



DYNAMICS OF EMPLOYEE MANAGEMENT IN THE DIGITAL EPOCH

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ABSTRACT

The digital epoch is the times of net genres, shifting the conventional outlook of the business to a technology driven one. This era has evolved a diverse breed of employees; “digital natives”. The organizations are gearing their strategic procedures to pace with the times and retain the talent. The dynamics of managing employees or rather the natives is bestowed to Human Resource (HR) professionals. However, it requires the HR professionals to manage the people for the future. HR professionals have transformed with times. Their position has developed from being a department to a transformation catalyst; stimulating the technological changes in employees through effective employee management. They are the road to culture building process in the organizations. They have transformed the employees in this digital era, their workplace and the environment. An additional imperative facet the HR Professionals are fetching is the appropriate management of natives to this state-of-the-art technology of HR analytics, neuroscience and artificial intelligence in HR which is leading to a disruptive technology. However, this disruptive technology were further highlighted in these times. One more confront faced by HR is retaining right talent and developing the dormant potential of an employee. This paper attempts to converse these issues through the outlook of HR and the dynamics of managing the employees in this digital epoch.

Keywords: digital, HR neuroscience in HR, HR analytics, disruptive technology, Artificial Intelligence (AI) in HR, employee management.

INTRODUCTION

Digital era marks the period of millennial. The internet has brought a major revolution in the business across the globe. The time of yore has transformed orb into diminutive situate and natives digitally allied. The technological change has led to a change in the working pattern of the organization. A radical transformation has occurred in the business, shopping pattern and banking operations of the customers etc. The present epoch has brought a cultural change in the management of employees and the outlook of the employers towards the employees. The conventional business pattern has been replaced by innovation and creativity. The tech savvy world is moving at an incredible velocity; new-fangled innovations are substituting the primitive ones. At this pace, new innovations are a challenge.

In this tech savvy generation, every human has to be considered as a weapon exploiting the novelty. The key focus is leading the employees in definite path and their management. The skill of surpassing the employee management is challenging to Human Resource department. The present has always preceded the past; the deviation in the present era lies in the rejuvenation brought by digitization. The times of yore is recreated, reengineered, restructured and reformed. The concept of online vending, purchasing, and banking has rationalized the attitude of the people. The key gizmo of internet, electronic mail, social networking sites, search engines etc. has connected the people across the globe to each other like never before. The concept of digitization has increased human connectivity and access to a world of knowledge sharing,



conferencing, domestic and international outsourcing, reducing the business travel and physical load. This era has eased human life; however, it is challenging for the organizations to cope up with pace and upcoming technology.

MILIEU

The quality of life of employees has been transformed in this epoch. The organizations have been anticipating on HR to create an influential work culture for their employees. This has in turn motivated the employees to be productive and brought a positive outlook towards their job. The information regarding digital transformation of HR is limited. Though, literature review expresses alliance of HR in redefining the culture of the organization. This paper emphasizes the role of HR in transforming the employees to digital natives.

India is also on the pinnacle of digitization. The Indian Government has also put forth its programs. **Make in India** for digital manufacturing units, **Smart cities** for digital infrastructural space, **start-ups** for digital India. The schools too have instigated smart classes to digitize the classroom's teaching experience. Demonization of 500 and 1000 currency have changed the strategy of the companies. The companies have been going digital. Most of the financial transaction has been changed to digital. Web usage has increased with all major public utility transaction going digital and high speed mobile networking. Even the perishable articles have entered into the digital world. The digitization has been a challenge for the non-IT companies. They had to innovate their process and strategy. The job to transform their present employees with digital know-how was bestowed to HR. They expressed the need of highly engaged employees to transform the organization into digital hub. Employees have to be trained to e-correspond with their clients, customers and vendors.

HR was observed to be prominent in three key rudiment areas. First, by transforming the workforce with the desired skills, intellectual capacity and attitude to work with change in technology and formulating the operating model for the forthcoming challenges. Thus create "Digital Employee". HR needs to facilitate the employees by training, motivation and continual digital engagement. The next stride of HR is "Digital Workplace", to transform the workplace/ work space from physical to digital. The employees are connected with each other through network, the extent of working from home or anyplace with flexible time produced a digital workplace for the digital employees. This facilitated the women with young ones to work at home. The third one is the most significant one. Since "digital employee" and "digital workplace" would have been futile without "Digital Employee Management". The appropriate well digitized communiqué involving the subordinate and superiors, employees and clients, employees and vendor and a well coupled electronic supply chain has directed towards digital employee management.

