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NEW APPROACHES IN HRM

THEORETICAL AND PRACTICAL ASPECTS

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- special edition -

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CONTENTS

FOREWORD 1

INTRODUCTION 3

TOPIC 1 4

HUMAN RESOURCES - THE WAY FORWARD: THE FUTURE OF HR
Kalpana VENUGOPAL
INDIA

TOPIC 2 30

GREEN ECONOMY - A HRM PERSPECTIVE
Saša POPOVIĆ
MONTENEGRO

TOPIC 3 46

IMPACT OF DIGITALIZATION ON HR PROCESS
Ivana KOVAČEVIĆ
SERBIA

TOPIC 4 66

HR - THE NEW CHALLENGES IN THE PROCESS OF RECRUITMENT AND SELECTION
Eduard SCHELLENBERG
SWITZERLAND

TOPIC 5 76

THE IMPORTANCE OF COACHING LEARNING AND E-LEARNING IN DEVELOPING TALENTS IN AN ORGANISATION, GROUP AND INDIVIDUAL ROLE
Bukola ADEBUSOYE
GREAT BRITAIN

FOREWORD

The book NEW APPROACHES IN HRM - THEORETICAL AND PRACTICAL ASPECTS – special edition 2019, edited by Assoc. Prof. Dr. Denisa Abrudan, West University of Timisoara concerns the directions of development of the HR concept in the future. Indicates the most important aspects of its development and implications for practice. Five articles dealt with issues such as Employee Experience, Gig Economy, Green Economy, Digitalization, Smart HR Service, Coaching Learning and e-Learning.

In the first topic, HUMAN RESOURCES - THE WAY FORWARD: THE FUTURE OF HR author Assoc. Prof. Dr. Kalpana VENUGOPAL (India) considers two elements important from the perspective of the future of HR: employee experience (consumerization of HR) and Gig economy. She points out that the development of employees' competences and experience are key elements not only from the perspective of the organization, but also build capital in the HR field. The interesting concept of "employee journey" presents the key elements of building employee experience. In the second part, she presented the concept of GIG economy, which, as the author notes, sets the future trend for changes in the organization of work. The case study in this topic illustrates not only the scale of the phenomena described but also outlines contemporary trends. The presented material emphasizes cultural aspects in the discussed aspects and takes into account the contemporary conditions of the covid-19 environment, which makes the presented content very attractive.

In topic 2, GREEN ECONOMY - A HRM PERSPECTIVE, by Prof. Dr. Saša POPOVIĆ (Montenegro), he explore linkages between human resources management and the green economy concept. The author points out that, in line with the idea of sustainable development, a shift towards a green economy is a necessary condition for our survival. Efforts in this area must not bypass any sphere of the organization's functioning, including the area of human resource management. The author points to four key areas such as: green recruitment and selection, green training and development, green performance appraisal and green reward and compensation, which performance illustrates with practical examples.

Topic 3, IMPACT OF DIGITALIZATION ON HR PROCESS, created by Assoc. Prof. Dr. Ivana KOVAČEVIĆ (Serbia) presents digitization as a form of integration of digital technology achievements in business activities, which is a necessity resulting from the development of civilization. Over time, Covid-19 has become a key element used to adapt the HR process to new conditions. The author points out that technology is less important in the digitization of HR processes and people's approach to its use is more important. At the same time, it draws attention to both the risks associated with this phenomenon (technostress) and new opportunities in this area (gamifications). An interesting and valuable part of the topic is the identification of digital competences from HR perspective. Their recognition can be an inspiration for HR practitioners and can help them understand the idea of adaptation in the era of the 4th industrial revolution. In addition, it is a very inspiring text for researchers analyzing digital competence or diagnosing the impact of digitization on the HR process in various configurations.

In topic 4, titled HR - THE NEW CHALLENGES IN THE PROCESS OF RECRUITMENT AND SELECTION author lecturer Eduard SCHELLENBERG (Switzerland), presents the importance of new technologies on the labor market, focusing his considerations on the use of smart HR services. He emphasizes that technology and technology participate in modern recruitment and selection processes, and its main goal is employer branding. On the one hand, this short topic introduces the classic key elements and on the other hand inspires in-depth research and the search for future new recruitment and selection methods in which the employer attractiveness will be maintained in the VUCA environment.

Topic 5, THE IMPORTANCE OF COACHING LEARNING AND E-LEARNING IN DEVELOPING TALENTS IN AN ORGANISATION, GROUP AND INDIVIDUAL ROLE, presenting by Bukola ADEBUSOYE (director of an educational and training company in UK) is an attempt to draw attention to coaching and e-learning as modern teaching methods used, inter alia, in the process of shaping contemporary talents. Presenting the KSA model for acquiring and using knowledge, the author not only states that Coaching Learning and eLearning always lead to an application of new skills and behavior, but also indicates the important role of motivation for effectiveness in their application. This approach not only draws attention to important tools in employee development, but also inspires the reader or researcher to look for motivational factors or risk factors that strengthen this process.

To sum up, the monograph presented for review is an interesting and valuable study that can not only be used by practitioners to expand or organize knowledge, but above all it is an interesting inspiration for researchers. The value of the study is its structure, in which the authors first define the basic problems in the context of contemporary challenges of globalization, economy 4.0 or Covid-19, then illustrate and analyze them. The case studies presented in each topic reflect well the essence of the presented problems. The analysis of phenomena from the perspective of their assessment, placed at the end of each topic, encourages its further exploration in the context of other determinants, e.g. culture, approach to employee development, or new perspectives, e.g. commitment or mindfulness.

In connection with the above, it recommends the items entitled book NEW APPROACHES IN HRM - THEORETICAL AND PRACTICAL ASPECTS - special edition edited by Dr. Denisa Abrudan for print and international distribution.

Dr. hab. Agata Pierścieniak
Jan Kochanowski University
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Poland

INTRODUCTION

The future has already begun to have a strong impact on the present. The labour market has an astonishing dynamic, and the process is generated by the new technologies that bring digitization and automation to the „*new*" normal.

We see every day how many domains are transforming and using high tech to develop and meet the needs of the labour market. To be prepared for the future's jobs, it means a mix of technical knowledge, social and business skills, it means to have a problem-oriented thinking, higher specialization and great flexibility.

Since artificial intelligence will be the basis of services and businesses around the world, digital, social media knowledge will be a must, together with other professional and soft skills, such as entrepreneurial experience, leadership and collaboration.

Most future jobs will combine different domains and passions (human, tech, creative, digital, etc.), we will see artists and fashion creators using new media, farmers who will use the strengths of technology to create sustainable, quickly and controlled vertical farms, having the mission to serve the community eager for fresh and healthy products. We will also see digital wellness advisors aiming to „*detoxify*" the online lifestyle or virtual identity protection specialists, engineers / environmental architects for that knowledge of engineering, waste management, nanotechnology or biology, architectural design, memory curators who use medical knowledge, emotional intelligence, data analysis and VR technology to help patients „*live*" in an environment built on pleasant past experiences, to reduce stress and anxiety caused by memory loss.

A super-connected and agile labour market, the labour force has to be flexible and agile, and the human resources management sufficiently agile to address their needs.

How human resource management in organizations will succeed in coming up with solutions to deal with the new technologies and working with smart devices depends, more than ever, of the ability of virtual collaboration.

It is not easy to collaborate, to build organizations online. The process will combine new technologies with creativity and innovation, empathy, active listening, complex problems solving, cultural and diversity skills.

This special edition invites readers to discover, learn and share the key knowledge that helps them to adapt to the new challenges of the digital age.

EDITOR in CHIEF
Assoc. Prof. Denisa Abrudan Ph.D.
Romania

TOPIC 1

HUMAN RESOURCES - THE WAY FORWARD: THE FUTURE OF HR

What the future holds for HR

Dr. Kalpana VENUGOPAL
AIMS School of Business
Bangalore, India

Human Resource Management

It's having an ever-dynamic environment. From retaining and rewarding present employees and managing multiple work arrangements to recruiting top talent for the organization and building future leaders, HR plays multiple roles to create desired business impact.

The talent landscape today is defined by constant change. Acute talent shortages, changing employee demographics, and the need to maximize business impact through talent management have been some of the top priorities for HR for some years now. Add to that an impending economic slowdown and subsequent budget cuts, HR has a challenging road ahead. The days of being merely transactional are extinct and the evolution of the strategic HR is underway. So, what shape will the future take? Where will the focus lie in order to achieve success?

Employee experience

It's a new upcoming trend that is gaining importance in the field of human resources. It is the sum of perceptions that employees have about the organization they are employed under. What is interesting about employee experience is that regardless of all the efforts put in by an organization it depends on how the employees perceive and react to the intentions behind the activities designed by the organization. The main aim of curtailing good employee experience to employees is to manage and retain talent. An organization that has the perfect employee experiences to provide for their employees are at an advantage of retaining satisfied and engaged employees. Engaged employees are enthusiastic about their work and take positive action in achieving the organizational goal and interests.

According to our latest report, the State of HR, 17% of HR professionals say the focus should be on company culture. HR continues to grapple with the changes in the workforce defined by the continued retirement of older workers (Baby Boomers and Generation X) and the hiring of more Millennial and Generation Z workers. And these workers want more from their employers than any other generation before them. Not only is there a desire for a strong culture, but also for flexibility and transparency.

- How does that affect the priorities of HR?
- What technology will need to be adopted in order to adapt to the needs of the workforce?

Gig Economy

Was created by the Millennials and Gen Z.

Gig Economy can be defined as a work engagement where on one side, there is a service seeker i.e. a consumer with a demand for a specific task, and on the other side, and there is a service provider i.e. a gig worker who can perform that specific task. In this economy, tech-enabled platforms connect the consumer to the gig worker to hire services on a short-term basis. Gig workers include self-employed, freelancers, independent contributors and part-time workers. This project-based gig economy allows the service adopter to cut overhead costs, and the gig worker to get paid for a specific task performed instead of receiving a fixed salary. Thus, a shift from a full time 9-to-5 job to an on-demand, freelance and task-based economy can be termed as gig economy.

The digital gig economy generated a gross volume of approximately $204 billion from worldwide customers in 2018. Transportation-based services contributed to over 50% of this value. The size of the gig economy is projected to grow by a 17% CAGR and generate a gross volume of $455 billion by 2023. India has emerged as the 5th largest country for flexi-staffing after US, China, Brazil and Japan.

The McKinsey Global Institute mentions that digital platforms for labour could increase US GDP by 2.3% as well as its full-time equivalent employment by 2.7% by 2025. Due to the rapid developments in technology, the transaction cost for outsourcing non-core activities is reducing and facilitating an increase in the number of tasks which can be performed by each worker. Thus, firms are shrinking in size and we are witnessing a rise in start-ups which are outsourcing many activities to expert service providers on a contractual basis.

EMPLOYEE EXPERIENCE (CONSUMERIZATION OF HR)

Delivering differentiated and satisfying customer experiences can lead to a boost in loyalty, market share and revenues. Imagine what a similar focus on employee experiences could mean for the business? Leading companies are already recognizing that the employee experience is the new battleground for competitive advantage. The next step is to apply what they know about customer experiences to build superior employee experiences that drive employee engagement, retention and productivity.

For most companies, the customer experience - which is how a consumer finds, perceives, purchases and interacts with a company - is top of mind. It drives research in the quest for insights. It dominates their marketing and operations department’s days and nights. And it shapes their advertising, e-commerce and customer service strategies.

But the **CX** (customer experience) is extremely fragile. One wrong tweet, a misfired product launch, an in-store associate unable to honor a deal found online, or just the unforeseen—and ever-changing - whims of consumer expectations, can disrupt the immense efforts made by a company to connect seamlessly with their customers.

The same issues that can disrupt the customer experience can also frustrate and discourage the employees who manage it. Today, companies ask their employees to take on more responsibility while moving lightning fast to produce results. When employees work fast they often leave gaps in their plans and make mistakes. This creates hurdles and communication breaks downs. Employees have no choice but to distance themselves from the company's mission.

They have no choice but to make it „*just*" a job. And the customer experience suffers because of it.
And for that reason, smart companies (like Airbnb, who changed their Chief Human Resources Officer's title to Chief Employee Experience Officer) are evolving their employee experience approach by acknowledging the essence of what breeds loyalty: a positive and exciting opportunity to do great things, personal interaction and growth, and a culture of collaboration.

Employee experience

THE EMPLOYEE EXPERIENCE IS ALL ABOUT UNDERSTANDING YOUR PEOPLE AND THEIR CONNECTION TO THE BUSINESS:

I. Are employee's happy working for the company?
II. Do new candidates and seasoned employees believe in the company's mission?
III. Do all employees have the opportunity to be trained for success?
IV. Do all or most employees see a future at the company?
V. Does the company make collaborating with other departments easy for its employees?

ARCHITECTING THE EMPLOYEE EXPERIENCE

Properly architected, a positive employee experience starts before an employee even becomes an employee. It starts when they are a candidate stage and only ends when the employee leaves or retires. Properly executed, a positive employee experience creates

excitement - and anticipates needs - before they can descend into discontent.

POSITIVE EMPLOYEE EXPERIENCE

QUESTIONS

I. How does your company represent itself to employees? What is the gap when compared to how the company presents itself to consumers?
II. Are you tech-savvy or lagging behind?
III. What's the vibe of your workspace?
IV. What are the perks of the job? Are they tangible or intangible benefits?
V. What's the on boarding process like for new hires?
VI. Does ongoing training set employees up to succeed?
VII. Is employee effort mirrored by leadership, and appreciated? Are the opportunities within the company clear and worth pursuing?

Human Resources, Internal Communications and Leadership must successfully address these (and many other) touch points to drive the employee experience. The same level of critical thinking that's been directed toward customers' needs to be matched to meet the needs of their entire workforce. The Company's success and the customer's satisfaction depends on it.

THE EMPLOYEE EXPERIENCE AND THE CUSTOMER EXPERIENCE ARE INTERTWINED LIKE A ROPE

Properly aligned, the two braids make the other immensely stronger; capable of lift beyond the sum of their parts. But when mismanaged, they wear the other down, fraying both experiences and straining the company's ability to please either.

Employee Experience encapsulates what people encounter and observe over the course of their tenure at an organization. Every company invests in the customer experience. And as organizations increasingly recognize people as their greatest assets, they're investing in the employee experience as well.
With unprecedented changes to our society, economy, and businesses, the way employees experience work has become more important than ever before. Yet as critical as it is to an organization's ability to navigate disruption, transformation, and economic uncertainty, research from Deloitte shows that only 9 % of the business leaders believe they are very ready to address the issue.

This shift is becoming so prevalent that we're even seeing the emergence of entire roles and departments dedicated to employee experience.

We believe the employee experience, and its relationship with engagement and performance, is critical to understand and prioritize – now more than ever. Because when organizations get employee experience right, they can achieve twice the customer satisfaction and innovation, and generate 25% higher profits, than those that don't.

Key milestones in the employee experience

Now that we understand the impact, let's take a deep dive into the key milestones that make up the employee experience, Below, we'll touch on three important stages of the employee lifecycle and explain how surveys can be utilized at each stage.

 # Attraction / Recruitment

This stage is critical because it's the first chance you have to introduce your company culture and establish trust with a potential hire. The candidate experience is also the perfect opportunity to ensure people become advocates for your organization – regardless of whether they join your organization or not. Getting feedback at this stage is a great opportunity to improve both the process and experience of applying to work at your organization.

Today, the majority of job seekers look for information about a company on job search websites like Glassdoor. The rise in company review sites like this indicates the desire of employees to understand what their experience will be like at an organization. Which is why having a strong employee experience is critical. Without one, your negative reviews may chase away potential talent for your organization.

How to use surveys at this milestone

Capturing the candidate experience means talking to both those who were offered a role, as well as those who weren't. While the exact nature of your candidate survey depends on your hiring process, the questions you ask in a candidate survey should generally revolve around feedback on the application process, the interview content, the demeanor of individuals they met with, and the speediness of response.

 # On boarding

The on boarding program, which is meant to get new hires up and running smoothly, is critical because it can have a significant impact on an employee's tenure. It starts when a new hire accepts your offer and continues through a new employee's first weeks, months and even their first year on the job. Getting feedback at this stage not

only helps improve your on boarding process, but also identifies any gaps or inconsistencies in knowledge and training.

We're increasingly seeing people make decisions about leaving companies early in their tenure. In fact, our research found that around 10% of people were leaving within six months of starting a new job. A proper introduction into an organization, through processes like on boarding, can make a huge difference with regard to an employee's desire to stay, their productivity, and their perception of the company culture.

How to use surveys at this milestone

With so much on a new hire's plate when they join your company, asking the right onboarding survey questions provides a systematized way to check in with people. It also gives you valuable information about the new hire experience that you can use to improve this stage of the employee experience moving forward.

 # Exit

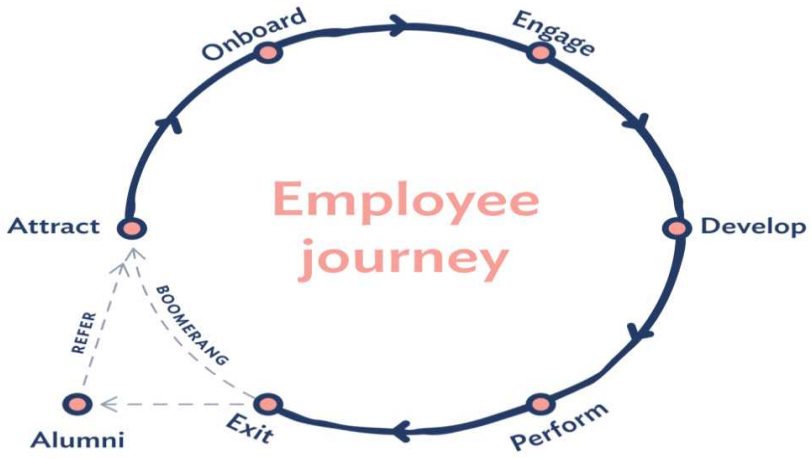
Even with your best efforts, you can assume that most employees will leave your organization at some point. Especially given that average tenure at organizations are on the decline, it's more important than ever to stay engaged with employees – even when they're on their way out.

An exit survey allows you to do that by understanding the reasons behind an employee's decision so you can make necessary adjustments to reduce turnover in the future and also show that their feedback is valued.

How to use surveys at this milestone

As we mentioned, exit surveys are a great way to capture and understand an employee's reasons for leaving – whether that's because they were unhappy or for personal reasons outside the purview of your company. The survey results can reveal what you as an employer might do better, think about differently, or continue pursuing. Getting candid feedback from all exiting employees can be invaluable in understanding what you need to do better to keep your key employees engaged as long as possible.

Employee Journey



Finally, a strong employee experience can make a huge difference on your organization's bottom line. An analysis of over 250 global organizations found companies that scored highest on employee experience benchmarks have four times higher average profits, two times higher average revenues, and 40% lower turnover compared to those that didn't. This demonstrates that an investment in employee experience does pay off.

How to design a strong employee experience

Whether you already have an employee experience plan in place that you want to improve, or you're about to design one from scratch, here are our best recommendations:

Determine your top priority

First, you need to identify what aspect of the employee experience your organization should focus on. If you're about to significantly increase hiring volumes, you may want to focus on the attraction/recruitment stage first and consider using a candidate survey to get feedback. Or if you're seeing high turnover rates, put your resources into understanding and improving an employee's exit experience may be your first step. There's no right or wrong place to start – it all depends on your organization's priorities at the moment.

Start capturing data

Once you've determined your top priority, the most important thing is to start capturing feedback. It takes time to collect enough data to begin to draw linkages and tell stories about the employee experience. That's why we recommend not overwhelming yourself by tackling everything at once. Instead, start by focusing on one aspect of the employee experience (such as onboarding), iterate, and grow your employee experience data capture program from there.

Build in linkages

If you want to build a comprehensive understanding of the entire employee lifecycle, it's important to build in linkages to and from other content and data. For example, if you already run an engagement survey that data may help you inform which factors to focus on in your exit survey as well. Also, make sure your surveys are customized to your specific programs instead of using cookie-cutter questions that don't address the root of the problem.

