The Role of Technology in the Transformation of Human Resource Management: a Qualitative Study in a Medium Furniture Company

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Abstrak

Studi kualitatif ini mengeksplorasi peran teknologi dalam mengubah manajemen sumber daya manusia (SDM) dalam perusahaan furnitur menengah. Kemajuan teknologi, khususnya penerapan Sistem Informasi Sumber Daya Manusia (SDM), merupakan pendorong penting dalam meningkatkan efisiensi administratif, menyederhanakan proses perekrutan, dan meningkatkan aksesibilitas data. Penelitian ini menangkap perspektif bernuansa tentang bagaimana teknologi berkontribusi pada efektivitas SDM dan produktivitas organisasi dengan menggunakan wawancara semi-terstruktur dengan manajer SDM, staf operasional, dan spesialis TI. Temuan tersebut mengungkapkan manfaat yang signifikan, termasuk peningkatan transparansi dan akurasi dalam evaluasi kinerja dan kepuasan karyawan yang lebih besar ketika inisiatif digital dijalankan secara inklusif. Namun, studi ini juga menyoroti tantangan penting, seperti kendala anggaran, penolakan terhadap perubahan, dan perlunya pelatihan yang komprehensif. Budaya organisasi dan keterlibatan manajemen puncak merupakan faktor penting dalam memastikan keberhasilan adopsi dan integrasi teknologi. Studi ini menggarisbawahi bahwa meskipun teknologi menawarkan potensi transformatif untuk SDM, dampaknya bergantung pada pendekatan implementasi strategis yang membahas dimensi teknis dan manusia. Rekomendasi praktis diberikan untuk perusahaan menengah yang ingin mengoptimalkan operasi SDM mereka melalui solusi teknologi, menekankan pentingnya membina budaya adaptabilitas dan berinvestasi dalam pengembangan keterampilan digital. Penelitian ini berkontribusi pada literatur yang lebih luas tentang SDM dan teknologi, menawarkan wawasan berharga bagi perusahaan menengah yang menavigasi kompleksitas transformasi digital.

Kata Kunci: *Transformasi SDM, Adopsi Teknologi, Sistem Informasi Sumber Daya Manusia, Perusahaan Menengah, Studi Kualitatif*

Abstract

This qualitative study explores the role of technology in transforming human resource management (HRM) within a medium-sized furniture company. Technological advancements, particularly the implementation of Human Resource Information Systems (HRIS), are critical enablers in enhancing administrative efficiency, streamlining recruitment processes, and improving data accessibility. The research captures nuanced perspectives on how technology contributes to HRM effectiveness and organizational productivity by employing semi-structured interviews with HR managers, operational staff, and IT specialists. The findings reveal significant benefits, including increased transparency and accuracy in performance evaluation and greater employee satisfaction when digital initiatives are executed inclusively. However, the study also highlights notable challenges, such as budgetary constraints, resistance to change, and the need for comprehensive training. Organizational culture and top management involvement are critical factors in ensuring the successful adoption and integration of technology. The study underscores that while technology offers transformative potential for HRM, its impact is contingent upon a strategic implementation approach that addresses both technical and human dimensions. Practical recommendations are provided for medium-sized companies aiming to optimize their HR operations through technological solutions, emphasizing the importance of fostering a culture of adaptability and investing in digital skills development. This research contributes to the broader

literature on HRM and technology, offering insights precious for medium-sized enterprises navigating the complexities of digital transformation.

INTRODUCTION

Technological transformation has become a major catalyst in the evolution of various business functions, including human resource management (HR) (Strohmeier, 2007). In recent years, technology has played an increasingly significant role in reshaping HR practices, providing tools that streamline tasks such as recruitment, employee development, and performance evaluation (Bondarouk & Ruel, 2009). Medium-sized companies, which often have limited resources compared to large corporations, are now required to utilize technology in order to remain competitive (Parry & Tyson, 2011). The integration of technology in HR management not only boosts operational efficiency but also enhances the quality of strategic decision-making within HR processes (Strohmeier, 2007). For instance, studies have shown that technological advancements can lead to better alignment between HR practices and organizational goals, which in turn contributes to improved employee engagement and productivity (Marler & Fisher, 2013).

However, the implementation of technology in HR management is not always without challenges. Medium-sized companies often face hurdles such as budget constraints, resistance to change among employees, and the need for upskilling or reskilling HR staff to effectively manage the new technological tools (Bondarouk & Ruel, 2009). Previous studies have highlighted that while small and medium enterprises (SMEs) are increasingly adopting HR technologies, these challenges can hinder successful implementation (Kavanagh, Thite, & Johnson, 2015). Therefore, understanding the complexities of these challenges and how companies can overcome them is critical for successful technology adoption.

