แนวโน้มของการทำงานแบบดิจิทัล ที่กระทบองค์ประกอบทางทรัพยากรมนุษย์: การทบทวนหลักฐานในหน่วยงานราชการ
Trends in the Use of Digital in Work that Impact Human Resource Management Platforms in Government Organizations

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บทคัดย่อ

การวิจัยมีวัตถุประสงค์เพื่อตอบคำถามการวิจัยดังต่อไปนี้ 1) ทัศนคติต่อการเปลี่ยนแปลงทางเทคโนโลยีที่ส่งผลต่อการทำงานในช่วงสถานการณ์ covid-19 อย่างไร 2) การเปลี่ยนผ่านระบบดิจิทัลใหม่ส่งผลต่อการทำงานอย่างไร และ 3) HR มีบทบาทอย่างไรต่อการเปลี่ยนแปลงและปัจจัยหลักที่จะมีผลกระทบต่อพนักงานคืออะไร ผู้วิจัยใช้แบบสอบถามเป็นเครื่องมือในการเก็บรวบรวมข้อมูลเบื้องต้น แบบสอบถามแบบสุ่มตัวอย่าง จากกลุ่มประชากรตัวอย่าง 45 คนที่เป็นข้าราชการและมีอายุงาน 5 ปีขึ้นไปเกี่ยวข้องกับงานฝ่ายบุคคล ในสำนักปกครอง 5 จังหวัดในภาคเหนือตอนล่างของประเทศไทย สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่การหาค่าเฉลี่ยมัธยฐานและส่วนเบี่ยงเบนมาตรฐานด้านความพึงพอใจ ผลการวิจัยพบว่า

1. พนักงานที่มีทัศนคติเพิ่มขึ้นในการเปลี่ยนแปลงการจัดการเทคโนโลยีเข้ามาเกี่ยวข้องในทุกส่วนขององค์กร ทำให้ฝ่ายทรัพยากรบุคคลทำงานได้อย่างมีประสิทธิภาพมากขึ้น

2. ฝ่ายทรัพยากรบุคคลควรปรับปรุงเทคโนโลยีอย่างสม่ำเสมอ โดยเฉพาะที่เกี่ยวข้องกับสายงานของตนเองและจะต้องรู้จักใช้เทคโนโลยีนั้นให้เกิดประโยชน์และประสิทธิผลในการจัดการทรัพยากรมนุษย์มากที่สุด

3. เพื่อให้ทุกคนในองค์กรขับเคลื่อนงานได้อย่างราบรื่นและมีประสิทธิภาพมากที่สุดด้านใช้เทคโนโลยีต้องควบคู่กับความสุขและสมดุลในงานมีค่าเฉลี่ยสูงสุด 4.48 รองลงมาคือการพัฒนาเทคโนโลยีมีค่าเฉลี่ย 4.02 และการทำงานในรูปแบบดิจิทัลค่าเฉลี่ย 4.0 โดยภาพรวมพบว่า พนักงานพึงพอใจกับแนวโน้มการทำงานด้านดิจิทัลที่ต่อปรับเปลี่ยนของฝ่ายการจัดการทรัพยากรมนุษย์เป็นเรื่องที่เห็นด้วยในระดับดีที่ค่าเฉลี่ย 3.55

คำสำคัญ: แพลตฟอร์มทรัพยากรบุคคล ยุคดิจิทัล การเปลี่ยนแปลงสู่ยุคดิจิทัล

Abstract

This article aimed to study the trend toward Human Resources (HR) in the digital age must work proactively nowadays accurately. The objectives of this research were to answer the following research questions:1)What is your attitude towards technological change affecting your work during the covid-19 situation?; 2) How does the new digital transformation affect the Human Resource Department at work?; 3) How and what role does HR play in these changes and what are the main factors that will affect employees? The researcher used questionnaires as a tool to collect preliminary data with a small-group questionnaire of 45 sampling population who have been civil servants for more than 5 years and whose experiences are related to the HR

department in the administrative offices of 5 provinces in the lower northern region of Thailand. Finding the median and standard deviation the results showed that data were analyzed by descriptive statistics and content analysis. The research results were found as follows:

      1. Employees with a growing attitude towards technology management are involved in all parts of the organization and new technology.

      2. The modern HR department should update the technology regularly.

      3. For everyone in the organization to drive work smoothly and most effectively, the use of technology must be coupled with well-being and balance in work. The highest average is (4.48), and the third is the performance at work digitally with an average of 4.0. Overall found that employees are highly satisfied with the changing digital trends in the use of digital in work, with a significant average of 3.55.

