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Effective HRM through Digitalization: Preliminary Study in Hospitality Industry

Stuti Chaddha¹, Swati Agrawal²

^{1,2}Professor (HR/ OB) Jaipuria Institute of Management, Noida.

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Corresponding Author:

Swati Agrawal, Jaipuria Institute of Management, Noida.

E-mail Id:

swati.agrawal@jaipuria.ac.in

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A B S T R A C T

This study is on the essentialness of digitalization, the change and its impact on human resources, their ability and execution. The study was undertaken in 3 hotels situated in Delhi NCR area. This investigation is grounded on the interviews. It incorporates distinctive parameters for example, understanding the turnaround time, on boarding handling, acclimatizing the on-going training & development exercises, the level of empowerment and different verticals of the human resource. This has given an understanding with respect to how and where digitalization can be utilized and how it can help in accelerating the on-going exercises. To have a clearer guide the interview was led on Level 1 and Level 2 employees for knowing their observation with respect to the HR processes. Further, this investigation helped in understanding the root exercises that are to be done by HR, in order to make a balance in the workplace of Pullman-Novotel.

Keywords: Digitalization, DNA, Software as a Service, IVR

Introduction

Innovation is continuously affecting the world we live in. Human resource is one of those businesses, which does not exactly advance into science fiction books, and no child grows up thinking of the innovation inside this specific market. Generally, HR was constantly seen as a paper-concentrated, non-imaginative zone, where pay choices are made, individuals are employed or terminated and where team building sessions are sorted out. In reality, the industry is changing and joining innovation at a fast pace, and HR has also been highly affected.

In its 2015 report in collaboration with Glob force, The Society for Human Resource Management identified employee engagement, talent retention, competitive compensation, and developing the organizational leaders for tomorrow as major human capital challenges. These difficulties have started advancement inside HR departments over the world. It is realized that online networking is utilized as a part of

recruitment, and it appears to be 92% of recruiters switch to these channels to recognize and approve applicants. In any case, what is perhaps not so much obvious but rather more pertinent to the human resource advancement discussion, is the 3% of recruiters, who moved past LinkedIn, Facebook and Twitter and are guiding Snap chat as a recruitment tool. While it may be a scary vision of the future for some, and security of information will most likely be under investigation, the part HR plays in associations is evolving. Driven by information, innovation and new cooperation models, it is moving from overseeing administration to overseeing business resources and talent management, and data is the key asset inside this New Age HR.

Across-the-board transformation is disrupting the hospitality industry. Organizations are preparing for a future of Chabot services, expanded loyalty ecosystems while facing new competition from nontraditional contenders. Also computerization is drastically changing the DNA of the association and has hurled an overwhelming test

for Human Resource (HR). Digitization of the work with a distinct move towards the utilization of innovatively advanced methods for completing things has lead the HR to follow the same pattern, consequently coming up with new dynamic ways of managing HR. (HR) divisions have regularly overseen individuals while staying distinct from diverse parts of an association. This is gradually changing on account of advances in computerized innovation, specifically Software as a Service (SaaS) centered applications for human resource management (HRM) that are hosted on online cloud platforms rather than located on site. An empirical study made by Sanayei and Mirzaei (2008) study, the impact of different free factors, for example, work fulfillment, proficient responsibility, and hierarchical duty on the viability of HRM as a reliant variable. E-HRM devices, for example, an intranet, extranet, integrated HR suite software are rarely used.

This study is focusing on the qualitative investigation done at a renowned hotel based in Delhi with a purpose of extracting out the need for digitalization; this study basically includes the analysis of the interviews conducted among level 1 & 2 employee's basis certain parameters related to culture and HR practices in order to get a holistic view. Towards the end, the conceptual framework is designed for better understanding and relating digitization with the issues so that it can be advantageous for it.

Literature Review

EHRM and its Need

Sanayei and Mirzaei (2008) in empirical study aims at providing an elucidation of e-HRM and presenting its activities and tools, work fulfillment, proficient responsibility, and hierarchical duty on the viability of HRM as a reliant variable. E-HRM devices, for example, an intranet, extranet, HR entryways; coordinated HR suite programming is infrequently utilized. Though not well integrated, though utilized, it was stated that this would positively affect HRM yield in Iranian associations. According to Ketlley and Reilly (2003), e-HR data framework includes entirely incorporated association wide system of HR-linked information, data, tools and transactions. Technology has just as of late created in a way that empowers e-HRM to make its check, mainly the performance of corporate intranets and web-empowered HRIS. The idea of the progress way, in any case, fluctuates extensively from association to association.

