

Digital Human Resource: Global Challenges and Strategies

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Abstract:

This research work tried to look at some of the worldwide difficulties mentioned in recent literature on human resource management, namely those that concern information organizations and information professionals. Global human resource management is a crucial task that aids in developing and rewarding personnel to bring out the best in them. Global HR meets all workforce needs while taking into account the various political structures and cultural nuances. The difficulties include managing intergenerational and intercultural work groups as well as skills shortages, personnel management, changing demographics, and work-life balance. The tension between standardization and localization, workforce shortages, and ethical difficulties in international organizations are some of the primary challenges covered in this study. Digital HR, which includes platforms, tools, and cloud-based technology, is being employed in global HRM to automate routine tasks and collect data for the development of predictive models. It examines solutions to these problems as documented in the literature on information technology and human resource management. Human resource managers in all forms of information organizations, as well as emerging, entry-level, and senior information professionals at all career levels and in all types of information organizations, may find this study to be of interest. Further training, mentorship programmes, smart talent deployment, motivated staff, financial incentives, and access to the most recent research-related technologies are all necessary to create effective solutions to these complicated problems.

Keywords — Digital HR, global challenges, HRM, technology integration, remote work.

I. INTRODUCTION

The concept of human resource technology has grown tremendously in recent years. Procedures that were formerly tedious and manual are now easier than ever, thanks to technology and automation. Like other technology products, HR technology tools still have drawbacks and challenges in spite of this advancement. Since human civilization is so complicated, controlling individuals has always been difficult. Human resource management is now considerably more complex as a result of the digital age. Human resources have become challenging due to trends like an expanding millennial workforce, shifting expectations, upheavals in the global economy, and

developing hybrid work culture. The first step in resolving these challenges is to identify them. HR technology has improved substantially in recent years. Saving time, money, effort, and resources entails doing this, and these factors will ultimately be very important in improving business outcomes.

Dynamic technical advancements in the contemporary digital world are transforming business models, which in turn leads to a fundamental shift in how human resources are managed. The introduction and use of new technologies are having a continual impact on how human resources management specialists perform their work (Mihova & Ivanova, 2020). According to the World Economic Forum (2020), 84% of respondents plan to hasten the digitization of work

such as remote work and video conferencing, and 50% plan to hasten the automation of occupations, both of which will heighten the use of digital technologies. Given that less than 33% of workers are prepared for technological advances, particularly remote work, which is a big concern for HRM, this perspective is predicted to present challenges for the workforce. Any time-consuming manual operations can be automated by digital HR, freeing up time for more significant and productive tasks. Managing information on paper will be challenging for any company with a sizable workforce. (Deloitte Company, 2021) Human resource departments now rely on technology to connect with employees, keep personnel records, and assess employee performance. Technology, when utilized correctly, improves HR practices. When used incorrectly, it might impede the administration of the company's human resources. HR practices that are effective both increase the benefits and decrease the challenges. The lack of IT-skilled HR experts, the high cost of digital technologies, and regulatory uncertainty are among the outside factors preventing the use of modern digital HRM systems.

II. REVIEW OF LITERATURE

Roberta, Fenech. (2022), "Human Resource Management in a Digital Era through the Lens of Next Generation Human Resource Managers," according to which human resource management has grown so digitalized in organizations that it can outperform other support tasks. This revolution is changing how people view the value that human resource management adds to organizations while also guaranteeing that this function plays a bigger part in those businesses. This study contributes by examining how future generations of human resource managers see the evolving responsibilities of human resource management in the workforce they will be a part of. Two focus groups with 20 participants each, each lasting two hours, were used as part of a qualitative research technique.

Mohan, Thite. (2020), "Digital human resource development: where are we? Where should we go, and how do we go there?" This article traces the development of the HR-technology interface up to

the incorporation of the digital world into design thinking, strategy, and execution in the field of human resource development. The study critically examines digital HR in terms of its current state degree of alignment between external needs and internal capabilities, where it should be a future-focused HR technology strategy, and how it may get there by drawing on relevant empirical research implementation roadmap. The article offers a thorough framework for a future-oriented, fit-for-purpose digital HR strategy that takes into account both internal and external capabilities. The paper does this by adopting a comprehensive viewpoint of virtual HRD and drawing conclusions about technological advancements in the HRD area.

