Human Resource Management and Digitalization in 21st Century

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Abstract

Human resource management is the most significant resource of any organization and this motivates the workforce. In this 21st century era, any organization that has failed to develop human resource policy is bound to experience inefficiency and loss due to low productivity and poor growth. The progress of digital technologies and various electronic devices like cell phone and other information communication technology among others is the handiwork of fourth industrial revolution. This revolution is characterized by a sporadic adoption of technology globally enabled organization to develop noticeable skills that will help achieve organizational goals. The paper examines challenges posed by private and public sector in human resource management like unavailability of executive information system (EIS), wide gap among management and staff, introduction of flexi-time; non external interference in recruiting and promoting staff, workplace or workforce diversity, values, demand of employers and employees are evident. Documentary research method of analysis was adopted through an in-depth study of written sources especially from secondary source relevant to the topic. Conclusively, the design for recruitment, training and development, integration, maintenance and separation of the employee cannot be possible without accepting organizational members. A team work and policy formulation is needed to fundamentally address work diversity to achieve set organizational goals.

1. **Introduction**

Human resource is the life-wire of every organization, despite the application of modern technology in organizational management; it is the most adaptive resources of the organization. The strategic values of human resources stem from the fact that apart from human other resources employed in the course of production (land, capital, technology) are passive, human resources are endowed with discretionary decision-making power with competitive advantage over the other resources. Human resource combines other resources in the right mix to formulate appropriate strategies to accomplish the desired objectives of the organization. The attribute of human resource assist the organization to make right decision and respond effectively to the threats and opportunities within the periphery of the organization. The organization depends largely on its human capital for success and survival, this dependence is increasing considering the complex nature of organizational environment in this 21st century. Ile (2003) states that these changes mount pressure on human resource manager, in tackling the changes, every organization has a human resource function overtly or covertly. They must hire, train, pay, motivate, maintain and ultimately separate employees for organizational effectiveness. Imaga (2001), argue that currently human resource management function has been elevated due to increasing challenges for effective utilization of human resource. The role of the human resource manager is evolving with the change in competitive market environment and the realization that human resource management play a strategic role in the success of an organization (Sims, 2005). Digitalization primarily means digital technology, electronic transaction using internet (oxford Dictionar.com), it means carrying out public or private sector business through internet and World Wide Web. The incident of Covid-19 caused many organizations all over the world to realize that only those that overhaul their management operations or administrative systems to fit on the current reality of digitization are likely to survive and prosper. Digital development implies utilization of digital technology to rejuvenate conventional public or private sector processes and practices to improve work efficiency and effectiveness (Khlutkova, 2022). In adopting technologies such as artificial intelligence, big data, and human resource information systems, organizations can manage their human resources better and more efficiently. This digital transformation has become a mandatory option for organizations that wants to remain relevant and competitive. This technology enables process automation, more informed decision-making through real-time data analysis and improved overall operational efficiency (Huang, 2022). Most organization pay less attention in attracting and retaining human talents, this makes their competitors to outwit them in strategic employment. However, increase in competition, locally or globally must be adaptable, resilient, agile and customer-focused in organizational environment. Armstrong (2004) suggests that human resource professional has to be a strategic partner, an employee sponsor or advocate, change agent mentor within the organization. In a bid to succeed, human resource management must be business-driven oriented with a view to understand the organization big picture and influence key decisions and policies. Human resource manager must focus on strategic personnel retention and talent development, to coach, counsel, mentor and plan for succession in order to motivate organization members and attract their loyalty. Human resource manager should promote values, ethics, beliefs and spirituality within their organization especially in managing changes, managing human being is complex and problematic because individual workers hardly

