Disruptive Technology In Human Resource Management- From The Bloggers Spectacle

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Abstract - The world is entering into a golden era of HR technology solutions that are taking HRM to an entirely new level. Massive improvisation in HR technology and modernised workforce solutions is required to be carried out to achieve maximum employee experience and improved sustainable performance. This emerging need for a high quality digital HR experience have created true disruption to a domain that have been relatively stable for decades. Thus, fast changing business environment and emergence of disruptive technology have created tremendous pressure on organisations and HR leaders to improve business performance through innovation and people for which organisations have turned to investing in HR technologies with the promise to improve HR's impact in business. However, it is also true that simply put Technology implementations, without investing in other parts of the HR organisation, can't effectively drive the business results. Technology alone is not enough.

The paper aims to study the bloggers perspective on the emerging changes in technology which is the disruptive technology in human resource management. Will this disruptive technology be a boon to HR organisations in reaching the goal of improved HR performance? The study based on contents of bloggers opinions revealing that disruptive technology will not merely stay as a disruption but also prove to be an opportunity to achieve maximum impact in HR today, only when the HR organisation, its people, capabilities, and the programs are transformed along with implementation of HR technology.

Keywords: HR Technology, HRM, Workforce solutions, Digital HR, Disruptive technology, Hybrid Workers, Bloggers.

I. INTRODUCTION

Reviewing the ever-evolving knowledge domain and the concept of HRM, if was only during the 1980s to 2000, human resource management recasted employees as 'human resource' who are vital organizational 'assets'. It is realised that human resources require integrated and complementary management strategies in order to assure their individual and collective contributions to the achievement of organizational goals (Rotich K.J. 2015)[1]. It was only through the entry of excellence, the approaches of leadership, and due to assimilation of the concept of total quality management (TQM). These emergences played as a centre stage in the playfield of HRM. Following the TQM movement as the resulting movement of conscious cost reduction, we have seen the emergence of 'strategic implementations of information and communication technology' for HR operations for achieving the target of full human potential[2] . HR technology continues to assist organizations to simplify their workflow and enhance capabilities, there has been a stigma in embracing change and adopting HR Technology. This stigma particularly revolves around costs, maintenance, lack of knowledge and the switch over costs [3]. This new technological system will not only enable HR professionals to focus on evolving its role into a more integral part of business but also assist

the organization in decision making; HR leveraging technology to manage a firm's human capital. As technology is now taking the stage of 'core competency' for an organization to grow, HR technology have led to an emergence of a true disruption to a domain which has been relatively stable for many years [4]. Thus, as the part of enabling high performance through people, organizations have turned their priority to invest in HR Technology, with the promise to improve HR's impact on business. With disruptive in nature the HR Technology has evolved with a quantum change from the digitalization to the disruption to the status quo of business. Now, it is the age of 'thinking machine" applied through the HR IQ system developed by the IQ dynamics is entering to the field of human capital resulting to the paradigm shift in the HR field. This technology has become 'Next Big Thing' in this era with the latest applications with help of cloud application. Cloud application are giving platform to apply artificial intelligence [5]. Today, the Artificial Intelligence (AI) has got its strategic priority for businesses, is affecting all areas of business practices across virtually in every industry. AI have been changing the game of HR with modern tools. AI is enhancing the possibility of creating, engaging, and intelligent machine which operates actually like a human for human like functions in the industry. May be deployed to help in administrative tasks in HR to elevate the

business's efforts throughout the organization. Surely, Artificial Interlligence deploy more HR software, will continue to change the world of work with an extreme promise [6]. Welcoming the latest changes in workforce technology is a principal necessity to any industry around the world. This digital and advanced technologies today have changed the foundation of HR operations, thereby resulting to an occurrence of 'high impact digital HR'. However, the challenges will remain: challenge in transition to a fully digital system and the revamping of existing HR systems to revolutionise the employee experience [7].

