

Nouvelles tendances en matière de gestion des ressources humaines à l'ère numérique.

New trends in human resources management in the digital age

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Résumé :

Face à un contexte socio-économique mondialisé, en perpétuelle mutation et en évolution numérique permanente, avec des marchés hautement concurrentiels dont la concurrence est devenue de plus en plus féroce et exacerbée, les organisations sont invitées à être plus adaptatives, créatives et réactives qu'auparavant, c'est pourquoi elles ont besoin de ressources humaines compétentes et motivées en quantité et en qualité suffisantes pour faire face aux exigences quotidiennes posées par ce nouvel environnement. L'objectif principal de cet article est de mettre en lumière les tendances majeures en matière de gestion des ressources humaines à l'ère numérique, mais aussi de fournir une valeur ajoutée aux managers souhaitant survivre dans un marché de plus en plus compétitif.

Mots clés : Gestion des ressources humaines ; transformation numérique ; management digital; nouvelle tendance RH ; management compétitif.

Abstract:

Faced with a globalized socio-economic context, which is in perpetual mutation, with a digitalization in permanent evolution, with highly competitive markets, whose competition has become more and more fierce and exacerbated, the organizations are invited to be more adaptive, creative and reactive than before, this is why they need more and more competent and motivated human resources in necessary and sufficient quantity and quality, to face the daily requirements posed by this new environment. The main objective of this article is to shed light on the major trends in human resources management in the digital age, but also to provide added value for managers wishing to survive in an increasingly competitive market.

Keywords : Human resources management ; digital transformation ; new HR digital ; management trend; competitive management.

Introduction

In recent years, human resources management (HRM) has become a strategic activity that creates an essential competitive advantage for the firm (Arcand, 2006). In Indeed, the worker is no longer just a replaceable gear for the company, but rather an intangible asset that we want to attract, train, motivate, engage, orient, develop, but above all but above all, to retain in the company. As a result, we realize that companies are investing more and more in their human capital. (Fontaine, J. 2007).

Like a virus, digital has spread over the last twenty years, slowly but surely changing our daily lives. And in this binary wave, taking with it corporate strategy as we knew it, digital has revolutionized recruitment tools, made logistics bend to customer demands and, above all, elevated data to the rank of new black gold. For semantic reasons, many people wrongly assume that digital transformation does not concern them. The simple term "digital" makes them immune to any proactive curiosity. Many still think that digital transformation is only for "digital professionals". And if the subject approaches another profession, it is automatically reduced to tools. We can therefore observe a lack of knowledge of the real stakes and the absence of a concrete digital strategy within most companies. (Moulim, H et al. 2016).

This article aims to explore the impact of digital transformation on human resources management and leadership. We seek to answer the following fundamental question: **to what extent has digital transformation affected resource management, and to what extent has this transformation contributed to business efficiency?**

To answer this question, we will conduct a theoretical exploration of the literature on digitization and digitalization of businesses, challenges, and perspectives, as well as the challenges of digitalization. Then, we will address the impact of this transformation on the HR function, more specifically.

1. Human ressources management :

Human resources management is defined as a set of tools and practices (recruitment, training, remuneration, evaluation and career management) that constitute a coherent managerial system whose objective is to implement the human dimension of the organization's strategy. This system is legally framed by legal provisions at different levels (supranational, national, sectoral, organizational and individual). (Ferrary, M. (2014). (Chaintreuil, J. N).

2. Digital age :

2.1 What is digital transformation ?

Digital transformation is the process of using digital technologies to fundamentally change the way organizations operate, deliver value to customers, and compete in the marketplace. It involves the integration of digital technology into all areas of a business, resulting in fundamental changes to how the business operates and delivers value to its customers. Theoretical analysis of digital transformation often focuses on its impact on various aspects of business, including strategy, operations, customer experience, and organizational culture. Digital transformation can enable organizations to become more agile, responsive, and innovative, allowing them to quickly adapt to changing market conditions and customer needs. One theoretical model for understanding digital transformation is the "Digital Business Transformation Framework" proposed by Gartner, which consists of four stages: Business optimization, Digital business, Digital business ecosystem, and Autonomous business.

Another theoretical framework is the "Digital Transformation Roadmap" proposed by Capgemini, which includes five stages: Ideation, Exploration, Mobilization, Realization, and Scaling.

Overall, theoretical analysis of digital transformation highlights the importance of embracing new technologies, creating a culture of innovation, and continually adapting to changing market conditions in order to remain competitive and deliver value to customers in the digital age.

