

Future Ready HR 4.0 Engagement Green Framework for Organization Sustainability in the era of Industry 4.0 – A Descriptive Study

Ankush Gupta¹, Dr. Ramlal Porika², Soumya M³

¹*PhD Scholar, School of Management, NIT Warangal*

²*Associate Professor, School of Management, NIT Warangal*

³*AGM HR, Tata Consultancy Services*

ABSTRACT

The best way to predict the future is to create it – Peter Drucker. This paper discuss about the challenges and opportunities for HR professionals in Industry 4.0 world. The paper talks about the Industry 4.0 framework, traditional HR interventions and new Industry 4.0 HR strategies. Through this paper, we have also suggested a future ready HR 4.0 EngagementGreen Framework for Organization Sustainability. In today's world, HR function has to act as a mediator and bridge between the human emotions and digital wave. The role of a HR becomes very vital and important for driving business initiatives in Industry 4.0 world. This revolution has brought many opportunities for the organizations but only those organizations will succeed who will be future ready with their strong HR team to take care of their resources and business plans.

Keywords: *Industry 4.0, HR, Business, Organization*

1. INTRODUCTION

Industry 4.0 includes automation and data exchange in manufacturing technologies and processes, which include cyber-physical systems (CPS), the internet of things (IoT), industrial internet of things (IIOT), cloud computing, augmented reality, Big Data Analytics, Agile Framework, cognitive computing and artificial intelligence.

Industry 4.0 concept includes:

- Smart manufacturing
- Smart factory
- Internet of Things

Majority of the manufacturing, telecom, pharma and other sectors banking a lot on Digital technologies and platforms for improving their business and operating margins. The reason for the paradigm shift from Industry 3.0 to Industry 4.0 is the importance of data. Now a days, lot of organizations are storing huge amount of data in Cloud, analyzing it with the help of analytics, creating predictive models with the help of IOT and also enhancing customer support with the help of AI powered chat bots. We have to understand that the skills of the people are also changing in today's time. Gone are the days when the people used to work on manual technologies. Now digital technologies are overpowering them. It becomes very important for the organizations to hire the right talent for the right business line. The role of HR in Industry 4.0 era has become very important and powerful. Right from hiring to exit, the complete lifecycle of an employee is seeing many changes ranging from – Digital hiring to Virtual Mentoring. Only those organizations will thrive in current digital world who will adapt a sustainable HR-Business Model.

2. REVIEW OF LITERATURE

SaqibShamim et al. (2016) have discussed about the importance of management practices in Industrial 4.0 era. They have put emphasis on the transformation of various HR sub functions in current Digital era. Deloitte in their article “The future of human resources” have discussed about the importance of HR function in coming years. The report has tried to explain the future of human resources with the help of four possible scenarios. Orange (2016) has published a white paper on “Role of HR in 2020-2025”. The article discussed about the opportunities and challenges for HR professionals in the digital transformation journey of organizations. They also told that the role of HR becomes very important to bridge the gap between human aspects and digital. Puja Shaw et al. (2018) have discussed about the Industrial 4.0 revolution and its effect on various functions of Human resources. As per them, the HR folks have to adjust their initiatives and strategies in this Digital era.

3. OBJECTIVES

- 1) To compare the roles and responsibilities of HR professionals in traditional and Industrial 4.0 era.
- 2) To suggest a Future Ready HR 4.0 Engagement Green Framework for Organization Sustainability.

4. METHODOLOGY OF THE STUDY

This study is purely based on secondary data. The secondary data has been collected from various sources like – white papers, journals and some reports.

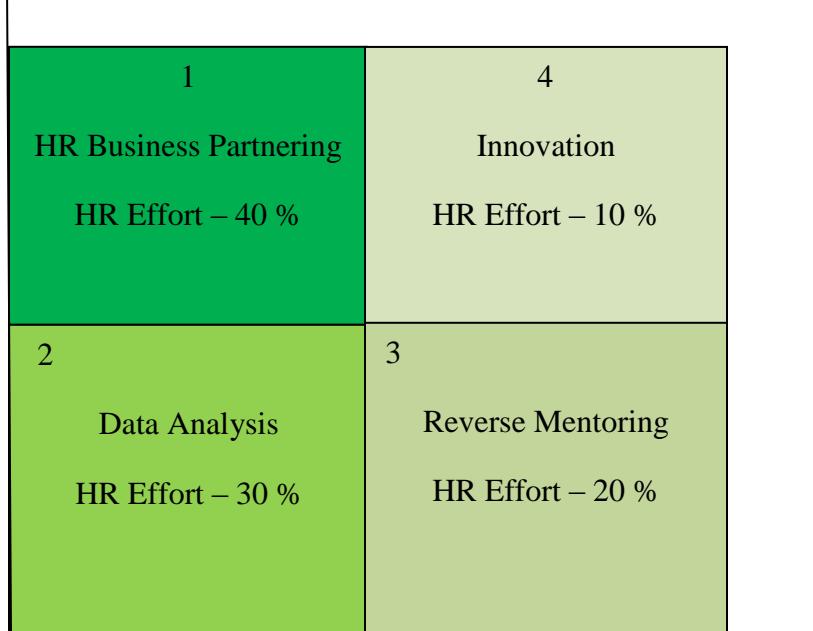
5. COMPARISON OF TRADITIONAL ERA & INDUSTRIAL 4.0 ERA

