

Human Resource Management in Digital Age

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ABSTRACT

Technology has its presence in every aspect of our life and thus we are very comfortable working with it and making it work for us to make our work a little less onerous. In this this era of digitization, organisations are becoming technology driven too making all the functions take the best of technology to achieve the objectives of the organisation. Human resource management being a significant part of the organisation is adopting technology in its work and making most of it to provide best services not just to be able to achieve organisational goals but also to keep its clients i.e. employees satisfied and motivated. Human resource management as a function has gone through numerous stages to reach to a level where it presently stands, from just being personnel administrative department to sharing strategic intent with the organisation it has now been recognised as a very influential department and thus soaking in all the technology available for it to function well. Human resource management in itself has diversified functions – operational, transactional and transformational. All these functions have adopted specific technologies to be able to play equal with other departments. E-HRM is not only beginning to be a trend in the organisations but also becoming a necessity to be able to achieve goals, keep the cost low, increasing productivity, keeping track of employees, their needs and their performance, reaching out to prospective candidates in a way they relate the most and are mostly connected to all the time i.e. digital platform, maintaining humongous data about the employees and maintaining a free flow of communication in the organisation. Thus HRM in digital era has scored technology to be able to focus more on strategic part of the HRM leaving most of the administrative work to technology.

INDTRODUCTION

Digitization has bought a tremendous sift of HRM from pen and paper based management to incorporating computer-based information systems, software applications and computer hardware to enter, store, process, transform, protect transmit, and retrieve information. Digitisation of HRM has led to E-HRM, web based HRM, HRIS, HRMS etc. which has given access to the HR managers to diverse range of tools to carry on the HRM on digital platform these tools include - Performance appraisal management software, E-recruitment software, workflow technologies, vendor management systems, applicant tracking systems, internal mobility software, Payroll and compensation management software, Manager Self Service tools, succession planning software, personnel development

software, career planning software, package review software, career planning software, executives and key people management software, hiring management systems employee monitoring system ,SAP and a host of others. These softwares assist Human resource personnel in better management, supervision, appraisal, recruitment and training of the employees which further leads to higher productivity, better performance, cost reduction, satisfied employees and information dissemination among all the employees in the organisation. Digitisation has also improved the way communication flows in the organisation, due to digitisation in HRM the communication is not restricted to face-to-face interaction between the employees and the human resource personnel, the interaction now has no boundaries and the employees can interact to the HR personnel anytime and from

anywhere. Web 2.0 tools like virtual world, knowledge sharing, cloud computing, social networking, photo and video sharing, micro-blogging and blogging have facilitated faster and effective communication between organizations. The presence of E-HRM has enabled organisation to achieve employee engagement, effective communication flow, improved employee management, knowledge management and change management in the organisation leading to improved performance and achievement of organisational goals.

OBJECTIVE

1. To understand the role of E-Technology in HRM
2. To discern the advantages of Web 2.0 tools to HRM
3. To understand the benefits of using Electronic tools in HRM.

LITERATURE REVIEW

Dr.A.Narasima Venkatesh (2016) has explained Internet of Things and Human Resource Management. According to the author the new trend is the internet of things which basically means things which can be connected to internet and be used for the betterment and ease of lifestyle. The author has connected the use of internet of things in HRM which basically helps the HR department achieve improved productivity and employee satisfaction. The author has connected various technologies (IOT) with HR that can be used to carry out human resource management with utmost effectiveness.

S.K.Manivannan (2015) reveals the advantages and limitations of implementing the digitised HRM system in the organisation. He points out the resistance faced by organisations in implementing E-HRM in the organisation. the system should be implemented when the organisation has the need and the employees are fully equipped with the technology

Dr Aisha Sheriff et al (2011) suggests the importance of E-HRM in the organisation and educates about various tools available for different function of HRM. The author explains the transition of electronic technology in HRM from standalone applications to function specific application has taken place.

S.Ganesan (2010) illustrates the evolution of human resource management and has briefly defined technology and its uses in various domains of HRM according to his study the electronic tools in organisation are most utilised for E-recruitment followed by E-payroll, E-training and least for E-attendance.

Paul D. Hamerman et al, (2008) in his empirical study brings out that the human resource personnel have a great advantage of technology in their area of work as they can now strategically manage the crisis and prepare the employees to make the most out of the technology. The author estimated the trend in E-HRM in 2009 them being use of Web 2.0 full utilisation of HR analytics and managing talent.

A Stefan Strohmeier (2007) state the rapid development of internet has brought about changes in every organisational function and HR is no exception. According to him Surveys of HR consultants suggest that both the number of organizations adopting e-HRM and the depth of applications within the organizations are continually increasing. In addition, an escalating number of practitioner reports provide anecdotal evidence that e-HRM is becoming increasingly common and may lead to remarkable changes.

