

DIGITAL TRANSFORMATION: IMPACT ON QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

Digitalization has become a ‘buzz-word’ in recent times which encourages technological development. Digitalization reached at its top in 2018 as organization scaled their digital capabilities. It has become the priority for many senior business leaders and in many cases; it has reached a do-or-die situation. Digitalization significantly changes and affects the quality as well as the quantity of job. Digitalization come forward with new, technology based methods for organizations to engage with stakeholders, helps to deliver a superior experience, to manage costs and to improve overall productivity. Digitalization requires total organizational commitment. Several researchers have given the views and concluded that these changes are impacting the whole organization. Overall, we can say that quality of work life get shifted and it should be focus properly so as to limit the changes in the positive feedback. Each and every employee need to be committed with the organization to find new ways of achieving the goals with the use of update technology. The general objective of this study is to analyse the impact of digitalization on the quality of work life and organizational commitment of the employees working in an organization .The reviews of the paper can be helpful for the organization to improve the quality of work life and commitment level of the employees affected due to the digitalization.

Keywords: Digitalization, technology, quality of work life and organizational commitment.

INTRODUCTION

Some organizations consider digitisation as an opportunity to build themselves and their business models. At the same time, every organization needs to manage the pressure of changes due to the digitization. Low skilled labour will be replaced with updated technology and machinery. The labourers are under huge pressure to operate the high tech machineries and to implement the new methods of advanced technology effectively. It is very important to protect the employees from

precarity. Main focus of an organization should be on maintaining the quality of work life and organizational commitment of the employees. The whole working method get shifted and the employees needs efforts and patience to have adjustment with new methods of work. There are number of factors to be studied under Quality of work life as working conditions , health and safety , skills and training , working time , earning etc. Helle (2000) studied the implementation of a computerized pagination system for a daily newspaper. She found that digitalization changed job descriptions, for example the job description of typographers was rendered obsolete. The technological change also altered spatial arrangements as layouters, for instance, moved to centralized layout desks. Some journalists trained to become multi-professionals, performing copy editing, layout planning and paginating tasks. Hence, we can say that Digitalization has a huge effect on the employees working in the organization. In literature, three major factors can be found that affect Organizational Behaviour. These are people, structure and technology which constantly interact with the environment that surrounds them within and outside an organization. (Richards,2017).

LITERATURE REVIEW

- Fishman (1997) & Tuchman (1978) There are few reports about the actual implications of digitalization for journalistic professions. Media research, both past and present, suggests that journalistic professions and routines are socially constructed systems, which help to deal with complex work processes by organizing work and explicating roles and responsibilities.
- Seelig (2002) They can be renegotiated when changes occur in the work setting. They act, in part, unconsciously as values and norms of the work culture, to which members of the work community are socialized. This implies that changing journalistic professions requires not only changes in the formal organization of work, but also changes in the implicit guiding principles of work.
- Black and Spitz-Oener (2007) Digital technologies replace routine cognitive and manual tasks that are commonly performed by those in the middle of the wage spectrum. However, non-routine manual tasks are often performed in occupations that require low skill and education levels. Because of this, jobs are polarising into tasks traditionally performed by the lowest and highest skilled workers.

- Ernst & Young (2011) Digitization means the conversion of analogue information to digital (computer-readable) information. From the middle of the 20th century onwards, after the invention of the transistor and microprocessor the technologies of digitization enabled the conversion of traditional media such as picture, paper, sound, video or signal into bits and bytes (ones and zeros) of computer storage.
- Schwab, (2016) The notion of ‘digitalization’ encompasses a range of diverse but complementary technological developments, making up the so-called ‘Fourth Industrial Revolution’. Digitalization refers to a complex array of technologies, some of which are still at their early stages.
- Marquardt (2017) The digital transformation of economic processes and transactions and human interactions became an inescapable megatrend in ways never been anticipated years ago, and it is still the beginning. This growing dependence on the ubiquitous technologies and solutions combined with the demographic changes, declining availability of resources, globalization of the markets and growing international competition, and the increasing customer demands request new ways of thinking and acting to identify and deal with the related opportunities and challenges.

RESEARCH METHODOLOGY

The research is exploratory in nature. Data has collected from secondary sources. It focuses on various researches’ literature, journals, websites, books and other reliable sources.

Objective

- To study the impact of digitalization on quality of work life and organizational commitment.

Impact of digitalization on quality of work life and organizational commitment

- Job Quality : Job quality consist of both intrinsic (working conditions, health and safety) as well as extrinsic aspects (industrial relations, contracts and regulations).

Digitalization affected the job quality in a positive as well in negative way. In a study from Austrian institute for advanced studies (2017), estimates the job losses in Austria and it conclude that 9 percent (360.000 jobs) are at risk level. Around two thirds of job is at risk in low skill profession.

In another Austrian study (union of private employees), a comparison between 1995 to 2015 is done for the higher usage of digitalization. It is found that 390.000 jobs were created and 75.000 were lost. Whereas in the lower usage of digitalization, 189.000 jobs were created and 280.000

were lost. Now, it shows employment opportunity due to digitalization but the most important chapter is to maintain the job of less educated employees. The need is to build the confidence and prepares the citizens to face the challenge. It is important to focus on the impact of changes due to digitalization. The most important thing is to modernise the education system to make ready the citizens to face the challenges.

