



# A Study of the Impact of Digital Transformation on HRM

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## ABSTRACT

The development of the digital age is so fast that it is fundamentally changing the way organizations operate in the private or public sector and requires them to develop new ways of thinking about service delivery, thereby affecting the way the operating model works. design. Digital transformation has a direct impact on the operation of human resource activities and helps to upgrade its operational processes. Initially, HR was seen as a support function, and is now widely used as an essential element of digital transformation in organizations. HR executives are implementing a digital culture in their organizations, where digital tools and applications are used to drive digital transformation. This paper is to study the impact of Digital transformation in HR functions. Challenges in implementing digital HR. And also, the various digital tools used in HR.

**KEYWORDS:** Digital HRM, Digital Transformation, Human Resource Management (HRM)

## I. INTRODUCTION

In a co-authored piece of World Economic Forum and Accenture, "Unlocking \$100 Trillion for Business and Society from Digital Transformation", digital transformation is generally explained as "reshaping industries by disrupting existing business and operating models".

At the company level, this means integrating digital solutions into the core of the business and profoundly changing the way it operates by creating new business processes, customer experience, and organizational culture. It not only enhances traditional methods, but also redefines them in the digital age to meet changing market expectations.

For good reasons, digital transformation has become an important part of the business agenda. The world is changing, and it is changing rapidly. Changes in market demand, labor transfer and technological changes are driving changes in the human resources field. Digital technology plays a vital role in human resource management (HRM) and affects its functions in many ways. Digital technology helps organizations increase productivity by maximizing the use of their most valuable asset, "humans." Digital human resource management is a way to effectively implement strategies, policies and practices.

Digital human resource management is the automation or online management and delivery of a series of human resources and human capital management services and data. Digital HR can be realized by implementing a highly automated human resources information system (HRIS) and supporting technologies such as cloud-based service delivery or electronic signatures supported by it. Digital HR has a huge impact on productivity because it allows them to focus on activities that are more strategically valuable to their business.

Digital transformation shifts human resources from an administrative role to a more



strategic and people-oriented role. The various technologies used by employees, from simple emails to complex HR applications in the digital workplace, remove communication barriers and enable you to completely transform the employee experience to achieve efficiency, innovation and progress. The goals of the digital transformation of human resources may be multiple:

Automate the process and reduce the time spent on repetitive tasks.

To maximize employee experience.

Use the freed time to formulate strategies and ultimately benefit from the business.

According to the Boston Consulting Group, in the past 50 years, the average life span of this large company has shrunk from 60 years to 15 years, a 75% reduction. From globalization and fast technological progress to consumers' evolving immediate satisfaction requirements, the message is clear: digitization or bankruptcy.

For many human resources practitioners, the gateway to the digital age begins with the portal, and portals have begun to reshape the way human resources interact with enterprises. As

Richard D. Johnson and Hal G. Gue pointed out in their landmark study of the SHRM Foundation (Transforming HR Through Technology: The Use of e-HR and HRIS in

Organizations Today), the ongoing transition to digital interfaces and services has a profound impact on HR economics. Due to fewer manual processes and less paper transfer, not only greatly reduces human resource costs, but also provides more human resource services. Johnson and Gue observed that research shows that "organizations that successfully adopt advanced HR technology tools are better than those that have not. Accelerating digital adoption is changing the way organizations conduct business internally and externally. Human capital management executives have the opportunity to greatly increase the value of their roles in the enterprise through digital workflows, services and functions.

## PROBLEM STATEMENT

Accelerated technological development has completely changed society and continues to influence and change the way organizations work. It puts pressure on organizations and their employees to adapt to the rapidly changing world and growing digital innovation. Digital Transformation has become a buzzword in organizational media and is seen by organizations as measures that must be taken to maintain its relevance.

This leads us to investigate and understand the impact of digital transformation in HR practices. The paper also studies the different HR tools used in various organizations. Followed by the challenges faced by organizations while implementing Digital HR.

## II. LITERATURE REVIEW

HRM is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is vital for achieving competitive advantage, this being attained through a distinctive set of integrated employment policies, programs and practices (Gold, 2007). The use of technology to fundamentally improve the performance or coverage of enterprises has become a hot topic for global companies. Executives from all walks of life are leveraging advanced digital technologies such as analytics, mobility, social media, and smart embedded devices, and improving the use of traditional technologies such as ERP to change customer relationships, internal processes, and value propositions. (G. Westerman, 2011). The introduction of emerging digital technologies (such as social media, email, analytics, or embedded devices) to allow significant business changes (such as improving customer service, streamlining operations, or developing new business models) (al. F. e.-N., 2014,2018). The strategic and prioritised transformation of business practises, processes, competencies, and models to fully exploit the changes and opportunities brought by emerging technology and their effect through society is known as digital transformation. (al. D. e., 2016). The Russian chess master Gary Kasparov was the first world champion to be defeated by a machine. He explained that the machine has computational power. Humans have an understanding. The machine has instructions; we have a purpose. Machines are objective; we are passionate." This is why the relationship between the two is so fascinating that this evolution has destroyed the field of human resources and helped fill the gaps in human resources technology. Over the last five years, digital transformation has reshaped the way businesses work, with a growing number of businesses embracing digital technologies rapidly and to a large extent. The need for talent management and new skills is changing the way "traditional" HR processes operate as a result of this change in attitude toward a digitally focused community. "Our technology has exceeded our humanity," Albert Einstein, a well-known scientist and founder of wild hairstyles, famously



proclaimed. It's a common problem in a period where substantial progress is being made.

