A Study of HRM and Digital Transformation in Organization's Strategy and Policies: Reshaping HR Space

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Abstract- A Digital strategy is essential for "Future-proofing" a Company that wants to stay ahead of the competition.This research paper emphasized the importance of artificial intelligence and digital technologies in HR management: Its review three areas related to Digital Transformation in Organization" Digital workforce", "Digital Workplace" and "Digital Management & employee", its showing most important issues at present are cloud Computing, Internet of things (IoT), exabytes of data and artificial intelligence(AI).The objective of this study "Digitalisation + Transformation = Productivity" this everyone can agree that under pressure and confusion, digital transformation involves a number of important changes, time-saving, opportunity, reshape and reinforce their roles within their organization. The paper illuminates to explore the use of technology-driven tools in HR professionals to use these innovations in positive ways. In this study I worked primary and secondary data has been collected through structured Questionnaire and Secondary data was collected from business magazines, Case study, Published data, books, e-journals, newspapers- the novelty of this study consists in exploring the HRM digitalization process in the organization.

Keywords- Digital Workplace, Digital workforce, Digital Management & employee, cloud Computing, Artificial intelligence (AI).

I. INTRODUCTION

Its Important to understand Digital transformation has been a hot topic given the speed, scale, and scope of change over the last few years. The Development of Artificial intelligence, Robotics, HR Analytics, Cloud-based Hiring tools, IoT, Virtual Reality, Nano Technology, Machine Learning- all the technology is here and it makes easy and smooth societies, cultures, economies, and businesses in digitalization world it also called the Fourth Industrial Revolution.

Its fully change the culture, customer expectation and employees way of performance For this research, we took the opportunity to reflect on the role of human resources in digital transformation with which strategy and policies using in Organizations HR digital transformation is the process of changing operational in the way HR functions, using data to guide all areas of HR: payroll, benefits, performance management, learning and development, rewards and recognition, and hiring.

According to the Times of London Report and survey two-thirds of business leaders told us that if companies not digitalize then it will no longer be competitive in transforming the world. During the survey found 91% of HR Manager, Chief HR officers using and invest in two or more technologies over the next three years Like IBM's pinnacle of innovation, Royal Bank of Canada using Embark, Siemens using "Road to culture change" etc. A success level was acquired by SAP, and purchase of Taleo by Oracle in 2012, all these things helped in making HR digitally strong. Now more companies are coming up with new technologies and introduction of software applications (Fitbit, Bamboo HRADP Vantage HCM, ATS (Application Tracking Systems), chatbots and data analytics), so we can say Digital HR transformation starts with improving HR's productivity so they can focus less on paper and process, and more on people.

II. LITERATURE REVIEW

The study is to investigate the implications of HR analytics role in a developing country, Ghana. They

adopting a qualitative approach to research of 20 organizations were purpose sampled from public and private organizations in Greater Accra Region- Ghana(Boakye& Lamptey 2020).This study use the qualitative approach on the Part A Interpretive paradigm the participants demographics like a (a)highest educational qualification(b) professional certification(c)job position (d)tenure and Part B presented questions that probed into the HR professional's familiarity with the HR analytic tools, benefits and possible challenges.

The findings shows that HR Analytics has reduced the errors associated with Employee Retention, Increased Performance, Lack of HR Analytics Competency, as well as this study can educate its members on the benefits HR analytics can bring to their businesses to make them more effective, efficient and value driven HR analytics.The term strategic fit- He used this term that organization wants to know the internal resources, opportunities, capabilities and special demands of their external environments and try to achieve competitive advantage (**Miles & Snow ,1994).**

They demands of digital transformation by forecasting the needs of a company in terms of resources and capabilities and setting the right goals to meet those needs after that decision/action taken by HR department how to recruit, who to recruit, select the resources and find out the abilities to meet the demand of a digital era. All business has different transformational goals and objectives to achieve the position in the digital era (**Patel &McCarthy ,2000).**Therefore,first mentioned -The concept of digital transformation didn't conceptualize the term HR DigitalDefines digital transformation "as the changes that digital technology causes or influences in all aspects of human life"(**Stolterman & Croon Forst, 2006).**