Traditional Era – Roles & Responsibilities of a HR Professional	Industrial 4.0 Era – Roles & Responsibilities of a HR Professional
<ul style="list-style-type: none">• Data Collection	<ul style="list-style-type: none">• Effective analysis of data to predict attrition, hiring patterns, EQ and other aspects

• One – One Mentoring	• Reverse and Virtual Mentoring
• Employee Engagement	• HR Business Partnering
• Waterfall Model	• Agile way of working & Design Thinking
• Training & Development	• Employee Up-skilling and Re-skilling
• Bell Curve for Appraisal	• Continuous Feedback for Appraisal Process
• Hiring in Bulk	• Skill based hiring, Gamification form of hiring like – online coding contests, hackathons, Ideathons.
• Rewards & Recognition	• Employee Experience
• Workforce Management	• Millennial Management
• One-Time Bonus	• Instant Recognition
• No scope for Innovation	• Focus on Incubation centers

6. FUTURE READY HR 4.0 ENGAGEMENT GREEN FRAMEWORK

High Focus & High HR Effort **Medium Focus & Medium HR Effort**



Source – Authors

We are suggesting a Future Ready HR 4.0 Engagement Green Framework for the organizations for their growth and sustainability. We have divided Key HR 4.0 interventions into 4 Quadrants. In **Quadrant 1**, we have majorly

focused on HR Business Partnering. The quadrant is also Dark green because our focus is more for HR Business Partnering. The reason for the same is that the Business is changing in current time and majority of the business groups are shifting from legacy technologies to Digital platforms like – Cloud, AI and Internet of Things. In the past, HR officer used to plan the various interventions for the associates and business. In our framework, HR folks first have to connect with the Business stakeholders, understand the business, technology and domain. It will help them to initiate and deploy the interventions after the connect with the Business stakeholders. The sustainability of the HR interventions will be more in this case. **Quadrant 2** is slightly less green than 1. The reason for the same is that the focus and HR effort is slight less as compared to quadrant 1. After the Business Partnering and deployment of HR Interventions, HR folks can analyse the data and create some patterns around it. These patterns will help the HR professionals and Business stakeholders to take the decisions accordingly.

Quadrant 3 is less green than 1& 2. The efforts and focus is less in Quadrant 3 as compared to 1 and 2. In this quadrant, we have focused on Reverse Mentoring. In Industry 4.0 era, the focus areas are – AI, Neural Networks, Big Data, Cloud Computing, Virtual Reality and others. We have witnessed that the millennials are more comfortable and skilled in digital technologies as compared to their seniors. So the importance of reverse mentoring becomes very important where the Millennials can mentor the seniors people in an organization. Such collaborations will strengthen the bond between the Gen X, Gen Y and Millennials. **Quadrant 4** is least green as compared to other three. In this quadrant, our focus is on the Innovation aspect. HR professionals can bring the culture of innovation and creativity in the organizations in the form of – Hackathons, Ideathons, Incubation Centers, Crowdsourcing and other such events.

All the 4 quadrants of Green HR 4.0 framework are very important for organizational sustainability and efficiency. We cannot neglect the other factors like – recruitment, Talent development. However, in Industry 4.0 world, the major focus we have put on these four parameters keeping in consideration that majority of the business groups are shifting from traditional technologies to digital platforms. Organizations can always make changes and shift in the framework suggested as per their business models and strategic plan.

7. CONCLUSION

There has been a paradigm shift in the way the organizations work 5-6 years back to the organizations that work today in this digital world. Lot of changes can be seen in company's business models, hiring strategies, staffing techniques due to digital disruption. It becomes very important for the HR professionals to understand the business first, be updated with the digital technologies and then plan for HR interventions. HR fraternity has to accept that the challenges are there for them in Industry 4.0 era but at the same time lot of opportunities are there for them also to excel, bridge the gap between senior and junior, creating predictive models, working with business and also providing the human touch to each and every employee in the organization.

REFERENCES

- 1) SaqibShamim et al. (2016), Management approaches for Industry 4.0: A human resource management perspective.
- 2) Article published by Deloitte “The future of human resources”
- 3) Orange (2016), “What role for HR in 2020-2025”
- 4) Puja Shaw et al. (2018), Industry 4.0 and Future of HR, Journal of Management (JOM)
- 5) Jigyasa (2017), Annual Journal, Delhi School of Economics