



Technology Readiness of Smart Human Resource Management in Malaysia

Luqmanuhakim Kadir Hussein¹ & Nor Hazana Abdullah^{1,*}

¹Department of Management and Technology, Faculty of Technology Management and Business, University Tun Hussein Onn Malaysia, 86400 Batu Pahat, Johor, MALAYSIA,

*Corresponding Author

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Abstract: SMART human resource management is a software system that organises, and processes precise employee information and human resources linked to policies and procedures. The present human resource system is claimed to be slow, time consuming and lacks device capabilities that cause insufficient process for employees. The study aimed to measure the level of SMART human resource management implementation in Malaysia and the level of technology readiness among companies in Malaysia. This study employed quantitative research methods, using descriptive questionnaires to collect the data. The data will be analysed using measures of tendency and measure of dispersion. Data will be also tabulated using means to determine the level of readiness and implementation. This finding is expected to add to empirical repository of technology readiness literatures and to gauge the extent of Malaysian companies' readiness to use SMART HRM.

Keywords: SMART, Human resource management, Technology readiness, Digitalization

1. Introduction

Human resources management (HRM) is responsible for locating, screening, recruiting, and training new employees as well as managing employee benefit programs (Will Kenton, 2022). For organizations in the twenty-first century, HRM plays a critical role in helping them manage the rapidly changing business climate and the increased need for high-quality people. Chai and Sutner (2020) added that motivating and keeping employees in a company are also important functions of HRM. In essence, HRM is the process of developing management systems to guarantee that human resources are utilized effectively and efficiently to achieve organizational objectives.

In the digital era, HRM functions have been evolving to embrace latest technologies to increase its efficiency. SMART human resource management is a software system that organises, and processes precise employee information and human resources linked to policies and procedures. It is responsible for recruiting, selecting, training, appraising, and rewarding employees, as well as managing

organizational leadership and culture and ensuring adherence to labor and employment standards (Stefan Strohmeier, 2018).

A company's most precious asset is its employees. To guarantee that the best people are hired and managed to the best of their ability, companies spend a lot of time and money on recruitment, interviewing, and processing HR reports and requests. Automating time-consuming processes and inefficiencies may help businesses make the most of their most important asset such as their employees. Using information, experience, service, and technology, SMART HRM hopes to help companies make better decisions about their human resources and help them anticipate future success. SMART HRM connects employees and departments by integrating with existing document management systems to give Human Resources management solutions.

According to Human Resources Minister, M. Kula Segaran in 2019, the rising prevalence of Industrial Revolution 4.0 towards a fast-changing changing landscape require Human resource communities to support and deliver digital era innovation. One of this innovation is SMART human resource. According to Oracle (2022), this is one of an interactive system that may be used by management to standardise human resource duties and procedures while allowing accurate record keeping and recording. Long before the invention of Artificial Intelligence (AI) or the digitalization era, human resources relied on labor to administer the human resources department. Tiffany Leong (2021) stated that new trend in Malaysian SMART human resource management may be seen in the way personnel data is displayed on a single, appealing screen. This include employee information like as qualifications, contact information, talents, and work experience may also be viewed, added, and modified using this tool. Employee data is seamlessly integrated with other aspects of the human resource SMART system, such as performance, learning, and time and attendance.

The present human resource system is claimed to be slow, time consuming and lacks gadget capabilities that cause insufficient process for employee (Insperity, 2021). This will cause inefficient platforms integration for human resource department. Furthermore, these disjointed systems typically need manual human resource data entry, which takes a long time and can lead to errors as well as inaccurate or incomplete human resource data.

Furthermore, communications disparity claimed to always exists. This is a communication issue that can affect both existing and new employees. One method to prevent workplace misunderstanding is to ensure that employees understand their jobs and duties from the beginning (Rhett DePauw, 2019). Another issue is that technology is always evolving. Businesses must change quickly, or risk being left in the dust by competition. According to John Feldmann (2021), complete training should be provided to new employees to familiarise them with the organization's technology and how it operates in the workplace. Apart from that, experienced staff should be available to help new or struggling employees who require more training. This will not only simplify the ramp-up process but will also boost the spirit of teamwork that would not normally collaborate. Thus, organization should convince staff to accept innovation and understand new technologies is a struggle for small business owners.