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adapt or embrace goals of the organization. As individual, employee have needs, aspirations, motivations, desires and interests that influence their behaviour at work but these objectives are sometimes in conflict with the corporate objectives of the organization. Human resources management is a useful tool employed to harmonize the needs of employees with the goals and objectives of the organization on daily basis. A close look at Nigeria reveals that on daily basis executives, managers and professionals frustrate employee in some related cases, changes occur within or without a particular organization. Most organization that does not lay emphasis in attracting and retaining talent find themselves in dire need as their competitors may outwit them in strategic employment of human resource. The increase in competition both locally or globally, organization must be more adaptable, resilient, agile and focused to succeed due to change in environment, The need to address human resource challenges and management brace up absenteeism, turnover cost, employee background screening, employee stress, conflict, poor job fit, poor employment engagement, poor motivation, changes in workforce, value of work force, demand of employees or employer and increase in complexity of the organization. This causes violent demanding the less privileged segments of our society and workplace diversity. Human resource manager use digitalization to manage effectively if properly implemented especially in this modern age to weigh the ability of individual and organizational (Deloitte, 2017, Parry and Tyson, 2019).The paper will address human resource management for effective implementation in a digitalized economy especially in this 21st century.

2, Conceptual Clarifications

Human Resource Management

  Human resource management is a distinctive approach to employment management that seeks to achieve competitive advantage through strategic deployment of high committed and capable workforce using array of cultural, structural and personnel techniques (Storey, 1995). Human resource management is associated with a high commitment model of labor management with any particular ideology or style of management (Boxall & Purcell, 2000). Human resource management is a managerial perspective that argues the need to establish an integrated series of personnel policies to support organizational strategy (Buchanan and Huczynski, 2004). Human resource management is a strategic approach to manage employment relations which emphasizes on people's capabilities to achieve competitive advantage through a distinctive set of integrated employment policies, programs and practices (Bratton and Gold, 2007). Human resource management is the managerial utilization of knowledge, capabilities and committed behaviors that people contribute to an authoritative coordinated human enterprise as part of employment exchange to carry out work tasks in a way that enables the organization to continue in future (Watson, 2010). Human resource management involve recruitment, selection, learning and development, reward, communication, employee involvement, teamwork and performance management (Beardwell and Thompson, 2017). Human resource management is concerned with the employment, development and reward of people in organizations and the conduct of relationships between management and workforce; which involves all line managers and team leaders. The human resources specialists exist to make important contributions to the processes involved (Leatherbarrow and Fletcher, 2019). Human resource management focuses on human capital employment, employee training, development, motivation, leadership, commitment, participation, individual characteristics and personal needs. On the other hand human resource management is all about how employees are utilized to achieve organizational goals by controlling cost, effective and efficient process. It is a set of planned (strategic) activities to

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design and implement actions in order to recruit, train, develop, retain, seek agreement between employers and employees and aiming to engagement and wellbeing of employees. They must be improved, developed and retained, contrary to the personnel management philosophy (Storey, 2001, Kaufman, 2015, Wilkinsone and Johnstone, 2016).

Functions of Human Resource Management

Anyim, Ikemefuna, & Mbah, (2011) opined that the primary task of human resource management is to ensure that the organization are utilized and managed effectively. Human resource practitioners are saddled with the responsibility of designing and implementing policies and programmes that will enhance human abilities and improve organizational effectiveness. Some studies have shown that poor human relations at work, neglect of staff welfare programmes and poor motivation are factors that cause industrial strife and decline productivity in work setting. Tailor (2020), opined that traditional human resource deals with core human resource tasks such as overseeing administrative tasks related to recruitment, firing and administering organizational policies. Anyim, et al (2011) opined that modern day entrepreneurs recognize human resource as a vital element in organizing and acknowledging the role of human resource practitioners in developing valuable resources. To acquire and retain human resource in organization, the four critical roles are as follows:

a. Create and implement policies, which should be in writing and communicated to all employees through circulars or the employee handbook.

b. Offer advice and counsel to the employees on matters bordering on productivity, safety at work, career path or management, morale, honesty and integrity, human relations etc.

c. Provide services that assist line managers in performing their jobs, serve organizational units like recruitment, selection and placement, compensation management, training and development, staff welfare programmes, industrial and labour relations, research and planning.

d. Control of human resource programmes and laid down procedures i.e. to monitor and ensure that HR policies and guidelines are implemented religiously or letters e.g. grievance handling and disciplinary procedures, adhering to federal character principles or quota system, fairness of appraisal exercise, granting of loans. Each of this function is a complex flow of activities that underscore human resource management functions as integral part of overall corporate plans of the enterprise. It follows therefore, that HR management function is a joint responsibility for all managers within the enterprise (Anyim, et al, 2011).