Ruel et al (2002) connects E-HRM with E-commerce and say that the term E-HRM was established and brought into being in 1990's when E-commerce was a prevalent way of business in the organisations. The author focuses on the effectiveness of information flow in E-HRM and term E-HRM as a value addition in the E-business.

REPORT

1. HUMAN RESOURCE MANAGEMENT

People are the most significant part of any organisation and as they are so important it is nearly mandatory for the organisations to manage them well and get the optimum use of their skills knowledge and abilities. Human resource management as a concept has covered a long distance to be standing on a stage where it stands today. The evolution of human resource management has been a long journey from where it started and the pace at which it is growing. It started when the people of organisation were treated as the components of machine and only a source of operating the machines to being the main focus of concern for most organisations. From HR administration to strategic HR business partner HR has not only grown as a subject but also as a concept. The organisations is slowly realising that people at work are not only a part of machine but much more and much complex. The question that arises now is why do the organisations need to realise the importance of people working in their organisation? The answer is quite simple and evident to understand that the only source that the work is done in an organisation is through people. From inception to finish people are involved in the workings of the organisation and thus if organisation could manage people at work and could reap out much more than what they currently offer it is a win-win situation for both the organisation and the people at work. The concept of treating human at work as resource released from this point forward, as these humans had the ability to improve performance optimise profits and achieve organisational goals.

Before learning about what is human resource management it is all the more appropriate to know what is human resource. Humans are termed as resource to the organisation because they are the are the impetus to success for the organisation. Sumantra Ghosal considers

human resources as human capital. He classifies human capital into three categories-intellectual capitals, social capital and emotional capital. Intellectual capital consists of specialized knowledge, tacit knowledge and skills, cognitive complexity, and learning capacity. Social capital is made up of network of relationships, sociability, and trustworthiness Emotional capital consists of self-confidence, ambition and courage, risk-bearing ability, and resilience. Now it is clear from above definitions that human resources refer to the qualitative and quantitative aspects of employees working in an organisation.

Human resource management means utilising the human resources effectively and efficiently so that the objectives of organisation are achieved. It is the management of men at work, which means planning, organising, directing and controlling all the activities of human resources which begins before recruitment to separation and beyond.

According to Flippo "Human resource management is the planning, organising, directing and controlling of the procurement, development, compensation integration, maintenance, and separation of human resources to the end that individual, organisational and social objectives are accomplished".

According to Decenzo and Robbins "HRM is concerned with the people dimension in management. Since every organisation is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organisation are essential to achieving organisational objectives. This is true, regardless of the type of organisation-government, business, education, health, recreation, or social action".

The National Institute of Personnel Management (NIPM) of India has defined human resource/personnel management as

“that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organisation of the men and women who make up an enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success”.

2. DIGITISATION

Technology has become an integral part of our life, in this information age we need access to information all the time, anywhere and everywhere thus digitisation comes into role. Digitisation is a process of converting text, sound, data, image, into a stream of “bit” that can be dispatched at incredible speed from one location to other. Thus digitisation of information allows us to store, access, manipulate, and retrieve information anytime anywhere at an unbelievable speed.

Digitisation is basically based on information and communication technology (ICT). This means that digitisation takes into consideration the electrification of information and communication, the information is converted into such a format that only published on internet it will be visible to the entire world. Communication is also an important part of digitisation; people are not dependent on the traditional ways to communicate with each other. The new technologies and Web.2.0 platform has brought about a huge change in the way people communicate; there can be internet calls, messages, audio/video calls and conferences which have reduced the necessity of people either using the traditional system of communication or communicating face-to-face. Digitisation can be carried on platforms like intranet and internet.

Intranet is the communication of systems within a particular vicinity or allows communication to specific computers and thus the information available on intranet can be shared by the selective users on the other hand

internet users enjoy the vast accessibility to information available around the world. Intranet thus is a private communication and information sharing digital platform.

3 DIGITISATION IN HUMAN RESOURCE MANAGEMENT

Digitisation has brought major development in HR function by reorientation and revamping of systems, policies, strategies, processes and mechanisms. It was in late 1970's when the computer networking started to deepen its roots in the corporate functions and during the same period diverse softwares came into being specialised for the needs of human resource management. Human resource information system was a result of this technological upgradation.