Even though we live in a more enlightened era, some technophobia persists. The fear of robots in the workplace is generally dependent on human labour. Technology, on the other hand, increasingly demonstrates that it complements rather than replaces humans. Technology necessitates radical changes in HR and IT coordination and cooperation for HR managers. The HR team's personal expertise must be in line with the IT team's professional understanding. These connections will help you recruit people and grow your company (Michael Harrland, 2020).

### 2.1 Impact of Digital Transformation in HR

Digital technology is playing an increasingly important role in the work life of employees and in human resource management (HRM), which will be affected in many ways (Strohmeier, 2014). The change to the HR department that digital technology will bring will be all pervasive and omni-directional throughout every company states (Larkin, 2017). Emphasized the importance of investing in the development of required new skills "especially if the change involves new technology and new roles" (Heracleous, 2003). Digital transformation is changing the daily work environment in incumbent firms in terms of work structures, job roles, and workplace requirements (White (2012) Hansen and Sia). The continuous and rapid changes in the external environment of organizations due to digital technologies have increased the importance of HRM, as the effective way to implement business strategy, attain goals, remain competitive, and being flexible (al. T. e., 2017). Sustaining digital engagement in the future workplace will become a key part of the HR role (Jesuthasan, 2017). In the business world, digital technologies are transforming every aspect of HRM from attracting & recruitment of new employee, training and development, performance appraisal (Maditheti, 2017). Digital technology creates a new working environment by playing an increasingly important role in the execution of work, organizational structure and employees' lives. Basic human resource management (HRM) functions are also greatly affected, and affected in many ways. The digital changes of HRM concern three focal areas: "digital employees", "digital work" and "digital employee management" (Strohmeier et al., 2009). Digital Employees: In the millennial's era, modern people are considered to be a digital workforce. They have devices connected to the

Internet, and Web-based applications and services have always fascinated their daily lives. By having these employees, organizations need to be digital in order to interact with digital employees. Digital work: By using technology in work activities and management functions, the content of work will become digital. Organizations need to integrate digital elements into their workflows and transform routine manual work into digital work. Digital Employee

Management: This involves drafting, executing and utilizing digital technologies to support HRM activities such as payroll processing, reward and compensation, performance management, training and development and etc (Aggarwal, 2017). When designing a digital strategy, bear in mind that corporate culture can stymie implementation. There are a number of options available that can help businesses become more "digitally friendly," encourage buying, and ensure the rapid introduction of new value-creating behaviours.

It entails raising awareness among teams (through meetings, immersive experiences, training, and so on), articulating and contextualising changes brought on by digital transformation. To encourage adoption and foster greater teamwork, delegation, and agility, new practises should be explained to workers and managers.

Digitalization also provides an opportunity to foster an innovative community while preventing conflicting requirements (eg, "being creative" and "following the rules").

### 2.2 Digital Tools and Techniques

"HR technology can be described as any technology that is applied to attract, employ, retain, and maintain human resources, support HR administration, and optimize HRM." HR technology has progressed from paper and pen to PCs to electronic databases and lastly to being integrated with company-wide enterprise systems. Web-based technology has emerged as an important development in enabling HR to cut transactional activities and focus more on customer and strategic services (Bulmash). Information technologies are used by organizations to shape work (i.e., virtual teams, outsourcing, networking, individual people functioning- as connected individuals) (Bain, 2015). Human Resource Information System (HRIS) is an important Management Information System which contributes to the human resource functions of an organization. HRIS is a computer system utilized to acquire, store, manipulate, analyze, retrieve and administer information related to



human resources. The updated HRIS can assist organizations by automating most HR functions. HRIS became a significant strategic tool as it collects, manages and reports information for decision-making (Deshpande, 2014). The use of HRIS is an empowering function of human resource professionals, and it provides a means for human resource professionals to increase the value of their work. The use of the HRIS system reduces the time required to complete tasks. HR professionals have more time to view issues within the organization, strategy formulation issues and organizational changes (al. K. e., 2012). Social media is very often used in the HR functions of recruitment and selection, but managerial and legal issues arise and need to be faced, usually by HR managers, such as moral, lawful, fairness, privacy, cyber-loafing discrimination/issues (Ross, 2013,2015,2012).

### 2.3 Challenges in Digital HR

“Meeting the challenge of effectively managing human resources needs updated ideas and approaches. Certainly, there should be a difference in perspective and actual practice between conventional human resource management and the freshly emerging human capital management.” reports (Luthans, 2006). States that Human resource managers believe that digital transformation is an external pressure for change. Due to digitalization and flexible working methods, the demand for new human resource capabilities has brought challenges to digital transformation. Highlights several challenges: Understanding digitalization, Adaptability to new roles, Agility, and evolving digital competencies (Das, 2019). Digital disruption has connected several challenges for the human resources department. These challenges are often difficult to solve due to the speed of change, but the human resources department must rely on a very agile infrastructure and appropriate technologies, and these technologies must be separated from the process-centric ways to achieve results (Pereira,

2019). According to the European Commission's 2020 data there will be "750,000 unfinished ICT jobs". This implies that talent management and retention will continue to be powered by digital transformation. The cooperative model necessitates fast adaptation and productivity. This suggests that the key problems facing the human resources department in the new year are digital transformation, process automation, and the appeal of new technological capabilities.

### OBJECTIVES OF THE STUDY

- To study the impact of digital transformation in HR functions.
- To study the various digital tools and techniques used in HR.
- To study the challenges faced by organizations in implementing digital HR.