Human Resource Management Evolution

Human resource management evolved in mid-90s, there has been diversity in business practice in naming the function concerned with handling employment relationship (Udeze, 2000). The creation of specialized departments in 1920s and 1930s to handle administration of personnel programme called personnel departments. The incursion of labour unions in United States of America in 1930s and 1940s resulted in this same function being named; many organizations adopted industrial relations. The governments, hospitals and schools at that time still operate with personnel management, the concept is planning, organizing, directing and controlling activities involved in procurement, development, compensation, integration, maintenance and separation of human element in an organization. Globally, human resource profession responds to increase competition for mobile talents, changes in workforce attitudes and composition, shifts in employer relation and rapid advances in human resource technology. Some new kinds of technical knowledge, skills and abilities require human resource practitioners in future that are

flexible and willing to deal with ever accelerating pace and unpredictable changes in global workplace (Mayrhofer & Brewster, 2005). The human resource profession needs to evaluate the implications of moving into an era of decentralization, which if used properly lead to emancipation. The era requires a new kind of organization, based on different paradigm that binds together the contributions of independent individuals in a sustainable way. It is clear that a new way to manage human resource as a paradigm is emerging, as well as new human resource managers should manage themselves (Limerick, et al. 2002). The focus for managers of this century is the urgency to manage change speedily and efficiently in human resource management context with appropriate competencies. Some issues like international human resource management, diversity, employment equity, generation, reputation management and corporate ethics amongst others must be factored regarding future identification of human resource professionals' role and capabilities. Scholars like Kane, (2006); Burton, (2003); Swanepol, et al, (2002) & Nel, et al, (2005) identify factors that act as barrier to effective human resource management. Some of the pertinent issues are top management has a low priority, and offer a short-term view of what the real issues in human resource management and the profession (Parmenter, 2002; Burton, 2003), Human resource management practitioners are perceived to lack sufficient knowledge and skills necessary to implement effective human resource management practices at various levels in their organization (Jayne, 2002; Burton, 2003). No doubt human society has always been organized in groups for various group objectives. The industrial revolution of 18th century triggered off modern human resource management. This was a technological revolution that brought factory system instead of earlier hand-craft system. Many machines were invented and speed was brought into organization process of getting things done. According to Udeze (2000), the features of this technological revolution (industrial revolution) were the invention of machine to perform activities hitherto performed by manual labour. The industrial revolution has deep consequences for management; these were human problem of concentration and technical competency. The human problem was mainly many people who work under one roof in the factory system; the technical problem was associated with how to operate the machines. The second problem of skill acquisition was addressed to a large degree while human problem was neglected. The human problem caused by the industrial revolution continued until 1920s when a movement and new interest arose in human aspect at work. Some scholarly efforts by Elton Mayo, Abraham Maslow, Douglas Mcgregor, Rensis Likert, Robert Owen and others changed the situation drastically from paternalistic and mechanistic approach to human relations (Ulrich, 2005). The assurance of productivity through happy and motivated workforce became an ideology pursued. In Nigeria, the civil service native staff union was formed in 1912, but the amalgamation of Northern and Southern protectorates by Lord Lugard in 1914 centralize public service machinery and increased activity of the labour union. The Nigeria Labour Congress and Trade Union Congress are the latest sensation on labour movement in Nigeria. No doubt the advent of labour union in Nigeria and world over brought a new impetus into human resource management and human relations angle to organizing. Some challenges still exist in human resource management in Nigeria, in corroborating this statement, Udeze (2000) cited in Iyanda (1995) states that management made significant progress in planning, organizing and measuring work and success has been achieved in managing material resources for optimal results, but the degree of success in managing people could have recorded the same degree of success. Human resource management is the most daunting of all management's responsibilities and the most popular subject of research and

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experiment. The need and importance of human resource management has become more pronounced, human resource has unlimited capacity for creativity, resourcefulness and productivity. Sims (2006) contends that present managers believe that any attempt to activate the potentials of human resource holds an exciting promise for organization and humanity in areas of productivity and profit maximization.

