

The Impact of Digital Technology on Human Resource Management and Its Functions

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Abstract

Digitalization turns out to be one of the most influential trends in 21st century. Our world has become a global village. Human Resource development is called to address the digitalization readiness of employees. The impact of technology has been observed in all areas of business including HR functions. Human resource management is no longer limited to recruitment and training. It has become an indispensable part of every organization. Technology and HRM both are closely associated to each other. It has significant impact on increasing the efficiency of recruitment, maintenance, development and decision-making functions.

Human Resources are the most significant and vital for the success of any organization. The roles and skills of HR managers have grown considerably in recent times due to the adoption and use of new technologies. The managers are now able to perform the traditional functions of procurement, maintenance, development and utilization more effectively and efficiently. The human resource managers can now take up more challenging roles in the organizations. It has created an effective and efficient communication system, employee engagement, talent management, employee development, performance management, training and learning. The HR professionals should remember that employees are the lifeblood of any company. If we create a great workplace experience for them, they'll pay you back one hundred fold in feedback and productivity.

The present paper is an attempt to study The Impact of Digital Technology on Human Resource Management and Its Functions. Which gives a brief overview about possibilities of usage of various technological tools in HR functions.

Keywords: Technology, Information Technology (IT), Human Resources Management, Human Resources Development, Digitalization.

Introduction:

The business world is becoming more and more competitive and faced with new challenges each day including business environmental change, technological change, customer satisfaction, growing competition and issues relating to reduction in cost and increase in productivity. It is the 'people' who can meet the challenges of the present day market. Human resources may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization.

The globalization and liberalization on the one hand and technological advancements on the other require the business organizations to rethink the role of their HR function. The HR professionals should effectively utilize the information technology for developing competencies of the people to face these challenges and for the growth of the business as well. Human Resource Information technology has made it easier for the HR department to integrate their databases, and provide information on the policies, news, and publications etc. It has enabled the employees to update the information and thus, relieved the HR professionals of the burden of maintaining and storing records. A number of tools have been developed such as e-recruiting system, e-selection system e-performance system, and e-compensation system. Further, the modern techniques like internet, email, sms etc. are quite useful in sending and updating information and executing tasks and can reduce the constraints of place and time.

Definitions:

Human Resource Management

Human: refers to the skilled workforce in the organisation.

Resource: refers to limited availability or scarceness.

Management: refers how to optimize and make best use of such limited and a scarce resource so as to meet the ordination goals and objectives.

“Planning, organizing, directing, controlling of procurement, development, compensation, integration , maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.”

-Edwin Flippo

Human Resource Development

"HRD is a process by which the employees of an organisation are helped in a continuous and planned way to (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (ii) develop their journal capabilities as individual and discover and exploit their own inner potential for their own and /or organisational development purposes; (iii) develop an organisational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees." .

-Prof. T.V. Rao,

Digitalization

Digitalization is the integration of digital technologies into everyday life by the digitization of everything that can be digitized. The literal meaning of digitalization gives an apparent idea of development and technology dependent world.

Technology

“Technology is the application of science, engineering and industrial organization to create a human-build world.”

- Alfred P. Sloan

Information technology

“Computer software and hardware solutions that provide support of management, operations, and strategists in organizations.”

-Thong & Yap 1995

The first decade of 20th century started with new role of HR in the organizations. The old roles of HR were widened and some new functions and responsibilities for HR professionals were assigned. HR which initially had lesser significance as compared to other functions like finance and marketing was now gaining significance similar to its counterparts. The changing role of HR professionals in the present scenario made Ulrich and Brockbank (2005) to develop a new model. The model explains five functions of HR professional which replaced their earlier model with four roles developed in 1997 as explained earlier. These five roles were: strategy partner, functional expert, employee advocate, human capital developer and HR leader. They also specified the responsibilities with each role.

Five roles of HR professional (ULRICH, 2005)

The **STRATEGY PARTNER** has multiple roles including business expert, change agent, and knowledge manager. The role of strategy partner is to help line managers to reach their goals.

FUNCTIONAL EXPERT in this model is an extension of the traditional function of administrative expert. Its scope now includes the technological use for administrative efficiency and is responsible for delivery of HR practices.

EMPLOYEE ADVOCATE is concerned with the employees. The employee advocate focuses on current employees to ensure friendly relationship between employees and employers.

