



UNIVERSITY OF BRUNEI DARUSSALAM
SCHOOL OF BUSINESS AND ECONOMICS

BB-2208: HRM

Topic: DIGITAL HRM MODEL for U-NOS K Enterprise

Case Analysis Assignment

Lecturer: Pg Dr Siti Rozaidah Binti Pg Hj Idris

17B2074 Ak Abdul Hakeem Bin Pg Haji Muhammad Noor

Due: 11th November 2020

Abstract:

With the development of Information Technology Digital Human Resource Management becomes available and will be expected to replace the old ways of Human Resource Management gradually to meet the requirement of IT era. The aim of this case study is to analysis, that applying Digital HRM Model to **U-NOS K Enterprise** can be more beneficial than traditional Human Resource Management model. Throught this analysis I will provide an understanding with digital Human Resource Management, new information for agripreneurs which intend to transform conventional Human Resource Management to digital Human Resource Management to catch on the pace of the new era, as well as the business providing digital Human Resource Management solutions. The objective of this case study is to know the concept of conventional human resource management and digital human resource management, the various techniques used by these two approaches and the comparison between these two. The data is collocated through the secondary source by various research papers, websites, articles and book and on the basis of that the various problems, issues and suggestion are made. With the help of the data an analysis is made and on behalf of this analysis the suggestion and conclusion is made which help the entrepreneur or agripreneur for better decision making.

Introduction to Concept of HUMAN RESOURCE MANAGEMENT

The National Institute of Personnel Management (NIPM) has defined human resource as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up an enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success.”

Human Resource Management is concerned with the human beings in an organization. “The management of man” is a very important and challenging job because of the dynamic nature of the people. No two people are similar in mental abilities, tacticians, sentiments, and behaviors; they differ widely also as a group and are subject to many varied influences. People are responsive, they feel, think and act therefore they cannot be operated like a machine or shifted and altered like template in a room layout. They therefore need a tactful handling by management personnel.”

Human Resource Management is the process of managing people of an organization with a human approach.

Human resources approach to manpower enables the manager to view the people as an important resource. It is the approach through which organization can utilize them a power not only for the benefits of the organization but for the growth, development and self-satisfaction of the concerned people. Thus, HRM is a system that focuses on human resources development on one hand and effective management of people on the other hand so that people will enjoy human dignity in their employment.

Human Resource Management is involved in providing human dignity to the employees taking into account their capacity, potentially, talents, achievement, motivation, skill, commitment, great abilities, and so on. So, that their personalities are recognized as valuable human beings. If an organization can trust, depend and draw from their bank account on the strength of their capital assets, they can trust, depend and draw more on their committed, talented, dedicated and capable people. This is what the Human Resource Management is involved in every business, managerial activity or introduction. Human Resources Management is concerned with the “people” dimension in management. Since every organization is made up of people acquiring their services, developing their skills, motivating them to high level of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieve organizational objectives. This is true regardless of the type of organization, government, business, education, health, recreation or social action. Getting and keeping good people is critical to the success of every organization, whether profit or non-profit, public or private.

How Digital Human Resource Management is transforming Human Resources:

Just as digital technology has changed our everyday lives, it's now transforming HR. It enables HR to:

- Use data & analytics

Slowly but surely, HR is starting to understand the value data analytics can add to the business. Preselection, learning & development (L&D), employee engagement, you name it; there's HR technology out there to measure every single part of the employee lifecycle.

The question, however, is whether there are enough HR professionals out there yet who can make sense out of this data.

- Future-proof recruitment

A smooth mobile (application) experience, a data-driven preselection process and a personalized, AI-based onboarding program. These are just a few of the many examples of how recruitment is digitalizing.

- Improve the employee experience

For 21st century employees, the line between their professional and personal lives has become blurred. Yes, they'll check their social media account during office hours, but they'll equally check their work emails during the weekend. AS such, they expect to be treated as customers and they want their employer to provide them with a similar user experience when it comes to the digital work environment.

- Offer self-service tools to employees

This one is in line with an improved employee experience but focuses on the HR side of it. Just as employees like to be able to choose how and when they manage their professional emails and workload, they want to manage their HR data.