Digitalization

Digitalization is the process of integrating digital technology into all aspects of business operations and strategy, resulting in fundamental changes in the way organizations operates and delivers benefits to customers. This process involves applying technologies such as cloud computing, big data, Internet of Things (IoT), artificial intelligence (AI), and others to improve efficiency, innovation, and competitiveness (Mujtaba, 2023). Digitalization is a journey involving several stages that organizations must go through to achieve significant and sustainable changes in the way they operate and serve customers. The initial stages of this transformation often begin with assessment and planning, where the company sets a digital vision and strategic goals (Strohmeier, 2020). At this stage, the organization conducts an in-depth analysis of its current state, identifies areas that require change, and develops a clear roadmap. This assessment involves a deep understanding of existing business processes, technology infrastructure and digital capabilities, as well as benchmarking with industry best practices. The process includes identifying and mitigating risks that may arise during transformation (Mujtaba, 2023). The organization enters the implementation stage, this is where new technology solutions are integrated into the organizational operations, this include the development and implementation of information technology systems like adoption of cloud computing, deployment of big data analytics, automation of business process and introduction of digital collaboration tools (Nazarova & Rudenko, 2023). The implementation involves training and cultural change to ensure that employees understand and are able to use the new technology effectively. This process often involves iteration and continuous improvement to ensure that the implemented technology actually delivers benefits and contributes to the organization's strategic goals (Smeshko et al., 2024). The final stage of digital transformation is evaluation and optimization. At this stage, companies continue to monitor the performance of newly implemented digital systems, using metrics and key performance indicators (KPIs) to measure the success of the transformation. This evaluation allows the organization to identify areas that still require improvement and take the necessary corrective actions (Varshney, 2020). The continuous optimization ensure that organization continue to grow and adapt to changing technology and market dynamics, this include regular update technology, allocate right resources and sharpen digital strategies to be relevant and competitive. With proper evaluation and optimization, digitalization can take organizations to new levels of efficiency, innovation and customer satisfaction (Trang, 2023). Summarily, digitalization is a comprehensive process that integrates digital technology into all aspects of organization operations and strategy to improve efficiency, innovation and competitiveness. The stages range from assessment and planning, where organization set vision and goals to implement like technology adoption and work culture change. The evaluation and optimization ensure the success and sustainability through performance monitoring and continuous adjustment. It is through these stages that organization achieves changes the way they operate and deliver benefits to employees while adapting to rapid change in market dynamics.

3. Theoretical Framework

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The paper adopted system theory as its framework for this paper as propounded by scholars suggest that system is applied to almost everything such as the human body system, education system among others. According to Parmenter (2002), system is a series of inter-related and inter-dependent parts such that interaction of the parts (sub- system) affects the whole system. In every system there are sub- systems. For instance, the human body, the total system encloses a number of major sub systems such as central nervous system and the cardiovascular system. The education system has different sub systems such as primary, secondary and tertiary education system. Systems may be open or closed; pen system relates and interacts with other system while a closed system does not do any of these. Open system interacts with their environment or rely in obtaining inputs to discharge their functions (Agawala, 2009). The system theory is relevant to organizational management because the entire organization is a system. The inputs are the human and non-human resources. Human resources are the employees and non human resources comprise the equipment, facilities and fund for running the organization. According to Garba (2003), the model of system theory are environment, feedback Environment, inputs, demands supports, political system outputs Decisions. System approach to recruit enables us to see the inter-relationship between the sub-system and parts in an organization or system. The employer makes appropriate decision for the interest of the entire system; staff does not exist in a vacuum. Recruitment of staff should relate to personnel and management functions; this is because staff recruitment in an organization affects the growth of that organization or system as a whole.