Punithavathi, I. and Sugavaneswari, P.M. (2016), "Electronic Human Resource Management: Challenges in the Digital Era.", Electronic human resource management, or e-HRM for short, is replacing in-person human resource management functions in an increasing number of firms. E-HRM considerably enhances the efficacy of HRM by assisting the HR function in developing dynamic and operational skills. The following topics of e-HRM are covered in depth in this essay: Introduction to e-HRM, e-HRM types, e-HRM functions, e-HRM roles, level, e-HRM nature, and e-HRM benefits and drawbacks e-HRM of factors of attitude towards, and it is anticipated that it will aid in people's ability to comprehend e-HRM more thoroughly and methodically. The rapid advancement of science and technology, particularly the Internet and computer technology, has resulted in significant changes to our economy, society, and culture.

Fahimeh, Babaei Nivlouei. (2014), "Electronic Human Resource Management System: The Main Element in Capacitating Globalization Paradigm" According to that, electronic human resource management is one of the top organizational systems for managing human resources, and most large businesses and organizations utilize it since its applications are thought to be very efficient and economical. Undoubtedly, the installation and advancement of e-HRM systems as one of the fundamental aspects and components of the paradigm of capacitating globalization play a vital

role for businesses and nations in today's chaotic globe. The globalization paradigm is a collection of multifaceted, intricate processes that affect a variety of domains, including economics, ideology, politics, culture, and the environment. It increases interdependence between nations. In this study, we attempt to present an implicit model to characterize the nature, goals, policies, and applications.

Bondarouk, T.V. & Ruel, H. J. M. (2009), entitled "Electronic Human Resource Management: Challenges in the Digital Era", This introduction, which is the result of a two-year discussion at the e-HRM and HRIS conferences, mirrors the most recent debates concerning e-HRM research and its function in companies from both HR and IT-centre studies. According to our definition, e-HRM refers to the combination of HRM and IT with the goal of enhancing the lives of targeted managers and employees. The researcher talked about the important problems and fresh difficulties in the e-HRM study and redefining e-HRM. Additionally described were the three criteria for quality e-HRM research.

III. HRM CHALLENGES IN TECHNOLOGY

Challenges in HRM brought on by digital transformation Human resource management will place a high focus on the renewal and further development of organizational culture, given the impact of digital transformation on organizational processes and the potential of firms to embrace more flexible working arrangements. It necessitates the integration of HRM strategy with organizational strategy and goals, as well as the establishment of procedures and standards to assist employees in functioning under changing working conditions and consumer demands. Cultural transition as a result of digital transformation is an unusual problem for modern human resource management practice. The current organizational culture needs to identify solutions for the transition to a hybrid work paradigm that combines office and remote labour.

- Technology Integration
- Skill Gaps in Technological Advancements
- Data Privacy and Security

- Automation Impact on Jobs
- Training and Development for Tech Skills
- Adapting HR Policies to Technological Changes.
- Cybersecurity Risks in HR Systems
- Balancing Human and AI Interactions
- Evolving Recruitment Strategies in Tech-driven Markets
- Employee Resistance to Technological Changes

IV. GLOBAL ISSUES IN HRM

A full-time employee's recruitment, hiring, and compensation are only a small part of human resources management. The majority of current HRM functions are also concerned with the worries and overall health of all employees. Employers of all sizes must address societal challenges according to the demands of their workforce. Organizations are being held accountable for their social and environmental impacts, in addition to their growth and financial success. Delivering great outcomes for the company's employees, the environment, and long-term profit must be the focus of the HRM function. As per the outcome, HRM contributes to workplace liability, human rights protection and safety, and good corporate-level citizenship.

Changing Demographics

Historically, businesses drew their labour pool from the local population. A company can hire workers from all around the world since technology enables them to work whenever and from wherever they choose. This implies that businesses must also take into account these variances. A company must take into account the special worries older workers have over their health, retirement, and training on new tools as they age but continue to work. Business-related HR trends, such as offshoring, outsourcing, and contingent labour tactics, frequently have an impact.

Employee Rights

HRM must be aware of societal issues relating to data security and privacy due to the growing concern over privacy. Businesses are required to abide by local, state, and federal laws that provide a safe workplace for employees. To ensure highly

ethical behaviour among all, effective leaders create and explain the norms for company conduct. If a business wants to be successful over the long run, it cannot allow illegal behaviours like fraud, theft, or dishonesty at any level.

Work and family

Finding a work-life balance is critical for the majority of employees. Providing play school for kids and the elderly draws in workers who have those duties. Workers of all ages and skill levels can thrive in a small business thanks to job sharing, rotation, leave, flexible hours, and alternate work schedules. Those who receive assistance with managing their personal life can concentrate on their jobs while they are at work. Conflict between people, stress, and tension tend to lessen. Even tiny businesses can offer their staff members access to services for their health and fitness. For instance, the Healthy Proposals website offers free flyers, booklets, and handouts.