### III. METHODOLOGY

This chapter discusses the methods that have been used in the collection and analysis of data to answer the research questions of the study. It describes the research design, sampling techniques and data collection methods used; and describes how data collected from the research has been examined. This research is based on a two-tiered methodological approach. The evaluation has been carried out by using both secondary and primary resources of Data for the research.

#### 3.1 Data Collection Methods

##### Secondary Data Overview

To have a better understanding of the research topic, secondary sources which includes Research Papers, Articles, Reports and Journals were referred.

##### Primary Data Overview

For the purpose of this research, a sample of 108 HR Managers from different organizations was taken and Structured Questionnaire was prepared for the research.

The Questionnaire had a total of 8 questions and demographic information. To facilitate wider information gathering, the questionnaire was designed in such a manner that it had a combination of both Likert scale and open-ended questions. The questions were set after careful review of the objectives of the study so as to ensure that each point in the objectives get covered. The first 3 questions of the questionnaire covered the first objective of this research.

Further, 4 questions covered the second objective of this research following with the last question which covered the third objective of this research.

##### Reliability

The reliability of the questionnaire was measured by computing Cronbach's Alpha Test in SPSS. The questionnaire had the reliability value of 0.79 as shown in Table 2 given below. These values indicate that all the items in each component in the questionnaire have an acceptable and consistent reliability values.



### Reliability statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.794	.810	28

### 3.2 Data Analysis

The statistics used for analyzing the data for the research is Descriptive statistics, Chi square test. The analysis of the data for descriptive statistics was done in MS Excel. And for Chi square test SPSS was used. The main purpose of descriptive statistics is to provide sample summaries and measurements for specific studies. Combined with a large number of graphical analysis, descriptive

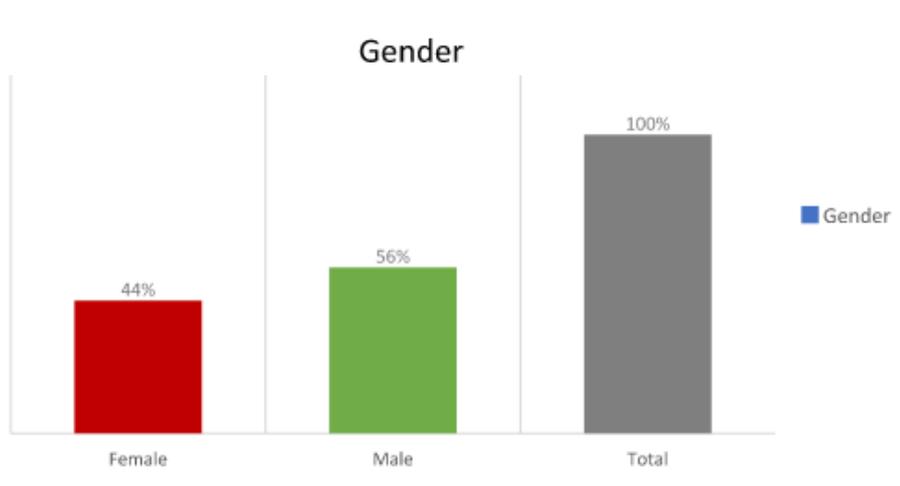
statistics form almost all the main components of quantitative data analysis. Pearson's chi-squared test is utilized to discover if there is a statistically remarkable difference between the frequencies and the observed frequencies in one or more categories of a contingency table.

## IV. RESULTS & FINDINGS

After receiving the responses, the data was analyzed using MS Excel and SPSS. As explained in Chapter 3 of Methodology, the questionnaire covered all the three objectives of the research.

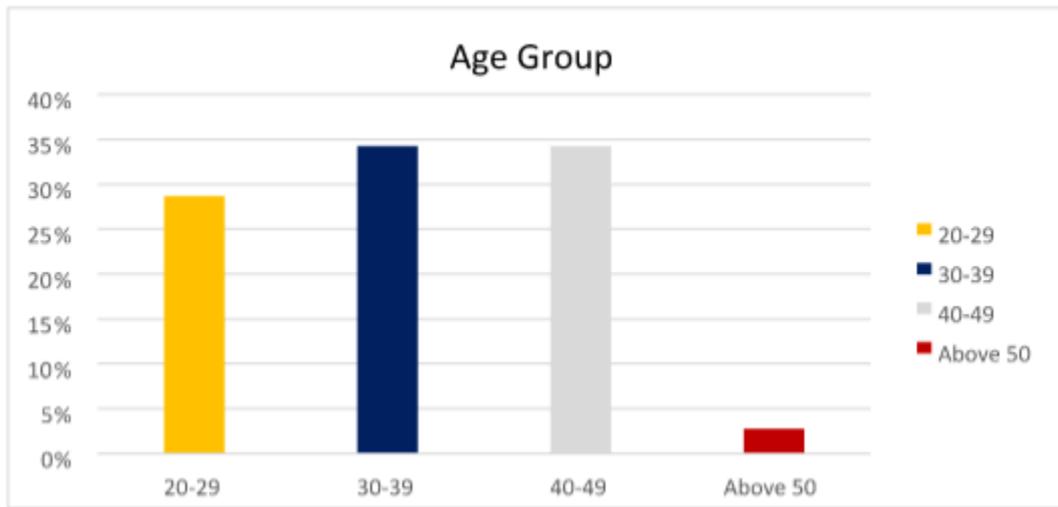
### 4.1 Demographic Information

The initial part of the questionnaire covers the demographic information of the respondents that is age and gender.