Changing Trends in Human Resource Management in Nigeria 21st Century

The human resource management has been centred primarily on recruitment, selection, orientation, training, job analysis and evaluation, labour relations, appraisal exercise. In modern times, some issues have created a new dawn for human resource practitioners and professionals. The competitive pressures faced by modern day organization for survival and success due to globalization and liberalization will create room for future demand of organizational excellence. The global complex and chaotic world of multi-national companies requires a new strategic focus and new capabilities from human resource just as it does from other management functions (Briscoe et al, 2009). In the previous years, many transitions have taken place due to rise in numerous layoffs; many people lost their jobs that put pressure on organizational management to re-assess its strategies (Zorlu, 2009). All human beings are different from each other and the employers have different ways for motivating and keeping the talent, financial benefits are no longer considered as a tool for retaining employee. Every organization has to adopt new and latest ways for satisfying its people, this will help control the rate of turnover (Henson, 2007). . People often quit jobs if they do not find appropriate balance between personal lives and professional obligations. The manager has to work to avoid such scenario; they need to help employees in finding right work life balance (Kossek, 1998). Some of these issues are as follows:

(i) **Productivity Improvement:** is likely to create unemployment and inflation, decline in standard of living of the masses, hence all hands must be on deck in search of ways to improve productivity and thus strengthen the economy for the betterment of all parties in employment relations.

 (ii) **Quality of Work Life:** refers to the extent to which employees' personal needs are met through their work e.g. one's quality of work life improves as one's work meets more and more personal needs. It is expected that improvements in quality of work life will affect the performance of the organization favourably.

(iii) **Health and Safety at Work:** focus on creating of a work environment which minimizes the likelihood of an accident or injury. Akin to this, is job stress which can be as hazardous as an unsafe workplace.

(iv) **Quota System in Employment:** This is very common in public organization where employment in government establishments is expected to reflect the Federal Character Principle. These rights and entitlements (various fringe benefits, medical care for employees and family, pension. gratuity schemes, National Housing Fund, retrenchment benefits etc.) have added additional strain and costs which the employers must bear in hiring, maintaining and disposing employees.

(vi) **Labour Dissatisfaction at Work**: this has to do with issues like growing rate of unionization of employees, low morale and alienation from work. Others include labour turnover, brain drain, poor work habits or attitudes, industrial conflicts and strikes which are inevitable phenomena in the workplace.

(vii) Changing Values of Employees: in the past decades, work ethics were tenaciously followed by the employees in terms of punctuality, honesty, diligence etc. but in the modern day, there is growing evidence of serious decline in work ethics. The syndrome is such that some of the enterprises do not provide the basic guidelines for living rather the individuals are responsible for exploring and determining for themselves what they want to do and become in life. With this philosophy, one needs not to wonder why work has become one alternative among many to the workers who want to survive in a turbulent and harsh environment of the modern day. The trend led to erosion of values as bribery, corruption, lack of transparency, indiscipline, wasteful spending etc. became rampant. Management Solution: The management must encourage changing demands of the employers due to competitive pressures; the organization must embark on changes in its internal environment as well as technological innovations. The foregoing factors no doubt have serious effect or repercussion for human resource management and planning in the organization as manpower contraction or expansion becomes imminent.

(viii) **Changing Role of Government or State in Industrial Relations:** due to the civil war in Nigeria, the government shifted its non-interference posture for more positive roles in industrial relations practice. This is evidenced by its "Interventionist Policy" in industrial relations in what it coined as "Guided Democracy" in labour matters. The government enacts legislations from time to time as industrial situations may warrant and implements labour standards approved by ILO.

(ix) **Clean Wage Option**: this is the consolidation of the basic pay with all allowances or fringe benefits. In other words, it is the payment of total package as salary without segmentation or distinction between the salary and the fringe benefits components. This is currently being practiced by many Third World countries including Ghana which adopted the option in 1988. In Nigeria, the option was adopted by some oil companies including Mobil Producing Nigeria in 1997. The option has implications which are mix grill for both the employees and the employers. For the employees, the option will attract high element of taxation because only basic salary which is equivalent to the total package or clean wage will be taxable while the total emolument will increase the terminal benefits and holds more prospects for the retirees.

(x) **Social Responsibility by the Employers**: since the enterprises operating within some communities have made life unbearable for the populace through water pollution and destruction of other natural resources, the enterprises thus have social responsibility in terms of making

contributions to the well-being and development of these communities. e.g. Oil companies in Nigeria provide social amenities to the host communities to avert crises.

