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HRM DIGITAL TRANSFORMATION: TAKING A ROAD OF SUCCESSION PLANNING

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Abstract

The contemporary organisations, which are primarily attached to the digital" (r)evolution" of Industry 5.0, coupled with the benefits of digitisation, catalysis the area of Human Resource Management (HRM) toward the sustainability and expansion of the business.

The modern entrepreneur applies digital transformation to practical HR activities: recruitment and selection, assessment and evaluation, and further talent development and retention. This article aims to examine and establish a digital transformation strategy in Learning and Development (L&D) to enhance accessibility and expand opportunities for skill development. In addition, the criterion for an electronic training instrument aimed at augmenting technical and interpersonal competencies shall be examined and consolidated to aid small and medium-sized businesses in their succession planning efforts.

Keywords: *digital human resources management, digital learning and development, digital talent development, digitalisation, succession planning management.*

ACKNOWLEDGEMENT

The authors express gratitude to:

Ms Chau (Founder) from NC Talent. Ltd

Mr Khang (Group Director of Human Resources) from Inn Holding Corporation

Mr Minh (Chief Human Resources Director) from FPT Software Corporation

Mr S (Region HR Manager) of V Mobile and Digital Network Corporation

The invaluable contribution of the applicants played a pivotal role in the accomplishment of this study. We sincerely thank each participant for graciously granting their consent to participate in this comprehensive investigation. We want to express our sincere recognition to the individuals who generously shared their experiences and invested their time in our research endeavours. Their openness has greatly contributed to our understanding of the issue at hand and has shed light on the existing gaps in this particular area of study. Their invaluable contributions have played a decisive role in enhancing our comprehension and enriching the quality of this research.

At our loss for words, once again, the invaluable contributions throughout the entire research process of the candidates are notably cherishable. Without their dedicated investment of time and enthusiasm, this article would not have been possible.

1. Introduction

1.1. Background

The digital transformation in human resources (e-HRM) has tremendously grown within SMEs since digitalisation is expanding its role as an essential part of the corporate world, and it is gaining immense ground. The local company in HCMC are particularly making efforts to involve their digitalised human resources (HR) practices, including attraction, selection, recruitment and talent development in operation strategy (Ziebell et al., 2019). This shift entails a departure from conventional HR software solutions and a growing inclination towards more contemporary alternatives, particularly cloud-based systems. Therefore, this research paper aims to explore and analyse this remarkable trend, shedding light on the reasons behind this shift and the potential implications it may have on organisations and HR practices. Additionally, the head of recruiters is prioritising the implementation of e-HRM to streamline HR processes, reduce costs, and promote sustainable human development (Cooke et al., 2014).

Since the booming of "born-digital" generations, who are primarily considered as a key labour force in Viet Nam currently driving the SMEs corporation need to catch up with these e-transformation waves. One of the challenges for the pre-digital stage includes seeking, building and retaining the talent at the right place with the right allocation. In this position paper, the author recommends a model roadmap sample containing business core competencies such as value-added leadership, technology proficiency, intellectual capital, and knowledge management in the high demand of the digital switching economy.

1.2. Research gap

According to previous researchers who have paid much attention to digitalised HR, especially in enhancing employee competencies, and despite latest studies, found the effect of digital transformation within business areas (Cooke et al., 2014; Ziebell et al., 2019).

It indicated that the epic increase of digital technology has provided to HR professionals with a collection of people management practices; the study of Boundarouk and Brewster (2014) failed to clarify the connection between HR implementation and e-HRM. An appreciation to Steward and Brown (2019) both had been tried to link fundamental HR management processes and the overall success of organisations; however, they could not exam on how e-HRM brings its advantages to Talent Succession Planning (TSP).

Furthermore, it is imperative to take into account the aspect of succession planning. The subject matter remains inadequately explored within the context of Vietnam, with a specific emphasis on Ho Chi Minh City, a prominent hub of economic and cultural activities. The lack of research materials and urgency of the issue have prompted this paper to explore the subject and fill the knowledge gap.

