. Even talent practices are digital today thus resulting in the emergence of matrix-based digital network organizations.

Digital Human Resource Practices:
Organizations today are adopting digital tools and apps to ensure delivery of solutions and innovate continuously. The best examples can be seen in form of Talent Analytics and talent development forming a crucial part of the organization lifecycle.

Digital human resource as an engagement tool:
The workforce today expects itself to be viewed and treated as an end user or consumer and has standard engaging experiences consistent across various checkpoints within the organization. The expectations are that the human resource function should be digitally enabled to achieve the motto of "*always available.*"

Digital human resource culture level:
All employees want and need transformation, but very few understand the nature of this transformation and the impact on the organization.

Digital human resource as a talent attraction lever: Employee values proposition comes in different forms. It's one of the most critical activities is the attraction of talent. The modes of the attraction of talent have changed organizations focus today on digital channels.

Digital human resource lever:
The Integration of AI, Analytics, Big Data has enabled the human resource teams to provide insightful Data on performance. It enables the possibility of predicting the future and also suggests the impact of these changes on individual and company performance.

Conclusion
Hence, the increased need of IT tools in human resource replaced the traditional methods by the modern methods. Organizations are trying to reduce their cost and time to achieve profitability.

Organizations are trying to convert their human resource Practices in to E-HR Practices. In the era of globalization, Companies want to expand globally by reaching the people all across the world companies needed end to end visibility in their value chain and enhanced process efficiency throughout the organizations.

Industries in India like Telecom industry such as Reliance and service industry like SBI-,E -Learning Portal ,Bank of Baroda are trying to convert their human resource practices into E-HR practices.

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