 (xi) Economic Recession: this phenomenon is caused by decline in economic activities brings dramatic changes with decline in industrial production and output coupled with corresponding rise in the rate of unemployment. This trend affects industrial relations institutions and constitutes the main environmental factor affecting collective bargaining process. It also creates room for spate of industrial actions due to manpower contraction caused by capacity under-utilization in industries.

(xii) Public Service Reform by Government: In Nigeria, the main thrust of public service reform is to show that government business can be carried out openly, economically and transparently devoid of favouratism and corruptible tendencies. The reform focuses on reforming government institution, implementing social charter, value re-orientation, moral rectitude, respect and due process to guarantee effective and transparent system of economic and financial management of government resources. The foregoing underscores the need to launder the image and future of the public service.

(xiii) Casualization of Labour: this is a non-standard work arrangement caused by the effects of globalization and trade liberalization. This shift from standard to non-standard work arrangements is as a result of employers' orientation to avoid costs associated with the application of the provisions of the labour laws which are designed to protect permanent employees in standard and pensionable employment and also for the purpose of flexibility. The practice gives employers the freedom to 'hire' and 'fire' casual employees at will. The practice has been a source of constant conflict between unions and employers.

(xiv) Outsourcing of Services: it involves employers contracting out some of their non-core or ancillary services. Akin to actualization, this is done to cut costs as it denies employees the right to organize or belong to trade unions. Most permanent employees who have stake in the organization show more commitment to their jobs than the contract employees supplied by vendors. Human resource managers should examine the cost-benefit implications of outsourcing certain services vis-à-vis engaging employees on permanent basis. From the foregoing, it is thus obvious that the environment of human resource management has continuously varied and becoming more complex.

Implication of Human Resource Management in a Digitalized Economy

Digital technologies create a new work environment by playing a prominent role in performing the job, on the organization's structure and on the lives of employees. The basic Human Resource Management functions are also greatly and in multiple ways affected. The digital changes of human resource concern three focal areas: digital employees, digital work and digital employee management (Strohmeier et al, 2020).

a. "Digital employees" The interaction with digital technologies has shaped a new generation of people with distinctively different attitudes, qualifications, behaviors and expectations (Lancaster and Stillman, 2002; Prensky, 2001). In this generation people are more multi-task, have digital capabilities/ qualifications, they like and search for more information and networking they are learning by doing and ask for more and instant gratifications and rewards. It is obvious that human resource management should change and align its activities to this new labor market cohort such digital employees.

The young generation employees grown up in a digital environment is more complex and more heterogeneous (Helsper and Eynon, 2010). The adaptation of human resource management to

change workforce constitutes a step necessary to support organizations further through new automated practices of recruiting, selecting and leadership practices (D' Netto and Ahmed, 2012), Artificial Intelligence like machines save time for recruiters and enable them to focus more on hiring to improve the candidates experience in response to time, regular communications, scheduling interviews. Digital work reveal that all information today is either digital, has been digital, or could be digital (Bawden, 2008) information work of employees more and more depends on digital tools and media. In consequence, in order to perform effectively a job, a new set of technical as well as mental skills to systematically acquire, process, produce and use information is needed (Nawaz and Kundi, 2010).

Digital technologies have enabled new forms of organizing work that range from single virtual workplaces, to virtual groups, teams or communities, and even to virtual organizations (Hertel et al, 2005; Powell et al, 2004). For instance, e-learning organizes work via web-based market places where organizations offer certain tasks to freelancers. E-lancing replaces conventional employees and changes and sometimes questions "classic" HR functions (Aguinis and Lawal, 2013). In managing such members clearly differs from managing conventional employees with a lot of aspect like leadership, performance feedback or development, with a lot of other aspects not sufficiently tackled (Hertel et al., 2005). Human resource managers recognize the requirements of these digital changes in an organization, they face the challenge to develop corresponding strategies and policies aided by automation. For instance to organize work, task assignment, outsourcing, train and develop staff or e-lancers/ partners, collect and expand information (big data analytics), compensate staff and engage employees.