According to Foster et al. (2004) definition, the usage of web for HR work (e-HR) comprises two components; one is the application of electronic media whereas the other is the active interest of representatives all the while. As indicated by the aftereffects of the investigation, web innovation is the transcendent technique for conveying HR-linked administrations to workers and directors and

provides critical chances to enhance correspondence, information sharing and HR conveyance framework. As stated by Doughty (2000), today, in HR programming market there are a bunch of HR frameworks, payroll, preparing organization, 360 degree input, mental analysis and capability programming devices working in their own software structures.

HR Functions

According to Florkowski and Olivas-Luján (2006) Human Resource Functional Application are programming empowered automation of distinct duties and responsibilities to the HR function. Most normal useful applications accessible for the diverse assignments are, benefits organization, staff following and finance, Recruitment, Time and participation, Occupational wellbeing and security module. One such innovation which has potential to impact HR process like hiring is interactive voice response. IVR is a correspondence innovation in which somebody utilizes a touch-tone phone to associate with a databank to get data or enter information into it. IVR innovation does not involve human communication via phone as the user's collaboration with the databank is programmed by what the IVR framework will permit the user access to. It is an innovation that enables a PC to interface with people using voice and dual-tone multi-recurrence flagging tones input by means of keypad.

As per Weidenhammer (2013) an intranet makes a solitary, protected storehouse for all private HR data and procedures. It can give a simple to-explore situation that is handy by all representatives, paying little heed to wherever they are present or which platform they are utilizing. Employees have quick access to the most recent data. To make things considerably more effective, they can enter information on the web. This information can be consequently incorporated into backend data frameworks; subsequently it can be approved on input, thus excluding errors. Also, the HR staff does not require-entering employee information, saving time for other more imperative assignments. As per HRCentral (2014) HR extranet has application with employee training, lawful consistence, pay, benefit and payroll administration, staff document, wellbeing and security programs, joblessness claims administration and so forth.

Employee self-service

As per Ulrich, (1997), while endeavoring to roll out key improvements inside the human resource function, HR experts should at present convey great HR services to their partners who incorporate representatives and directors. The fundamental principle in handling human resources is nurturing the work relationship so that they are committed to the organization.

According to Ketley P and Reilly P (2003), before embarking on e-HRM, organizations should analysis and enhance their business practices. This might be an instance of real process upgrade, or a more strategic exercise handling zones of concern. Following a procedure survey, a typical subsequent stage is to present a type of self-administration. This is probably going to include worker self-benefit, where staff can get to their own record and refresh it or include new data. Keebler & Rhodes (2002) go on to confer how, while enhancing HR efficiencies is the real concentration in e-HRM innovation plan, it ought to likewise help with making e-HRM innovation more easy to use. This ought to enhance the administration experience of the directors and employees.

Research Methodology

This study is a preliminary investigation on digitilisation of HR functions, and is being grounded on qualitative facet. This study includes the analysis of the interviews of both Line manager and HR manager in 3 hotels in Delhi region. Further, on the basis of analysis, the conceptual framework has been constructed. The sample size consist of 16 interviews within 8 departments of the 3 organizations under study.

The interview questions were designed on parameters such as empowerment, culture, recruitment process, recognition, training etc. on which different opinions and views were recorded. Samples are stated below:

Is training taking place at a regular interval?

“Yes, but we miss few of them because of different shifts. There is clash between trainings and working hours.”

Is the given team sufficient to carry out the task/work smoothly?

“Initially the team was small and we had to suffer by working for long hours, this was due to slow hiring I believe but now I feel we are able to manage”

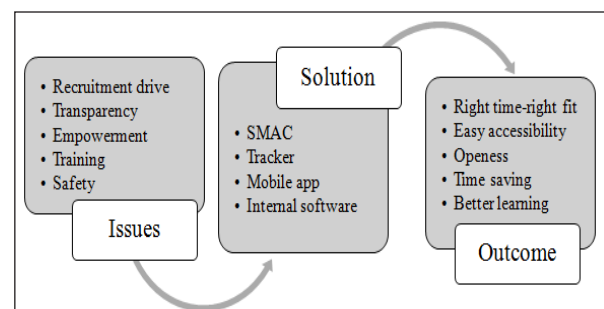
Discussion

The objective of this study was to explore the need and effect of automation of HR process and systems. The study also dwell on the benefits for the organization with digitilisation of HR systems. Out of 16 employees approximately 20% employees in which 1 was female and 3 were males, are dissatisfied and said “No” when asked about the likeness to recommend this organization as a place to work for. This affects the organization as Employer Brand and Great Place to Work and will certainly lead to attrition and loss of talent.