Keywords: Human Resource Platform, Digital Age, Emerging Digitalization

Introduction

Technological advancement is often associated with other changes within the world of work that might be facilitated by the technology itself, for example, the disintegration of the traditional employment relationship to be replaced by engagement economy work; an increased emphasis on flexibility and quickness at work, a new generation of employees with vastly different attitudes to the previous workforce. All of this propaganda surrounding the impact of technological advancement on the future of work within organization (Carl B., & Micheal A, 2017). In deed, it remains unclear what the actual evidence base is in relation to this and what will change the role of the human resource (HR) function will be in supporting the organization and its employees in navigating these changes. The factor that has had a big effect in the digital age is technology. The human resources department also require to update and apply modern technology to their department to work effectively.

It's the significant key for driving employee productivity and efficiency through the real-time application analytics and forecasts would play a greater role in organizational decisions. The organization wants to measure performance and enhance the experience of employees. Causing more and more organizations to want to access real-time information to be adapted to use in a timely manner. The more information we collect using technology, the more data we have, and the better we can analyze and formulate patterns of how we work. Just that much using the right technology and analyzing them can help us predict the future, Digital HR therefore is the key to driving employee productivity. The most obvious advantage is in using Digital HR when it comes to the new platform to provide employees with a better work experience. When an employee's positive work the technology experiences, they must operate in every day. (Somwalee C., 2020).

The major challenge for HR departments in finding new ways Human Resource Management and Development response to the world change management that as Thanasit P. (2021) indicated that adopting new technology in organization is very important, management concepts in contemporary human resource management services with changing in business model in order to operate in line with the current environment, policies should be formulated

that focus on offering importance to employees in the organization to employees have knowledge of modern technology with suitable situation. including various technologies. This change preparation same as the article of Thammaporn N. (2018), demonstrated that employee experience development can help build skills. Participating and Adapting to a Changing Era.

Obviously, technology does not change just their life style in daily life. The technology however is changing the way we work as well. For more efficient work, to save time and save cost, this is a competitive advantage in the business because the added use of digital technology will make a bigger difference to the business. It is also affected rapidly since it become to concern about covid-19 situation which has been in crisis all over the world, it has referred changing of work, particularly by digitalization platform to support of working from home increasingly.

Objectives of study

The purpose of this study is, therefore, to take a more evidence-based approach to investigate this topic, via a structured review of the evidence. In doing this qualitative research aims to address the following research question:

1. To study what are their attitudes on technological change affecting work during covid19 situation.

2. To study what impact of emerging digitization on work and what is the role of HR in relation to these changes?

3. What is main factor to impact their employees, in order to address the question above, an analysis the final selection of this review comprised from questionnaire 45 sampling of documents.

Review of literature

Somwalee C. (2020) has studied the framework of organization about Value development in human resource development to enhance the digital age of the organization both of public and private sectors, found that the organization must set values in accordance with the vision and obligations mission that suitable for driving in the digital age and then bring such values to form guidelines for creating good behavior of all personnel in the organization and administrative processes and Human resource development must be consistent with the values of the organization.

Frey, C. Benedikt & Osborne, Michael A., (2017) examined the role of HR practitioners in the process of automation is not clear from the evidence, but it would seem that they could play as a key role in identifying tasks (and thus eventually roles) that could be automated perhaps more important. However, is the HR function's role addressing the impact of job losses as a result of automation not only should HR practitioners be central to supporting employees through a period of uncertainty while such decisions are made, they should also be responsible for considering how employees can be re-skilled or up-skilled in order to replace obsolete skills so that they can be retained in the workforce.
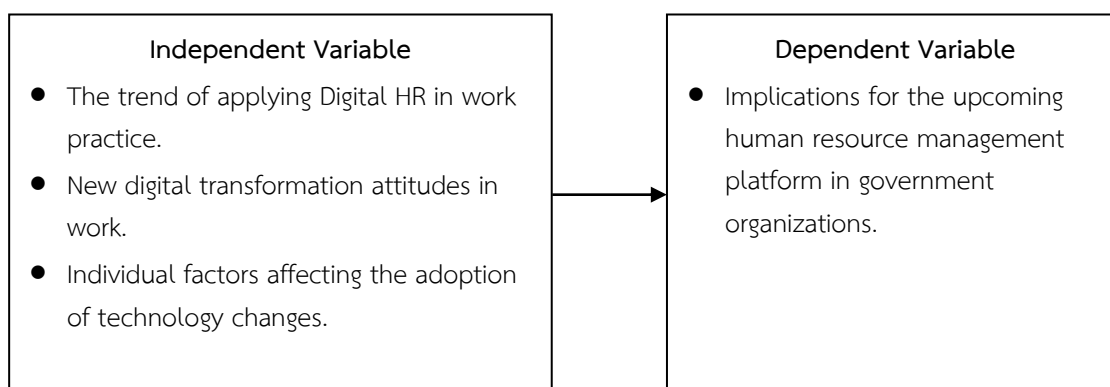
Bradley J. (2022) examined that there is some considerable evidence increased flexibility