HUMAN CAPITAL DEVELOPER also deals with the employees. It lays emphasis on the future workforce, including developing present employees for future development as well as acquiring suitable workforce externally.

HR LEADER controls the whole situation. HR leader should set the relationships with each HR function, and supervise the whole HR community.

HR professional is shaping the organization at the strategy level; at the managerial level, he is working with Line Managers in a collaborative manner and at the operational level he has now no role to play. The line managers deal with the employees to execute the policies. They perform new tasks such as planned development, talent management, etc. It is, thus, creating values for the business enabling its growth and prosperity. The HR professionals today need focus on the development of employees with potential and constantly stimulation of their motivation. They provide training and studying program to help workforce to reach new qualification level, keep competitive knowledge and skills, and maintain the advance of business (Gutierrez, 1995).

Human Resources are the most significant and vital for the success of any organization. The roles and skills of HR managers have grown considerably in recent times due to the adoption and use of new technologies. The managers are now able to perform the traditional functions of procurement, maintenance, development and utilization more effectively and efficiently. The growing use of information technology in human resource has significantly increased the efficiency of HR management activities and processes, increased their speediness and reduced cost. It has created an effective and efficient communication system, employee engagement, talent management, employee development, performance management, training and learning.

The HR professionals should remember that employees are the lifeblood of any company. If we create a great workplace experience for them, they'll pay you back one hundred fold in feedback and productivity.

Technological tools used by HR professionals

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. Some of the technological tools used by HR professionals for performing various HR functions are mentioned below:

	Functions	Definition	Technology Tools	Use of Technology
1	Procurement:	Includes employee recruitment, selection and placement. Hiring is becoming more complex.	<ul style="list-style-type: none"> ▪ e-recruitment web portals ▪ Social Media Sites ▪ HRP & Forecasting 	Employers post vacancies, Job seekers select their expertise and apply online.
2	Employee Development:	Organizations are laying more emphasis on improving employee skills and developing their potentials to increase their efficiency.	<ul style="list-style-type: none"> ▪ e-learning ▪ Training Need Analysis ▪ Career Development ▪ Online Appraisal System (e-performance) 	Employees are given necessary inputs for career growth, up-gradation of their skills.
3	Compensation	A good compensation system motivates the employees to work.	<ul style="list-style-type: none"> ▪ Payroll, ▪ e-compensation, ▪ Flexi-reward Packages 	IT tools on compensation management. Company and the employees to discuss the compensation plans.
4	Employee Relations, Communication and Work Environment:	Technological tools are available to ensure Organization Development (OD), knowledge management and thus help in developing good employee relations and create sound work environment.	<ul style="list-style-type: none"> ▪ Communication data sharing , ▪ data protection, ▪ knowledge management, ▪ Intranet, ▪ OD and ▪ Team Development 	Creating Shared information environment to allow flow of information, quick communication and better decision-making. OD exercises will help in bringing organizational change effective team development and build better employer-employee

				relations.
5	Decision-Making:	In complex and large organizations, there is large data which is difficult to handle and use effectively for decision making.	<ul style="list-style-type: none"> ▪ Decision Support System ▪ Data warehousing ▪ data mining tools ▪ Artificial Intelligence ▪ Group Decision Support System (GDSS) 	Technological IT tools will help you make quick business decisions, having capability of summarizing large amount of data with speed and getting useful results
6	Human Resource Information System (HRIS):	The information is made available to the employees, managers and the external parties on internet, intranet and company portals in no time.	<ul style="list-style-type: none"> ▪ Intranet availability of Data record of Employees, ▪ Spread of information throughout organization, ▪ employee self-service 	The availability of info. intranet, company portals, employee portals and access of information on company policies, employee feedback etc, brings in transparency and boosts employee morale

HRM practices

☐ **Recruitment and Selection**

Recruitment is the process to fully fill the offered work positions in sufficient number and qualities of the applicants, as well as to meet the expectations and requirements of the organization

☐ **Human resource planning**

Human resource planning is the process whereby organizations determine the staffing support they will need to meet business needs and customer demands.

☐ **Training and Development**

Organizations can develop and enhance the quality of the current employees by providing comprehensive training and development. Indeed, research indicates that investments in training employees in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes.

