CHAPTER 8

IMPACT OF TECHNOLOGY IN HUMAN RESOURCE

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8.0 INTRODUCTION

HR are the most noteworthy and crucial for the achievement of any association. The jobs and aptitudes of HR supervisors have developed significantly as of late because of the reception and utilization of new advances. The chiefs are presently ready to play out the customary elements of obtainment, upkeep, advancement and use all the more successfully and productively. The human asset administrators would now be able to take up all the more difficult jobs in the associations. The developing utilization of data innovation in human asset has essentially expanded the effectiveness of HR the board exercises and procedures, expanded their expediency and decreased expense. It has made a powerful and productive correspondence framework, worker commitment, ability the executives, representative advancement, execution the board, preparing and learning. Likewise, the utilization of HRIT offers some incentive to the association and raise HR experts' status in the association (Ulrich, 1997).

The customary HRM style mostly centred around strong work force exercises for an organization including gathering worker data, checking singular execution, and actualizing association approaches. The new job of HR administrator ought to comprehend the business
procedure and figure the comparing the executives technique on HR to improve conveyed administration, and go about as a methodology cooperate with best supervisory group (Beer, 1997; Mohrman & Lawer, 1997).

HR experts ought to receive advances that help authoritative changes and make a legitimate formative atmosphere to create imaginative and information based associations. Craig Bryant In his paper "Five Predictions for Where HR Technology Is Going in 2014" saw that HR experts at organizations extensive and little ought to be prepared for a couple of changes and patterns that the New Year could bring. A concise depiction of the difficulties before HR is given beneath:

1. Procuring is probably going to be on rise and this would mean, rivalry for ability will increment. HR supervisors need to enlist individuals who could expand by and large efficiency and build up worker's observation in connection to organization's general activities.

2. HR individuals can invest more energy in the human parts of the work environment, and less time pursuing papers and messages. This would establish framework of good hierarchical culture. HR would assume a huge job of helping workers to learn, develop, and contribute which will be a key differentiator in an undeniably aggressive commercial centre for ability.

3. Complete HR apparatuses combined with dazzling point answers for selecting and execution the board are transitioning and are progressively available to littler associations. It will assist little associations with competing in the ability advertise. It is useful for business enterprise, assorted variety and development.

4. As the innovation improves and instruction advances, associations will have more financially savvy choices and will almost certainly put more decisions into their representative's hands. 5. As the economy picks up force once more, would-be start up organizers will get more as they will be increasingly certain about tossing their cap into the ring. The more current, tech-driven pioneers and experts will have preferred open door over the conventional HR consultancies. The HR experts ought to recollect that workers are the soul of any organization. In the event that we make an incredible work environment experience for them, they'll pay you back one hundred-overlap in criticism and efficiency.
8.1 LITERATURE REVIEW

Various examinations have been made and numerous books have been composed with respect to the job of IT on Human Resource Management. The utilization of data innovation in HR has developed impressively as of late. An audit of writing uncovers that:

The job of IT in HRM can be followed back in the most recent decade of twentieth century. Ruel & Bondarouk (2008) have investigated that the term e-HRM was first utilized in the late 1990's when internet business was clearing the business world and e-HRM is interior utilization of e-business methods. It helps the administration in progressively compelling and proficient stream of data and technique for doing HRM. Associations could deal with an expanding number of HRM forms in a powerful way with the improved data innovation, in this manner adding to the accessibility of data and information. This thusly encouraged HRM experts to assume a key job in achieving improved upper hand.

Drawing in, holding, and inspiring representatives, fulfilling the needs for an increasingly key HR work, and dealing with the "human component" of innovative change later on has been empowered by headways in IT to address the difficulties of HRM (Ashbaugh & Miranda, 2002). HRMSs can address the difficulty of at the same time winding up increasingly key, adaptable, cost-effective, and client situated by utilizing data innovation (Snell, Stueber, & Lepak, 2002).

Adewoye, 2012 in his paper "The Impact of Information Technology (IT) on Human Resource Management (HRM): Empirical proof from Nigeria Banking Sector - Case Study of Selected Banks from Lagos State and Oyo State in South-West Nigeria" has referenced that the cooperation and convergence among IT and HRM lead to the rise of HRMS. It combined all HRM exercises and procedures with the data innovation field while the programming of information handling frameworks advanced into institutionalized schedules and bundles of big business asset arranging programming.

Walker (1982) states that a HRIS is an efficient system for gathering, putting away, keeping up, recovering and approving the information required by an association for its HR, faculty exercises and association unit attributes. It can bolster long haul arranging in connection to labor (Kovach et. al., 2002) including free market activity estimates, staffing, divisions and advancement with data on preparing program expenses and work execution of learner. It can likewise bolster pay
programs, pay estimates, pay spending plans, representative relations, contract exchanges and so forth. Correspondence and data innovations have increased the value of HR applications which helped in building up a human asset data framework (HRIS).

