

A Study on the Perception of the Management about Dynamic Scenarios in Human Resource and ICT

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Abstract: *Work practices, including those pertaining to human resources, have been altered by information and communication technology (ICT). This research paper focuses on managers' perceptions of the impact of ICT on human resource practices. The Textile Company of Pakistan served as the focus of the qualitative research method used in this study. The method for gathering data was an in-depth interview and a focus group discussion with the organization's members. A grounded theory and model that highlighted the impact of ICT on changing human resource practices and the organization's change management process was developed based on thematic analysis of the data and reviewed literature. The exploration shown that Human Asset Division assumes a significant part in the working of the association by organizing crafted by different divisions and is working for the government assistance of human asset. The managers of the organization believe that the new human resource practices brought about by ICT are cost- and time-saving, and they also contribute to the workforce's satisfaction with their jobs and the organization. Through appropriate awareness and cooperation with the workforce, the management was able to successfully implement the changes in work practices and ensure that the workforce was able to adapt to these changes. The increased impact of ICT on human resource practices, according to managers, will further enhance the organization's efficiency.*

Keywords: ICT, Human Resource management, Change process

I. INTRODUCTION

According to Scott & Davis (2007), workplace Information and Communication Technology (ICT) is combining microelectronics, computer systems, and telecommunications in a variety of ways, affecting not only the gathering and transmission of information but also its use in decision-making. Improvements in both the speed and quality of decision-making can be attributed to ICT's support for the more rapid and precise identification of opportunities and challenges, the expansion of the availability of pertinent and timely information, and so on. Today's organizations, in the 21st century, use databases rather than spreadsheets, have internet and intranets to connect and communicate quickly, and software like CAD, CAM, JIT, and others have simplified the entire organization's work. In fact, the evolution of technology and methods of operation has altered the organization as a whole. Future thriving is probably going to depend on the utilization of logical and specialized information, the administration of data and the arrangement of administrations. According to Barley (1996), the future will rely more on brains than muscle.

Although ICT has a clear impact on the organization as a whole, the focus of this study will be on ICT-related changes, particularly those related to HRM. HR staff are the administrators of a definitive asset of the association that is "human asset" the labor force. The HR department is now more competitive as a result of technology. There is less one-on-one interaction between HR professionals and employees today. Today administrators and workers need results and replies to their questions, not simply meet and welcome connections that generally HR was known for". (Doran, 2003). Paperless offices (Doran, 2003) (Wali, 2010), time attendance, databanks, automating work practices (Wali, 2010), teleworking (Baloh&Trkman, 2003) (Wali, 2010), transaction processing, reporting, and tracking applications (Broderick & Boudreau, 1991), e-recruiting, using the internet for staffing, and employee development via the internet

(Baloh&Trkman, 2003) are just some of the year There is no end to this list, and the future holds more changes that will make work easier and more efficient.

Taking the initiative to change, following in the footsteps of other successful businesses in the market, or a combination of the two, are some of the crucial decisions that must be made when preparing for workplace IT changes. According to Teece, Pisano, & Shuen (1997), successful "others" are frequently used as a source of information by businesses operating in dynamic markets or other business environments with challenging business environments. The developed nations of the world pioneered the use of ICT in business and human resource management, which is now widespread. Non-industrial nation like Pakistan is additionally not an exclusion.

In order to increase productivity at work, businesses and organizations in Pakistan are implementing ICT in human resource practices and overall organization, but progress has been slow here. In addition there is issue of interest in innovation because of low spending plans. The public's acceptance of change is the greatest obstacle.

Individuals are so bound and severe to the old things that they don't handily acknowledge developments and change however as change is fundamental for endurance so it is being selected. Since it has been a while since technological innovations in work practices, this research paper aims to provide an overview of the functioning of ICT-related innovations in human resource practices and their impact on the organization as a whole. Introducing and implementing ICT-related changes in human resource practices is more of a policy decision. The association that is chosen for this exploration is Azgard 9, a material organization of Pakistan. By getting a close look at the perspectives and perceptions of Azgard 9's middle and line management, the study will concentrate more on the workforce's adjustment process to ICT-related changes in HR practices and how the adjustment process is managed.

Goals of the study:

To investigate significant elements of Human Asset division for the associations.

To uncover management staff perceptions regarding the overall impact of ICT-related workplace changes;

To gain an understanding of the workforce's change management and adjustment process to ICT-related HR practices and policies;

To develop a grounded theory based on the aforementioned goals.

II. LITERATURE REVIEW

The impact of information and communication technology (ICT) on the workplace is expanding in tandem with the changing trends of the 21st century. A ton of exploration has been finished to decide the effect of data and correspondence innovation for the business and administration associations. This section examines a few of the studies.