**Gender:** Out of the 108 respondents, 44% were Females and 56% were Males as shown in the graph.

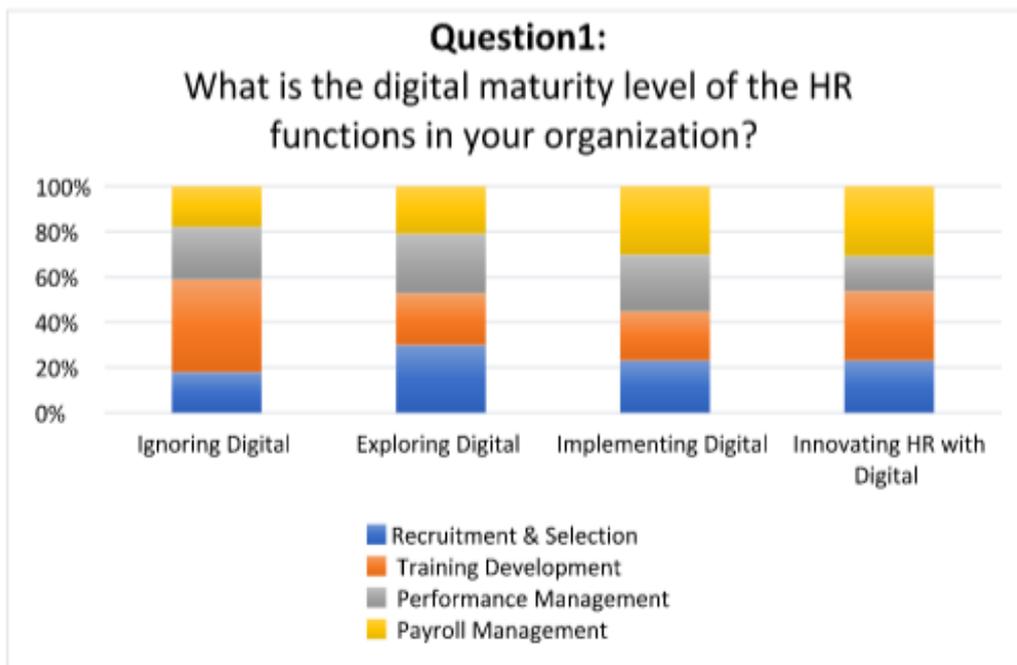
**Age group:** Mostly respondents were from the age group of 30-39 and 40-49 followed by the age group of 20-29. While 3% of the respondents were above 50 years as shown in the graph.



Further explained are the analysis of the data objectives wise followed by Chi Square Test of last question with reference to gender to know if there is an association between the variables.

#### 4.2 Objective 1: To study the impact of Digital Transformation in HR practices.

The following questions covers the first objectives of the research.

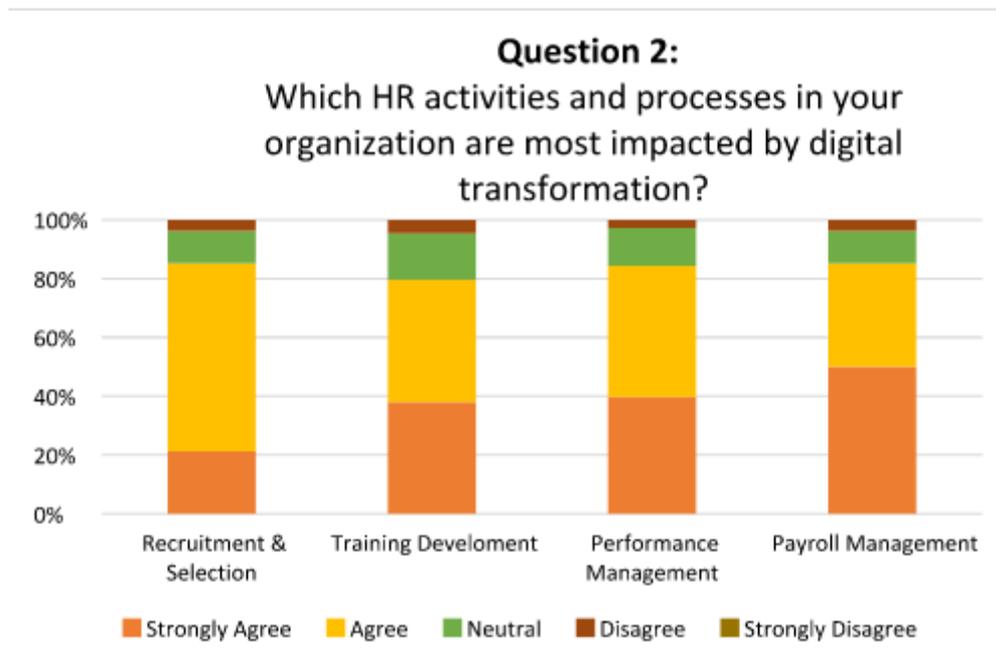




**Statistics**

Recruitment & Selection		Training & Development	Performance Management	Payroll Management
N	Valid	108	108	108
	Missing	0	0	0
Mean		2.38	2.26	2.37
Std. Error of Mean		.067	.080	.069
Median		2.00	2.00	3.00
Mode		2	3	3
Std. Deviation		.693	.836	.718
Variance		.481	.699	.516
Range		3	3	3
Minimum		1	1	1
Maximum		4	4	4
Sum		257	244	273

From the Data, it is found that 55 % organizations are implementing Digital in the Payroll Management function and 46% organizations are exploring digital in Recruitment & Selection function. Smaller number of organizations are innovating HR with digital in their HR functions. While some of organizations are ignoring digital in their HR functions.