□ Compensation

Compensation is the bonuses submitted to the employee due to their services. Compensation process can be divided to direct financial compensation and indirect compensation whether it financial or nonfinancial . Compensation is a strategic policy in the organization, where it can affect on the employer's possibility to attract new applicants, gain employee's loyalty and ensure the maximum level of performance to meet the organization goal and objective from the employee.

□ Performance Appraisal

Organizations can monitor the development of desired employee attitudes and behaviours through the use of the appraisal mechanisms. This appraisal-based information could be used for changing the selection and training practices to select and develop employees with the desired behaviors and attitudes.

Role of Technology in Human Resource Management

Technology in Human Resource (HR) management is another application of companies using hardware and software to aid human activities. Companies use all types of technology in human resource management. A few different roles for the technology can be hiring and selecting employees for interviews, managing employee paperwork or benefits, and securing sensitive employee files. Many different types of hardware or software are available for this purpose. Companies can either use an external software package or create their own, depending on their needs. Many companies now use Internet-based employee applications or other technology in human resource management for finding new employees. A significant benefit for online applications is the existence of knockout questions. These questions prevent unqualified individuals from making it too far through the employee application process. For example, if a company desires a certain level of education, an answer about earned college degrees may appear on employee applications. Those who answer “no” to the question will not be included on the list of potential interviews for a company’s open job position. Employee paperwork for new and existing hires is often a time-consuming process. Technology in human resource

management allows a company to find new ways of handling paperwork relating to employee hires and benefits. For example, all new hires may need to fill out paperwork for medical, dental, retirement, or other benefits. The use of an online enrollment system is common and beneficial. A company can create an intranet that all employees can access in order to fill out documents, review current benefits, or handle other tasks related to specific benefits. Companies must have secure environments for storing employee documents. While all companies typically have specific storage rooms devoted to this purpose, technology in human resource management can also be beneficial. Here, encrypted spreadsheets or other software packages allow companies to restrict access to payroll or other sensitive documents. The use of outside payroll services may result in a company using an external website for transferring sensitive documents. Technology often helps a company prevent theft from payroll documents through comprised transfer methods.

Digitalization as challenge

Taking a closer look at the digitalization, it is defined as the digital representation of signals, information, and objects in binary code (e.g., Castells 2010), enabling computer processing as a basic technology and fostering convergence among technological applications of diverse fields of application. Digitalization has penetrated all spheres of life, for example the contemporary media world, the contemporary business world or contemporary automated production. Industry 4.0, the internet of things or ubiquitous computing makes it a digital megatrend. The learning content focuses new dynamization capabilities – recently discussed in management literature that employees need in order to work efficiently in a digitalized environment. They are to be systemized along the six dynamization connotations:

- **More differentiated:** Employees have to be trained to exceed limits, regardless if they occur between different areas of work, between various technological system worlds, between practice and science, between input logic and output logic, between cultural traditions. The learning about personal, organizational and technical interfaces has become as important as the learning within the own field of work.
- **Faster:** Learning contents capture actions related to the strengthening of employees towards faster problem solving without increasing the error rate in the processes.

□ More versatile: Learning contents take up the employees' awareness of and willingness to change. The respective motivation can be supported by learning complex systems thinking and understanding path dependency and self-organization.

□ **More strategically agile:** Learning contents for a long-term sustainability of dynamics refer to the development of sense of dynamization. This implies to be able to classify activities, events and experiences and to connect them with a reasonable long-term vision of the future development, resolving inherent contradictions between short-term flexibility and longterm strategy

□ **More methodologically competent:** The needed learning contents mainly concern the consistent orientation of human resources development towards digitalization skills. Key competences are skills in understanding computer-based process model design, programming and simulation. Moreover, each employee must be able to handle the newer social media that increasingly replace traditional media, and be able to deal with them effectively in the sense of a digital and new media literacy (e.g., Littlejohn/Beetham/McGill 2012), for example coping with information overload and critical information selection. Finally, also meta-learning skills on dynamic capabilities learning within a dynamic system can be trained.

□ **More flexible:** Employees need to learn virtual cooperation and collaboration skills – from distributed value creation to the factual and communicative reintegration of process results. Representing dynamic capabilities of resource allocation, further learning contents are the management of network-related resource constraints in terms of a multi-project management, the allocation of slack resources (Stein/Klein 2010) and cloud working.

