DIGITALIZATION OF PROCESSES IN HR FOR AND AGAINST

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Abstract

The challenge of the 21st century, to succeed in an economy based on innovation, creativity and collaboration, is digitalization that has changed everyone's life, bringing new opportunities in the field of human resources, the last years marking important steps in this direction.
Effective information analysis requires skilled jobs that are focused on solving unstructured problems, with technology replacing manual labor in most aspects of life and in most areas of the economy, making life without the Internet impossible. Under these aspects, the qualification thus becomes a very important element in keeping the job in favor of some robots.

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1. INTRODUCTION

Employment, skills and human capital is one of the great concerns of the present, given that technology has fundamentally disrupted the nature of work itself.

The debates, with the pros and cons of digitization, are generated by businesses that have understood that this digitization can be used to their advantage, constantly eliminating competition, creating new jobs and eliminating others at an altered pace.

However, the digital skills deficit is alarming especially when examining new emerging technologies.

Thanks to digitalization, HR people have more resources and recruitment channels available to find and attract candidates. Now, almost any potential employee has a Facebook or LinkedIn account, for example. These social platforms can provide relevant information: recruiters can complete the profile of a candidate, and potential employees have the opportunity to create an image of the work environment by following the social media pages of companies.

At the same time, regarding the recruitment from the perspective of labor force mobility, the digitalization of the HR field facilitates the work of the specialists in finding the right person for an available position, in a shorter time. The presence of companies on social platforms and their image online has become more important than ever, so all companies should outline and take care of their image as an employer in the market.

Also, the automation of repetitive activities helps us to support the performance of colleagues in the departments of recruitment, training, personnel management and payroll, so that they can focus on attention to people, support for colleagues, assessment of candidates' attitudes, etc.

Surveys conducted by specialists indicate that mobile, analytical, cloud and social technologies are strategically important, but major skills shortages are also reported in each sector, this digital skills shortage is also affected by the number of women participating in labor market.

2. THE DIGITALIZATION APPROACH

If until recently, the role of the human resources department was only that of recruitment, evaluation and management of administrative activities, along with the digitization of work processes, I think the most important difference is felt in the way communication between a candidate and employer . Given that the digitalization of HR work processes took place at the same time as the change in the balance of power between employee and employer, companies, and implicitly the HR department, is currently trying to create a friendly relationship with a potential employee, using digitization.

The importance of employer branding comes into play here, especially in the context in which, by implementing digitalization in work processes, it is much easier for companies to interact with candidates. And for the recruitment process to achieve its goal, the activity of the HR department must focus more and more on creating a positive image in front of candidates, through social media platforms, whether it's LinkedIn, Facebook, Instagram or other channels.

Another important difference from the classic HR processes is the efficiency of the work processes. Numerous specialized tools and software for the human resources field have effectively revolutionized HR activity, making it easier for specialists in the field to provide information to candidates in real time, make better decisions and measure the results of the activity they carries it out. Thus, recruitment processes remain the classic ones, but they are supported and complemented by digitization, thus becoming faster and more efficient.

The process of transforming analogue information into a digital format and the social transformation triggered by the massive adoption of digital technologies for the generation, processing and trading of information is the basis for the definition of digitization.

Common platforms for application development, e-government services, e-commerce, social networking, and the availability of online information are the side effects of using digitization.

At the most basic level, digitization is the process of transforming analog information into a digital format.

In a broader context, digitalisation is defined as the social transformation triggered by the massive adoption of digital technologies for the generation, processing and trading of information.

Job creation and economic growth vary depending on the level of technological development of each country.

In the coming decades, recent studies show that the workforce in countries with a developed economy will be replaced by machines and software.

The inevitable and powerful forces underlying the shaping of the future of work are the growing adoption of intelligent machines and the partnership between people and machines, the challenge for organizations being to strike a balance between the two forces.

"Digitization" is a new term that coagulates under the same umbrella existing needs, giving them a name. The needs, however, are not new. We all want to make the way we work more efficient, to be able to bring real value through our job, and this involves allocating as little time as possible for "operational" activities such as a leave request or a travel request.

These needs have become the basis of the pyramid both for employees, who want to get what they need from a few clicks, and for the employer, who aims to analyze, standardize and improve their processes, using the data provided by digitized processes.

In HR processes, usually digitalization takes the form of automation of HR processes through improvements in the area of IT development (IT automation) - with a strong focus on self-service for colleagues and managers; or the introduction of robots in the area of HR Shared Services for standardized processes (so-called Robotic process automation).