II. STATEMENT OF THE PROBLEM

Bloggers on any issues contributes a lot by disseminating informations, debate and discussing on the issues and phenomenons. The bloggers are world viewers by participation and disseminations of ideas. They debate and cross debate and also contributes innovative ideas. In the case of the technology advancement (specially disgital) of technology in the areas of human resource management witnessing trendous change and sense of disruotive technology and innovations. On the issues of disruptive technology in HRM the bloggeres are opining dichotomically that fall under the ambit of netrosophy, explaining extreme negatives and exptreme positives. Realising this bloggers positions at the dichotomic opinions frame among the technolocrates, practitioners, professionals, and acadmicians, consultants are forwarding the global readers (users) their discussion and description those are appeared in websites and blogs. The central question is that- how do these bloggers view this disruptive trends of technology and digitalisation on HRM. What are their tracks of contributions, how can we on use of their technology views for furthering the research and development based on bloggers spectacle, which requires an nexploration and systematic articulation.

III. OBJECTIVES OF THE STUDY

To move with an aim to develop a deep insight of present technology applications, we attempted to explore manifest contents available in web blogs especially in the arena of HR. The objectives are-

To understand the disruptive HR technology in the gambit of HR arena in the contemporary HR world

To appreciate the contemporary and critical views of HR technologists in the context of disruptive technology that are penetrating to elsewhere of corporate and industrial world;

To analysis the manifest contents of web-bloggers those intent to surrogate the discussion on HR Technology as the disruptive technology.

IV. METHODOLOGY

This study has followed purely a qualitative research method by mixing content exploration methodology for developing a debate-based perspective on the technologies and their applications in the field of emerging HR. Obviously, we are giving a modest attempt to know the theory development and knowledge acquisition from techno-centric think tanks, that has leading us to apply an epistemological research method that appropriately fits to our proposition in this paper. In addition to the manifest contents analysis of blogs, we examined the bloggers views for developing the groundwork of imagining and ideating the future technology roles in HRM and HRD.

In churning out the contents of the blogs we expamined contents commonanities in technology issues, with legends i.e. Productivity, Wellness, Flexible workforce, Performance review, Talent Management, User experience, Innovation, Digitalization, Automation, HR cloud, Artificial Intelligence, Data analytics, HR Technology were used as the parameters of study.

V. GLOBAL BLOGGERS

To examine the bloggers views on disruptive technology we have selected bloggers those who contributes websites are selected. The bloggers from Asia, USA and UK are taken in to consideration to create a global perspective. The opinions available in blog perticiapaption at the websites are examined to find out the uniqueness of their debates and issues. The contents of the discussion on HR technology and disruptions are taken for content analysis manually. The available blogs are tabulated according to the region and continents. It was found the bloggers are interaction on the technology issues falls under the broad categeries, they are in websites of consulting firms, websites of individual freelancers (Table-1).

VI. SYTHESISING EPISTEME(S)- CONTENTS OF BLOGS

Due to HR technology especially for digital HRM, there has been a shifts from HCM cloud solutions to talent and team management software; Virtual reality; Augmented Reality in areas of training and employee engagement; Fast movement HR tech community to develop a solution towards total wellness. Business Agility has become a new approach in HR to embrace disruption. Due to HR Technology, many new jobs will be created requiring advanced skillsets, hybrid augmented human workers to work alongside technology for more meaningful work. It is also presumed that technology can't replace the human aspect at work – human judgement, personal insight, human reassurance and professional experience. The epistems used in the bloggers discussion centering over the issue. The contents of the blogs considered for presenting reveals various positives issues and negative issues from the point of organisation. From the content matrix in table-1 reveals that the Asian bloggers are concentrating their

discussions on productivity, wellness, flexible workforce, performance review, talent management, user experience, innovation, dgitalization, automation, HR cloud, atificial intelligence, data analytics, HR technology. Sysnthesing the the discussion we can see regional, continental views of blogs (table -2, table-3, table-4 in appendices).

Table-1: The Bloggers on HR Tech (Global View)