Empower action

Employee experience surveys give you a lot of valuable information. But there's no point in having it if you don't use it to take action. We recommend looking at both the aggregate results to modify your organization-wide programs, as well as detailed results. From there, you can identify whether there are particular hiring managers, departments, or teams that need extra support and help them understand how they're doing compared to the company overall. This will give everyone the opportunity to independently make small tweaks to improve employees' experiences.

A strong employee experience is one of the most powerful investments your organization can make. It'll lead to noticeable benefits such as a wider talent pool, improved retention, and increased revenue. But it doesn't stop there. A well-designed employee experience also ensures that your employees – who are your company's greatest assets – are set up for success before, during, and after their tenure at your company.

Illustrative Cases

EX

 # 1. Deloitte

In Deloitte's Global Human Capital Trends report release in 2017, the research organization found 80% of executives feel staff experience as being important or very important. That said, however, only 22% feel their respective companies are good at building a unique experience for everyone. Worse still, nearly 60% say their companies aren't ready to address the challenge.

How does a company start to change these perceptions? One sector to focus on would be learning. In fact, companies should focus their respective learning strategies on training and support, manager development, self-directed and dynamic learning.

 # 2. Walmart

Walmart is one of the largest distribution networks in the world. It makes millions of products globally. That brings up some hefty safety challenges. To put this in perspective, just a 5%

decrease in incidents translates to millions of dollars in savings. To help make this a reality, Walmart created a micro learning program that not only kept safety on top of employees' minds, but it also improved employee knowledge and retention regarding safety practices.

Walmart's program took the form of a game. It was made available to 150+ distribution centers and more than 75,000 employee had access to it. At any time during a work shift, an employee could log on to the platform and spend 3-5 minutes playing a game that involves answering safety questions. The system tracks their answers and gives them feedback. As such, it gives employees the knowledge of where they need improvement and reinforces the knowledge they've already mastered.

Walmart saw a voluntary participation rate averaging about 91%. They saw a 54% reduction in safety incidents and a 15% increase in employee knowledge about safety.

3.Pandora Media Inc

Pandora Media Inc. (Pandora) was ranked 47th in the list of „*Best Places to Work*" by the Advertising Age and Best Companies Group for its unique employee experience initiatives. Promoted as an internet-based music radio company, Pandora considered music to be an individual's choice and adopted a similar personalized approach to employee experience. The employee experience at Pandora ranged from the employees working out their own agreements with their managers on how they preferred to work and what they expected, to decisions related to the different Pandora employee resource groups and the voluntary hours they worked.

Founded by Tim Wintergreen (Westergren), Will Glaser, and Jon Kraft in 2000, Pandora was one of the first music streaming and internet-based music radios in the world. Started with a mission „*To enrich people's lives by enabling them to enjoy music they know & discover music they'll love, anytime, anywhere*," Pandora aimed to create a separate, individualized radio station for each of its customers. The idea behind the company's launching music radios was that customers would be able to listen to the music they preferred without any advertising breaks. The company employed a team of 25 trained musicologists who analyzed the attributes of each song and delivered hours of personalized music as per the varied tastes and preferences of consumers. Pandora's Music Genome Project consisted of 450 distinct musical attributes that covered the qualities of melody, rhythm, lyrics, and harmony. The company shared with the music artists various data like how many songs had been played? How many listeners heard the song over time?

This data helped artists to understand the fans they were connecting with. Pandora provided a platform where fans could

purchase tickets to the music concerts. The company gave artists a digital dais to connect with their fans, and the artists could also send an audio message to their fans for the fourth quarter of the year, Pandora reported revenue of US$392.6 million.

Illustrative Case

Accenture Strategy HR/Employee Experience study

ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions - underpinned by the world's largest delivery network - Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders.

With approximately 425,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.

ABOUT THE RESEARCH

The Accenture Strategy HR/Employee Experience study surveyed 950 C-level executives and their direct reports—equally split between HR and non HR leaders—from Australia, Brazil, France, Germany, Italy, Spain, the United Kingdom and the United States about the role of the employee experience in their organization's strategy and the role of HR in improving worker and business performance. Survey conducted in January–February, 2017. The parallels between a superior Customer Experience (CX) and employee experience (EX) are striking.

An optimized CX generates loyalty and additional sales. A stellar EX attracts talent, boosts workforce engagement, productivity and retention. This in turn directly improves a business' financial performance.

Leading companies are starting to recognize the connection between CX and EX. Half (51%) of business leaders surveyed are planning to create individualized employee experiences comparable to consumer experiences in the next two years. As the lines between professional and personal life blur, employees increasingly want the relevant, convenient and engaging experiences they have outside of work to be replicated on the job.

Above all, they want the opportunity to shape their workplace experiences on their terms. Exceptional EX, however, is not about giving employees unlimited choices. Nor is it characterized by

onsite foosball tables, climbing walls or artisanal coffee. It's about giving employees a set of options that will help them achieve their full potential and drive business value. To create an EX that inspires workers to bring their best to the job every day, companies should consider three insights from CX.

As with CX, hyper-personalization is the hallmark of any successful EX strategy. Delivering targeted experiences for employees involves segmenting the workforce into clusters that share important characteristics. Historically, companies based such segmentations on a limited view of demographic factors.

Today's workforces are more complex than ever. They are made up of multiple types of workers—from traditional full-time and part-time employees to contractors and freelancers. The extended workforce also comprises multiple generations, and represents different locations or regions of the world. While EX must address these distinctions, it is a mistake for companies to assume that every type of worker or every generation of employee wants the same experiences. What they all want, however, is a choice in how, when and where they work. Offering the right experiential choices requires that companies do three things. The first is to accept the premise that workers know the type of experiences that will boost their engagement and productivity. The second involves delving deeper than demographics alone - using techniques like sophisticated analytics or social listening - to understand individuals' needs, preferences, attitudes, intentions and motivations. Accenture Strategy research finds that just a third of companies (34%) monitor external sites like Glassdoor or Kununu to understand employee perceptions. Mining these insights, in turn, informs workforce segmentation strategies, as well as the delivery of tailored experiences.

And third, companies need to invest in technologies that bring the desired experiences to life. Such technologies enable simple, easy and intuitive processes and a host of new solutions. Accenture Strategy research shows that many companies are already using or piloting a range of technologies, including internal collaboration tools (85%), predictive employee services technologies that anticipate employee needs (83%) and self-service apps that create consumer-like experiences (79%). With these types of tools in place, companies can cost effectively drive personalization at scale.

To deliver superior CX, companies aim to capitalize on customers' „*Moments of Truth"*. In the world of EX, it's about „*Moments that Matter*". Most companies address Moments that Matter with a decades-old, top-down approach. This paradigm is based on treating workers alike and having HR serve as the primary conduit to a standard set of work-related experiences, including recruiting, on boarding, training, promotion and retirement. While this one-size-fits-all model has served the field of talent management for years, it is inadequate for a workforce

that increasingly wants to shape their employee experiences as easily and naturally as they manage their consumer relationships.

As work and workforces have grown more complex, it's clear that Moments that Matter do not occur solely at specified career milestones. Employees experience critical moments on a continual basis, across physical, human and digital dimensions.

The introduction of a mobile app that enables sales people to generate leads on the go, for example, can be a game changer. So can regular feedback sessions with your supervisor. So can the introduction of standing workstations. Each is important, and combined they can have a marked effect on an employee's engagement and productivity. Moments that Matter are not confined within the four walls of the organization. Events in employees' personal lives, such as the birth of a child or the hospitalization of an aging parent, can have profound implications for an employee's job performance and productivity. The design of employee experiences must take these external factors into account. For example, extending work-from-home options or providing onsite daycare can make it easier for employees to balance the demands of their personal and professional lives.

Finally, while today's diverse workforce has diverse expectations, there are generational similarities based on a shared age and experience. Gen Z graduates for example are looking for challenging work and career development opportunities, while preserving work-life balance. But in the end, like customers, employees want to be treated as individuals with unique skills, needs and ambitions. Companies that can provide graduates with a personalized, challenging EX will reap the benefits. Recent Gen Z graduates who feel their skills and degrees are being utilized are almost three times more likely to stay with their first employer for five or more years. Forward-thinking companies are acknowledging these increasingly diverse and liquid expectations and are taking a holistic view of workers' needs and preferences. They are recognizing that employees want to have more choices when it comes to defining their experiences. In fact, 50% of company leaders plan to „*co-create*" experiences.

In the same way that customers are loyal to brands like Zappos, Marriott and Virgin Airlines because of their people, it is the human interactions with leaders, coaches, teammates and other employees that are at the heart of workforce engagement and productivity. Human experiences are in high demand—even among digital natives. Face-to-face is the preferred way for 2017 graduates to interact with colleagues (39%), with web communication tools running a distant second (19%). Fifty-nine percent would rather work at a company with a fun, positive social atmosphere, but make a lower salary strengthening human experiences requires a culture of collaboration and HR plays an important role in this regard. Eighty-three percent of leaders agree that HR can improve employee performance by enabling and

coaching employees to take on HR capabilities and because the human experience is so pervasive and critical to employee engagement, the responsibility to create a culture can't fall solely to HR. Everyone in the business must take part. Winning employers will be those that put a human face on their employer brand.

Remaining competitive with a highly productive workforce now means creating an EX that excites and engages. To operationalize the design of those experiences, we suggest three steps: IDENTIFY POCKETS OF VALUE consider the business outcomes you want to achieve such as improved workforce retention, productivity or satisfaction. Then prioritize the workforces based on the likelihood that an improved EX would drive more value to the business. For example, sales and accounting workforces may both suffer from high attrition, but the sales force has the greatest potential revenue impact. Finally, assess whether other changes going on in the organization, such as the implementation of a new sales or ERP system, can serve as a catalyst for redesigning experiences for a particular segment. DEFINE MOMENTS THAT MATTER don't make assumptions about the types of experiences your target workforce wants. Use analytics, internal and external survey data, and social listening to understand the professional and personal moments that will matter most to each segment. Armed with this understanding, you can begin designing hyper-personalized experiences and offering physical, human and digital choices that will empower employees to achieve new productivity goals.

CO-CREATE AND DESIGN THE EXPERIENCE

Apply customer-centricity techniques such as design thinking to reinvent your EX.

Use choice as a key design principle, and engage with employees to co-create the most relevant and valuable experiences. When and how does a particular workforce segment like to learn? What type of reward programs or workplace environment would best incent the right behaviors? In operationalizing the new experiences, take a holistic view and address the physical, technological and cultural dimensions of an optimized experience. Pilot new experiences with a small number of critical workforces and assess the new experiences' impact on employee productivity and business value.

CX + EX = ROI

Companies looking to create competitive advantage have a valuable tool at their disposal. It is the playbook they've used to improve CX. By applying principles of customer-centricity to

their talent management practices, they can create more relevant, personalized EX that drives business outcomes. Empower workers to give their all.

Source: Accenture Strategy, HR/Employee Experience study, 2017

Today, every business is focusing on improving its customer experience. However, without great employee experience, companies won't be able to serve their customers in the best possible manner. The trend is changing now and companies have started focusing on employees equally. Indian enterprises are moving towards the era of automation to improve on job experience of employees which leads to increased employee satisfaction and ultimately greater customer loyalty. One big example of automation is the provision of an expense management solution to employees which removes the hassles of tedious reimbursement processes.

In a consumerization-focused and progressively millennial-dominated era, employees need to feel as empowered in their professional lives as they do in their personal lives. Ignoring this fact will only result in inevitable employee disinterest, frustration, and churn. Moreover, traveler-focused user experience is central to ensuring a successful travel program. It all starts with a strong employee focus and a very real interest in saving them the agony of chasing processes that are merely meant to support their core responsibilities. This makes expense management system central to an organization's business activity.

Companies which have deployed expense management solutions are not only able to improve employee productivity but are also able to save a good amount of money. A rough estimate suggests that most Indian enterprises lose around 5% of their revenue to employee frauds. Companies have started to take note of this now! Properly managed, employee expenses are considered the second most controllable expense after payroll and benefits. But still, Indian organizations have struggled to impose control over this significant cost center.

It's even more inconvenient for employees when it comes to spending their own money while on a business trip or doing purchase for official purpose. Whether they're buying a plane ticket for a business trip, ordering food for a company meeting or handling any other expenses, employees sometimes have to use into their own personal money. Only a handful number of companies offer advances to their employees to incur cost on behalf of the company. After spending their own money for official work, employees even have to go through the hassle of manually filing of expenses and then wait for reimbursement to get cleared, with employees of 50% companies' having no visibility into approval cycle.

Even the Finance department of 65% organizations still verifies expenses & does data crunching manually, which delays the entire reimbursement process. Manual processing of bills is fairly tedious for Enterprises with a large mobile workforce. The dependency on paper vouchers does not only curtail employee productivity, but it also impacts the functioning and the performance of the finance department too. All this collectively leads to job dissatisfaction and also impacts the productivity of the employee.

To give a sense of urgency of the situation our survey found that 43% of companies with manual or partial automation want to opt for full automation in six months. Companies want fully automated tools to help enhance productivity and overcome roadblocks in their day-to-day work. The only way to achieve a change in this is to make the entire process of expense filling easy and technologically advanced, in short, provide a simple-to-use system that automatically imposes corporate rules and minimizes the effort required by employees.

Some of the successful Indian enterprises which are known for their culture and employee focus have adopted AI-powered expense management solutions. These kinds of solutions also come with corporate cards where employees can be provided with advance money. The bills of daily allowances and other expenses get automatically captured in the dashboard. This industry-leading automation helps not only makes processing expenses easier and faster but also creates a workforce which is more productive and engaged. With a digital & automated T&E platform in place, companies can gain 100% spend visibility and control, speed up their process cycle time by 7X, reduce paperwork by 96%, reduce leakage by more than 90%.

Digital Era Challenges

In this digital era, businesses cannot afford to waste money on an outdated paper-based system that leaves it open to fraud and fails to deliver the required real-time cash flow visibility. With the usage of these AI-based expense management solutions, companies are making day-to-day lives easy for employees. This will automatically increase their productivity and efficiency. Both employees and employers have control over expenses and transparency throughout the process. In short, taking the initiative to invest in AI-based expense management solutions is something that can drastically improve employee experience, especially that of today's Millennials. Strengthening human experiences requires a culture of collaboration and HR plays an important role in this regard. Eighty-three percent of leaders agree that HR can improve employee performance by enabling and coaching employees to take on HR capabilities.

GIG ECONOMY

Often called the „*Fourth Industrial Revolution*", the current business environment is one that has reshaped how people interact with companies. Technology today is replacing older modes of work at an increasing rate and with an ever-growing search for profitability in an increasingly competitive world, businesses today have welcomed the benefits of newer technology with open arms. And as it is with any system of interconnected entities, aspects such as labour markets have greatly evolved too in the wake of these changes.

The Gig economy is one such result. The recent spree of changes that modern-day economies are undergoing due to the adoption of newer technology, today, has loosened a previously structured and often regulated access to formal work opportunities. The rapid adoption of technologies, in addition to changing candidate preferences, today means that workers are able to procure multiple pieces of work or '*gigs*' while companies have an option of reaching out to candidates with requisite skills.

With such shifts within the labour markets, it remains important to note how pervasive has the impact of a growing gig economy been for an economy like India.

With a large working population and an overall workforce which grows by over four million every year, the advent of the gig economy in the country has had a major impact on the country's labour market. Reports show how there has been a significant rise in both the number of gig workers across the country, as well as growing numbers on the hiring side. According to one such study that captured this growth, over 70% respondents from the hiring side have used gig workers at least once or twice for solving organizational issues in the last year. Further, the report said, nearly 45% of the human resource (HR) heads surveyed wanted to hire a gig worker so that they can supplement skills of the existing workforce, 39% would do this to reduce the cost and 10% for filling temporary vacancies in their teams.

India, due to its sheer number of the working population, many of whom are beginning to get digitally connected, has found a growing acceptance to gig work. While the gig economy is popular amongst the blue-collar workers in India – Uber/Ola drivers, there is now huge potential for the white-collar workers as well, due to increasing demand in industries – project-specific consultants, logo/content design, web design etc. (For example– Tap chief in India). The gig economy is expanding from less skilled services (For example– domestic chores at Book My Chotu in India, Task Rabbit in US) to more skilled jobs (For example – *Guru* in India, *Up work* in US).

Reports from a freelancing aggregator True lancer states that over the past few years, the gig economy has grown greatly. It currently values the global freelancer market at $2-3 billion which is growing at an annual rate of 14%. India currently accounts for $1 billion of the global market. While the US leads the race with 53 million independent workers, India has 15 million freelancers with its gig economy workers increasingly gaining independent contracts in industries like IT and programming, finance, HR, and design, among others.

Drivers of the Gig economy

To look closely at the projected rise of the gig economy in India, one needs to follow the journey of how technological and demographical shifts have made companies and candidates evolve their interaction with each other. Increasing digitization has meant that remote working options have become an option in front of HR professionals, often playing a key role in incentivizing employees. Co-working spaces, both offline and online, have come up which allow people to connect and make the best use of each other's qualifications to perform efficiently.

Millennials and Z Gen

With talent pools today becoming way more diverse in their age constitution and with Millennials and Gen Z workers increasingly becoming part of the country's workforce, many have begun preferring to become part of the gig economy. Either under the force of lack of formal jobs and or just evolving economic conditions, studies show that as more and more companies undertake business transformation to make their processes more technologically driven, the number of gig workers are bound to go up. Increasing use of technology, like AI and automation, would also lead to the creation of new job profiles and a business's need to look for qualified talent. In the coming years, instead of hiring outright for such positions, it'll be possible for companies to just reach out to talent on a more project-like basis.

An important aspect of the rise in tech usage in a country like India has meant that many who would've worked previously within the unorganized sector are now able to procure better employment. But that's not to mean gig economy finds itself in a clear area when it comes to the *'formality'* of the jobs it generates.
Most jobs created under this growing trend exist in their own informal space. Although this might seem to be an effective measure for both professionals to set their working wages according to free market operations and a company to hire people with specialized skills on a temporary basis, the real-life implementation of the model doesn't essentially come back without its red flags.

The gig economy is changing the overall economy and the manner in which we consider business and employment. A greater amount of us are assuming responsibility for our working lives, regardless of whether that is acquiring some side salary, utilizing a gig commercial center, or building a profession from independent, impermanent work.

The possibility of a vocation forever now feels like an interesting relic — expanded work portability, mechanical changes, and moves by the way we see business are for the most part fueling the monstrous upsurge in self-employment. Organizations are adjusting as well, utilizing specialists, gig workers, and an on-request workforce to assist them with meeting the difficulties of the advanced commercial center.

Regardless of whether you're a dilettante in the gig economy, low maintenance pay worker, or you have a lifelong worked around outsourcing, it's crucial to see how the gig economy is evolving. Peruse on to realize what it implies for you.

Major ways to be a part of Gig Economy

There are a few different ways to engage in the gig economy, and albeit a few perfectionists may contend about definitions, here are the four significant regions:

Traditional Freelancing - making a profession around giving characterized, contracted administrations for people and organizations. Outsourcing is generally engaged around imaginative callings like creators, essayists, designers, picture takers, and so forth.

Gig commercial centers - these are the organizations getting the vast majority of the consideration at the present time - Uber, Airbnb, Lyft, Fiverr, Task Rabbit, Postmates, Wonolo, and so on.

Self-Employment - this incorporates the independently employed like tradesmen, entrepreneurs, and so forth.

Different regions - this is a „*trick all*" for opposite side hustles like blogging, selling on Amazon, Etsy, or eBay, offshoot advertising, and other pay streams.

DATA OF GIG ECONOMY

As indicated by Intuit, the level of Americans in the Gig economy was 34% in 2016, and is relied upon to develop to 43% by 2020. Counseling firm McKinsey says that there are at present around 68 million consultants or independently employed in the US, with around 4 million Americans giving work through gig commercial centers like Lyft or Airbnb.

The independent economy is growing multiple times quicker than the general US workforce.

Why should you be a part of Gig Economy?

There are numerous explanations behind the move to gig and freelance work. For some, low middle salaries and expanded living and lodging expenses requires an auxiliary salary. More seasoned specialists are utilizing independent and gig income to enhance their reserve funds and annuity plans, with just 14% tried out retirement investment funds designs through a business.

In spite of the fact that joblessness is low, computerization is likewise a danger to numerous occupations. An Oxford University study proposes that about portion of American occupations will be undermined via mechanization throughout the following two decades. This is profoundly felt in the workforce as well, with 54% of the US workforce saying they were not certain their activity would in any case exist in 20 years.