The ICT industry's finances were analyzed (Mathur, 2009). In 52 nations, he attempted to quantify the technical efficacy of ICT (information and communication technology). It was also determined how much of the rise in productivity could be attributed to ICT-induced technological change and efficiency. The study found that developing and newly industrialized countries' ICT sector productivity growth is slightly lower than that of developed and transition countries, indicating that developing and newly industrialized countries are catching up. The fact that the majority of the data collected from all countries was country-level data, rather than firm-level data, was the primary limitation of this study's findings.

(Zwick, 2003) concentrated on the effect of ICT speculation on efficiency for a huge and delegate German foundation board informational collection. The data set also included businesses without ICT capital in order to contrast the results with those from businesses with ICT capital. His study's data set included information about roughly 14000 German businesses. The cross sectional relapse examination of the information showed that ICT speculation considerably increments the typical efficiency of German foundations. The impediments of the review was simply the relating size of the ICT speculation was not known, the main thing known was whether or not a foundation put resources into ICT.

(Zafar, 2009), the e was studied. State Bank of Pakistan employs HRM methods. His study focused on the State Bank of Pakistan to find out which IT-related changes are being implemented in the HR department and how they are improving HR professionals' professional competence. That e was found out by the study. HRM rehearses are not yet completely

apparent in Pakistan; The improvement of things will take time. Employees are also pleased with HRM technology changes because they make their work easier. The significant constraint of this study was that the scientist maintained his more spotlight on currently accessible writing which didn't give any proof from Pakistan. The lack of face-to-face interactions with the respondents reduces the usefulness of the findings once more.

A 2011 study by Saleem, Qureshi, Mustafa, Anwer, and Hijazi attempted to quantify the impact of ICT on organizational productivity (efficacy and effectiveness); which results in improved organization performance in terms of cost, time, and quality through the use of IRA (the ICT role and adoption model). Additionally, the effects of IT-literate human capital on organizational productivity and obstacles to ICT adoption were investigated. Computer professionals, administrative staff, and faculty at higher education institutes from a variety of Pakistani cities, including Islamabad, Lahore, Rawalpindi, Peshawar, and Multan, DG Khan, and Faisalabad, were the target demographic. The review tracked down huge connection of ICT reception on the adequacy;

in any case ICT reception is unimportant on productivity; However, there is a positive relationship between the two. The boundaries to reception were viewed as less clear. The review has some impediments too which incorporate the example is simply from those individuals who were IT educated not from different regions. Correlation analysis was all that was used in the quantitative analysis.

The current study aims to fill a void in the reviewed literature.

III. RESEARCH METHODS

In light of this fact, qualitative research was chosen as the method of research for the study, which aimed to discover management perceptions of the changing scenario brought about by the influence of ICT on human resource practices. The study's population consisted of all managers with at least three years of experience in middle and line management positions in Pakistani textile companies. The research employed purposeful sampling. The research questions, objectives, and convenience served as the basis for selecting the sampling method. Managers who had been employed at Pakistan's Azgard9 textile mill for more than three years and were able to provide a clear understanding of the research questions were chosen. Two significant information assortment procedures were utilized for this exploration that incorporates

inside and out talking and center gathering conversation. Inside and out meetings of about 60 minutes length were directed from complete of 5 administrators. The managers gave their consent before the interviews were recorded, and they were conducted with an open-ended interview guide in mind. Three of the five in-depth interviews were conducted with HR department managers because the study is more closely related to shifting HR practices. The other two top to bottom meetings were led with the Processing plant Director and Production network Supervisor, they were chosen as a feature of the example as they were in more close communication with the work furthermore, staff who are really impacted by the progressions achieved in the framework. They were chosen to investigate how employees' behavior at work was affected by changes in human resource practices.

Line managers from the production and supply chain process who met the specified criteria were chosen for the focus group discussion. Six managers were chosen and invited to the meeting to discuss how they handled the change in human resource practices and how it affected them. The discussion was finished in almost an hour and a half. In the past, a discussion guide was made to cover all the important points during the discussion.

The first step in data analysis is organizing the data after it has been collected. The information from the inside and out meetings and center gathering conversation was interpreted utilizing the accounts furthermore, the field notes. In order to decipher their meaning, transcriptions were read and read again.

The data's obvious patterns served as the basis for the creation of categories and themes. Categories and themes that were internally convergent were discovered. In accordance with the study's objectives, themes were simplified. As completely different points of view and irrelevant data were ignored, this stage more closely resembled data reduction.

A title (code) was given to the major categories that were found under a theme. This gave an overview of the related data and helped with the interpretation stage. Every one of the information coordinated and diminished subsequent to coding was explored over and over to figure out it and foster linkages. The information was deciphered to reach at the resolution.

