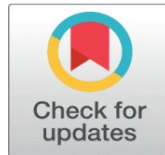


A STUDY ON HUMAN RESOURCES UPGRADE TO CLOUD SUITE AS EMPLOYEES RETURN TO ITS PROPERTIES POST COVID – 19 PANDEMIC AT COURTYARD BY MARRIOTT

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ABSTRACT

Background: Many technological tools and innovations are presently available to assist HR experts with lessening their responsibility. Marriott's HR software has made work easy and efficient for its HR force. Hence the burden and pressure were higher at that point. In any case, one outcome of present day HRM is that because of these innovations and technological programming, HRM employment has been lost as humans have been replaced by these software and tools.

Significance: Cloud-based HR system enables data accessibility that can be at anytime and anyplace. Several key areas have benefited from human resources cloud-based technology, including recruitment and retention, support in workplace administration, employee self-service, and employee learning and many other areas of Human Resources.

Method: This study explores the Administration and Human Resource Planning done in Marriott with help of technology and cloud base software, quantitative information about the employees can be stored, All the basic data identified with the workforce, like their name, address, email, contact no., compensation benefits, encounter, date of passage in organizations, employment status (contract, perpetual, full-time, low maintenance, and so on), are incorporated in a database that can be recovered at any time.

Results: From a new generation of employee self-service to continued learning tools, the use of technology in HR management allows HR leaders to assume a more strategic role within the organization. Subsequently, HR innovation benefits business pioneers and representatives the same. Innovation patterns in HR vow to upgrade business tasks and address the difficulties in store for work emphatically.

Conclusion: This adaptability enables firms to allocate resources to their needs, improve the effectiveness of the key HR processes, manage costs, and support the scaling up of innovation (and the expansion of new HR innovation patterns) when business demands change.

Keywords: Technological, Cloud, Human Resource, Adaptability, Innovation



1. INTRODUCTION

In this exploration we will get to be aware of “A Study On Human Resources Upgrade To Cloud Suite As Employees Return To Its Properties Post COVID - 19 Pandemic At Courtyard By Marriott.”. HR is no longer generally bound in the administrative center taking care of just desk work. Because of the Web and present-day Innovation, HR has totally changed its way of working from traditional means to cloud-based HR system for its everyday exercise.

Because of the advantages of cloud HR programming, HR experts currently have the devices to lessen the work on managerial level like finance and record keeping. They can rather zero in on issues that can represent the deciding moment an organization is at this time of competition for example Talent acquisition and Retention.

HR during the 90s might look old fashioned, however it was a fundamental stage towards where they are today. The disturbance around HR transforming into a bottleneck gave HR employees a window into what "self-organization" could appear to be. HR experts recall developments like this "It was inexplicable that you could accomplish HR work on a PC and not paper."

Post COVID-19, Marriott Hotels network's ongoing HR system was not able to fulfill the drawn-out needs of the worldwide labour force. Subsequently, when Marriott, the world's biggest chain of hotels, worked at 7,600 Hotels in 130 nations sent employees back home because of pandemic, their traditional HR systems that were approaching their end service contracts that were expiring. "Karen Nelson," senior Vice President for Human Resources systems and compensation at Marriott International, utilized the pandemic to upgrade its current method of working, so that the hotel chain could meet the long-term demands of the global workforce. Nelson's team went on to launch the Oracle Fusion Cloud Human Resource Management (HRM) System. Nelson and Steve Miranda, Chief Vice President of Oracle Applications product development, at an Oracle Live virtual conference called Build the Future of Business.

Marriott launched Oracle Cloud HRM on December 26, 2020, which called for HRM modules to go live at the same time in all locations worldwide. Since the launch, Marriott workforce in the US have been utilizing this upgrade and finding it productive, the new HRM modules automate the organization and the daily HR exercise such as core HR processes, recruiting, payroll, absence management, performance evaluation, compensation, and learning. The module is available in multiple languages as Marriott is worldwide. Marriott's upgraded to Cloud-suite HR system is receiving positive feedback from its current workforce worldwide due to the self-service capabilities of the software. Marriott's worldwide commitment is to make sure that their employees have opportunities to develop skills, to build meaningful relationships, and to have a positive and sustainable impact on the hospitality world, and they make it possible using innovation and technology. It is an accomplishment when the hardest thing they have to do is to priorities which new capability they are going to bring forward first in future for the development and growth of their employees.

