Study on Management Perception About ICT and HRM

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Abstract*: Information and communication technology (ICT) has altered workplace procedures in the commercial world, including human resource procedures and rules. This study article focuses on how managers view the impact of ICT on human resource practises. The study focused on Pakistan's Textile Company by employing a qualitative research methodology. Data collection techniques included in-depth interviews and focus groups with organisation members. A grounded theory and model that highlighted the impact of ICT on changing human resource practises and the change management process in the organisation was established on the basis of thematic analysis of the data and the literature review. The study showed that by coordinating the efforts of other departments and looking out for the welfare of its human resources, the human resource department plays a significant role in the operation of the company. ICT-related changes in human resource management are viewed favourably by organisation managers in terms of cost and time, and they raise employee satisfaction with their work and with their employer. Through adequate awareness and workforce cooperation, the management successfully implemented the changes in work practises and ensured that the staff adjusted to them. Managers think that ICT's increased influence on human resource practises will help the organisation function even better.*

Keywords: ICT, HRM, eHRM, ERP

I. INTRODUCTION

Information and Communication Technology (ICT) at work varies in how it combines microelectronics, computer systems, and telecommunications; this has an impact on both the gathering and delivery of information as well as how it is used in decision-making (Scott & Davis, 2007). ICT facilitate the more rapid and accurate identification of issues and opportunities, boost the accessibility of pertinent and timely information, and so enhance the decision-making process in terms of both speed and quality (Huber, 1990). Today's organisations (from the twenty-first century) use databases rather than spreadsheets, the internet, intranet, and software like CAD, CAM, and JIT, among other things, to connect and communicate more quickly. This list is not all-inclusive. In actuality, changes in technology and methods of operation have altered the way the entire organisation functions. The application of scientific and technical knowledge, the management of information, and the provision of services are likely to be key factors in determining future prosperity. Brains rather than muscle will be more important in the future (Barley, 1996).

Although ICT clearly has an impact on the entire organisation, this research will concentrate on ICT-related changes, particularly those connected to human resource management. The staff is the organization's most valuable resource, and HR professionals are its supervisors. The impact of technology has improved the HR department's competitiveness. The amount of one-on-one interaction that HR professionals have with employees has decreased over time. Managers and employees demand answers to their queries now, not just the meet-and-greet interactions that HR was once known for. (Doran, 2003). In the year 2012, information and communications technology (ICT) has almost completely altered and positively impacted organisations and their human resources practises, including teleworking (Baloh&Trkman, 2003), paperless offices (Doran, 2003), employee development online (Baloh&Trkman, 2003), time attendance, databanks, and automation of work practises (Wali, 2010). There is no end to this list, and we may expect more improvements to work efficiency in the future.

Planning for changes connected to information and communication technology at the workplace entails making a number of crucial choices, such as whether to take the initiative of change, follow other successful ones in the market, or combine the two. Businesses that are working in dynamic marketplaces or other demanding business settings frequently seek advice from successful "others" (Teece, Pisano &Shuen, 1997). The industrialised nations of the globe pioneered and are now spreading the use of ICT in business and human resource management. Pakistan, a developing nation, is likewise not an exception. Pakistani firms are using ICT to improve their overall organisational efficiency and human resource practises, however the situation is not as favourable as it may be progressive due to the delayed commencement of events. Additionally, there are issues with investing in technology because of limited funds. The largest obstacle is people's reluctance to accept change. People are so firmly attached to the status quo and resistant to change that it is being embraced despite its necessity for survival. Since it has been some time since technological innovations in work practises, introducing and implementing ICT-related changes in human resource practises is more of a policy decision. This research paper aims to provide an overview of how ICT-related innovations in human resource practises function and their effects on the overall organisation. ICT, human resource management, and change process are key words.

II. LITERATURE REVIEW

The impact of information and communication technology is growing at work in the twenty-first century as patterns change. The effects of information and communication technology on businesses and service organisations have been the subject of extensive investigation. This section reviews a few of the studies.

ICT industry financial analysis was performed by (Mathur, 2009). In 52 nations, he made an effort to measure the technical effectiveness of ICT (information and communication technology). Quantified were the sections of productivity growth attributed to efficiency and technical advancement brought about by ICT. According to the report, mature and transitional countries' ICT sector productivity growth is marginally higher than that of emerging and recently industrialised nations, indicating that these nations are catching up. The key drawback of this study was that the majority of the data was country level data rather than firm level data to assess how ICT influences the performance of the firm.

The effect of ICT investment on production was examined by (Zwick, 2003) using a sizable and representative German establishment panel data set. To compare the outcomes with those of establishments with ICT capital, the data set also included establishments without ICT capital. His study's data set included details on around 14000 German establishments. According to the data's cross-sectional regression analysis, ICT investment significantly raises the average productivity of German enterprises. The study was limited in that the related ICT investment quantity was unknown; the only thing that was known was whether or not an establishment had made an ICT investment.