EMERGING TRENDS IN INDIA'S GIG ECONOMY

Need for skill According to the National Skill Development Corporation, around 70 million are expected to enter the country's labour force by 2023, including 59 million youth below 30 years. For large socio-economic segments in the country, it is more important to invest in polytechnics and in learning new skills. But for the millions already in the workforce, the State as well as private sector organizations need to drive up skilling and re-skilling programs to prepare them for the future of work.

Social security As part of the new 'Code on Social Security' draft, the government has recently announced plans to bring India's Gig economy workers under a social security scheme. Such schemes would likely be related to life and disability cover, health and maternity benefits, old age protection, etc. For the millions of India's skilled labour and contract workers with little job security and few benefits, this will be a big boon.

THE FUTURE OF WORK

The future of India's start-ups and its gig economy lies in digital innovations and a mature digitized ecosystem. The government too has been making efforts to democratize digital platforms across sectors. For the next wave of home-grown start-ups to function effectively, we need newer ways of harnessing and analyzing the flow of data.

The real issues, however, as far as organizations are concerned lie in accessing Gig economy resources, followed by managing outsourced, contracted and part-time labour, and understanding emerging skills and critical capability gaps.

Illustrative Case

COVID pandemic is made to order for Gig ecosystem as freelancing can help recover Indian economy

Last few years have seen an unprecedented growth of platforms created by technology firms. This has resulted in the creation of new jobs, not only for engineers but also for semi-educated youth as drivers, delivery boys, cooks, packers and others in multiple supply chains. The ecosystem created by these intermittent or short-term employment (largely freelancers), has come to be known as the gig economy. Since the enforcement of nation-wide lockdown in mid-March owing to Covid-19, the Indian economy has come to a grinding halt. While in recent days, in many places, the government has allowed shops, establishments and factories to open up, it has placed a number of restrictions to promote the wellbeing of citizens and workers. Like all other enterprises, gig platforms too are either closed or working under capacity.

The pandemic has brought to fore the vulnerability of the migrants who are vital cogs of our agriculture, industrial and service supply and value chains. They work and live under abysmal conditions with neither their wage nor living conditions being decent or assured. While on one hand, the above descriptions suggest a woeful economy, on the other hand, they carry within them many opportunities. And as the pandemic is but a temporary phenomenon, much that will work under it will not be required thereafter. Thus, the situation is made to order for the Gig eco system and it can play a role in the recovery of the Indian economy.

The pandemic has resulted in the emergence of new jobs especially related to healthcare such as isolation and quarantine centers, surveillance and monitoring, elderly care and emotional support. Odisha recently announced that it had set up quarantine centers in 7,000 villages. It is expected that managing and servicing these centers would require locally trained persons. Similar infrastructure will be required in entire rural India and possibly every half sq km of urban India.

To reduce the workload on the existing healthcare workforce, it is now clear that India needs to at least quintuple its paramedics who could work in short shifts of four-six hours every alternate day. At the same time, it is important for them to maintain their immunity and to keep contributing to the battle against Covid-19 related mortality. Many of these old and new jobs can be

undertaken by millions of migrants with relevant training and capacity-building support, as they will do things which they have never done before.

Thus, the pandemic offers a short-term but transformative opportunity to technology firms to enable India's economic recovery. This could be with the objective of ensuring overall production efficiency and productivity through coordination of India's human capital. For instance, tech-enabled platforms may help in deciding the number of workers that could work at a particular time on a factory floor/production process while maintaining physical distancing. It could help in time and space management between different trucks so that crowding does not happen at unloading destination/mandis or markets.

It may enable monitoring and screening body temperature of workers linked with it to ensure all workers are healthy. Skill enhancement may be required in jobs at managerial/supervisory level so that they are able to analyze real-time data and take quick decisions about the replacement of workers, delaying the supply, to maintain physical distancing without unreasonably disrupting production and supply. This skill enhancement can also be provided by technology firms using e-learning solutions.

Thus, we could have Oyo and MakeMyTrip managing quarantine and worker accommodation centers, Ola and Uber providing lockdown/curfew pass transport as well as medical evacuation, and Swiggy and Zomato running food centres. Amazon, Flipkart and Grofers can supply groceries and other essentials. Rivigo and other supply chain platforms can also emerge to keep the industries supplied with raw materials and to transport finished goods to the markets both brick and online. Zoom and Meet can be used to organize trainings. And there could be many more such business models.

Remuneration payments

The technology firms can further help augment human resources by informing workers about intermittent or short-term job opportunities either in pandemic management or in industry. On getting information about various job openings such as manning a shift at neighborhood isolation center or monitoring those quarantined in the locality or after adequate digital training provide nursing support to patients needing critical care relieving the overwhelmed workers of the healthcare system. This can further be extended to supporting community kitchens or worker accommodations required to service the industrial units.

Thus, this brings us to the critical question of "remuneration payments". The lockdown has resulted in a near breakdown of the economy. The enterprises which are at the edge of their viability currently are expected to take a further knock as physical

distancing norms means lower production and increased costs to follow it. To maintain their viability they would need to produce to their capacity by hiring additional human resources that they cannot afford to pay. This is where the government can step in. It can make these 'additional" human resource remuneration payments through public social protection programs.

While not regarded as such, India has experimented with gig ecosystem for social protection in the last decade and a half under Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) by providing intermittent or short-duration work available on demand.

The government can extend MGNREGS to cover additional human resource payments, especially if work is provided to those enrolled with technology platforms. The government may further ensure that those obtaining work through these platforms are guaranteed minimum income and days of employment. This may not only create employment at a massive scale but also contribute to economic recovery during these difficult times of the pandemic.

GIG ECONOMY

Gig economy jobs have become a two-edged sword in today's COVID-19 world. But despite the uncertainty of the economy, working for yourself, having flexible working hours, and not being restricted by office walls is still a driving factor the popularity of today's gig economy jobs. A recent study reveals that 36% of the U.S. workforce are freelancers, which represents 57.3 million people, who contribute nearly $1.4 trillion to the economy on an annual basis.63% of them also shared that they have decided on this work pattern by choice and not out of necessity. This situation, where temporary and flexible gig economy jobs are more preferred, and companies would rather higher a freelancer or independent contractor than employ someone on a permanent position forms the so-called gig economy. The term is coined after the word "gig" used mainly by Millennials to denote part-time job options, side jobs or hustles. The growing popularity of gig economy jobs allows young and educated people to engage in a job that is both flexible and high-paying and they enjoy doing.

Waves of changes

Business world today is enjoying a transition phase and India is also not let unaffected by these waves of changes as men is getting replace by machine, brick and motor companies are replaced by e-commerce firms, generation 'Y' is entering into the workplace, old skills are being replaced by new skills and how can one forgot about digitalization. Similarly sparing your entire work life with the same employer is the thing of past. A latest trend in the employment is working on your terms.

According to *EY Global Contingent Workforce Study*, the global gig economy is growing and by 2020 almost one in five workers will be contingent (Freelancers or contract) workers.

61% of organizations reported that they use contingent workers for 1 2 or more months, indicating that organizations are willing to engage with contingent workers even for projects and assignments for a longer duration.

Illustrative Case

Many progressive Indian companies are implementing mechanisms to engage with gig workers

EY	launched Gig Now platform that connects people seeking short-term employment options or flexibility with EY in India. They have added consulting, HR, IT and other different roles to this platform. According to a report by Flexingit, 50% of freelancers work with Start-ups and SME's and 33% work with consulting organizations. With 46% of freelancer work being performed onsite, it is evident that Indian organizations prefer the freelancers working closely with their teams and clients.
The **Cisco** Talent Cloud	is an agile talent ecosystem that enables employees and leaders to match skills and strengths to work by leveraging data and reputation. The goal is to create a unique and personalized experience for each of the 70,000 employees of Cisco. The agile system enables employees and managers to find talent from within Cisco, thus allowing employees to pursue options within Cisco to support their short or long-term career objectives.
PWC	Talent Exchange is a platform that connects external independent workers with PWC employees and projects. It enables PWC to

	efficiently identify, evaluate and hire freelance talent it needs for specific projects and it gives independent workers transparency and direct access to PWC's internal project teams.

The Gig economy has a disruptive model to connect sellers and buyers for almost all kinds of skills and services. While the size of the gig economy may seem marginal when compared to the traditional economy, it is recognized for its enormous potential with the desire of workers, especially Millennials to have a flexible work schedule and the rise in the on-demand consumer services. In India, almost 70% corporates have already used gig workers for at least one task in 2018. However, due to the inherent lack of stability in this open work environment, people need to constantly update their knowledge and skill set to remain relevant in their businesses. With the developments in technology and the emergence of artificial intelligence in work environments, the gig work models will continue to adapt, innovate and expand beyond asset sharing, service sharing, digital listing, and managed marketplaces and will become a significant component of the future of work.

So whether you hate it or adore it, you can't afford to ignore it. Gig economy is truly upon us and here to stay. While some embrace gig worker out of necessity, some others embrace it as a form of liberation from their stifled jobs and careers. Many corporations are making use of contingent workers many times because they need a generic or specialized skill for short duration, while in some cases they rely on contingent workers because the specific expert is not available for a full-time work assignment.

Economics Historian Louis Hyman, in his book „*Temp: How Americans Work, American Business and the American dream became temporary*" says that we were taught that how technological innovation in the industrial revolution and the current digital revolution drove social change and radically reshaped the world of work. However, he argues that the history of labour indicates that social change is typically driven by our decisions to organize our world. Only later does technology swoop in, accelerating and consolidating those changes. We should all take a leaf from his teachings when he says „*Gig economy was created by choice, not by accident. The moral question we face now is how capitalism can create a working world where we have flexibility and economic security*."

Conclusion

When we try to understand the employee experience, there are three key elements that we need to grasp: software systems, processes, and culture. In order to improve the employee experience, the organization needs to take a good look at the state of these three categories in the current organization, and how they align with each other. Intuitive and user-friendly software systems will ultimately fail if they don't bring value to individual employees. Systems should make the employee's life better or their work easier. This means that these systems should help to streamline the processes that they have been designed for. In addition, HR and work processes should be optimized to create a good employee experience. Last but not least, a digital culture is a necessity to get the most out of software and systems. Culture also plays a key role in collaboration and in making sure that employees are empowered, engaged, and managed the way they should. The employee experience offers a new perspective on how we manage people. This perspective takes the employee and their subjective experience as a starting point. There are countless factors that influence how employees experience work – but as an (HR) organization we're in a position to influence some of the most important ones. When we do this right, employees will have a better time at work and contribute more to the organization.

Although the online gig economy is growing, it is by no mean going to dominate the workforce — not even close. The vast majority of us will continue to be full-time employees the way we are today. It's true our workforce will be more dynamic and fluid, but employment as we know it isn't going anywhere. A recent report found that the percentage of adults earning money from online platforms in the last year is around 3%. The number of people who make a full-time living from freelancing is undoubtedly much smaller. Although researchers have found the online gig economy to be quite tiny, they also found that it is growing remarkably quickly. In fact, there was a 10x increase in the percentage of adults participating in the online gig economy each month in 2020 and a 47x increase in the cumulative percentage of adults who have ever participated in the online Gig economy.

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TOPIC 2

GREEN ECONOMY - A HRM PERSPECTIVE

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HRM - GE

The main purpose of this topic is to explore linkages between human resources management (**HRM**) and the green economy (**GE**) approach to business and to present real-life practices that will create economic value added based on sustainable development principles. The core issue is how to run modern businesses without depletion of natural resources and degradation of the environment. Although simple, this question triggers a very complex set of theoretical and practical responses to this problem.

Intensive use of natural resources is the main characteristic of traditional economic models, which, from the other side, have a negative impact on the environment and people's well-being. According to the Global Resource Outlook (2019) „*since the 1970s, the global population has doubled and global Gross Domestic Product (GDP) has grown fourfold. These trends have required large amounts of natural resources to fuel economic development and attendant increase in human well-being. Indeed, there has not been a prolonged period of stabilization or decline in global material demand in the last 50 years. Rather, global resource extraction has grown rapidly in that time. Extraction reached 92 billion tons in 2017, compared with 27 billion tons in 1970.*" No doubt that such an intensive growth of the global GDP has resulted in significant economic progress while lifting billions of people out of poverty. However, if we reconsider the notion of poverty beyond the decrease of personal income and living standard, taking into account biodiversity loss, degraded health of people, and other problems caused by the greenhouse gas (**GHG**) emissions, people's poverty increased.

The economy-ecology relationship still suffers from wrong perceptions based on an „*either-or*" approach. Only an inverse approach reveals the right perception that ecology implies the most demanding economy, and the economy implies the most demanding ecology. This is why governmental regulations need to encourage the transition via environmental taxation, product passports, and other GE supportive measures. The green economy should be mainstream, not only a niche business line. However, one major issue is the practical implementation of theoretical and framework driven solutions.

The remainder of this topic is structured as follows: Section 2 offers a brief overview of the green economy concept as a part of a more complex conceptual framework known as sustainable development. Section 3 deals with the projected potentials of the green economy and presents some statistics that could help in assessing the current status of the GE implementation inside the European Union SME sector. Section 4 will elaborate on the theoretical and practical implications, conclusions, limitations, and possibilities of the GHRM framework, supported by the presentation of the illustrative real-life cases. The final section presents concluding remarks with recommendations and actions to be taken by certain stakeholders.

I. THE CONCEPT OF A GREEN ECONOMY

To balance economic growth with the protection of the natural environment, it is necessary to take into account the consequences of economic growth on quality of life and its continuity, which leads to the need for intergenerational solidarity. Based on that need, the concept of lead to the need for intergenerational solidarity. Based on that need, the concept of sustainable development was formulated and still represents the dominant development paradigm.

Sustainable development

At the heart of sustainable development is the inevitable conflict between the demands for economic prosperity and the demands for the preservation of the natural environment. These two types of requirements are in inverse proportion - the higher the economic growth, the lower the degree of conservation of nature and natural resources. Thus, economic development acts as a limiting factor to ecological development, and vice versa.

Understanding the green economy concept enables mainstreaming economy-society-environmental linkages into national development planning as well as into business strategies of modern enterprises.

Various concepts and approaches to economic development that will assure sustainability of the natural environment in the long term are being promoted globally and include a green economy, resource efficiency, a circular economy, sustainable consumption and production (**Fig. 1**).

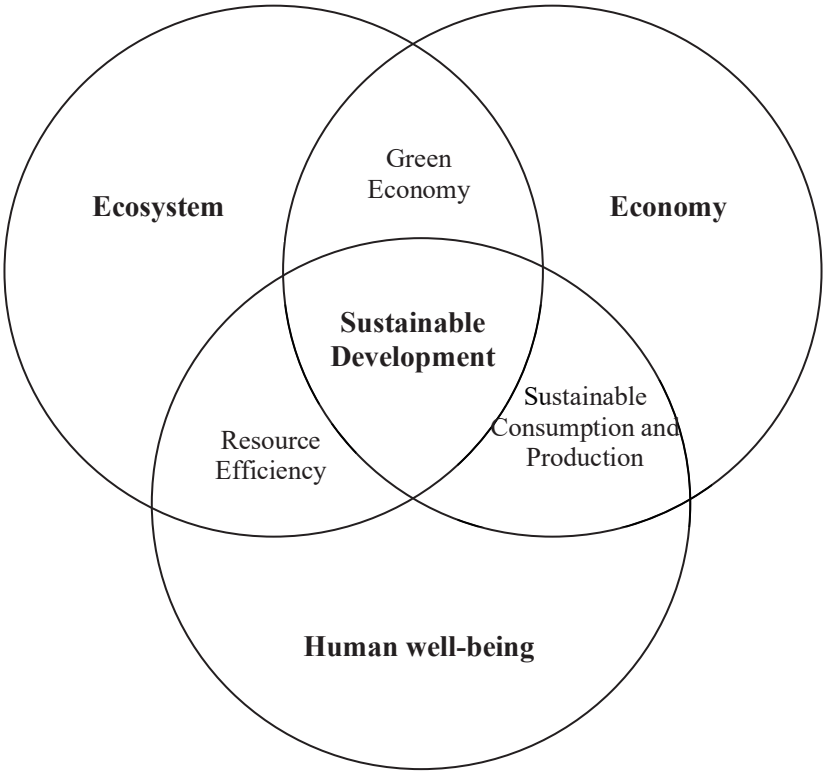

Figure 1. Conceptual framework of sustainable development

There are many definitions of the green economy concept, formulated based on different aspects or different contexts of economic activity taken into consideration. All of them seek to promote human wellbeing, social equity, resilience, and environmental sustainability.

The Danish 92 Group definition recall that the green economy is not a state, but a process of transformation and a constant dynamic progression: „*The green economy does away with the systemic distortions and dysfunctionalities of the current mainstream economy and results in human well-being and equitable access to opportunity for all people while safeguarding environmental and economic integrity in order to remain within the planet's finite carrying capacity. The economy cannot be green without being equitable.*" (Danish 92 Group, 2012).
The green economy approach to economic activities has three different aspects:

- low carbon
- resource-efficient
- socially inclusive approach.

Low carbon economy

A concept which relates to the very complex area of climate change policy. The low carbon economy is generally regarded as an economy that generates minimum greenhouse gas emissions.

Resource efficiency

A way to get less with more. It increases the overall economic value with more efficient use of resources during their lifetime. Efficiency requires the use of resources in a sustainable manner, within the long-term limitations of the planet. It also means minimizing the impact that the use of one resource has on other resources, including the environment (according to the definitions used in the *Roadmap to a Resource Efficient Europe* (COM, 2011)

Inclusive growth

Means empowering people through high levels of employment, investing in skills, fighting poverty and modernizing labour markets, training, and social protection to help people anticipate and manage change, and build a cohesive society. (according to the *European Commission's Strategy for Smart, Sustainable and Inclusive Growth* (COM, 2010)

Although strategies for transition from traditional to green economies should respond to specific opportunities and challenges in different national and local circumstances, it is possible to identify several key characteristics of the green economy, and they are as follows:

I. Transition to a low-carbon economy, dominantly in tourism, energy, and transport sectors, could be done by:

- Designing projects and supporting a coherent policy framework.
- Strengthening institutions for low-carbon development.
- Defining goals, measuring, and reporting progress.
- Introducing low-carbon technology in industrial facilities in line with the best practice.
- Consistently implementing the polluter/user pays principle.
- Improving information on environmental impact and decision/making resources.
- Supporting the promotion of green investments.
- Introducing green innovations and sustainable consumption and production.
- Carrying out a structural change in the country's economy.

II. Resource-efficient development through implementation of circular economy in agriculture, tourism, construction and housing, energy and transport sectors, could encompass:

- Strengthening the legal framework through the inclusion of the circular economy concept.
- Achieving higher economic growth, with reduced resource consumption.
- Correctly valuing natural and ecosystem services.

- Reducing and gradually abolishing subsidies harmful to the environment.
- Introducing procurement rules that will set clear criteria for the sustainability of the environment.
- Improving waste management practice.
- Promoting investments in environmentally sound technologies.
- Fostering public-private partnerships for waste disposal.
- Sustainably managing biodiversity and ecosystem services.
- Reducing carbon footprint.

III. Inclusive economic growth and resilience in all sectors of the economy by:

- Promoting equality, including gender equality and economic empowerment of vulnerable groups;
- Creating new and greening existing jobs.
- Encouraging a high employment economy, which leads to social and territorial cohesion.
- Improving the health and well-being of Montenegrin citizens.
- Building social capital and improving the resilience of local communities.
- Empowering citizens through access to information and justice and participation in decision-making, especially among vulnerable groups;
- Reducing multidimensional poverty, as a measure of the number and intensity of overlapping human deprivations in healthcare, education, and standard of living.

The core of the green economy process is the decoupling natural resource use and negative environmental impacts from economic growth (**Fig. 2**).