These updated learning contents in the sense of dynamization capabilities will be raising awareness of digitalization-related problems and opportunities. They have to be mirrored by respectively digitalization- oriented learning methods, in particular by those that apply the advancements that digitalization has brought – and still brings – along for teaching and education:

Benefits of Information Technology

Technology affects organizations and work relations in organizations by enabling to access information and to join people electronically (Ulrich, 1997, 175-179). With new processes and providing some benefits HRIS changes traditional HR processes and it is expected that HRIS

will provide functionality for realization of units' objectives and goals (Hendrickson, 2003: 381-394).

- Cost decrease
- Saving Time
- Increase in Efficiency
- Enabling communication and collaboration:
- Competency Management
- Knowledge Management
- Structuring Strategic HR

New processes supported by IT

Adaptation of IT in HR functions has created new HR processes. These applications are elearning, virtual recruitment, self service HR and portal technologies and new types of working. e-learning: e-training, e-learning (Strohmeier, 2007, 19–37) or web based training is a growing HR application (Hendrickson, 2003: 381-394). IT tools can be used for formal and informal education activities. e-mail, mail lists, dash boards, message systems, web pages, online courses, and media applications are some of BT tools which support learning in workplace.

Virtual recruitment: Web based recruitment; virtual interview, CV searching, online psychological test and online job announcements have changed and fastened the recruitment process. These applications also removed the potential obstacles to reach larger candidate pool.

Self Service HR and portal applications: Employees can perform some of their own HR activities by means of accessing HRIS. This is called self service HR. Self service applications can include 60 percent of all HR activities (Ulrich et al. 2008: 829-850). Employees who use self-services can easily update and verify personal information, have information about internal job vacancies, access corporate handbooks, and receive notices about training programs.

Human Resource Competencies

Competencies are defined as an individual's demonstrated knowledge, skills or abilities (Ulrich et al. 1995: 473-495). Competencies are personal characteristics about people; who they are, what they know and what they do, or personal characteristics cause superior performance. In this

context development of technologies in work place, internet and web based IT have very important impact on HR professionals and affects their functions and activities.

Technological Competencies: Computer literacy became a prerequisite job skill in HR. Organizations want HR professional to keep up with development in HRIS and to effectively implement and manage HR information technology (Kaufman, 1996: 540-548). So HR professionals need to learn new skills in areas of IT that they do not already have.

Business knowledge: eHR plays an important role for HR professionals to focus on strategic partnership (Bell et al. 2003). Some HR professional can be unsuccessful to adopt technology to business although they know HR technology. They need to know about finance, marketing, supply chain management, manufacturing, logistic, customers, competitors, financial markets and globalization (Quinn and Brockbank, 2006: 477-494).

Change management: Adaptation of new IT in firms changes corporal routines, business processes and business habits (Tafti, 2009). If HR professionals have the competencies of change management they can help organization members to manage change and add value to their organization (Ulrich et al. 1995: 473-495).

Evaluation

Technology is an important instrument for realizations of HR functions, widely use of IT in the HR functions affects HR management in many aspects.

Traditional HR functions: Use of IT within the HR functions increases effectiveness and efficiency of HR practices, decreases time and costs. Moreover, IT facilitates distributions of information along the organizational hierarchy, it empowers organizational decision making and knowledge management.

New HR process: Self service HR, e-learning and e-recruiting are new processes. These are possible only with IT tools. These new processes regarding effectiveness, efficiency and cost create more value than traditional HR processes do for the organization

New types of working: Widely use of IT in the business creates new types of works such as teleworking and web based project contracts.

Strategic impact: IT is a very important force for the transformation of HR functions. IT decrease transactional burden on the HR functions. So HR professionals devote more time for the strategic issues to be a strategic partner.

New Competencies: Transforming HR management from administrative functions to strategic focus defines new competencies of successful HR professionals. These competencies are business knowledge, change management and technological competencies.

HR professionals can be unsuccessful in adaptation of IT in business although they know about technology. In order to be an important player in an organization and to create value for the organization HR professionals need to know about business and its environment. Adaptation of IT also changes the routines, business processes and work habits.

Role of Technology in Changing the HRM Practices

Technology has changed the business world many times over. In the Information Age, the advent of computers and the Internet has increased that impact significantly. Many businesses cannot even function without the use of computer technology. This impact is seen in nearly all areas of business, including human resources, where technology continues to have a significant impact on HR practices and functions.

