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HUMAN RESOURCE MANAGEMENT STRATEGY FOR BUILDING SUSTAINABILITY & GROWTH THROUGH TECHNOLOGY & INNOVATION

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ABSTRACT

Human Resource Management till recently has been a function of managing the people with the help of experts and supporting organizations including Industrial Relations (IR) for manufacturing and service organizations and overall Organizational Development (OD) activities. However, in the recent past HRM plays a vital role in an organization development and market growth as well- which is primarily driven by Human Resource Management through Technology which now exploding with growth and innovation. This is possible through mobility, big data, Software as Service (SaaS) which drives an organization in terms of Recruitment and Selection, pre- and post-engagement, compensation and Benefits (Comp& Ben). If we look at closely, it gives workforce solutions which are simple and easy to use and drive these processes. Technology is a great enabler for growth not only in an organization as a whole but also in Strategic HR perspective for growth and sustainability.

Major changes in HRM practices are in the form of automation, integrating system making these practices as a part of routine, forming part of employee's everyday life. These are primarily done through automation of HR practices through embedded system which will result in applications, and perpetual engagement with all the stakeholders. These disruptive changes also give a real-time information for change management within the organization to suit changing business needs and in some cases even better labour conditions. As this paper is focusing on flexible strategies aligning with trends and practices, it is of great importance to know how to hire right talent and retain the same in the organization for sustainability.

Key Words: Human Resource Strategy, Big data, HRM Sustainability, Technology Driven HR, Change Management, Millennials, HRM Practices.

Organizational Change- driving Organizational Development

Organizations have been undergoing changes and they are extremely dynamic in recent times. From the yester years of organization focusing on building organizational capabilities by driving management therapeutically to the next level of strengthening brand and then to optimization of brand portfolio. In recent times all these changing organizations looked at synergy between business units and then moving to identified ways of strategizing and then finally attaining leadership position. Even this has undergone a sea change now a days. While organizations have become and trying to become Global, the current focus of India being “Make in India” drive is also indicating that India as a country must look at both East and West while looking at the best practices of both in human resource development. Means, the policy makers, academicians, must focus on Knowledge Management with greater emphasis ever before. This also brings us to the forefront of Human Capital Strategy in the globalised knowledge society while not losing the perspective of Asia as a whole. By distilling Asian experience and then going global will certainly prove to be beneficial for a country like India where we can implement commonality in many areas whether it is manufacturing, supply chain, e-commerce, and e-tail to address multi locational issues. However, there is a clear need to look at building a pattern of value proposition through human resources for management areas. Ultimately Knowledge drives all economies of the world including the Developing countries of the world.

Organizations which need to sustain and grow in the market, needless to mention is to align their HR strategy with trends in the market place. The disruptive trends are obviously through technology, which is difficult to manage if the organizations are way behind in this area. Therefore, it is worthwhile looking at the current and upcoming trends in HRM practices. Identifying, recruiting the right talent will be the foremost challenge to majority of the organizations. According the Aberdeen Group Survey “ Scarcity of critical talent available in the market place makes finding and growing talent a top pressure for 68% of organizations surveyed” in recent times. It is not about employment it is all about employability as there is a need for highly specialized skill set for ever growing complex, technical and globalised world. Many developing countries also face this major challenge and it is a trend which is

troubling many of them as they have unemployment of these professionals as the expectations have changed globally. This primarily due to non-upgradation of skills through training and development or knowledge management process by the time they graduate or make a job-shift to another organization with the existing set of skills which may be outdated in the newer organizations. It is therefore, necessary for every organization, to perpetually upgrade the skills of its employees through organizational development process, through skill trainings, through current trend trainings so that these professionals can compete globally and effectively.

Technology Adaptation for Millennials Sourcing, Selection and Recruitment Processes:

Applicant tracking systems will drive the talent acquisition moving from executive search and talent acquisition platforms which have been operational in the market place for some time now. This is just a feature within encompassing hiring platform even that is going through faster change bringing technology as the driver and big disruptions ahead. The nature of sourcing and recruiting is moving towards a mining business. Social media is driving this change in a dramatic way. LinkedIn portals, references, online job boards are few to mention. Even the personal interviews are slowly giving way to Skype interviews and even admission to various business schools are through Skype interviews moving from traditional mind-set of personal interview process and it is all about cultural shift preferring a more mobile and social hiring experience than the traditional HR sourcing, recruiting and hiring.

As there is a generational shift, millennials have their own way of looking at doing things. This generation is highly tech-savvy spending ample amount of time online and mobile devices. Therefore, the biggest challenge for senior professionals in the organizations holding leadership positions is to move towards adapting and embracing these changes instead of resisting it. It is equally important to note that millennials are quick learners, and adapt fast to changing business conditions and capable of thinking outside side the box. This makes it much more difficult for a HR Manager to retain them for longer period of time. Attrition rates are going up not only in Information Technology area but across all service and manufacturing industries as well.

More than 60% of Millennials change their existing job within 3 years. Therefore, organizations must be well prepared for these changing changes and at a higher speed, the

challenges are innumerable right from the day one of human resource and talent planning, providing for attritions at that level, motivating the workforce to stay for longer period and making their compensation and benefit apart from interesting and challenging job profile. Addressing the issue of expectations through frequent interactions with technology and Applications (Apps) for easy and quick learning experience and career path through learning organizations methods driven primarily through technology. As millennial workers are having a major impact on the workforce and for the first time they are forming part of majority (*Source: U.S. Bureau of Labour Statistics 2015*), it is absolutely essential for an organization to follow this trend and make necessary alignment through investment in technology, training and organizational development focusing on this major trend to remain competitive in the market place. As all business technologies are driven through HR technology, the adaptation to this trend could be through mobility of all business technology through mobile devices and Mobile Apps to work anytime anywhere. HRM can also look at gamification as a route to build more business systems to engage these millennial employees as there will be a huge demand for job training and individual development through Organizational Development portal to be driven through Mobile Apps. This will address the issue of both career development for an individual in an organization as well as attrition rate for an organization. Many organizations in India including Infosys, Aditya Birla Group have successfully adapted to this strategy if not at the Mobile Apps level, but at the online phase. These trends are primarily driven from Asian countries including India, China and picking up at a greater speed in the US.