c. "Digital employee management: is the planning and implementing digital technologies to support and network human resource profession. The operational functions of human resource are pay roll processing and other managerial functions such as compensation, performance management or developments are digitally supported. The operational effects of digital employee management such as less cost, higher speed and quality of human resource process, increased cooperation, trust among human resource stakeholders and more strategic orientation is obvious (Parry, 2011; Strohmeier, 2009). Some issues like nonuser acceptance, threats to privacy, loss of personal contacts, downsizing department with technical implementation, administration and application tasks should not be out of consideration. Artificial Intelligence ethics should address some issues regarding unemployment (downsizing), hiring, inadequate employee data usage, and transparency. The intelligent machines, systems built by big organizations (Google, Microsoft, Amazon, face book, IBM) make artificial intelligence possible and saleable in recruiting and hiring tools for human who program them. Human bias can spell big discrimination problems and ethical issues amplified by the scale at which artificial intelligent tools operate (Charles, 2019). The essence is to identify, develop and utilize the potentials of digitalization, avoiding or reducing the accompanying downsides. It is recognized that the fate of organizations depend much technology and leadership, and determined by: the quality of its human resources management. Digitalized human resource activities are the crucial way to help any organization to execute effectively its strategy to achieve its operational goals. This means that human resource managers must change their role from diagnostic on the workforce to predict in other change from operational to strategic. This transformation requires recruiting technological educated people, fill the skills gap and retain employees. Human resource managers must acquire the capacity (knowledge and skills) to be given the organization to control in-depth workforce and utilize digital technologies for functional human capital.

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Challenges in Implementing Digitalization on Human Resource Management

The responsibility of human resource been centered primarily on recruitment, selection, orientation, training, job analysis and evaluation, labour relations, appraisal exercise etc but in the modern time, some challenging issues have created a new dawn for human resource practitioners and some of these issues are discussed below:

Most employees especially those working with conventional methods for a long time, often feel anxious and uncomfortable with changes brought by digitalization (Sugiarto, 2023). They feel afraid of losing their job or find it difficult to adapt to latest technology. Effective communication strategies and comprehensive training programme help employees understand the benefits of digitization and how they can contribute to this process (Wijayadne, 2024).

Variety of Systems: most organizations use variety of systems and tools to manage human resource functions, and these are not compatible with each other, integrating various digital platforms into one unified system requires significant time, effort and funds (Upadrista, 2021). The process requires specialized technical expertise to ensure that each component function properly in the new ecosystem, failure to integrate technologies can result in inefficiencies and potential failure to achieve digital transformation goals (Kerwin, 2022).

Data Security: is one of the challenges in digital transformation and human resource management, digital system store sensitive data including personal information and financial data. The risk of data leakage and cyber-attacks is growing with pace on digital technology, organizations must invest in sophisticated security solutions and keep their cyber-security policies up to date (Bresciani et al, 2021). Small mistakes in data protection can be fatal to organization reputation and negatively impact employee trust (Gadzali et al, 2023).

Productivity Improvement: create unemployment and inflation, decline in standard of living of the masses, all hands must be on deck in search of ways to improve productivity and strengthen the economy to better all parties in employment relations. The modern day human resource practice led to greater output and improves quality of products, encourage practitioners in taking active roles on matter impinging on improving productivity.

Quota System in Employment: is common in public organization where employment in government establishment is expected to reflect on federal character principle. The herculean task of human resource is to ensure that employment is carried out in line with the above principle without compromising merits and standards.

Labour Dissatisfaction at Work: has to do with issues like rate of unionism among employees, low morale and alienation from work. Labour turnover, brain drain, poor work habits, industrial conflicts and strikes are inevitable phenomena in workplace.

Social Responsibility by Employers: since the organization is operating within some communities made life unbearable for the populace through water pollution and destruction of other natural resources, they have social responsibility in making contributions for the well-being and development of these communities like oil companies in Nigeria provide social services to the host communities to avert crises, capital oil and gas sponsor sporting activities, give scholarship to brilliant and needy students.

Health and Safety at Work: focus on creating work environment that minimizes likelihood of an accident or injury. Job stress is keen to this and it can be hazardous to unsafe work place. Modern managers recognized dangers of potential personal and organization job stress has taken on ways to reduce the problem through medical attention.