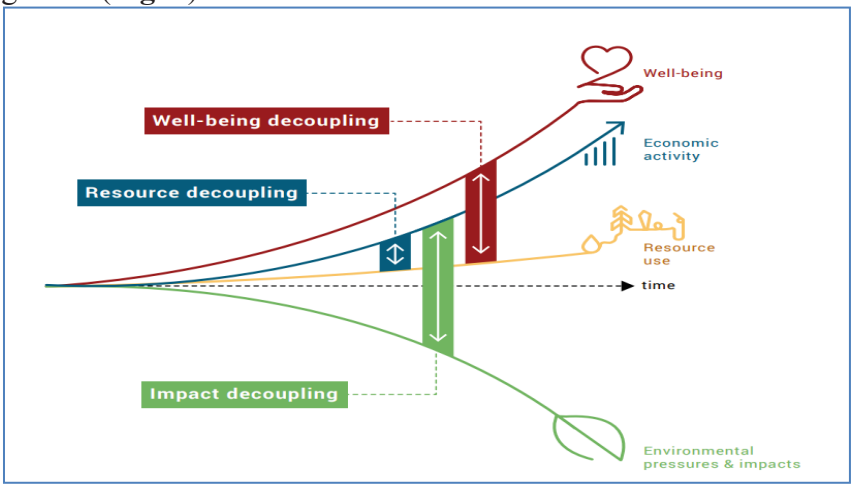

Figure 2. Stylized presentation of decoupling of impacts
Source: This figure is re-drawn from Bringezu et al., 2017
by Zoi Environment Networks

Human well-being and economic activity are following increasing trajectories, while resource use is increasing, but at a much slower rate. This indicates relative well-being decoupling and relative resource decoupling, respectively. Moreover, economic activity is increasing while the environmental impacts are declining (absolute impact decoupling). This situation shows how decoupling will promote advances in human well-being, economic development, and the well-managed deployment of natural resources, all while reducing the negative environmental (and health) impacts arising from natural resource use. Ultimately, the long term aim is for the absolute decoupling also of resource use from economic activity and human well-being (IRP, 2019).

Risks and barriers

The transition from traditional to green economy implies a different kind of risks and barriers. Those barriers could be recognized on a macro and micro level.

From the macro perspective, one of the main obstacles to faster progress towards the green economy is that the implementation of laws, policies, and strategies is not at a satisfactory level. Also, the level of harmonization between industry strategies is not always sufficient, and the degree of environmental integration into economic/ industry policies is, despite some progress, quite low. Problems are also evident with inadequate assessments and lack of financial resources needed for implementation, insufficiently developed systems for monitoring and evaluation of progress, and the like.

From an enterprise perspective, the main barriers to an efficient implementation of the green economy also slowing down the greening process. Although it is expected that business leaders in a contemporary enterprise recognize the benefits of greening their businesses, their eagerness to implement that concept into their everyday business routine could be challenged by a lack of information on how to make their products and services green. This barrier is closely connected with the lack of technological advancement and innovative solutions needed for such businesses.

Another barrier could be found on the customers, side due to a change in consumers' preferences over time and mismatch between corporate aspirations towards green practices and effective demand for green products and services. Consumer choices are not just about buying certain goods, but at the same time, financing certain businesses. Many companies do not have sufficient financial resources, human and organizational capacities to incorporate green economy standards into their business operations.

II. GREENING ECONOMY - EXPECTATIONS AND ACHIEVEMENTS

The creation of green enterprises means facilitating the creation of new enterprises that deliver green goods and services or business diversification within existing enterprises to tap into green market opportunities.

Conversion to the Green Economy

The transformation from traditional to a green economy is a demanding process. To have or not to have resources is a matter of comparative advantage, but to turn a resource into a green context is a matter of competitive advantage. This is the arena where the businesses can prove their competitive advancements and transformative power.

It is expected that a shift towards the green economy will unleash its full potentials for higher living standards of a huge number of people who live in poverty as well as to contribute to societal and economic development with greater respect towards natural resources and the environment in general. A shift to a greener economy could create 24 million new jobs globally by 2030 if the right policies are put in place, according to the International Labour Organization (ILO, 2018).

One of the basic expectations of the green economy is to increase employment by creating new green jobs and greening existing ones. International Labour Organization (ILO, 2016) approach to the greening of the value chain consists of two main strategies:

- the greening of existing enterprises, which focuses on the process.
- the creation of green enterprises or green businesses to produce green goods and services.

Greening of enterprises means helping enterprises of all types to continuously improve their resource productivity and environmental performance (greening the process). It also entails changing workplace behavior and practices through housekeeping measures, process control, and new technologies and equipment, all of which aim at cleaning the various aspects of production. From an ILO perspective, greening the workplace must include the strengthening of competitiveness and increasing both the quantity and quality of jobs while protecting the environment. The European Commission Report (2018) reviews the levels of

resource efficiency actions and the state of the green market amongst Europe's SMEs. Those are the enterprises with a staff headcount below 250, numbering more than 20 million. These companies represent 99% of European businesses and account for more than two-thirds of employment.

According to the Report, the most common resource efficiency actions being undertaken by SMEs are:

- minimizing waste (65%)
- saving energy (63%)
- saving materials (57%)
- saving water (47%)
- recycling by reusing material or waste within their company (42%).

Overall investment in resource efficiency actions is low – 30% of SMEs that are taking actions invested none of their turnover in this area in the past two years, while 25% invested less than 1% and 25% invested between 1% and 5%. Across EU28, almost one-third of all SMEs either currently offer green products or services (24%), or are planning to do so in the next two years (9%). The majority of European SMEs (63%) do not currently offer green products or services and have no plans to do so. For those that do sell them (24%), green products and services make up a small proportion of their annual turnover.

III.THE GREEN HUMAN RESOURCES MANAGEMENT FRAMEWORK

Being „*the systematic, planned alignment of typical human resource management practices with the organization's environmental goals*" (Jabbour, 2013), green human resources management assumes a coherent HRM framework with a strong focus on environmental and societal aspects of doing business.

GHRM

Across the literature, slightly different GHRM theoretical frameworks are presented, depending on a more or less structured approach. The synthesized theoretical framework of GHRM practices consist of the following elements:

- green recruitment and selection,
- green training and development,
- green performance appraisal and
- green reward and compensation.

Some authors broaden this framework by including corporate environmental (CER) (e.g. Tulsi and Ji, 2020) and corporate social responsibility (CSR) principles (Newman et al, 2016; Chowdhury et al, 2017), having in mind the three pillars of the green economy - economy, environment, and society.

All the components of the GHRM process will be briefly discussed and illustrated by real-life examples.

Green hiring process

To fulfil their green vision, green employers want to attract green employees. This matching of expectations between two sides can be achieved through *green recruitment* and *selection* or *green hiring* process. This is a very important step in the hole GHRM process because of the dynamics of the HRM in general. In designing green job descriptions companies need to transpose their vision and green aspirations into clearly defined tasks of the potential applicants. Apart from attracting environmentally aware applicants through green job advertisements, at the same time, companies disseminating their positive image to the general public, which can be capitalized in terms of good reputation, higher customer spending, and recognition as a green enterprise. It is also worth emphasizing that a recruiting process *per se* should be green meaning paper-free recruitment process with minimal environmental impact.

Green training

Green training is an essential part of the GHRM process. This assumes constant involvement in the development of a green workforce. New knowledge and skills are essential were innovative production processes and new technologies are considered to upgrade and improve existing practices. Green training and involvement are big stimuli for creative solutions at the workplace but also at the company level. Green training and involvement of the employees at all levels will enhance the GHMR process and will contribute re-creation of the company's green objectives.

However, training alone is not sufficient GHRM activity, because it could be sporadic and non-productive without strong employees' motivation and proactive engagement in organizational environmental management.

Illustrative Cases

Patagonia's commitment to environmental stewardship

Patagonia makes hires focused on something unusual for a company of its size

Patagonia's commitment to environmental stewardship is evident in its distinctive Social and Environmental Responsibility (SER) Department, which takes a fresh approach to ensuring sustainable supply chains. Headquartered in Ventura, California, the SER team screens new factories for social and environmental compliance with not only local regulations, but the company's rigorous Supplier Workplace Code of Conduct and Benchmark document, which among many measures demands adherence to reducing environmental impacts related to energy, air emissions, water, waste and hazardous materials. If a factory doesn't meet the company's environmental demands, the team has full power to veto onboarding.

SER staffers also make regular trips to the factories Patagonia partners with, to ensure compliance with company and legal regulations, taking corrective actions as needed. The department further encompasses the Chemical and Environmental Impacts Program (CEIP), which works to manage the use of chemicals and environmental impacts in the global supply chain.

The company regularly makes hires to build out the team. Recent openings include Supply Chain Environmental Responsibility Manager, a role that involves co-managing CEIP and serving as a „*subject matter expert*" on environmental issues; and Senior Technical Architect, which among many responsibilities involves reviewing production environmental impact.

Source: https://www.greenbiz.com/article/green-jobs-are-alive-and-well-and-these-6-companies-prove-it

Rimac Automobili - technology powerhouse, manufacturing electric hypercars and providing full tech solutions

Challenging the status-quo with the vision

Rimac is a technology powerhouse, manufacturing electric hypercars and providing full technology solutions to global automotive manufacturers.

Founded in 2009 with headquarters in Croatia, Rimac started as a garage project and grew into a globally recognized technology leader, built upon the passion and vision of the company's Founder and CEO Mate Rimac.

Strongly believing that electric propulsion systems can be used to power the new generation of sports cars and make them better, faster and more exciting, he has started the project with a handful of people as his team. The company's flagship, the Concept One, was entirely designed, developed and manufactured in-house. In 2018 Rimac introduced the next generation hypercar, the C_Two, a car alive with technology.

Today, the company numbers over 600 people and has grown into a leader within a highly competitive industry with the ambition to become a full electrification partner for many OEMs. RimacAutomobili has challenged the status-quo with the vision to revolutionize and reinvent the sports car with its unique technology thus successfully tackling the electrification challenge set upon the automotive industry. Most of all, we are excited to offer customers the opportunity to use our technology and know-how to create new and exciting products.

Source: https://www.linkedin.com/company/rimacautomobili/about/

GPA

Green performance appraisal (GPA) is a critical point in assessing the green goals achievements of an enterprise. This step will result in high-quality information which helps management to get a closer insight into current policies and practices regarding corporate environmental responsibility. Based on that information managers can rethink, redesign, and fine-tune all the objectives, motivation schemes, and employee's capabilities. The most important aspect of a green performance appraisal it to estimate a correlative link between improvement of the environmental performance of an enterprise and its economic and financial performances. A set of sophisticated environmental indicators could be implied to track green policy implementation of an enterprise.

GRC

Green reward and compensation (GRC) should lead from positive trends in green and economic performance indicators of an enterprise. Those indicators serve as a good decision-making tool for the managers to design effective stimuli in the company's compensation schemes in terms of greening the business. This will, consequently, encourage employees' commitment to green goals and fulfilment of a green vision of an enterprise as well as motivate them to struggle for common goals in terms of internal as well as external societal and environmental betterment.

Illustrative Cases

Coca-Cola PET Bottle Made Entirely From Plants – greening existing business

Vision to develop a more responsible alternative

At the World Expo that took place in Milan in 2015, the Coca-Cola Company presented the world's first PET plastic bottle made from plant materials and fully recyclable. „*PlantBottle packaging is The Coca-Cola Company's vision to develop a more responsible plant-based alternative to packaging traditionally made from fossil fuels and other non-renewable materials. PlantBottle packaging uses patented technology that converts natural sugars found in plants into the ingredients for making PET plastic bottles*."

Source:
https://www.bioplasticsmagazine.com/en/news/meldungen/20150604_Coca-Cola.php

Impossible and Beyond Meat - Plant-based burgers take center stage in a new food system

Vegan offerings from Impossible and Beyond Meat quickly jumped from niche curiosities to featured players

This year, vegan offerings from Impossible and Beyond Meat quickly jumped from niche curiosities to featured players on the menus of Burger King, McDonald's, Dunkin' Donuts, Subway, White Castle, KFC, and Carl's Jr. They're also sold in tens of thousands of grocery stores. Burger King credits the Impossible Whopper for its most successful quarter in four years. And Beyond Meat, when it went public in May, had the best IPO of the year up to that point. The alternative protein trend is also global, with Hong Kong-based Omni Pork offering vegan substitutes across Asia. This shift is important because the conventional, industrial food and agriculture industries (including the cows) produce a quarter or more of global carbon emissions. Both Impossible and Beyond have dramatically smaller footprints than industrial beef.

In response, the conventional food business is talking more about regenerative systems and specifically "regenerative

agriculture." These new methods of production promise to grow food and raise cattle while sequestering enormous quantities of carbon, which makes the soil richer and helps tackle climate change. Regenerative agriculture was a key topic at the annual meeting of the National Farmers Union which I spoke at in March. And big food buyers are looking seriously at this as well: Danone's CEO, Emmanuel Faber, speaking at the UN, said that „*he food system we've built over the last century is a dead end for the future*." It's early days, but watch this space.

Source: https://hbr.org/2019/12/the-top-sustainability-stories-of-2019

As Yua *et al* (2019) noted a considerable number of theoretical papers have identified additional HRM practices that might support the implementation of environmental initiatives, including recruiting, performance evaluation, pay/reward systems, employee empowerment/engagement, and organizational learning, however, frameworks that integrate a more comprehensive set of GHRM practices with green supply chain management still lack an overarching theory and empirical validation.

Concluding Remarks

Development of the green economy at the enterprise level should be based on strategic international and national documents, good practice of countries with longer experience, fundamental economic analysis of current trends, assessment risks, and the application of integrated policies and instruments for their implementation. This approach is necessary to adapt to the specific circumstances of an enterprise, by adopting adequate strategies and plans, as well as transformational practices.

Individuals, organizational and business leaders, policymakers, and other stakeholders need new skills and tools to better understand and address green economy challenges and turn them into competitive long-term advantages.
Recommendations and actions to be taken are as follows:

- **Individuals**

There are many innovative ideas and start-ups in place but what many of them are lacking is good financial funding: The EU offers many possibilities for the support of innovative ideas but funding is only available for the top 5% of them: It is not about the

technology, it is about the culture, people have to be willing to share knowledge. Every individual has the power to make a difference in the world.

- **Businesses**

Companies should start to get data and start to measure its processes and resources; GHRM is a dynamic process and start with the education system which has to be closely connected with the business sector to produce more green aware future employees and business leaders. The GHRM framework allows adequate standard HRM process to gain from its focusing on green practices.

- **Institutions**

We can learn from the knowledge that has been gained from other parts of the world, so share the knowledge. To remain resilient and pliant while further serving the best interests of society, institutions must embrace the digital future and transform and transcend traditional ways of operating. They must form a bridge among all stakeholders.

- **Policymakers**

By adopting the 2030 Agenda for Sustainable Development, world leaders pledged their commitment to a new approach to global development and well-being. They should create a competition of trust; sustainability and digitalization have to be linked. They need to secure that innovation and advances in information and communication technologies (ICTs) are used as tools that will empower both decision-makers and citizens (producers and consumers) to play a proactive role in the implementation of green economy practices risks and offer a more efficient green response to current environmental challenges.

The main weaknesses that need to be addressed or managed to ensure the development of a green economy concern unfavourable inherited economic structure, inefficient production and consumption patterns, underdeveloped infrastructure, lack of capacity, and financial resources.

Finally, there is a need for further thorough research across the countries as well as different industries and organizational functions inside enterprises order to make substantial improvement of GHRM practices and to gain on economic, environmental, and social development based on the green economy concept.

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IMPACT OF DIGITALIZATION ON HR PROCESS

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Business environment transformed into virtual, interactions becoming technologically mediated, employees finding themselves in symbiotic relation with digital tools, all those changes require new workplace perception with fresh organizational values and business goals. Boff (2006) believes we are witnessing one technological revolution, living in the world interposed by hidden microprocessors and visible interfaces, pervasive and plugged in all levels of social existence.

4th Industrial revolution

This trend is usually referred as the *4th industrial revolution* (Schwab, 2015) that is the part of the wider agenda of societal progress supported both ideologically and financially. There is some estimation that the investments into digital transformation would reach the amount of 100 billion dollars in 2025 (Chamat, 2018). For some authors these trends could be better described not as revolution but as the (digital) evolution (Mazzone, 2014).

The concept of digital workplace goes through stages and there is no „*ready to use*" solution. It considers adjustment of organizational distinctiveness to the demands of the digital environment. Kaufman and Horton (2015) see it as a form of integration achieved by digital technology that consists of emerging different way of employees thinking with creating new values, that leads toward new business solutions, strategies, their implementation and sustainability.

Nevertheless, technological development upgrades working process. Automatization and robotics enable more reliable and effective business. Applied Data Science and AI, lower the risk and potential costs. Availability of huge amount of data, augmented reality, usage of mobile internet and cloud technologies, makes information flow instant and thorough. That provokes more productive and efficient business. According to Deloitte study (2017) organizations that made more progress in the process of

digital transformation are better positioned on market due to the fact they use the edge of technological innovations.

Gap between productivity and technological changes

The same Deloitte study *Human Capital Trends*, points to the existing *gap between productivity and technological changes*, more obvious for organizations and less visible at the level of employees' skills. It is expected with organizations being more complex systems and consequently less agile than individual employees. Nevertheless, employees are mechanism that brings changes alive.

This pervasive transformation influences at least three levels. First, external level (encompassing the clients experience and external communications) is followed by internal level of communication and business decision making, with the ultimate holistic level that include whole organization (with clearly defined digital strategy that is inclusive for all business segments and functions) (Kaufman & Horton, 2015). Transformation starts with work tools, which leads to transformation of workflows and tasks and finally brings transformation in the domain of communication (Ehnert & Harry, 2012). The epilogue is the change of the whole business concepts, organizational culture, employees mindset and their skills. The changes in the required competencies go beyond technological skills (Valsamis, et al., 2015).

The impact of digitalization in HR

It becomes obvious that it *digital transformation reflects on HR function* that carries the burden of the emerging new concepts and values and spreading it through the company. The main goal and activity for HR in every process of transformation is to influence the cultural change and with promoting consistent values to impact on process adoption.

The specific position of HRM in the digital transformation process is that it has to deal with the adjustment of workforce to new business strategy and *empower employees with digital mindset* while striving to digitalize it and *be responsible for its own transformation* (Ehnert & Harry, 2012).

So, the digitalization has less to do with technology but more with the human experience. It is often described as the usage of technology and big data in almost all areas, from the payroll and benefits, performance management and hiring, even for learning and development. It has a goal to make processes more efficient

and work less repetitive by automatization. Additionally, it is expected to succeed in maximizing employee experience and lessen the capacities of HR for more strategic activities (Bondarouk & Brewster, 2016).

I. DIGITALIZING THE WORKPLACE SCENERY

The first stage of changing workplace scenery started with *digitization* meaning the inclusion different devices in the everyday working process, leading toward *digitalization* of work life, where almost every activity becomes dependent on digital tools. Officially, digitalization refers to the usage of modern technologies for the improvement of business processes. The next step is the process of *digital transformation* of workplaces that considers the shift of business model as a consequence of introduction of informational technologies and inspired by digitalization. The key fact is that it does not change only the business model but influence on the organizational culture through the system of values and employees' mindset (Kaufman &Horton, 2015). That is why some authors describe digital transformation as a company's *digital evolution* in the domain of business models, ideas, processes, and methodology (Mazzone, 2014).

Digitalization

Digitalization generally means shifting from traditional business concept toward focusing on information with modern technology in focus but it is *a question of level and appropriateness*. Different organizations find themselves at the different level in the cycle of digital transformation and there are some parameters of the digitalization. Researches point that for larger companies digitalization means more inner integration and coordination with preserving company's identity, while for medium and small ones, it sometimes means survival at the market.

Small companies use digital technology mainly for gaining comparative advantage at the market facilitating products and services by digital tools (Kovačević, et al., 2019). Obviously for more complex companies digital transformation is the example of how Schallmo and associates (Schallmo, et al. 2017), see it, as networking of all business stakeholders supported by technology or as the path for digital integration gradually achieved (Kaufman & Horton, 2015).

The interesting concept that affirms the multidimensionality of the process is the Digital maturity of organization (Azhari, 2014). It differentiates five stages of maturity:

I. Unawareness
II. Conceptual
III. Defined
IV. Integrated
V. Transformed

according to eight dimensions:

- technology issue
- governance
- people
- culture
- operations
- products
- leadership
- strategy.

In the research of the companies digital readiness from HR perspective, eight indicators were identified (Kovačević, et al., 2019).