E-HRM is the implementation of HR policies, strategies, processes and practices in the organisation with a full-fledged utilisation of technology. Technology implementation or digitisation has been part of human resource management since the inception of technological development into the domain of HRM, Digitisation in HRM is growing ever since and now it has a high development and upgradation speed. Technology is not stagnant i.e. the technology used in HRM in the early days of it being developed and implemented in the organisations has travelled a long way and has developed many folds to the technology used today. In early days the only software used for managing HRM data was HRIS now there are many systems for management of human resources through technology like e-recruitment, e-training, virtual workforce etc.

Digitization has simplified the tasks of human resource in all the functions like recruitment, selection, training, performance appraisal, compensation plans, payroll administration, work time management, employee self-service and learning management. The use of information and communication technology (ICT) the competition among the organisations has also increased as the organisation being

able to manage the dynamic environment of technology better than those who do not stands a better chance at grabbing more opportunities and diluting the impact of threats. The challenges faced by the people responsible in implementing, continuously updating and keeping a tab on the technology are huge (Frenzel and Frenzel, 2004).

3.1 CHANGES IN HRM WITH TECHNOLOGY

Human resource management has changed since technology has hit its very existence, HRM is now a more sophisticated and organised business unit compared to when tasks were done manually. E-HRM is of a huge support to the human resources management in being able to manage the tasks while utilising optimum resources and minimising the cost and errors caused in perform the duties.

E-HRM supports in reducing the time taken to complete the job and minimises the need for manual data entry or record keeping of any employee in the organisation. Due to E-HRM maintenance of records its storage, retrieval, diffusion has become very easy and less time consuming. There are some data mining techniques which play around with the data stored in the systems and give patterns, association, correlation which helps simplify the tasks and make most out of the data. The line managers no longer depend on human resource department to give them information related to their employees; they use the human resource information system to analyse the attendance, track the performance records, and extract other information needed for the better management of employees. The line managers can be more involved in the lives of their subordinates and communicate well with them if they have proper information available. This lessens the burden of human resource managers to provide information to each line manager about their subordinates.

Digitisation of human resource has not only helped human resource managers to manage the human resource more efficiently and effectively but has also made the employees more involved in the system and organisation. By self-service tools the employees can maintain their personal information, updating records whenever required, keeping track of their performance, recording their daily tasks and achievements, participating in e-conferences and e-trainings to learn whatever they feel is necessary to up their performance.

3.1 (a) **Employee involvement** has also been simplified with the use of e-HRM techniques, employees can be given daily objectives that need to be fulfilled and then they record all such tasks done in a checklist form through online platforms, various opportunities, projects are put online so that all the employees who are interested in grabbing the opportunities or projects can register for the same. Major events, conferences, meetings are informed to the employees through e-calendars which keeps them reminded of all such events. There are diversified activities that are held online to keep the employees connected to the organisation and keep them updating in the same process. So, we can say that employee involvement can be achieved through digitisation of HRM.

3.1(b) **E-Recruitment** has revolutionised the way organisation recruit people, gone are the times when newspaper advertisements were big and all the job seekers and job providers looked for newspaper advertisements to fulfil their needs. Most organisations now are hiring people through internet: naukri.com, LinkedIn, shine.com, monster.com, and firstnaukri.com are few examples of the platforms available to hire people online. This process not only helps save money for the organisation but also reaches out to vast prospects willing to take up the job which ensures selection of the best and most talented candidate who will be able to achieve the goals of the organisation. Not only recruitment process but selection process has

also taken as part in digitisation process. E-interviews and E-tests are becoming more and more prevalent in the organisation which trims out the time and resources involved.

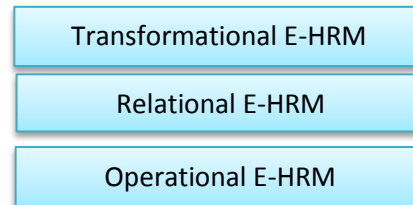
3.1(c) **Virtual workforce** is a new concept and deepening its roots in the organisation. Virtual workforce means people working for the organisation do not come to a particular place or office to carry on the work; they sit at home and carry on their tasks and responsibilities. Virtual workforce comes as a blessing to the organisation that need to cut-cost and do not require the physical presence of the employees. It gets the task done by employees as the comfort of their home and without wasting resources in building a structure to accommodate them in the office.

3.1(d) **E-training** has dwindled the efforts required to train and update employees with knowledge, skills and abilities. There are E-classrooms and E-trainers where the training is held and recorded for future references. Feedback forms for the e-training or the face to face trainings are to be filled online which is easier to analyse later for the feedback on effectiveness of the training programs. There are also E-tests after training which helps the human resource manager to figure out what the employees have been able to learn from the training process.