Bloggers Asia		Bloggers in USA		Bloggers in UK	
Consulting Firms (Blogs)	**Freelancers (Blogs)**	**Consulting Firms (Blogs)**	**Freelancers (Blogs)**	**Consulting Firms (Blogs)**	**Freelancers (Blogs)**
1.Korn Ferry Hay Group Asia[8] 2.Mercer Limited Asia[9] 3.Aon Hewitt Asia[10] 4.Willis Towers Watson Asia[11] 5.McKinsey & Company Asia-Pacific[12] 6.PwC [13](PricewaterhouseCoopers) Asia 7.Deloitte (Asia Consulting Practice)[14] 8.KPMG (Asia Consulting Practice)[15] 9.Oracle consulting Asia[16]	1.Best Money Moves[17] 2. WorkFlexi[18] 3.Blogger, People Matters[19] 4.Recruitment Process Outsourcing at TeamLease Services[20] 5. People Matters[21] 6. Content at People Matters[22] 7. Chitchat[23] 8. PeopleStrong[24] 9. People Matters[25] 10. Global Data Services Practice Leader-Asia Pacific, Willis Towers Watson[26] 11. Talent Acquisition, HCL Technologies[27] 12. ASK Group[28] 13. Global HR Services and Techology, Airtel[29] 14. People Matters[30] 15. UpsideLMS and Co-founder of Upside Learning[31] 16. Co-Founder and CEO of PeopleStrong[32] 17. OD consultant[33] 18. Group President - Human Capital Management, YES Bank.[34] 19. HR, ONGC[35] 20. HR Global Operations at Ericsson[36] 21. People Matters[37] 22. AM – Content, People Matters[38] 23.Editor -in-Chief, PeopleMatters[39] 24. IT TeamLease Services[40] 25. HCM Sales Consulting [41] 26. alumnus of IIM Ahmedabad (PGDM) and UCLA (PhD)[42] 27. Freelancer, People Matters.[43]	1.Monster Thinking[44] 2. TLNT[45] 3.HR Gazette[46] 4.Robin Schooling[47] 5.Sterling Talent Solutions[48] 6.Datis HR Blog[49] 7.Effortless HR Blog[50] 8. HR C- suite[51] 9. Morning HR[52]	1.The HR Capitalist (By Kris Dunn)[53] 2. Fistful of Talent (By Kris Dunn)[54] 3.Omega HR Solutions (By Mike Haberman)[55] 4.The RBartender (Sharlyn Lauby)[56] 5.The Cynical Girl (By Laurie Ruttiemann)[57] 6.Steve Boese's HR Technology (By Steve Boese)[58] 7. HR potential (Helen Tracy)[59] 8.HR remix (Mellissa Fairman)[60] 9.Josh Bersin[61] 10. Buzz on HR (Sarah Morgan)[62] 11.Change effect (Neil Morrision)[63]	1.The People Management Blog[64] 2.XpertHR[65] 3.Peronnel Today[66] 4.HRZone[67] 5. Strategic HCM[68] 6HR Gem[69] 7.The HR Director[70]	1.RPX2 Team[71] 2. Sean Bave, VP of Talent, Stack Overflow[72] 3.Georgi Gyton and Robert Jeffery[73] 4.Jeff Szczepanski, COO of Stack Overflow[74] 5. Robert Jeffery[75] 6. Georgy Gyton[76] 7.Joe Faragher[77] 8. Ji A Min, Head Data Scientist, Ideal[78] 9. Laura Chamberlian[79] 10. Micheal Carthy[80] 11. Roisin Woolnough[81] 12. Rob Moss, Director, Personnel Today[82]

Synthesised Contents from Asian Bloggers: The key threads of discussion among the Asian bloggers are on Human ResourceTechnology (36), artificial intelligence (27), Flexible workforce (27), Users Experience of Technology (26), and innovation (23) in the *table-5* (*content matrix on blogger contents*).

Table-5: Content Metrix of Bloggers Discussions (Asia)

Bloggers	P	W	WF	PR	TM	UE	I	D	A	C	AI	DA	HRT
Korn Ferry Hay Group Asia	0	0	0	0	1	1	0	0	1	0	0	1	1
Mercer Limited Asia	0	1	1	0	0	0	1	0	1	0	0	0	1
Aon Hewitt Asia	1	0	1	0	0	1	1	0	1	1	0	1	1