The importance of e-management also lies in its ability to cope with the qualitative and quantitative development of information technologies and systems. In addition, e-management is a strong response to the challenges of the 21st century, in which it must be able to deal efficiently and effectively with different variables (**Masaood, 2008).**HRIS contributes to information accuracy and greater responsiveness - A HRIS which is also known as a human resource information system or human resource management system (HRMS), is basically an intersection of human resources and information technology through HR software (**Kassim et al. 2012).**This allows HR activities and processes to occur electronically. Benefits like Expedition of recurring tasks through automation, Improved ability to reach large candidate pools regarding new position openings, Ability to quickly apply higher selection standards to a number of applications, Speedy onboarding made possible by mobile accessibility (**Kassim et al. 2012).**Electronic-management - defined as a strategic approach of managing dynamic and future organizations depending on a technology-based system. It is a strategic approach, starts with vision and mission. It stresses the value obtained by the organization through IT capabilities

(**Malkawi, Alraja, & Hamadnah, 2013).**Now the present Digitalized world is ruled by the advanced technologies, Softwares which is intimidating highly the global workforce. Out of all the technologies, we can say AI and Analytics is the most groundbreaking one. As important in the application of AI almost in each and every sector may it be banking, health careinsurance, etc (**Admin Edge ,2017).**India is also not an exception that new firms especially(start-ups) are nowintegrating their business with AI to stay more visible and to be competitive. Some of the start-ups that have integrated its business with AI in India are: ARYA.ai, BOXX.ai, cuddle.ai, Imbibe, Edgenetworks, and Haptik to name a few

(**Wislow Eva ,2017).**Talent acquisition is most important thing in HR, we can remove tons of stressful, fraud and monotonous work from hr managers namely talent acquisition software can scan, after use of new technology we can evaluate applicants and 70% recruitment process will easy.AI plan and organize training program, online course, digital class season its make work manually so the work will be done easily and fast,

(**Barbara ,2018**) Digitalization and AI is reinventing HR, we can say all the organizations looking for AI and HR Analytics solution, AI organization reduce the time consumed for filling and hiring the candidates by considering other information like experience, skillset etc, to find right person AI technology takes care from sourcing to interview which drastically reduces the recruitment timeline and help to hire right candidates with ability to perform in specific roles and make placements much easier and at faster rate. In the paper title AI is coming –HR is not prepared, AI and HR managers

should prepare how to use this technology and make work easy and faster.IBM predicts that 120 million workers want AI training in the world's 10 largest economies, If they will not provide training they will lose competitive level to development either if company provide AI training to employees but they don't show interest then it's wasteless(pull it off),90% people believe in US and UK AI, digitalization techniques give benefits **(Gale, 2019).**

III. RESEARCH OBJECTIVES

- To identify the challenges HR has to face while adopting digital transformation
- To identify the Strategies and policies of Digital Transformation.
- To gain insight the possible ways to overcome those barriers or challenges in the journey of Organization digital transformation?
- Identify HR management that deals service functions (recruitment, staff training and development, compensation management.

IV. RESEARCH METHODOLOGY

Material and Method: This paper is a review based descriptive study where the material which we have considered is secondary in nature. The secondary data which is available from online sources such as company, Survey, cases, reports, and blogs of experts, websites, Research papers, and magazines have been used.

V. WHAT IS DIGITAL HR?

When I was writing this paper, I realized this year clearly we saw two great forces developing in the same platform: on one side, the unstoppable digitization resources and automation of almost all aspects of our personal and working lives and on left other, the rise of soft skills compelling a return to what makes us more human and advance, such as the ability to communicate, the capacity for creation and develop, cooperation, flexibility, empathy, innovation and more.

1. HR Digital Transformation:
Nowadays HR Digital is the sole application of new technologies and makes more competitive in the world.

"Digital HR is a process optimization in which social, mobile, analytics and cloud (SMAC) technologies, AI is leveraged to make HR more advance, efficient, effective, and connected. In other words, it's a tectonic shift in the way Human Resources function and world"Example - The two most renowned Companies in Digital Market- Microsoft, BM.