Moreover, studies on technology readiness for SMART human resource is almost not available in the context of Malaysia. Majority of studies found are related to Human Resource Information System (HRIS) adoption. Since SMART human resource is an emerging and frontier technology. There is an empirical gap. This study aim to determine the level of SMART human resource management implementation and the level of technology readiness among companies in Malaysia

The scope of this study was limited to companies to determine the level of SMART human resource management implementation in Malaysia. This study will aim big organisations to determine the level of technology readiness among companies in Malaysia to obtain the data in research objectives.

The findings of this research will have profound to benefits for both employers and employees in SMART HRM. Complete management, training and skills with efficient cost and time. Hence, employee will be able to improve skills and productivity as this added value in human resource management. As a result, SMART human resource management will increase the quality of employee skills and reducing the cost and improve efficiency of the organisation in Malaysia.

2. Literature Review

This section provides overview of HRM historical evolution, SMART human resource management, model of HRM, SMART HR implementation in Malaysia, technology readiness and previous studies.

2.1 Overview of HRM

The history of human resource management dates to the workers and trainees of the early nineteenth century and that it continued with the industrial revolution of the late nineteenth century (Sumit Thakur, 2021). A combination of scientific management and industrial psychology of workers was proposed by Frederick W. Taylor in the nineteenth century. Employers were encouraged to consider the mental health and well-being of their employees as well as the effectiveness of their work when making decisions on how to manage their staff.

In addition, in the 1920s, dramatic developments in technology, the growth of organizations, the foundation of unions, and government concern and meddling led to the development of personnel departments. During this period, the term "welfare secretary" was used to describe personnel administrators (Ivancevich, 2007). The term "HRM" may have originated from the term "Personal Management," according to some experts (PM). To separate and distinguish themselves from other management tasks after World War II, in 1945, personnel practitioners began using the term "PM" to identify themselves.

The historical view of the role of a PM has been to 'hire and fire' personnel in companies in addition to making salary payments and providing training. According to Tyson (1985), there were numerous complaints about the purpose and function of PM in HRM since management planned HR operations rather than only responding to varied circumstances and situations, but in some cases, to the demands of trade unions. To some extent, none of this mirror the methods used in mid-1980s staff management. Therefore, the term Personnel Management (PM) was gradually supplanted by HRM (Lloyd and Rawlinson, 1992). Human resources management (HRM) and project management (PM), however, are both concerned with the acquisition and management of human resources required by firms. HRM and PM are being defined in several writers at the same time (Beer and Spector, 1985).

2.2 The historical perspectives of HRM could be divided into four periods as follows:

(a) Labour Welfare Stage

Human Resource Management may have emerged because of labor negotiations and arguments. Several issues with employees living and working circumstances were uncovered during an investigation into why there are so many industrial disputes and conflicting interests (Sumit Thakur, 2021). Organizations that viewed human resources as machines to boost production and profit at a cheaper rate were found to be limited in their abilities. Long hours and terrible working conditions fostered the creation of trade unions. Despite their attempts to safeguard and promote the interests of their members, these labor organizations encountered opposition from corporate leaders, resulting in labor disputes and conflicts.

(b) Personnel Management Stage

Organizations began paying greater attention to employee conduct at all levels, both individually and collectively, when legal guarantees regarding labor welfare issues were created (Sumit Thakur, 2021). A "Personnel" was in charge of human resource planning, recruitment and selection, training and development, performance and prospective evaluation, promotions, transfers, work environment quality, pay, labor law, and legislation compliance.