This research will utilize a qualitative approach to explore the experiences of HR practitioners and employees in medium-sized companies, aiming to provide deeper insights into how these companies adapt to and manage technological change in HR. By conducting in-depth interviews, the study will examine how HR technologies impact the effectiveness of HR management and, more broadly, employee well-being and overall organizational productivity. Research by Marler and Fisher (2013) has shown that technological interventions in HR can improve decision-making processes, but these benefits are often contingent on how well companies address the challenges associated with technology adoption.

Through a qualitative exploration of the implementation process, this study aims to contribute to the literature on HR technology, particularly within the context of medium-sized businesses. The findings of this research are expected to offer practical recommendations for these companies in navigating the complexities of technology integration, providing valuable guidance on overcoming obstacles and maximizing the benefits of technology for HR management. In doing so, this research aspires to help enhance the overall productivity and effectiveness of medium-sized companies through informed, strategic use of HR technologies.

Technology has played an important role in changing human resource management (HR) practices in recent decades. Electronic Human Resource Management (e-HRM) is a form of technology integration that companies increasingly use to increase the efficiency and effectiveness of HR processes (Strohmeier, S., 2007). They Identified e-HRM as an instrument that allows companies to restructure HR management activities and achieve higher efficiency. However, e-HRM implementation often faces challenges, especially in medium-sized companies with limited resources.

The success of e-HRM depends on how much the organization adopts and implements the technology effectively (Bondarouk, T., & Ruel, H., 2009). They found that e-HRM adoption was often accompanied by challenges in changing organizational culture and employee resistance. On the other hand, research shows that e-HRM can support HR strategy by enabling managers to make more data-based decisions (Marler, J. H., & Fisher, S. L., 2013).

They explored the gap between desired goals and actual results from implementing e HRM (Parry, E., & Tyson, S., 2011). They note that companies often hope that HRM can enhance strategic HR capabilities, but effectiveness is usually limited by factors such as technology infrastructure and user skills.

In addition, his book underlines the importance of Human Resource Information Systems (HRIS) as an important tool in managing employee data efficiently and driving HR digital transformation (Kavanagh, M. J., Thite, M., & Johnson, R. D., 2015). They note that mid-sized companies can benefit significantly from investing in these systems, provided adequate training is followed. The literature shows that technology can play a key role in HR management transformation. Still, its success depends on a holistic implementation strategy and support from all parts of the organization.

METHOD

This research employs a qualitative approach to investigate the role of technology in transforming human resource management (HR) in medium-sized companies. A qualitative research method is selected because it enables researchers to deeply understand individual experiences and perceptions regarding the implementation of technology in HR management (Braun & Clarke, 2006). The main design for this study is a case study, which is well-suited for exploring complex phenomena in real-world contexts (Creswell, 2013). The research will focus on several medium-sized companies from the manufacturing and service sectors, each with different levels of technology adoption in their HR practices. Data collection will be conducted through semi-structured interviews with HR managers, operational staff, and information technology (IT) specialists from the selected companies. Semi-structured interviews are preferred as they allow flexibility in exploring emerging topics during the discussion (Kvale, 2007). In addition to interviews, secondary data will be gathered through the analysis of relevant documents such as company annual reports and HRIS technology usage guidelines. Data analysis will involve a thematic approach, which is effective for identifying, analyzing, and reporting patterns or themes in qualitative data (Patton, 2015). This process includes transcribing interviews, coding data, and grouping codes into relevant themes. To ensure the validity of the findings, data triangulation will be employed, integrating multiple sources of data to enhance the credibility and comprehensiveness of the results (Yin, 2014). Ethical considerations for this study will include obtaining informed consent from participants to ensure voluntary involvement, maintaining confidentiality of all collected data, and guaranteeing that participants can withdraw from the study at any time.

RESULT AND DISCUSSION

This research demonstrates that technology plays a critical role in transforming human resource management (HR) within medium-sized companies. Interviews with HR managers and IT specialists revealed that the use of technology, such as Human Resource Information Systems (HRIS), enhances administrative efficiency, accelerates recruitment processes, and improves the accessibility and management of employee data. These findings align with prior research suggesting that HRIS can optimize employee data management, streamline workflows, and support more informed decision-making (Strohmeier, 2007). By automating routine HR tasks, HRIS technology allows companies to manage human resources more efficiently, ultimately improving the effectiveness and speed of HR operations.