1.3. Research objectives

To identify how compositions of Organization Competency (OC) and Individual Competency (IC) in human resources and operational management influence Talent Succession Planning

To explore which compositions of Organization Competency (OC) and Individual Competency (IC) in human resources and operational management drive the succession of Talent Succession Planning.

To suggest the driven method of how digital transformation in HRM influences Talent Succession Planning

2. Literature Review

Competency could be defined as *"the capability to apply knowledge, skills, and abilities (KSAs) to perform specific tasks in the workplace"* (Wang & Haggerty, 2011). KSAs are currently used by Human Resource Department (HRD) as a key component for the collection of HR practices, recruitment, appraisal,

talent pool filter and retention. The original presence of competency in the 1970s had been inherited and categorised by various competency modelling. Since then, several models have broadly developed based on jobs, groups, organisations and industries.

In the demand of the consolidated modelling for building a digitalised talent composition, the cooperation of organisational competency and individual competency would be shaped for forming of TSP, and other support HR heads leave the dilemma of managing internal talents effectively. Organisational Competency is considered hard skills, usually specific to a particular job, while IC refers to demanding soft skills or personal traits of a talent.

2.1. Organisational Competency (OC)

Organisational competency (Citaku & Ramadany, 2020; Deni et al., 2020; Nzuva, 2020) can be defined as the organisation's strategic powerhouse. Organisational competency mostly included abilities, skills and attitudes that consider the organisation's key performance indicators.

2.1.1. Value-added Leadership

A process that draws from positive psychological capacities and a highly developed organisational context results in both greater self-awareness and self-regulated positive behaviours on the part of leaders and associates, fostering positive self-development (Luthans & Avolio, 2003). Work has shown that moral leadership influence comes from the top and affects multiple levels of a formal organisational system through a cascading effect (Kuenzi et al., 2020).

2.1.2. Technology Proficiency

The presence of technology in companies and its impact on managerial decisions and workplaces has been a topic of extensive research in the literature for several decades. Technology proficiency focused on the use of new technologies, seeking organisational empowerment, innovation, competitiveness, and dynamism in processes, seeking to manage the resource strategically, thus improving organisations - is used to optimise processes through digital knowledge, impacting the areas: operations and marketing, facilitating innovation, management, and process development (Batool, 2010).

2.1.3. Intellectual Capital

The term "intellectual capital" is commonly employed in conjunction with intellectual property and assets pertaining to intellectual knowledge, according to The International Federation of Accountants (IFAC, 1998). According to Mention (2012), intellectual capital can be described as the collective skills possessed by an organisation, characterised by extensive knowledge and the ability to effectively respond to customer demands and leverage technological advancements, thus enabling the organisation to operate on a global scale.

2.2. Individual Competency (IC)

The concept of individual competency pertains to the inherent personal attributes of an individual, commonly known as soft skills. Organisational competencies can be categorised as hard skills, encompassing formal education and training individuals or organisations acquire. In the context of this research, organisational competencies may refer to the capacity of an organisation to adapt and develop a talent succession plan. On the other hand, soft skills are less clearly defined and are not limited to specific occupations or industries.

2.2.1. Occupational Competency

Occupational Competency (Ngonda et al., 2020; Rogers et al., 2020; Okiviana & Latief, 2020) describes competency as "knowledge, skills and attitudes"; it could be used to distinguish outstanding

performers from the beginning stages of the recruitment and selection process to on-the-job performance. It concentrates on defining the job fitting of employees to their personal, interpersonal and mindset skills.

