A STUDY OF DIGITAL AUTOMATION FACTORS THAT INFLUENCE TALENT MANAGEMENT PROCESS

AT

SMART ACCOUNTANTS

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INTRODUCTION:

Digitalization is the use of digital technologies to transform a company model and offer new prospects for generating income and adding value. Digitization is the process of converting information from analogue to digital. The culmination of this tendency is now referred to as

"Digital Transformation," which basically involves using cutting-edge digital technology to solve old problems. In addition to boosting productivity, automation has also given rise to new kinds of creativity and innovation in organizations and speaks to a future that prioritizes and strategically has an influence on society as a whole.

Talent management Software:

An integrated software platform known as a talent management system (TMS) enables key talent management procedures such as hiring, on boarding new employees, performance management, learning and professional development, compensation management, and succession planning. Software modules are often used to supply these procedures as well as the technological capabilities that support them. As a result, organizations may start with the capability they need and gradually add more as they expand.

The introduction of several talent management software's has streamlined the entire talent management process. Software for managing talent is an integrated suite that focuses on many aspects of managing human resources. Talent managers will save time by using a talent management system because it automates the entire process, saving time and effort. This aids in preventing and fixing errors. Talent managers will be able to monitor the personnel within the company with the use of an effective talent management system. They may track employee data using the program at various stages of the employee life cycle. It aids in the development of training programmes and succession planning by talent managers.

The entire talent management process is broadly classified into five sections namely

· **Talent acquisition**–recruiting, negotiating, and on boarding new employees ·

Talent retention–maintaining staff once hired

· **Performance management**–evaluating staff and subsequent changes in role or salary ·

Career development–providing opportunities for professional growth

· **Exit Management**–processing individuals that leave your employ, initiating the hiring cycle, and making short-term workflow adjustments until a replacement is found

Talent acquisition:

The process of identifying and employing the best candidates for any business or clientele is

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known as talent acquisition. One can create a strong pipeline for sourcing, screening, interviewing, and evaluating applicants with the aid of a talent acquisition system. The talent acquisition process, which also includes talent tracking, forecasting, assessment, and development, is frequently referred to as a component of talent procurement. It is divided into three stages: Recruitment, Negotiation and on boarding of the employees into the organization.

Talent Retention:

Talent retention is the process of keeping your best employees from leaving. Companies need to have a strategy to retain their top talent, as losing talented employees can be costly and disruptive. Many factors contribute to employee turnover, so it's important to consider your business's unique needs when creating your retention strategy.

Performance Management:

Performance management is a corporate management tool that assists managers in keeping track of and assessing workers' performance. The purpose of performance management is to foster an atmosphere where employees may work to their full potential and produce the highest-quality work most effectively and efficiently. Traditional methods for performance management include setting and evaluating goals, objectives, and milestones. They also want to establish methods for measuring performance and define what constitutes effective performance. However, performance management transforms every interaction with an employee into an opportunity to learn rather than employing the conventional paradigm of year-end appraisals.

Career Development:

The support an organisation gives to an individual's professional development, particularly when the employee moves to a new role or project within the business, is known as career development. Coaching, mentorship, skill development, networking, and career guidance are

frequently included in this support. The organization's HR business partners or managers, as well as HR services like learning and development, talent management, or recruiting, frequently support career development.

Exit Management:

Off-boarding, a procedure utilized both for employees who choose to leave and those who are laid off, is the process of removing a person from their job inside a corporation. The off-boarding process, which provides employees with a systematic framework when leaving a position, is analogous to disembarking from a plane, helping new personnel adjust to a new employment.

NEED AND SCOPE OF THE STUDY:

The study investigates the digital automation factors that influence the talent management process at Smart Accountants by use of specific technologies . The talent management process consist of five areas: Talent acquisition, Talent retention, Performance management, Career development and Exit Management. The study focuses mainly on, the efficiency of HR automation based on time consumption and error-free process, how does it reduce repetitive tasks and paves more way for a strategic role for the HR department and how far it is efficient in engaging employees with Data Analytics.

3 STATEMENT OF RESEARCH PROBLEM:

The main problem identified in implementing or adapting to the Automation technologies in the HR Process is the High-cost factor and High skill factor. If a company needs to implement these technologies, it requires more fund to get these technologies for their business and they need highly skilled people to do so. Training existing employees to make them adopt those technologies will be a cost and time-consuming process. All these technology implementations will remove some job profiles for the company; these people will be pushed to the situation of searching for another job.

OBJECTIVES OF THE RESEARCH:

PRIMARY OBJECTIVES:

- · To analyze the influence of digital transformation on the effectiveness of the Talent acquisition process.
- · To analyze the influence of digital transformation on the effectiveness of the performance management process.

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To analyze the effectiveness of digital transformation on the effectiveness of the career development process.

· To analyze the influence of digital transformation on the effectiveness of Exit Management process.