1. 1. DIGITALIZING ORGANIZATIONS – CHANGES IN THE CONTEMPORARY WORK SETTING

Companies readiness for digital transformation is based on its investments. It means that they has to provide:
(1) *digital tools for communication and collaboration* (email, dropbox, office 365, Trello, Asana, Slack, Skype), enabling employees to work faster and on more flexible way. They become „*digital*" operating in virtual working spaces, implying new working experiences and possibilities. This kind of conducting business processes implies the advanced usage of technology for employees 'networking (Störmer et al., 2014);
(2) *usage of digital technologies in order to improve services and products* (CRM tools, e-recruitment, Business analytics tools), as the important sign of digitalization. (Fitczgerald, 2014) It refers to the new forms of reaching customers and their needs mediated through *„platform economies where the core business model is to create space for interactions between external producers and a consumer, i.e., the value is produced by connecting people*" (Mergel, Edelmann & Haug, 2019). The benefits are in real-time

and relevant, even personalized customer service, and potentially more transparency in conducting processes;
(3) *use digital technologies for integrated business management* (SAP, Oracle), by this organizations are becoming „*seriously digital*". When almost all business processes are included by one unique system, it opens different opportunities for improvement of business models supported by technology. Nevertheless, it does not mean that it will bring more success to organization by default. Some authors claim that companies could suffer from ill steered digital transformation (Kolokytha, et al., 2018). It opens a question of optimal level of digitalization that responds to the companies' characteristics (Grover & Kohli, 2013).

In order to take into a consideration companies particularities, one important parameter of digitalization is imposing. Researchers showed that not all digitalization processes are successful, and that almost 70% of all digital initiatives do not reach their goals (Kane, 2015).

The success depends mainly on (4) *well-defined digital transformation strategy* (Matt, at. al, 2015) and its implementation. Connected with the topic of strategy, the success is based on (5) *presence of internal or external experts for digital transformation*, specially trained professionals who are in charge of digital transformation and operate as its *catalyst*. Basically, strategy means nothing if it does not have agents to strive toward its implementation. Hess claims that the „*success of the strategy implementations depends on two factors: top management support and the commitment of the necessary people to the strategy*" (Hess, et al., 2016, 134). It is widely accepted that establishing a position of the expert for digital transformation is of the key importance during the process (Singh & Hess, 2017). It seems that it postulates the new function in organization - *Chief Digital Officer* whose role is to engage in strategic and communication aspect of implementation by „*countering cultural resistance in their companies as spokespersons and leaders*" (Horlacher, Hess, 2016).

Implementation process needs financial support and the amount of money invested into a digitalization is proportional to the importance that organization assigns to the process. It means that one important indicator of the evolving process of digital transformation refers to the (6) *budget that organization invests into a digital technology and its implementation agencies*.

Investment into a digitalization process is the decision based on current financial status as well as on expectations from future revenues. There are basically two different budgeting sources, externally (with the help, for example, of government or any other stakeholder with the program from supporting digitalization) and the internal funds. Nevertheless, it is recognized that „*investors of any kind must have faith that digital transformation is beneficial to the firm and that their investments will therefore pay off*" (Hess, et al., 136).

Finally, the organization has to have competent people not only to lead the process but to fulfill new task demands and to make a digitalization a reality. New technology usually requires new set of skills. Some of them might be available among current employees and some of them need to be acquired from the labour market or even outsourced. The implicit indicator of transformation is the emergence of new competencies needed for sustained working process (Valsamis, 2015). It is perceived in the level of the importance given to (7a) *the assessment of the digital competencies in the hiring process,* or in (7b) *the frequency of providing trainings for digital technologies to be used at the workplace*. While all other indicators has to deal with HR function, this one considering the digital competencies, is basically in its domain and has everything to do with it.

It is said that the assessment of organizational „*existing technology capabilities*" has to lead toward identifying the current and future needs of the competencies (Hess, 2016, 136).

1. 2. WORK LIFE BECOMING DIGITAL – CHANGING EVERYDAY PRACTICES

There is a specific fit between human cognition and smart technology that initiates the sequence of organizational adjustments and individual adaptations reflected both on organizational and individual level. It allows the organization to be described as a socio-technological network of the human and technology symbioses. These changes inflict the organizational goals and culture. HR function is the "spot" of its integration where individual and organizational goals are tackling and the medium through which they are negotiated and united. As the agility becomes an ultimate value (Hartl & Hess, 2017) and the organizational structure strives toward matrix, project oriented approach, enabling more flexibility; the question of the

preconditions needed for transforming organization into an *agile digital friendly system* arises. It implies the prevalence of short time perspective, where vision and mission become contingent and paradoxically reactive to the assumed changes in business, guaranteeing proactivity.

Not only organizational goals are the „*victim of contingency*" but the concept of individual carrier becomes fluid, evolving from the idea of specific job toward the idea of specific experience (Arthur, Khapova & Wilderom, 2005), initiating the goal of employability changed into a marketability, „*one`s added value to the internal or external labour market*" (De Vos, et. al., 2011, 440).

Horizontal evolving self-managed carrier

These conceptions lead to the paradigms of *boundaryless* and *post-corporate carrier*, implying the horizontal evolving self-managed carrier. While employee changes more than several different working contexts, he stays committed to hard work and professionalism rather than to organization itself. It is in the opposition to organizational loyalty and professional identity becomes more important than integrity, reducing internal but promoting external competition.

Open talent economy

The external competition is connected with new forms of work engagement, business globalization and virtualization of the labour market. It means broader disposal of work force, global concurrence, cultural and generational diversity of employees. *Open talent economy* is one of the consequences, enabling employees to transfer from one role to another beyond organizational and geographical boundaries. It makes them personally responsible for the carrier, self-promotion and self-marketing. Employers are also in the similar position with the necessity to work on *employer branding* to attract the appropriate talents. Virtual technology can help them to create their virtual identity and make them visible worldwide.

Ideally, organization should function as an integrated management system with all processes interconnected and numerous information stored, parallel processed and real-time accessible to all stakeholders. As *Big Data* tools enables the accessing and automatically processing the incommensurable amount of data, we become strenuous data compilers (especially about employees). The lack of adequate selection criteria and lack of time pressured

by the information multitude, lead to neglecting their relevance, and credibility. The consequence is seen in wrong decisions we make. It is why Jones (2019) insists on being careful with implementing data analytics, pointing to the distinction between recorded, „*data in principle and data in practice*", when it is used for making decision.

While digital tools release some burden from the employee, „*being account*" for more predictive routine work or those that goes beyond the human capabilities (storage and process the large amount of data), it gives him more time, space and mental capacity to deal with tasks on which he still has advantage (creative, heuristic processes). Nevertheless, there are at least two side effects. First, there is a fear of being replaced or subordinate toward the technology and the second, more prevalent, is the information overload effect. It is seen as the most important factor of work stress, with emerging a new trend of lessens the quality of work life described as the technostress.

Illustrative Case

NEW TECHNOLOGY BRINGS NEW PATHOLOGY

One of the prerequisites of the successful organizational change is taking employees into a consideration and indoctrinating them to strive to it by „*selling*" them this change as something that it might be beneficial for them. The same situation is for the digital transformation. People are not feeling comfortable when experiencing some challenges for their adaptation, especially if it involves new skills and demands. In her master thesis Golijan (2019) elaborates and empirically analyses the emerging concept of ***technostress***. The main problem with this concept lays in the fact that, although it reduces the employees potentials and diminish the organizational investments in technology, organizations are often unaware or neglect this negative impact (Ioannou & Papazafeiropoulou, 2017).

Golijan presents researches claiming that there is a link between intensive usage of computer technology at work and psychosomatic health problems. Negative affect, as a respond to technology, limits the full potentials that digital technologies offer. Sometimes organization sees these symptoms as the resistance toward changes but it seems that there is more into it. Brod (1984) defines these reactions as ***technostress*** – maladaptive response to technology, manifesting as technophobia and technophilia. Frustration, anxiety,

dehumanization, depression, mental overload, as well as typical stress signs like sleeping disorder, headache, high blood pressure, are seen as the symptoms of technostress. In organizational context it provokes sense of incompetency, lack of job satisfaction, commitment and productivity (Brivio et al., 2018).

Employees have to engage in learning and applying new skills represents one source of stress provoked by digitalization, followed by demands that might go beyond human cognitive capability while posting the higher expectations from employees. Some authors that focus on mental and physiological arousal and constant pressure seen among employees working in the close interaction with technology, perceiving their work stimulating but beyond their own competencies. Others, see causes of technostress are seen in the constant connection and disposal, informational overload, so called „*data smog*", „*urgency addiction*" (Okebaram, 2013), multitasking, complexity and lack of system usability. Empirically, Tarafdar and associates (Tarafdar et al., 2015) extracted five factors of technostress:

(1) **techno-overload** (*working faster and longer*)

(2) **techno-invasion** (*being always on disposal*)

(3) **techno-uncertainty** (*constant changes*)

(4) **techno-complexity** (*lack of skills*)

(5) **techno-insecurity** (*fear from losing job and being replaced with technology or more skillful employee*).

In the sample of 85 employees, Golijan (2019) found that the level of technostress is moderate, with the highest level for techno-uncertainty. The highest level of technostress is found among respondents who work in organization that plans to introduce the technological innovations. So, the period of expecting major technological changes are the most stressful.

Also, correlation between technology dependence at workplace and technostress is found with group that works on job where using technology is inevitable experience more technostress. Nevertheless, this correlation is not high and it seems that the most important factor is individual differences in innovativeness. Results showed that *innovators* and *early adopters* are less prone to technostress while early and especially late majority experience more levels of technostress. It seems that openness toward new ideas and innovations could lessen the occurrence of technostress.

II. HR RESPONSE TO DIGITALIZED WORKFORCE

When high-tech meets HR

Morgan (2019) sees four pillars of transformative workforce strategy: cloud computing, business intelligence (BI) and predictive analytics, mobility and social platforms, while Hans

(2018) tries to map technological trends that have impact on HR. He says that block chain technology gives solution for the continuous performance management tools, Internet of Things (IoT) provide workplace with smart technology, gamification brings dynamics and joy into HR processes while cloud based HRMS makes it integrated.

These new trends create expectations from the HR to be available 24/7, with prospects of outsourcing this function and emerging the importance of social media and new phenomena as *boomerang employees* is (Basu Mallick, 2018). What is on HR to do? De Silva (2018) says that there are three concrete ways in which HR is naturally involved into the process of digital transformation. HR should bring a support for the changes and foster a culture of innovation (and digitalization). Also, HR can plan and organize digital transformation training for current employees and plan hiring for the digital transformation and its demands. Considering the current changes in the business setting brought by digitalization, new role is imposed to HR function initiating new practices and principles.

2. 1. NEW HR ROLE - CONTEMPORARY HR PRINCIPLES

Agile, proactive and learning HR

Digital technology enables the simulation of the processes and instant feedback requiring *agile, proactive* and *rapid learning HR* (learning on „*smart mistakes*" that initiate innovativeness and new insights). Project oriented organizational structure is flexible but often reactive while business rules become contingent. Strategic HRM becomes lever for *overcoming short time perspective by integration*, providing clear points and values to steer upon in situation of prompt and intensive changes. As HRM is expected to assure sustainability the unpredictable business setting, integrated HR systems might provide one digital solution for the problem of unity. Contemporary HRM should take a role of *disruptive leader* who is constantly in the clash of company`s and employees interests. So, it is expected to make *a balance between different parties* and not to neglect some (cultural, language, professional, gender and generational) diversities, as well as the differences in skillfulness, especially in the domain of digital competencies.

In the context where the amount of rough data overcomes the employee's capacities, the virtue to make sense of it becomes crucial. HRM should deliver the criteria for assessing relevance,

methodology for verification authenticity and framework for understanding information in the context of organizational goals. HRM function takes a mission to *offer criteria for selection and verification of the available information*. Also, digital experience needs to be enriched by meaning through online identities, employees virtual profiles, techniques of employer branding. It is expected from the HRM to re-humanize digital space *personalizing depersonalized digital experience*.

AI, for example, brings features of humanoid functioning and it follows transformation of recruitment and selection, as well as of performance control and evaluation implying digitalization in HR.

2. 2. NEW HR PRACTICES - DIGITAL HR

Gamification in HR

Digital HR represents a corpse of HR activities moved into a virtual environment and mediated by different technological tools. Recruitment process is transformed into an application of *chat bots* for initial communication with candidates and collecting information about them. Selection process is moved to the digital platforms with testing candidates by the software through, so called, *gamification*. Probation is possible to conduct by the collaborative tools and onboarding can be implemented via mobile application. *Talent management dashboards*, incorporating the performance assessment with reporting and providing instant feedback, enable constant and pervasive employees monitoring offering the possibilities for e-learning in real-time frame. In domain of performance evaluation process it becomes possible to get the information about the excellence of daily and weekly goal achievements through *performance management systems*. On that way results are available for employees' behavior estimation and plans for the carrier development. With employer branding approach the new role of HR is seen as responsible for creating *consumer-grade experience for employees*, with achieving not the work-life but the life-work balance which enables employees to include work into their life concept (Lalwani, 2019).

There are technological devices with natural language processing, data of relevant knowledge and AI (artificial intelligence) that imitates textual and verbal human conversation. AI and chat bots are one of the ways we can digitalize HR processes experiences. It operates based on algorithms and pre-set list of rules and analyze sentences or phrases trying to find the underlying pattern that gives the clue for a response. More sophisticated as bot is, the more

natural and relevant is the conversation. There are couples of phases of recruitment where AI can help simplifying the procedure of candidate sourcing from the data available from the internet. It can do the resume screening, automated and simultaneously. It is said that as a result of it, some „*low value, iterative tasks are completely automated, and recruiters can focus on other priorities such as engaging with candidates and assessing their ability to fit into a role*" (Basu Mallick, 2018).

Illustrative Cases

RECRUITING PEOPLE DIGITALLY: WHAT DOES IT MEAN?

Authors (Heger, 2014) claim that digitalization offers the fastest and more economical way of obtaining human talents. One of the widespread examples of the new approaches to HR is seen in the process of recruitment and selection. Two common ways of conducting recruiting and selection based on digital technology will be presented here: gamification and artificial intelligence application via chat bots.

Gamification is seen as the most amusing way of doing HR activities digital, while combining the joy and fun as the elements of game and concrete business tasks. Nikolić (2019), in his work compare examples of different game solutions (*Brandstorm, Virtuoso and Virtuoso multiplayer, ConnectCubed*) considering design, context, elements, way of enrolling, ages of players and individual/team orientation and implicitly targeted behavior. The most interested one is *Multipoly*, the recruitment tool of *PwC*, is used for talent acquisition enabling students and potential employees to experience virtual but realistic organizational situation. First step consists of creating virtual application, virtual interview and virtual internship. Second step is the game itself reserved for those that pass the first phase. Players/candidates are divided into teams and they have to use their business competencies, digital and interpersonal skills (Mak, 2015). Practically, candidates become virtual employees engaged in the simulation of everyday company`s routine in the 3D simulated offices. They have an opportunity to move through the „*building*" and explore their potential working environment while facing the real business challenges.

Usage of **artificial intelligence (AI) and popular chat bots** in HR practice are also in the focus of attention offering the human` recruiter substitution and workload reduction. Considering that AI has the ability to imitate human cognitive functions while solving problems and making decisions (Kaplan & Haenlein, 2018), more efficiently, it is interesting to see the

advantages and side effects of its implementation. Chat bot is considered to be the most interesting derivate of AI, the software that is capable to simulate the natural conversation via SMS, social networks, websites and other mobile applications (Christensson, 2014).

Petrovska in her master thesis gives the illustrative example of the application of the chat bot at the labour market in Serbia. Author gives a list of relatively well known digital recruiting tools, for collecting and ranking biographies, conveying preselection procedures and interviews (*MYA, HireVue, Paññã, Affectiva*) so called *social media scraping bots* (Owais, 2018) for discovering and rediscovering candidates (*candidate rediscovery*) (Doyle, 2019) and for integrating all those procedures by (*ATS - Applicant Tracking Systems*) (Doyle, 2019). *ATS* combined with AI enables multiple usages for different purposes. Systems empowered to predict someone`s implicit aspiration for altering job, as *ENTELO* and *ENGAGE TALENT*, are also mentioned.

While the average experience of majority of applicants is that they were not aware of communicating with AI, the trend of personalizing and „*naturalizing*" interaction with chat bot is going further introducing the personification of the technology in the avatars and robots. In her work Petrovska gives an example of the application of the online robot „*VERA*", conceived in the Russian startup company. „*VERA*" is programmed to replace a human recruiter in his repetitive tasks, and she has a capacity to conduct about 50.000 video interviews per day. Creators affirm that VERA`s competencies include: sentiment and content speech analysis, speech synthesis and recognition, emotion recognition for voice and video formats, natural language question answering system.

Pilot project of the local outsourcing company, ***Trizma***, in applying AI in the process of recruitment and selection, conducted in the period from September 2018 till January 2019., is presented in the work of Petrovska. The chat bot VERA was present in three phases of recruitment process: contacting and interviewing candidates, and in the process of decision making. About 120 people were experienced the interaction with VERA and she was the most efficient in the process of contacting candidates. It was said that her application shortened time planned for these activities for more than 50 %. On the other side, experiences of the recruiters and candidates interacting with VERA are various. Non-negligible number of them testifies that they did not experience this communication as natural, with situations of misunderstanding between them. Nevertheless, some of them did not notice particular difference or strange in interaction, and some of them being thrilled to participate in this "futuristic" scenario. Recruiters found facing with technical problems to be the most difficult part of the

experience. These inconsistencies are reflecting the generational differences of actors involved.

The most positive returns are seen in the domain of employer branding, giving the company a label of being up to date, progressive and innovative. On the other side, some of the applicants had less positive perception, believing that if company has no time to contact them in person, it means that for them he is not important. From the Trisma`s point of view, they concluded that when incorporating a new digital practice in HR processes, the starting point should not be from the most complex technology available but rather going one step at the time.

2. 3. SIDE EFFECTS OF DIGITAL HR – POSSIBLE IMPROVEMENTS

Promoters of chat bots claim that the biggest benefit of using them in the process of selection is the objectivity, consistency and transparency. It definitely cut down a workload from the humans in the process of recruiting. Being able to process multiple candidates' simultaneously and continuously, it reduces time and save money. So, „*recruiting chat bots are becoming an integral part of the talent acquisition process*" (Ghosh, 2019).

Although it is expected that chat bots are impartial and can reduce the prejudices that humans 'are prone to, it is not always a reality. The famous case of Amazon`s *biased recruitment bot*, shows that it is possible. This case teaches us that technology can do only what we programed it to do. The Amazon`s system was not free from gender bias that was incorporated into an algorithm based on the learned pattern from the data obtained from the previous selections. That is why Biswas (2019) said that AI should help HR decision making faster and not instead of it while it is much easier to exclude bias from the algorithm than from the mind of the person.

The problem of decision making is also present in the people analytics. Although it is helpful having available the great amount of complex data processed and prepared for evaluation, the problem lies in the *quality* and *validity* of data and in consistency of metrics and its *compatibility* at different platforms, while protecting data *privacy*. Hans (2018) see the problem of synchronization of the huge amount of data generated in different systems. Orlikowski and Scott (2008) imply that technology open two issues. First, there is a question of system`s infrastructure

(hardware, software, and network) and there is a matter of standards and procedures for implementation of the digital system.

III. DIGITAL COMPETENCIES: WHAT DOES IT MEAN FOR HR?

Digital employees

Complementary to the concept of *digital work*, which implies automation of manual and routine work, as the consequence of pervasive, close interaction with technology, the concept of *digital employees* recently emerged (Parry & Strohmeier, 2014). It is claimed that these people have different attitudes, qualifications, behaviors and expectations than other workforce cohorts, with digital literacy as the main competency. They have to be able to mentally and technically operate with information, as digital literacy is understood as a broader set of technical as well as mental skills to systematically acquire process, produce and use information (Nawaz & Kundi, 2010). Being digital enables them to work in virtual teams and organizations that transform the classic ideas of leadership and management. So, there is an idea of the concept *digital employee management* referring to the digital technologies support of HR profession (Strohmeier, 2007).

