

MANAGEMENT DIAGNOSIS OF HUMAN RESOURCES IN THE DIGITAL ERA

Cristian Daniel Pop, Valahia University, Romania

ABSTRACT

Recent years have brought a new approach to human resource management and the digitization of HR processes. The digital revolution is making recruitment much more transparent, and information within companies about employee payroll and ranking is much easier to obtain, and the search for talent takes it to another level. There is a need to create a digital human resources strategy, as a key component of the business strategy. This research demonstrates that digitization allows the automation of repetitive processes, regardless of the scale at which it happens to intuit trends in human resource management. As such, companies need to be prepared to meet this complex challenge of planning future workforce capabilities in the digital economy.

JEL: M10, M11, O15

KEYWORDS: Human Resource Management, digitalization, digital employee, HR processes.

INTRODUCTION

The new world of work is characterized by changes and technological possibilities, such as big data, automation, robotics and artificial intelligence. In addition, work processes and content are becoming increasingly digital, flexible, networked and mobile. However, most authors believe that the content of the work and thus the job profiles of some professions will change as digitalization progresses (Chesley, 2014; Palm, Bergman & Rosengren, 2020; Kirbac & Tektas, 2021). This implies that without proper competence in the treatment of digital technologies, the so-called digital competence or digital media competence is no longer possible.

Structural changes in the labor market remain volatile to some extent. It is all the more important for companies to involve more and more experienced people. Other authors advocate a digital humanism that is friendly to technology and people (Kosseck, 2016; Jamal et al., 2021; Ter Hoeven & Van Zoonen, 2015). At the same time, the human resources department is also facing its own digital transformation and should, at the same time, accompany digital change in organizations. No matter how the effects of digitization will look, it is and will remain that people understand the changes and want and can help shape them.

FROM PERSONNEL MANAGEMENT TO DIGITAL HUMAN RESOURCES STRATEGIES

Thanks to digital technologies, communication and cooperation are becoming increasingly linked not only between employees, but also between the various departments of the company and with customers (Palm, Bergman & Rosengren, 2020). In turn, these changes in cooperation have consequences for the type of leadership, which tends or needs to become less hierarchical and more cooperative. Above all, staff development and training and continuing education in organizations are needed to help educate and promote employees so that people can ultimately help change digital work and the organizational world competently and successfully.

The second challenge is the digital transformation of the HR function itself (Jamal et al., 2021). What this means is the digitization of all HR processes, from HR marketing and staff selection to staff evaluation and staff development. Personnel psychology, as a scientific and application-oriented discipline, deals more and more with people in the context of work and organization and is a central basis for the area of human resources in organizations.

The current or future employee is seen as a customer, and the company tries to market itself and its products or services in an attractive way. The purpose of staff marketing is to increase the attractiveness of the employer. This is becoming increasingly important in times of shortage of skilled workers. In this context, it should be mentioned what is known as employer branding, which aims to develop an attractive employer brand.

The work of the human resources manager will be redefined by disruptive digitalization trends such as:

- mega digital trends, which include: Big Data, the use of their mobile devices and mobile applications, social media, cloud computing;
- combining the profession with personal life, in the context of more and more employees present in the virtual environment;
- the employee begins to be perceived as the first consumer of the employer's brand.

In addition, a paradigm shift can be anticipated in future recruitment, especially in terms of human-technological organization (Kirbac & Tektas, 2021). From a technical point of view, there is a wider range of digital options for recruiting employees. From an organizational point of view, a change in the role of the recruiter can be assumed, and the recruitment processes could be carried out in the future in other organizational forms. The recruiter's roles are also changing and expanding to become a social media expert, service provider, career counselor, data researcher and trend researcher.

Staff evaluations are also becoming more digital. Associated performance management and target agreements have also changed in their approach. Feedback can also be given digitally through an application at any time and continuously and from different perspectives.

CONCLUSIONS

The human resources department is an essential component in any organization. With major responsibilities in recruiting and managing relationships with employees throughout their activity in the company and even years after the termination of their employment contract, complex activities of organizing training and staff development programs and burdened above and compliance with the rules and legal requirements, HR tasks are far from simple.

The digital economy has multiple implications at the organizational level, so the HR dilemma will no longer be limited to efficiency. Concerns are expected to shift to the changing nature of the organization and employees, who are increasingly digital thinking and acting. HR will also need the ability to integrate the right people into dynamic organizational contexts and will be essential to help current leaders and employees develop new digital skills to be able to drive transformation. This puts people at the heart of the digital transformation of organizations.

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