
Editorial

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In this era of disruptive change digitalisation and automation are transforming the way the work is performed. It has led to the demand in transformation of the massive skills and labour market across the globe. With the advancement in the technology and emergence of artificial intelligence (AI) and deep learning the jobs of highly educated employees could be automated. As the tasks and jobs are changing, organisations are looking for employees with different skills and capabilities. Especially, the organisations are now focusing on the cognitive skills of the employees, however, computers are able to automate the cognitive skills through smart automation and a workplace with cognitive skills. Besides cognitive skills other skills such as creativity, adaptability are also gaining importance. Equally important are values such as integrity, care, empathy and imagination to bridge the gap between technology, prosperity and well being.

Human resource (HR) and technology interface can generate more value than either one alone. It has been evidenced that HR is no longer a dispensable unit rather the brain and soul of the organisations, whereas, information technology has been perceived as enabler to business operations. The impact of the technology on HR management has been dramatic (Stone and Dulehbohn, 2013), it has affected operational, relational and transformational aspects of HRM (Lepak and Snell, 1998). The influence of technology on HR management practices may be observed in multiple ways. Organisations are

increasingly adopting new technologies such as AI, big data, internet of things (IoT), smart devices and cloud computing. The adoption of new technology not only changes the administration of HRs, but also changes the way the organisations work (Colbert et al., 2016). Several studies have been conducted for examining the impact of technology on HRM (Bondarouk et al., 2017; Stone et al., 2015; Marler and Fisher, 2013). There are various uses of technology for HRM, e.g., e-recruitment, automation of training practices, performance management, collection of employee data. Though these technologies may make HR management more efficient, they also raise concerns relating to change resistance, data security, job security and new skill requirements.

The purpose of this special issue of *IJTG* is to emphasise upon, examine and analyse the interface between technology and HR management. It presents eight research papers that include a wide range of topics from HR management and technology to meet the professional interest of national and international academic and industrial communities.

In summary, 'Relationship between psychological capital, leadership styles and leader outcome in virtual and face to face teams', by Shikha Gera explores the concept of leadership in the context of the virtual teams. Information technology has made it possible to build widespread networks of teams located across the world. But the phenomenon poses unique challenges for the leadership. The paper has examined the relationship between psychological capital and leadership styles and compared it in different contexts, i.e., for virtual teams and physical teams. The paper is more relevant in the present times when, due to COVID-19, most of the employees are working from home and the leaders are dealing with virtual teams. As the use of information technology keeps increasing in the organisations, this study presents a case for promotion of transformational leadership styles for managing HR.

With the advent of new technology, the world is witnessing an unprecedented labour market transition. Tavishi Tewary et al. in their work 'Is investment in technology a threat to employment in the BRICS region?', have tried to explain and quantify the impact of investment in technology on employment in the BRICS region. The paper adopted the computable general equilibrium model with the GTAP 10 database for this purpose. The authors note that new digital platforms are dismantling traditional employer-employee structure, as witnessed in the BRICS economies. The analysis reveals that there is a fall in employment in a few economic sectors at the cost of other sectors in different scenarios, thus implying that investment in technology will cause disruptions in the labour market. This disruption can be managed with the help of multilateral coordination and collaboration. The paper recommends that the BRICS nations should focus on inclusive development as well as facilitate technology and knowledge transfer to mitigate the negative effects of the fourth industrial revolution.

Chhaya Wadhwa and Jyotirmaya Satpathy in their paper 'Traversing 'work-life equilibrium' with 'mindfulness'', demonstrate the significance of work life balance in the current VUCA environment. In this era of digitalisation where boundaries and roles of work have intruded into the personal life of the employees, it is difficult to achieve balance and well being. This paper explores the use of mindfulness in navigating the work life balance of the employees based on the present theoretic models demarcated by intercessions and cognitive, emotional, and psychopathological apparatuses of mindfulness. The authors have conducted a cross sectional descriptive exploratory study to assess the impact of stress on the perception of work life balance and to identify how mindfulness can mediate between these two. This paper contributes to growing body of

the scientific literature. The result indicates that the respondents who had adapted some kind of mindfulness and meditation had comparatively higher level of work life balance and it mediates between stress and work. Paper offers further future scope for investigation on some unique issues that can be subjected to rigorous scientific investigations.

Looking at the present situation engaged employees may sometimes feel trapped when they face rules of the organisation that are counterproductive and rigid. They find themselves stuck in the dilemma between the desire to abide rules on one hand and desire to respond to the situational demand that benefit the coworkers, organisation and customer satisfaction. The paper titled, 'Prosocial rule breaking behaviour in banking and financial sector in central India', by Shravan Chandak et al. reflects the positive deviant behaviour of sales executives working in banking and financial sector in India. This study focuses on the various factors affecting pro-social rule breaking behaviour (PSRB). Authors have used primary data, collected from the respondents through structured questionnaire which was analysed using exploratory factor analysis and confirmatory factor analysis. Three factors which affect PSRB towards colleagues, customer and enhancing job performance were identified in confirmation to the existing research. The unique factor identified was risk-taking propensity that can vary from individual to individual. The findings of this research may help the managers and other stakeholders to consider the factors while recruiting, selecting a team for projects, allocating key clients to employees and performing other such organisational activities.