Social media technology

Search engines and job boards may not always help a business identify qualified applicants. Social networking is being used more and more by recent graduates and other job seekers to network and obtain employment. These methods can be used by employers to draw in and keep talent. Business executives can create profiles on social media platforms like LinkedIn and network with other successful people. The position of human resource specialists is changing as quickly as the business environment. From handling employee paperwork to holding a strategic position and frequently the key seat at the top leadership, HR has come a long way.

Identifying and Securing Top-Notch Talent

The game has changed when it comes to acquiring elite talent. HR continues to face considerable difficulties as a result of the competitive labour market. Determine what motivates top talent by using behavioural and skills assessments throughout the first stage of the hiring process. For most employees, it means development chances, flexible working circumstances, managerial duties, increased autonomy, a better job title, or even the possibility of success in the world. For other new hires, it can imply a higher salary.

The Talent Rotating Door

In describing burnout as "a syndrome conceptualized as coming from prolonged professional stress that has not been properly managed," the World Health Organization made news when it did so last year.

The Next Generation of Leaders' Development

Companies invest enormous sums of money each year in leadership development. Several organizations are focusing on internal talent due to the dearth of in-demand skills and the high expense of obtaining and maintaining personnel.

The Search for Resources for Workforce Development

Many organizations are hesitant to make significant investments in training and development, despite the fact that mega-companies like Amazon are spending hundreds of millions of dollars on staff development programmes. Organizations of all sizes should start developing training methods and structures that develop over time and provide a competitive advantage, even though there is no guarantee of a return on investment.

Getting Diversity and Inclusion Right

Conscious and unconscious workplace bias still prevents underrepresented groups from being hired, developed, and promoted. Despite the fact that many businesses have made considerable steps in recent years to hire a more diverse workforce, it is unlikely that businesses will be able to keep this team without expressly creating an inclusive workplace. By promoting candidates based on job-fit measures rather than demographics, pre-interview skill assessments, and behavioural pattern analysis might help counteract bias. Laws, training, and cultural diversity are issues that global HR must contend with. The biggest issue for global HR is cultural diversity since it requires collaborating with people who have diverse demands and traditions. .

V. HR CHALLENGES IN THE DIGITAL AGE

Attracting Talent

Currently, one of the largest difficulties facing human resources is talent acquisition. Millennial workers, whose objectives diverge significantly from those of older generations, they seek

employment that offers flexibility, constructive criticism, praise, and purposeful labor. To attract qualified workers, businesses have recently begun to engage in a talent-based talent war. However, they must go beyond offering employees competitive salaries and benefits in this technologically advanced, quick-paced environment to provide them with enriching experiences.

Talent Retention

Employees now have more employment possibilities than ever because of globalization and hybrid work cultures. On the other hand, people are experiencing collective burnout and quitting their professions at record-breaking rates due to the pandemic's stressors. High attrition rates could result from a variety of circumstances. Workers might be able to find employment with better benefits or pay elsewhere. Burnout, a lack of job advancement, difficult working relationships, a lack of recognition, etc. could all be problems. With knowledge of the causes of employee turnover, HR can create strategies to reduce it.

Change Management

Accepting the new reality of VUCA (P) times is one of the biggest problems HRs confronts today. Volatility, Uncertainty, Complexity, and Ambiguity (VUCA-P), is an acronym for which the letter P stands for Pandemic. It refers to the chaotic business settings that provide difficulties for companies trying to operate. Following the COVID-19 pandemic, individuals are going back to work. Employees, however, also demand remote and flexible work options. Also, people discuss their professional lives on Facebook and LinkedIn. Because of the social media boom, employee experience is now vital for brand perception.

Hybrid Model or Virtual Work Model

Very few businesses used hybrid work programs before COVID-19. Due to worries about efficiency, communication, and collaboration, many businesses do not support remote working. The majority of them are currently rushing to develop remote work techniques. HR managers are currently concentrating on methods to increase employee engagement in hybrid work environments. It has become imperative to give them the appropriate instruments for cooperation and communication.