No matter what form digitalization takes, I think we are facing, in the last decade, two interesting currents that influence the digitalization of HR processes:

1. Changing perspective on how HR management systems are configured, with an increased focus on the employee experience (so-called Employee Experience Journey). In recent years, new HRMS solutions, especially solutions developed in the cloud, are built on an architecture that starts from the type of experience we want for the employee, compared to the solutions of 10-15 years ago, which were built around the needs of managers and the HR function. The new solutions place great emphasis on accessibility, on applications available in all mobile formats and on open discussion forums within the communities of which its members are part.

2. Increasing the need for Data Analytics to quickly make decisions related to human capital. In an environment as dynamic as today's, it is essential to have as a manager, but also as an employer, the relevant data to make the right decisions for retaining and attracting talent. Business intelligence is becoming an extremely important topic in the current context, not only for decisions related to customers, but also for those related to colleagues. The way employers are able to understand trends in the labor market, but also in their own organization, looking at analytics (e.g., generational change, average talent retention period, talent retention rate and passability) will help adjust its Human Capital strategy and interventions in anticipation of future changes.

In this context, HR people should rethink their role, from service provider to solution facilitator and promoter of a healthy organizational culture. The HR function is facing a major transformation, in which the time dedicated to operational aspects will be less and less, many of these processes being moved to the digital area, the vast majority of time and resources being allocated to support the organization in the role as an internal consultant on all Human Capital initiatives.

With the change in the structure of the workforce, digitalisation will certainly increase in importance. As such, our colleagues will have high expectations regarding response time for standardized HR services, services that can be delivered quickly in digital format.

Certainly digitalization has profoundly transformed the way we work in the company, making it more efficient and easier. Over time, we have tried to integrate digitalization as much as possible in the activity, precisely because we have become aware of its importance and because we wanted to benefit from the advantages it offers. We felt the beneficial effects in the form of better communication between the company, employees and potential employees, creating a transparent way of working and providing faster access to information, whether we refer to the information that candidates ask about the company, or the information employees need.

Even if the adoption of these processes will involve additional costs and resources for companies, both for the acquisition of new technologies and for training, surely the positive effects will be felt and will have a major impact on both the quality of work processes and future employees.

In fact, the costs of digitization depend on the complexity of the processes to be implemented. If when we refer to standard recruitment platforms, many efficient channels are available even for free or at ridiculous costs, when we consider purchasing specialized software, the costs are different. And if in addition to the costs of these processes we take into account the costs required for specialized training, as well as the resources that must be allocated to build a good employer branding strategy, the costs can be quite high.

Digitization allows the automation of repetitive processes, regardless of the scale at which it happens and the use of data and statistics with a business intelligence tool (HR Analytics) to intuit trends in human resource management.

As such, it will also be a plus for companies where human resource management is still largely equivalent to personnel management or personnel management, ie that part of HR activities that mainly targets the administrative details of each employee.

An integrated software application for personnel management, timekeeping and payroll will provide the specialized department with the time and energy needed to solve complex problems, while reducing costs and the possibility of human error. Thus, the HR team can gradually take on a

role adapted to the digital age, rather strategically than functionally, being able to increase its contribution in the "soft" area of human resources processes.

Digitization has changed everyone's life, bringing new opportunities in the field of human resources, the last years marking important steps in this direction.

Automating repetitive processes through the use of high-performance HR software, the use of modern technologies that allow work at home, trainings or interviews that can be done remotely, facilitating communication through an internal network are just a few examples of changes that have affected deep the human resources departments in companies in recent years ... The future could be about artificial intelligence and virtual reality, with numerous tools for the area of recruitment and identification of new talents or with mobile applications for various processes in the area of human resources .

In the direction of digitalization of Romanian companies in 2020, an important step is telework which is becoming increasingly popular due to the current context in which the economy is severely affected by the Coronavirus pandemic - COVID19.

In 2018, the law regulating remote work was adopted, the receptivity of employers towards this possible facility for employees being increasing.

However, working remotely also involves finding ways to communicate with the team, the digital area being able to provide the necessary logistical support. Teleconferences can be organized or employees can communicate through a communication platform, staying constantly up to date with the team's activity.

Another major step is the video conference interview. More and more companies are choosing the interview to take place, at least in the early stages, in the form of a video conference. Both the employer and the employee thus benefit from greater flexibility, saving valuable time that can be allocated to other tasks.

An important advantage of the conference interview is the greater accessibility of candidates from other cities. The last few years have marked an increasing flexibility of the workforce, and overcoming some stages of the recruitment process without having to travel to another city is a cost reduction not negligible for both the employer and the candidate.

The most important step, however, is to choose an HR software adapted to the company's needs. Once you have decided that automating the repetitive processes of the HR team is a measure that is not only timely, but necessary and urgent in the company in which you operate, it is important to identify the human resources software that best fits your company's needs.