Post pandemic, 95% of Marriott Hotels are open to its guests again, that has led to employees beginning to apply once more for one of the benefits the company offers to its employees, a program that allows them to stay at Marriott hotels around the world at a substantial discount. In a short span of time, employees have used 6,50,000 hotel discount forms. This has given this hotel brand hope that they are going to start seeing the travel industry and their employees come back with a bang.

The expression "Human Resources" was first utilized during the 1950s and 60s as figuring sped up the computerization that had started in the modern age. Market analysts and financial specialists started to see employees not as replaceable units finishing routine jobs, but rather as information laborers with abilities and skills that could fuel business development. As anyone might expect, the term got back to prominent with the ascent of the web in the last part of the 1990s.

New Innovations were quickly computerizing a totally different system of business processes. While the web changed how the bosses and directors functioned

and teamed up. All of this change implied that labour force pioneers needed to change how they approached drawing in, holding, and connecting with ability in a developing system of occupation jobs. This decade could be known as The Brilliant Time of HRM.

New computerized Innovations are empowering HR pioneers to give a seriously captivating and customized employees involvement with scale. Simultaneously, arising advances, like information robotization, prescient investigation, and man-made consciousness (simulated intelligence), have added new developments for understanding, making due, incensing, and connecting with the labour force. What's more, HR pioneers have an entirely different system of instruments that can boost the worth of their labour force, from clever, social-driven enrolling and customized maintenance

Marriott International Inc (Marriott) is a hospitality service provider that operates hotels and restaurants. It operates, franchises, and licenses hotels, residential and timeshare properties under several luxury, premium, and select brand names. Its brands include the Ritz-Carlton, JW Marriott, St. Regis, Westin, Renaissance, Marriott Hotels, Le Meridien, Gaylord Hotels, Marriott Executive Apartments, Delta Hotels, Tribute Portfolio, Design Hotels, Courtyard and SpringHill Suites. Marriott offers accommodation, hotel reservations, timeshare vacations, flight and hotel packages, and car rental services. It also operates loyalty programs, including Marriott Bonvoy, The Ritz- Carlton Rewards, Marriott Rewards, and Starwood Preferred Guest.

By 1999, there were over 360 Marriott Hotels & Resorts in 47 countries, and in November 2010, Marriott Hotels & Resorts announced the opening of what is said was their 500th property, the Pune Marriott Hotel & Convention Centre, in Pune, India. In September 2005, Marriott Hotels & Resorts unveiled its first new room designs in ten years. Dubbed "mSpot," the new rooms feature clean .

Marriott's HRIS Strategy to tackle COVID-19 Pandemic

Beyond question, 2020 and mid 2021 hugely affected the HR and the employees of the hospitality industry. Each part of HR programming changes from this. The enlistment cycle saw interviews become Zoom, Joins on Google Schedules. Pay discussions and advantages organization was managed without face-to-face gatherings. The effects of this as far as cloud-based HR programming are critical. An ISG study saw 46% of organizations utilizing a HR SaaS or Half breed system. This is up 20% from quite a while back.

A similar report viewed that 57% expect as utilizing such devices by 2023. For associations, this implies a strong drive to this product region. HR divisions ought to think about these choices in the event that they have no as of now. They ought to likewise figure out the effect of these progressions on specialists. Worker self-administration choices are becoming anticipated, not a reward. The representative commitment that these instruments are known for should be more adaptable. A portion of the conventional center HR ideas are obsolete. These are regions where cloud HR programming might possibly help. While dealing with another remote group, cloud HR can assist with regions that were not initially part of the normal advantages of this instrument. Time following, while consistently helpful, presently considers the board where there can be no face-to-face administrators. The application interaction is probably going to be altogether different because of COVID-19.