(Zafar, 2009) investigated the State Bank of Pakistan's e.HRMpractises. His research sought to ascertain the degree to which IT-related improvements are being implemented in the HR division and how they are enhancing the department's professional competence in Pakistan, with a particular emphasis on the State Bank of Pakistan. The study found that e.HRMpractises are not yet completely apparent in Pakistan; progress would take time. Employees are content with technological advancements in HRM since it makes their jobs simpler, according to research. The main flaw in this analysis was that the researcher concentrated primarily on already published works that lacked Pakistani data. Again, this restricts the value of the findings because there were no face-to-face encounters with the respondents.

Using the IRA (ICT role and adoption model), the study by Saleem, Qureshi, Mustafa, Anwer, and Hijazi (2011) aimed to quantify the impact of ICT on organisational productivity (efficiency and effectiveness), which in turn leads to organisation performance (cost, time, and quality). The impact of IT-literate human capital on organisational efficiency as well as barriers to ICT adoption were also investigated. The target audience was made up of computer specialists, office employees, and academic staff from higher education institutions in various parts of Pakistan, including Islamabad, Lahore, Rawalpindi, Peshawar, and Multan, as well as DG Khan and Faisalabad and other cities. The study discovered a strong association between ICT adoption and effectiveness, but not a significant relationship between ICT adoption and efficiency. It was discovered that the adoption hurdles were less noticeable.

Perceived effects of ICT-related adjustments to HR procedures:

The material gathered elaborated on how changes to information and communication technology (ICT) at work have affected HR practises and functions. The information suggested that management personnel view the shift in HR procedures brought on by the effect of ICT as time-efficient. The managerial staff's top priority is time management. Managers must do a variety of duties in an endless amount of time. According to the respondent's opinions, HR staff must manage all the data pertaining to employees and their whole service history, and this data is crucial for both HR staff and the managerial staff of other departments inside the company. It seemed that because of how ICT has changed the workplace, HR departments no longer need to update and maintain manual personnel and service records. Information and communication technology has changed the way things were done in the past because HR staff now has automated employee data banks, automated attendance records, automated employee performance records, and all relevant workforce data available at immediate access. This has not only made resource management simpler but also removed the HR department's anxiety from company audits. The influence of ICT has made it feasible for HR professionals to contribute at a level that is more beneficial to the organisation than simply engaging in manual record-keeping-related tasks.

According to the opinions of the respondents, there is compelling evidence that all changes (caused by ICT) are both time and money efficient. It is a one-time investment that, when used properly, can result in financial gains and efficient working methods. At the organisational level, spending on data automation and ERP aids in maintaining and updating records of all personnel, production, and linked pursuits. In order to focus all efforts on accomplishing the organization's overall goals rather than the aims of the individual departments or employees, the work of all departments is coordinated and shared. The workforce was more satisfied and motivated as a result of the improvements in HR procedures brought about by the influence of ICT. According to management, immediate access to employee data, performance reviews and wage plans based on that data, as well as a close and honest examination of employees' contributions to the organisation, have all had a positive impact on employee attitudes. Employees are now more satisfied and motivated than they were before the impact of ICT, which is advantageous for the organisation as a whole. Employees are happy with this system because it keeps track of their hours worked, frequency of attendance, and production contribution. This encourages them to work hard and abide by all rules so that their supervisor will appreciate them more. now appreciating the pay they worked so hard for.

There was a reason for this significant level of investment, thus changes in work practises related to ICT were not only made because everyone else was doing so around us. The employees of the organisation, who are happier with the working conditions, also benefited from this justification, in addition to the organisation as a whole. The change management process is made simple through employee-management interaction. Employees typically oppose workplace changes because they are afraid of the unknown. Management may play a crucial role by ensuring that the staff is at ease with the changes and giving them the opportunity to use and adapt to them. The respondents' opinions emphasised the need of making the workforce aware of the motivations and logic behind changes.

Depending on the whole change management process, it emerged that choosing between the two extremes of forcing change implementation, which involves pushing the changes, or the other extreme, which is employee-management cooperation, was not how managing change should be done. The procedure looks more appropriate if it is seen as a continuum, with forced implementation at one end and management-employee cooperation at the other. Some things must be enforced in order to be kept in check, and as a result, employee problems must be heard, they must be made to feel at ease with the change, and they must actively participate in the change process if the organisation is to achieve the benefits intended.

III. CONCLUSION

The examination of the data showed that managers believe ICT has a beneficial overall influence on human resource practises and that this benefit extends beyond the human resources department to the entire organisation. By filling the gap in the earlier research, the study provided an alternative explanation of the cause and consequence of transformation. The way managers view and comprehend the change brought about by the impact of information and communication technology is crucial because an organization's success ultimately depends not only on its financial performance but also on how quickly it recognises the need for change and adapts to it.

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The analysis conducted for this study showed that organisations must now choose to use information and communication technology (ICT) in their working practises due to changing workplace trends and ICT's growing influence. The research identified the human resource management procedures that have changed as a result of ICT's influence on Azgard9. As manual file keeping and data entry used to take a lot of time, HR staff were typically only used for these tasks before ICT changed human resource practises. The study found that these changes were both time and cost effective, and it also discovered that employees were happier as a result of the changes. It was emphasised how important management's participation and role were in the change management process. The complexity of the implementation process depends entirely on the sort of change and how it will influence the people at the business. The change management process can be made successful by outlining the reasons for the change and assisting the workforce in adjusting to it.

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