This trend of technology as a prime driver is not only happening in Information Technology, Manufacturing, Service industry but also in Agro based companies like Monsanto an US based leading agro-based company in the United States, which has heavily invested in innovations and technologies to expand and cater to different global markets including India. Human Resources in Monsanto is primarily driven by technology to make it a world class company helping farmers to produce more by providing technologies for future generations and help farmers to enhance their yield in the land and produce. The company's vision and mission is focused on Monsanto by 2030. The organization operates on functional integration between Finance, HR, Marketing and R&D through a Central Database driven through Technology. "Monsanto is a technology provider for agricultural sector, to keep up with market trends and expectations it has to constantly work towards better products for its

customers through innovative ideas and their applications”*Mohapatra Sanjay et al (2012)*”*Case Studies in Strategic Management, Dorling Kindersley(India) Pvt. Ltd pp.69.*The company also used Business Planning and Control Systems (BPCS- and ERP system to drive all functions including HR in an effective manner. Now, the organization is driven by technological hubs in Bengaluru, Mumbai supported by customer service based at Delhi. Technology in HR operations is linked and integrated with US and Singapore operations. The company also uses “Strategy Tree” covering perspectives of Finance, customer, Internal and Learning and Growth. A concept similar to Balance Scorecard. The information system enables management transformation process from Strategic HR perspective to ensure maximization of ROI, efficient selection of projects and reduced research cost. Technology is the prime driver in achieving these goals for the organization. In India ITC is another organization in Food and Agro-based products is expanding their business and HR processes through technology. The company has invested heavily in HR Technologies to drive growth in the market place.

It is a general observation in Human Resources area that globalization and competitiveness drive organizations towards M&A as a strategic phenomenon existing to increase the shareholders’ value. However, this creates lots of pressures both on the employees of acquired and acquiring organizations in this process. This has an overall impact of Job performance of individuals and Organizational performance overall. In this scenario the synergy and improved technological interventions may lead to a positive result depending on the type of people managed. But, certainly the easy and updated technology usage in all functions including HRM may bring desired level of positive results. Irrespective of the size and brand names of mergers and acquisitions and financial implications of the process the reaction of the employees are similar as per research. There may be many variables affecting this. General independent variables may include degree of human resource management interventions, Ethos and cultural differences between merging entities, changes in the HRM system, the extent of integration- The results arising out of these independent variables can be addressed through better technology connectedness between two sets of people by bringing them one single platform. The dependent variables typically include Employee responses mainly emotional, negative and non-productive responses mainly due to resistance to see changes and being part of the process, perceptions.

The relentless process of globalization, companies face similar issues in the market place. To address these issues every such company going global must adopt similar solutions with marginal variants to differentiate. Therefore, globalization has actually reduced the differences between people and their needs and preferences are almost similar like the iPhone which is launched in the US is launched across major countries of the world with almost no difference in timelines. So is the personal computer markets and even car markets in recent times. The best example in universal practices of product and services is Airline ticketing across the globe driven through technology and e-ticketing process and also the recent growth of E-tail industry which is primary driven through Online buying and selling. Amazon has expanded its operations globally and so is the Flipkart and Alibaba. “Many Researchers have challenged the notion of universal best practices, especially with regard to HRM and other employee management issues. To start with, there are perhaps as many differences between the nations who inhabit our planet which separate them from one another as the similarities which bring them closer”*Tayeb H. Monir et al (2011) “ International Human Resource Management” pp 204 published by Oxford University Presspp.204.* Therefore, it is important to note the contextual factors which were focused on national cultural factors, political and economic factors and business imperative factors have moved more towards proximity to the technology usage as the flexible and successful strategic imperative for changing organizations across the globe. “We need faster processing of data for timely interaction of MEMS, newer techniques like Artificial intelligence and Linear Programing should be used for predictive data analysis. Diverse data types and combined with new Analytics and new insights at the right time yields 60% greater data dividend”. (*Dan, Hendry & John, 2014*). This trend clearly indicates the IoT a disruptive Technology which will drive HR Practices through technology in the years to come.