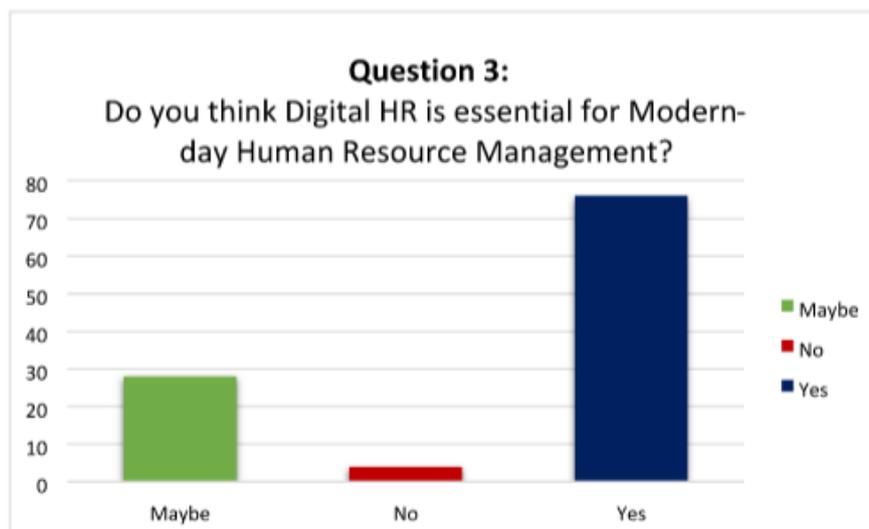




**Statistics**

Recruitment & Selection		Training & Development	Performance Management	Payroll Management
N	Valid	108	108	108
	Missing	0	0	0
Mean		1.97	1.87	1.79
Std. Error of Mean		.066	.081	.074
Median		2.00	2.00	2.00
Mode		2	2	2
Std. Deviation		.690	.844	.774
Variance		.476	.712	.599
Range		3	3	3
Minimum		1	1	1
Maximum		4	4	4
Sum		213	202	193

From the Data, it is found that 64% of HR Managers acknowledge that commonly impacted HR activity is Recruitment & Selection. And 50% of HR Managers strongly acknowledge that mostly impacted HR function is Payroll Management.



Statistics		
N	Valid	108
	Missing	0
Mean		1.56
Std. Error of Mean		.085

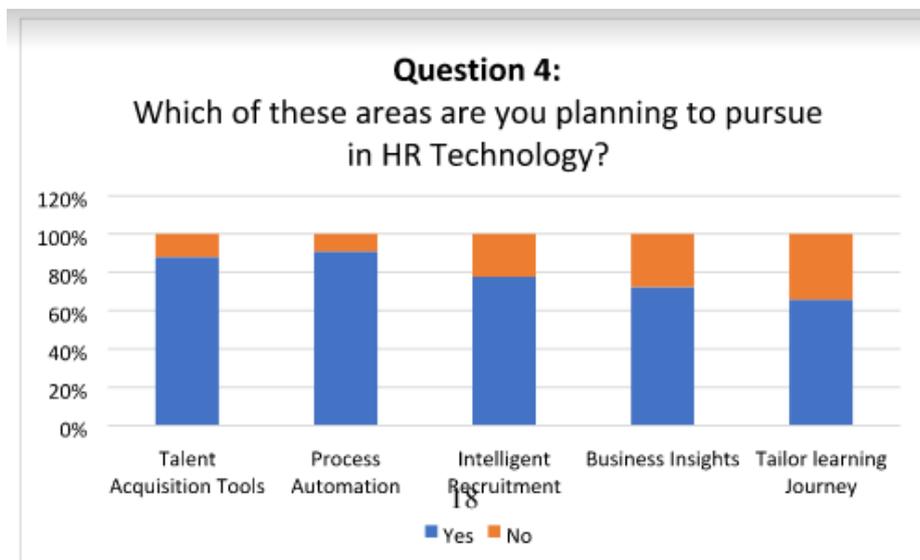


Median	1.00
Mode	1
Std. Deviation	.879
Variance	.773
Range	2
Minimum	1
Maximum	3
Sum	168

From the data, it is found that 70 % of the HR Managers think that Digital HR is essential for Modern Day Human Resource Management. And 26 % of the HR Managers believe that Digital HR may or may not essential for Modern HRM. While 4% of them don't think that Digital HR is essential for Modern day HRM.

**4.3 Objective 2: To study various digital tools and techniques used in HR.**

Following questions covers the second objective of the research.