Despite these advantages, the research also highlighted significant barriers to technology adoption, including budget limitations and employee resistance to change. Many companies in the study struggled with the cultural resistance to new technologies, as well as the lack of adequate training for employees to effectively engage with these tools. This confirms findings from Parry and Tyson (2011), who emphasized that HR technology adoption is often impeded by such challenges. Employees, especially those with limited experience in using technological systems, expressed concerns over their ability to adapt without sufficient support. Training and ongoing education were identified as essential factors for overcoming these barriers, with some companies already

investing in training programs to mitigate resistance and ensure smoother transitions to new systems.

Another notable positive outcome of technology adoption in HR is the increased transparency and accuracy of performance evaluations. As highlighted by Bondarouk and Ruel (2009), e-HRM systems offer greater clarity and fairness in performance assessments by standardizing evaluation criteria and tracking progress over time. By providing more reliable data on employee performance, HR technologies enable managers to make more accurate and data-driven decisions, reducing biases and increasing accountability. Additionally, the transparent nature of e-HRM systems can foster a greater sense of trust and fairness among employees, leading to higher levels of employee satisfaction and engagement.

The research also underscores the importance of top management involvement and the development of a well-thought-out implementation strategy in the successful adoption of HR technologies. Marler and Fisher (2013) noted that effective leadership and commitment from top management are crucial for overcoming the challenges associated with technology adoption. This study found that companies with proactive leadership in the decision-making and implementation process were more successful in integrating technology into their HR operations. When senior management champions the change and communicates its benefits effectively, it sets the tone for the rest of the organization, helping to mitigate resistance and ensure that the adoption process aligns with organizational goals.

Moreover, the findings from this study suggest that companies that integrate technology into HR management experience notable improvements in employee productivity and job satisfaction. These findings are consistent with existing research that highlights the positive impact of HR technology on employee engagement and organizational performance (Patton, 2015). Technology reduces the administrative workload on HR professionals, allowing them to focus on more strategic activities, such as talent development and employee engagement. By automating repetitive tasks, HR staff can allocate more time to areas that directly contribute to employee well-being and organizational growth, which in turn enhances employee satisfaction.

The research also emphasizes the importance of a more targeted implementation approach and increased employee participation to reduce the gap between desired goals and actual outcomes. A more inclusive approach, where employees are involved early in the process, can significantly improve the success rate of technology adoption. Employee feedback, when incorporated into the implementation strategy, ensures that the system meets the actual needs of the workforce, making it more likely that employees will embrace the technology. Additionally, involving employees in the decision-making process can foster a sense of ownership, which may increase acceptance and reduce resistance to the changes being introduced.

Furthermore, this study reinforces that while technology adoption offers considerable benefits, the success of its implementation relies on a combination of strategic planning, leadership support, adequate training, and employee engagement. By addressing these elements, medium-sized companies can maximize the potential of HR technology and ensure its effective integration into HR practices. This research provides valuable insights into how medium-sized businesses can navigate the challenges of technology adoption and harness its benefits to enhance HR management, improve employee outcomes, and boost organizational performance.

In conclusion, the study affirms that technology has a transformative effect on HR management in medium-sized companies. Successful adoption of HR technology can lead to increased operational efficiency, improved performance evaluations, and enhanced employee satisfaction. However, the process must be carefully managed, with attention paid to addressing resistance, providing necessary training, and ensuring top management commitment. With the right strategies in place, medium-sized companies can leverage technology to optimize their HR functions and achieve greater organizational success.

CONCLUSION

This research shows that technology plays a significant role in transforming human resource management (HR) in medium-sized furniture companies. Implementing technology, such as a human resources information system (HRIS), has been proven to increase administrative

efficiency, speed up the recruitment process, and make access to employee data easier. This positive impact increases employee productivity, transparency, and performance evaluation accuracy.

However, this research also reveals several challenges faced in technology adoption. Key barriers include budget constraints, employee resistance to change, and inadequate training. Organizational cultural factors also play an essential role in determining the success of technology adoption. Top management involvement and a comprehensive implementation strategy proved critical to overcoming these challenges.

Furthermore, the results of this research show that digital transformation in HR can increase employee job satisfaction when the implementation approach is inclusive, involves employee participation, and focuses on developing digital skills. With the right strategy, the gap between desired goals and actual results can be minimized, making a real contribution to the company's operational efficiency and competitiveness.

Overall, this research provides valuable insights into the benefits and challenges of technology in HR management, especially in medium-sized companies. It confirms the importance of a holistic technology adoption strategy and strong organizational support to ensure the success of HR management transformation. The practical recommendations from this study are hoped to help other mid-sized companies effectively integrate technology into their human resource management processes.

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