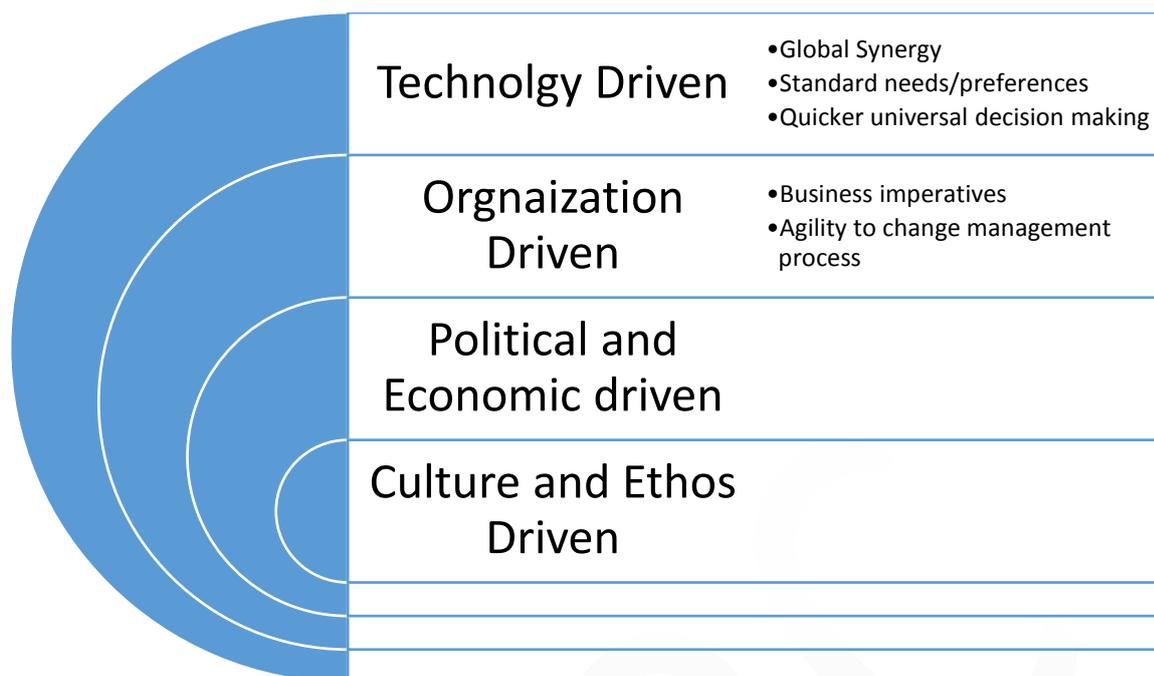


FIGURE-1 –Change Drivers in HRM Practices

Big Data Influencing bigger role to HRM

Today's world is driven by big data and the big data helps for decision-making for business units. As companies are refining their use of big data, HRMS and talent management system must have enough data with trove of information about costs, skill sets, and productivity, to meet the business objectives and goes beyond these as well. There are two aspects in this point. One is to ensure that you don't do post-mortem from data instead look at reports which are real-time decision enablers and based on the data HRMS must be able to do predictive analytics. Second aspect is to bring an insight in to the data as to which data is important for an organizational business objectives and quicker decisions instead of looking at plethora of rows. Therefore, insight which includes customer, product, services to drill down and arrive at important rows for an organization which really matter. This filtering process will be a great enabler for quicker decisions. Typically in a manufacturing set-up when you have real-time detailed activities of the line or shop floor, you may be in a position to make adjustments right from the day the problem is noticed, rather than waiting for inefficiency to set in which affects the performance of workers and finally the results of an organization. These may include learning out of the data and implementation done today, for forward-looking decisions about employee schedules, hiring needs, cost benefits and training programs etc., there are many human capital decisions which will be based on both big data and insights.

All E-tail companies in India for use Analytic in a big way to grow their business like Shop Clues, Amazon.in, Flipkart where in HRM plays a critical role in integrating business needs and staff needs and timely selection and recruitment process and technology platform driven solutions to get into customer insights. For example, when the customer visits the website browsing their product an auto-emailer follows when the Apps is used for browsing. The next stage is when someone selected the product and moves into basket and if the customer has not bought the product from the basket it sends a reminder. The data is also used by the HRM to identify and chase a visitor for similar products and also price range filtration process with another offer to the visitor. These integration of Supply Chain, sales and realization of revenue is driven by HRM process in these industries. We can observe a close connectedness between various teams handling SCM, Logistics, Sales, Marketing, and Finance through HRM link in these organizations which drives business objectives in a cohesive manner. Therefore, Technology as a link plays a critical role in meeting business objectives in modern business.

The Hub and Spoke model of HDFC Bank for Agriculture and Micro Finance Business in India where the HRM practices for Micro Financing and availability of institutional credit to more farmers, which did help HDFC Bank to grow in this sector. The profile of HDFC Bank also improved and the rating of HDFC Bank also improved, code of corporate governance improved in adopting and adhering to the best recognized corporate governance practices and in continuously benchmarking itself against each such HR practices. Business Segments of HDFC Bank, Whole sale Banking Services, Retail Banking Services and treasury also improved through concerted efforts in bringing technology to the fore-front of business. The mission of the bank states that it is to be “World Class Indian Bank” benchmarking themselves against International Standards and best practices in terms of product offering and technology” The organizational Hierarchy of the bank is also designed in such a way that technology enablers drives the business too. HDFC Bank has implemented IT- enabled strategic initiatives combined with HRM thrust, has resulted in tremendous growth both in rural and Urban India. HDFC also ensured tied-up with Business Correspondents (BCs) located all spokes and also connected with co-operative banks to accept deposits through technology. Crucial technology enabler in this arrangement is the POS/Electronic Data capture (EDC) machines installed at these BC counters, which makes the transactions possible in an easy way. “HDFC Bank, through HRM process also provides Role- Based

security for financial data to its customers, along with login security, IPIN Security, Session Security, Digital Certificates, Virtual Key Board, Installer Services, Security solutions. This is driven by Bank Human Resource Management team (called security teams) which ensures robust process, skilled people and competent service providers who ensure 24X7 monitoring mechanism. HDFC Bank relies on data protection and storage management solutions by Symatec.” *Sanjay Mohapatra- Case Studies in Strategic Management- Dorling Kindersley India Private Ltd., - p. 106 published in the year 2012.*

Consistency in HR Practices driven through Technology.