- Be competitive in the war for talent

The (future) workforce – are constantly connected to social media and glued to their phones. Companies that use these digital technologies for various HR purposes – think sourcing, preselection and learning & development for instance – have a significant competitive advantage when it comes to seducing this demanding generation of workers.

Five Important Roles that U-NOS K Enterprise HRM should play in the Agriculture sector:

Antenna Recruiting:

U-NOS K Enterprise need to notice and observe people who are working in the agriculture field or the students enrolled in Agricultural Universities. If they find anyone who fits their criteria, they should be considered and recruited on the best positions available. Acquirement should be made according to requirement.

Use of Social Media:

Recruiting and Hiring Strategies are pretty different from the conventional ones. In Agriculture industry, the tactics of enlisting employees and hiring stratagems are also changing. HR Managers who are working in Farming Industry should use Social Media as a Recruiting Tool. The effectiveness of Social Media cannot be neglected in HRM as in recent times it is the place where you can find the potential employees for your firm. HR Managers of **U-NOS K Enterprise** should use Social Media such as LinkedIn, Twitter, Face book and other Social Media networks effectively so that they can announce and market their job openings and can promote their business too. Use of Social Media helps you in recruiting and you can get the best acquirement for your required task.

Hiring:

Hiring is the most difficult job amongst all HRM activities. Hiring needs proper strategy, devotion and focus on that kind of a person who fits your Agriculture business the best.

Selecting the person who can work competitively under your management and can abide to the rules you have made for your own agriculture firm. Agriculture firm's salary budget also affects the hiring process that is the reason HR Managers should hire the Best person in the least negotiated Salary Package.

Communication and Resolving Conflict:

It is a duty of HR department to resolve conflicts among the employees by communicating with the concerned people in the Agricultural organization. Resolving a Conflict need an understanding of the core issue. HR Manager should have knowledge of organizational

behavior and on the basis of that he can control the employee's behavior and attitude and abide them to work in the organization's rules and regulations. It is obvious that the people working in you firm are coming from different backgrounds and have different mind sets so it is natural that there will be differences and specially in Farm business where farmers are illiterate and repellent to accept new methods and modern techniques but HR should resolve these differences by communicating smartly and skillfully.

Communication includes your power of transferring messages among your staff members, your body language and your tone. The more your communication is strong it is more easy to resolve the conflict.

Employee Training:

The most important part of Human Resource Management is Employee Training. U-NOS K Enterprise should train their employees to get maximum Return on Individual basis. As currently is emerging and developing very rapidly and the new technologies and tools are coming in this field to make the Agriculture more productive, so we can say that the modern era of Agriculture Industry is evolving. Now agriculture is not merely grow and sell food business instead it's a domain where science is practiced on fields. In this modern era your human resource and your employees should be modern and the recent strategies and techniques should be implemented to get maximum profit out of business. To achieve these targets U-NOS K Enterprise have to train their staff effectively from top to bottom level. The decision making authorities to the farm workers should be equipped with new and up to date technologies so that U-NOS K Enterprise can compete and stay firm in the emergent agriculture industry.

Concept of Digital HUMAN RESOURCE MANAGEMENT

Information technology completely infuses Human Resource Management processes and Human Resource Management departments in today's global networking timeframe. For more than a decade now, digital possibilities have been challenging traditional ways of delivering Human Resource Management services within business and public organizations.

Definition of digital HUMAN RESOURCE MANAGEMENT

As defined by Kettley and Reiley (2003), a Computerized Human Resource Information System (CHRIS) consists of "a fully integrated, organization- wide network of HR related data, information, services, databases, tools and transactions". Such a system can be described as digitize HR, meaning the application of conventional, we band voice technologies to improve the HR administration, transactions and process performance.

As stated by Ernst Biesalski (2001)"Digital Human Resource Management (digital HRM) is a web-based tool to automate and support HR processes. The implementation of digital- Human Resource Management is an opportunity to delegate the data entry to the employees. Digital Human Resource Management facilitates the usage of HR market places (Digital recruitment) and offers more self- service to the employees. Digital- Human Resource Management is a collection of many different technologies".