Developing Leadership

To ensure that teams perform to their highest potential, leadership is essential. Teams need leaders to carry out their tasks, make adjustments, and advance their talents. Nonetheless, a lot of workers quit their positions due to a strained connection with their managers. This is a difficult endeavour, especially as aspiring executives sometimes quit their professions only a few years after joining a particular organization. In the remote workforce, the issue gets worse. HR needs to develop strategies for inspiring workers to stick around and take on leadership responsibilities inside the company. Regularly train employees by a defined professional growth route. This demonstrates your appreciation for them, your recognition of their leadership potential, and your active support of their development.

Culture of Learning

A learning culture is a setting where acquiring information and imparting it are prioritized, respected, and rewarded. It promotes and supports both individual and organizational learning. It becomes a part of the ecosystem of the organization. The new economy must make skilling and re-skilling the norm due to the workplace's rapid evolution.

Employees Growth

HR must now find ways to guarantee ongoing training and development. Both long-term transferable talents and fast-evolving technological skills must be taken into account. AI has enormous potential for anticipating skill shortages and fostering staff development.

Manage Diversity

It is well known that greater employee engagement and diversity go hand in hand. Because the workplace is inclusive, there will be more ideas on the table, increasing innovation, productivity, and engagement among employees. Nonetheless, many businesses are still having trouble incorporating DEI objectives into their larger strategic plans. There have been cases of reported workplace discrimination against employees. This affects the brand's reputation in addition to decreasing engagement.

Make sure employees are healthy.

The COVID-19 pandemic has caused several physical and mental health problems, which have come to light. Employee morale has been significantly impacted by high levels of stress, dangerous tasks, and isolation from teams, which has eventually affected productivity. Companies are providing a range of benefits, like childcare benefits and mental health programmes, to address these challenges. To prevent employees from feeling overworked at work, broaden these benefits to include more flexibility and evenly distributed tasks. Consistently check in with staff. Open communication between staff members about problems is essential.

Using technology and increasing employee engagement to address HR challenges

Creating an all-encompassing, great employee experience is the most important step to ensuring higher engagement. With improved internal communication, flexibility, and work-life balance, HR can foster a welcoming, people-first culture. The fundamental goal is to create a culture that inspires and motivates employees to perform at their highest level. Some of the most significant HR issues of the present have been encountered. Fortunately, technology has advanced to the point where it can address the majority of the problems listed.

VI. SUGGESTIONS

- ❖ One of the best methods to manage a diverse staff is through mentorship programmes. To train and provide feedback to employees from all backgrounds participating in the mentorship programme, business leaders can select managers from various departments.
- ❖ The number of businesses expanding into international markets. This makes it even more important to strategically use a variety of talents to study and dominate specific industries. Make sure to distribute your talent evenly among all the departments so that each pod has access to the specialists it needs to maintain operations.

- ❖ Regular evaluations of things like payroll, development, and the work environment are necessary for an HR manager. Understanding their enduring power and expansion is advantageous. Understanding the adjustments that must be made to the work process is also helpful.
- ❖ To succeed, motivating the workforce is essential. It motivates your workers to attain company objectives. If your team is happy, it may inspire them to work harder.
- ❖ Employers can be highly motivated by financial incentives. The best workers should be honored by their employers with presents, incentives, and travel opportunities to other offices abroad so that employers may get to know them better.
- ❖ The responsibilities of HR managers should change as the company grows internationally. They need to take the initiative and develop a strategic action plan to manage a global workforce. To meet challenges, HR departments are becoming more adaptable and robust.
- ❖ Technology alters how human resources departments communicate with employees, keep records and evaluate employee performance. With the use of technology, compiling and analyzing employee data to create a comprehensive picture is made simpler.

VII. CONCLUSIONS

To comprehend and define the primary concerns and challenges that surround the use of these tools within the organization, this paper adopted a systematic review of the literature on HRM in the digital era. In an environment where people development and up-skilling are critical enablers of digitization and long-term planning, human resource management should be prepared to manage change across the business. Organizations must set appropriate and practical policies that will not only ensure that human resource departments can address the myriad issues they face but also

create procedures for doing so if similar issues arise in the future. We now have a variety of digital tools for recruiting, training, employee wellness, and engagement. Now, manual processes like updating data, reminding people to do something, and protecting confidential papers may be automated. All HR data can be collected using digital tools and stored securely in the cloud. Productivity can be raised by using self-service solutions like employee communication, productivity, and scheduling apps. This can be complemented by thorough HRMS solutions for managers, which can greatly reduce the HR workload. The digital era does present HR with many difficulties. Yet, HR can take the helm of the digital revolution and meet the difficulties it poses by adopting a development mentality.

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