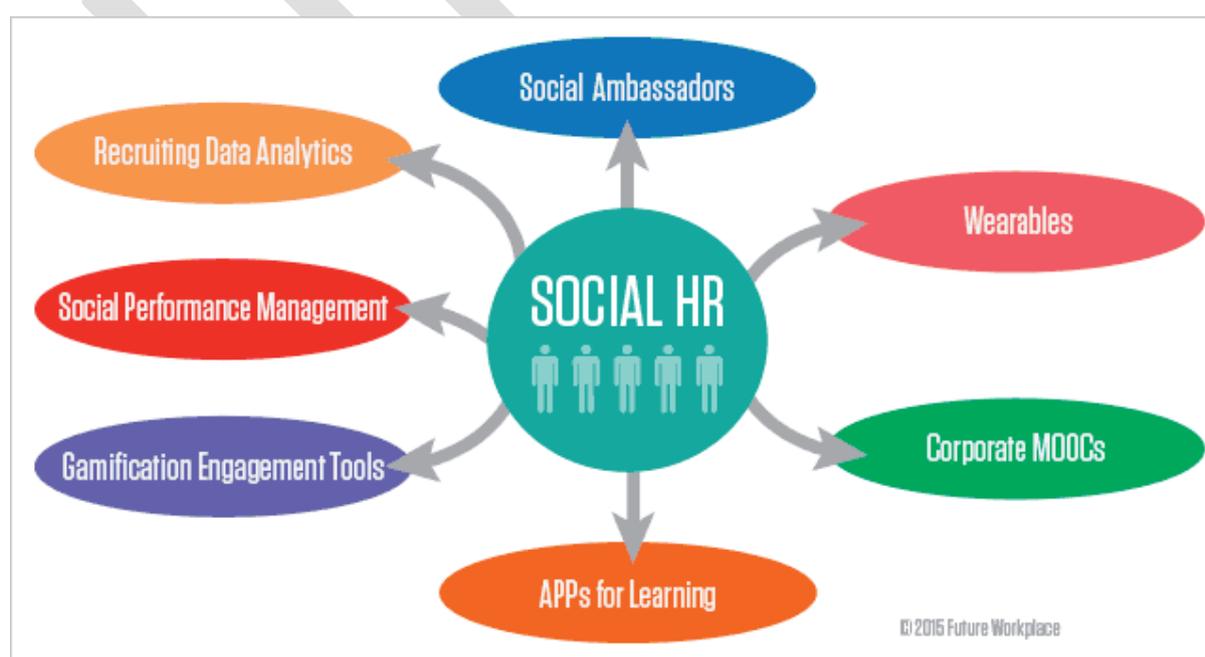
Consistency in HR practices are always key to success of any organization. There may be very many ways of achieving this goal, but the most effective way of achieving this creating technology to drive consistency. An organization investing heavily in training and development will result in attracting better talents through proper screening process which will also ensure lesser attrition rate. When an organization focuses on “on the job training” it helps knowledge building among employees resulting in lesser attrition as those trained will have ample opportunity within the organization to grow due to seniority. The general trend is advocating cafeteria style benefits so that there is a consistency in practices instead of focusing on a sect by broadening its workforce. Consistency is also an important from the perspective of psychology of perception and cognition. Any such practice, which is driven through technology, and for larger group has a better recall value and underlines simplicity when multiple stimuli is transmitted in this process. It is just like an effective advertisement recall value. However, organizations have to take a decision when it is driven through technology whether to provide direct incentives for employees to perform as desired Vs adopting indirect control methods through perceptions and mutual interest. Another factor which drives consistency in HR practices through technology is congruence with social norms and related perceptions which facilitates learning process in an organization, this will also be a great enabler for internalizing patterns of relationships like mutually beneficial and caring which will promote group ethic and create an atmosphere of close knit family. “Among employees consistency is desirable because it defuses invidious social comparisons and feeling of distributive injustice” and “Favoured treatment may be the good will of the person receiving it. But because people focus on the injustices they face, the cost of malcontents will usually exceed the benefits by those receiving favoured treatment” *Baron*

N. James and Kreps. M. David et al (1999) pp.41 published by John Wiley & Sons (Asia) Pte. Ltd

DISRUPTIVE HR TRENDS

Number of organizations which are futuristic and trend predictors have already moved or rapidly moving into the space of data based people management migrating from the traditional way of managing people. The basic premise in people analytics is to drive vital and impactful decision for the growth of the business. When we know the fact that people take decisions whether it is product, R&D or service marketing for that matter, ultimately it is driven by the resource allocation, it is therefore, eminent that you recruit a superior resource to take impactful decision based on the modern technological tools which will facilitate meaningful decisions of the business. Adapting to data-based people management through people analytic is the future in HR practices. Trends predicted are also disruptive in HR function and again technology will bring more disruptions in the days to come. Top Down goal management concept is fading away, giving space for flexible and transparent global cultural acceptance in practices. PMS is directly connected to perpetual engagement and retention of human resources are going to tougher day by day. Pulse surveys and coaching and mentoring are in the centre stage of employee development process. Following graph predicts where HR practices are moving. Majority of them will be through Social HR