1) The Future of Cloud-Based HR Software as a Service

As per a recent report by Deloitte, numerous HR programs are currently utilizing computerized and portable devices. 41% of the HR groups overviewed were effectively attempting to make portable applications, while others influence web-based entertainment to convey HR data. Furthermore, 33% were utilizing a type of computerized reasoning innovation to convey HR administrations and systems. This persistent development and extension of HR programming can provide you with a thought of where cloud-based HR programming is going. There is presently a greater amount of a work to make administrations open and simple to use by all representatives. On the off chance that you haven't done the change to cloud-based HR the board as of now, you're slow on the uptake. As indicated by a review by SelectHub, 100 percent of studied HR programming purchasers were available to cloud systems, and admittance to the cloud was the main pursued highlight from overviewed purchasers. SaaS HR instruments unite HR functionalities into a solitary cloud-based application that can be more handily carried out than a conventional on-premise system.

Cloud based HR systems have additionally embraced mechanization, permitting HR staff to save time and workers to serve themselves. Utilizing SaaS HR programming, associations can use across the board, computerized systems to lessen HR work and empower representatives to get to finance and advantages data with insignificant preparation.

Next Steps in Cloud HR:

Cloud HR has turned into the norm in HR innovation; however, it's actually making progressions to all the more likely address the issues of clients. As per SelectHub research, the greatest downfalls of HR systems are absence of highlights, absence of robotization, and absence of centralization.

Thus, cloud-based HR stages are starting to bundle a bigger number of elements into single items as opposed to offering set-ups of various items, and are adding new highlights like computerized detailing. Vertical explicit HR programming created to meet the particular necessities of an industry are additionally turning out to be more normal.

2. LITERATURE REVIEW

- (Fouladi and Jafari, 2017) Numerous associations are battling to figure out the best administrative answer for better dealing with their assets. It was accounted for that the HR is one of the main capitals in any setting overall and in the Hotels business specifically Restricted research endeavors have zeroed in on how organizations can even more productively deal with their human asset resource.
- (Johnson et al., 2016). Johnson and Diman (2017) as of late featured the term of Human Asset Data Systems (HRIS) as a basic achievement factor for any bigger associations contributed with smoothing out HR tasks and further developing efficiency, effectiveness, and execution Hopefully, it was notable that the chief fragment of any improvement is likewise connected with the utilization of Innovation applications in overseeing employees and creating capabilities that play a crucial part in giving ceaseless and excellent support of the client. One of the exceptionally

predominant and energetic fields these days in the economy is the Hotels business.

- As per Whitelaw et al.(2009), Hotels business is the main pushing help to any flourishing and progression in any country Innovation is presently thinking about a serious wellspring of upper hand in the Hotels business, especially in the space of depiction, advancement, circulation, blend, association, and conveyance of friendliness items. Innovation advancement is seen as a significant essential in framing key coalitions, creating imaginative dissemination devices, and speaking with clients and accomplices while fulfilling client interest.
- Clients and accomplices, the same will quite often put more noteworthy significance on associations which apply Innovation to a more noteworthy degree than their rivals. Considerably more consideration ought to be paid to Innovation developments considering the ceaseless evolving climate, particularly around hotels which are compelled to go up against and manage hustle and weighty contest in one hand, and expanding client assumptions in the other hand.(Ham et al., 2005) Hotels these days have been compelled to embrace Innovation as an approach to managing fast changes in the opposition, climate and client assumptions to accomplish an upper hand. The Hotels area has normally been censured for the sparse fuse of Innovation in more modest and free organizations
- (Yen and Tang, 2015) Many examination endeavors that the Innovation speculation has been found to add to expanded organization efficiency and execution (Ham et al., 2005; Pérez-Aróstegui et al., 2015). Although Hotels have been accounted for as a work escalated area, later examinations show that extensive headway has been made with regards to HRIS and its effect
- (Fouladi and Jafari, 2017; Jooss and Burbach, 2017) Like any Innovation developments in Hotels, HRIS has been brought up numerous accomplishments, for example, cost decreases, further developed consumer loyalty, expanded piece of the pie, more prominent working productivity, further developed client administrations and the accomplishment of upper hands and further developed execution. The utilization of advancements doesn't be guaranteed to dispense with occupation yet assists with making them more adaptable (Velázquez et al., 2015).
- In spite of these benefits, Hotels frequently don't get the normal advantages of interest in HRIS. One of the primary reasons might be the gamble of outrageous venture, so the ideal degree of HRIS in any Hotels ought still up in the air against the client needs
- (Johnson and Diman, 2017) In spite of the developing interest in HRM research in hotels, exact exploration on distributed computing, HR capabilities and jobs, and HRIS has been restricted in the Egyptian Hotels and, thus more examination is called for. More examination can, not just show the degree of cloud HRIS reception, its significance yet additionally recognizes obstructions and recommend ways of beating it.
- As per Jooss and Burbach (2017) assessed the level of cloud HRIS utilizing 10 semi-organized interviews with key work force at both corporate and property level HR in two biggest Irish Hotels organizations. They essentially tracked down a general absence of mechanical developments