(c) HRM Stage

Labor welfare and personnel management are combined in human resource management, or HRM. The goal of HRM is to maximize the performance of employees in line with the goals of the firm (Chai & Sutner, 2020). Increasing organizational size, shifting cultural norms, simple information availability to thanks to technology, and globalization have all contributed to an increased need for human resources management (HRM) services. As a result, it aims to promote a more compassionate connection between employees and their employers by encouraging employee growth, training, retention, and protection. Additionally, under HRM, HR managers must acquire and integrate information about potential organizational changes. To enable a seamless transfer of changes without disrupting interrelationships and preventing disagreements or conflicts inside a business, HR managers use applicable techniques.

(d) Digitalization of HRM

A digital human resource management (DHR) system is becoming more important in today's digital environment because of the demands of the company (Varadaraj and Belal Mahmoud, 2021). Many companies need high-performance Digital Human Resource Management. When it comes to HR, the department must embrace the use of digital technology and adapt its policies accordingly. Many obstacles and issues confront digital human resources management to provide the finest quality of work for the firm throughout the globe. Competition in the market structure requires that a company increase its worldwide commerce.

2.3 SMART HRM

Based on the studies, In the twenty-first century that Industry 4.0 refers to a new era of SMART production and SMART organizations (Shamim *et al.*, 2016). The HR industry is not immune to this trend, and it must either embrace the disruption or be affected. SMART HR displays HR processes like recruitment, onboarding, learning and development, social sharing, and crowd-sourced feedback in a colourful way based on "people science." As part of the overall Fourth Industrial Revolution, which is characterized by innovations in digital technologies such as the Internet of Things, Big Data Analytics, and artificial intelligence (AI), as well as fast data networks such as 4G and 5G, a new concept known as SMART Human Resources (SMART HR), is emerging for the effective management of next generation employees (Hecklau *et al.*, 2016). Using SMART HR will provide the organization with its own set of implementation challenges and benefits, depending on how it is implemented.

According to Klaus Schwab (2018), "We are at the beginning of a revolution that will drastically transform the way we live, work, and connect." There has never been a more promising or risky moment". Moreover, interesting to observe how the industry has transformed, from the late-nineteenth century first industrial revolution to the third, which started in the mid-twentieth century, boosted by new information technology and automation. Artificial intelligence (AI) and the Internet of Things (IoT) are hallmarks of the fourth industrial revolution (Industry 4.0), which is now underway (IoT) (Stefan Strohmeier, 2018). Businesses must be ready for the various changes that technology will bring as digitization moves at such a fast pace. Human resources are no exception, and consequently, human resource professionals play a critical role in aiding firms in the changing environment of the fourth industrial revolution.

Moreover, before considering SMART HR 4.0, it is necessary to understand industry 4.0. Industry 4.0 is a new age in the industrial revolution that emphasizes connection, automation, machine learning, and real-time data (Milton Jack, 2019). Industry 4.0 combines variables and processes like the internet of things (IoT) or SMART manufacturing, combining physical production and operations with artificial intelligence such as SMART digital technology, machine learning, and big data to create a more holistic and better-connected ecosystem for manufacturers and supply chain management firms. All organizations, regardless of size or structure, must deal with the same problem: the necessity for seamless information exchange across all processes, commodities, people, and partners. This is where

Industry 4.0 comes into play. As a result, industry 4.0 is about more than simply investing in new technology and tools to boost industrial efficiency; it is about entirely reinventing how your organization or business runs and evolves.

HR previously focussed on personnel functions. With the rise of Industry 4.0, HR professionals can no longer depend simply on the traditional technique. They must undergo the shift and implement SMART HR 4.0. For HR professionals, the change to SMART HR4.0 comprises the following data (Milton Jack, 2019). To begin, human resource professionals must be able to assess the talents necessary for the industry in which their organization works. HR professionals must identify the skills gaps in both their own workforce and the organization they work for. Second, human resources must become more digitally focused. HR practitioners must keep up with technological improvements to remain ahead of the competition, who are practically undoubtedly making comparable changes. Incorporating tools like Pay Genius, online driver fitness testing, and HR toolkits such as balanced scorecards are all examples of this. Leading HR practitioners, such as Industrial Psychology Consultants, offer these services.