3.1(e) **E-Performance Appraisal** is the result of digitisation in HRM. The employees and their managers can keep a regular and continuous record of their performance and achievements which are compiled by the computer systems and a performance appraisal can be done on the basis results. Digital performance appraisal not only involves the appraisal of performance by the superiors but also self-appraisal is done. The results are quick, effective and appropriate as they are recorded regularly and with the help of a system.

3.2 TYPES OF E-HRM

There are three types of E_HRM concluded by Bondarouk & Ruel covers all possible integration mechanisms and contents between HRM and information technologies, and aims at creating value within and across organizations for employees and management.



3.2(a) **Operational E-HRM** support the formal or the procedural/ administrative HR process. the main purpose of this system is to store, access, retrieve, manipulate and disseminate the information about employees and various activities in the organisation. For example, operational EHRM supports the writing of performance plans and offers online HR forms, which employees fill out after the performance planning and appraisal. This results in an electronic document which is stored in the online folder of the employee. Web-technology just supports the administrative process of HR here.

3.2(b) **Relational E-HRM** this tool is much more sophisticated than the operational E-HRM as it does not concern the activities only related to data administration but does more sophisticated tasks like recruitment, training, appraisal, reward management, compensation and payroll management etc. it performs relational or day-to-day tasks. It is more of a communicative tool than administrative, relational E-HRM has translated all the HRM activities into web based HRM i.e. all the general activities that were performed by human resource managers without a web system can now carry it on a web platform.

3.2(c) **Transformational E-HRM** is the most complex form of HRM that is done online it supports strategic HRM. The managers focus on the strategy formulation and synchronising HR strategy to the organisational strategy. It

mostly includes activities of unique character like organisational change processes, strategic competence management, strategic re-

orientation, strategic knowledge management and strategic potential appraisal.

Type of e-HRM support		Informational e-HRM technology	Relational e-HRM technology	Transformational e-HRM technology
Varies over				
Intended impact of the IT	Target	HR department	HR function	Organisation
	The impact of the technology	Reducing administrative and informing pressure on the HR professionals	Optimising the workflow between employees, management and HR professionals	Creating of a flexible organisation
	Means	Provision of HR data through web-based channels	Automation of HR activities and workflow support of the HR activities	Supporting the execution of HR activities adjusted to the specific situation
Role of IT in supporting an HR activity	IT capabilities	Digitilising HR data and making this HR data available for its stakeholders	Steering and recording of the interactions and mutations made when an HR activity is performed	Bypassing organisational hierarchy and freeing up HR decision-making from bureaucracy
	Technology HR data	provides and records	supports the flow and recording of	analyses, processes and distributes

Source: Marco Maatman, 2006

TOOLS USED IN E-HRM

There are a variety of tools used for operational functions, relational functions and transformational functions to make there functions digitised and perform more efficiently and effectively. There tools are discussed below:-