SECONDARY OBJECTIVES:

· To analyze the influence of digital transformation on the Skill development of the talent management process.

· To analyze the influence of digital transformation on the Software Security of the talent management process.

RESEARCH HYPOTHESIS:

· H1- There exists a significant impact of digital transformation on the cost of talent acquisition.

· H2-There exists a significant impact of digital transformation on accuracy of Performance Management.

· H3-There exists a significant impact of digital transformation on the flexibility in time provided in the Career Development on the overall talent management process. · H4-There exists a significant impact of digital transformation of Exit Management on the Talent management process.

· H5-There exists a significant impact of digital transformation on time consumption of talent acquisition.

· H6-There exists a significant impact of digital transformation on authenticity of Performance Management.

· H7-There exists a significant impact of digital transformation on Software security of the talent management process.

· H8-There exists a significant impact of digital transformation on Skill development of talent management process.

RESEARCH DESIGN:

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The design of the research was descriptive in nature as structured questionnaire was used to upload data collected through online questionnaire.

RESEARCH METHODOLOGY:

In order to reach the objectives of the study, a sample survey was conducted inside the Smart Accountants HR department employees. A questionnaire was given to the employees and were asked to respond to the questions related to the Digital automation software's that has been provided in the organization.

SAMPLE DESIGN:

· **Geographical area:** The research was conducted in city of Chennai, Tamilnadu. · **Sample Size:** 50 respondents

· **Technique of sampling:** The type of sampling used in the survey is non-probability Snowball sampling. It entails the recruitment of new units by existing units to make up the sample. Research regarding people with certain characteristics who would be hard to find otherwise can benefit from snowball sampling.

DATA COLLECTION METHOD:

· **Primary Data:** The primary source of data collection was done through questionnaire and the data collected from respondents were regarding the various aspects of Automation in the Talent management process (i.e.) Talent Acquisition, Career Development, Performance Management, Skill Development, Software Security and the time and cost involved.

· **Secondary Data:** The secondary data is collected from various research articles and other published records of Impact of Automation in Talent Management Process.

PERIOD OF STUDY:

The duration of the study was from January 2023 - March 2023 i.e., 3 months.

LIMITATIONS OF THE STUDY:

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The study was limited only to Chennai City.

· There was a time constraint as the study was conducted only for two months · Respondents took a haste decision while responding to the questions.

STATISTICAL TOOLS USED:

· **Percentage Analysis - as a method of description**

One of the most frequent ways to represent statistics is by percentage. Percent simply means "per hundred" and the symbol used to express percentage is %. One percent (or 1%) is one hundredth of the total or whole and is therefore calculated by dividing the total or whole number by 100.

· **Weighted Average:**

Weighted average is a calculation that takes into account the varying degrees of importance of the numbers in a data set. In calculating a weighted average, each number in the data set is multiplied by a predetermined weight before the final calculation is made.

Weighted average differs from finding the normal average of a data set because the total reflects that some pieces of the data hold more "weight," or more significance, than others or occur more frequently. The weighted average can be calculated from a set of numbers by multiplying each value in the set by its weight, then adding up the products.

· **Correlation:**

Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their association. A high correlation points to a strong relationship between the two variables, while a low correlation means that the variables are weakly related. One of the statistical concepts that is most related to this type of analysis is the correlation coefficient. The correlation coefficient is the unit of measurement used to calculate the intensity in the linear relationship between the variables involved in a correlation analysis, this is easily identifiable since it is represented with the symbol r and is usually a value without units which is located between 1 and -1.

FINDINGS:

These are the findings obtained through Percentage analysis:

- · Majority of the respondents(44%) are in the age group 21-30 years.
- · Majority of the respondents(54%) work as a human resource employee in other organizations/firms.
- · Majority of the respondents(48%) work in organization based on consulting sector. · Majority of the respondents(92%) are familiar with the introduction of automation in hiring process.
- · Majority of the respondents(74%) use software based on the application of Automation or latest technologies for the hiring process.
- · Majority of the respondents(20%) use modern technologies in the hiring process. · Majority of the respondents(62%) use software for the entire hiring process. · Half of the respondents rely and the remaining half of the respondents do not rely on In house Human resource management(HRM) software or on third-party software systems for hiring process.
- · Majority of the respondents(86%) are interested in seeing the automation based software now or in future.
- · Majority of the respondents(72%) think automation based AI software are user friendly in nature.
- · Majority of the respondents(48%) think that the traditional methods of learning is an expensive option when compared to automated video based training.
- · Majority of the respondents(92%) think that the automated performance tracking tools are time saving in nature.

These are the findings obtained through Weighted Average method:

- · Majority of the respondents think that the automation based software are the ultimate future for hiring practices(4.62).
- · Majority of the respondents think that automation is easing the Human Resource operations(4.68).
- · Majority of the respondents think that automation based AI software is time effective

when compare to the traditional method of talent acquisition process(4.68). · Most of the respondents do not believe that Automation based AI software's is time effective when compared to the traditional method of talent acquisition process(2.88). · The respondents believe that automation based AI software requires more skill development for handling(3.72).