Furthermore, greater communication, education, and training would be necessary, and it is the role of HR to deliver them. Another study revealed that to face the problems of Industry 4.0 transition, organisations would require an effective SMART HR 4.0 strategy data (Milton Jack, 2019). Emerging technologies such as the Internet of Things, Big Data, and artificial intelligence will automate most HR functions, culminating in more efficient and fewer HR employees. To make SMART HR 4.0 a success, it will be important to make structural and leadership changes. This will enable HR departments to play a more strategic role in the growth of their organisations. To conclude, most organizations' key to success today is their employees. It's unlikely that organizations will be able to stop the world from changing, but they do have power over how they train their staff to keep up. Most businesses that want to stay on top of the game will do well to implement SMART HR 4.0.

2.4 The IoT of HRM Model

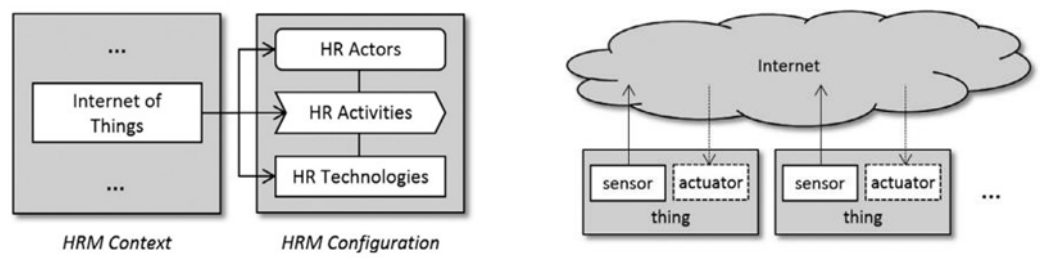


Figure 1: IoT of HRM Model

Based on the studies, the Internet of Things (IoT) is a network of interconnected technologies and products that can send and receive data in real-time (Stefan Strohmeier, 2018). Therefore, it is the connection of computer equipment over the internet, and devices implanted in everyday items, enabling objects to send and receive data. Controlling household appliances from afar through the internet, SMART medical devices for monitoring patients' health and well-being, and administering therapy.

Furthermore, technology disciplines have generated a few IoT in HRM application scenarios as the first IoT for HRM solutions (Stefan Strohmeier, 2018). When talking about advanced HRM automation, we're talking about things like non-technical individuals automating HR training with the use of SMART objects. SMART objects may also be used to gather complex HRM data, such as the number of employees needed, hours worked, skills shortages, and rest periods. According to the first report, IoT has had a significant impact on HRM by enabling changes to job design and workforce systems.

2.5 The Triangle Model of Technologies Readiness

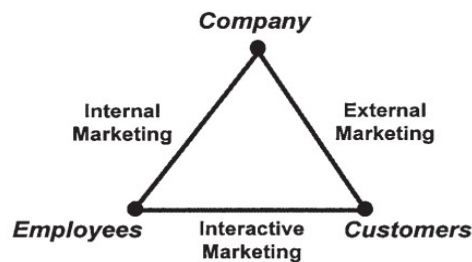


Figure 2: shows Triangle and Pyramid Models of Services Marketing

The term "technology readiness" (TR) refers to a person's desire to learn about and use innovative methods in both their personal and professional life. The concept of a broad state of mind is influenced by numerous mental facilitators and detractors that influence our propensity to adopt new technologies. Scientists have spent decades determining what elements decide and what implications are triggered by the introduction of new technologies. This is evident in the telecommunications business. Researchers started examining the social effect of telecommunications more than 25 years ago, when the discipline was still in its infancy (Short, Williams, and Christie 1976).

3. Research Methodology

The research methodology described the method that was used to conduct this research. This chapter also discusses the purpose of the research design, research instruments, data collection techniques, and other information in length.