2.2.2. Functional Competency

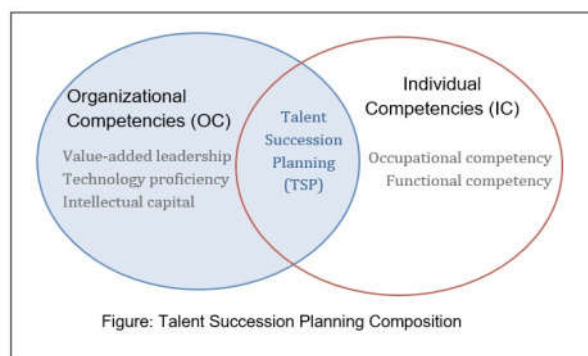
Functional Competency (Ismail et al., 2020; Khunluek & Sahatsathatsana, 2021; Ismail et al., 2021) could be defined as "knowledge, skills and personal character of a talent in carrying out responsibilities in a given job or position". It can also be clarified as the minimum requirement level of accepted task performance.

3. Research Method and Conceptual Framework

This paper utilises Nvivo to interpret the inductive, qualitative data – obtained from indepth interviews with high credibility in the HR market. Qualitative research is a preferred methodology for research as it has the potential to provide practical insights into the current market concerning the application of digitalisation for sustainability purposes. Subsequently, this study will possess sufficient practicality and validity as a foundation for the forthcoming developmental framework.

Fig.1: Talent Succession Planning Composition

3.1. Data Collection and Analysis



The salient feature of the market in big cities, Vietnam, specifically, and the wider region, generally, is the proliferation and robust growth of small and medium-sized enterprises (SMEs). It is possible that the respondents may not represent the perspectives of the business owners but rather only of the professional community.

The data were collected through a semi-structured one-to-one interview, and the sampling method utilised snowball sampling. The analysis was conducted using a coding process that followed specific steps; the author named the interviewees coding CAN1, CAN2, CAN3, CAN4 described in Table 1. During this step, each transcript was carefully read, and codes were assigned to relevant extracts from the interviews. The interviews were conducted from May to July 2023, and the interview recordings totalled approximately 3 hours, and the results are illustrated in Appendix A.

Table 1: Candidates Profile

Interview Code	Ages (in years old)	Experiences (in years)	Gender	Company name	Company size	Title
CAN1	38	15	F	NC Talent. Ltd	> 1000 employees	Founder
CAN2	34	10	M	IN Holding Corporation	> 2000 employees	Group Director of Human Resource
CAN3	33	10	M	FPT Software Corporation	> 27000 employees	Chief Human Resource Officer
CAN4	35	9	M	V Mobile and Digital Network Corporation	>25000 employees	Chief Human Resource Officer

4. Results and Discussions

4.1.1. Results

Main theme 1. Organisational Competencies (OC)

As the necessity of digital transformation in HR management, the seeking of e-management tools to monitor and retain superiors is the main concern of all interviewee candidates; despite the vary in businesses, organisation in scale and labour force in sizes, the answer finding during the interview towards to which key company competency itself might be adapted to approach the digital transformation working for people management effectively.

Sub-theme 1. Value-added leadership

The candidates has demonstrated similar concepts of the leadership awareness in sustainable people assets playing an important role in building a talent roadmap in the long run.. CAN 2 stated that leadership and organisational culture are vital for the expansion of the organisation. Nevertheless, there is a lack of extensive training for new hires as CAN 2 witnessed “a loophole” due to the lack of comprehension towards “the company culture” (see [Appendix A](#)). In the meantime, CAN 1 emphasised the importance of managers' familiarity with processes and technology for employee empowerment, which involvement in digitalisation activities is key (see [Appendix A](#)).

The emerging local MNEs are quite confident with the capability of taking digital advantages since their major of Software Company, the organisational chart is under the vertical hierarchy of management following CAN 3's statement (see [Appendix A](#)). The statement highlighted the fundamental problem of digital transformation is data hygiene and the use of top-up options to clean that data.

The leadership has shown its vital roles in both local SMEs and MNEs in Viet Nam labour market; the decision-making from the head of corporations in using digital HRM is interpreted by CAN 4: [...] The heads are passionate about building a golden generation whose contribution will make a difference." (see [Appendix A](#)). Meanwhile, CAN 1 stated that the use of talents from SMEs unmet the needs of headhunt guarantee as "they can always contact for another talent whenever they need it", which contributed to “why we need to figure out a way for our company to keep in touch with that candidate, even if there are changes in our team." (see [Appendix A](#)).