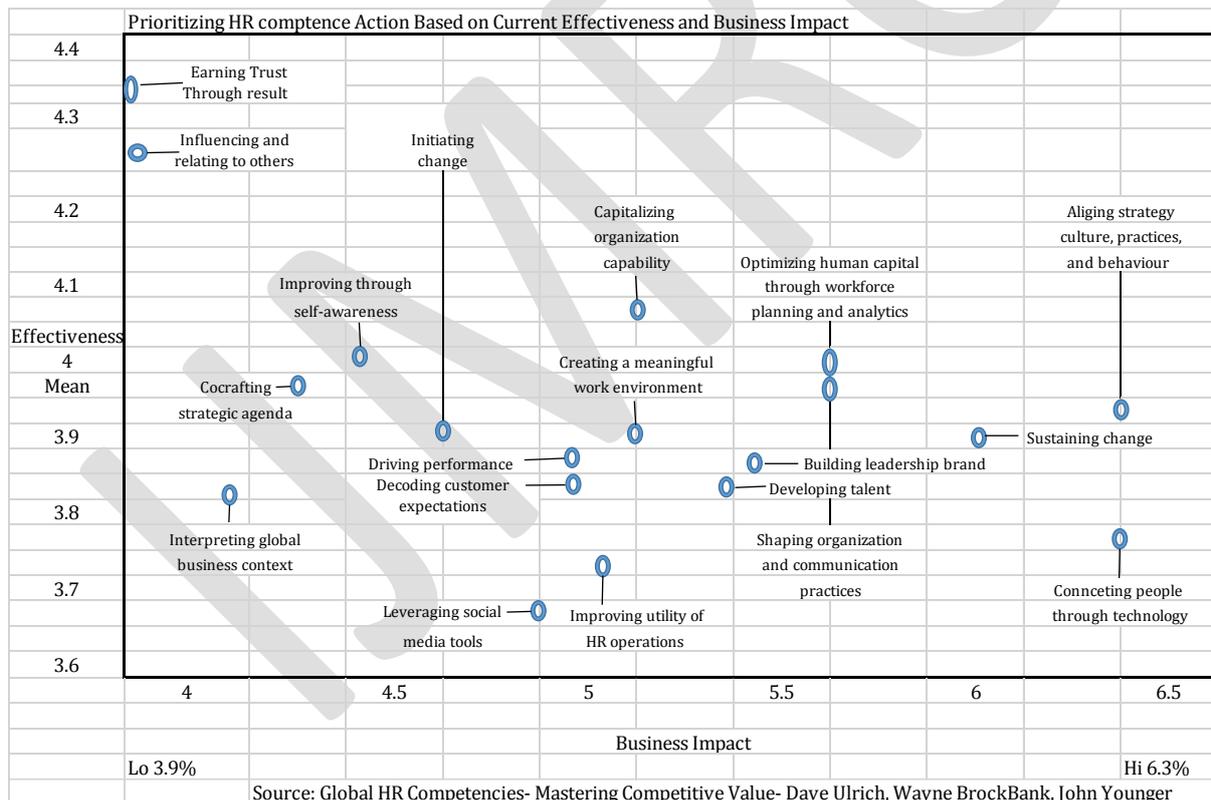
(Source: Future Work Place: Figure-2)



Finally measuring performance with uniformity and consistency is a crucial factor in Human Resource Management. Organization's HR practices must provide unambiguous and consistent messages about these issues, employees and stakeholders will have better and powerful sense of what they are expected to do to deliver the goals, thereby aiding in the attraction, motivation and retention of best people in the organization. Technology in HR drives both consistency in measurement and results. As HR is moving from Talent to People Management, continuous Engagement, and timely Empowerment coupled with conducive Environment have become major drivers of sustainability of HR in recent times. Automated Talent Management, Integrated Talent Management through process automation and core agenda of resources is the first phase of such change management process. Of late, we notice a trend of focus on Engagement, cultural alignment, fit, Performance and Leadership giving way to integration and automation to data driven, analytic engagement and empowerment solution to retain people in the organization which are futuristic. Social HR components as illustrated in the graphical representation (Figure-2) play a critical role like Apps for learning, Gamification Engagement Tools, Corporate MOOCs, Social Performance Management, Recruiting Data Analytics, Social Ambassadors and wearables are clear direction of HR practices moving with the changes in time. Those who adapt and adopt these practices will survive and sustain. There may be desirable social effects when cohorts of entry-level hires are brought into an organization at the same time and rank. This will further penetrate to various other levels when the change management takes place in an organization forcing elderly workforce, managers to adapt to these social effects to stay on perform their leadership skills.

The penetration and influence of Technology in HR practices clearly indicate a future trend. HR is a global village, increasingly connected by shared perspectives of HR performance requirements and current skills, knowledge and contribution. "HR professionals must focus from the outside in, build strong relationship with internal and external stakeholders, lead and manage change, build capability within their organizations through integrated HR practice and use of technology strategically and creatively for both efficiency and organizational connectivity" Ulrich Dave, Brock bank Wayne, Younger Jon, Ulrich Mike (2013) *Global HR Competencies, Mastering competitive value from the outside in*.pp.52. Tata McGraw-Hill Publishing.

While the role of HR is undergoing dramatic changes with disruptive technologies invading all areas of operations including HR equally, the business impact and professional effectiveness of leaders need to at factors that drive the perception of professional effectiveness and factors that contribute directly to business impact. The matrix as adapted from source reflect the relationship between current HR effectiveness and business success. But the crux of HR professionals succeeding in this sphere is clearly indicating a direct correlation between adapting to technological changes and connecting people through technology, influencing change in culture, practices and behaviour and finally aligning HR strategy with business strategy through technology as a great enabler. This will ensure capability building within the organization and fuel growth. Last but not the least, act as a change agent and champion the cause and sustain change management within the organization. (Refer to Matrix for various priorities for success as a Strategic HR Partner)