Currently most of the organizations are using AI (Artificial intelligence) because it's able to solve and understand the problems, by this choosing a candidate to analyze the emotional state of an employee.

Some solutions are offered by large developers:
- Microsoft (MSFT, NASDAQ), SAP (SAP, NYSE),
- IBM (IBM, NASDAQ), relatively small developers, for example, Workday (WDAY, NYSE).

VI. THE TRENDS WE'LL LOOK AT

1. Automationvia AI and RPA:
It's been a hot topic for several years nowadays more of the recruitment process has become automated, Digital and accordingly pattern-wise, devoid of scrutiny. Search engines, applicant tracking systems, and email automation have in some ways commoditized the job search to a simple keyword match.

Candidates that know how to game the system have support and advantage over individuals who are honest but don't know the tips and tricks Applicant Tracking Systems use to screen incoming candidates.

2. Use Data & Analytics:
HR is starting to understand the value data analytics its makes work easy and accurate form, we can add to the business Preselection, learning & development (L&D), employee engagement, you name it; there's HR technology out there to measure every single part of the employee lifecycle. By Analytics skills you can evaluate huge data in some time. The question, arise, however, so our HR professionals can make sense out of this data.

3.Gig Economy:
online service brokering platform the most prevalent for several years nowadays its name called 'Gig economy', other names we know in the market 'The portfolio career','the contingent workforce', Agile talent'.

" Gig economy is a system where work is contracted on a freelance short -term basis, and its connect workers and hires"

3.1 Users in Early days:

According PwC makes up 2% of the total recruitment market by 2020 it is forecast it will make worth $63 billion globally alone in the UK.1099 to replace 9-to-5. The gig economy will see a large majority of the workforce, its shift away from full-time jobs into free agent employees, freelancer. According these estimates that by 2020, 40% of American workers will be independent contractors.

By using the gig economy how to prepare employees for the gig workforce?
- Leadership buy-in
- Streamlined strategy
- Operational prowess
- Tailored HR processes

4. HR Chatbots:

Chatbots are already using in customer service, IT technical support, and resume parsing. In 2020 we will see a greater impact of reliance on chatbots, especially as a way to hiring and aid employees with the onboarding process. The challenge? We can ask together questions in the chatbox. The benefit? In the long run, having a robot field commonly asked HR questions (i.e. benefits, compensation, retirement) can free up HR's time elsewhere, Note-50% of companies using chatbots by 2022.

In 2017, Multinational firm EY deployed a Watson-based cognitive chatbot named Goldie to enable more effective, digitally-driven HR support for its global employee base of 250,000 with overwhelmingly favorable results. This is just one example of the far-reaching impact chatbot solutions are already having.

5. Digital Recruitment:

Spark Hire--Spark Hire is a making video interviewing platform and a good example of how different SMAC technologies are combined into one digital solution by this Candidates can schedule their own interview according our time and place, our interviewed in real-time and the interviews can be shared easily with other hiring managers for immediate feedback, its make the recruitment process technically flexible and time-saving.

6. Virtual Assistants and Augmented Reality:

Very fastly popular in 2020, as the employee service can be automated through such assistants. Bots are the more popular form of chat or voice, video assistance, but they are also beginning to look like virtual robotic or holographic representations. Virtual assistants offering a two-fold benefit: a. HR saves on workforce costs and time and can respond faster in a more personalized and professional manner to their employees and clients' needs anytime and anywhere as suitability.

6.1 Use -The British Army is using VR for recruiting, the first month that the experiences were posted on YouTube 360; the Army got a 65% increase in applications.

7. RPA Platforms (Robotic Process Automation):

This is a Robot process automation platform. it is one of the new trends in the digitalization of HR tasks. These robots perform different administrative processes such as hiring, data upload, communications, alerts, and more. This brings considerable savings in time and in expenses.

According to the renowned HR technology guru, Josh Bersin, "Demand for RPA/AI is increasing as organizations seek to drive HR delivery model efficiency, effectiveness, and support scalability, while improving costs".