Sub-theme 2. Technology Proficiency

The assessment of candidates' comprehension of digital proficiency was conducted through individual interviews. Mostly shows the basic needs of e-HRM or e-training through HRM application tools, AiHRM and Cadena series as practical examples. From small to medium scale of employees, according to CAN 1 – who stated “headhunt is somewhat difficult to digitalise” to fulfil customer’s satisfaction and CAN 2 – who necessitates that “both the company and the employees are technologically competent” to resolve the continuous update of the SMEs’ process (see [Appendix A](#)), which version of HR software is worth purchasing would be a must-known for any HR manager:

Similar to SMEs, larger corporations believe in their capability and financial statement by the evidence of applying self-developed HR software in terms of basic stages of HRM, such as recruiting and storing data for further steps of human monitoring and training. The consensus between CAN 3 and CAN 4 is that cultivating an up-skill mindset within the business is imperative, alongside incorporating timeless knowledge such as artificial intelligence (AI) into their software. However, divergent perspectives emerge when considering the implementation of HR software within the organisation. These contrasting viewpoints details are illustrated in [Appendix A](#) and summarised as follows:

“The company's technology proficiency [...] is a competitive advantage for us [...] Not every new technology is good, and not everything good can be applied to the company; it must be selected appropriately.” (CAN 3)

[...] Our organisation does not have a problem with technology, but maintaining it up to date does as we continuously learn from the latest technology in the market” (CAN 4)

Sub-theme 3. Intellectual Capital

It is seen that on the way to becoming a learning organisation should be a great contribution of each competency, and it is not only from the head of departments but also from entry-level workers themselves. For local SMEs with a smaller size of people working, CAN 1 stated: “the most wanted characteristic” is “employees' expectations” compatibility in advancement and long-term personal plans” and CAN 2 expressed that the company’s reliability is built “employees can process their C&B independently” through the digital system (see [Appendix A](#)). Meanwhile, CAN 3 related the importance of “continuous” development of intellectual capital to the company expansion and “the moderate level of trust and authenticity” (see [Appendix A](#)).

Main theme 2. Individual Competency (IC)

In addition to organizational competence, individual participation is crucial in the workplace. Interviewees mainly discussed the necessary attributes, experience, technical skills, and mindsets for individuals.

Sub-theme 1. Occupational Competency

In most companies, the selection stage of the recruitment process is measured by applying occupational assessment. It is not an exceptional option in local Vietnamese SMEs since its usefulness as a potential candidate's filter and sending them to the next round. By spoken from CAN 1, "Candidates are familiar with the comfort zone, so it is difficult for them to update the new one even though the market is moving in the direction of digital transformation." and CAN 2 "During process development, I realised that new employees or employees who switched jobs encountered a loophole in the company's process.” (see [Appendix A](#)). Each persona's composition might vary slightly in definition from bigger labour forces holding, such as the company of CAN 3 and CAN 4. While CAN 3 ensured the filtering process of recruitment and “built a system” to upgrade their employees’ skills to meet the requirements of their

upcoming projects, CAN 4 admitted to insufficiency of environmental modifications to "develop an adequate curriculum and methodology for the firm" (see [Appendix A](#)).

Sub-theme 2. Functional Competency

According to CAN 1, digital transformation in functional competency is "an urgent problem that candidates must meet [...] and not having this skill is a disadvantage, and gradually having digital literacy is no longer an advantage". CAN 2 concurred with CAN 1 by stating that "digital literacy is no longer just an advantage; it is becoming necessary". Functional competency has a lightly broader and wiser definition by large companies. CAN 3 said, "The market needs a person with a large learning experience and many different skills, not a human being with only 1 expertise." CAN 4 also stated, "The problem of enterprises and industries is that, unlike workers, an individual's skills develop according to technology and industry; many skills arise in levelling with customers".