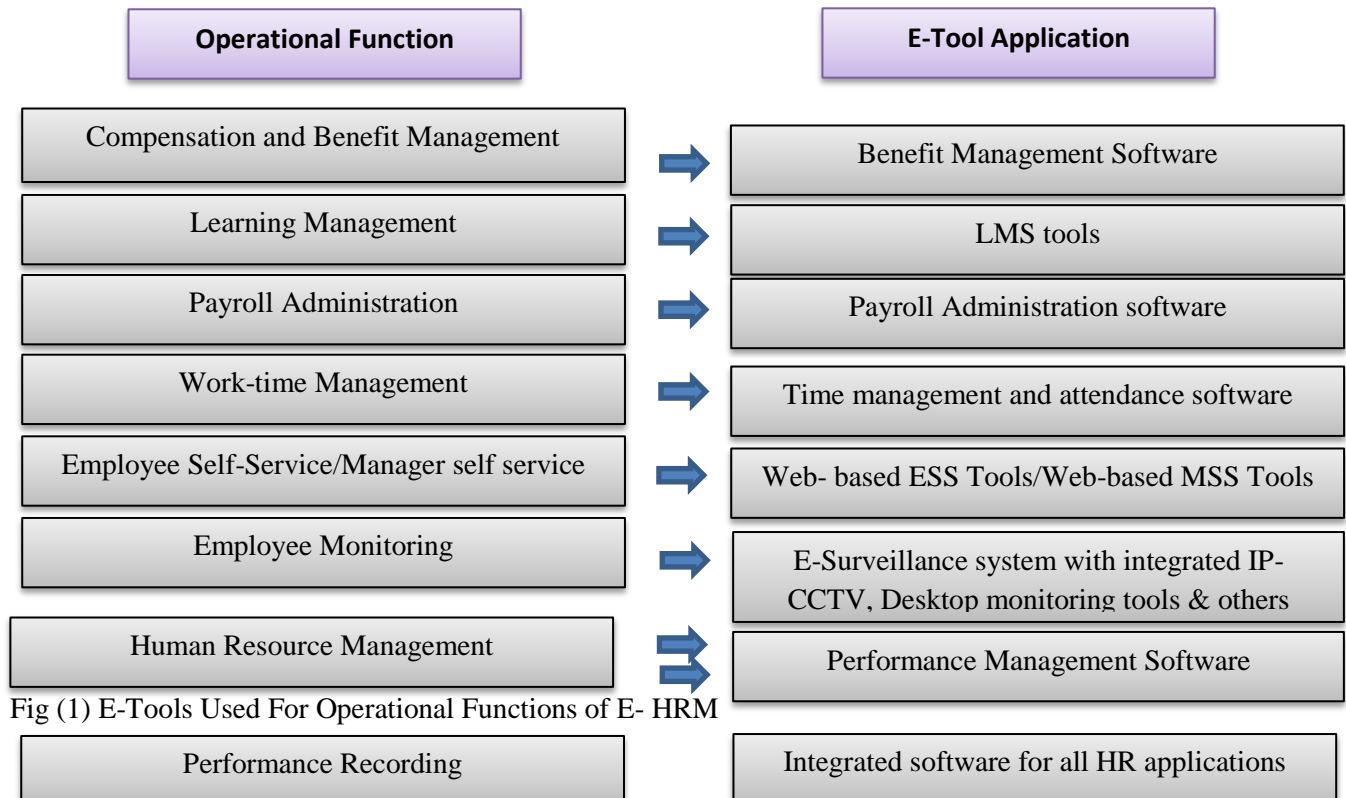


Fig (1) E-Tools Used For Operational Functions of E- HRM

Figure (1) shows various software applications in HRM.

The compensation and benefits administration tool provides a system for organizations to administer and track employee participation in benefits programs. These typically encompass insurance, compensation, profit sharing and retirement.

Learning Management System tools It facilitates discussion forums, announcements, surveys, news articles and much more. It also allows creating content categories with powerful features to upload and store content that can be quickly located by employees for their reference. It helps users to attach any kind of content either in PDF, DOC, PPT, images, ZIP files, chat items, etc. organisations regularly update their knowledge portals to prove to employees latest information and support learning.

The payroll administration tool automates the pay process by gathering data on employee time and attendance; it then calculates various deductions and taxes, and generates periodic pay cheques and employee tax reports. Data is generally fed from the human resource and time keeping tools to calculate automatic deposit and manual cheque writing capabilities. This tool integrates with existing financial management systems.

The work time and attendance tools gather standardized time and work related efforts. This tool provides the time spent on work by all the employees, the punctual behaviour and the breaks taken. Cost analysis and efficiency metrics are the primary functions as it analyse the cost in terms of compensation paid and the efficiency of the work done, it also analyse work commitment of employees.

Employee and Manager Self Service: As HR shifts away from paper-based processes, the use of self-service functionality as part of a

comprehensive HRMS should extend benefits to employees, managers, and HR staff alike. In addition to being user friendly and readily accessible (e.g., via a web browser from a desktop or centralized kiosk), self-service provides access through web-based applications for employee self-service (e.g., travel reimbursement, personnel data changes, benefits enrolment, enrolment in training classes), and manager self-service (e.g., initiate a personnel action, access authorized information for employees they supervise).

Employee monitoring tools It is necessary to keep a check on the employees and their day-to-day activities to recognise what activities are involved in their daily work and if there is any discrepancies in the actions to be done and actions actually done. It mainly analyse the motion study of the employees

Performance management software automates performance management and documentation process and requirements and makes it easier and more efficient to track and monitor performance. The appraisal reports are linked to the reward system so as to reward the employee as per his performance rating.

The HR management module is a component that integrates many HR aspects from recruitment to separation. The system records basic demographic and address data, selection, training and development, capabilities and skills management, compensation planning records and other related activities. Leading edge systems provide the ability to "read" applications and enter relevant data to applicable database fields, notify employers and provide appropriate information. Initially, businesses used computer based information systems to: produce pay checks and payroll reports; and to maintain personnel records.