CHALLENGES OF HR PROFICIENT IN DIGITAL EPOCH

The global market has been prejudiced by digitization. We are witnessing technology in every facet of life. Most of the industries operates 24x7 specifically service sector. Human



Resource professionals too have fostered technology to pace with the times. Mobile, tablets, analytics, social networking and cloud computing have changed the principles of business. The complex nature of mechanization and espouse by employees have challenged the HR greatly. Data mechanization, artificial intelligence, robotics and their impact on mass customization; further compelled the organizations to move towards cloud computing and analytics. Since analytics relies on instantaneous application it has facilitated HR and organization in precise predictable and analyze situations. This has led the HR to ponder on the engagement, teamwork, data and workflow automation and aligning organization's vision with the employees was a necessity. With easy access to quantitative and qualitative data, there is a need to authorize HR into data analytics and management. HR precincts have been smash to smithereens. The new trend used by HR is Gamification. It is a creative technique in which game design techniques and mechanics to motivate employees and engage them to reach their goals. Gartner, American research and advisory firm predicted that Augmented Reality (AR) and Virtual Reality (VR) will develop little more in 2017. Continual enduring digital engagement will get stimulated by augmented reality and virtual reality. Virtual reality could be dominant instrument in the hands of HR. They can create VR based simulations could create persuasive method of alluring employee to be trained and can be used as an assessment tool.

This century is exceptional in bringing the science of Human Behaviour with talent management. As new insight is examined into brain science and human behavior, people analytics is a powerful tool for HR. HR has to adjunct itself with tools and foresight to enhance their employees' productivity and organization growth.

SAP sponsored Oxford Economics' Workforce research affirms that the labour supply is becoming global. 40% of the global labor force is anticipated to be freelance by 2020. Locations and hours of work are becoming flexible. The significance of diversity is increasing, and it's vital for innovation in this digital epoch. This is imitated in the fact that business with strong fiscal execution has 37% women in management position, compared to only 19% in business with feeble fiscal execution. Moreover, 75% of the workforce in 2025 will be millennial. This faction is more determined than preceding generations and has elevated prospect of the workplace. They are innovative, energetic, moral, transparent, and inspire the work environment. Concepts of intrapreneurship are ruling the market. Steve jobs' success as a intrapreneur has motivated this next genre in this direction. This constant engagement with digitization has given a new direction to HR analytics.

HR DEVELOPMENT PRESCIENCE

Neuroscience in HR:

This era brought a major revolution by collaborating science, brain ie. Neuroscience with HR. Neuroscience is the study of physiological functioning of the nervous system. Though it was formerly categorized as a sub-discipline of biology, it has developed into a interdisciplinary science that works closely with other areas. The reaction of the brain towards certain



circumstances and state of affairs has been indomitable in psychological and scientific groups. The amalgamation of Neuroscience with HR has endowed with facts essential for efficient management of workforce through competent HR. The human brain is wired to aloof itself from risk towards recompense. Natives consider change as threat and strive to shun it. Researchers have avowed that threat can impede one's productivity. Skeptical reaction could amplify psychological spur and condense creativity and output.

At this eon Neuroscience is a ray of hope for mapping changes effectively keeping transparency with employees. Research psychiatrist at California University, Los Angeles, Jeffrey M. Schwartz applied neuroscience to reveal insights to facilitate change in managerial decisions analytic and emotional regulation in the workplace. The Neuro Leadership Group, Chief Executive David Rock's SCARF Model is attributed for fetching neuroscience to contemporary workplace. This model advocates five key states of minimizing threats. Status is relatively important to others. Certainty, which concerns being able to forecast the future. Autonomy, endowed natives a sense of control over events. Relatedness is a sense of safety with others. Fairness is insight of fair interactions between natives. These situations can elicit 'primary reward' or primary threat'. This model is adapted by the contemporary organizations renewing natives with impending technology. Prescience to neural dimension has the potential to yield insightful information to human achievement as it progresses.