and the greater part of the key HR capabilities are digitalized to an exceptionally restricted degree, (for example, work postings by means of site pages).

- Be that as it may, existing information on the impacts of hotels type on cloud HRIS reception is still scant, and our motivation is to broaden this group of writing in two ways. To begin with, the current review plans to tentatively test the impact the Hotels type has on cloud HRIS reception Rai et al., 2013) Numerous conversations have been accounted for about distributed computing.
- While some consider it is a problematic pattern addressing the following stage in the development of the Web, others consider it is publicity, as it utilizes past laid out processing apparatuses. From a client perspective, distributed computing gives an approach to securing processing administrations with no requirement for profound comprehension of the hidden Innovation being utilized
- (Aleem and Ryan, 2012) From a hierarchical perspective, distributed computing conveys administrations for client and business needs in a basic manner, giving outright scale and recognized help quality to cultivate fast development and navigation
- Mayfield et al., 2003). HRIS term was utilized reciprocally with virtual HRM, HR intranet, brilliant HRM, E-HRM, advanced HRM online HR, PC based human asset the board systems (CHRIS), and HR gateways
- (Yusoff et al., 2010; Spitzer, 2014; Jooss and Burbach, 2017) Distributed computing is one of the arising advancements lists followed by mobiles, online entertainment, and labour force examination (Roberts, 2011).
- As indicated by Roberts (2011) indicated to an illustration of each of the four cooperating which is investiture. For case, an association needs to retain another design administrator, therefore they will offer another telephone and tablet to ameliorate the agreement, publicize via online entertainment, examine work seeker's information to point positive patterns in distinguishing implicit and then pay the fortunate seeker through programming as a help (SaaS).
- Numerous associations might be reluctant to grasp every one of the once four inventions incontinently, still benefits can incorporate the capacity to offer HRM systems generally, further developed correspondence with staff and altogether, empowering the enhancement of their staff commitment
- Heiser (2009) characterized distributed computing as a processing style, where incredibly open IT-empowered capacities are offered as a support to clients utilizing programming Innovations. Distributed computing includes sharing or putting away unambiguous data on far off servers claimed or worked by others, while getting to through the web or some other associations. Distributed computing administrations exist in different structures.
- For instance (information capacity locales like Dropbox, video sites, charge system destinations, individual wellbeing record sites, staff arranging and booking destinations and some more. The entire items in a client's stockpiling gadget might be put away with a solitary cloud supplier or with numerous cloud sources.

- (Rashmi et al., 2013) When somebody or some other body shares data in the cloud, security or secrecy issues emerge. Distributed computing includes four system models: private; public; local area; half breed. It likewise has three conveyance models utilized inside a specific sending model, for example, Programming as a Help (SaaS), Stage as an Assistance (PaaS) and System as a Help (IaaS). These models are portrayed by its on request self-administration, wide organization access, asset sharing, estimated administration and quick versatility
- (Mell and Grance, 2011) Innovation application in HR has decisively extended and is staying to change HRM capabilities and jobs. HRIS is currently utilized for the board purposes & vital and business dynamic purposes
- (Obeidat, 2012) Sadri and Chatterjee (2003) featured a few benefits if the HRIS capability was modernized in the cloud since a speedy navigation had the option to happen in the HR improvement, arranging, and organization since information turned out to be a lot simpler to store, recover, update, classifications, and break down. HRIS could likewise fortify the organization execution
- (Rashmietal., 2013) Numerous researchers featured the likely advantages of Cloud HRIS execution. An advanced and refined Cloud HRIS could lessen by and large employees' charges and help with perfecting on the manner in which guests, chiefs and staff access and use HRIS all over the place. Cloud HRIS gives the board pivotal information installment, conservation systems and to combine HRIS information into enormous compass marketable fashion
- (Aleem and Ryan, 2012; Rader, 2012; Truong and Dustdar, 2012; Ross and Blumenstein, 2013; Dai et al., 2015; Kumar et al., 2017). In any case, Cloud HRIS event in diggings is still sparse and demanded as suggested by Low et al. (2011) and Jooss and Burbach (2017).