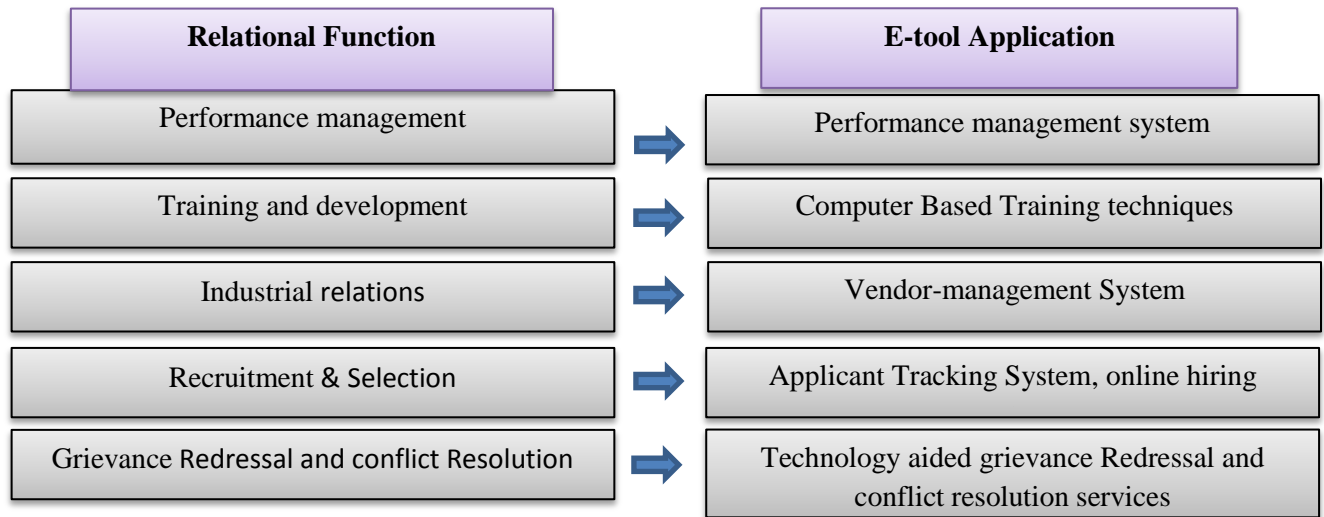


Fig (1) E-Tools Used For Relational Functions of E- HRM

Performance management software automates performance management and documentation process and requirements and makes it easier and more efficient to track and monitor performance. The appraisal reports are linked to the reward system so as to reward the employee as per his performance rating.

Training and development modules E-learning tools like Computer Based Training programmes foster skill and competence development in the employees. Some of the E-tools that facilitate employee training and development include Power-point presentations, online-Live instructor directed face-face training , webinars, tele-seminars, self-directed study, e-books, online tutorials ,CD-ROM or DVD based training-tools and Web 2.0 applications facilitate repeated learning and they are accessible at any time .

Industrial Relations system/ vendor-management system It is a web based application that helps organizations to manage and procure staffing function temporarily or permanently. It is useful for billing, order distribution and advanced reporting features. It helps in compliance with various labour laws and provides systems to help comply with various labour maintenance acts like factories act, 1948; workmen compensation act,1923; Employee provident fund act,1952 etc.

E-recruitment and selection are cost-effective, time saving devices which will widen the scope of search. They are faster and clearer means than paper procedures. Some of the E-recruitment sources are-job portals, job boards, Social networks and forums, employer websites and professional websites. Resource Data mine/Applicant Tracking System (ATS) is an innovative fully customized web based application that effectively integrates all aspects of the hiring process, ensuring consistency & transparency by streamlining and refining your recruiting and hiring process. As a recruiting tool, it incorporates the power, accessibility and reach of the web using an advanced Artificial Intelligence

technology. It is designed to fully automate every step of the recruiting process and effectively build a superior workforce at an enterprise level,

Technology aided grievance Redressal and conflict resolution services there are several online counsellors and consultants whose services can be availed for grievance Redressal and conflict resolution

