

A STUDY ON THE IMPACT OF TECHNOLOGY IN HR PRACTICES ON PERFORMANCE MANAGEMENT IN IT INDUSTRY

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Abstract: In today's world, technology plays a very important role. Recruitment, talent management, compliance, payroll, performance management, employee engagement, and other basic HR functions are being redefined by technology. Emerging technologies are also being used to broaden HR's responsibility and reorient it towards employee engagement and productivity. The IT sector is currently one of the most influential industries and has a significant impact on business by raising employee performance effectiveness and altering HR policy. Here, we used the snowball survey and random sampling techniques, and we used Google's response as our source of data. This is one of the best and most efficient ways to conduct the study because the IT industry continues to adopt a hybrid mode of operation. As a result, conducting the study and discovering the results allowed us to learn more about the actual industry situation, where technology is very helpful for improving performance and aiding in data management but also presents some challenges due to constant technological change and the potential for data loss.

Keywords: Technology, Human Resource, Employee Performance

INTRODUCTION

Technology

Innovation has a significant impact on how human resource departments operate today. The reality is that with innovation, HR departments are using new methods to get in touch with rivals, representatives, and their clients. In any case, systems for archiving stockpiles, employee efficiency assessments, and exhibits have changed generally reducing manual labour. HR processes are becoming more proficient and sophisticated, thanks to innovation. Numerous ERP and Orange HRMS development companies provide you with customised solutions based on your company's needs.

Before the internet and email, contacting prospects required a letter, a face-to-face meeting, and a phone call. There weren't many options left for them. Currently, organisations use a variety of platforms to advertise their jobs, and prospects can apply through their online career page or gateway, from where they can track all applications. It improves the amount of time HR spends reviewing paper resumes and making individual calls.

However, these HR best practices don't take into account how hospitable innovation is for job seekers. It is difficult to tell whether a work seeker is the best candidate to make it happen or not because gateway architectures have standard settings. Innovation helps you make the most of your time and efforts while increasing usefulness when properly planned. A qualified applicant might be fired from the organisation via a carefully constructed framework that moves slowly and reacts slowly.

Human resource departments are tethered to communicating with employees directly via messaging programs since it is easier than keeping in touch with all personnel. Adding nuances and sending messages to the entire task group via Slack tend to be useful ways to convey fresh developments related to an effort with the task group. It saves time and people while identifying the topics that should be covered in the next gathering. To save time and increase efficiency, they can also keep their questions ready.

Execution and evaluation are without a doubt not the easiest of tasks. It took some time and effort to break down a worker in light of conversations with managers or bosses for each of their co-workers. It depends on individual judgment

and unambiguous rules: Was the errand delivered on time? Constancy? Innovation further simplifies it by making it easy to understand finer points and separate information for a broad perspective. Whenever details are added to the product by the supervisor or perhaps subordinates, using a product program for such workouts might reduce your effort and take over the majority of the cycle for evaluating the exhibition of an individual.

In contrast to the past, when HR used to have a document on each employee that was then held in the location where all records are kept, everything is now stored in the product where the data can be accessed on your PC with a single click. Many companies opt for SAP, ERP programming development, or Orange HRMS, which allow you to store employee information in a single location and can also be protected by a secret key. Don't bother getting a paper copy of the information every time you need it because Advanced Data is accessible worldwide (Save Paper, Save Trees!! Practice being aware of the environment). In addition, the greatest HR procedures must have security for the computerised data.

In general, HR uses information gathering and investigation more and is aware that this may cause some employees to feel as though their information or security has been compromised. The benefit of knowing about any provocation or wrongdoing in the workplace is given to the employees if an organisation screens them through security cameras. Being continuously observed simultaneously can put the representation at a distance.

The HR department may have to take on another risk by managing additional information, but beyond a certain point, it will be challenging to choose the materials that are most pertinent from those that have been stored. By doing so, HR may also misinterpret the data or assume that a face-to-face discussion will resolve the issue. Business visionaries with sound company judgment now understand the power of data innovation (IT) tools for achieving business goals. It advances the work processes while achieving the company's goals.

Human resources should be primarily focused on the organisation's primary goals. These techniques should be used to consolidate an IT well-planned course of action for the organisation. These are activities associated with any advancement in the element's innovative frameworks, such as item configuration (innovative work) and IT frameworks.