Bloggers												
Wills Tower Watson	0	0	1	0	1	0	1	1	0	0	0	1	1
McKinsey & Company Asia	1	0	0	0	0	1	0	0	0	0	1	0	1
PwC- Asia	0	0	1	0	0	1	1	1	0	1	1	1	1
Deloitte (Asia Consulting Practise)	1	0	1	1	1	1	1	0	1	1	1	1	1
KPMG (Asia Consulting Practise)	1	1	1	0	1	1	1	0	1	1	1	1	1
Oracle Consulting Services	0	0	1	0	1	1	1	1	1	1	1	1	1
Illyce Glink	0	0	0	0	0	1	1	1	0	1	0	1	0
Geetha Prabhu	1	0	0	0	0	1	1	1	1	0	1	1	1
Brian Sommer	0	0	0	1	1	1	1	1	1	1	1	1	1
N. Shivakumar	1	0	1	0	1	0	0	1	0	0	1	1	1
Rucha Kulkarni	1	1	1	0	1	1	1	1	1	0	1	0	1
Anushree Sharma	0	0	0	0	1	0	0	0	0	0	1	0	1
Kavita Reddy	1	0	1	0	0	1	1	0	0	0	1	0	1
Shelley Singh	1	1	1	1	1	1	0	0	0	0	1	1	1
Megha Agarwal	1	0	0	1	1	1	0	0	0	0	1	0	1
Sambhav Raykan	1	0	1	0	1	1	1	1	1	0	0	0	1
Naveen Narayanan	1	0	1	0	1	0	0	0	0	1	1	1	1
Leena Wakankar	1	0	1	0	1	0	0	1	1	0	0	0	1
Abhay Singh	1	0	1	0	0	1	0	0	1	1	1	1	1
Priyanka Madhusudan	0	0	1	0	1	1	1	1	1	1	1	1	1
Amit Gautam	1	0	1	1	1	1	0	0	1	1	1	1	1
Pankaj Bansal	0	0	1	0	1	1	1	0	1	1	1	1	1
Amol Pawar	1	1	1	1	0	1	0	1	0	0	1	1	1
Deodutta Kurane	1	0	1	1	1	0	1	1	1	1	1	0	1
Amit Kaul	0	0	1	1	0	1	1	1	1	0	1	0	1
Priyanka Anand	1	1	1	0	0	1	1	0	0	0	1	0	1
DrArunima Shrivastava	1	0	1	1	1	0	1	1	1	1	1	1	1
Shalini Sengupta	0	0	1	0	0	0	1	1	1	0	0	0	1
Ester Martinez	0	0	1	1	0	1	1	1	1	1	1	1	1
Santosh Thangavelu	1	0	1	1	1	1	0	1	1	0	1	1	1
Srividya Sabapaty	1	0	1	0	1	1	0	1	1	0	0	0	1
Dr. Shalini Lal	0	0	0	0	0	0	1	0	0	0	0	0	1
Prashant Bhatla	0	0	0	0	1	1	1	0	1	0	1	1	1
FREQUENCY	**20**	**6**	**27**	**11**	**22**	**26**	**23**	**18**	**24**	**13**	**27**	**21**	**36**

#Legends: *P = Productivity, W= Wellness, WF= Flexible workforce, PR = Performance review, TM = Talent Management, UE =User experience, I=Innovation, D=Digitalization, A= Automation, C = HR cloud, AI=Artificial Intelligence, DA= Data analytics, HRT = HR Technology ## 1 = Content Discussions; 0= Content Not Existed in Discussion*

Concentrations on Contents by US Bloggers: Simmilar to Asian bloggers we tried to synthesise the contents of technology related discussion through the respective US blogs. Among the US bloggers are concentrating on threads- such as, Human Resource Technology (20), Workforce Flexibility (14), User Experience (15), Automation of HR (12), and artificial intelligence (12) in human resource management (*in Table-6*).