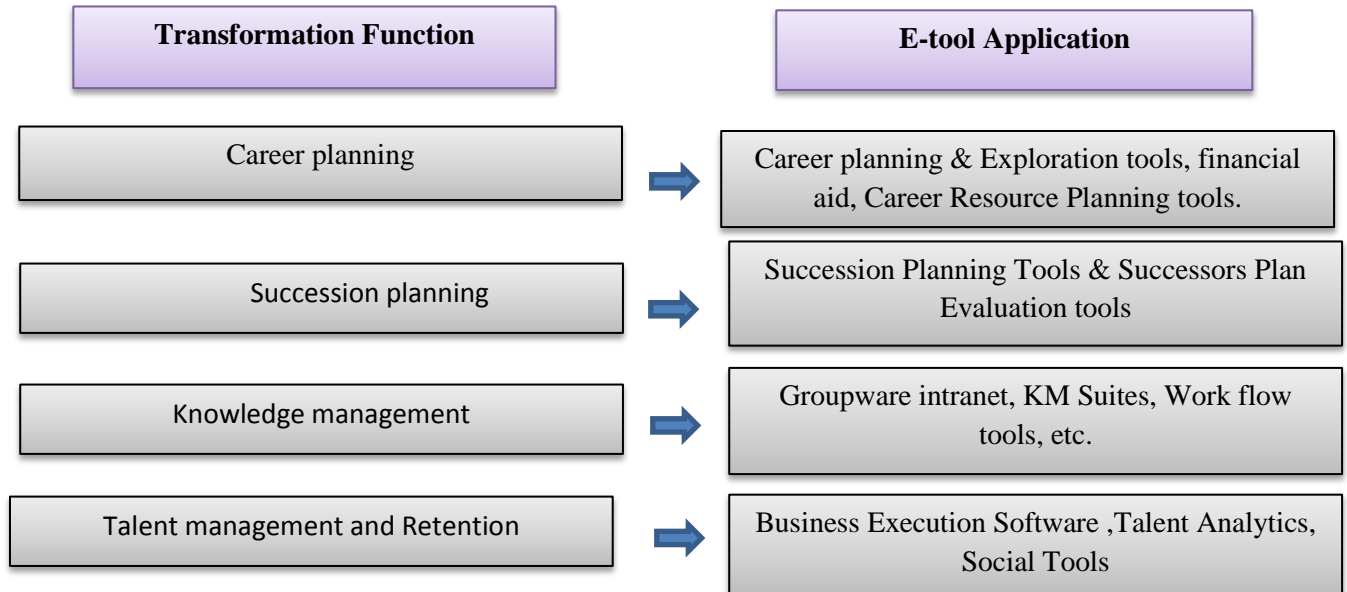


Fig (1) E-Tools Used For Transformational Functions of E- HRM

Career planning tools helps in systematic process of analysing the past performance of the employees their potentials based on potential appraisal results and the projects undertaken, this tool helps in integrating the results of each employee’s performance and potential appraisal and suggests their position and effort level in the organisation. This tool is also used for determining various domains in which the employee can take up the tasks. Career planning tools such as online self-assessment tools, tools to match the employee profile with suitable job profile and then pick up the training programmes according to the competency requirements.

Succession planning tools like successors plan evaluation tools help in identification of succession planning options, sequencing of the steps for conducting systematic evaluation, etc. this tools also takes into consideration the results of performance appraisal and potential appraisal based on which the system suggest the names of employees having outstanding past performance records and potential and then suggests the training programs to be taken up by each individual.

Knowledge Management is the explicit and systematic management of vital knowledge -

and its associated processes of creation, organization, diffusion, use and exploitation - in pursuit of business objectives. Several tools are used for Knowledge management. Some of them include intranet, groupware, KM suites and others used as sources for data mining. Concept Mapping and creativity tools are used for thinking. Search engines, data mining, intelligent agents and such other tools are used for gathering knowledge. For organizing and storing knowledge data warehousing, XML, metadata tools, etc. are used. For knowledge worker support, case based reasoning, decision support, workflow, community support and other applications are used. Apart from the aforesaid tools there are many application specific e-tools like Customer Relationship Management, competitive intelligence tools, etc.

Talent Management tools-Transformational Business Execution software allows seamless integration across performance and talent management initiatives. Talent management tools include social tools to build connections and drive adoption of talent management initiatives, talent analytics to drive planning and decision making, and profile and talent

pool management that combine the elements of training, performance and compensation.

WEB 2.0 AND HRM

Web 2.0 is the advanced technology as compared to the Web as it features greater user interaction and collaboration, more internet connectivity and enhanced communication channel. The major difference between Web 2.0 and Web is the social nature of Web 2.0. Web 2.0 is more interactive and has higher user collaboration. In Web technology it is more of an information provider than interactive platform, the user can only gain information from whatever is available online but cannot add their own opinions and content to it while in Web 2.0 users have more input the scope of web content. The social nature of Web 2.0 allows open sharing of information. It is a transition from static HTML web pages to dynamic web pages that are more interactive and organised. The other name for Web 2.0 page is social media.

Human resource management has not only adopted technical tools to manage its people well but has also stepped in social media or Web 2.0 technology to create a community of workforce those who can interact with each other and create amicable environment. Through Web 2.0 technology human resource managers can spread corporate culture and HR practices in the organisation. Social media is a trend setter and a powerful opinion maker and thus the presence of organisation on social media makes the employees feel connected and can raise their opinions on various issues discussed online.

When HR policies are open for all to see it creates a positive vibes amongst the employees and possible candidates about the organisation. It boosts their morale as more presence on social media leads people to gain knowledge about the firm and build an image of the organisation. 2.0 tools like knowledge sharing, online social networking, photo and video sharing and content rating, virtual worlds,

cloud computing, blogging, have enabled faster and effective communication between employees and organisation as a whole.