HR Analytics: HR analytics or people analytics instigates enriching the status of the HR profession and a basis of competitive advantage for business. It is a data based approach to management. It comprehends the data and social science, providing the real time data on employee behavior. Silos and disconnected statistics enumerate the business gains in terms of its geography, natives and its objectives. Data analytics can be used to create shared digital platform between distant teams. HR analytics is an evidence-based system for enhancing employee and business performance through better decisions by HR. Organizations that use analytics benefits over 12% in talent based results. Google's achievement has been accredited to large extent on the fact that it is the world's only data determined HR function. Premlesh Machama, Managing Director, CareerBuilder.com, India, states, "HR analytics can fetch common language and shared understanding across stakeholders. It takes disconnected data and brings together in a single view. It can elevate understanding by helping discern between opinions and facts or beliefs leading better organizational alignment. The data can be used to break down any assumptions or biases that are not supported by fact and validate those opinions that hold true. The decision becomes more effective and efficient because they are aligned with a credible and shared view".

Artificial Intelligence (AI) in HR: Artificial Intelligence is an affluent and assorted field. The fiscal and business prospective of Artificial Intelligence (AI) has sifted to the senior management. Structure based on AI is valuable as it facilitates employee management at ease and efficiency. AI, computational linguistics and process automation can redesign the employee experience, radically dipping expenses and augment efficiencies. The organizations need to be endowed with AI technology, empower data collection and distribution through virtual support, exploiting the competence of employee's skill and knowledge. The greater assessment will come from understanding the multitude of associated technologies and integrating those



technologies into jam-packed solutions. AI consists of diverse technologies that enable information systems and applications to sense, realize and perform. According to the global Accenture Technology Vision 2017 Survey of more than 5,400 IT and business executives, 79% agree that AI will help accelerate technology adoption throughout their organizations.

AI is balanced to enable business to enhance the experience and outcome for every vital client interaction. Despite cynicism of AI as another technology catchphrase, its impetus is very authentic. 85% of executives surveyed by Accenture articulate they will invest extensively in AI-related technologies over the next three years. Since AI takes above the client experience, it grows ahead of mere being an intelligent interface. Accenture research on the impact of AI reveals that in changing the nature of work and creating a new relationship between man and machine, AI could double annual economic growth rates by 2035. AI on one hand becoming the digital brand for organizations and a vital channel for customer contentment and reliability, on the other hand a key for employee engagement and operational competence.

DISRUPTIVE TECHNOLOGY

The word 'disruptive' denotes the class of revolutionary changes that deracinate existing rules of competitive economies and creates a road of its own by redrafting the law. Founder & CEO, Edge Networks, Arjun Pratap states even though the fast paced HR tech backdrop is creating a dynamic souk, every existing HR technology market will be poised for disruption in 2017. Disruption has moved from sporadic, inconvenient to a reliable torrent of change that is redefining souk and entire industries. The astounding rise of Pokémon Go in 2016 established an accelerated digital transformation. Gartner's strategic forecast for 2017 depicted the disruptive effects of digital business innovation and their effects to be more disruptive than the original disruption. The HR technology souk is experiencing one of the most disruptive years. This year every prevailing HR technology souk will countenance disruption. Escalation in mobile networking, video sensors, and AI is concurrently intensifying focus on employee engagement, customs, wellness and efficiency. These are allowing a new class of vendors that will completely reorganize HR technology producing exhilarating prospects and disruption in the prevailing souk.

CULMINATION

Change can be alluring, cathartic, electrifying and reviving for adaptive mindset. The future will experience a disseminated workforce and technologies like VR will play a vital role in such situation. Business will have to compete with millennia's interested in managing their own future. This is certainly the epoch of digital mindsets that have changed in the way of work and engagement. HR analytics and digitization need to be essential to HR that will result in innovative employee management practices. The employees are needed to be trained meticulously about digitization of the systems and to handle the customers. The concepts like neuroscience and artificial intelligence has been utilized in HR for employee management in recent times. It has definitely reduced the stress level and the risk of uncertainty in employees. Surveys carried by organizations like Deloitte, Accenture regarding digitization and the management of the people have stated that digitization is affecting industries therefore people

have to be managed efficiently for organization survival. The preeminent natives and HR professions confront the status quo, and they perceive ahead of their boundaries. They bring sense to the workplace and the people. New insight into brain science and human and analytics has made HR to arm itself to drive enhanced productivity from their employees and improve business outcomes.

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