Employee Performance

A person's job performance decides whether or not they do a good job. Job performance is a component of human resource

management that has been academically investigated as part of industrial and organisational psychology. Organisational success and results are strongly dependent on performance. Job performance is an individual-level variable or something that a single person does. This contrasts it with broader concepts such as organisational or national performance, both of which are higher level variables.

To begin with, performance is defined as a behaviour, which is anything that an employee does. This idea distinguishes between performance and outcomes. Outcomes are influenced in part by an individual's performance but they are also influenced by other factors. In other words, more things influence results than an employee's behaviours. Performance does not have to be readily observable individual behaviour. It can include mental outputs such as replies or decisions. However, regardless of whether the performance of interest is mental or behavioural, it must be under the individual's control.

The easiest way to explain the distinction between individually controlled action and results is through an illustration. A particular amount of money made through the sale of something is considered a successful outcome in the world of sales (merchandise, or some service such as insurance). Depending on how employees act, revenue may or may not be generated. The employee can move more items when he excels at his sales position. However, certain aspects other than employee behaviour have an impact on revenue.

Productivity is a related concept as well. Productivity can be compared to the effectiveness resulting from a specific level of cost linked with that effectiveness. In other words, productivity is the ratio of outputs to inputs, which includes time, money, resources, and other factors. The value of a specific degree of performance, effectiveness, or productivity is described as utility, another related concept. Performance, effectiveness, and productivity metrics are assessments of value.

Conceptual Framework

Performance Expectancy: The hope theory was introduced in 1964 by Victor Vroom of the Yale School of Management. Victor Vroom of the Yale School of Management proposed the anticipation theory in 1964. Unlike Maslow and Herzberg, Vroom pushes and emphasises results rather than needs. The premise states that the strength of a predisposition to behave in a particular way is dependent on the person's attraction to the outcome as well as the idea that the exhibition will be followed by an unambiguous result. According to the Expectancy hypothesis, a representative's motivation

is influenced by their need for a reward (valence), their assessment of the likelihood that their work will lead to their anticipated results (expectancy), and their confidence that their presentation will result in a reward (instrumentality).

Effort Expectancy: Effort expectation is founded on the assumption that there are links between the amount of effort put in at work, the results of that effort, and the rewards obtained as a result of that effort.

Social Influence: The social influence hypothesis is a theory in brain science that explains how people are compelled to act in ways that are similar to the norm. It implies that people adjust their behaviour in response to those around them and that those closest to the individual have a more significant influence than those farther away. Additionally, it indicates how important early impressions are in shaping how one perceives someone or something, which has a compounding effect on independent directors. An individual, for instance, might not be aware of the motivation behind some emotions. This may be the result of someone with a higher social standing being present near the solitary and having an impact on them.

Conceptual Model

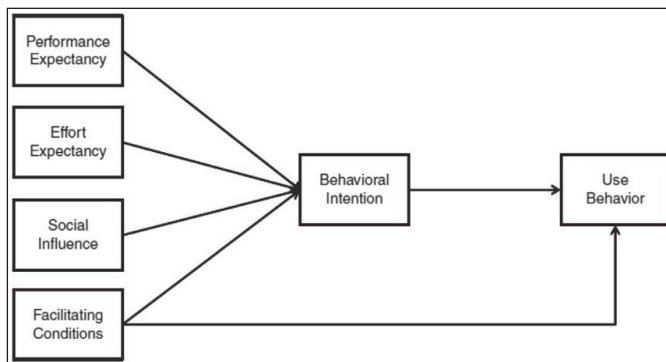


Fig. 1: Conceptual Framework - UTAUT Model

LITERATURE REVIEW

Griffin (2020): The findings in this article are that monitoring the activity is appropriate for HR, which is the ethical method for measuring employee activity, but from the employees' perspective, it appears that there is a lack of trust in the employees, which causes them to feel insecure and engage in unethical behaviour. It aids in knowing the productivity of employees at work and monitoring the same for performance management. The study's gap is having a policy for everyone because currently, all new generations know how to gather data without being discovered by the compa-