Pinsonneault, 1993 saw that the utilization of IT in HRM to associations has liberated the HR staff from routine jobs and empower them to focus on key arranging in human asset advancement. In the present setting of expanding globalization, Tansley and Watson (2000) saw that the hierarchical situations have turned out to be progressively intricate. Chiefs in these associations face developing troubles in adapting to workforce as they are spread over an assortment of nations, societies and political frameworks. Supervisors can use IT as an apparatus as a rule just as in human resourcing capacities specifically to expand the abilities of the association.

Featuring the effect of IT applications on HRM in banking area, Iraz and Yildirim (2004), clarified the job of IT in e-learning. From the previously mentioned examinations, it very well may be reasoned that HR is currently being considered as an indispensable piece of the association. It isn't constrained to acquiring and using labor as it were. It is similarly critical in cutting expenses by keeping record of worker information, their possibilities and execution too. New programming is being produced for vital arranging, labor gauges, overseeing preparing and labor spending plan, pay framework the executives, bettering business worker relations and so forth. Data Technology has had an incredible effect on the expanding the viability and enlarging the job of HR work. HRIS framework encourages workers to add and change data identifying with them and view their reports. Be that as it may, little research has been had to investigate the effect of IT on HRM.

8.2 IMPACT OF TECHNOLOGY IN HUMAN RESOURCE

The globalization and progression from one viewpoint and innovative headways on the other require the business associations to re-examine the job of their HR work. The HR experts ought to adequately use the data innovation for creating capabilities of the general population to confront these difficulties and for the development of the business also. The utilization of data innovation can make esteem expansion and raise the status of the HR experts in general.

The business world is ending up increasingly focused and looked with new difficulties every day including business natural change, mechanical change, consumer loyalty, developing challenge and issues identifying with decrease in expense and increment in profitability.
The 'general population' can address the difficulties of the present-day showcase.

The innovative progression has been main impetus for making new jobs for the HR capacity to improve their business capability. Human Resource Information innovation has made it less demanding for the HR office to incorporate their databases, and give data on the strategies, news, and distributions and so on. It is the most straightforward type of execution of the HRIT which could be open by anybody, whenever and anyplace inside the association. It has additionally empowered the workers to refresh the data and along these lines, mitigated the HR experts of the weight of keeping up and putting away records. They would now be able to concentrate on other imperative undertakings including translation of the information, key arranging, vocation arranging and improvement, representative preparing, evaluation and criticism.

Long, Yu (2009) has referenced that a review of HR administrators by SHRM (Society for Human Resource Management) shows that broad utilization of HRIT which requires HR processional to concentrate on creating IT-based HR applications. The finding proposes that IT can decrease routine work and permit better data correspondence and independence, which prompts key change in the idea of HR experts' work. He likewise clarified diverse jobs of HR are referenced as graph which is introduced in adjusted structure beneath:
Diagram 8.1: Roles of HR

HRIT has caused critical effect on HR capacities. The use of HRIT can change the data streams essentially, because of the way that the framework empowers clients all the more productively to gather, spread and access the data (Stone, Romero and Lukaszewski, 2006).

Various devices have been grown, for example, e-enrolling framework, e-choice framework e-execution framework, and e-remuneration framework. For instance, in the enrolment, without the up close and personal meeting and request HRIT can make the candidates less demanding to gather data about employments and to access to the HR experts. So also, data about worker abilities, characteristics, evaluation information and so on can help in settling on choices about their advancements, data on representative criticism can be utilized for improving their characteristics. Further, the cutting edge methods like web, email, SMS and so forth are very valuable in sending and refreshing data and executing errands and can diminish the requirements of spot and time.
8.2.1 TECHNOLOGICAL TOOLS USED BY HR PROFESSIONALS

Innovation has assumed a vital job in change of HR and its job in business in most recent two decades. A portion of the mechanical apparatuses utilized by HR experts for performing different HR capacities are referenced beneath:

Mishra, Alok and Akman, Ibrahim (2010), in their paper clarified the utilization of different IT instruments including application programming, for example, DBMS, spread sheets, information mining/information capacities; data framework programming, for example, choice emotionally supportive networks, official data frameworks, master frameworks; data and correspondence advancements (ICT, for example, LAN/WAN/neural system, web/intranet, online interfaces and so on. They affirmed the utilization of PCs and IT devices for enlistment capacities, for example, position stock, enrolment utilizing enrolment undertakings Internet, representative choice, worker the executives and workforce arranging; preparing capacities including preparing and human asset improvement, and support and execution assessment, representative turnover, lateness and truancy investigation, the board and arranging capacities like staff documents and abilities stock, advantage and arranging the board and arranging organization, government reports, progression arranging and usage.