Quality of Work Life: refers to the extent to which employees' personal needs are met through their work like one's quality work life improves as one's work meets more personal needs. It is expected that improvements in quality work life affects the performance of the organization favourably. Human resource professionals are interested on issues that relates to job satisfaction and commitment to promote quality of work life.

Digitalization and Human Resource Management in Nigeria

   Digitalization has made the world a better place, a world that will lead to economic prosperity, political freedom, and world peace (Bhagwatti, 2004, Parmenter, 2002). Digitalization is the result of the democratization of finance, technology and information, it is driven by our basic human desire for a better life, a life with more freedom to choose how to prosper, what to eat, what to wear, where to live, where to travel, how to work, what to read, what to write, and what to learn. The attraction of digitalization according to Dawson (2003) is freedom. People bemoaned restrictions on where they can buy and where they can see. Digitalization markets create competition that yields better goods and services at better prices, people have opportunities and better paying jobs that never existed in closed non-global economies. It does not include unhindered movement of labour and, as suggested by some economists, may hurt smaller or fragile economies if applied indiscriminately. GeeGrad (1995) define digitalization is the system of interaction among countries of the world to develop global economy. Digitalization refers to the integration of the economy and societies all over the world, it involves technological, economic, political and cultural exchange made largely by advances in communications, transportation, and infrastructure. Armstrong (2009) opines that human resource management is the function within an organization that focuses on recruitment and management, providing direction for the people that work in the organization. Also human resource management is the organizational function that deals with issues related to people like compensation, hiring, performance, organization development, safety, wellness, benefits employee motivation, communication, administration and training. Effective human resource recruitment enables employees to contribute effectively and productively to the accomplishment of the organization's goal.

Finally, human resource management in digital transformation faces the challenge of ensuring a balance between technology and human touch. However, technology can speed up and simplify various human resource processes to maintain human aspect. This includes empathy, personal communication, and individualized consideration that cannot be fully automated by technology. Ensuring that technology is used to support, not replace, human interaction is key to a balanced and effective digital transformation in HR management. By strategically identifying and addressing these challenges, companies can more readily and effectively implement digital transformation in their people management, maximizing the benefits while mitigating the risks.

Conclusion and Suggestions

Human resource management has evolved from commodity approach through paternalism to present social system approach. It has moved from a closed system to an open system. The digital revolution has improve the effectiveness of human resource because it enhances efficiency that was impossible to achieve with conventional methods. The adoption of digital tools such as human resource information systems (HRIS), various time-consuming routine tasks like employee data administration, payroll and benefits management can be automated. This will not only reduce manual workload but also minimize the risk of human error that poses significant problems in human resource management. The utilization of technologies such as

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artificial intelligence in recruitment process enhance automated screening of job applications and initial assessment of candidates, which speeds up the selection process without compromising the quality of result obtained. The digital revolution enables better and faster data-driven decision-making, real-time analytics and dashboard tools to provide a comprehensive view of employee performance, engagement levels and other relevant metrics. This information allows human resource managers to be more informed and strategic in decisions in terms of employee development or retention policies. With advance reporting and analytics systems in place, organization can respond more quickly to change workforce needs, ensure that their human resource strategies are relevant and effective in supporting the overall goals of the organization. The digital revolution is an important foundation to improve effectiveness of human resource management to create a more productive and responsive work environment.

The following suggestions were made to tackle the issues of human resource management and digitalization in Nigeria as follows:
An executive information system (EIS) for online information is made available in the organization. This will make information rightly available at no personal cost. Employees can use EIS facilities available to enhance their on-the-job skills to the advantage of the organization. Human resource manager should ensure that the existing gap between the management and staff is bridged. This will instill the needed on-the-job confidence in staff and they will have a sense of belonging and will be ready to give in their best to achieve set goals.
Manager in-charge of human resource should ensure that, flextime is introduced to take care of the different needs, demands and time of workers while at work.
Manager in-charge of human resource should ensure that workplace diversities management is inevitable, there should be mechanism put in place to monitor and understand different diversities to prevail at workplace and provide lasting solutions to them.

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