Table-6: **Content Metrix of Bloggers Discussions (USA)**

Bloggers	P	W	WF	PR	TM	UE	I	D	A	C	AI	DA	HRT
Monster Thinking	1	1	1	0	1	1	0	1	0	0	0	0	1
TLNT	1	1	1	1	0	1	1	1	1	0	0	1	1
HR Gazette	0	1	1	0	0	1	1	1	1	0	1	1	1
Robin Schooling	1	0	1	1	0	0	1	0	1	0	1	0	1
Sterling Talent Solutions	0	0	1	1	1	1	1	0	1	0	1	0	1
Datis HR Blog	1	1	1	1	1	1	0	0	1	0	1	0	1
Effortless HR Blog	0	0	0	0	0	1	1	0	0	0	1	0	1
HR C- suite	1	0	1	1	1	1	0	0	0	0	1	0	1
Morning HR	0	0	1	1	1	1	0	0	1	0	0	0	1
The HR Capitalist	0	0	0	0	0	0	0	0	1	0	1	0	1
Fistful of Talent	1	0	0	0	1	0	0	0	0	0	0	0	1
Omega HR Solutions	0	0	1	1	1	1	0	0	1	0	0	0	1
The RBartender	1	0	0	0	1	1	0	0	0	0	0	0	1
The Cynical Girl	1	0	0	0	0	1	0	0	0	0	0	0	1
Steve Boese's HR	1	0	1	1	1	1	0	0	1	0	0	0	1
HR potential	1	1	0	0	0	0	0	0	0	0	1	1	1
HR remix	0	1	1	1	0	0	1	0	1	0	1	0	1
Josh Bersin	1	1	1	0	1	1	1	1	1	1	1	1	1
Buzz on HR	1	1	1	0	0	1	1	0	0	0	1	1	1
Change effect	1	1	1	0	0	1	1	0	1	0	1	1	1
FREQUENCY	**13**	**9**	**14**	**9**	**10**	**15**	**9**	**4**	**12**	**1**	**12**	**6**	**20**

Legends: P = Productivity, W= Wellness, WF= Flexible workforce, PR = Performance review, TM = Talent Management, UE =User experience, I=Innovation, D=Digitalization, A= Automation, C = HR cloud, AI=Artificial Intelligence, DA= Data analytics, HRT = HR Technology

Concentration on Contents by UK Based Blogs: With the similar legends or threads of discussions among the US bloggers and their blog contents are sysnthesised in the *table-5*. The popular thread of discussions that emphasised by the UK's bloggers on Human Resource Technology (19), Productivity (16), Workforce Flexibility (14), Talent Management (14), User's Experience (10), and Artificial Intelligence (10) revealing frequency row in the table-5. Majority of UK's bloggers are also concentrating on human resource technology as the centrepoint of discussion referring to the HRT technology as the contents and episode of disruptive technology.

[Table- 7, Here]

VII. DISCUSSION ON CONTENTS AND DEBATES

In the three global zones, the issue of applications of Human Resource Technology is the fulcrum. The issue of workforce flexibility, users experience, application of artificial intelligence in human resource are disruoting the traditional human resource due to the digitalisation. This is truth that HR technology has become common issue in reference to HR and organisational innovation that ushered by development of digital technology.

HR technology is becoming crucial for successful organization. Bloggers of Asia, USA and UK have revealed that the HR technology is a critical tool for competitiveness as it is helping the organizations in making objective business decisions, developing impactful work structure, increase quality of service, improve employee productivity, adding great deal of value to business, thereby, it has its impacts on aligning workforce to organization goals. Bloggers in USA reveals that the focus of HR technology has shifted from automation to building HR solutions while bloggers in UK reveals that HR technology have integrated with Big Data to contribute to people management. However, the bloggers of USA and UK also reveal that HR must not be swayed by the fancy of latest technologies. It is very much important to select the right HR technology based on user experience. Ineffective HR technology will only lessen the ability of a company to invest in their employees.

Technological advancements such as Artificial Intelligence, Advanced Data analytics and Cloud technology are taking the centre stage of human capital management in conjugation of HR-tech today. The benefits of Artificial Intelligence, Machine learning and Cloud technology is being shared by many bloggers of Asia, USA and UK, which includes, making on demand information easily available, streamline all processes right from talent management to recruitment to employee engagement, fast processing with high level of accuracy, reduce biasness and continuous improvement on errors and thereby, make predictive decisions with high level of accuracy. Thus, the latest technological advancements have led to better functionality and high user experience. However, bloggers in Asia are still revealing that Artificial Intelligence (AI) and the Machine Learning (ML) are at nascent stage. The bloggers of USA revealing that there is a shift from cloud solutions to team and talent management software, and the next predicted stage is the Virtual Reality. The possible uses in the business processes, such as training and development. The bloggers of USA and UK have also emphasized that these latest technologies will be able to bring total wellness in the spere of both organizational and employees.

Moreover, the bloggers of Asia, USA and UK have also revealed that this disruptive technology led to flexible workforce solutions, with flexible workspace and flexi work timings, giving rise to a large number of freelance workers or gig or the contractual workers. The bloggers of USA and UK also agreed to the fact that in future a hybrid workforce needs to be developed to work along with machines. They are in consensus that it is very important to upgrade the skills of the workforce to build a digital workforce influencing on augmenting working class those will work along with machines.