- ✓ Recruiting of the Employees
- ✓ Training and Development of new and existing employees
- ✓ Data Storage and Retrieval
- ✓ Performance Management
- ✓ Ethics and Employee Rights
- ✓ Motivating Knowledge Workers
- ✓ Paying Employees Market Value
- ✓ Communications
- ✓ A Legal Concern
- ✓ Work-Life Balance

Negative impacts on employees and organizations in changing the technology

- ☞ Due to the technological changes job opportunities may shrink so that a large number of employees become unemployed.
- ☞ Lack of ample knowledge about modern technology the employees can't enter into the job which job he/she is desired.
- ☞ In underdeveloped and developing countries organizations sometimes can't Recruit the required number of technical knowledge oriented employees to perform their organizational activities.
- ☞ Moving traditional activities from a manual to technological process can be time-consuming and expensive.
- ☞ Additionally, the potential for hardware or software to fail is also a problem that a company may need to consider.
- ☞ Being prepared for all technological issues is a must as failure to properly handle employee data can result in heavy fines or penalties.

Review of literature:

Adewoye, (2012) in his paper “The Impact of Information Technology (IT) on Human Resource Management (HRM): Empirical evidence from Nigeria Banking Sector - Case Study of Selected Banks from Lagos State and Oyo State in South-West Nigeria” has mentioned that the interaction and intersection between IT and HRM lead to the emergence of HRMS. It merged all HRM activities and processes with the information technology field while the programming of data processing systems evolved into standardized routines and packages of enterprise resource planning software.

Ashbaugh and Miranda, (2002)Attracting, retaining, and motivating employees, meeting the demands for a more strategic HR function, and managing the “human element” of technological change in the future has been enabled by advancements in IT to meet the challenges of HRM).

Iraz and Yildirim (2004), Highlighting the impact of IT applications on HRM in banking sector,explained the role of IT in e-learning.

Kraut (2005) opined that HR department sets closer relationship with the whole organization. He viewed the role of Line managers as executors and proponents of HR policies and strategies. Besides, the line managers are the policy-makers and executors of own department. HR professionals should assist the line managers to connect the aim of department with whole business objective, and help line managers on HR related tasks.

Pinsonneault, (1993) observed that the use of IT in HRM to organizations has helped to free the HR staff from routine roles and enable them to concentrate on strategic planning in human resource development. In the present context of increasing globalization, Tansley and Watson (2000) observed that the organizational environments have become increasingly complex. Managers in these organizations face growing difficulties in coping with workforces as they are spread across a variety of countries, cultures and political systems. Managers can utilize IT as a tool in general as well as in human resourcing functions in particular to increase the capabilities of the organization.

Ruel et al. (2008) have explored that the term e-HRM was first used in the late 1990's when e-commerce was sweeping the business world and e-HRM is internal application of e-business techniques. It helps the management in more effective and efficient flow of information and method of doing HRM. Organizations could manage an increasing number of HRM processes in an effective manner with the improved information technology, thereby contributing to the availability of information and knowledge. This in turn helped HRM professionals to play a strategic role in attaining improved competitive advantage.

Snell, Stueber, and Lepak, (2002) HRMSs can meet the challenge of simultaneously becoming more strategic, flexible, cost-efficient, and customer-oriented by leveraging information technology .

Truss et al. (2002) have done the research about different roles of HR professionals in different types of organizations viz. creating effective communication channels between different work levels, employment administration and labor relations, acting as the internal consultant for their employees, services to assist in the career development of employees; to coordinate with line management and to support employees; and focus on executive and strategic issues.

Walker (1982) states that an HRIS is a systematic procedure for collecting, storing, maintaining, retrieving and validating the data needed by an organization for its human resources, personnel activities and organization unit characteristics. It can support long-term planning in relation to manpower (Kovach et al., 2002) including supply and demand forecasts, staffing, separations and development with information on training program costs and work performance of trainee. It can also support compensation programs, salary forecasts, pay budgets, employee relations, contract negotiations etc. Communication and information technologies have added value to HR applications which helped in developing a human resource information system (HRIS).

Long, Yu (2009) has mentioned that a survey of HR executives by SHRM (Society for Human Resource Management) indicates that extensive use of HRIT which requires HR professionals to focus on developing IT-based HR applications. The finding suggests that IT can reduce routine work and allow better information communication and autonomy, which leads to fundamental change in the nature of HR professionals' work.