3. OBJECTIVES

- To find out and examine Marriott Ahmadabad new Cloud Suite Based Oracle Fusion Cloud Human Resource Management (HRM) System and understand its latest upgraded solution connecting every human resource process right from hire to retire
- To understand how Marriott Hotel attracts, develops, engages, retains and manages their human workforce post COVID-19 pandemic.
- To explore Marriott Hotel's Human Resource Management (HRM) process which includes talent management, workforce rewards and workforce management.

4. RESEARCH METHODOLOGY

The data was gathered by interacting with the Human Resources Associate who was also my Research Supervisor from the Industry along with the other members of the department in order to have a broader perspective.

Primary Data collection - by research scholar from first-hand sources
Secondary Data collection - data gathered from studies, surveys, Questionnaire consisting of 30 questions.

Sample population is current members of the Human Resources Department of the hotel. The following data was derived from the structured questionnaire:

5. ANALYSIS/RESULTS

- 1) Do Marriott Hotel have a Cloud Suite? Answer: Yes, Marriott Ahmedabad has a Cloud Suite.

- 2) Why invest in HRIS?

Answer: The HR Team finds HRIS important because it connects Employees and the entire Human Resource operation process in ways that may support daily operations and improve productivity.

- 3) Can conversion Of Capital Expenditure on HRIS be transferred to Operational Expenditure?

Answer: Yes, at Marriott Hotel it is a Operational Expenditure and fees is paid to the software provider.

- 4) Does HRIS have degree of security, can it manage all departments and also does it have option of reporting and analytics?

Answer: Yes, it does have degree of security, it manages all departments as well and also does have option of reporting and analytics feature in it.

- 5) Does HRIS have feature to upgrade, online product support and clear price module? Answer: Yes, it does have the update and upgrade feature and other features.

- 6) Which Software (HRIS) do Marriott Hotel use in your company? Answer: OSOURCES for HR Operations and ONEX for Employee Attendance.

- 7) Does HRIS have installation and maintenance cost and is it a part of Operation?

Answer: Yes, HRIS does have installation and maintenance cost and is it a part of Operation cost.

- 8) Did the organization provide any sort of assistance/training to Marriott Hotel's HR Team?

Answer: Yes, Marriott Ahmedabad does provide assistance/training to the HR Team.

- 9) If training is not provided at present, do Marriott Hotel expect the management to provide adequate training about HRIS?

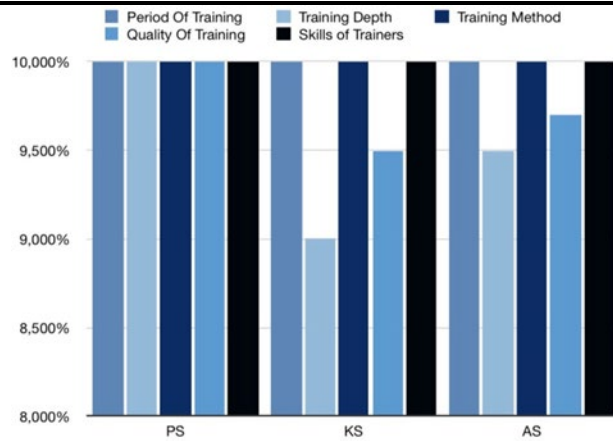
Answer: Yes, Marriott Ahmedabad does provide assistance/training to the HR Team.

- 10) If yes, then which type of assistance/training was provided?