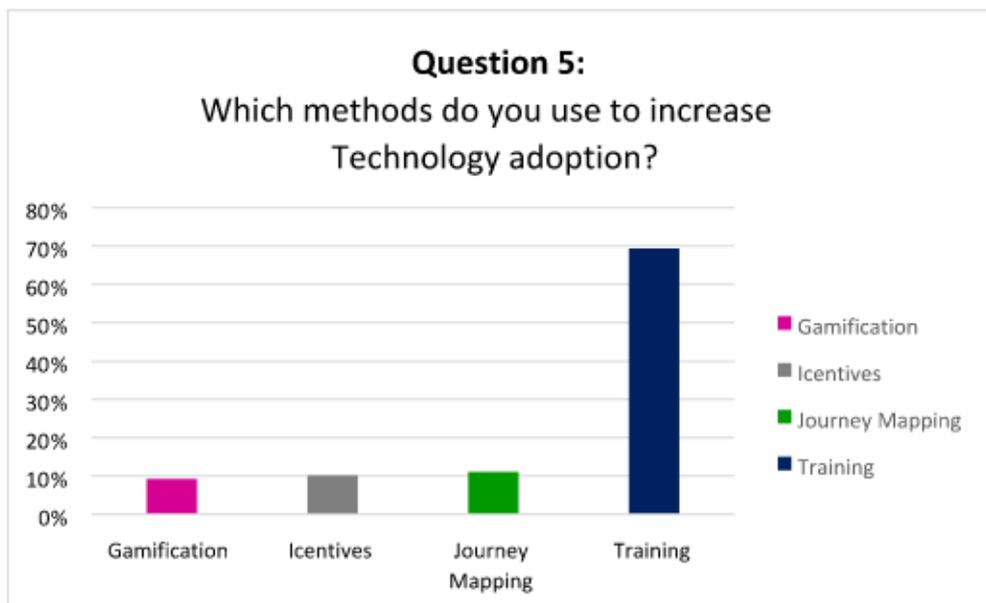
**Statistics**

Talent Acquisition Tools		Process Automation	Intelligent Recruitment	Business Insights	Tailor Learning Journey	
N	Valid	108	108	108	108	
	Missing	0	0	0	0	
Mean		1.12	1.09	1.22	1.28	1.34
Std. Error of Mean		.031	.028	.040	.043	.046
Median		1.00	1.00	1.00	1.00	1.00
Mode		1	1	1	1	1
Std. Deviation		.327	.291	.418	.450	.477



Variance	.107	.085	.174	.202	.227
Range	1	1	1	1	1
Minimum	1	1	1	1	1
Maximum	2	2	2	2	2
Sum	121	118	132	138	145

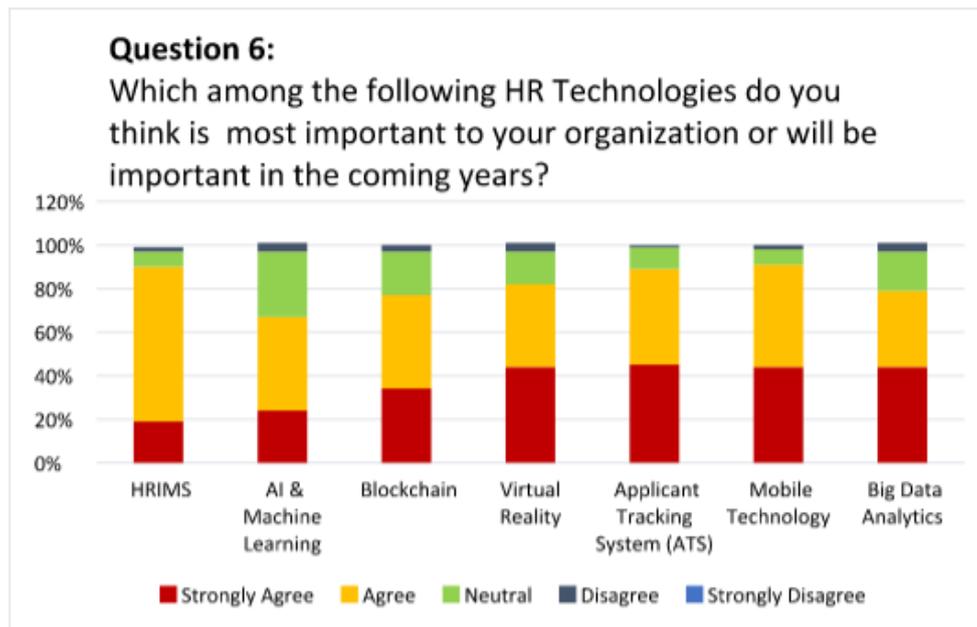
From the data, it is found that 91% of the HR Managers are planning to pursue in Process Automation in HR Technology accompanied by Talent Acquisition Tools and Intelligent Recruitment



Statistics		
Technology adoption Methods		
N	Valid	108
	Missing	0
Mean		1.60
Std. Error of Mean		.098
Median		1.00
Mode		1
Std. Deviation		1.023
Variance		1.046
Range		3
Minimum		1
Maximum		4
Sum		173



From the data, it is found that 69 % of the organizations use training as a method to expand Technology adoption. While a minor number of organizations use Gamification, Incentives and Journey Mapping as a method to increase Technology Adoption.