The web 2.0 tools help the human resource manages to build an image for the firm and also maintain a cordial workplace environment and thus employee retention and attraction is easy as the employee would want to work with an organisation with social presence and cordial environment. Through web 2.0 tools like podcasting, photo/video sharing, social networking employee engagement can be managed. Social networking sites like LinkedIn, Facebook, and Twitter etc. can be used for applicant tracking. Appropriate knowledge dissemination is possible through photo, video and power point presentation sharing.

Thus web 2.0 is a tool of utmost utility to human resource personnel for managing and engaging human resource in work and creating an informal environment within the formal structure which leads to more cordial relations among the employees further leading to happy workplace environment.

ADVANTAGES OF DIGITISATION IN HRM

Digitisation has been a blessing to human resource management as it has made managing people effortless and a smooth function. Digitisation has revolutionised the way HRM tasks are carried on. Various benefits of digitisation to HRM are:-

- Work from home scenario: digitisation has led to work from home condition applicable and an absolute success. Through technological environment in HRM employees can opt. for work from home and this benefit itself leads to various other benefits to employees and organisation
 - ❖ Work life balance – talented employees are hard to find and

thus it is very difficult for an organisation to let go of the employees who need to resign to spare more time for family, thus these employees can be given an option of work from home so that they can give time to their family and also work for the organisation at the comfort of their home

- ❖ Reduces infrastructural cost – work from home leads to cost saving in infrastructural development as the employees work at their home there is less space and infrastructure needed in the organisation.
- ❖ Satisfied employees- the employees are now able to manage their work and personal life smoothly and thus feel contented.

- Enhanced productivity- E-tools helps the HR personnel reduce the burden of administrative work and simplifies the work process which leads to more focus on strategic work and much more focus on employees and their need which trickle down to satisfied employees hence enhance productivity.
- E-learning organisations are now trending, in these organisation leaning remains the main focus and the learning does not depend upon face-to-face training and development programs. Learning can be through knowledge portals, virtual meeting,

virtual conferences, video lessons etc. The training which takes place in a non-virtual environment are recorded and shared with employees via online portals so that they can go back to these videos for refreshing their knowledge which leads to effective knowledge management.

- E-tools have enabled the organisation to manage the compensation and benefit plans, performance management, recruitment, training and development effectively by integrating all the information required and automating the tasks.
- Higher employee engagement is possible by using technology in HRM. The web 2.0 platform keeps the employees engaged with the organisation and its activities also the employee self-service tool helps the employees maintain update their information and performance records which keeps the employees well engaged.
- The web 2.0 technologies has led to more interpersonal communication among the employees and building an informal environment under a formal structure where people feel more welcomed and satisfied psychologically.
- Retention and attraction and management of employees have been simplified by the technological tools.
- Focus on more strategic HR work is possible as most of the administrative and relational tasks are handled by the technological tools and thus HR managers have more time in hand to perform transformational tasks which lead to overall growth of the firm.
- Intelligent meeting rooms and real time monitoring of employee's activities has become easy through employee surveillance tools.

- Leads to competitive advantage to the firm.
- Attract genmobile who are experts in technology and provides greater performance
- Increase the productivity and decreases the chances of human errors
- Handling, sharing, analysing, extracting, using vast employee data becomes easier and more accurate
- Internet of Things (IoT) ecosystem enables an organization to effectively handle internal Human Resource Information Systems (HRIS), Payroll function, Workforce management systems by establishing adequate data security and privacy measures
- Shift from physical structure to virtual space
- The work is not bound by the workplace and work time. Employees can share ideas, arrange meetings, take decisions by evaluating the information available to them everywhere on their devices

CHALLENGES OF DIGITISATION IN HRM

- Keeping information secure
- Breaking barriers between HR and IT
- Training HR professionals how to use technology in work process
- Involving HR staff in strategical decisions
- Promoting customer-focused approach in HR department
- Using the technology for benefit and not malicious actives

CONCLUSION

After gaining knowledge about digitisation in technology it can be concluded that technology for sure has simplified, automated and sophisticated almost all the function that are performed by HR staff. Technology has been

an absolute blessing to HRM and has benefitted HRM and organisation as a whole by significantly reducing the paper clutter of employee data, has simplified the process of recruitment by E-recruitment tools which allows to attract talent from a vast pool of talented candidate, training and development has up its game by E-learning tools also effective knowledge management has been possible through e-learning. All the functions from operational, relational and transformational have been simplified and automated by technology. HRM has also developed as a function after using the technology in various tasks as now it has more inclination towards strategic decision making rather than administrative functions. From application to separation technology has revolutionised the way HRM functions.

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