REINVENTING HR PROCESSES- THE GOOGLE WAY

When we discuss about innovation and technology as a main driver in HR practices, the genesis is from Information Technology industry which has now penetrated and making dents in retail, telecom, E-tail, FMCG, Banking and even other fields as a sustainability strategy for the firms to adapt. Google is the best example when flexible HR practices using Analytics as

the back-bone for decisions has shown a way to the rest of the world. Traditionally all functions including marketing, finance, supply chain etc., will not be able to take decisions without data and graphs whereas HR in the past relied more on trust and relationship. However, the major cost for an organization (>65%) is manpower cost. Therefore, it is crystal clear HR practices must be judicious in managing this major cost ticket through analytics. This will also avoid the antithesis of analytical decision-making in an organization and focus more on data for decision making process. Google has exactly done it in all their HR practices merging the same with business performance matrix. It is the only data-driven HR organization. Google's success can be evaluated by many other organizations who are aspiring to grow faster in the market place. They need to use analytically based model. By re-inventing HR process through Analytics and technology, results at Google show a workforce productivity unmatched and amazing. Each employee contributes nearly \$1million revenue and profit terms, \$2,00,000 US per employee, a phenomenal figure from the World's best organization to benchmark in adapting to best HR practices driven through Analytics and technology. Human Resources function in Google is entirely different from normal organizations including technology companies. The function itself is rechristened as "People Operations" with Leadership roles driving and demanding data for decision making process in every possible area in the organization. Analytics in HR also enables recruiting process in a scientific way by indicating from the shortlisted candidates from initial rounds as to predicting which candidates have higher probability in succeeding once selected. It also gives data as to individual's value addition in each stage of interview.

Decision Making Process in Google: All people decisions including sourcing, recruitment, selection, compensation benefits, PMS are purely based on data analytics bringing same level of rigor to people-decision like Engineering, product design decisions by professionals in respective fields.

People Analytics drives data-based decisions making process. Which in other words is "algorithm based decision making" which are based on facts and evidence but not gut feel, trust or relationship. This drives the whole organization to performance culture both the new entrants and the existing one.

People analytics team is on a constant look out for newer products for employee engagement and the surveys are not anonymous bringing the transparency in the system. This team further

brings out insightful correlations for corrective actions if the survey and poll results are not positive for the organizations.

Providing free atmosphere with flexible office set-up. Fun activities and relaxing time for reenergising for better productivity. These decisions are based on data which may look unorthodox sometimes breath-taking, but it is true and high result yielding with a clear goal of productivity enhancement through meaningful data metrics for the use of opinion.

Project Oxygen is a form of analytical research of internal data bringing out the leadership characteristics for top performance and retention approach. It also brought out clear finding that one-on one coaching yields better results than just possessing pure and superior technical knowledge. Employees were rated twice a year based on 8 factors.

Subgroup driven experiments called “The PiLab” applications as to test how to maintain productivity and various approaches to enhance productivity and the rewards and recognitions (R&R) which make employees happy. This subgroup has gone beyond working environment, with health and eating facilities to improve fitness with scientific data to reduce calories and even reducing the size of plates to keep employees healthy, fit and productive. The data of individual employees are embedded in the system and regular reports are available including suggested food changes to maintain good health and fitness. HR spear heads this program.

Google also manages various practices to differentiate from the rest in the world through technology a few of them to mention is Predictive Modelling- for people management like “what if” analysis to resolve people management problems at the same time Opportunities ahead. Analytics is used in a big way for effective workforce and change management within the organization. Another google in-house developed mathematical algorithm to predict in advance as to which employees will get potential opportunity and leave Google, this helps to the firm to find out retention solutions before its late.

As Google is a global organization, it uses Analytics is a big way to maintain diversity across continents and how to distribute the workforce to ensure diversity in terms of Gender, Ethnic and the reasons for weak diversity recruiting, retention and promotions, these are fully measureable with Google Analytics in HR module. It also gives proactive suggested plan for recruitment in each continent and geography. This driven totally by the technology. Analytic in HR also enables recruiting process in a scientific way by indicating from the shortlisted

candidates from initial rounds as to predicting which candidates have higher probability in succeeding once selected. It also gives data as to individual's value addition in each stage of interview. This reduces cycle time for hiring and also removes adhocism in hiring process.

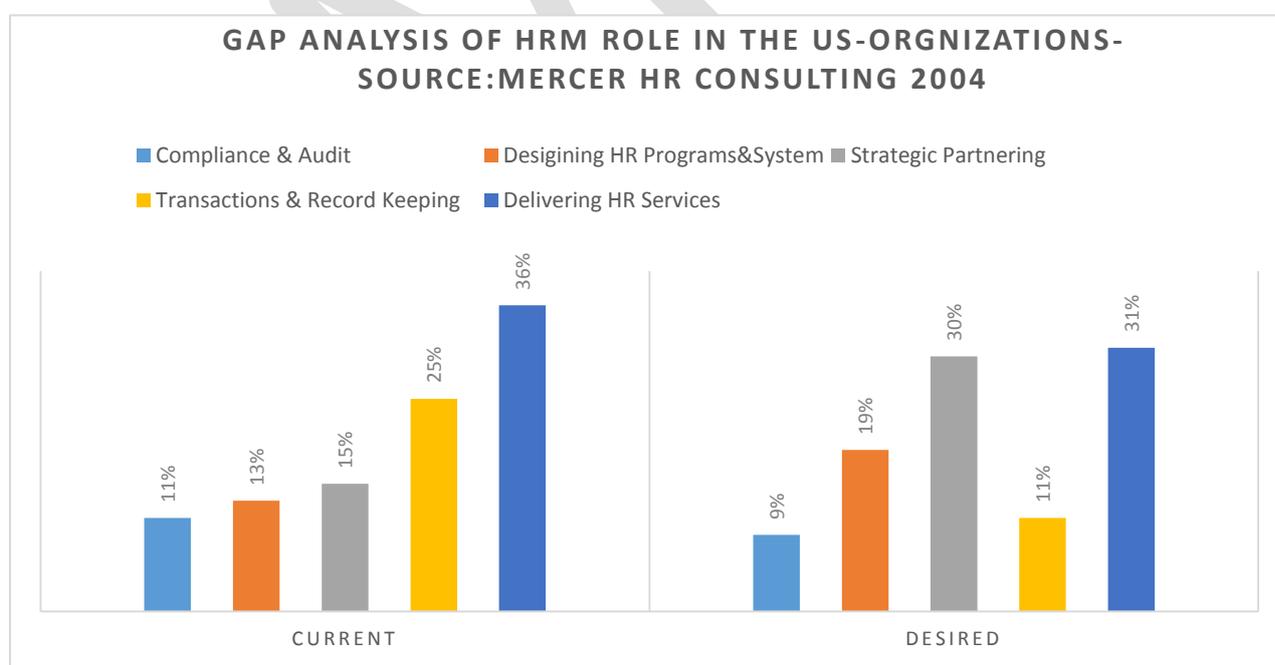
Last but not the least is the technology imbedded also calculates top performers in the system and average one in the system which enables top performers to hire, develop and retain capable talent within the system. Even the work place design drives collaboration in Google, every department is encouraged to innovate through learning process or discovery mode, collaboration and finally the Fun element. Google reinvented HR process driven through technology giving tremendous opportunity for collaboration when different functional people spend more time together in Cafeteria discussing business solution at the same time having fun. The office design is also flexible, making it congenial to generate ideas and breakthrough moving away class room learning and routine office set-ups. Therefore, it is more of intrinsic motivation and self-driven performance and fire in the belly to deliver. Google does not believe in Analytic Team trying to justify analysis but when the final proposal is presented it is always interesting and hard to resist from going for it. Analytic team presents a powerful data that normally influences people to change and the change management process and buy in begins there itself.