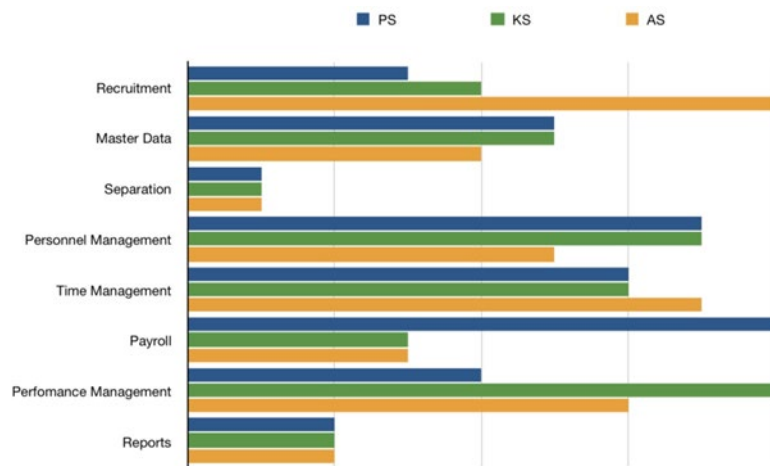
Answer: The HR Team received Classroom Training to learn the use of HRIS.

- 11) If training is provided, is the HR Team satisfied with the following?

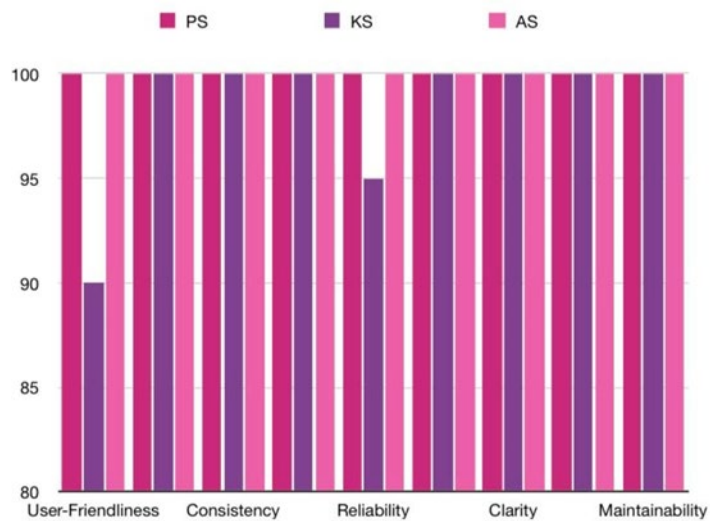
Answer: HR Team was in between being Highly Satisfied and Satisfied in terms of the training provided by the team.



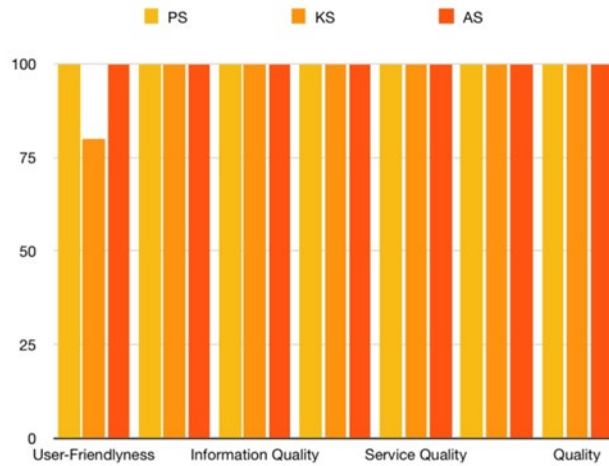
12) Based upon the perception/ level of operation, prioritise and rank the following modules of HRIS.



13) According to the HR Team, how will they rate the following features of HIS in their concern?



14) According to the HR Team, how has been the promotion of the following areas by HRIS in their concern?