8.Big Data and Machine Learning:

we are talking about new trends and innovation so the biggest trending resource in HR it's Big Data and machine learning, data intelligence for a long time, and there are already many organizations using and corporated them in their day today.

For example, in recruitment processes, through these new technologies, you can define ideal and able recruitment profiles, design absenteeism models, (personality-job fit models, and more. All with the purpose of, among others, anticipating talent flight to be able to take steps to retain the best professionals.

9.Real-Time Performance Feedback:

In today's fast-paced world, the traditional performance review cycle is an old method. We should Thanks to some tools like pulse surveys and real-time feedback channels, its make work on time our managers get benefits like no longer need to schedule time-consuming meetings or evaluate performance only once a year.

In HRMS solutions, employees can receive day to day regular, consistent and purely feedback. Beyond the logistical benefits, real-time feedback "provides ample opportunity for managers to have meaningful and forward-looking conversations about personal and professional development with the employee, resulting in better engagement, relations and improved productivity," explains Sushman Biswas for HR Technologist.

"It's more constructive," he writes "to engage in an open dialogue on employee contributions throughout the year.The feedback we can see "the increased use of VR for performance management and workforce, assessments and prescreening," says Charney.

10. Generational Shifts and Remote Work:
Millennials and Gen Zs are entering and analyze the workforce in organizations while more baby boomers retire, causing disruption as companies. Our new generations participate own unique and value, expectations so definitely they want to work with new technologies and employers also perform according to the new generation trends.

VII. WHAT STRATEGIES, POLICIES AND TRENDS APPLYING ORGANIZATIONS IN THE WORLD?

There are so many examples of how HR is (slowly) transforming, we'll give you a small sampling:

1. Cisco- Trend-"YouBelong@Cisco app and Ask Alex": The company organizes hackathons to build new HR products – the YouBelong@Cisco app and ask Alex. This is very useful in hiring process its help new hires and their managers during their onboarding period and the latter is a voice command app that gives quick answers to various HR questions about holiday policy, expenses, etc.

2. Booking.com, Bynder, Atlassian-"Impraise (CPM)": Impraise is a Corporate Performance Management Software. Performance management is something that's gained a lot of importance in today's workforce. Employees like to receive and share their feedback often, in real-time and on any kind of device. Impraise is a performance management tool that provides 21st-century managers and employees with a digital feedback experience, It provides goal ma Organizations that encourage their workforce to be healthy showed lower rates of absenteeism and turnover, and showed higher rates of engagement and productivity.

3. Reliance Jio--"real-time apps and cloud-based services": This is the best example of HR Digital transformation, the 4G telecommunications, and digital services Which came up with a vision to build a national 4G network across 18,000 cities and towns in India to serve hundreds of millions of customer strategy that supports employees, candidates, and business managers and the service its offered was easy to use, easy to buy with safety. The digital-first HR program was used which provide staff members to complete the tasks with the help of real-time apps and cloud-based services.

Secondly, all hr processes,technologies (including SAP and a series of cloud apps such as Salesforce.com,) policies into one single application. Management, lightweight checks-ins.it is a flexible and insightful platform that will help grow your business.

4. Apple -"Incentivized Healthcare": Organizations that encourage their workforce to be healthy showed lower rates of absenteeism and turnover and showed higher rates of engagement and productivity.

5. People Strong -"HR Chabot 'Jinie": Human resources solutions and technology company people strongly developed India's first HR Chabot 'Jinie. It helps in work-related queries and personal work assistance we can use for applying leaves, collating and completing employee data, answering company policy-related questions and many more.

6. Hero Motor Cop -"SAAS(software as a service)": This is a cloud-based distribution model for software, it is using in nowadays in an organization for accounting, sales tracking, HR Communications.some example of well-known office 365, google apps, Netflix, Dropbox, adobe creative cloud.

VIII. CASE STUDY ANALYSE ON HR DIGITAL AND TRANSFORMATION

Its very famous Case Study of "Deloitte" published in Harvard Business Review by (Jeanne C.Meister ,2020).