Although majority of the bloggers have agreed to the conclusion that HR technology will not replace humans at the workplace i.e. the human aspect of work- judgement, personal insight, human reassurance etc. is unreplaceable, however, in contrast to it, they are also revealing that adaptation of the latest HR technology is crucial to the organization. The bloggers were although agreeing to the fact that the human element of the job is decreasing with the increase of technological interventions and there is an increase dependency on automation for carrying out the business processes. But, the bloggers were unable to forecast to which of the jobs will be replaced by the future machines. In addition to it, the question is- "what new jobs will be created for the humans due to the disruptive technology?".

VIII. FINDING AND FUTURE IMPLICATIONS

We could achive the objective for understanding the disruptive HR technology in the ambit of HR arena in the contemporary HR world; this paper also could appreciate the contemporary and critical views of HR technologists in the context of disruptive technology that are penetrating to elsewhere of corporate and industrial world; finally analysis of manifest contents of web-bloggers intending to surrogate the discussion on HR Technology as the disruptive technology. Further research necessary for development of deeper insights from directional and moderated blog for the purpose of innovation and new system development referring to the disruptive technology.

The digital era has been heralding competitiveness to organisation that mostly depends on organisational talent readiness, their skill-sets and brings in diversity of thought and perspectives for organizational excellence. This digital has brought opportunities, challenges and trends for the HR function around the globe that demand rapidly changing requirements for novel skill-sets in fields such as data science, AI, cloud, block chain, security etc. signalling flexible and resilience in the all sphere of human resource management. In such disruptive age, how does an organisation deploy the human skills in an agile manner in the organisation as well as for its client, has become more important than the past. The resulting shift in the expectations of the workforce and deploying the new technology platforms to enhance the employee experience will hence get increased attention. Building on existing HR investments in technology and processes, including core HR platforms and cognitive solutions may provide an opportunity to enhance employee experience, reduce costs and increase the quality and accuracy of HR services through the discovery of new workforce insights [**83**]. These are one flip side of disruption through the HR technologies in existence.

The augmented workforce today, confronting the shifts toward the artificial intelligence, robotics, and the open talent economy. The tech-driven the future workplace and work is likely to change radically over the next couple of years is a big disruption to the status quo of human resource regimes. This paper corroborates the shifts of HRM paradigms from the discussion and imaginations of technology change as the phenomenology from the point of technology and change conscious thinkers-i.e. bloggers. We can't solace on their myopic view of technology changes and the conclusion. As these bloggers has not viewed the disruption from the long term futuristic impacts or the technology forecasting in conjugation of HR and HR technology, hence, the bloggers views anyway become a disruption for naturalistic philosophy for application of human resource technologies. However, we can't ignore the implications of technology profession and organisational innovations. Only, our appeal to bloggers, to forward their views for professionals those applying technology & technocrats; they must prognosticate on the future course of professional actions relevant to the upcoming disruptive technology.

The global view on technology integration in HR spaces concentrates on the issues of productivity, wellness, flexible workforce, performance review, talent management, user experience, innovation, digitalization, automation, HR cloud, artificial Intelligence, data analytics, and HR Technology. The outputs of this captioned research on bloggers motivates in exploring a neutrosophic logic based inquiry i.e.- "will the HR technology in future disrupt the whole system of human resource management in organisations elsewhere?". Findings and summarising the bloggers views on disruptive technology, human resource management will have further more implications for carrying out ample researches. We the authors have already initiated to work on the HR technology forecasting based on bloggers opinions.

To cope with, more or less, today, the design thinking has been acting as the tool for HR-transformation. In the days to come "a HR leader with design thinking tools may offer a powerful methodology to build a culture of ideation and experimentation those necessary for success in today's context"[**84**]. We can hope, subject to the condition that when the corporate leaders become design thinkers themselves, they can then start curating such experience for transformation for themselves and for the organization as a whole. This is factual, as like as the arithmetic of the mathematics.