- Education : Due to digitalization, the automation of the work has majorly affected the employees with low qualification. Due to fast change in technology, employee cannot rely on the formal qualification. Nowadays, employees should be so prepared that they can do any job and can be easily automated and replaced by another job. As an example, the outsourcing industry has started to demand specific hard and soft skills to be related to the advancements in technology to be able to deliver added value services which will help to win the competition against artificial intelligence and algorithms (Foerster-Metz & Golowko, 2017).
- Leadership style : In any organization, leadership practices are most important. Digitalization is taking place in all the sectors from manufacturing, financial, agriculture, health and like this many other sectors. All of these sectors are using updated technology, huge data to run the business in the competitive market. The future leader should be able to utilize the new technologies and solutions, to adapt fast to changes and manage them, to have a pioneer spirit and to be able to learn quickly. He should also be contextual, emotionally intelligent and trustworthy, and should lead democratically, share responsibilities, to be decisive and cooperative, control and promote networks, trust and motivate employees, and give them regular feedback (Sattler, 2016)
- Cultural change and behavior : Organization culture is the foremost step to understand the environment of it. Digital transformation has the major effect on the culture of an organization. Proper training should be given to encourage the employees to adjust with the changes. It should be ensured that the whole system to technological solutions. Understanding level of the employees has to be lifted so that the balance must be created in organizational culture and technology. All these steps need communication channel and cooperation at each level.

- **Clarity of Vision:** Digitalization requires the foremost working of the executive. A clear picture for the future plan is to be put forward in front of the basement staff. Executive need to build innovative thinking into every process. The successful executives always ready to help others. The most important point is to optimize the product processing, employees and the services. It is very important task and a key point for the success.
- **Balance in work dimensions:** Digitalization has increased the workload of the employees. The data management system is get increased. The maintenance of files, emails and further exchanges get increased. Manual work is replaced by the electronic systems. The use of email requires a quick reply from the other side. All the actions are under observation and response time is set for each feedback. The employee has to give quick response for each and every step undertaken. Employee need to maintain a balance between the action and the feedback.
- **Continuity of the task :** Digitalization means the usage of more and more machines and networks. Sometimes the machinery stops working or there may be inadequacy of the digital tools. First and foremost point is that the employees should know the proper working of the tools. It requires the knowledge and the patience to learn new things. Sometimes the machinery stop working, the employee should be well experienced to maintain the continuity of the task as well as to cope up the delay in the work.
- **Monitoring of services :** Digitalization has improved the work organization. It encourages the rationalization. It makes the work implementation faster and the assessment to the required data becomes easier. The circulation of information get easier and time management get improved. The employees can communicate effectively with different department as the electronic system is updated. Now it requires the commitment of the employees to work efficiently and spend more time on the complex tasks. Facilities are provided to the employees with certain drawbacks, its upon the employees to balance the work environment.
- **Accountability :** Digitalization demands that the organization as well as the consumer both is secure. In the organization, some person is always appointed for the accountability. Head need to educate their employees on how to maintain the cyber security in an organization. Leaders always try to identify the effective way to make expert their employees in maintaining effective business strategy and operations even when decision making is distributed wisely. The usage of electronic system increased the risk of misuse. In this

situation, each and every member of the organization should be involved in maintaining the security.

- Equality in wages: Digital technology replaces routine and manual tasks that are usually performed by the employees in the middle wage spectrum. Non routine manual tasks are often performed by the employees that require low skill and education level. That is the reason the jobs are polarized into tasks traditionally performed by the lowest and highest skilled workers (Black and spitz –Oener, 2007). People at the top and bottom end of income and skill distributions have experience more wage gains than those in the middle of the scale (Autor, 2015). The main challenge will be making sure that low-skilled workers are given opportunities to train and retrain (Arntz et al., 2016). Low income families are less digitally connected than other members. Therefore, the future of job quality is Uncertain. (Meyer,2014). So due to digitalization, the challenges get widened for the organization. There is gap in the wages of low skilled worker and semi skilled workers in comparison to the high skilled workers. The effort in togetherness will improve the inequality in wages.

CONCLUSION

Digitalization has several effects on many aspects of employment as well on the workers. The main point of consideration is that the impact of digitalization varies according to different occupation, designation as well as sectors. There is no doubt that the work load gets increased and control on the job content gets decreased. There is a need to ensure that the digitalization is a pathway to increase the efficiency of work but the need is to protect the employees and to provide necessary training to them. Employees should be well aware of the various impacts and outcomes of digitalization. Finally, we can say that it is not easy to digitalize the enterprise work. There is a need of new educational practices and a huge cooperation between the educators, researchers, employees and the organization owner. Each and every step should be full of commitment and dedication to set the whole operation newly. Digitalization should be introduced by considering the motivation level of the employee and their ability to do it. Each individual experiences the digitalization differently according to their skill .Overall, we can say that Digitalization can bring effective result if each individual is provided training and proper moral support is ensured to them.

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