Mary Gowan (2001) has defined digital Human Resource Management System (HRM) as a web based solution that takes advantage of the latest web application technology to deliver an online real-time human resource management solution. It is comprehensive but easy to use, feature-rich

yet flexible enough to be tailored to your specific needs.

According to Ruel, Bondarouk and Loosie (2004), "digital- Human Resource Management is a way of implementing HR strategies, policies and practices in organisations through a conscious and directed support of and/ or with the full use of web technology based channels".

Features of Digital HUMAN RESOURCE MANAGEMENT

- Based on internet and intranet
- Strategic involved
- Self-serviced
- Electronic input replaced paperwork
- Expedite and speedy communication channel
- Objective appraisal system
- Enhancing the employee satisfaction through higher level of internal service
- Improving employment relationship
- Cost reduction
- Changing the center of Human Resource Management from operational management to strategic management.
- Reducing unfairness and dissatisfaction in performance appraisal
- Meeting the requirement of IT era
- Achieving more competitive advantages

Comparison between traditional Human Resource Management and digital Human

Resource Management:

We can see that the use of digital Human Resource Management system has numbers of advantages for organizations. Nevertheless some researchers pointed out that the advantages and effectiveness of digital Human Resource Management depends on the size of organizations. As it is indicated that use of HRIS in Human Resource Management process like recruitment, training and HR planning or even appraisal seems “sophisticated” but it depends on the size of the company and the human resources strategy. Indeed, Human Resource Management practices are changing with the size of the firm increases. Using HRIS in Human Resource Management and implementing digital Human Resource Management which is totally digitization could facilitate effectiveness and efficiency of Human Resource Management in macro organizations, but there is limited literature on small sized organizations using Human Resource Management.

Nowadays, digital Human Resource Management is still at its infant stage that organizational size determines whether an organization operates digital Human Resource Management. However the trend of digitization in management might decrease the differences in using digital Human Resource Management between small and large companies.

Conclusion

This research will give an introduction of digital Human Resource Management in the business of U-NOS K Enterprise and an analysis there in adopts comparison in many aspects to demonstrate digital Human Resource Management actually which is different from most of the previous studies. It includes the comparison between two situations with traditional and latest digitize human resource management currently conducting different Human Resource Management style, as well as the comparison between the previous system and new digital Human Resource Management system in one corporation. Based on these comparisons this research examined the facts of digital HRM both in theory and in practice through comparison study between conventional HRM and digital HRM in the purpose of contributing to advancing digital HRM research. Taking the essential theories of HRM as the foundation which promoted by several famous researchers such as Storey, this study learned the previous research on both conventional Human Resource HRM and digital HRM and found out how is the digital HRM developed and its relationship with conventional HRM. Furthermore the features and advantages of digital HRM are generalized according to all kinds of research papers. Therefore the reasons for adoption of digital HRM were reduced.

In general, digital HRM is developed from HRIS and shares the same basic theory with conventional HRM, whereas the efficiency and effectiveness of digital Human Resource Management are much higher than conventional HRM because of the adoption of technology in digital HRM. Thus the performance of digital HRM mainly depend on the application of software or even larger management system, including self-service capability based on internet and intranet, integrated capability, and shaking off the inefficient work flow. Moreover

contribution of digital Human Resource Management to strategic Human Resource Management is distinct. The cases and evidences from literatures illustrated better that the application of digital Human Resource Management could bring a great many benefits in the long term. Hence, **U-NOS K Enterprise** can achieve more efficiency and effectiveness in its HR Department by regulating under digital Human Resource Management system.

Reference

Economics, Business, and Islamic Finance in ASEAN Economics Community. (n.d.). Retrieved November 11, 2020, from <https://books.google.com.bn/books?id=npvLDwAAQBAJ>

G. (2019, July 14). *Minister joins first harvest of Youth Paddy Project Site*. Borneo Bulletin Online. <https://borneobulletin.com.bn/2019/07/minister-joins-first-harvest-youth-paddy-project-site/>

Musa, S. F. P. D. H., Pg Hj Idris, P. S. R., & Basir, K. H. (2020). *Inspiring Agripreneurs of Brunei*. UNISSA Press, Universiti Islam Sultan Sharif Ali.