A Survey on Expected Transformations in Human Resources: Towards Necessity in Digitalization (NID)

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Abstract
The sharing of knowledge is sometimes known as knowledge transfer. This transfer made digital technologies to be considered in reaching the cultural, societal and economical changes. Human resources are important, demanded and available at high cost. So, there is a need to transform into digitalization and there is a Necessity in Digitalization (NID) in any business. Currently, digitalization is the most important in replacing human resources and being able to account for big data. In knowing the necessity in digitalization, a survey was done with the help of AI Tools.

Keywords: Knowledge, Digitalization, Human Resource, Business

I Introduction
1.1 Knowledge
Acquaintance with or understanding of a science, art, or technique is called knowledge, defined as per merriam-webster dictionary[1]. Example: At that time the word science had not been narrowed down to one kind of knowledge; it meant whatever was known, and men of learning were still able to possess most of it.

1.2 Digitalization
Digitalization is the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business as per the definition of gartner glossary.

1.3 Human Resources
Human resources (HR) is the division of a business responsible for finding, recruiting, screening, and training job applicants as per the definition of investopedia. HR plays a key role in helping companies deal with a fast-changing business environment and a greater demand for quality employees in the 21st century.

1.4 Need of Knowledge Transfer
The following are the complicated factors, which may tell regarding the need of knowledge transfer
1. Inability to recognize and articulate compiled or highly intuitive competencies such as tacit knowledge ideas
II Literature Review

2.1 For Cultural
Culture is indeed an evasive and complex concept. It is evasive because we are surrounded by culture and we live deep in it; in a practical sense, culture is the air and water we breathe and drink day in and day out. Since humans are fundamentally social beings, individuals cannot live without cultures of their own. Glen Fisher, for instance, employed an analogy of computers to state that culture is comparable to the “programming” of an individual’s mind (Fisher, 1997) [3]. With this cultural programming, a person is then generally able to function appropriately and effectively in his/her own culture. Success and failure in interacting with others in a culture is contingent upon the types of cultural programs a person has obtained. This analogy further suggests that human cultures have both tangible and intangible contents comparable to the hardware and software of computers.

According to Valentine (2011) developing the right knowledge system enables organizations to improve work practices, make better decisions and avoid the criticism that comes from failing to learn from previous experiences [4].

Organizations can also enjoy better performance if they occupy a central network position that provides access to new knowledge developed by other units. This unit, however, depends on the units’ absorptive capacity and ability to successfully replicate new knowledge (Aoker and Keller, 1990) [5].

Hirsch (1988) once stated, “To be culturally literate is to possess the basic information needed to thrive in the modern world” [6].

In Borden's (1991) view, a person is considered culturally literate when he/she possesses both the language codes and contextual knowledge of a social environment [12].

2.2 For Societal
Digital transformation rests upon four pillars, according to a paper published in IEEE Software. These four concepts serve as the underpinnings for a successful digital transformation strategy:
1. **Customer experience transformation**: Understanding a customer’s needs and behaviors, upgrading the customer’s experience, and automating sales processes

2. **Business process transformation**: Digitalization, supporting employees’ tasks, and integrating analytics into performance management

3. **Business model transformation**: Incorporating organizational modifications, establishing new digital services, and planning digital international expansion

4. **Organizational transformation**: Integrating a digital strategy, creating new organizational structures, and acquiring and developing talent to help implement the digital transformation journey

A traditional manufacturing value chain focuses on vertical integration: a company designs and makes a product, distributes it to retailers, and sells it. But Industry 4.0 is flattening this model because innovation responds to direct and immediate consumer feedback.

### 2.2.1 Digital Transformation and Societal Perceptions of Value

Smart products—refrigerators, watches, even home gyms—collect data and share information with the parent company through IoT. The collection of this data is just the first step in the implementation of a digital transformation strategy. Next, information moves upstream for analysis. All of these bits feed into machine learning systems, which integrate and analyze data from all of a company’s smart products. These patterns not only predict maintenance or other potential problems with a customer’s product but also aid in prototype design. Through IoT, the end-users and the manufacturer work together to customize the user experience. This provides value to the customer as well as a competitive advantage for businesses, inexorably connecting business and society.