of time and place that organizations are increasingly offering flexible working practices in order to meet employees' needs and to reduce costs associated with having a physical workplace. It is clear that the development on internet, and more recently mobile, technologies have increased the ability of individuals to work remotely and therefore out of usual office hours.

Atkinson K., (2017) used to demonstrate that management of flexible working policies and creation of career and performance management systems that ensure that employees are not disadvantaged by working flexibly are undoubtedly the remit of the HR function. Indeed, this research suggested that flexible working arrangements, while offering employees freedom about where and when they work, can also lead to work intensification (Clare K., & Deirdre A, 2010).

Conceptional Framework

This qualitative research will present the methodology for 45 people in sample group of questionnaires as evidence review and all they have worked as government servant more than 5 years in regional office of 5 provinces in lower Northern Thailand.

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┌─────────────────────────────────────┐          ┌─────────────────────────────────────┐
│         Independent Variable         │          │         Dependent Variable          │
│  • The trend of applying Digital HR  │          │  • Implications for the upcoming     │
│    in work practice.                 │   ───►    │    human resource management         │
│  • New digital transformation        │          │    platform in government            │
│    attitudes in work.                │          │    organizations.                    │
│  • Individual factors affecting the  │          │                                      │
│    adoption of technology changes.   │          │                                      │
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Research Method

Defining Populations and Samples in 225 civil servants from the 5 Northern Provinces of the Administrative Office, but randomly selected focus group to answer the specific open questionnaire 45people who work related to the personnel and Human resource department according to median analysis by Hair et al (2018). Therefore, the optimal sample size should be at least 5-10 times the observed variable. For this research, the sample size was 7 times the 6 observational variables, so the sample size was at least 42 people. The researcher used questionnaire as a tool to collect primary data the questionnaire was divided into 2 parts:

Part 1: The advantages of organizations using trend of applying Digital HR in term of the Standard of Digitalization on work practices and their attitude of satisfaction. This part uses a five-level Likert Scale to measure self-perception attitudes toward emerging digitalization on work.

Part 2: Employee personal factors questions towards technology change adoption Characteristics. The questionnaire in Part 2 is a opened question with optional answers and create additional questions by referring to the concept of technological change by using HR Platform model of personal factors relationship analysis and to finding the objective research to

answer question 2) how does the new digital transformation affect your work. And objective research to question 3) How and what role does HR play in these changes and what are the main factors that will affect employees.

Research Results

Finding research question part 1 found that the challenges for the HR platform and for people management more broadcast organizations must need to build a strategy for how they can most benefit from these technologies, for instance to build efficiencies and improve the accuracy of decision making, while also addressing any potentially negative impacts on employees. The role of the HR function in facilitating, or mitigating, the potential effects of emerging digitalization on the workforce are presented briefly below.

Table 1 shows the average point and standard deviation of digitalization on work practices and their attitude of satisfaction.

Table 1 Attitudes toward emerging digitalization on work.

Attitude	N	Minimum	Maximum	Mean	Std. Deviation
Technology	45	2.00	5.00	4.02	0.79
Performance at work	45	3.00	5.00	4.00	0.52
Employee arrangement	45	2.00	3.00	2.45	0.44
Changing management	45	1.00	5.00	2.80	1.16
Employee well being	45	4.00	5.00	4.48	0.34
Digital HR trend	45	2.00	5.00	3.55	0.47
Total	45	2.33	5.00	3.55	0.62

The evidence suggests that the type of knowledge, skills, and abilities required by organizations will be changed. For example, the need for routine cognitive and manual skills is decreasing, while the need for non-routine cognitive and manual skills has increased.

