



The Impact of Technology in HR: The Road Ahead

Dr. R.Gopal and Abhya Juneja

*Jankidevi Bajaj Institute of Management Studies,
SNDT Women's University, Mumbai, (Maharashtra State), India*

(Corresponding author: Abhya Juneja)

(Received 09 November, 2017, Accepted 12 December, 2017)

(Published by Research Trend, Website: www.researchtrend.net)

ABSTRACT: All the organizations irrespective of their size have a human resource department performing varied HR functions. As we move towards digitalization, technology is making an impact and changing the way of carrying out HR activities on a day to day basis. Today, HR teams cannot be content with mere automation of processes. The need of the hour is to foresee the technological advancements for managing the workforce and adopt the leading software that will determine the future of HR. This paper explores how technology is paving the way and reinventing the HR role.

Keywords: Technology, Automation, Cloud, Analytics, HR

I. INTRODUCTION

People management is undergoing phenomenal change and the employees demand more from their jobs that they did in the past. According to Prashant Gandhi *et al* (2014), employees from Information Technology, Media, Finance sectors are 13 times more digitally involved as compared to rest of the sectors. Owing to this trend, HR leaders have to channelize their efforts to meet the aspirations of a digital workforce [1].

People Strong's research shows that traditional HR jobs focusing around data collation, approvals and process flows have been replaced by HR Tech. New HR jobs which focus around analytics, program management, vendor management and employee experience and productivity management are replacing existing roles.

Apart from the above, new software are replacing old software to manage various HR functions like recruitment, payroll, attendance and so on. It has also been found that one in three Indian Organizations either foresees or have initiated the implementation of new human resource management software (Richa Bhattacharyya, 2014) [2].

II. LITERATURE REVIEW

India is an emerging market focused on technological innovation in every sector. Amongst the 523 organizations surveyed by Watson in 2014, it was found that India is adopting cloud based and gaming apps for talent and performance management and is also more progressive as compared to rest of the countries in using Mobile based technology for HR solutions. It was also discovered that 83 percent of organizations in India are either in the process or have implemented "HR portals" and 78 percent found the same to meet the required objectives as specified by the organization. However, the survey findings recommended that India still needs to focus on automation of various HR processes and utilize technology effectively.

PwC's Global HR Technology Survey (2017), has discovered that companies of all scales *i.e.*, large or medium are using "Cloud Software" for their HR processes and have reported an increase of 73 percent in 2017 from 68 percent in 2015. This trend highlights the significance assigned to merger of technology and human aspects at workplace including the vision of organizations to empower HR departments with latest innovation [3]. In addition, Deloitte (2016), has discovered in its study that many HR professionals consider "People Analytics" as a priority feature [4].

To sum it up, HR professionals should aim at creating a technology based culture to create an impact in the organization. This will enable them to shift their roles and support the business as well as achieve the primary goal of promoting a culture of digitalization (Rhucha Kulkarni, 2017) [5].

Objectives of the Study:

- 1) To discover the latest technological innovations in shaping the HR function
- 2) To determine the potential benefits of the latest technology
- 3) To understand the implications of technology for HR leaders

III. MATERIAL AND METHODS

The study is based entirely on secondary data and is exploratory in nature. Data has been extracted from journals, magazines and respective websites of HR based research.

IV. RESULTS AND DISCUSSION

A. Latest Technological Innovations in Shaping the HR function

The rapid strides achieved in technology are reshaping the role of HR. Josh Bersin (2017), mentioned a study conducted by CB Insights in 2016 which found that companies have invested more than \$2 billion in HR driven technologies [6].

The latest software is quickly replacing the traditional software and the employee or end user experience matters much more than ever before.

1) Integrated HR Technology Platforms: The automation of key HR activities like performance management, payroll, training and so on was focused more on data and flow processes. Today, most of the companies are initiating migration to latest software to bring entire gamut of HR functions under one umbrella and have a comprehensive view of the entire life cycle of an employee from recruitment till exit. The main emphasis is on creating an understanding of the existing data instead of storing it in systems and racing to stay ahead of the competitors in innovation.