The emerging trends also indicate the way HRM practices are going to change. The Internet of Things (IoT) which is bringing sweeping and disruptive things with internet, will continue to change the way HRM operates in a shrinking world. Most of the practices will be technology driven and there will be hardly any differentiation among organizations, when it penetrates in the market and stabilization is achieved. "The usage model with the new technology is limited only by our imagination. The increasing investment and usage of technology will create a spiralling need for innovative business offering for both product and services" *Murthy Narasimha and Kumar Vijaya et al (2015) pp217, Internet of Things- Disruptive Technology or Disruptive Business Model? Excel India Publishers.*

With the change in the landscape of technology driven organizations, practices, organizations have to either get ahead of technology trends else left behind and finally become extinct. Lower workforce will drive higher productivity, while maintaining capable and quality talent. Engagement will become a crux for retention, therefore analytic driven HR practices will be a great enabler for successful organizations. Traditional organizations with impeding HR process have to quickly integrate with technology and other business system to support and

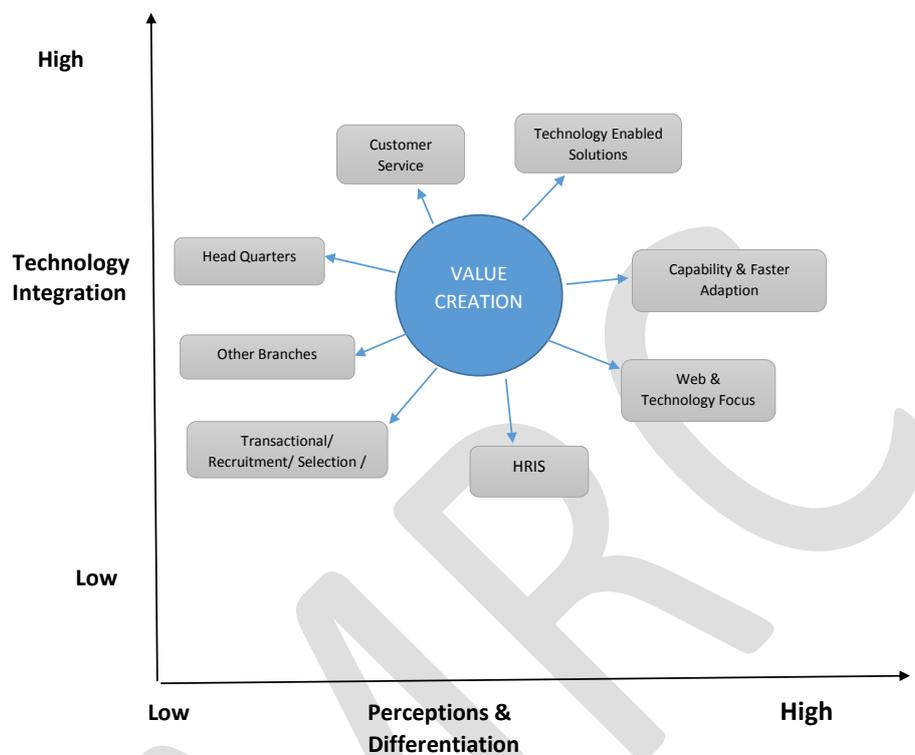
deliver. Moving from the normal discussions on power, influence, control, politics, people dynamics – Chief of People Operations ably supported by Technology should move to value creation framework and better delivery. It has to be integrated with Customer Experience and customer value with the help of analytics which will be a valuable gift to an organization. People Managers must always give Present Value to a customer to retain and sustain rather than talking about some futuristic value. “HR professionals as administrative experts must learn to create value, not as they perceive it, but as the managers and clients perceive it. HR professionals must start with the question: What value can my work create for business?”- Ulrich Dave (1997) - *The next Agenda for Adding Value and Delivering Results* pp. 96- Harvard Business Review Press.

Mercer consulting which conducted a Research in various US organizations indicated a clear scope to enhance the strategic role of Human Resource function. The GAP analysis states that once the organizations around the world embrace technology as a driver, Human Resource leaders across the Globe will assume the strategic partnership role and the focus will clearly shift in integrating technology for people management and play a critical role in business growth. Figure below show the opportunities for HR leaders to assume the newer role as a strategic business partner.