· Majority of the respondents agreed that automation based AI software's are secured(4.08).

· Majority of the respondents agreed that automated video based learning sessions provides flexibility in terms of time(4.58).

· Majority of the respondents agree that automation based AI software provides accurate results in tracking the productivity/performance of the employees(4.62).

· Majority of the respondents agree that they are getting proper appraisal based on the results provided by the Automation based performance tracker(4.38).

· Majority of the respondents agree that the performance tracking Automation based AI software's are helping by providing authenticity during a time of chaos(4.5). · Majority of the respondents agreed that the checklist provided by the Automation based exit management tools are useful for the final relieving and settlement process(4.34). · Majority of the respondents agreed that the employee exit analytics will be helpful in increasing the employee retention and organisational effectiveness(4.74).

Through Correlation test the following results were obtained:

· Since p value is less than 0.01 , Null Hypothesis is Rejected. Correlation coefficient is 0.729. Hence there is a positive correlation between the impact of digital transformation on the cost of talent acquisition process.

· Since p value is less than 0.01 , Null Hypothesis is Rejected. Correlation coefficient is 0.817. Hence there is a positive correlation between the significant impact of digital transformation on the accuracy provided of the Performance Management process.

· Since p value is less than 0.01 , Null Hypothesis is Rejected. Correlation coefficient is 0.493. Hence there is a positive correlation between the significant impact of digital transformation on the flexibility in time provided in the Career Development on the overall talent management process.

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Since p value is less than 0.01 , Null Hypothesis is Rejected. Correlation coefficient is 0.587. Hence there is a positive correlation between the significant impact of digital transformation of Exit Management on the Talent management process.

· Since p value is 0.012<0.05 , Null Hypothesis is Rejected. Correlation coefficient is 0.353. Hence there is a positive correlation between the impact of digital transformation on time consumption of talent acquisition.

· Since p value is less than 0.01 , Null Hypothesis is Rejected. Correlation coefficient is 0.874. Hence there is a positive correlation between the significant impact of digital transformation on authenticity of Performance Management.

· Since p value is less than 0.01 , Null Hypothesis is Rejected. Correlation coefficient is 0.757. Hence there is a positive correlation between the significant impact of digital transformation on Software security of the talent management process.

· Since p value is 0.033<0.05 , Null Hypothesis is Rejected. Correlation coefficient is 0.302. Hence there is a positive correlation between significant impact of digital transformation on Skill development of talent management process.

SUGGESTIONS:

In the interest of organization as well as employees, digital transformation and its influence on the overall talent management process are required to be it needs to be strictly examined in the social context. It is forming the interest of organization to achieve digital transformation with minimum resistance from employees as an engaged employee contribute a lot in gaining positive outcomes. All the strategies and policies related to digital transformation should be focused on gaining long term objectives related to employee's engagement towards organization and society at large.

First, the concept of talent needs to be further developed, as it seems to be key to reducing ambiguities.

Secondly, it would be advisable to separate the attraction and retention of talent into different lines of research. In this way, it may be easier to find strategies that are more specific to each of them.

Thirdly, it would be advisable to conduct research to show whether proper talent management

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favors the digital transformation process and, in contrast, whether poor management might slow it down.

Finally, a study could be carried out on companies which are addressing their digital transformation process, analyzing whether there is a digitally-focused management change (operating processes, technology, sales channels, etc.) or whether they also include people as a key factor in this change.

CONCLUSION:

The results contribute to a better understanding of the impact of digital transformation on talent management process. Numerous studies on talent management carried out in recent years show the enormous interest in the scientific community with regard to what role people play in organizations, particularly in the digital environment in which companies operate today. If anything characterizes HR in the digital age, it is the ability to transform data into valuable knowledge. There are many direct costs involved in the rotation of talent, such as recruitment and training of new entrants. Yet this also carries hidden costs such as lost productivity, the learning curve or the negative impact on the employer's reputation. The pandemic caused by the corona virus has dramatically increased the use of digital tools in jobs, such that we believe that exploring the influence of digital transformation on talent management is very attractive because of its topicality.

Digital development is changing the way organizations select and retain new employees, and this study shows the positive relationship between digital transformation and talent management. Talent management has become a strategic asset that generates innovation, consumer value and financial profitability. Attracting and retaining talent is therefore key for organizations. The digital work platforms –arising from Big Data– enhance the performance of HR departments in terms of talent management. This improves the performance of employers when managing talent and facilitates more engaged, satisfied, and efficient employees as they progress in their careers. HR automation influences people, organizations, and societies in innumerable other ways. Perhaps we can identify some unique effects that Information Technology has on the way we live, learn, work, and play.