### 2.3 For Economical

As written by, Zia Qureshi, January 18, 2022, in the book of title: “Shifting Paradigms: Growth, Finance, Jobs, and Inequality in the Digital Economy” [13]. We are living in a time of exciting technological innovations. Digital technologies are driving transformative change. Economic paradigms are shifting. The new technologies are reshaping product and factor markets and profoundly altering business and work. The latest advances in artificial intelligence and related innovations are expanding the frontiers of the digital revolution. Digital transformation is accelerating in the wake of the COVID-19 pandemic. The future is arriving faster than expected [2].

### III Methodology

The following steps are considered for the survey of Expected Transformations in Human Resources, towards necessity in digitalization

- **Step 1**: Open ChatGPT AI Tool
- **Step 2**: Give queries as input for all the factors mentioned in the introduction as: Necessity in Digitalization for the Factor, F from the human resources, in the case of X change
  Where F is a Factor, X is cultural, societal, economical changes
- **Step 3**: Apply the Step 2 for Cultural, Societal, Economical changes
- **Step 4**: Make a Table for Step 3
- **Step 5**: Extract the information from the table
IV Results and Discussions

4.1 Results

After the steps from 1 to 4, we get the following results from AI tools and the results are divided into 3 tables, as may be useful for explanation.

Table 1

Table 1 may cover the factors like, Inability to recognize and articulate compiled or highly intuitive competencies such as tacit knowledge ideas, Geography or distance, Limitation of information and communication technologies, Lack of shared and superordinate social identity, Area of expertise, Internal conflicts such as professional territoriality.

Table 2

Table 2 may cover the factors like, Generational differences, Union-management relations, Incentives, The use of visual representations to transfer knowledge, Problems with sharing beliefs, assumptions and cultural norms, Previous exposure or experience with something.
Table 3

Table 3 may cover the factors like, Misconceptions, Faulty information, Organizational culture non-conducive to knowledge sharing such as knowledge is power culture, Motivational issues, Lack of trust, Capability

4.2 Discussions

4.2.1 From the table 1:

For the factor, Geography or distance, the common necessities for the cultural, societal and economical changes are Remote Collaboration, Communication and Knowledge Sharing, Cultural Sensitivity Training, Global Team Management, Data and Analytics, Crisis Management, Document Sharing and Collaboration, Feedback and Surveys, Global Talent Acquisition.

For the factor, Lack of shared and superordinate social identity, the common necessities for the cultural, societal and economical changes are Communication and Collaboration Tools, Virtual Work Environments, Diversity and Inclusion Training, Inclusive Leadership Development, Feedback and Survey Platforms, Cultural Exchange Initiatives, Recognition and Rewards.

For the factor, Area of Expertise, the common necessities for the cultural, societal and economical changes are Talent Acquisition, Employee Training and Development, Workplace Transformation, Data Analysis, Change Management.

4.2.2 From the table 2:

For the factor, Union-management relations, the common necessities for the cultural, societal and economical changes are Efficiency and Communication, Remote Work and Flexibility, Data Analytics, Data Transparency, Training and Skill Development.

For the factor, Problems with sharing beliefs, assumptions and cultural norms, the common necessities for the cultural, societal and economical changes are Enhanced Communication, Accessibility, Virtual Collaboration, Training and Education, Data Analytics.
4.2.3 From the table 3:
For the factor, Motivation issues, the common necessities for the cultural, societal and economical changes are Creating a company-wide social media platform where employees can share stories about the impact that their work is having on the world, Developing a mobile app that allows employees to volunteer their time to societal change initiatives, Implementing a diversity and inclusion training program that uses digital tools to educate employees on the importance of creating an inclusive workplace.

V Conclusion
The survey made with the help of AI tools, like chatGPT or MSbard would help us to know the necessities for digitalization and could give certain importance as common necessities, observed from the discussions section via the tables 1,2,3. Which may indicate the need of knowledge transfer towards necessity in digitalization to overcome certain complicated factors.

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11. At www.Shpm.com/articles/cultural/culture.html readers can find a cultural competence checklist provided by Dr. Jean Chin
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14. www.culturalcompetence.ca/ This is the website of the Center for Organizational Cultural Competence, Canada, which provides training classes, books and other resources relating to issues of diversity and cultural competence.

15. In this short video, www.youtube.com/watch?v=oAJ8ZqanZr4 a group of elementary students is shown acquiring a second language and the cultural knowledge of the language simultaneously.