4.1.2. Discussions

By comparing the literature to the findings of the positive relationship between Organizational Competency (OC) and Individual Competency (IC), it is observed that the consistency among compositions found in this research and prior research on how technology plays a crucial part in organisations and individuals build their way to talent development effectiveness. This finding favours Osborne & Hammoud (2017) and Islam & Tari (2018). According to Rezaei & Beyerlein (2018), talent development is a vital tool for SMEs and MNEs, including the Talent Succession Planning (TSP) figure, the application of digital management, especially e-HRM or e-training, contributes to the effective management of human resources in SMEs. The construction of succession planning is a multifaceted process that is intricately linked to talent management. Its primary objective is to facilitate informed discussions regarding individuals and foster optimal outcomes (Cannott et al., 2011).

4.1.2.1 Digitalisation and Human Resource Management

Digital people management has transformed functions like HR management, talent training, development, motivation, and retention. Digital management, as discussed by CAN1, CAN2, CAN3, and CAN4, has been identified for its usefulness in monitoring HR tasks and talent training and development processes. Additionally, digitalization has led to a shift in HRM towards computer-based information systems or application software. This shift improves the management, observation, appraisal, and tracking of talent processes. The objectives of this shift are to achieve higher performance, enhance productivity, reduce costs, and increase employee engagement (CAN 2, CAN 3). Employees, with evidence from the qualitative interpretations, should engage more with digital organizational systems to enhance communication and decision-making, thereby improving organizational performance. While variations in industries and requirements are observed in the digital transformation approach to TSP planning and execution, there remains a coexistence between ownership needs and requirements of a tailored platform to meet the evolving needs of an expanding organisation. CAN2 says, "We need highly flexible software; for example, the software we are using just needs to consult with Customer Service, and it will be updated the next day or in the next working day". Meanwhile, CAN3 - a business expanding into MNE - said they need a basic platform like Oracle "for further development" because "the company's technology base is strong enough to customise itself based on a basic software". Furthermore, it is worth noting that both CAN3 and CAN4 do not encounter any issues related to Technological Proficiency due to their technological foundation. In contrast, CAN2 emphasised the importance of the company and its employees possessing technological competence to address the problem at hand effectively. Furthermore, with value-added leadership and intellectual capital, the candidates' perspectives converge when they all believe that

the enterprise must develop a mindset and receive direction from the company to comprehend the process. They almost contend that leadership with added value is a crucial element for digitalisation and TSP (see Appendix B).

4.1.2.2 *Digitalisation and Transformation of Talent Management*

The digitalisation process has expedited the shift towards an economy primarily driven by knowledge, achieved through the utilisation of interconnectedness among individuals, information, and procedures. Moreover, adopting e-commerce plays a crucial role in enhancing accessibility to goods and services, which means digitalisation fosters a competitive advantage by promoting innovation (Jain, 2018). The ability to tap into a worldwide pool of skilled individuals also offers organisations the potential to enhance cost-effectiveness. It is compatible between Dorasamy (2021) and CAN 2 as they all mentioned how real-time support was very important to his business.

According to Manyika et al. (2013), the progression of technology has presented a significant challenge to traditional work practices. CAN 3 – as a representative of a technological-based SME – expressed that one of the biggest challenges of going digital was dealing with the big data and efficiently processing the data. Hence, it can be asserted that this matter necessitates greater attention in the context of digitalisation, particularly with the transformation of talent management and digitalisation, where expeditious data completion is imperative for TSP.

5. Limitation And Recommendations

5.1. *Limitation*

5.1.1. *Language and Biases*

The study focuses on researching specific economic cities in Vietnam. This suggests that the results may be biased towards the Vietnamese mindset or Southeast Asia, limiting their generalizability to the global population. Additionally, the interview in this study was conducted in Vietnamese. Interpreting a text may vary in meaning across languages, regardless of efforts to align concepts. This paper recognizes unconscious biases in qualitative research, specifically in the exploration of opinions and experiences within a cultural context. This constraint limits result precision due to overlapping definitions and opinions.