Title - How SAP Leveraged Design Thinking and Its Own Launch Methodology to Drive Change Globally

1. Overview
Company- Deloitte
Business Application- SAP SE
Users- 77,000 employees working in 120 countries and about 300,000 customersworldwide.

2. In this Case Study:
- Examine SAP's mission to transform its HR operations and solutions to the cloud computing.
- Explore how the company used design thinking for a feedback-intensive implementation model and how the transformation teams used it to facilitate ongoing change.
- Reveal how SAP HR's quality gates enable the success and adoption of new tools and business practices across the global organization.

3. SAP SE:
SAP SE has been supplying enterprise application software (includingdatabases, ERP solutions, and mobile business applications) to about 300,000customers in 190 countries. This is the fastest-growing company in a cloud-based solution.

4. Business Challenges:
- The ability to get high skills employees in these areas whose worked on cloud computing areas.
- The ability to provide training and session our existing employees and give valuable training to develop leaders' potential.
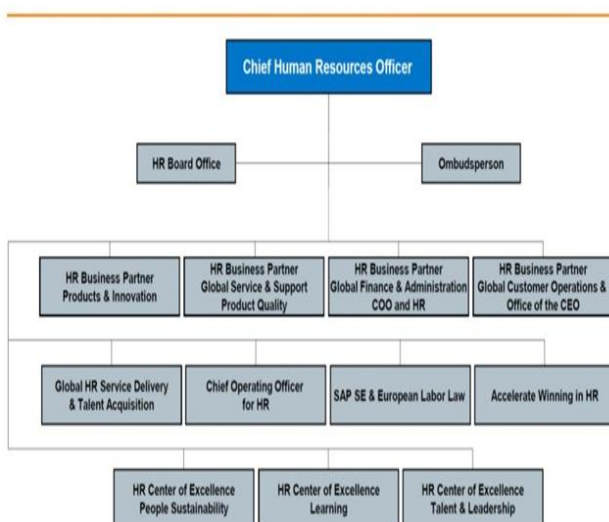

Fig 1. Dig- SAP's HR Organization.

5. Kicking off the Transformation:
By using "HR Goes Cloud" program thirteen capability areas, supported by SAP's cloud technology, were defined as subjects of the transformation:

- Jam (collaboration platform).
- People Profile (HR information system with more than 100,000 active profiles).
- Recruiting Marketing (a global sourcing and recruiting platform).
- Recruiting Management (a global applicant tracking system).
- Goal and Performance Management (aligns employee objectives with corporate goals).
- Compensation Management (enables managers to plan efficiently and give employees transparent access to total rewards).
- Development Planning (enables employees to include any type of development, learning, and training to manage their career growth).
- Succession Management (supports managers in mapping out their successors for key managerial and expert positions).
- Learning (focused on blended-learning approaches, including e-books and e-learning modules).
- 360-Degree Feedback (an anytime feedback mechanism giving employees access to detailed reports).
- Workforce Analytics (enables the rapid response to data requests from business partners).
- Onboarding (manages post-hiring and day-one activities for all SAP hires).
- Employee Central (SuccessFactors' core HR solution).

After all the achievements they worked on "Launch Methodology"
- Prepare
- Realize
- Verify
- Launch

Each phase of SAP's launch methodology contains quality gates to help to ensure that all stakeholders are in alignment with the scope of the project.

IX. FINDINGS & CONCLUSION

HR Transformation affects every employee and employer in an organization Goal- SAP's HR leadership was to reduce the complexity around the functions for which HR is responsible while

increasing internal customer satisfaction. If we talk about the main purpose of this paper was to find out and develop the meaning and use of digital transformation in Human resource management secondly how organization using new resources in our work life and what is the current tools.

We discussed in paper so many tools like they make life easy HR functions and employees make stronger and confident in work. The papaer also talks about the challenges and remedies to solve the problem in HR Industry. As HR is at the forefront of the fourth digital revolution it's important to facilitate thisadvancement without impeding the human element. The case study also helps to find out what new trends using in HR transformation to make flexible and healthy work culture.

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