ny. Sahay (2022): The year 2020 required organisations to employ technology which had an impact in both positive and negative ways. With the help of technology, HR used various new technologies to improve the organisation's operations. This helps to understand the benefits and acceptance of technology in human resources as well as the challenges that HR faces. The study's gap is having all of the information on the tools, but having the concern of losing the data and not having a backup of the same. Suganthiya (2021): Technology provides several methods and tools to utilise for various HR variables in the organisation, beginning with recruitment, planning, e-performance management, ERP, and so on. The gap in the study applying the unique approaches contains faults that are not pre-determined; this only works from implementation, so if it goes wrong, there will be a waste of time and source. The purpose is to investigate the influence of technology on human resource management. Naik (2022): Technology has changed the job of human resources in firms; currently, HR is concerned not just with employee work but also with other employee factors. The study's goal is to learn how technology has aided human resources in the betterment of the company and the transfer of processes/operations. However, the study lacks the backup of employees who simply operate from home, making it difficult to measure their procedure without performance. Another article by Vibhash Naik was published on the talent and acquisition is one of the primary elements for employee entry into firms, and this study illustrates how this technology assisted in the recruiting process and made it easy and smooth. When the goal is how technology aided the recruitment process by making it easier to locate qualified candidates via an online platform. However, having inaccuracies in the data for the first time or not having updated data causes mistakes and wastes a lot of time in the screening. Çunaku (2022): This study aided in demonstrating the influence of HR and new changing approaches in HR, as well as the relevance of HR in organisations and changing trends such as HR outsourcing being done globally. The major goal of the study is to learn how technology has affected the working operations and overall department changing ways of functioning in the organisation that are completely different from the conventional way of using technology. The issue is that techniques are prescribed and must be utilised in the format, but all processes do not implement in the same way, so everyone must mix and match, which does not guarantee the success of the chosen method for the data gathering and recruiting process. Rawat et al. (2021): This study demonstrates that HR systems are costly and time consuming, but when used effectively, they result in a greater number of positive improvements in the organisation. The goal of this research is to learn more about the technologies utilised in HR tasks. And the difficulties encountered by HR in imple-

menting changes with the use of technology. And the difficulty was that the writers used secondary data, which may or may not be precise and correct because the data is dependent on other data. Satav (2021): This study outlines the various methods of HR systems utilised in HR, each with its own set of advantages and disadvantages, as well as certain distinguishing aspects and differences. This research paper demonstrates the many ways of using technology and the influence of the various strategies in businesses for HR. However, the use of technology in many aspects has reduced social interaction and created a fear of tracking, which has increased pressure and the possibility of unethical behaviour. Gaurang and Vekariya (2021): Changes in work methods and organisational environment as a result of technology adoption, such as the notion of WFH, have made virtual meetings more convenient for the interview process and project discussion. This demonstrates how technology has empowered individuals and employees to develop new abilities as needed in a technologically advanced world. Using technology in the working environment has consumed a lot of time of work by which the adoption time and working time nowadays manipulated with each other and people are facing problems because of their dependency on technology, and the work-from-home concept is making it difficult for many organisations to make their employees work from the office concept again. Trivella (2022): This article demonstrates five various approaches to leveraging HR technology to help organisations evolve by utilising technology and dealing with the modern technology-oriented world. Using technology to introduce change in the organisation via HR. Every step has a disadvantage, such as a mistake in recruitment causing a waste of money and time, data loss causing a problem for the analysis of performance and changing things for all, incorrect application or usage of the tool causing the HR to make the wrong decision, which is very harmful for the organisation and more for the employees, causing employee dissatisfaction. Aggarwal and Kapoor (2012): The focus of the current study is on the function and importance of HRIS for business. The need, components, benefits, and components of HRIS will all be covered in the paper. Many businesses are expecting to use HR and information innovation as crucial competitive advantages. Human asset framework (HRIS), a data framework specifically designed for harassment executives, is an integrated framework necessary to gather, record, store, make due, communicate, and present information for assessment and consequently improves human asset framework adequacy. A dialogue between the board of assets and information innovation is shaped by human asset innovation or the human asset information framework. Marler and Parry (2016): Asteroids forecast that firms' use of human resource management (HRM) technology will become more strategic as a result of the de-