Along with the processes and allocation of tasks between employee and his digital device, new set of skills emerge. Further, human becomes a part of the network creating digitalized system and he has two tasks to adapt to. First, it has to adapt to the new workflow and demands considering multitasking and the motivation to tolerate change and ambiguity. So, the skills to adapt and learn become crucial. On the other side, he has to undertake task and improve those skills that are technology`s weaknesses.

The domains of human competencies lie in creative thinking, judging, innovation, sound communication. Weisbek (2019) sees our worth in the ability to select and extract the most relevant detail from the complex endless information sets and make informed decision based on it, which give human into strategic role.

Considering competencies of *digital workforce*, Mallon (Lalwani, 2019) states the opinion that the right concept for describing the situation are „*reframing*", „*reskilling*" and „*cultivating*", not to „*replace old, out-of-date skills with other soon-to-be-out-of-date skills*". It means that not only the way of conducting HR procedures is changing by digitalization, but also the content of it.

Digitalization changes the work-related criteria and skills that became relevant for employees (besides the soft skills). Those skills are systematized in the of digital competencies` framework through five competency areas: (1) Information and digital literacy, (2) Communication and collaboration, (3) Digital content creation, (4) Safety and (5) Problem solving (Carretero, Vuorikari, Punie, 2017; Curtarelli, et. al., 2016), with 21 specific competencies and 8 proficiency levels.

Conclusion

The success of digital transformation lies in the optimal distribution of tasks and usage of digital advances in way that it enhances human assets. Digitalization requires new set of relevant skills to respond and to adapt to new business conditions and workplace reality. It brings changes in the way people perform their tasks, it modifies everyday practices and initiates the shift in work perception leading toward inventing new theoretical conceptions of work behavior and relations. Deshpande (2019) says that employees have to "embrace new paradigms like collaboration, sharing, and empowerment rather than old hierarchical, silos structures". That means upskilling the existing employees so that they are comfortable with both technologies and new ways of working together. It implies a shift in organizational value system and imposes to HR a transforming and leading role. Not only HR practices are altered due to technology but also the HR strategy move from more routine procedures to technologically innovative approach giving space for HR practitioners to personalize employees` experience and engage in more sophisticated tasks. HR is seen as the transforming force and the agent of change and innovation in organizational context, responsible for shifting to new practices, as well as for creating new content and values.

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TOPIC 4

HR-THE NEW CHALLENGES IN THE PROCESS OF RECRUITMENT AND SELECTION

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World nowadays

Since digitization has also affected HR in recent years, the HR function and HR tasks are subject to significant changes. As a strategic component of corporate management, digitalization opens up completely new opportunities for HR on the one hand, and on the other hand it also changes the core process of recruitment to an extraordinary extent. It is arguably the greatest challenge for goal-oriented HR management not only to adapt to the „*new world*" and to focus on the vital task of attracting new employees for the company using the new opportunities, but also proactively use the means in today's digital world of the job market and to ensure that they are used in an adding value manner.

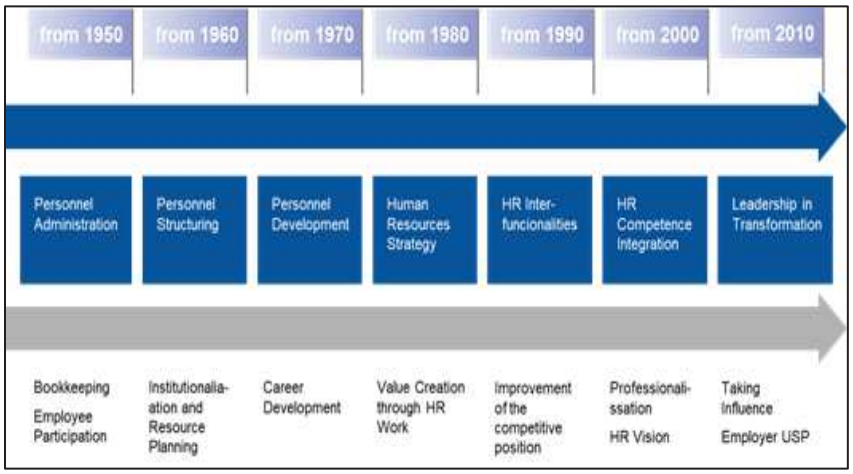

Figure 1. Development of Human Resources into a strategic competitive factor
(*in accordance with Scholz, 2000*)

This can only succeed if HR has developed into a strategic partner function within corporate management and also fully fulfils its role as a change agent.

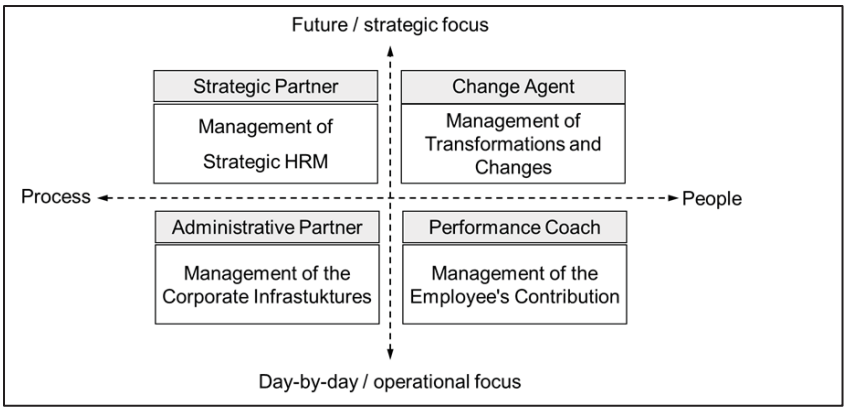

Figure 2. Tasks (content related dimensions of HRM)
Source: Ulrich, D. (1997). Human Resource Champions. Harvard Business School Press.

Technological changes

The core elements of HR 4.0 are based on the technological changes. The changes in technology and IT have affected the entire organization and require that HR is realigned accordingly. The focus is on the intelligent linking of systems and work processes which have to be changed fundamentally due to the ongoing digitalization: new ways in recruiting due to „*big data*" (e.g. *new data sources for applicant information*) are today equally requested as social interaction internally (e.g. *blogs, knowledge management data base*) and externally (e.g. *transparency through systems for employer evaluation*).

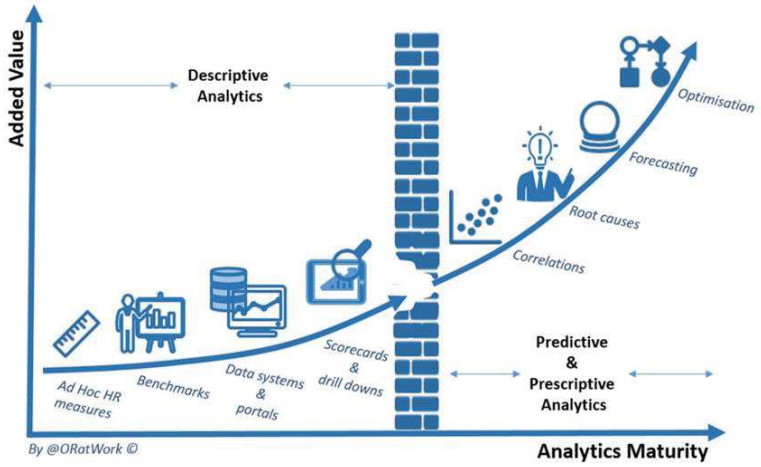

Figure 3. HR Analytics
Source: ORat Work, 2015

SCENARIOS

Smart HR Services

As part of this development it is even possible that the term *„Smart HR Services"* is intended to develop digital services that support HR managers in their future work. Possible examples of scenarios are:

- Smart personnel deployment planning, which determines qualitative and quantitative requirements based on sensor data and generates personnel deployment plans from this - also in near and real time.
- A smart personnel development that recognizes development needs based on sensor data and - also in near and real time - in the form of assistance services or JIT learning units.
- Smart personnel assessments that evaluate employee performance based on sensor data.

I. THE NEW JOBS REVOLUTION. THE IMPACT OF TECHNOLOGY ON THE LABOUR MARKET

The labour market has undergone extensive changes and developments with regard to digitalization in recent years: While it was common a few years ago to advertise job postings on the company's own website and maybe additionally on a job portal, today this is no longer purposeful. On the one hand, companies can no longer rely to address in this way the right applicants; on the other hand, the meantime widely recognized lack of skilled workers means that companies even have to court candidates in order to fill their vacancies in time. The entire search strategy must therefore undergo a paradigm shift and be set up and designed proactively in terms of marketing so that applicants for vacancies are intensively wooed. The company is today forced to be present on all digital channels and to show actively to the community of possible candidates why they should be interested in a position with this company. This process is derived and comparable to the marketing activities of the company for promoting their products or services to customers.

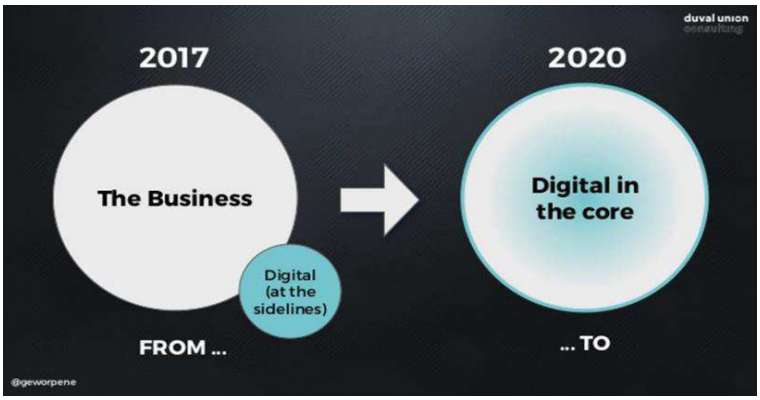

Figure 4. Digital Transformation
Source: Duval Union Consulting, 2017

„*Digitization or the digital transformation describes the fundamental change of processes, products, services up to the transformation of complete business models using modern information and communication technologies with the aim of creating value effectively and efficiently*." (Source: Ulrich, Holzmann, Staffel, & Zimmermann, 2013)

Accordingly, the processes themselves need to be changed completely from a company's view („*I have an interesting job to offer: please apply*!") to the candidates view („*I'm going to explain to you why I am the suitable employer for you*!") The process and the thinking behind is exactly the same as in product marketing: „*I have a good product; please buy it*!" is definitely out. Today the „*customer journey thinking*" is well established: „*I'm going to explain to you why this product is the best for you!".*

Candidate journey

Based on the marketing thesis of „*customer journey*" we face today the HR term of the „*candidate journey*". Going a little deeper into the process, a new digital world is reality: Just posting a job vacancy would be like a single tone in a concert hall: today the entire process of talent sourcing is a digital multi-channel „*concert*" as you see in the following chart. Some of the elements are:

- Tweets;
- Blogs;
- Company rating portals;
- Business networks;
- Employee testimonials;
- Career pages;
- Talent networks;
- Company events.

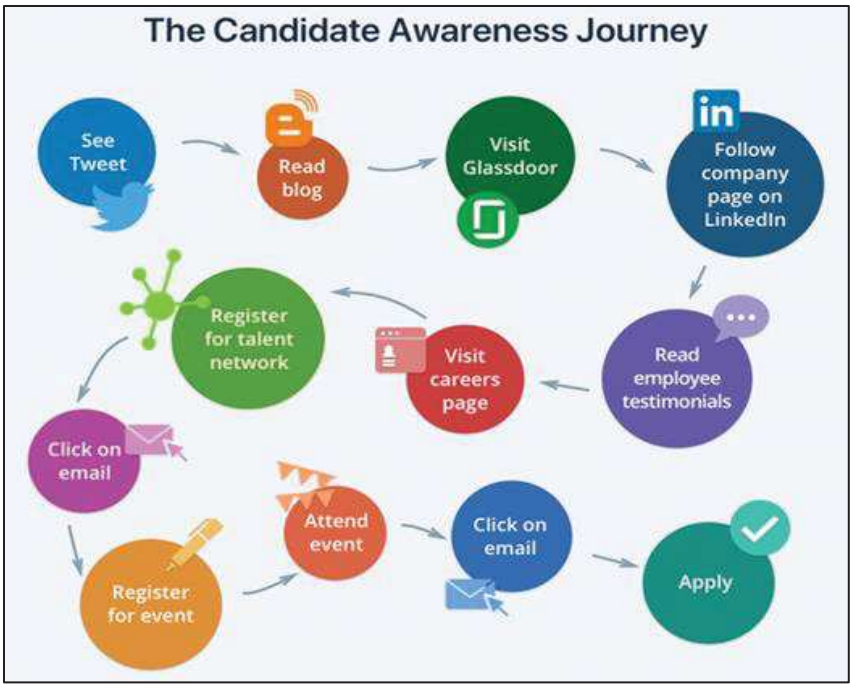

Figure 5. The Candidate Awareness Journey
Source: Strategic & Creative Marketing Inc., 2015

Today candidates are fastidious and choosy in the evaluation period of their future employer. Therefore, companies have to invest much more efforts and money in „*farming*" all these channels and to establish a genius employer brand. The times where recruitment was an administrative process is definitely over!

II. THE EMPLOYER BRAND. HOW DO WE ATTRACT THE MOST SUITABLE EMPLOYEES?

Employer branding

Employer branding is intended to give the company a strong brand as an attractive employer. Similar to marketing a product or service, an overarching strong positive employer brand positioning needs to be established. Depending on the target group, e.g. the following messages are transmitted:

- *What makes the employer unique?*
- *What values does the employer stand for?*
- *Why is it attractive to employees?*
- *What does this target group find attractive about this company?*

In today's generation of applicants (Generation Y and Generation Z), rather different attitudes and expectations play a role compared to previous generations regarding:

- *Work;*
- *Work content;*
- *Work design;*
- *Loyalty to the company;*
- *Leadership*, etc.

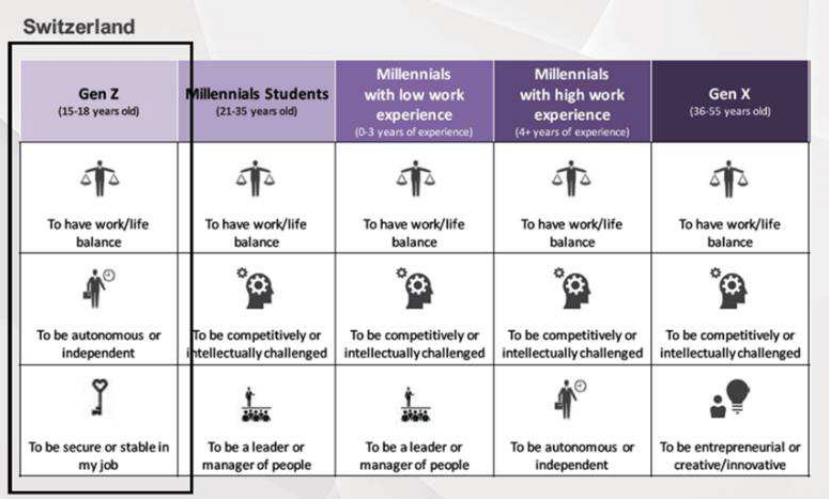

Figure 6. Generation Z: Values (example Switzerland)
Source: Strategic & Creative Marketing Inc., 2015

It is therefore a priority task of HR Marketing, together with the management, to have a clear common understanding of the strategically important values of the company, which are communicated to the customers, adapted in a way that they are basically identical to the values for which the company also stands as an employer. Examples could be:

- *Quality;*
- *Sustainability;*
- *Fairness.*

Some examples of topics/values to be covered by employer branding and employer image maintenance:

- *Corporate culture;*
- *Working atmosphere / working environment;*
- *Remuneration / benefits;*
- *Future prospects of the industry;*
- *Future prospects of the company;*
- *Development opportunities;*
- *Sustainability;*
- *Fairness, etc.*

If the corporate employer branding is strictly aligned to the corporate strategy, the company benefits from the following advantages:

- *Lower recruitment costs, since job seekers can find out about vacancies directly or through friends and the effort required to approach candidates is reduced.*
- *Better „*cultural fit*": Candidates who feel addressed by the employer brand apply.*
- *Better employee retention: employees want to stay with the company. This contributes to the preservation of know-how.*
- *Higher employee motivation increases efficiency.*
- *A positive company image is also valued by customers and therefore brings better results.*

In addition I just want to spotlight that it is very important in recruitment and talent sourcing to exploit the whole variety of opportunities not only for external but also for internal recruitment in order to meet the demands of internal career opportunities and development at the same time.

III. RECRUITMENT THROUGH SOCIAL MEDIA

Another factor for success is the permanently updated presence of the company on social media. Just as companies communicate about their products or services and about their corporate values on social media today, they also have to maintain and update their employer brand on all digital channels continuously and intensively. In contrast to the past, this is no longer a task that is launched from time to time as part of an advertising campaign: digitization has also created a 24/7- media presence, so this this is logically a 24/7 task. The „*Customer Journey*" known from marketing must therefore be transferred to recruitment and consequently designed as „*Candidate Journey*". Candidates are on social media channels and especially on social networks: The company must therefore be present wherever potential candidates can be found and therefore determine (based on the assessment of criteria such as industry, corporate culture, etc.) which channels are the appropriate ones. Accordingly, the channels (tweets, chatbots, etc.) must be selected in the way that the "right" part of potential

interested people from the generation of „*Mobile Natives*" is addressed.

Benefits of HR analytics

Furthermore the companies benefit from analytic „*big data*" tools offered by most of the networks (e.g. LinkedIn). They enable the company to select their target community based on a wide range of criteria and computer-based algorithms (skills, education, experience, employment with a competitor, analytics of „*likes*") to raise a „*possible candidate*" database and to decide how to approach the individuals in this community in order to steer their interest for a possible employment.

Figure 7. How fortune 500 companies will attract top talents in 2019?

Some large companies, especially in the high-tech industry, already are moving one step ahead: they focus their talent acquisition activities on three core tasks:

- *Intensive employer branding and establishing a large community of„ possible candidates*".
- *Cultivate personal relationship to a selection interesting candidates within this community*.
- *For each candidate they want to attract, they individually customize a job profile which is in line with the requirements of the candidate (job content, fulltime/part time, home office, location, development, etc.).*

Presently this is the ultimate shaping of implementing the „*candidate journey*" in talent sourcing, applied externally as well as internally.

Conclusion

Today's World is a so called „*VUCA world*".

VUCA is an acronym for Volatility, Uncertainty, Complexity and Ambiguity as:

- *It influences leadership and organizational strategies - experiences and paradigms are put to the test because there is no longer one way or the one management tool*
- *It demands a new direction and a new management behavior in order to achieve good results under the changed conditions*
- *It encourages managers to find their own way and to deal more with people and their needs.*

Especially in today's digital world, a high degree of agility is required in all areas. Companies that need to rely on a highly qualified specialists workforce to secure their future business must develop and communicate a clear employer brand. In addition, you have to „*reinvent*" your sourcing strategy for new employees and the corresponding processes in the spirit of the candidate journey and constantly adapt to the changing frame conditions:

- *New digital channels and media;*
- *Changing needs of the company;*
- *Changing markets;*
- *Changing labour market;*
- *Changing competitors;*
- *Changing values of the following generations, etc.*

Best practice was yesterday - best thinking is today!

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TOPIC 5

THE IMPORTANCE OF COACHING LEARNING AND E-LEARNING IN DEVELOPING TALENTS IN AN ORGANISATION, GROUP AND INDIVIDUAL ROLE

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I. THE KEY ROLE OF COACHING LEARNING AND E-LEARNING IN DEVELOPING TALENT

Coaching Learning and e-Learning

The challenges of satisfying all clients could be a main concern for an organization, however, the adequate training will support the new transition, and this will enhance consistency and exceptional in team performance. Technology has changed tremendously over the last 30 years, but the rationales for using it to support learning remain the same. Coaching learning and eLearning for developing talents do not have a day off, or an off day! It helps save valuable time, money, offers consistency and a whole host of other benefits. In Addition, investing in training will enable the company to have an advantage over their competitors, it will increase customer's satisfaction and sustainability.

Understanding training need, and designing the appropriate learning approach for the employees, will empower innovation, and when the new skill is achieved, the business will be able to adapt to changing market demands and spot new opportunities for business growth which makes the difference between a leading-edge organization and one doomed to succumb to competition. Training is the systematic process of providing an opportunity to learn Knowledge, Skills and Attitudes (KSA) for current or future jobs. It is the agility, adaptability and knowledge of employees that will enable businesses to predict future market trends, maintain a competitive advantage and diversify their products to adapt to fast-changing customer expectations.