IX. CONCLUSION

The paper systematically posits a Global opinion(s) on the disruptive technology application in the field of HR and answers how techno HRM in the context of contemporary management can be deployed. The study finanly posits the disruptive technology does not connotes the negativistic analysis, but gives overview on positivistic impact of application. Actually disruptive tehnology of HR may negatively impact on people operate human resource management; but the impact of technology driven HRM may bring many positive results. In this connection Barman. A, 2014, in his earler work commented "computers may surpass human brain and mind, and will replace humans in customer service too" [85]. Similar to this, US freelance blogger, Steve Boese said that technology will not only replace humans, but also dehumanize human beings. Corroborating to this prediction, we firmly believe that technology led HRM will not remain as HRM; it may get transformed as a Technology Led Resource Management (TLRM) with no human element. In riposte to the assumptions of the majority of the bloggers on non-possibility of replacement of human resource by technology, in the earlier work Barman, A. (2014) also predicted further that by the age of 2050, if computer will be able to emulate human consciousness, then, would these bloggers' and technocrats' opinions be tenable for future? There is no doubt, but, technology will be fulcrum of human resource management in the coming decades of 21st century, and we expect techno-HRM professionalism in the corporate world.

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Appendices

Table-2: Opinion(s) synthesis on Disruptive Technology in HR (Asia)

Positive Issues due to HR Tech	Challenges Due to HR Tech
Digitalization bringing transformation and effect on true disruption; Hot market for investment, tremendous opportunity, HR Software market is booming; Make organization competent, build data driven for urgent and accurate decision-making organization; Massive shift to a collaborative, connected and fast paced workplace; customization of HR related software packages, personalization of HR technology, configurable. HR technology have contributed to- develop impactful work structure, increased quality of HR services; increased employee productivity; build employee capabilities; cost savings; capture new businesses; build digital work culture; introduce great deal of value ; technological advances such as HR cloud, AI and Machine learning; transforming HR, simplify huge unstructured data through advanced data analytics; gathering intelligence for employee engagement; enhanced employee experience, revolutionizing employee self-services; enhance workforce planning; talent management and planning; intelligent learning management systems; remove biasness; design thinking, innovation and problem solving; enhance employee engagement; nvolve multiple aspects of recruitment; continuous performance management reviews and feedback.	Challenge to tackle the resistant to change as big transformations bring discomfort and trepidations; Challenging the traditional model of HR; HR tech may mis selling in the market; HR tech solutions still troubling; AI and Virtual reality in the nascent stage; Shift from traditional to strategic role in HR, Challenge due to continuous learning and redesign the job to stay competent; Surge of freelancer/ contractual/ gig workforce; traditional HR models are becoming inapplicable; New ways of HR yet to be invented; Create a paranoia about losing jobs to machines; Challenge of selection of HR technology platform anchored on user experience; Need for new digital leadership; align HR transformation to organization strategy; Develop people's confidence towards new technology; Upgrade workforce skills to build digital workforce- augment human workforce with machines, AI require reskilling and upskilling of workforce; HR to build a platform to provide skills to leverage technology at workplace; HR challenge to develop an agile model to adapt to change; HR technology alone cannot revolutionize workplace; data Insecurity; Artifical Intelligence along with predictive analysis taking away jobs.

Table-3: Opinion(s) Synthesis on Disruptive HR Technology (USA)

Positive Issues due to HR-tech	Challenges due to HR-Tech
Disruption through creation & innovation at work; Fast transformation of HR tech market; Shift of Focus of HR technology from automation to build HR solutions; Disruptive influence of technology in HR systematise & facilitate HR processes; HR technology bridges the gap between employee and upper management; Huge investment in HR Technology as HR tech market is changing faster. HR Technology is critical tool force for building competitiveness through business decisions, its multidimensional, add value to business, build HR solutions, improve productivity, develop a total employee wellness, creative and innovative solutions, align workforce with organization goals; make on demand information readily available; faster processing and micro process timing; reshaping talent acquisition, applicant tracking system; removes errors and makes processes bias free; enhance employee engagement to drive employee efficiency and productivity; flexible work schedules; ability to change over time; streamline performance review and team integration processes; big data analytics for low processing time; Creative and innovative solutions required.	Challenge to effectively engage digital customers at every touchpoint in customer experience life cycle; Manual administrative HR tasks becoming obsolete; HR technology is ever-changing, challenge of HR professionals to be knowledgeable to stay competent; Challenge of recruiters to master new digital techniques; Increased dependency of company and employees towards innovation in automation; Businesses that don't adapt to this technology will fail; Robots are taking jobs away from humans and will always increase; Ineffective HR technology will lessen the ability of a company to invest in their employees; Challenge of HR professionals to address the HR issues swiftly and safely; Business not to happen automatically, it is need of HR to develop a culture of curiosity, testing and adaption to new technology; AI to replace the human element in the job