3.1 Research Design

The research design of this study is exploratory research using as quantitative approach. The use of questionnaires to gather quantitative data will a key component of this study. Descriptive survey will used to determine level of SMART human resource management implementation in Malaysia and their level of technology readiness. The information gathered from the respondents, as well as the literature review, were examined to meet the objectives which is to identify the level of technology readiness among companies in Malaysia.

3.2 Research Population

A population is a group of people who share one or more characteristics in all components of special geography (Mahdavinia, 2008). The population is the entire group of people who desire to be studied by the researcher (Sekaran, 2000). The companies' HR manager will be chosen as the target population of this study. Furthermore, the target group is chosen for inclusion based on certain characteristics.

3.3 Sampling Design

Sampling is a method in which a tiny fraction of the elemental elements in a population are chosen and the information acquired is used to derive inferences about the entire population (Cooper & Emory, 1995). The sampling design, comprising the target population and sampling method, was employed. The actual list of sampling units for which a sample or many sample ratings are chosen is referred to as sampling. It's simply a list of research populations. That method is simple to use to pick respondents. Sampling was utilised to collect data from a sample that can be used to estimate and describe information about the population under study. The sample was non-probability sampling with a basic sampling type utilised by the researcher. In this study, researchers used personnel from the Human

Resource Management as samples. Following the calculation of the appropriate sample size, each sample will be recorded and chosen from a list of sample members (Thomson, 2002).

3.4 Research Instruments

In this study, research instruments referred to the questionnaire, which served as the primary driver for gathering information from the participants. The instrument is initially measured based on the study hypothesis and the anticipated research model.

(a) Questionnaire

A questionnaire will be used as a research instrument in this study. Forms of section A, section B, and section C are the three sections of the questionnaire. Section A involves identifying the respondents' demographic information and measuring their responses using ordinal and nominal scales. Section B is Company Profile. Section C to measure the level of technology readiness among companies in Malaysia.

- I. Section A: Respondents' Demographic
- II. Section B: Company Profile
- III. Section C: The Level of Technology Readiness Among Companies in Malaysia

All questions were graded on a five-point Likert Scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree). A Likert scale is a five-point scale that allows individuals to express how strongly they agree or disagree with a given topic. There are (5) answer clues offered in this section based on the scale, which gives the answer possibilities for the questionnaire form.

3.5 Data Collection

Primary and secondary data were employed to acquire data for this study, and the procedures used were quite precise. This chapter will also go through how to get both types of data. Data will be collected over a three-month period by mailing questionnaires to human resource management department via an email application. Respondents will be fully aware of the study's goal, which is to assess the level of SMART human resource management implementation in Malaysia and the level of technology readiness among companies in Malaysia.

(a) Primary Data

The primary data in this research is derived from the findings of a quantitative study, specifically through questionnaires. This method is used to collect practical data, such as the level of technology readiness among companies in Malaysia, as well as the level of SMART human resource management implementation in Malaysia. The primary data collection procedure is time-consuming and labour intensive since the primary data is the study data collected and processed in partnership with the respondents. However, primary data gathering has significant advantages in that the data is more dependable and extensive than secondary data, even though it is time demanding and costly.

(b) Secondary Data

Secondary data are findings from a review of the literature. It is available via information searches on the internet and library services. Secondary data are used to supplement information gathered from a journal, article, thesis, report, or other source. Books and encyclopaedias are further examples of secondary sources. Secondary sources may give a more thorough view of an issue or subject under examination, which is helpful when collecting information. The secondary data collection process makes use of data that has previously been collected by other researchers (Sabitha Marican, 2005). Secondary data sources include journals, books, magazines, historical records, reports, documents, the

internet, theses, and newspapers. Online educational papers are available to researchers through the Scopus website, ScienceDirect, and the UTHM journal portal.