Training role

Training is an important tool that bridges the gap between the present performance and the desired performance. Moreover, well planned training and development enhance the employees' performance. Training could be designed through different techniques which include e-Learning, Coaching, Simulation and Reverse Mentoring, CIPD (2004) recognized these four methods as

the industry's best practice. It has been proven that training does not only develops employees but also supports a business to make the best use of human resources in favor of increasing competitive advantage. Learning and Development in organizations are key to the provision of skills and knowledge necessary for effective performance, and it contributes to organizational objectives, preparation for future changes and enable the ability to meet current job requirements. CIPD (2016) defines Learning and development as an important tool use by organization to bring together employee's capability, competencies, and skills needed for their role, and the development of these skills brings about organizational success and sustainability.

Coaching Learning and eLearning are usually incorporated within the HR department, in over two fifths of organizations L&D is a specialist role within the HR department and in one-fifth it is part of generalist HR activities. In just under two-fifths L&D activities are split between HR and another area of the business or are separate from the HR function (CIPD, 2015).

Coaching learning and eLearning is an important tool for skill development that will aid business performance, create a good atmosphere for teamwork which will support a dynamic environment for work, and this corroborate with Bandura (1997) who affirmed that environment constitutes to people's performances. As stated above, eLearning, Coaching and reversed mentoring play a vital role in developing skills which will in the end add value to performances and as well boost organization productivity. See below explanation.

E-Learning

According to Netteland (2009), implementing e-learning technologies also known as „*Digital Learning*" has become a standard in many organizations to enable trainees to learn about the company goals and internal environment. Using e-Learning will also accommodate the visual and auditory learners amongst the trainees (Fleming and Baume, 2006). It is also known that 69% of employees agree that online learning is more effective to their jobs although it is important for online learning to be relevant to the work of employees from the survey conducted by Chartered Institute of Personnel Development CIPD (CIPD, 2017).

Some advantages of this training method include the ease and flexibility for trainees to learn at their convenience and pace with availability of different resources to learn from (Thinh, 2016). In the case of this proposal, the content of the digital platform should include topics focused on leadership and management communication which also incorporates the strategic objectives and values of organization to meet their goals. Despite the benefits of e-learning, Arkorful and Abaidoo (2014) said it could be argued that the absence of physical interaction between a trainer and trainee can influence the outcomes of learning as well as the control from trainees on how they learn.

Coaching and Reverse Mentoring

According to CIPD (2018) coaching has been seen to enhance performance and learning of trainees as support is given by the coach to ensure acquired KSA's are developed, supervised, and supported for best practice. This method of training is key to the proposed L&D strategy as a majority of the 'skills essential for effective leadership is learned from experience rather than formal learning programs' (Yukl, George and Jones, 2010). Hence, a formal coaching method from an external coach and informal coaching or mentoring from senior managers will be used for new managers. Reverse mentoring will also be recommended as trainees can share knowledge gained from training to senior managers which could help them feel a sense of achievement from the training provided (Murphy, 2012).

Reverse mentoring and coaching are paramount to overcome limitations from e-learning and simulation that does not include physical interaction, and this will help trainees be open about the issues they are facing on a personal and professional level. However, challenges from huge investments in coaching and lack of transparency in coaching or mentoring conversations could be a barrier (Blanchard & Thacker, 2013).

Therefore, it is important for organization to assess the training need and provide training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Steward and Cureton, 2016). Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity to take better decision in time and in more productive manner (David, 2006). Moreover (Karla Gutierrez, 2017) Training

employees and giving them career growth opportunities is one sure way to show them that their company is investing in their future. Training enables employees to get engaged with their responsibility, as employee engagement is the key to a successful business. Although, the research has indicated that only a few people are engaged to their role because of not receiving adequate training from the employers. In 2015, a Gallup study poll shows that only 30% of employees say that they're engaged in their job, and more than 50% of employees said they were not engaged, and almost 20% of employees said that they were "*actively disengaged*". This is not just a single piece of research, either; other surveys have found that just 25% to 35% of the workforce across the U.S. are engaged in their work. This really is a silent epidemic.

Training cycle

Hence, this shows the importance of training, and absent of it is a severe problem in the workplace. However, all hope is not lost, and there may be a way out if organizations adopt this training approach. Moreover, companies are finding smarter ways to boost employee engagement by using coaching, learning and development. See below the *training cycle* (Fig. 1) that will enable organizations to identify the training need to design, deliver, and evaluate.

Figure 1: Training Cycle
Source: CIPD, 2003

Coaching Learning and e-Learning's approach is the systematic procedure of developing and engaging employees to increase the organizational goals. In Addition, this approach deals with the activities undertaken to empower an employee to perform additional duties and secure positions of importance in the organization hierarchy. Coaching has been seen to enhance performance and learning of trainees as support is given by the coach to ensure acquired KSA's are developed, supervised, and supported for best practice (Stone, Plisk and Collins, 2002).

It is evident in the CIPD 2004 Training and Development Survey that coaching had the highest increase in training method with 51% compared to e-learning with 47% and mentoring with 42%. Therefore, the three methods of training used for this L&D strategy should not be used in isolation as it is more effective when combined which will enhance theoretical and practical learning (Stewart & Cureton, 2014).

Similarly, the direction of the multimillion business stated that the provision of training and development programs for employees enables them to provide good customer service. The role of coaching learning and eLearning in the labour market is a broad and complex field, it is a disputed concept informed by a range of theories taken from three main approaches: behaviorism, cognitivism and social/constructivism. (Downey, 1999) see coaching as the art of facilitating the performance, learning and development of another'. Moreover, it focusses on any aspect of a person's life in assisting personal growth.

Below case study that shows how City University used training and development approach to enhance their employees to tackle the issues they identified that could pose a threat to their business.

Illustrative case

VIGOROUS COMPETITION IN HIGHER EDUCATION

University of London (City) is a global University committed to academic excellence with a focus on business and the professions. The institution understands the importance of learning and development, nevertheless, a gap in services was discovered, and the organization concluded that the best way to tackle the problem is to provide training for their employees.

THE CHALLENGE

The University has an ambitious vision, and always strive to provide a good experience to all their students. However, there is need to develop blended learning & development for Future Leaders because there is stiff competition in higher education and a difficulty in economic context.

WHAT THEY DID?

In response to the challenges, the city decided to use the training Cycle as shown in figure 1 to analyses the factor affecting the organization. This strategy will influence how employees work or the team culture which helps in achieving its business goals of providing exceptional customer experience. The organization adopted the coaching, learning an development approach to delivered a modular programmed, and all the nominees were advised to engaged with the programmed, and all the participants took time to complete pre-course applications as this would help them to reflect on their personal aims for the course as the major features of this programmed is the blended learning approach:

THE INSTITUTION ADOPTED UNDERLISTED APPROACH TO TRAIN THEIR MEMBERS

- *pre-course reflection*
- *trainer-lead workshops*
- *peer support and assignments between workshops*
- *group learning*
- *eLearning*

In addition, it is essential that the cohort is a mix of roles with both academics and professional members of staff attending from different schools and department across the organization to encourage collaboration and inclusivity.

The training is structured around three modules. The first concentrates on building an understanding of personal leadership, the second looks at leading and influencing others, and the third focuses on leading during organizational change. Moreover, when analyzing the Training Needs Analysis (TNA), City put applied the OOP framework to identify the training and non-training needs. This analysis involved designing a questionnaire to interview the target employees, new managers that have just completed the management development program.

The completion of these questionnaires gave the opportunity to identify possible training needs that had not been incorporated in the completed management development program. Delivery of this training is further supported by 360º questionnaire analysis, from the Work Foundation's Outstanding Leadership analysis, and a one-to-one feedback session with an independent coach, from the Work Foundation. The feedback session encourages reflective practice, and helps participants think about what leadership means in their role.

Key to the success of the workshops are the group activities and facilitated group discussions, which encouraged knowledge sharing across the cohort. This is then backed up and reinforced by peer mentoring, where each participant had a learning partner. Learning partners (or „*buddies*") meet outside the structured workshop days and complete assignments together which help them to reflect on what they had learned on the workshops.

We have also included optional Action learning sets (ALS) in the program to further encourage shared learning. These are half-day sessions between the modules. In these sessions, small groups of participants challenge and support each other as they each tackled their own real problem and then go on to implement their own solution.

RESULT

The feedback from participants has been very positive. They have reported that they have gained new insight into other parts of the University, have developed an understanding of the role of emotional intelligence in leadership, and feel more confident to lead and manage change. The group learning ethos in the program has broken down barriers and some of the action learning sets are committed to continuing without facilitation. The very practical approach taken in the workshops has helped participants with putting theory and learning into action. As a result, participants are better able to lead and motivate others because of the coaching, learning and development approach.

As part of the evaluation of the program and to assess its impact, City sent out a survey for delegates to complete. 58% of staff who attended one of the cohorts responded to this and the results indicated that following participation in the program:

- 100% agreed it had increased their awareness of their own leadership style

- 74% confirmed it had raised their awareness of key issues relevant to leadership roles within City
- 69% stated it had enhanced their ability to manage the performance of those around them
- 74% had increased confidence in facilitating change
- 74% felt better equipped to respond effectively to the new and emerging challenges in their department
- 79% stated that their professional network had expanded because of attending the program
- 78% confirmed they had implemented changes because of the 360-feedback session.

FEEDBACK FROM PARTICIPANTS

„*The Future Leaders program has been ideal for City as a development opportunity for staff who are potential successors for leadership roles in the University and who in previous years have not had anything available for them. Delegates have commented on how much they have learnt from the workshops, the opportunity to share approaches, expand their networks and support and learn from each other. This has helped them become better equipped to respond effectively to the new and emerging challenges they face as aspiring leaders of the organization. The facilitators were effective at getting people talking, making them feel comfortable in sharing their ideas and experiences and getting the most out of the program and it has consistently received positive feedback. It has helped people understand leadership as a tangible and personal concept that can be learned and developed, rather than being an idea in a book*".

Sally Sambrook, https://www.managementcentre.co.uk/case_studies/case-study-city-university-london-future-leaders/

The provision of training and development programs for city employees enable them to provide good service, and it cannot be over emphasized that coaching learning and eLearning in management are essential to keep employees engaged, connected to the business goals and encourage team members to provide a better customer service (People Management Insight, 2016).

Coaching learning and eLearning strategy will be highly influenced by key HR drivers which are confidence and trust in leadership, training and development, organizational communication and recognition and rewards and Implementing these drivers will result

in motivating employees to support the current strategy at every level such as forming communities to address wellbeing, innovation and sustainability to produce a high performance work environment (Department of Trade and Industry in Association with CIPD, 2005).

Drivers to gain knowledge

As learning is the key factor to success, so most learning is undertaken within a cluster of ideas or experiences, or as the result of the gap in service. Coaching learning and eLearning has been identified as the drivers to gain knowledge on effective organizational communication in management; serve as a measure to gain knowledge on effective organizational communication in management and key that facilitate employees to understand how to build strong bonds within teams and work effectively with other managers.

Therefore, there is no single all-encompassing theory of learning upon which to base coach development. Regardless of having assumptions about learning, and views of how people learn built in, approaches to coach learning remain largely uninformed explicitly by learning theory. Consequently, training strategies will reduce managers challenges in managing employees, yield customer satisfaction and will enable the reduction of employee turnover (CIPD, 2019).

Reflection is identified consistently in the coaching and related literature to support experiential learning. Reflection has research evidence from coaching and other domains of its efficacy, but not linking directly to coach effectiveness. The research suggests that time and space is required within a learning program to develop reflective skills, otherwise these are likely to be superficial and uncritical.

To achieve the aims of the training program, three different training methods is highly recommended by industry's best practice for delivering the program, which include: e-Learning, Coaching, Simulation and Reverse Mentoring (CIPD, 2015).

II. DOES COACHING LEARNING AND E-LEARNING ALWAYS LEAD TO AN APPLICATION OF NEW SKILLS AND BEHAVIOR?

The accomplishment or downfall of contemporary corporate companies depend on the value of their human resources and well-

trained employees. Highly developed employees are believed to be the cornerstone of an organization; hence, a well-informed employee will perform extraordinarily to drive the business to the highest depth.

Training and development are important to the success of an organization because training is the systematic process of providing an opportunity to learn *Knowledge, Skills*, and *Attitudes* (KSA) for current or future jobs. OED (2013) affirmed that learning is „*the action of receiving instruction or acquiring knowledge*". Therefore, acquiring the (KSA) when trained will result in a relatively permanent change in behavior.

Training employees

Moreover, training employees play a vital role in improving performance and increasing productivity. Blanchard & Thacker (2013) assert that development refers to the learning of KSAs and described coaching as a process that enables learning and development to occur and thus performance to improve. Coaching learning and eLearning are the highest approach of learning that stimulates and guides to acquire new skills as it is a form of learning that develops knowledge, skills, and attitude.

Benefits of training and development

Existing literature presents evidence of the existence of obvious effects of training and development on employee performance. Wright & Geroy (2001) affirmed that employee competencies transform through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also improves the knowledge, skills, and attitude of the workers necessary for the future job, hence contributing to exceptional organizational performance. Swart et al. (2005) believe that training is a means of dealing with skill deficits and performance gaps as a way of improving employee performance.

Training the employees improve competencies, and this will also enable them to work efficiently to achieve the organization objectives competitively. Moreover, dissatisfaction complaints, absenteeism, and turnover can be greatly reduced when employees are so well trained that they can experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities (Pigors & Myers 1989).

An AI believes that learning influences application of new skills, behavior and has well identified four areas that learning and development impact; firstly, it is noted that learning involves memory storage and organized such that memory can be retrieved at an opportune time, secondly, it says that learning is based on the compilation of know-how; thirdly, it also believed that learning involves the acquisition of concept and lastly, it stated that training is like human beings, the machine should be capable of inventing new theories and to explain or summaries a body of facts or a series of events (Stewart & Cureton, 2016).

Purcell, Kinnie & Hutchinson (2003) stated that training enhances people's performances, and it is the approach that guides and gives direction to what needs to be done. For instance, City University identified a gap in practice and uses the training and development approach to acquire new behavior, they also believe that to achieve the change, they needed to develop the skills and abilities to effectively manage change. Moreover, they identified that to be able to lead, influence, and motivate others, they need training through organizational and cultural change.

The training that was designed was for both professional and academic staff in positions of leadership. *Sally Sambrook*, the Organizational Development lead for this program, outlined four core areas that the training addresses:

- The training develops skills in facilitating and managing change at City, including

identifying ways in which participants can positively lead and motivate people through cultural or organizational change.

- It increases participants self-awareness of the impact on others of their leadership and

management style.

- It enables participants to think more strategically and develop an outward and upward-

looking approach to leading others.

- It promotes inclusively and interdisciplinary collaboration with peers and stakeholders.

In an L&D Strategy, CIPD and other professional bodies of data support the argument of adoption of a new practice by putting new practices in the wider context as well as considering the difference between „*used*" and „*effective*". The most recent CIPD L&D

Survey published in 2015 affirmed that Coaching is considered as the most effective ways of developing talent. Hence, training and help offered continuity provide a rapid response in extreme situations. It gives regulated organizations clear evidence of compliance, it supports a blended learning experience and it is quick and easy to deploy to meet changing organizational needs (CIPD, 2015).

Training can, therefore, be created and delivered in a timely and efficient manner to enhance the skills and capabilities of the workforce. Learning and development practices are commonly used in an organization to have an advantage over their competitors. The figure 2 shows us the most used and effective training according to a survey conducted by Chartered Institute of Personnel Development (CIPD, 2015).

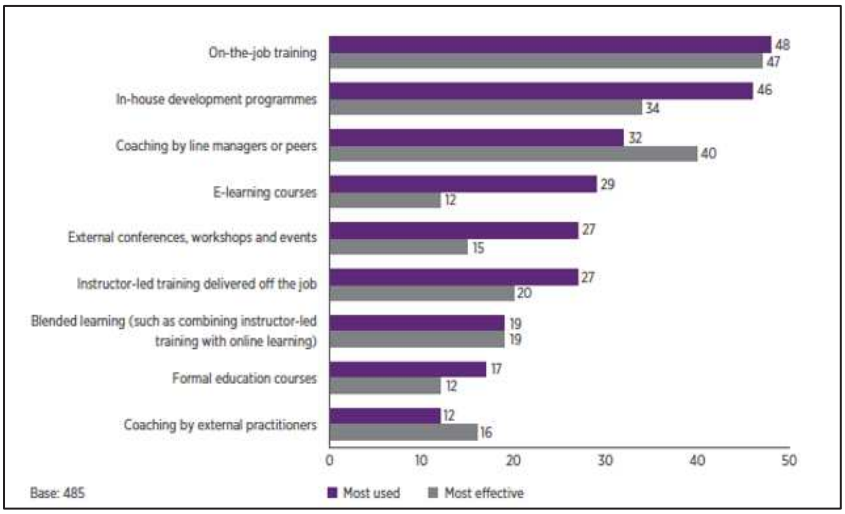

Figure 2. Learning and development practices that are most used and the most effective

Source: CIPD, 2015

The key to sustain business success

Learning and development promote self-efficacy, and when efficiently designed and implemented, it will enable competencies and skills required to sustain business success (Buckly &Caple, 2009). Moreover, it will increase a need for innovation in the delivery of skills and knowledge to support organizational change, mostly in a rapidly changing external environment (CIPD, 2018).

Furthermore, identifying learning and development (L&D) needs, need to include the valuation of employee competencies along with an understanding of current knowledge or skills. For instance, for the new managers to have adequate training, the training cycle will

be explored to know the training needed (see Figure 1). Similarly, understanding the training needed for the managers will enhance sustainability and business performance that align with the overall organization strategy (Senge, 1990). More so, providing adequate training will promote the capability to meet current job requirements, allow one to understand the future changes in jobs and working environments and provide knowledge about the objectives of employee engagement in an organization (Blanchard & Thacker, 2013).

UNICEF UK is part of UNICEF's global network; it raises money for its work with children and children's rights worldwide. The organization needs to develop its partnership skills that encouraging a collaborative approach to data culture at UNICEF UK.

To be able to tackle the issue, UNICEF UK invited tenders to design and deliver a development training to equip team members with the skills to share knowledge effectively with internal clients and work collaboratively to make decisions and to ensure teams had the tools to co-create projects and interpret complex briefs to be seen by other teams.

Illustrative case

PARTNERSHIP SKILLS – ENCOURAGING A COLLABOURATIVE APPROACH TO DATA CULTURE AT UNICEF UK

UNICEF UK (UUK) is part of UNICEF's global network. It raises money for their work with children and children's rights worldwide.
Accurate, up-to-the-minute information – data – is a key element in UNICEF UK's very successful fundraising operation. And how that data is managed across the organization is increasingly significant to their work.

THE CHALLENGE

Supporter Data Management (SDM) and ***Fundraising Strategy & Knowledge*** (FSK) – the two teams responsible for data collection and dissemination in the organization – had historically worked in different ways, on different high-level data management. To complicate things further they had also

been geographically separated, and recently relocated to work together. For UNICEF UK's fundraising operation to achieve even better results to help the world's children, they now had to work in a more integrated way.

Internally the teams needed to share tools, frameworks and approaches to streamline and align their work, and so that they could work effectively on joint projects when necessary. In the wider UNICEF UK context, they needed to move from waiting for other teams to request they undertake a project, to proactively seeking challenges and solutions themselves. So rather than only working to „*external*" briefs, they were being asked to spot interesting trends and report on those that were likely to impact either positively or negatively on the fundraising operation.

WHAT WE DID?

Three distinct phases of training and development were adopted, and this included:

- A survey of all 26 participants, to be able to understand the current challenges and the areas they wanted to develop.
- They interviewed the key staff to find out more about the context & their perceptions of how they thought the teams could work better with other teams.
- From the research, they developed concrete learning outcomes.

UNICEF turned conversations and briefs into solutions using the systematic consultancy model approach, they used structured tools and methods to innovate and solve problems, and to be able to deliver data and insights accurately and clearly.