Stone, Romero & Lukaszewski, (2006) stated in his study that HRIT has caused significant impact on HR functions. The application of HRIT can change the information flows significantly, due to the fact that the system enables users more efficiently to collect, disseminate and access the information.

Objectives:

On the basis of review of literature and study The Impact of Digital Technology on Human Resource Management and Its Functions. We found following objectives for present work:

- ✓ How technological advancement is changing the HRM functions. ?
- ✓ To understand the meaning and Importance of technology in present scenario.
- ✓ To analyze the measures adopted HR professionals to improve their technical skills.
- ✓ How technology is changing the skill requirements of employees?
- ✓ What are the positive and negative impacts of changing the technology on employees as well as organizations?
- ✓ To study the Impact of Digitalization on Human resource management.

Research Methodology:

The study: The data has been collected from extensive desk research through E-library, different available published articles, journals, books, internet, magazines, and seminar papers and the world-wide web The Impact of Digital Technology on Human Resource Management and Its Functions.

Data collection: Secondary data has been used for the present study.

Significance of the study:

The study is of great significance to the business organizations as it highlights the various technological tools applied by HR professionals from time to time, the changing role of HR and likely impact of technology on HR.

Analysis and Interpretation:

Traditional v/s new HR functions

Traditional Human Resources

Till the last two decades of the 20th century, HR function was designated as the personnel management performing the functions of personnel administration and industrial relations including recruitment, selection, training and development, performance appraisal, rewards and industrial relations. HR was not given due importance in the organizations. The role of HR manager in the organization was limited frame rules and regulations for employee management. Performing the routine HR issues at the operational level and procurement and maintenance of workforce at managerial level, he was involved to higher level in policy formulation to get talented and qualified people and analyze long-term manpower demand. Thus, HR professionals began to be included in organizational policy framework. However, it was still mainly involved with routine administrative matters only in most of the organizations.

It can be inferred from the above discussion that HR in its traditional role was concerned with administration of HR function, making decisions on issues of industrial relations and forwarding them to line managers. Later a new role was added i.e. to participate in policy framework for forecasting long-term manpower demand.

New Human Resources

There was considerable change in the role of HR professionals in the last decade of the 20th century. Ulrich (1997) defined four roles of HR professionals including - role of strategic business partner, change agent, administrative expert and that of employee champion. **As strategic business partners**, HR professionals work with top executives to develop, implement and appraise competitive business strategies, HR strategies, policies and practices and supportive business strategies. In their role **as change agents**, they manage the Organizational changes and create new culture where its employees are motivated to participate in the new situation. **As administrative experts**, they help in designing organizational processes, building organizational capacity to gain competitive advantage, reducing cost, adding value and better HR services to make HRM works more effective and efficient. In the role of **employee champions**, the HR professional plays a significant role of motivating the employees and provides them training to enhance their competencies. He represents the voice of the employees and is responsible for enhancing their commitment, skills, knowledge and capabilities of the employees.

Conclusion:

From the above mentioned studies, it can be concluded that HR is now being considered as an integral part of the organization. It is not limited to procuring and utilizing manpower only. It is equally significant in cutting costs by keeping record of employee data, their potentials and performance as well. Information Technology has made a great impact on the increasing the effectiveness and widening the role of HR function. New software is being developed for strategic planning, manpower forecasts, managing training and manpower budget, compensation system management, bettering employer-employee relations etc. . Technology has had a positive effect on the internal operations of organizations. But it has also changed the way of human resource manager's work. By linking computers, telephones, fax machines, copiers, printers, robots and the like, information can be disseminated quickly. With that information, human resource plans can be better facilitated, decisions can be made faster, jobs may be more clearly defined, and communications with both the external community and employees can be enhanced.

Today the world is free. In the free world, sophisticated Technologies are frequently creating and involving with the existing technology which places new requirements on human resource

managers. must ensure that employees could be able to handle these technologies with more effectively and efficiently.

It is foreseeable that companies will benefit from digitalization fitness of their employees. Updating the human resources development towards digitalization leads to more anticipation, more proactively and more modernity in order to break the vicious circle of missing the future. The focus on the digitalized economy is expected to raise the success of companies.

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