Value Creation & Delivery Model through Technology enabled HR Practices

Value Creation & Delivery through Technology Enabled HR Practices (Futuristic Organizations)



To summarize, HR need to outsource many of the non-value added administrative processes and bring in technology which will substitute such processes as an alternate strategy. Focus on moving from low cost low impact tickets and move towards greater integration with technology which create value in the system. As the integration progress in the graph the perception and Differentiation will be higher in the market bringing a cutting edge to the organization and sustainability in the long run. People Strategy must also focus more on integrating with technology to build organizational capability in a quick pace to build and deploy people competencies and increase return on investment in people and technology as well. The future trends also indicate leadership development with the help of technology by creating a pipeline of leadership where talent plays a vital role for business growth. As the present Economy is a Knowledge Economy, only people who will make a difference and the people who use technology as the enabler will make a huge difference.

Indian Market in specific has witnessed maturing industries like retail, consumer goods and electronics, automotive and e-commerce and e-tail in recent times. Therefore, work

enrichment, improving career experience, mastery and mobility along with mentoring will make this market really excited and continuously engaged. This is possible through Social HR practices coupled with technological advancement, where most of the businesses will happen through mobile Apps. Be it hiring logistics or buying products including leisure. This brings us to an interesting stage in India where there is hardly any gap between USA and India in new product and technology introduction, making it easy to build global mind set in consumers, organizations, technology and HR practices. Value creation and building intellectual capital is looked at an investment instead of cost concept now. Talent should be viewed strategically to groom high-pots and design programs for mobility using predictive tools for hiring and retention programs. SMAC (Social media Mobile Analytic and Cloud) and gamifications will rule HR practices with an increased focused on Analytic tools and Apps to further strengthen innovation process. There will be new territories and the way talents are spotted, hired and boarded and retained in the system with the help of technology moving away from traditional way of HRM practices. Usage of Information to Drive Innovation and change will be the world order of the future. “If we apply knowledge to tasks we already know how to do, we call it productivity. If we apply knowledge to tasks that are new and different, we call it innovation” – *Peter Drucker*. It is absolutely true even from the HR perspective. Organizations need to connect the dots between resources, and knowledge by upgrading the technology to track such growing knowledge, talent and at the right time connect to business growth through advanced analytic tools in HR domain.



Strategic HR & Technological Evolution Pyramid

The role of HR over a few decades witnessed a sea change from a traditional transactional role of recruitment, selection and other transactional, Industrial relationship to managing the administration of HR processes and procedures. It has then, moved on to e-HRM wherein computer technology and in-house software for L&D and PMS and Compensation and Benefits were used. It was a consciously driven web-based process driving efficiency, service delivery and strategic orientation and mostly standardization of process. It was more of business support system which included Assessment Centres and Development Centres at later stage. Even if the data was collected through surveys and interviews it was more of post-mortem analysis for decision making and for some conclusion. In the next level it moved to reasoning, some level of business intelligence for managing the resources effectively. Every level in this evolution pyramid technology was slowly progressing and there was an ample time to organization to make necessary changes. However, in the last five years technology and Analytics in various areas have grown leaps and bounds and it is moving in a fast pace, which is forcing organizations to change and adapt technologies at a quicker pace like never before for existence and sustainability. Big Data, Modelling, simulations capabilities are the order of the day. The Google way of re-inventing HR process is the best example to understand the speed at which it is changing. Therefore HR has a critical and crucial role to play as a strategic partner for business growth by integrating latest technologies, social HR, Apps embedded in the system for faster decision making process. “There are ways of

providing IT services other than doing it yourself. It is possible to choose 'cloud computing' (the provision of services via an external network or across the internet). 'Software as a service (SaaS) is an on-demand software delivery model in which users are charged for accessing and managing HR IT provision via a network'- *Michael Armstrong (2012), Armstrong's Handbook of Human Resource Management Practice, pp.469- British Library Cataloguing-in Publication-Data.*

Conclusion:

The practice of organization development is based on an analysis and diagnosis of the circumstances of the organization, be it strategic, operational, technological, or the processes which will have a direct impact on the organization both internally and externally. The existence and sustainability of an organization in this highly complex and dynamic world depends on how fast the organization is able to predict changes in the market place and initiate actions to combat whether it is integration of technology in HRM practices or the trends which are possible to predict with Analytic tools. Organizations, which are proactive will survive and grow and the rest will be the history. Web-based employee self-service application will further progress from basic HR to strategic landscape which may include workforce analytics, talent management, compensation and benefits, succession planning and Gap analysis with suggestions for OD interventions. It is a clear indication that HR will spend lesser amount of time in transactional practices and focus more on turnaround time, accuracy of information, dissemination of information and retention strategies. The role of HR Managers will be more of Change Agents with an expected increase in outlay for development and deployment and e-learning applications than ever before. HR Leaders are expected to understand and use technology to use it for strategic purpose. Those who are not able to adapt will survive as successful HR professionals and the rest will extinct. There is a possibility of culmination of technology and Human Resources and more of technology leaders with certain amount of training in HR practices assuming the role of HR Strategist than the other way round. These new generation HR leaders are expected to understand and use the technology, adapt to changes in the market place faster, understand the strategic goals of the organization, appreciate business imperatives and performance drivers relative to these goals. This new breed should be able to understand the business model and play a significant role in business model innovation, comprehend how sustainable competitive advantage can

be obtained by connecting the dots between Human capital, practices and Technology. This will enable them to contribute to business with a clear vision and integrated values.

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