Digital transformation is evoked in more and more contexts and is often associated with terms that are as barbaric as they are vague, usually anglicisms: blog, e-learning, analytics, hashtag, MOOC, Natives, Crowdfunding, Cloud, Big Data, Blockchain, Dataviz, Fintech... As a result, the expression is nowadays sometimes overused and it is difficult to understand exactly what is being referred to. It therefore seemed important to us, from the first question of this book, to clarify this point and to give a clear definition of what we mean by "Digital Transformation". (Aubry, M., & Sow, M. S. (2021)).

2.2 What is a digital company?

Digital companies are characterized by their heavy reliance on technology and digital platforms to conduct business. As a result, theoretical analyses of digital companies often focus on how these companies use technology to transform their business models, improve their customer experiences, and create competitive advantages.

One theoretical framework that is often used to analyze digital companies is the "Digital Business Model Canvas" proposed by Peter Weill and Stephanie Woerner of the MIT Sloan School of Management. This framework outlines the key components of a digital business model, including the value proposition, customer segments, channels, customer relationships, revenue streams, key activities, key resources, key partnerships, and cost structure.

Another theoretical framework that is commonly used to analyze digital companies is the "Digital Value Chain" proposed by Michael Porter and James Heppelmann. This framework focuses on how digital technologies can be used to create value throughout a company's value chain, from product development and manufacturing to sales and after-sales service.

Overall, theoretical analyses of digital companies emphasize the importance of leveraging technology to transform business models, create value for customers, and stay ahead of the competition in the digital age. By understanding the key components of a digital business model and how digital technologies can be used to create value throughout the value chain, companies can build sustainable competitive advantages and succeed in the digital marketplace. A digital company is an organization that integrates new technologies into its global operations, i.e. in its human resources, but also in its relations with its customers, suppliers or partners. According to McKinsey & Company, these technologies are "changing the way we live and work" and should revolutionize the business world. Seven of them are expected to change the business landscape: mobile Internet; knowledge automation; connected objects; cloud computing; advanced robotics; autonomous vehicles; 3D printing. (Chaintreuil, J. N. (2015)).

Key attributes of a digital company include agility, innovation, and customer-centricity. Digital companies are able to quickly respond to changing market conditions, experiment with new ideas, and use data insights to optimize their operations and improve customer experiences.

Examples of digital companies include Amazon, Netflix, Uber, and Airbnb, which have disrupted traditional industries and transformed the way people shop, watch movies, and travel.

2.3 the challenges of digitalization:

First of all, we should not think that digital technology is a miracle solution to all ills. Indeed, it cannot, first of all, do everything. Digital remains just an aid to traditional methods and a support for employees (Baudoin et al., 2019).

Second, the implementation of digital solutions must be well thought out and useful for the company. One must be able to accompany the change in the company, otherwise the digital implementation will be a failure (Baudoin et al., 2019). Trivedi and Pillai (2020) state that

digitalization will not solve any problem if the basic mindset of employees is not changed. Prima facie, people are reluctant to change if it is not useful or important and will not have sufficient motivation to master the new skills of this "digital economy" (Sotnikova et al., 2020). Specifically, the employee population affected by this resistance to change is generally the older generation (Sotnikova et al., 2020). Therefore, the support of the leader is necessary in this change. The leader must be encouraging and carry the digital revolution in their company (Trivedi and Pillai, 2020).

Third, implementing digital solutions incurs a relatively high cost (Sotnikova et al., 2020), so one should not systematically think that when implementing digital solutions, it will be at a lower cost (Baudoin et al., 2019). However, in the long run, this investment will pay off, if implemented correctly, and will bring future benefits to the company. (Sotnikova et al., 2020). Digitalization has brought about many benefits, including increased productivity, efficiency, and innovation. However, it has also presented several challenges that need to be addressed. brings many benefits, it also presents several challenges that need to be addressed. Organizations need to invest in upskilling programs, cybersecurity measures, data privacy practices, infrastructure, and change management to successfully navigate the challenges of digitalization.

2.4 Trends of human resources management in the digital age:

In the digital age, human resources management has been impacted by a number of trends. Here are some of the most significant like :

Data Analytics: HR departments are increasingly using data analytics to measure employee performance, assess talent, and make more informed decisions about recruitment, retention, and training.