3.6 Data Analysis

The data collected in line with the study's principal purpose was analysed. Because of the analysis, processing, and outcomes, the activity of creating a detailed report is carried out. The Statistical Package for Social Software Science is used to enhance and supplement quantitative data processing (SPSS).

Most variables use ordinal scales to evaluate the correctness of the raw data, and all data is verified using a categorical method. According to Babbie (2014), the data must be cleaned and reviewed for inconsistencies between the original data and the gathered data to ensure the instrument's correctness.

A reliability test was also done in this research utilizing Cronbach's Alpha Dependability Test to measure reliability or internal consistency. Table 3.3 displays Cronbach's Alpha, the determined reliability coefficient, to demonstrate a positive relationship between each item in the questionnaire.

Table 1: Cronbach's alpha score and level of reliability

Cronbach's Alpha Score	Level of reliability
$\alpha \geq 0.90$	Excellent
$0.80 \leq \alpha < 0.90$	Good
$0.70 \leq \alpha < 0.79$	Acceptable
$0.60 \leq \alpha < 0.69$	Questionable
$0.50 \leq \alpha < 0.59$	Poor
$\alpha < 0.50$	Unacceptable

3.7 Descriptive Analysis

Descriptive analysis is an analysis that simplifies facts so that they may be understood and elaborated on. The level of SMART human resource management implementation in Malaysia and the level of technology readiness among companies in Malaysia. The data in this descriptive research was additionally measured using the Statistical Software Package for Social Science (SPSS). The information will be presented in the form of a table or a graphical representation, such as a bar chart or a pie chart.

3.8 Conclusion

Conclusion, this methodological study demonstrates how the inquiry was carried out to accomplish the goals set. The researcher used the descriptive and questionnaire methodologies. Because of past research, questionnaire forms sent to respondents for data collection for quantitative studies and the goals of this study may be addressed more quickly. The Statistical Package for the Social Sciences will be used to examine the frequency, percentages, averages, and standard deviations generated from the main data, which is the questionnaire form (SPSS).

4. Results and Discussion

The researcher had successfully gathered 35 completed surveys from the respondents in this part. The researcher had analysed the obtained data, which had been forwarded to the HR manager of the company. This survey received 53% of responses. Following the completion of the questionnaire collection from respondents, the data was processed and analysed using the Statistical Package for Social Science Version 2.0 (SPSS) to answer the study goal. The demographic analysis of respondents, descriptive analysis, and convenient sampling analysis were all covered in this chapter.

4.1 Reliability Analysis

In this study, Cronbach's Alpha by Sekaran and Bougie was utilized to assess the dependability of the dependent variables (Sekaran & Bougie, 2013). If Cronbach's Alpha Score is less than 0.6, it indicates that the dependability is poor. Meanwhile, a score of 0.9 indicates that the reliability is excellent. Cronbach's Alpha for the level of technology readiness among Malaysian companies is 0.962, with factors including optimism, innovativeness, discomfort, and insecurity. It demonstrates that these variables achieved a good Cronbach's Alpha score. The variable with the greatest Cronbach's alpha is optimism.

Table 2: Cronbach's alphas for the variables

	Number of items	Cronbach's alpha
Optimism	12	0.954
Innovativeness	9	0.932
Discomfort	13	0.903
Insecurity	11	0.888
TRI	45	0.962

(a) Reliability Analysis for Pilot Study

Cronbach's Alpha Test was employed in this study to acquire the results of reliability analysis for this research. Before the questionnaire was given to HR managers at organizations, a pilot study with 35 responses was conducted. The findings of the pilot test demonstrate that the level items of optimism, innovativeness, and discomfort are all excellent. Meanwhile, there is a very good for insecurity. This demonstrates that Cronbach's Alpha is generally excellent for the variables.