velopment of internet-based HRM technology. We find and demonstrate that more e-HRM capabilities and strategic HR involvement are both directly and reciprocally related, validating both theoretical approaches while also demonstrating that they are not mutually exclusive. They talk about the implications of those findings for theory, practice, and future research in human resource management. Ünal and Mete (2012): The effects of information technology (IT) on HR procedures and HR professionals' skill sets are investigated in this study. As a structural element and tool, information technology (IT) affects the design of organisations, business processes, and communication. It is also becoming more and more integrated into human resource management (HRM). Sharma (2012): This study claims that the HRM data system has a significant impact on the growth and competitiveness of businesses. Systems for managing human resources have given these systems ever-higher administrative control. Payroll, work hours, performance appraisals, recruiting, performance records, performance appraisals, over-self-service, and so on are all included in modern HRMS. Kamal and Kumar (2013): This article make some general remarks about how information technology (IT) is applied in the context of human resource management (HRM) in general. In this essay, the impact and outcomes of information technology on human resource management functions are explained, along with a brief history of both information technology and human resource management. Popescu and Popescu (2016): The impact of the Internet and knowledge technology on the workplace and human resource management is another topic covered in this essay. Information technology (IT) has assimilated into our modern world. The purpose of this text is to establish the significance of human resource management (HRM), examine recent e-HRM research to evaluate the accumulated evidence on the relationship between HRM and e-HRM, and specify the impact of e-HRM on human resources given that it is one of the essential needs of today's businesses. Haines III and Lafleur (2008): The findings confirm associations between increased use of information technology and participation in the strategic HR roles of the business partner and change agent. Stone, Deadrick, Lukaszewski and Johnson (2015): Reviewing the effects of technology on HR procedures, taking into account the body of knowledge on the subject, and talking about the benefits and potential drawbacks of employing these technologies are the main goals of this article. Additionally, they provide guidelines for an upcoming study and practice on the use of technology to streamline HR procedures. Mishra and Akman (2010): The current study presents several views on how data technology (IT) is typically applied in the area of human resource management (HRM). The findings here show that these firms aren't using these technologies in the performance of HRM functions systematically or maturely.

Mukherjee, Bhattacharyya and Bera (2014): This study examines how applicant tracking systems (ATS) are used in small and medium-sized businesses. The study offers an understanding of an e-HRM framework and resource information system (HRIS) relevant to recruitment within the SME, as well as its advantages and disadvantages. It explores how ATS affects HR professionals, employees, and job seekers while also offering an HRIS paradigm to enable ATS functionality. It makes an effort to pinpoint ramifications for this field's future.

There are many problems faced by HR during data analysis because of not having the proper data or not having a backup of the data, there is always the fear of data loss because of using the software and being dependent on technology, with this the monitoring factor creates the trust issue and also made the employees do the unethical activities, the performance measurement of the candidates during the work is not possible, that only gets to know a candidate. Finally, the software can take a long time or hang, resulting in a large amount of data being lost and insufficient data being collected at the required time.

This study concentrated on IT employees. Following the assessment of the literature, gaps were discovered, and a

questionnaire was constructed to collect data. Primary data for the study were obtained via an online survey approach, utilising a structured questionnaire that was constructed based on a literature review. Respondents were from Ahmedabad, and data was collected from April 2022 to May 2022. The hypothesis was created to fulfill the objectives and to be based on the literature review.

OBJECTIVES OF THE STUDY

- To study the level of technology used in IT organisations.
- To study the impact of technology on employee performance.
- To study the impact of technology on HR practices.

DATA ANALYSIS

H₀ - There is no significant relationship between HRM and technology.

H₁ - There is a significant relationship between HRM and technology.

Table 1

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	81.996	3	27.332	80.093	.000
Within Groups	104.082	305	.341		
Total	186.078	308			

Interpretation: The significance level is 0.00, as seen in the above table. In this instance, there is no significant relationship between HRM and technology.

H₀ – There is no significant difference in the level of technology used in HRM practices across various age groups.

H₁ – There is a significant difference in the level of technology used in HRM practices across various age groups.

Table 2

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.462	3	.154	1.368	.253
Within Groups	34.360	305	.113		
Total	34.822	308			

Interpretation: We can observe from the preceding table that the significance level is 0.253. Therefore, the alternative hypothesis is accepted in this situation, while the null hypothesis is rejected.