An all-in-one HR platform, which integrates solutions specific to all HR verticals in the company, is a beneficial option that can have a positive impact on the entire organization, interconnecting and optimizing processes, facilitating communication and reducing the time required to carry out these activities.

One such all-in-one HR platform is Sincron HR Software, which integrates a number of processes such as organizational management, recruitment and onboarding, but also personnel management, timekeeping, payroll, training program management or internal communication and training facilities. self-service for employees or HR analyzes and reports.

When the integrated solution is not considered the best option, there are several activities whose automation should be adopted as a matter of priority - namely personnel management software, payroll software and timekeeping application.

HR Sincron offers us the possibility to purchase these modules separately, offering us easy-to-use and secure applications, adapted to GDPR requirements, in order to keep the security of the personal data of the employees that the HR department has to store.

Once the HR team is relieved of repetitive tasks, it will be able to focus and be more efficient in managing activities important to the company's evolution.

In a world where technology is being adopted at a rapid pace in all areas, digitization of data and automation of workflows in specific human resource management processes can no longer remain optional for too long. Companies that have understood this will certainly benefit from a

competitive advantage, due to the focus of staff on the essential aspects of business and increasing job satisfaction, working time dedicated to repetitive processes related to human resource management decreasing significantly.

The low concern of Romanian companies towards the digitization of HR processes does nothing but confirm Romania's latest position in the top of digitalization in the European Union, according to the European Commission (EC) report on the Digital Economy and Society Index - DESI 2018.

If we analyze things only from the perspective of legislation, which in Romania and in most countries is complex and increasingly changing, the implementation of automated work processes is necessary to cope with these changes. At the same time, in the extreme case where a company cannot invest in the digitization of HR work processes, they will always have the option to outsource these services. For example, in Western Europe and North America, at least 30% of companies already use third parties to outsource HR services. And in Romania this practice is starting to be more and more popular. Thus, whatever solution companies choose, the digitization of HR processes is inevitable.

Certainly, in order to meet the challenges in the field of HR, digitization will also be implemented globally. Although the process of digitizing the way human resources work has begun timidly, with the technological development and increasing importance that the Internet of Things has come to have, the trend of digitization is becoming increasingly difficult to ignore. In addition, in a competitive market environment, in order to compete with large companies in attracting staff, all other market players will have to adapt to this process, regardless of the size of the company.
Undoubtedly, the biggest challenges of digitalization derive from the change of employees' expectations. The integration of generation Y and more recently, of generation Z on the labor market was and remains the main challenge that the HR department has to face, because it also implies a difference in approach in communication.

At the same time, taking into account that this segment will constitute approximately 75% of the workforce by 2030 and because we are dealing with a generation that is up-to-date with everything that means technology and digitalization, companies' efforts to to attract candidates must live up to their expectations. From identifying the most appropriate digital recruitment channels, depending on the candidate's profile, to providing a personalized recruitment experience and to actively addressing candidates, the implementation of digitization involves a change in approach to the recruitment process.

The most important change of mentality must be the openness to the new, so that we can combine the way of working of generation X with the needs of generations Y and Z. But I believe that this change of mentality will occur organically, with the implementation of new processes. For work. At the same time, we must not lose sight of the fact that this openness to the new must always exist, because although we are now talking about digitalization, surely in 10 years there will be other changes that will have to be implemented.

As such, one of the biggest changes in moving to a digital human resources strategy is the focus on real-time availability, decision-making and results. This involves a significant step beyond many recent human resources efforts, which have focused on shared services and service centers for human resources and SLAs (service level agreements). Digital HR is also a call to automate many areas of human resources, simplifying and adopting more operations in real time, instead of processing forms and transactions.

CONCLUSIONS

The age of digitalization does not necessarily lead to the replacement of employees with technology, but to the establishment of a close link between the employee and technology.

We can say that the employees' positions are as stable as possible, but that they must keep up with new technologies and be able to facilitate their activity in any field.

So, the lower the qualification of an employee, the higher the chances of losing his job in favor of a robot, so permanent training is highly recommended.

Automating repetitive processes within the HR department comes with indisputable benefits in terms of saving time and money, by digitizing data and automating workflows. Choosing the right human resource software is an important decision for the entire organization and a long-term commitment - that's why it's important to have a deep understanding of the company's needs.

Current trends, which also aim to digitize processes in HR, lead to complete and integrated solutions for managing various HR verticals, but important benefits are also obtained when processes that require the greatest consumption of time, attention and energy are automated: staff, pay and time.

The future of the human resources function lies in the digital transformation. Whether it's online learning programs, HR analytics, platforms for various processes or even simple applications that show the number of days off not used by the employee, embarking on this journey is really the next step in transforming HR.

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