The different instruments utilized by HR experts for HR capacities are referenced underneath:

1. Procurement: Procurement is the most noteworthy capacity of HR. It incorporates worker enlistment, choice and position. Contracting is ending up increasingly perplexing. To look for data about the activity searchers and occupations the two businesses and workers use work entryways and other mechanical administrations as referenced underneath:

<table>
<thead>
<tr>
<th>Technology Tools</th>
<th>Use of Technology</th>
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<tbody>
<tr>
<td>e-recruitment web portals</td>
<td>Employers post their positions and qualification. Job seekers select their expertise and apply online.</td>
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<tr>
<td>Social Media Sites like Facebook, LinkedIn</td>
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<tr>
<td>Induction Packages</td>
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<td>HR Planning &amp; Forecasting</td>
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2. Employee Development: Employee improvement as a component of HR has picked up essentials in the ongoing past. The expanding rivalry has required the decrease in expenses from one viewpoint and expanding effectiveness on the other. The associations are consequently, laying increasingly more accentuation on improving representative abilities and building up their possibilities to expand their productivity. Various technological advancements are helping the organizations in this direction as mentioned below:

<table>
<thead>
<tr>
<th>Technology Tools</th>
<th>Use of Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>e-learning</td>
<td>Employees are given necessary inputs for career growth, up-gradation of their skills through e-learning and feedback on their performance.</td>
</tr>
<tr>
<td>Training Need Analysis</td>
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<td>Career Development</td>
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<tr>
<td>Online Appraisal System (e-performance)</td>
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</table>

3. Compensation: A good compensation system motivates the employees to work. Compensation is yet another important function of HR.

<table>
<thead>
<tr>
<th>Technology Tools</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Payroll, e-compensation,</td>
<td>The IT tools on compensation management company and the employees to discuss the compensation plans. The company can determine the cost to company (CTC) for the compensation plan awarded to employee and employee can also determine the pay he will get in hand.</td>
</tr>
<tr>
<td>Compensation settlements</td>
<td></td>
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<tr>
<td>Flexi-reward Packages</td>
<td></td>
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<tr>
<td>Facilities/ Benefits Administration.</td>
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</tbody>
</table>

4. Payroll, flexi-reward packages and other employee benefits make the compensation management more complex. Various technological tools are available for assisting HR in effective compensation management.

5. Employee Relations, Communication and Work Environment: Various technological tools are available to ensure Organization Development (OD), knowledge management and thus help in developing good employee relations and create sound work environment. There are tools for maintaining effective communication, data protection and data sharing also. Table 4
mentions some of these tools.

**Table 8.4 Employee Relations, Communication and Work Environment**

<table>
<thead>
<tr>
<th>Technology Tools</th>
<th>Use of Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication data sharing, data protection, knowledge management, Intranet, OD and Team Development</td>
<td>Creating Shared information environment to allow flow of information from one central point enabling smooth flow of information-Upward, downward, horizontally, and outward, quick communication and better decision-making. OD exercises will help in bringing organizational change and effective team development and build better employer-employee relations.</td>
</tr>
</tbody>
</table>

6. Decision-Making: In complex and large organizations, there is large data which is difficult to handle and use effectively for decision making. Technology has made a great change in assisting the HR to make effective decisions. The various technological tools for effective decision making have been given below in Table 8.5:

**Table 8.5 Use of Technological Tools for Decision Making**

<table>
<thead>
<tr>
<th>Technology Tools</th>
<th>Use of Technology</th>
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<tbody>
<tr>
<td>Decision Support System (DSS) Data warehouse having data mining tools Artificial Intelligence (AI) System, Online Analytical Process (OLAP) Group Decision Support System (GDSS) Groupware</td>
<td>Technology will help you make quick business decisions through the IT tools having capability of summarizing large amount of data with speed and getting useful results</td>
</tr>
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7. Human Resource Information System (HRIS): HRIS is also very useful function of HR in the modern times. The information is made available to the employees, managers and the external parties on internet, intranet and company portals in no time. The technology has added a new dimension of ‘transparency’ in place of traditional system of ‘confidential’ which has helped in creating an atmosphere of trust and belong in the organization. Table-6 highlights such tools of HRIS.
### Table 8.6 Use of Technological Tools for HRIS

<table>
<thead>
<tr>
<th>Technology Tools</th>
<th>Use of Technology</th>
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</thead>
<tbody>
<tr>
<td>Intranet availability of Data record of Employees, Spread of information throughout organization, employee self-service</td>
<td>The availability of information throughout the organization via intranet, company portals, employee portals and access of information on company policies, employee feedback etc, brings in transparency and boosts employee morale</td>
</tr>
</tbody>
</table>

These technological tools are highly significant for the HR professionals as they will increase the overall efficiency of the business. The accuracy of information, analysis of data, dissemination of the policies and outcomes in business will certainly provide competitive advantage over others as information technology is able to propagate right information to the right people at the right time. These changing techniques are creating a positive impact on the HR practices. By understanding and adopting these new techniques will help HR professionals to make a place for himself and his organization for continuous growth in the market.

### REFERENCES


Management”, Public Personnel Management Volume 39 No. 3 Fall.
“Human resources aren’t a thing we do. It’s the thing that runs our business.”

-Steve Wynn-