They deliver a three-day training program and the training days were hugely interactive and participants worked in groups to tackle their real challenges. Also, immediately after the training, UNICEF UK undertook a survey to understand how well participants felt the training addressed the stated learning outcomes and their reactions to the training. Three months later, this was repeated to see if results had been sustained. They undertook further interviews with senior managers and internal colleagues to see how they perceived behavior changes in the two teams.

RESULT

From the responses and the evaluation analysis, it was clear to see the training had been a great success. Participants rated the training highly and valued the time they spent together over the three days. This has broken down some walls in the teams, and there is a much more open and combined culture. Also, this change has been noticed outside the teams. Internally, colleagues have reported that they find the participants to be more proactive, more supportive, and more enquiring. There is also recognition that partnership working is a two-way street, and other teams need to find ways to collaborate more with learning and development, one interviewee stated:

FEEDBACK FROM PARTICIPANTS

The teams will continue to focus on using the tools, developing their skills, and making changes to how they work. They are now looking at practical ways to introduce the tools from the program to groups that they work with.

„*They have been making an active effort to come over in person and not reply by email. Things are much better now. We need to think more about how we give feedback to them, so they know the results of their hard work.*
I am really pleased with the training, and the results we have seen. There is some more work to do of course, particularly ensuring the team has the confidence to use the tools and continue working together. We will continue evolving, and the training has given us a launch pad and language to do that. I have seen my team working with others, actively asking questions. They are much more engaged and invested in outcomes."

Yvette Gyles, https://www.managementcentre.co.uk/case_studies/unicef-uk/

The literature supports that learning is always leading to an application of new skills and behavior. CIPD (2013) affirmed that learning is a work-based, self-directed process that leads to an increase in adaptive capacity. Moreover, gaining this knowledge will influence the skill and attitude that will enhance performances. Blanchard & Thacker (2013) described (KSA) training as an efficient method of given opportunity to learn Knowledge, Skills, and Attitudes (KSA) for current or future jobs.

Coaching Learning and eLearning always lead to an application of new skills and behavior. The feedback from the above training conducted for UNICEF show how empowered the member of staff

felt after the training, In addition, the combination of inputs has helped me to take a more strategic view of my business and solve problems by sharing the experiences of others.
The current market increasing reliance is being placed on internally run programs, but without the necessary training, support and checking systems, companies may not even know about all the coaching that is going on and have no way of measuring if they are spending relatively large sums of money wisely. Where the process works well, companies set a strong framework for interventions and use a range of strategies such as leadership development experts and business coach-mentors to shape an in-house leadership program. One-to-one coaching is at its best when helping people work through specific, sensitive, individual issues in a very safe environment.

Hence, the feedback form above the case studies used in the article and different literature showed that coaching learning and eLearning help an employee feel comfortable with management and encourage open communication, resulting in positive work experience. This can allow the company to save money that would have otherwise been spent on the continual recruitment and training to replace employees. Additionally, apart from developing employees, coaching and eLearning improve the function of the team, department, and entire organization. It enables managers to recognize the weaknesses and strengths of the team members.

Likewise, it allows the organization to capitalize on the resources at hand to keep the whole team working smoothly when employees request vacation or take a sick day.

III. MEASURES TO EVALUATE THE EFFECTIVENESS OF COACHING LEARNING AND E-LEARNING DEVELOPMENT

The effectiveness of Coaching Learning and e-Learning

The impact of coaching learning and eLearning has increased dramatically in both the practitioner world and academia during the past decade. Training design is the process of creating a plan and objectives for the development of instruction Romiszowski (2013). However, evaluating the effectiveness of coaching learning and eLearning is paramount to both the organization and the employees when planning training to develop talent. Besides, the purpose of the evaluation is to determine whether learning has taken place, to determine the view of the participants about the workshop and to

establish the changes in behavior and performance. Nadler (1984) stated that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for a new job or new position in the future and general growth for both individuals and organization to be able to meet organization's current and future objectives.

Evaluating is a great approach in L & D, it is the process of placing value on things and a process of understanding what went well and what went wrong (Druckman & Swets, 1988). It has been identified that the evaluating training remains to be an appropriate matter as the board of executives are not willing to fund training for training's sake or to take training's value on trust. Moreover, they request accountability and the evidence that training produces changes that translates organizational productivity (CIPD, 2017). More so, an evaluation strategy is looking to see if the training is successfully designed and taken into account if the skills and knowledge acquired from the training are transferable and applicable to the role (CIPD, 2008).

There are broadly two different methods that organizations could choose to train and develop the skills of their employees. The skills could be acquired on-the-job by the training given by the organizational to the employees while conducting their regular work at the same working venues and off-the-job training involves taking employees away from their usual work environments and therefore all concentration is left out to the training. On-the-job training includes, but is not limited to, job rotations and transfers, coaching, and/or mentoring. On the other hand, off-the-job training examples include conferences, role-playing, and many more as explained below in detail. Armstrong (1995) argues that on-the-job training may consist of teaching or coaching by more experienced people or trainers at the desk or the bench.

Although organizations have different approaches to training and development, some are motivated to take on different training methods for a few reasons, for instance, training is designed and carried out:

- *depending on the organization's strategy, goals, and resources available*
- *depending on the needs identified at the time*

- *the target group to be trained which may include among other individual workers, groups, teams, departments, or the entire organization.*

Coaching Learning & Development

Coaching Learning & Development is normally integrated within the HR function. In most organizations the approach is generally aligned with business needs, even though some experience difficulties in achieving alignment. The key objectives of coaching learning and eLearning are to develop talent to utilize the benefit to maximize profit for the organization. However, some organizations believe that equipping line managers should be a key focus to improve performance because when the line manager is well informed, it will facilitate the team members to work effectively. Training and development are often used to close the gap between current performance and expected future performance. Training and development fall under HRD function which has been argued to be an important function of HRM (Weil & Woodall, 2005). Amongst the function's activities of this function is the Identification of the needs for training and development and selecting methods and programs suitable for these needs, plan how to implement them, and finally evaluating their outcome results (McCourt & Eldridge, 2003).

Therefore, it seems very valuable to develop training across coaching, mentoring, and eLearning because then companies who put their staff through this form of training can feel confident about the quality and robustness that their employees will be. It is argued that mentoring offers a wide range of advantages for the development of responsibility and relationship building (Torrington et al., 2005).

Nevertheless, the organization needs to understand the training need of its employees to be able to design and deliver adequate rational. Designing, delivering, and evaluating learning and development is a key practice for human resources management and especially human development professionals (Stewart & Cureton, 2014). The literature on evaluation of training methods continues to increase, Campbell (1988) has identified that the largest category of studies involves a comparison of a single training method to another method or a control condition with no training. Moreover, the nature of training and ongoing development (coach supervision) required to enable line managers to coach effectively.

According to Kenney & Reid (1986) planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance. Planned training according to Kenney and Reid consists of the following:

- *Identify and define training needs;*
- *Define the learning required in terms of what skills and knowledge must be learned and what attitudes need to be changed;*
- *Define the objectives of the training;*
- *Plan training programs to meet the needs and objectives by using the right combination for training techniques and locations;*
- *Decide who provides the training;*
- *Evaluate training;*
- *Amend and extend training as necessary*.

It is important to apply strategies that will enable the training to be meaningful because when the training is not well planned, the objective and the goals will not be fulfilled and this will result in wasting resources.

The case below shows how Coventry University uses the appropriate measure to identify the gap in service, and they as well planned the training that is necessary for the problem to achieve the aim. Coventry University is recognized internationally for its expertise in health, peace building, and agroecology, and the world-leading caliber of its engineering and design graduates, particularly in the automotive field. Due to business competitive market, the organization source for international students remains competitive and this brings about cultural change. Therefore, to have an advantage over its competitor, the business must be able to meet the needs of their customers and the University goals & industry context is to improve the students experience at the university by understanding the cross-cultural behaviors, Support students to be successful in their studies and to maintain the standard of their business.

Illustrative case

COVENTRY UNIVERSITY DISCOVERED THAT THE INTERNATIONAL STUDENTS ARE PERFORMING POORLY IN THEIR STUDIES

Due to business competitive market, the organization source for international students to remain competitive and this bring about cultural change. Therefore, to have an advantage over its competitor, the business must be able to meet the needs of their customers.

CHALLENGES

The students performed poorly which affected grades, some could not meet the level of involvement required and poor reviews were given for most of the international students as they do not engage in teamwork and they lack confidence to speak.

WHAT THEY DID?

Based on the reports, we carried out a survey among the students to determine student satisfaction, individual needs that could have an influence on the international students. The university adopted the training needed to understand the gaps and we aimed at achieving the learning necessary to improve student performance.

Below are the ***distinct phases carried out to design the workshop:***

- *Questionnaire/ Survey;*
- *Design planned interview questions;*
- *Delivery of training related to Developing Teamwork Skills;*
- *Applied adult learning theory;*
- *Highlighted the aim of purpose of team work according to Belbin theory;*
- *Described the Tuckman theory of team development*.

My team organized workshops for the University to develop teamwork skills; we used Training Cycle i.e. Proving, controlling, Improving & Reinforcing and feedback measure to monitor the behavioral changes because of learning. We used the coaching learning method and workshop to empower the students to be able to improve their performance.

RESULT

My team was able to accomplish the objectives by adhering to ***Training Cycle Analysis*** (TNA), as the importance of the tool can never be underestimated. The feedback from the training showed the level of satisfaction students to be successful in their studies. Moreover, it will improve the students experience at the university by understanding differences in learning culture through effective communication, interrelation skill, time management and other necessary skills needed for teamwork success during the training. The students were able to identify and embrace the need of Tuckman's team development.

Additionally, the ability to distribute tasks among the team to achieve their aims was demonstrated and this collaborated with Belbin's team role.

FEEDBACK

The training workshop was interactive which aides me in research of data & materials and instils a desire to seek out objective and work personally credible. It propels the ability to look at objective and evaluation strategy and motivate the Courage to Challenge i.e. the ability to think critically about my own work & future career.

The team building training was well designed and engaging; it encouraged me to identify my strengths and weaknesses. In addition, the training allowed me to focus more on my strength rather than concentrating on my weaknesses. So now my self-confidence has been boosted and I can get engaged and be more involved in my class work and teamwork.

Source: KABY Consultancy Group - Coventry University, 2018,
MBA students Consultation Project

It is relevant to find out from the gaps in service and the training needs to keep up to date in all situations. For instance, Coventry University was able to identify the best training for their students during the assessment; the approach they utilized enabled them to identify the reasons why the international students were not engaged with their studies. After analyzing the responses obtained from the students after the teamwork training workshop on the impact of training methods on their skills, the findings showed that the majority of the respondents believed that the training methods used during training had an impact on their self-esteem, confidence and positive impact on working with their co-students.

However, this result indicates that the training methods used during training focus on skills that are boosting self-confidence and teamwork building, and thus, the identified issues were development.

Therefore, to ensure the objectives of the training are met and measure return on investment, it is important for training to be evaluated (Arthur et al., 2003). This will enable the trainee to acknowledge that the L&D strategy has addressed their issues and the objectives have been met. Kirkpatrick's four levels of training model are important to measure monitor and review the effectiveness of the training program (Kirkpatrick and Kirkpatrick, 2007).

According to Kirkpatrick's goal-oriented model, reactions, learning, behavior, and results represent the four levels that explain the efficiency, effectiveness, and quality of the training program, see Figure 3. The evaluation of training is important for the assessment and to ensure that the objectives of the training are met, and measure return on investment (Arthur et al., 2003).

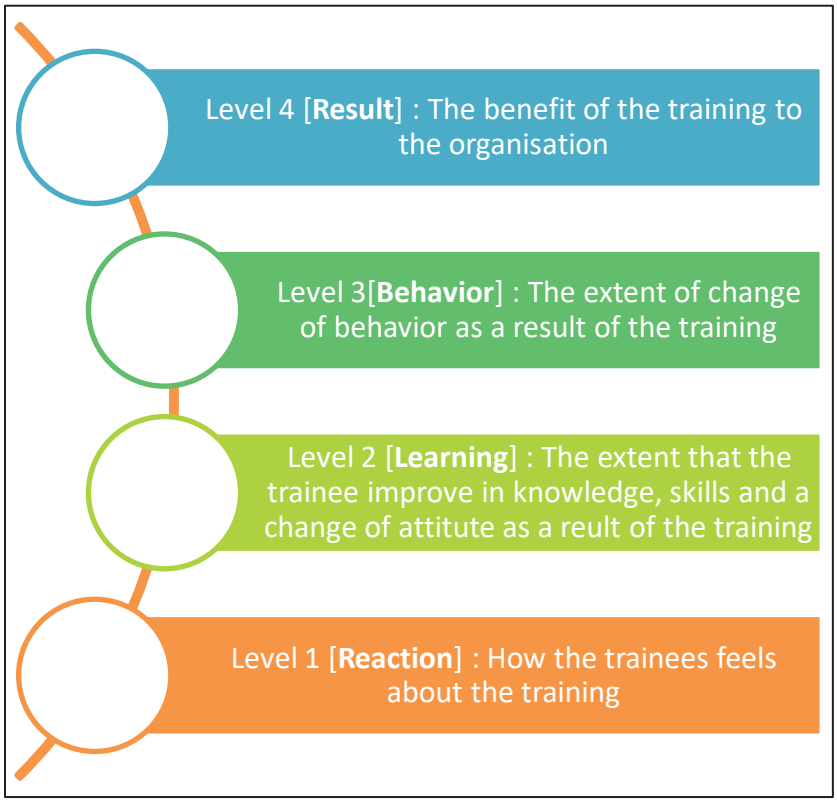

Figure 3. Kirkpatrick's goal-oriented model (***designed by Author***)

Kirkpatrick's 4 Levels of Training Evaluation framework method is used to accomplished aim & influence HR Director i.e. Reaction, Learning, Behavior& Result. That measures the reactions of the trainees through the evaluation form or feedback questionnaire and another form to know if the training met the needs and the second level, which is the learning, will show if learning has taken place and will determine if the learning outcomes were met such as improved attitude, enhanced skills, and new knowledge. Thirdly, the level 3, which is behavior that will be observed by the trainer and lastly, the level 4 which is the result that will be measured by the increase in customer satisfaction rating and the reduction of absenteeism and obtaining these positive outcomes will prove a positive transfer of training (Blanchard &Thacker, 2013).

Kirkpatrick's evaluation model is very useful for this L&D strategy, however, it could be inferred that this model does not allow ongoing evaluation and feedback, which would further rely on the management process (Stewart and Cureton, 2014). Conversely, Perskill and Russ-Eft (2009) identify some tools that could be used to measure achievement that will give an adequate level of development, and this includes, „*responsive evaluation, goal-free evaluation and behavioral objectives approach*". Therefore, to align with this evaluation tool, the impact of the training will be measured and communicated when the knowledge and skill of the learner to perform a task has improved. Moreover, it will be measured when the learner applied the newly learned skill or knowledge in the workplace, which will cause the learner's behaviors in the workplace to change to reflect the corporate culture and goals. Furthermore, the individual or team performance against goals will be measured to monitor the impact of the learning, and if they feel confident because of training, the managers of Selfridges will be able to demonstrate high self-efficacy (Gist et al., 1991).

Conclusion

The importance of training and development in the corporate world cannot be over emphasized, however, the appropriate measure is needed for the training to meet the business need. It is acknowledged that training could have both positive and negative impacts when not designed adequately to suit the needs of both the trainees and overall business aims. Thus, it is essential to examine any issues related to training and development in any business

sector, highlight the objectives and the end goals of the training, which will facilitate a clear achievement. Likewise, the risk will be enormous, and the purpose will be unachievable when the goals and the objectives are not communicated, and the improperly defined goals could negate success which will result in wasted effort. Moreover, it is ideal for an organization to encourage the newly trained employees to give feedback and to mentor regularly to monitor what has worked well and areas for improvement.

Conclusively, this report has identified the importance of training, and as well acknowledges the huge and wide-sweeping benefits of using coaching learning and eLearning to support the skills. It is also identified the arrear that could pose a drawback to achieving the aims of learning and development. Nevertheless, Learning & Development has been identifying to be a key to a successful business globally, and when the employees are well trained and well informed, this will lead to achieving organizational goals of increasing productivity, facilitate employee engagement, and will bring the reduction of employee turnover. Equally, it will lead to improve customer service and will encourage employees to work at their best. Additionally, other benefits will be the reduction on the cost of recruiting, selecting, and training new employees.

The study also suggests that training and development have an impact on the performance of employees concerning their jobs. This result is broadly coherent with the management literature on training and development. Furthermore, the case studies suggest how important training and development are to an organizational development, and this corroborates Richard Brandon's affirmation that when you treat and train your members of staff well, they will be motivated to stay.

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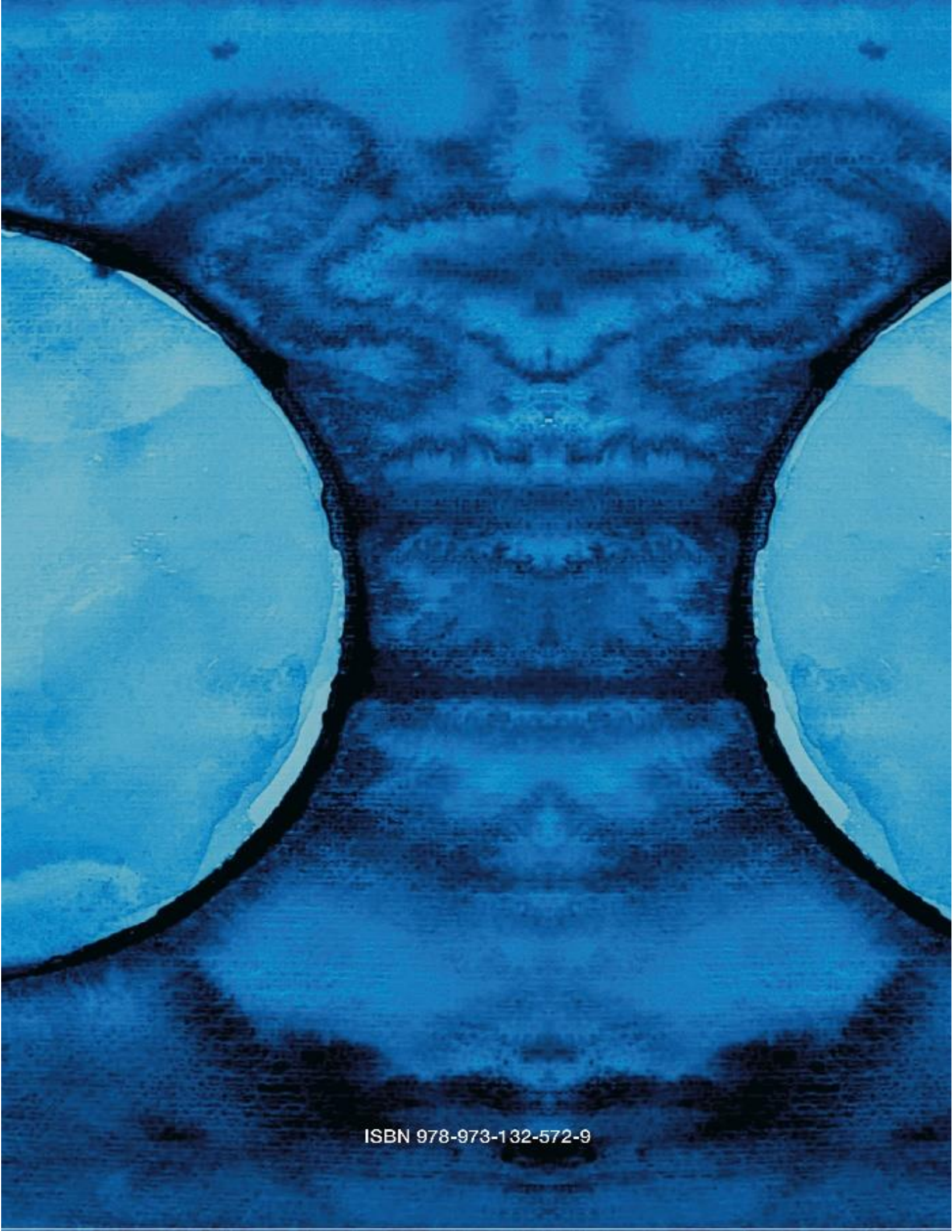

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