- 15) What issues do they as an Human Resources Employee face with the current system? Answers: Mainly, HR Teams finds Bugs and Technical Glitches as their issue with their current HRIS at times, also if they could have had a User manual to explain the use better for traditional employees.
- 16) What do they as a Human Resources Employee like about their HRIS?
Answer: The HRIS Monitors KPI effectively, Cost effective, Manages Employees self service effectively and also Offers privacy and data safety.
- 17) Does the HRIS need to integrate with or be a component of other systems?
Answer: The HR Team has a Neutral thought on software integration.
- 18) Does the system to accommodate employees besides full-time employment?
Answer: Yes, HRIS at Marriott Ahmedabad does accommodate Employees besides Full- Time Employee.
- 19) How will the new system affect your teams?
Answer: HRIS at Marriott Ahmedabad Eliminates human error, Ensures Time- Management, Offers privacy and data safety and helps in Handling routine HR Task.
- 20) Is the system designed for their industry and company size? Answer: Yes, it is Designed accordingly.
- 21) Are there features for managing contractors, freelancers, consultants and anyone else not a full-time employee?
Answer: Yes, it does handle managing contractors, freelancers, consultants and anyone else not a full-time employee too.
- 22) How do they access the system?
Answer: HRIS at Marriott Ahmedabad has Networked computer system.
- 23) Does their HRIS meet the current needs.
Answer: The HR team Strongly Agrees with the fact that its HRIS does meet to the current needs.
- 24) Do they have a technical support person/team for the HRIS application?
Answer: Yes, Marriott Ahmedabad does have a IT Team for support.
- 25) Integrations with other HR solutions will make work life easy for Humans Resources. Answer: The HR Team Strongly Agrees to this Integration Idea.
- 26) Is the system cloud-based or on-premise?

Answer: Yes, the system at Marriott Ahmedabad is cloud-based.

27) Customization of system helps in easy access and use of HRIS. Answer: The HR Team Strongly Agrees to this fact, and uses it too.

28) What features are available for data security?

Answer: HRIS at Marriott Ahmedabad had Secure user login, Frequent data backups, Cloud data backup and also OTP/Login Approval feature (during Login and Edit).

29) What measures does the software vendor take to protect the employee data?

Answer: HRIS at Ahmedabad's Marriott has feature to issue User Name (Employee ID) and it is Password Protected.

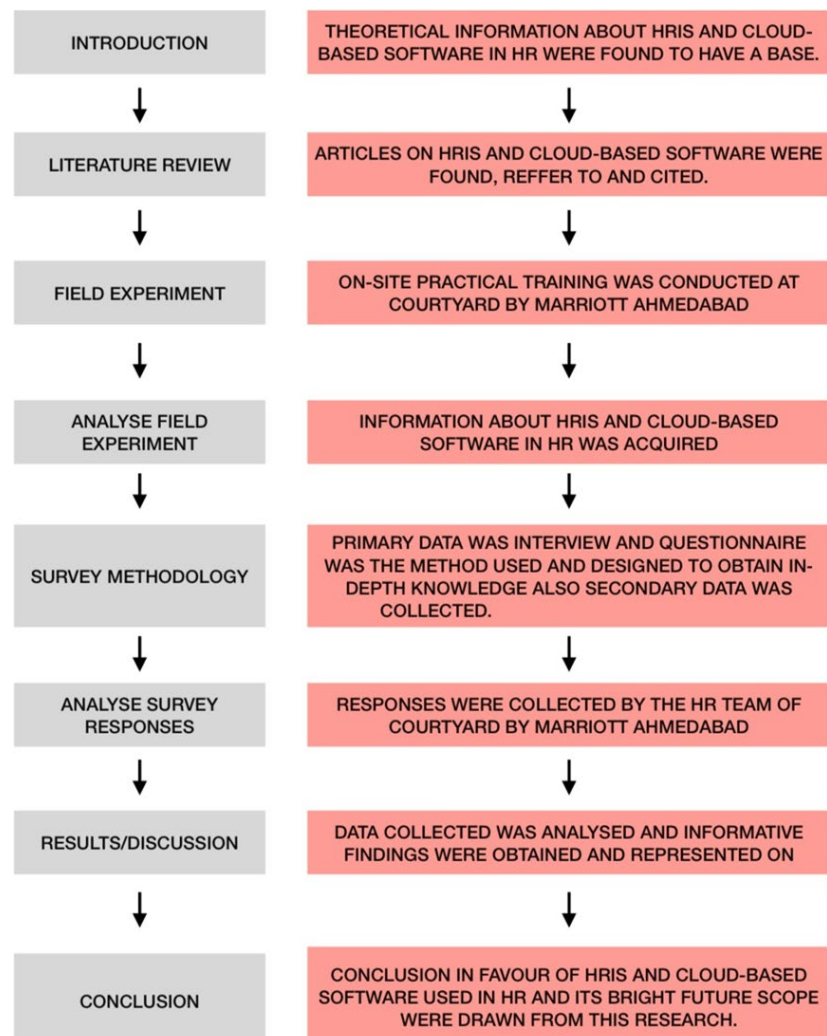
30) Here is the opinion of the HR team about the existing HRIS and provide suggestions for future Improvements (if any)?