Not even the human resource management department itself, there are many technologies emerging to assist in this particular field. Allowing the human resource department to work more efficiently as well. The modern human resources department should update technology regularly. Especially technology related to their own line of work and it must know how to use that technology to benefit the organization and be effective in human resource management as well as possible. Therefore, human resources should be a good engine oil in this digital age. To enable everyone in the organization to drive work as smoothly and efficiently as possible. The average value (3.55) showed that the employees are satisfied to large extent with the digital HR trend. The mean value of employee well-being is satisfied as the large extent.

Finding research question part 2 found that the knowledge management in human resource development to support the era digitalization of public organizations by creating channels for knowledge transfer to personnel both internal and external knowledge with they also must be enticed to Self (Self-Learning) Innovation process. The development of innovative

knowledge in human resource development and new HR platform in organization to value add the digitalization of public by creating a database or Big Data to store Information that is knowledge or experience scattered to develop a system.

The above discussion suggests that employers need to consider a possible downside of an increased use of technology in the workplace. Indeed, research has proposed that the move to a workforce that is increasingly connected and contactable, along with the increase of global working (Thuya B., & Chris B., 2016). And that the potential for employees to overwork could damage their wellbeing. This study demonstrated that employees in governance corporation are concerned about this prospect lots. For instance, employees from 1 of reginal office referred to connectivity as an "electronic leash" that damages their well-being, while other samples reported in questionnaire that they have linked increased connectivity with stress and burnout. Some people said that it was very pressure to work from home with nothing support via data and emerging technology advancement.

The HR function is important to be central in the process of addressing such concerns as policies relating to employee wellbeing are to a large degree their responsibility. Indeed, some companies have introduced policies to encourage employees to disconnect outside of working hours. However, it is difficult to enforce such ideas, and especially to balance the need for choice of when and where to work with the risk of overwork.

HR practitioners therefore need to be concerned about how the organization might benefit from the flexibility that this approach might offer, while still ensuring that employees are not put into risk from a lack of support and employment security. It is important that employers should take responsible, and longer term, approach to using these contracting arrangements, rather than focusing solely on short-term cost savings and flexibility.

The comprehensive review of the existing evidence in relation to how technological advancement has changed the world of work; what technological trends are likely to directly affect work, the workplace or the workforce; and the role of HR in relation to these changes was therefore undertaken. To identify published evidence related to the above areas, a list of appropriate keywords and search strings was identified. These were grouped into the following six thematic areas: technology, performance, working practices, employee wellbeing, changing management and Digital HR trend (as stated above in Table 1).

Finding research part 3 how and what role does HR play in these changes and what are the main factors that will affect employees found that the trend of Human resources platform or digital HR function would support the digital age within public and governance agency by the ability to learn and coexist with new technologies in human resource development through development and capacity building human resources to be ready to deal with the digital era. Development of staff's skills through the development of personnel's skills to match the development work. The role of Human resources to support the digital era of public organizations are (1) organizing training programs to develop skills for personnel as it is the main significant inhouse training.
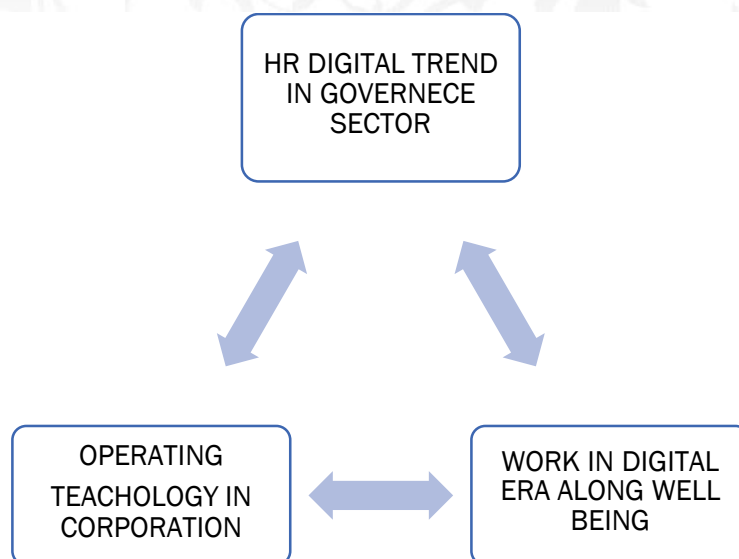
Discussion

The findings of the evidence review and above discussion suggest that in the digital age of new normal era there are many professional revolutions, many of them requiring great adjustment, including the human resources department (HR) that has to adapt to the era. Technology is used to benefit and to compete with recruiting quality people as well. Human Resources (HR) in the digital age has to be proactive and have to adjust a lot to become a modern human resources department that is ready for this digital age. This is to achieve the most efficient human resource management. And create happiness and quality of life for employees as much as possible in order to enable the organization to be as successful as possible. Changing in digital and technology age in this new normal social will have the potential to affect work and employees significantly. The degree and speed of this impact depends to a large extent on developments in the technologies themselves and the willingness of organizations to adopt them.