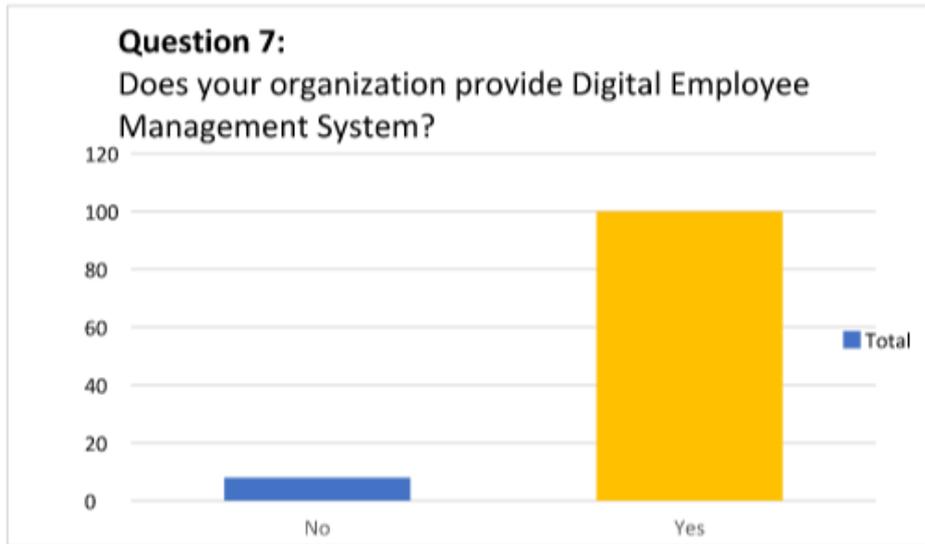
		Statistics				
		HRIMS	AI & Machine Learning	Blockchain	Virtual Reality	Applicant Tracking System (ATS)
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		1.92	1.81	2.13	1.92	1.79
Std. Error of Mean		.056	.082	.079	.078	.080
Median		2.00	2.00	2.00	2.00	2.00
Mode		2	1	2	2	1
Std. Deviation		.582	.855	.821	.810	.832
Variance		.339	.732	.675	.657	.693
Range		3	3	3	3	3
Minimum		1	1	1	1	1
Maximum		4	4	4	4	4
Sum		207	196	230	207	193

		Mobile Technology	Big data Analytics
N	Valid	108	108
	Missing	0	0
Mean		1.67	1.68
Std. Error of Mean		.067	.067
Median		2.00	2.00
Mode		1	2
Std. Deviation		.697	.695
Variance		.486	.483
Range		3	3
Minimum		1	1
Maximum		4	4
Sum		180	181



From the data, it is found that 71% of the HR Managers acknowledge that HRIMS is one of the most important HR technology for their organization and 45% of the HR Managers strongly

recommend that Applicant Tracking System (ATS) is an important HR technology for their organization followed by Virtual Reality and Mobile Technology.



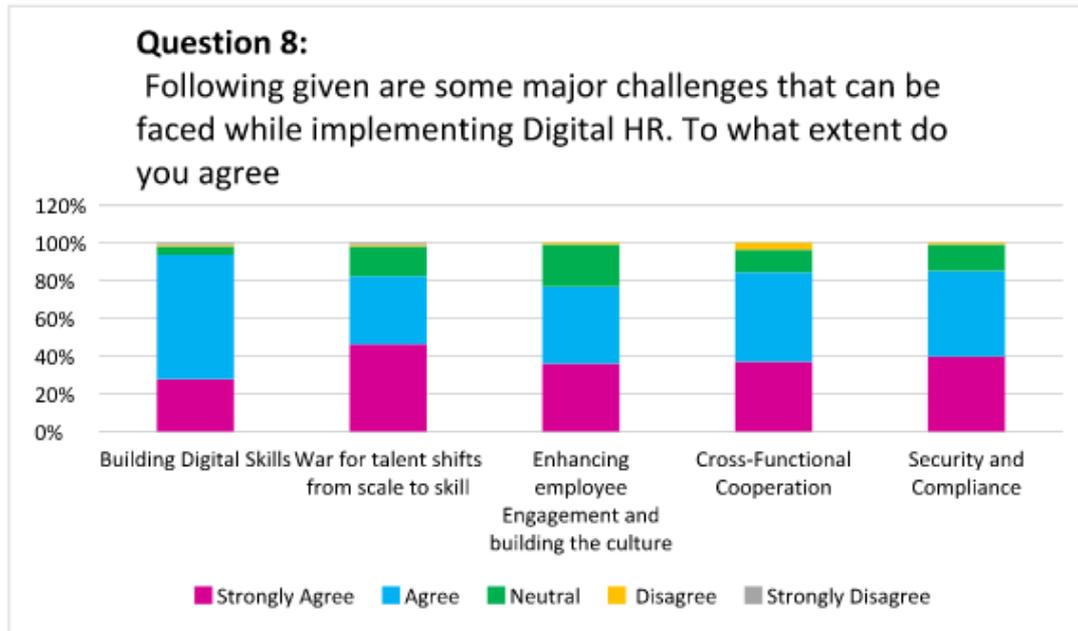
Statistics		
Digital Employee Management System		
N	Valid	108
	Missing	0
Mean		1.07
Std. Error of Mean		.025
Median		1.00
Mode		1
Std. Deviation		.263
Variance		.069
Range		1
Minimum		1
Maximum		2
Sum		116

From the data, it is found that 93% of the organizations provide Digital Employee Management System. While only 7 % of the organizations are unable to provide Digital Employee Management System.



**4.4 Objective 3: To study the challenges faced by organizations in implementing digital HR.**

The following question covers the third and last objective of the research.



		Statistics				
		Building Digital skills	War for talent shifts	Enhancing Employee engagement	Cross-functional Cooperation	Security and Compliance
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		1.81	1.74	1.88	1.82	1.76
Std. Error of Mean		.062	.079	.075	.075	.069
Median		2.00	2.00	2.00	2.00	2.00
Mode		2	1	2	2	2
Std. Deviation		.643	.825	.782	.783	.722
Variance		.414	.680	.612	.614	.521
Range		4	4	3	3	3
Minimum		1	1	1	1	1
Maximum		5	5	4	4	4
Sum		196	188	203	197	190

From the data, it found that 66% of the HR Managers agree that building Digital skills is one of major challenge that can be faced while implementing Digital HR. 47% of HR Managers agree that Cross-functional cooperation is another challenge in Digital HR. While only 4% of the HR Managers disagree that Cross-functional cooperation is a challenge for the same. And 46% of HR Managers strongly agree that war for shifts from scale to skill is a challenge that can be faced while implementing Digital HR.