As far as career is considered, more connectors were dissatisfied because of various reasons. Different trainings for elevating the employees’ performance, their learning and development such as AELP (Accor’s Emerging Leadership Program) have commenced to help the connectors grow

fast in their career. Looking at comparative score, there is a difference of approx. 7-8% between the females and males, in questions associated with transparency and encouragement; this is resulting in demotivation and poor performance in certain situations. Questions were direct when transparency index was recorded and the results turned out to be surprising as there was no standardized system for flow of information which ended up in low ratings for transparency. There is daily morning briefing done at work by the department heads, but due to change in shifts, the associates feels they are not aware about the activities completely. Also, absence of straightforwardness prompts doubt and a profound feeling of uncertainty, for a hotel chain to standardize its functioning, it is vital to have the faith of the associates in the organization and trust amongst the pioneers. The fact that in business, every step taken for growth cannot be disclosed with the frontlines is actually becoming the reason of absence/ dis-interest of them in decision making activities.

Talent acquisition and management is one of the important function in HR, it is indispensable to hire the right talent for right position at a right time, any delay may lead to either loss of production or increase the work pressure for the existing team especially in hospitality, at the property it was also examined that the associates were not content with the hiring process for young talent. It was recorded that for recruitment the delay was usually because it was difficult finding the right fit as less modes were looked at and certainly the digital platform was not utilized for head hunting.



People development is the new in for HR, training and development is changing its face and organizational development is coming up with its advancement. At present, only few organizations are prepared and accepting the advancement in HR department despite the fact that change is inevitable. It was witnessed that the results of trainings conducted were not as planned; it was because of various reasons amongst which the major was that training sessions were done offline and there were cases when the associates were not available for those trainings. Therefore, as we talk about Employee self-service and Manager Self-service, there is dire need to enable these software’s for obtaining better results in future.

Integration of systems of different departments for smooth functioning is required at every phase. It was found that HR still works in silos when certain functions are to be performed which results in duplication of work and the process becomes more time consuming. Ex: while hiring a new employee, the hiring manager must be informed about the credentials before the interview and not at the time of the interview etc. So, the best way to perform is to integrate HR and other departments as and when required.

Conceptual framework

This is a proposed model which is designed keeping in mind the insights gained during the interview, the main issues that aroused out were glitches in recruitment drive wherein the efficient usage of social media hiring, integrated software for line managers was not seen. Apart from this, online training modules, videos, surveys, programs, lectures are not in function. Transparency does not mean telling everything to everyone rather a proper mechanism for feedback sharing and also in decision making process should be implemented. For all the stated issues lies an answer which would get immersed change the working of HR. Bringing SMAC i.e. social, mobile, analytics and cloud into picture would have a remarkable effect in a way that working of HR would be productive. The issues emerging in training exercises, contracting procedure would be settled as steps, for example, Gamification, mobile application could be taken. The start of actualizing an intranet/internal software would help in diminishing the communication gap as it would be simple for line managers to be in interface with their colleagues and furthermore HR work force for any procuring that should be finished. Digitization in work would not just build availability and diminish time wastage and get better efficiency in the end yet additionally make the work zone alright for females wherein trackers for their pick and drop office will make the framework updated about their whereabouts. The proposed framework once implemented in the right direction would lead to greater efficiency of HR system and the HR professionals would be able to focus on strategies aligned with business plan

Conclusion

To participate in a fast evolving world, HR will basically reshape itself with the goal that it turns into a crucial driver of change. In this manner, HR will empower a new kind of the organization one outlined around exceptionally deft and responsive ability.

“HR departments are holding title of IT systems to attain business results and drive organizational change.”

Growing digitalization is transforming how HR departments serve directors and employees. In particular, cloud and portable technology are taking HR into the surface of ordinary business. HR divisions can make data driven

bits of information to redesign workforce performance and indirectly helping business grow and perform well. Furthermore, HR can procure new staff and handle talent pools in light of seasonal business requirement by integrated in-house frameworks, intranet, career websites and other social networking platforms, for example, LinkedIn. E-HRM plans contemplate composed management strategies and work forms. They give a singular motivation behind obligation with respect to heads, employees and HR, and moreover more transparent use, availability and execution. The propelled usefulness and portable availability of digital HRM is notwithstanding enabling HR to overwhelm different business capacities but these parts of the organization are presently taking a look at worldwide, instinctive and information driven way that HR works and saying: ‘We need what they have’. HR frameworks have for the most part been intended to decrease variability and to standardize conduct, with an eye towards moderating risk and conveying minimal cost, simple to handle administrative work. This approach conveys a few advantages yet doesn’t promote adaptability, versatile behavior or fundamentally enhanced workforce execution. HR associations without bound should embrace another mission focusing on enhancing individuals’ execution and empowering versatility by aiding the organization requiring HR on request.

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