Table-4: Opinion(s) Synthesis on Disruptive HR Technology (UK)

Positive Issues due to HR-tech	Challenges due to HR-Tech
Disruptions caused by massive advances in HR Technology and rising expectations of employees; Integration of Big data and HR tech in people management; High level of innovation is not luxury but necessity; Digital transformation to be more formalised, strategic, goal oriented and innovative plus adaptive; Cloud based team centric management system to streamline team management; build collaborative solutions; Emerging trend of HR tech space to develop on demand software solutions; HR technology have contributed to- improve employee wellness; free up time for strategic focus; build rapport; improve worker performance; offset costs; better functionality and user experience; adding value to business; better manage teams and disputes; deliver HR services effectively; improved customer service Technological advances such as AI, Machine learning, HR Cloud, People Analytics can be capable to: reduce bias, rectify errors and improve compliance; enhance employee performance assessment and reviews; improve workplace learning; reveal new insights; prime source of recruitment and develop unified talent management; intelligent predictive decisions with high accuracy; develop innovative HR and talent strategies; revolutionize team building; high scale data analytic processing power within micro seconds.	Holding back productivity due to failure to invest in technology; challenge to identify the right HR technology to meet the changing future of work; challenge to anticipate large scale technological unemployment; challenge to search for real evidence of effectiveness in search of new technology; challenge to adapt to change in structure of the HR function; shift to flexible freelance/contractual/ gig workers; over reliance with data metrics might create problems; serious data protection required; challenge of HR is to embrace the change – engage employees during change, consider pace of change, to take ethics; HR tech leading to uncertainty in human element of the job; challenge to develop right capabilities and skills for adapting to change; challenge to rethink career progression; upskills to employ career development and employee engagement; HR tech to lead to human deployment

Table- 7: Content Metrix in Bloggers Discussions (UK)

Bloggers	P	W	WF	PR	TM	UE	I	D	A	C	AI	DA	HRT
The People Management	1	1	0	0	0	0	1	0	1	0	0	0	1
XpertHR	1	1	1	1	0	1	0	0	0	0	1	0	1
Peronnel Today	1	1	1	1	1	0	0	0	0	0	0	0	1
HRZone	0	1	1	1	1	1	1	0	1	0	1	0	1
Strategic HCM	1	0	1	1	1	1	1	0	0	0	0	1	1
HR Gem	1	0	0	1	1	1	1	1	0	0	1	0	1
TheHR Director	1	1	1	1	1	1	1	0	1	0	1	1	1
RPX2 Team	1	1	1	1	1	0	1	1	0	1	1	0	1
Sean Bave	1	0	0	1	1	0	1	0	0	0	1	0	1
Georgi G. & Robert. J	1	0	1	1	1	1	1	0	1	1	1	1	1
Jeff Szczepanski	0	0	1	0	1	0	0	0	0	0	0	0	1
Robert Jeffery	1	0	0	0	0	0	1	0	0	0	0	1	1
Georgy Gyton	0	1	1	0	1	0	1	0	0	0	0	1	1
Joe Faragher	1	1	0	1	1	0	1	1	1	0	0	0	1
Ji A Min	1	1	1	1	1	1	1	1	0	0	1	1	1
Laura. C.	1	0	1	0	1	1	0	1	0	0	1	0	1
Michael Carthy	1	1	1	0	1	1	1	1	1	0	1	0	1
Roisin Woolnough	1	1	1	0	0	0	1	1	1	1	0	0	1
Rob Moss	1	1	1	0	0	1	1	1	1	0	0	0	1
FREQUENCY	16	12	14	11	14	10	15	8	8	3	10	6	19

Legends: P = Productivity, W= Wellness, WF= Flexible workforce, PR = Performance review, TM = Talent Management, UE =User experience, I=Innovation, D=Digitalization, A= Automation, C = HR cloud, AI=Artificial Intelligence, DA= Data analytics, HRT = HR Technology