From the above results, it can be concluded that:

55 % organizations are implementing Digital in the Payroll Management function and 46% organizations are exploring digital in Recruitment & Selection function. Smaller number of organizations are innovating HR with digital in their HR functions. While some of organizations are ignoring digital in their HR functions. 64% of HR Managers acknowledge that commonly impacted HR activity is Recruitment& Selection. And 50% of HR Managers strongly acknowledge that mostly impacted HR function is Payroll Management.70 %of the HR Managers think that Digital HR is essential for Modern Day Human Resource



Management. And 26 % of the HR Managers believe that Digital HR may or may not essential for Modern HRM. While 4% of them don't think that Digital HR is essential for Modern day HRM. 91% of the HR Managers are planning to pursue in Process Automation in HR Technology accompanied by Talent Acquisition Tools and Intelligent Recruitment. 69 % of the organizations use training as a method to expand Technology adoption. While a minor number of organizations use Gamification, Incentives and Journey Mapping as a method to increase Technology Adoption.

71% of the HR Managers acknowledge that HRIMS is one of the most important HR technologies for their organization and 45% of the HR Managers strongly recommend that Applicant Tracking System (ATS) is an important HR technology for their organization followed by Virtual Reality and Mobile Technology. 93% of the organizations provide Digital Employee Management System. While only 7 % of the organizations are unable to provide Digital Employee Management System.

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### Chi-Square Test

For chi square test, coded data was used. Likert scale was coded from 1 to 5 that is 1 for strongly agree ,2 for agree,3 for neutral,4 for disagree and 5 for strongly disagree. Also, the genders were coded as 1 and 2 ,1 for female and 2 for male. Chi square test was done to know if there is an association or difference between genders and the challenges faced by them while implementing Digital HR.

Gender * Building Digital skills			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.598 <sup>a</sup>	4	.107
Likelihood Ratio	10.213	4	.037
Linear-by-Linear Association	.404	1	.525
N of Valid Cases	108		

Gender * War for talent shifts from scale to skill			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.029 <sup>a</sup>	4	.134
Likelihood Ratio	7.970	4	.093
Linear-by-Linear Association	.011	1	.917
N of Valid Cases	108		

Gender * Enhancing Employee engagement and building the culture			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.783 <sup>a</sup>	3	.619
Likelihood Ratio	2.161	3	.540
Linear-by-Linear Association	.092	1	.762
N of Valid Cases	108		

Gender * Cross-functional Cooperation			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.091 <sup>a</sup>	3	.107
Likelihood Ratio	7.581	3	.056
Linear-by-Linear Association	2.538	1	.111



N of Valid Cases	108	
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Gender * Security and Compliance			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.375 <sup>a</sup>	3	.711
Likelihood Ratio	1.748	3	.626
Linear-by-Linear Association	.022	1	.882
N of Valid Cases	108		

In the above tables, “a” is the footnote for this statistic pertains to the required cell count assumption (i.e., expected cell counts are all greater than 5): no cells had an expected count less than 5, so this assumption was met. The connection between two variables is statistically notable if Asymptotic Significance (2-sided) < 0.05. Significance is frequently mentioned as “p”, short for probability; it is the probability of observing our sample outcome if our variables are independent in the entire population.

So, from the data, we can state that there is no statistically significant association between the variables gender and the challenges faced by them while implementing Digital HR as the p-values are greater than the standard alpha value 0.05. As a result, we will accept the hypothesis that our variables are independent.

## V. CONCLUSION

The introduction of digital technologies has resulted in a significant paradigm change in how businesses can manage work in the future. HR has implemented a number of tactics to keep up with the ever-changing technological climate, as workers of varying ages join and exit.

In contrast to previous years, a significant amount of money is spent on labour retraining and skill upgrading.

Human resource management policy is attracting more attention, and spending on human resource technology is growing in line with the strategy. Rethink the future of work and how to unleash people's potential and talents in order to create a long-term organisation. With the advent of human resource analysis, there is a pressing need to engage with data-driven workers in order to make reliable, timely, and informed decisions.

Leverage digital tools to easily cover the organization's length, width, and depth, allowing for 360-degree improvements to be integrated into the workforce.

With rapid digital transformation and changes in labor demographics, the future of human resources is changing rapidly. Organizations need

to update and adapt to changes in order to survive in the organization. Digital Transformation affects the entire organization indirectly or directly. Digital technology and services provide a means to more selectively attract and retain the talents needed, and to manage services and demand in a more streamlined manner.

The human resources have a key opportunity to help lead the transition to a digital enterprise. In the next few years, human resources teams that embrace digital platforms will face the double challenge of changing the rules of the game. On the one hand, they must transform human resource operations, and on the other hand, they must transform labor and working methods. Human resource leaders who "rely on" new technologies, platforms, and working methods, and through continuous innovation to explore and invest to achieve agility, will have a strong ability to affect business results and employee experience.

According to the Vice President of People Strong “The global human resource management (HRM) sector is projected to reach \$30 billion by 2025. Advancements in information technology (IT), predictive analytics, artificial intelligence and machine learning in HR processes is allowing professionals to perform traditional practices with much more simplicity and lower time span”

The future of human resources includes continuous technological modernization to meet the higher expectations from enterprises and employees.

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