H₀ - There is no significant difference in levels of HRM practices across various income groups.

H₁ - There is a significant difference in the level of HRM practices across various income groups.

Table 3

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	27.032	3	9.011	15.469	.000
Within Groups	177.667	305	.583		
Total	204.699	308			

In the above table, we can see that the significance level is 0.00. So, here we can say that the null hypothesis is accepted and the alternative hypothesis is rejected.

H0 - There is no significant relationship between the performance of employees and technology.

H1 - There is a significant relationship between the performance of employees and technology.

Table 4

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	30.958	3	10.319	32.860	.000
Within Groups	95.780	305	.314		
Total	126.738	308			

In the above table, we can see that the significance level is 0.00. So, here we can say that the null hypothesis is accepted and the alternative hypothesis is rejected.

H0 - There is no significant relationship between the level of technology used in HRM practices and performance management.

Table 5

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22.857	3	7.619	21.276	.000
Within Groups	109.220	305	.358		
Total	132.078	308			

H1 - There is a significant relationship between the level of technology used in HRM practices and performance management.

In the above table, we can see that the significance level is 0.00. So, here we can say that the null hypothesis is accepted and the alternative hypothesis is rejected.

FINDINGS

During the data analysis, we discovered that technology is 52.8% valuable in the business for the work performed by people. However, they appear to be perplexing because 6.5% of respondents state neutral, which could be due to ongoing changes in technology or updates in technologies. Technology is assisting in increasing productivity, making work more productive, and completing tasks more swiftly

and intelligently. And, around 65% of people are perplexed about the use and efficacy of technology on performance and organisation. And, 16.5% are unsure whether they are satisfied with the usage of technology. So, based on these facts, we may conclude that individuals are experiencing both challenges and benefits from technology. Not only is the use of technology assisting the people, which might total over 128.8% when all positive factors are considered.

CONCLUSION

People in the organisation, including HR, believe that technology has improved their work performance and effectiveness and that its usefulness has made work much faster and smarter. Because there are so many technologies used in the IT industry, finding people for the specific technology has become difficult because there are still some technologies that are new or just came out in the last 3–4 years and are very impactful, so fewer companies are using it and fewer people know the same, so the area is very niche. There are many considerations in this research article that must be made while changing staff policies and training. That is to analyze the situation, which also reveals in the report that employees tend to be less effective due to the frequent changes in technology that occur year after year. Therefore, it is crucial to have ongoing technological advancement and to provide ongoing training about new technologies to foster learning and a developing environment at work. The HR team may provide convenience and training to the employees through the use of online meetings, which can be attended by employees who work from home as well. This equalises the working conditions for employees who work in an office and those who work from home. The study also discusses how technology is used effectively from an HR and performance standpoint. With the aid of technology and applications like KEKA, Punching machines, ETC, this software helps to analyse different factors and this all also helps to manage the performance management of the employees, performance management is a very important part of the yearly analysis of the organisation. Company productivity can be greatly increased with the help of employee performance management. Employees and management have worked more effectively and efficiently in less time as a result of the use of technology.

FUTURE SCOPE

Employees may not be aware that their behaviours are being monitored in the future depending on how employee activity monitoring is planned. By doing this, software that addresses trust issues can be created. People will exclusively communicate via technology, and HR will transform into

a wholly technical individual, with robots perhaps taking over for some HR-related jobs. By aiding HR in numerous ways, the usage of the electric device exemplifies the habit of utilising the system of all HR operations. The methods and tools allowed HR to make choices quickly and precisely with the aid of technology. This study helped to illustrate the impact of HR, recent advancements in HR, HR function in organisations, and changing trends such as global HR outsourcing. Future HR will only have a strategic role because technology will manage the operational aspects of HR. As solutions are created, employees will be able to work from home or anywhere else thanks to technology, which will transform the way HR functions inside an organisation and make employees smarter. As a remote department, HR will be able to make choices while unwinding at home. To put it another way, HR will assume leadership of the company and utilise all of the systems at their disposal. A greater range of applications for the HRIS will be used, and the HR division will make the best use of technology.

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