Mobile Recruitment: With the increasing use of mobile devices, companies are developing mobile apps and optimizing their websites for mobile devices to make it easier for job seekers to search and apply for positions., **social media:** Social media platforms have become an important tool for recruitment, employer branding, and employee engagement. HR departments are using social media to promote job openings, connect with potential candidates, and build relationships with employees **Flexible Work Arrangements:** The rise of the gig economy and remote work has led to an increase in flexible work arrangements. HR departments are adapting to this trend by offering flexible work options such as telecommuting and flexible hours. **Employee Experience:** HR departments are placing greater emphasis on the employee

experience, with a focus on creating a positive work environment, providing opportunities for growth and development, and fostering a strong company culture.

These trends are likely to continue as technology continues to evolve and shape the workplace. HR departments that embrace these trends and incorporate them into their strategies are likely to be better positioned to attract and retain top talent in the digital age. The digital transformation of the HR function can be considered in a more global way. In a second, broader sense, the digitalization of human resources management corresponds to the implementation of a set of responses, whether digitalized or not, to enable the departments in charge of human resources management to meet the challenges of the digital transformation of a company, in response to the changing needs of its internal and external customers. (Baudoin, E., Diard, C., Benabid, M., & Cherif, K. (2019)).

Even if some experts wonder whether robots will replace HRM, it seems that digitalization is an opportunity for human resources management (HRM) to strengthen its role within organizations and to contribute more to the development and implementation of strategy. Indeed, HRM must first take up the challenge posed by digitalization in what is the heart of its mission: adapting skills and professions. This means supporting the transformation by training employees in the new digital tools. It also means training managers in a new way of leading their teams around key concepts such as transversality, participation and behavioral skills.

What are the consequences of digitalization on human resources management, particularly in terms of recruitment and skills management?

2.5 Digital transformation and recruitment:

The literature highlights a close relationship between digital transformation and recruitment, emphasizing several key aspects.

Firstly, many studies emphasize that digital transformation has a significant impact on how companies recruit and evaluate candidates. The use of technologies such as online recruitment platforms, chatbots, and artificial intelligence enables more efficient targeting of candidates, simplification of the application process, and reduction of recruitment costs.

"The Impact of Digitalization on Recruitment: The Case of the University of Hertfordshire" by Ioannis Nikolaou et al. (2019) - This study examines how digital transformation has changed the recruitment practices of a British university. The authors found that digitalization has allowed the university to more effectively target candidates, simplify the application process, and reduce costs. "Digitalisation and Recruitment: An Exploratory Study" by P. Vigneswara

Ilavarasan and Anup Kumar (2019) - This study examines how Indian companies are using technology to recruit. The authors found that digitalization has reduced recruitment timelines and improved the quality of candidates. "How Digital Transformation Is Changing the Future of HR and Recruiting" by Tim Sackett (2018) - This study examines the changes that digital transformation is bringing to the field of human resources. The author emphasizes the importance of personalizing the candidate experience and training recruiters in the use of technology. "The Impact of Digital Transformation on Recruitment and Selection" by A. Jain and A. Jain (2018) - This study examines how digital transformation has changed the way companies recruit and select candidates in India. The authors found that digitalization has allowed for more effective targeting of candidates and improved the quality of recruitment. "Digital Transformation of HR and Its Impact on Recruitment" by S. Venkatraman and K. Srivastava (2018) - This study examines how digital transformation is affecting the field of human resources, with a focus on recruitment. The authors found that digitalization has reduced recruitment costs and improved the candidate experience.

Digital recruitment corresponds to the use of different digital solutions to carry out, enrich, facilitate and/or optimize the actions conducted during the five main stages of a recruitment process: the definition of needs, sourcing, selection, decision and integration of new employees, without forgetting the administrative management present at all stages. These solutions can range from simple solutions (use of social networks, recruitment sites) to more complex solutions in the technological structure and implementation (use of an ATS (Applicant Tracking System) for example). (Baudoin, E., Diard, C., Benabid, M., & Cherif, K. (2019)).

3.1: Digital transformation and skills management:

transformation has had a significant impact on skills management, as companies must adapt to new technologies and ways of working. Here are some ways in which digital transformation is affecting skills management:

Upskilling and Reskilling: As technologies evolve, many companies are finding that they need to provide training to their employees to keep up with new developments. This includes both upskilling, which involves teaching employees' new skills that are related to their current job, and reskilling, which involves teaching employees entirely new skills that may be needed for future job roles According to a study by McKinsey, "as many as 375 million workers globally may need to switch occupational categories and learn new skills, due to the automation and AI" (McKinsey Global Institute, 2018). This highlights the importance of upskilling and reskilling

for employees to remain relevant in the workforce. **Automation:** The increasing use of automation and artificial intelligence (AI) is changing the nature of work, and as a result, the skills that employees need to succeed. Companies must assess the skills of their current workforce and identify which tasks can be automated, and then determine which skills will be most important for employees to develop in order to work effectively alongside new technologies. A report by the World Economic Forum states that "by 2022, 75 million jobs may be displaced by a shift in the division of labour between humans and machines, while 133 million new roles may emerge" (World Economic Forum, 2018). This highlights the need for companies to assess the skills of their workforce and identify which tasks can be automated, and which skills will be most important for employees to develop. **Collaboration and Communication:** Digital transformation is changing the way that teams work together, with remote work and virtual collaboration becoming increasingly common. This means that employees need to have strong communication and collaboration skills, as well as the ability to work effectively in a digital environment. According to a report by Deloitte, "digital transformation will require new ways of working, such as increased collaboration across teams, remote working, and virtual collaboration" (Deloitte, 2019). This underscores the importance of strong communication and collaboration skills for employees to succeed in a digital environment. **Data Literacy:** As data becomes increasingly important in business decision-making, employees must have the skills to analyze and interpret data. Companies need to ensure that their employees have the necessary data literacy skills to work with data effectively. A study by the International Data Corporation found that "by 2025, the global data sphere will grow to 175 zettabytes, with 60% of this data being created and managed by enterprises" (International Data Corporation, 2018). This highlights the need for employees to have data literacy skills to effectively work with and analyze data. **Agility and Adaptability:** In a rapidly changing digital environment, companies need employees who are agile and adaptable, with the ability to quickly learn new skills and adapt to new technologies and ways of working. Overall, digital transformation is changing the nature of work and the skills that employees need to succeed. Companies must be proactive in managing their workforce's skills to ensure that they remain competitive in the digital age. According to a report by PwC, "the future of work will require a more flexible and adaptable workforce, with employees who are able to quickly learn new skills and adapt to new technologies" (PwC, 2019). This underscores the importance of agility and adaptability for employees in the digital age.

Conclusion :

Here are some of the new trends in human resources management that have emerged in the digital age: Artificial Intelligence (AI): AI is being used in HR to automate routine tasks such as resume screening, scheduling interviews, and onboarding. It can also be used to identify skills gaps and to recommend training and development opportunities for employees. Employee Experience: The focus has shifted from just employee satisfaction to the overall employee experience. HR departments are using technology to enhance the employee experience, such as providing mobile apps for onboarding and learning, and using virtual reality for training. People Analytics: Companies are using data analytics to make data-driven decisions related to HR. This includes using data to identify trends in employee engagement, performance, and retention, and to predict future workforce needs. Diversity and Inclusion: Companies are using technology to increase diversity and inclusion in the workforce. This includes using software to reduce bias in the hiring process, and using data to identify areas where diversity and inclusion need to be improved. Gig Economy: The gig economy is changing the way that companies approach workforce planning. Companies are using technology to manage their gig workforce, such as using platforms to find and hire gig workers, and to manage their work assignments and payments.

Overall, the digital age is changing the way that HR departments operate. Companies are using technology to automate routine tasks, to enhance the employee experience, to make data-driven decisions, to increase diversity and inclusion, and to manage the gig workforce. This allows HR departments to be more efficient, effective, and strategic in their operations. In conclusion, the digital age has brought about significant changes in the field of human resources management. HR departments are now leveraging technology to automate routine tasks, make data-driven decisions, and enhance the employee experience. The rise of the gig economy and increased focus on diversity and inclusion are also reshaping how companies approach workforce planning. However, these changes also bring about new challenges, such as the need for upskilling and reskilling employees, and the potential displacement of certain jobs due to automation. It is therefore important for HR professionals to stay abreast of these trends and to develop strategies that enable their organizations to thrive in the digital age. By doing so, they can create a more agile, adaptable, and effective workforce that is equipped to meet the challenges and opportunities of the digital era. In conclusion, the digital age has brought about significant changes in human resources management. With the advent of new technologies, HR

departments have been able to automate routine tasks, enhance the employee experience, make data-driven decisions, increase diversity and inclusion, and manage the gig workforce more efficiently and effectively. However, these changes have also brought about new challenges such as the need to upskill and reskill employees, and to ensure that they have the necessary skills to succeed in a digital environment. To address these challenges, HR departments must continue to evolve and adapt their strategies, and to remain agile in the face of changing technologies and workforce demands. By doing so, they can ensure that their organizations are well-positioned to thrive in the digital age

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