

People Management in the Digital Era

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ABSTRACT

With the advent of digital technologies, our lives have seen drastic changes. This digital revolution has left no field or area untouched. Hence HR functions and career options have also been revolutionized. This paper tries to explore the various conventional tasks that are losing importance, the indispensable role of the HR fraternity in making the employees adapt to the digital challenges and the novel ways of carrying out HR functions. The organizational implications of the digital based HR functions are also discussed.

1. Introduction

Technology has made its presence felt in all walks of life, thus enabling us to make the best use of technology in all the functions of an organization. HRM considered the most significant part of an organization is adopting technology in order to effectively accomplish the organizational objectives. Also digitalization in HR functions keeps the employees more satisfied and motivated. E-HRM platforms enable cost cutting, increased productivity, better employee tracking with regard to their needs & performance and a free flow of communication in the organization.

2. Recruitment in the Digital Era

With technology and digitalization at their peak, acquisition of talent is undergoing a drastic change. The **Analogue Age of Recruitment** that began in the 1980s had only technology tools like land telephones, fax and postal services along with the print media. Hence the recruiters relied upon building quality internal networks, credible brand and strong client relationships. The recruitment in this era was centered on skilled techniques for recruitment. The **Age of Spray and Pray** began in the late 1990s and was characterized by the internet and e-mail. The recruitment in this era was based on the numerous online CVs, non-specific job boards and bulk e-mails.

With the **New Digital Age of Recruitment** underway, hiring the best talent is becoming a tough task as people's expectations on their career have also changed with the digital era. Global recruiters now make use of most effective apps for sourcing talent.. Artificial Intelligence & Machine learning will provide recruiters an upper hand in collecting and analyzing the talent databases generated across social platforms. Recruitment chatbots are blooming as a new technology in the hiring industry and they offer services like screening CVs, asking candidates questions, providing updates to candidates. Jobpal is one chatbot that helps hiring candidates by finding a matching job based on a few answers given by them. Such technology will help the HR fraternity to focus more on strategic aspects of their roles freeing themselves from time consuming

process of recruitment. Apart from these, the other potential benefits of technology in the recruitment perspective include:

- Virtual Reality tours of their offices to candidates to provide them an experience of the different job roles in a company.
- Data analysis tools to have a clear view of the attributes recruiters are looking for and that have been successful.
- Creation of a mobile-friendly experience for the candidates through mobile optimized sites.
- Understanding of candidates' social presence in networks and communities by the recruiters through social media platforms
- Use of contextual marketing wherein targeted ads are sent to candidates based on their search history.

3. Training and Development in the Digital Era

With the wide range of e-learning and training resources available, the conventional mode of classroom based week and months long training sessions are losing their importance. Module based micro learning with deadline for completion is the methodology that is gaining popularity. Several Applications are used by the employees to complete tasks and to access training portals. The technologies will help trainers to come up with more simulated tools for providing training. Also, technology has made training and learning a more personal experience through customized user preference, learning styles and pace. E-rewards linked with performance based on the extent of knowledge acquired through e-learning are getting included in the employee packages. The main focus of employee training is no longer on bridging the skills gap but on providing leadership succession and enabling organizational change.

4. Performance Management in the Digital Era

Making use of digital capabilities such as social media, mobile, analytics and the cloud to their fullest provide a great opportunity in boosting performance of people in the organization. Digital tools enable easy recording, sharing,

tracking and evaluating of performance process and they provide real time data from multiple sources for the HR team to reward performance. Many latest approaches in performance management are implemented which include regular check-ins and updates between employee and manager through a series of new apps. These platforms include easy employee summary of projects and actions, manager review and feedback, coaching guidelines, personal dashboard for employees, etc. Regular communication, conversation and feedbacks among employees support a very agile organization.

Social employee recognition is a social feedback tool used by manager and colleagues to provide recognition and appreciation for performance and it is made visible across the organization through social activity streams. Some organizations have gone a step forward and have done away with the performance review scores and have instead started to maintain performance appraisal process focusing on growth and future development initiatives.

5. Careers in the Digital Era

Digitalization has not only led to the blooming of various digital tools but also has led to the opening up of many novel careers. The technology driven economy wants creative and innovative workers who are open to learning to remain in par with the growing competition. Digital marketing careers like storytelling, content writing are becoming popular. The demand for skilled app developers has also gone up of late. The new employment opportunities are open for those who can design, build and service digital tools. The highest paid rockstars of the era are the data scientists who possess both analytical and social skills to study the various processes of business.

6. Talent Management in the Digital Era

The digital labour platforms have made the job market more transparent. Websites like LinkedIn, Career builder and monster.com have brought in changes in the ways employers get in touch with employees. Platforms like Glassdoor help organizations to know what the current employees feel about their satisfaction in job, company culture and lifestyle. Companies that do not manage their workplace carefully with the changing environment will lose their talent pool. The research by McKinsey Global Institute suggests that those

businesses which make use of digital talent platforms to the fullest potential in all possible functions will improve output by 9% and also bring down employee-related costs by 7%.

Talent management encompasses the full lifecycle of employees and it has to be automated and modernized to fit with today's digital workplace. The four major steps companies create to provide a great employee experience are, identifying and recruiting talent, on boarding new hires, implementing mobile-enabled social tools and setting performance based tools. These steps get executed by

- Choosing multi-channel sourcing strategy that taps talent from different channels like employee referral portals, LinkedIn etc.
- Empowerment of new hires through corporate intranet sites and social collaboration portals.
- Starting off an employee's on boarding experience by giving them information on their career goals and paths.
- Creating social networks that enable interaction among the new hires, peers and mentors
- Supporting a more flexible workforce with a 24/7 access to HR information.

7. Conclusion

The various digital tools and platforms aid in placing the right person in the right job, in identifying gaps in skills, and enable employees to gain new capabilities thus charting a path for their career and in nurturing the growth and development of next generation leaders. Having discussed the potential benefits that the digital revolution has created in the field of people management, there are a few downsides to the revolution too. The data security and cyber security are of great concern in this era. The process of digitalization has made tasks more complex and minimized real life communications. Technologies replacing many jobs and availability of labour from low economy markets have made job security a big question mark. All the innovations have their own pros and cons and it is up to us to use it carefully for the betterment of mankind.

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