2) People Analytics: Analytics are predicting the behaviors of employees in unique ways which were never thought of in the past. The functionality of the software is summarized as under:

(i) Workday– This system can predict whether an employee should consider changing a job and the likely performance to be achieved for making a switch in job.

(ii) Oracle and Success Factors–These software products can determine which trainings should an employee undergo as per his role in the organization.

(iii) Cornerstone– This system can predict which employees will not comply with the rules and are likely to skip mandatory trainings for their roles.

(iv) Starling Trust– This system can read the communication patterns of employees and suggest ways to build an environment of “trust”.

(v) Humanyze– This system can track the location of an employee and analyze from the voice responses the factors leading to stress in the employee.

(vi) Smart Recruiters, Lever, Greenhouse, Gild– These platforms manage the entire cycle of hiring of a candidate from sourcing till on boarding. The tools are designed in such a way that profiles of candidates can be considered and tracked effectively.

(vii) SAP Success Factors, Workday, Ultimate Software and others– These tools measure whether employees are taking care of their health and their happiness. This is a breakthrough in technology since it provides a new insight to keep an employee fit and productive.

(viii) Slack, Work board, Trello, Asana and others–These tools allow real time tracking of activities in team and makes communication within team faster as well as smooth by facilitating it through the software instead of relying on emails.

3) Cloud Computing, Artificial Intelligence Tools, Robotics and Big Data: All of these are making the HR function robust and dynamic. They can ensure that employee data is stored securely and compartmentalized for easy retrieval. Artificial Intelligence and Robotics are playing a major part in automating routine processes and simplifying them to the core. Big Data can enable faster decision making by predicting the present and future scenarios in the best possible ways.

B. Potential Benefits of the Latest Technology

(i) Benefits of Integrated HR Technology Platforms:

- Supports faster and precise HR decisions
- Technology can be uniformly used by all the departments and not limited to HR
- Benefits outweigh the cost of investment

(ii) Benefits of People Analytics:

- Manages HR transactions in analytical rather than routine way
 - Predict the employee behavior and productivity for near as well as long term
 - Supports employee at every stage in an efficient manner and reduces dependence on HR
- (iii) **Benefits of Cloud Computing, Artificial Intelligence Tools, Robotics and Big Data**
- Supports a truly automated experience for all the employees
 - Can make precise and accurate predictions for employees
 - Allows HR to focus on areas towards development of employees based on thorough analysis rather than data

Implications: The discussion in the paper about latest technological innovations and the manifold range of benefits will help HR leaders to reinvent their role in the organization. However, the budget and time should be considered before venturing to launch new systems depending on the scale of the organization.

A consultative approach whereby all the stakeholders i.e., employers, employees and HR professionals are involved would lead to be quicker adoption of latest technology enabled HR solutions.

VI. CONCLUSION

The discussion in the paper about the varied types of technology and the potential benefits will enable HR professionals to foresee the present and future of HR effectively analyze the changing needs of the workforce and fulfill the aspiration of employees in a better way. A road ahead for HR is more than managing transactional work but focusing towards the adoption of technology while keeping the “Human Element” and “Personal Touch” in mind.

REFERENCES

- [1]. Prashant Gandhi, Somesh Khanna and Sree Ramaswamy (2016). Which Industries Are the Most Digital (and Why)? *Harvard Business Review*. April 1, 2016.
- [2]. Rica Bhattacharyya (2014). Indian companies use cutting-edge tech for HR: Survey. *ET Now*. Sep 12, 2014.
- [3]. PwC’s Human Resources Technology Survey (2017). What’s now and what’s next in human resources technology. 2017.
- [4]. *HR Technology Strategy: Helping companies chart a clear path to their digital future*. Deloitte University Press-Global Human Capital Trends, 2016: *The New Organization: Different by Design*.
- [5]. Rhucha Kulkarni (2017). *Converge India 2017: The role of HR technology in transformation*. People Matters
- [6]. Josh Bersin (2017). HR Tech Trends for 2017. Jan 25, 2017 in SHRM.