Answer: Suggestion like User Manual, Easy Interface and Glitch and Bugs.

In a scale of 1 to 10, how will you rate the HRIS that is used in your organisation?

ANSWER: 08/10 is the Overall Score received by the Marriott Ahmedabad's HR Team.

Flowchart



6. FINDINGS AND RECOMMENDATIONS

HR technology encompasses the use of hardware and software to maintain and direct a wide range of human resources tasks and responsibilities. Payroll, employee benefits, and candidate recruitment typically fall within the realm of HR technology. But in more recent times, the latest HR technology trends address a wider range of HR-related challenges - everything from the new hybrid work environment to the use of artificial intelligence (AI) and deep-dive data analytics. From a new generation of employee self-service to continued learning tools, the use of technology in HR management allows HR leaders to assume a more strategic role within the organization. Subsequently, HR innovation benefits business pioneers and representatives the same. Innovation patterns in HR vow to upgrade business tasks and address the difficulties in store for work emphatically.

HR Innovation Lifts Effectiveness

In 2023, HR pioneers will find new open doors through HR innovation patterns. For instance, scattering data to a distant labour force is made more straightforward when the legitimate computerized correspondence diverts are set up. Private companies may likewise understand that this present time is the perfect open door to proficiently benefit from patterns in HR tech and overhaul their systems to more:

- Oversee consistence with material work regulations and guidelines
- Track time and participation
- Process finance for workers
- Keep up with cutting-edge worker data

For bigger corporate designs, progresses in HR innovation are helping HR groups become considerably more taken part in their organization's generally speaking vital goals.

In similar review, a big part of the respondents revealed that HR innovation has worked on functional proficiency, and improved on administration work.

New HR innovation produces quantifiable outcomes by improving the speed and effectiveness of the two directors and the groups they lead. These people and groups are upheld thus by HR and IT experts, assisting them with figuring out where innovation works best and executing it to make most extreme progress.

7. CONCLUSION

Any renowned HR system must start with programming that has workable HR systems. A combined HR technology setup might provide a single representative record across many areas of the company and let managers modify how they use the system in accordance with their unique requirements. This includes selecting the organizationally relevant modules, such as recruitment, benefits, administration work, time management and employee engagement.

This adaptability enables firms to allocate resources to their needs, improve the effectiveness of the key HR processes, manage costs, and support the scaling up of innovation (and the expansion of new HR innovation patterns) when business demands change.

Currently, digital and portable tools are used in HR operations. The HR groups that were investigated were successfully working to create portable applications, while others used internet as a source to spread HR information. Also, using a form

of artificial intelligence and innovation to provide HR administrations and solutions. You may get a sense of where cloud-based HR programming is headed from the consistent improvement and expansion of HR operations, especially in Hospitality industry where man power is in bulk. Making administration accessible to all representatives and easy to use is currently receiving more attention. If organizations haven't already made the switch to cloud-based HR for their employees, they are behind the times.

8. LIMITATIONS

The challenges/limitations faced by Traditional Working HRD:

- A rigid training plan-based approach implying that employees are expected to "learn" numerous parts of the applications that they won't ever utilize or get to use.
- Large volumes of essential content need to be consumed before using the system and courses are delivered in a short time period.
- All emphasis on the standard application with little thought of basic processes.
- Application customizations and systems either aren't covered via instructional classes or, they're in many cases conveyed in a conflicting way.
- Various people learn in various ways, some truly battle with the default "show without communication" style of many courses.
- Different employees have differing levels of existing knowledge and thus understand the learning content quicker.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

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