The significance of digital age is emerging advance technology, and this is the key factors that have contributed to the enormous career disruption in this era. Several organizations have started to replace technology as human beings because it is not only is more efficient but also has lower long-term care costs. While many organizations encourage their own staffs to apply technology to work more and more. It comes from the fact that it can increase the efficiency of their work. This is to allow human resources function to work with technology to be as coordinated as possible, because different parties have different benefits as well and merge with Somwalee C., (2020) that indicated of the framework of organization about value development in human resource development to enhance the digital age of the organization both of public and private sectors is significant of move forward. Moreover, the organizations were support from digital transformation to organize various technology development training. For personnel in the organization from managing skills training to do technology workshops including training in the use of new technologies and programs that will be useful to work with the human resources department. These should especially assist organizations to develop their personnel to merge technology. Both in terms of technology in the use of personal computers today, many programs have been developed to reach special technologies related to each profession and field.

Acknowledgment

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                    ┌─────────────────────┐
                    │  HR DIGITAL TREND   │
                    │   IN GOVERNECE      │
                    │     SECTOR          │
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  │    OPERATING        │              │  WORK IN DIGITAL    │
  │  TEACHOLOGY IN      │ ◄──────────► │  ERA ALONG WELL     │
  │   CORPORATION       │              │     BEING           │
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First, digital platforms were shown to be used commonly within work and are central to online marketplaces such as Career revolution (Career Disruption) that makes the Human Resources (HR) a variety of adjustments. From departmental position structure, proactive work processes, creative welfare, the introduction of technology into human resource management, as well as building strategies from within the organization to recruiting skilled outsiders to join the event. That has changed a lot in the role of human resources in this era.

In this age, the first priority that companies are as important as work is to make employees happy at work. This is, in fact, one of the main tasks of the human resource department that has been around for a long time. It may just be that it takes care of the health of employees rather than focusing on creating happiness at work as in modern times. In this age, the first priority that companies are as important as work is to make employees happy at work. This is, in fact, one of the main tasks of the human resource department that has been around for a long time. It may just be that it takes care of the health of employees rather than focusing on creating happiness at work as in modern times.

Conclusions

This research also indicates that the HR function has a key role to play in helping employees to navigate the changes to the world of work particularly in relation to skills development, work organization and mental health. While the key activities involved in HRM to support managers in employees in going about their daily work are unlikely to change, the role of the HR function may become even more important as both the potential benefits and risks of emerging technologies for employees develop. Whether the HR function can successfully undertake this role depends upon their own skills development and their own understanding of technologies and their implications. We would go beyond that statement and propose that actually the role of the HR function is also to develop and support employees in order to ensure their growth and wellbeing, as well as the sustainability of the organization, against the backdrop of this technological advancement. Additionally, the trend toward of Digital HR will become a

catalyst for organizational cultural change. It will cause a lot of interaction between each other. Becoming a contemporary digital work. These tools offer the employees in government agency to face a new experience of being able to manage them from a mobile device that can be used in usual as around their new workforce (Jesuthasan R., 2017).

Suggestions

1. Grant information for further academic

1.1   This research can examine that the trend of HR will lead the way of emerging digitalization can affect to employees in organization and effect that benefits many organizations and employees. Since it facilitates the work system to help the human resource department to be more efficient both public and private organization.

1.2   The result can also encourage the governance corporation must focus on their selective efficiency modern and quality devices for their employees. Human Resources Department is responsible for allocation of basic office equipment to all personnel. The thing that the Human Resource Department in this digital age has to pay special attention to is the selection of working equipment. To be efficient, modern and promote excellent work.

2. Suggestions for the next research study

2.1   This result will be useful in expanding further in academic studies, if education should be expanded to other types of government organizations, in order to achieve a wide variety of educational outcomes and more in line with educational objectives. It also can increase the sample size to cover more. And the results from different organizations can be compared for a more extensive study.

2.2   Further research can do as mix method mythology such as qualitative studies should be conducted to gain insights so that they can be used to describe research results more accurately. It will be able to keep the issue of differences due to the different organizations of the government.

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