The biggest challenge an organisation is facing today is to create and manage a cohesive team with the range of ages. As boomers are on the verge of retirement age and millennial being tech savvy have entered the workforce and 'Gen Z' being true tech natives are entering the organisation, there is stark differences in the values, communication styles and work habits. The comfort of 'Gen Z' with digital technology is having a great impact on the work culture and norms of the organisation. Shilpi Arora et al. in their paper 'Study of work values of Gen Z students' attempt to explore the work values of Gen Z. The authors have used Lynos work value survey (LWVS), with 25-item revised scale to measure four work values namely instrumental, cognitive, altruistic and prestige. The results of Gen Z work values analysis have reflected that students attach greatest importance to cognitive and instrumental work values and least importance (lowest ranking) to social and prestige work values. While the general work values stay aligned for Generation Z students, upon looking deeper the work values amongst male and female Gen Z students appear to have some dissimilarity where female students tend to attach higher value to relationship and social interaction against male student who valued career and learning opportunities more. The findings from the study indicate towards the probable interventions that organisations may adopt in order to attract and keep their future workforce engaged.

Recent advancement in technology has contributed positively to construction industry's productivity on one hand but on the other has created a more challenging and unsafe work environment. Gaganpreet Kaur et al. in their paper 'A study to improve the job performance of the construction workers with regards to safety, health and welfare measures' have applied factor analysis to identify the major factors that play an important role in development of labours in construction industry. Conclusions were made to develop the methodology to eradicate the issues of the construction workers which would ultimately provide the solution to improve the performance of the workers at the construction sites. The new technology posits the challenges relating to training of

workers for ensuring their safety at the workplace along with an increase in the efficiency of the workforce.

HRM plays an important role not only within the organisations rather it has social obligations as well. It can help in implementation of the corporate social responsibility (CSR) programs in an organisation and contribute to responsible leadership. Many companies use CSR as a tool for emotional fulfilment of the employees, which facilitates job satisfaction and ultimately leads to organisational commitment. In this context, Saher Sayed and Amirul Hasan Ansari in their paper ‘Mediation of corporate social responsibility on transformational leadership and organisational commitment: an empirical evidence’ have analysed how the personality and behavioural aspect of leadership affects the development as well as the implementation of CSR in private banks and how the leadership attributes contribute in organisation’s commitment of the banking sector employees. The authors find that CSR has a significant mediating effect on the relationship between transformational leadership and organisational commitment.

Neetu Bali and Chandranshu Sinha in their paper ‘Sense making of the socio-material implementation of ERP tool in IT organisations’ have incorporated the evolving role of technology in to socio-material assemblages. The authors have tried to explore the presence of technology through implementation of an enterprise resource planning tool created by SAP which includes human capital management (HCM) as one of the many offerings. For the purpose of explaining the material and social perspective of technology, they examine the impact of enterprise planning tool used in HRs function through the phenomenon of socio-materiality of technology. Paper titled ‘Entrepreneurship and global health: activating the ecosystem and preventing disease’ by Julia F. Li and Elizabeth Garnsey highlights new business models that can be used to provide affordable healthcare and steer participants in innovative value chain. The authors have extended an entrepreneurship theory beyond conventional applications by combining resource-based theory of the firm with ecosystem analysis. The paper suggests new business models to achieve global health objectives. Case study evidence from the Meningitis Vaccine Project has been used to show entrepreneurial innovation that can build resources and create value in the healthcare ecosystem.

Woldeyesus Sinebo et al. in their paper titled ‘Agricultural biotechnology development challenges in Africa: lessons from Ethiopia’ demonstrates the importance of transition from subsistence to modern knowledge-based agriculture notably genetically modified (GM) crops, through adopting an array of technologies. This paper puts emphasis on how barriers in the development of modern agricultural biotechnology in Ethiopia may improve accurate information flow among the various stakeholders by an independent public biotechnology knowledge system, leading to informed decision making by policy makers and the public at large.

These papers make contribution to the existing literature on the interface between technology and HRM. Industry 4.0 will have massive impact on HRM particularly in terms of qualifications and skill requirements for the workforce (Liboni et al., 2019) due to the increase in automation, robotisation and digitalisation. HR professionals have to be prepared to adopt technologies that allow the reengineering of the HR function and facilitate changes in the organisation and work design enabled by technology. Their role becomes more important in fostering a managerial climate for innovative and knowledge-based organisations.

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