5.1.2. *Employee expectation gap*

This study examines the disparity in employee expectations, assigned work, and compensation and benefits in the market. A common occurrence in the labor market is that newly hired individuals often have compensation expectations that surpass the existing competency framework and labor market conditions. This inclination trace to a lack of practical experience and firsthand knowledge, leading to a detachment from the realities and complexities of the employment environment. As a result, new hires often expect higher compensation than what aligns with their skills and the market.

5.2. *Recommendations*

Based on the findings of expert interviews and assessments of SMEs, it is evident that these organisations have not been proactive or assertive in their adoption of HR digital transformation, despite its proven effectiveness. This reluctance can be attributed to their reliance on financial potential and management capacity as primary factors influencing their decision-making process.

The utilisation of digital technology is evidently apparent in the strategic management of individuals in both the immediate and extended timeframes. In addition to the aforementioned concern, it is noteworthy that employees currently possess insufficient knowledge and access to e-HRM, hindering their ability to effectively integrate with the organisation and contribute to its operational and developmental endeavors. In order to effectively navigate the HR management system, employees must engage in continuous learning and remain updated on the latest developments in digital transformation.

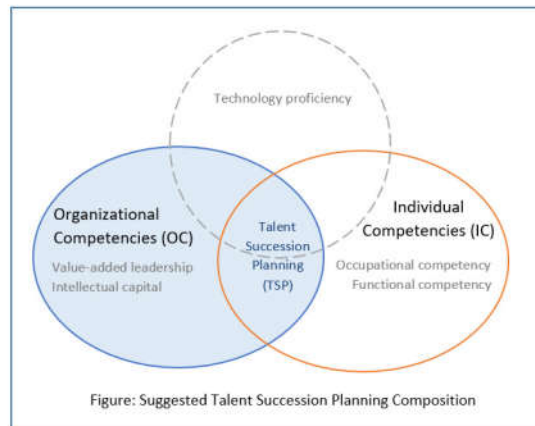


Fig.2: Suggested Talent Succession Planning Composition

The suggested model for local small and medium enterprises (SMEs) in Vietnam, as shown in Figure 2, suggests that prioritizing technological proficiency is essential for both organizational and individual competence within the ideal framework of TSP compositions. The rationale for this is that the effective incorporation of technology requires the proficiency of both the organization and its workforce, hence promoting organizational learning.

Integrating organizational culture into the TSP is crucial for managing candidates and long-term business development. Additionally, it is important to examine the current Human Resource Information Systems (HRIS) administration trends in the Vietnamese market. HRIS includes employment details, application requirements, job characteristics, selection and recruitment procedures, employment protocols, organizational structure, professional and personal growth opportunities, educational expenses, and performance evaluation.

The effective transition from manual management to e-management in the context of digital transformation necessitates a prompt and significant contribution from technology proficiency. Within the organisational sphere, it becomes imperative to enhance competencies in the financial aspect and foster knowledge pertaining to collaboration with other individuals. Finally, it is imperative to enhance the proficiency and capability of employees in effectively disseminating knowledge and implementing technology.

6. Conclusion

SMEs have seen significant growth in the adoption of e-HRM, or digital technologies in human resources. This is due to the increasing recognition of digitalization as a vital aspect of the corporate world, resulting in its widespread adoption. However, the lack of research materials and the urgency of the issue have prompted this paper to explore the subject and fill the knowledge gap.

The article proposes a method for implementing digital transformation in HRM that influences Talent Succession Planning. The findings indicate that all four candidates effectively address the proposed subthemes, despite industry and company size variations. Moreover, this study has successfully established a correlation and positive association between OC and IC. It is recommended to employ a quantitative approach to facilitate the progression of the research.

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978-604 79-3782-0

ISBN: 978-604-79-3782-0

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