IV. DATA ANALYSIS

The data were analyzed in light of identified themes that were previously in line with the study's goals.

V. MANAGING CHANGE PROCESS

Managers see the impact of ICT's change in human resource practices and workplace conditions as valuable and hope for more progress and change.

Organizations learn from the outside world and adjust to changing circumstances. Human resource practices are being influenced and altered as a result of the expanding influence of information and communication technology all over the world. These changes are thought to be more cost- and time-effective as well as to increase employee satisfaction. The successful implementation is due to the effective role played by management, which determines how they manage the change process at work.

VI. DISCUSSION

The study found that management thought ICT had a positive effect on human resource practices. The study's findings were found to be in line with those of previous studies. According to the study (Saleem, Qureshi, Mustafa, Anwer, Hijazi, 2011), it was revealed that the changes in human resource practices that were brought about as a result of the influence of ICT were changes that saved time and money. According to a study (Huber, 1990), management was of the opinion that the impact of ICT had resulted in the timely and accurate availability of information, which facilitated quicker decision-making and reduced time waste.

The majority of studies focused on the financial impact of ICT on business practices; the literature reviewed did not include any in-depth examination of management perceptions of change or focus group discussion. While financial values were not the primary focus of this research, management's perceptions of the change process and their comprehension of its necessity were.

According to the findings of a study that was carried out by the State Bank of Pakistan, managers were of the opinion that Pakistan, a developing nation, is still a long way behind the rest of the world in the adoption of ICT in HRM practices. (Zafar, 2009). The responses shed light on the fact that almost all businesses are opting for these kinds of work practices as a result of the world's advancement and the growing significance of IT and technological innovations for businesses. It was also emphasized that Pakistan's energy crisis has a negative impact on the textile industry, which is one of the reasons that ICT-related changes to work practices have less of an impact.

According to the findings of the study, approaches to human resource management have evolved in response to the explosion of ICT in this technological era. Human resource managers can now make decisions more quickly and work for the benefit of the organization's employees, which is in line with the findings of the study (Doran, 2003). Previously, their work was limited to operational tasks and manual file keeping.

Managers stated that the need for change and adoption of the change in work practices is always a rationally based decision by the organization and management while elaborating the process of changing HR practices as a result of information and communication technology. Even though every successful and profitable business in the world is implementing ICT in their HR and work processes, this is not about mimicry. (Teece, Pisano, & Shuen, 1997), organizations do learn from their surroundings and successful individuals, but the organization's resources and needs must be taken into account before making any final decisions or carrying them out. Even though adopting ICT-related changes to human resource practices gave the company an advantage, this was not a competitive advantage because it wasn't just what they were doing. This was something interesting that the study found, but the findings of the literature didn't emphasize this aspect.

According to the study (Saleem, Qureshi, Mustafa, Anwer, Hijazi, 2011), employees did not show obvious resistance or reluctance in adopting the changes that were supported by the literature. The study also revealed the change management process for the case of ICT-related changes in HR practices. All that mattered was how well management handled the change and how well they helped employees adjust to the new working environment. The prior studies also failed to emphasize this aspect.

VII. CONCLUSION

The data analysis showed that managers think that ICT is having a positive effect on human resource practices as a whole, which is helping the organization as a whole as well as the HR department. The study filled in a void left by previous research by providing a new perspective on the change process and its effects. Because an organization's ultimate success depends not only on its financial values but also on how quickly it recognizes the need for change and adapts to it, managers' perceptions and understandings of the change brought about by ICT are crucial.

According to the analysis conducted for this study, it has become unavoidable for businesses to incorporate ICT into their work practices as a result of shifting work trends and the growing influence of ICT. Human resource practices in Azgard9 have changed as a result of ICT, according to the study. Due to ICT, human resource practices have changed, and the study found that these changes were cost- and time-efficient. In addition, it was found that employees were more satisfied as a result of the changes. In the past, HR staff was mostly used for activities like manual file keeping and data entry because they took a lot of time. The significance of management's cooperation and participation in the process of change management was emphasized. The complexity of the implementation process is determined by the nature of the change and how it will affect workplace employees. The change management process can be made more successful by explaining the reasoning behind the change and assisting the workforce in coping with it.

VIII. RECOMMENDATIONS

The data for this study were taken from a single Pakistani textile company. The results could be more generalized if the sample was larger or if they were compared to other multinational companies to see how ICT has changed human resource practices. This will help figure out other factors that influence whether or not a company decides to use ICT.

Furthermore, the goal of this study was to demonstrate how managers perceive the shifting situation. By gaining a comprehensive understanding of how workers and lower-level staff perceive the overall process of change and its impact on their work, future studies can contribute to the investigation of this topic.

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