4.2 Respondent Demographic Background

Table 3: Respondents demographics frequency and percentage

Description	Frequency	Percentage
Gender		
Male	12	34.3
Female	23	65.7
Age		
25 years old and below	12	34.3
26 – 35 years old	18	51.4
36 – 45 years old	3	8.6
46 years old and above	2	5.7
Race		
Chinese	10	28.6
Indian	1	2.9
Malay	23	65.7
Others	1	2.9
Educational Level		
Degree	25	71.4
Doctorate degree (PHD)	1	2.9
Master	1	2.9
Pre-University/Diploma	8	22.9
Working Experience		
13 years and below	5	14.3
3 years and below	14	40.0

4 – 7 years	12	34.3
8 – 12 years	4	11.4

Respondents were requested to submit answers to five demographic questions, which included gender, age, race, education level, and job experience. This survey had 35 people who took part. According to the results, female respondents outnumber male respondents by 65.7%. Furthermore, the age range 26-35 years old has the biggest proportion of responses (51.4%). Aside from that, most responders (65.7%) are Malay. Furthermore, with 71.4%, the respondent's educational level is mostly a bachelor's degree. The responders with the most job experience is those with three years or less. This demonstrates that all demographic items for respondents participate in all demographic areas.

4.3 Descriptive Analysis for technology readiness among companies in Malaysia

Table 4: Level of Mean Measurement for technology readiness among companies in Malaysia

Variable	Mean (μ)	Standard Deviation (σ)	Level of Tendency
Optimism	4.0357	0.70226	High
Innovativeness	3.6600	0.68565	Medium
Discomfort	3.3469	0.67099	Medium
Insecurity	3.6413	0.65129	Medium

Table 5: Level of Mean Measurement for technology readiness among companies in Malaysia

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
optimism	Small	2	4.3333	0.70711	0.50000	-2.0198	10.6864	3.83	4.83
	Medium	12	3.9931	0.68485	0.19770	3.5579	4.4282	2.92	5.00
	Large	18	4.0648	0.79240	0.18677	3.6708	4.4589	2.17	5.00
	Total	35	4.0357	0.70226	0.11870	3.7945	4.2769	2.17	5.00
innovativeness	Small	2	4.2222	0.47140	0.33333	-0.0132	8.4576	3.89	4.56
	Medium	12	3.6296	0.64325	0.18569	3.2209	4.0383	2.78	5.00
	Large	18	3.7531	0.77596	0.18290	3.3672	4.1390	2.11	5.00
	Total	35	3.6825	0.70538	0.11923	3.4402	3.9248	2.11	5.00
discomfort	Small	2	3.6923	0.65271	0.46154	-2.1721	9.5567	3.23	4.15
	Medium	12	3.3397	0.62618	0.18076	2.9419	3.7376	2.38	5.00
	Large	18	3.3120	0.77035	0.18157	2.9289	3.6951	2.15	5.00
	Total	35	3.3385	0.66935	0.11314	3.1085	3.5684	2.15	5.00
insecurity	Small	2	4.1364	0.32141	0.22727	1.2486	7.0241	3.91	4.36
	Medium	12	3.3106	0.61347	0.17709	2.9208	3.7004	2.55	5.00
	Large	18	3.7121	0.69252	0.16323	3.3677	4.0565	2.09	4.82
	Total	35	3.6078	0.67050	0.11334	3.3775	3.8381	2.09	5.00
TRI	Small	2	4.0778	0.17285	0.12222	2.5248	5.6308	3.96	4.20
	Medium	12	3.5648	0.52309	0.15100	3.2325	3.8972	3.00	5.00
	Large	18	3.6988	0.65062	0.15335	3.3752	4.0223	2.13	4.96
	Total	35	3.6590	0.56855	0.09610	3.4637	3.8544	2.13	5.00

There are few items that has been used to measure the level of technology readiness among companies in Malaysia. The data analysis recorded all the items is in high and medium level which is the mean (μ) of every question is more than 2.91. Besides that, the highest item in optimism is 'Technology makes me more efficient in my occupation' with ($\mu = 4.29, \sigma = 0.789$). Meanwhile, the lowest level in innovativeness is 'Technology gives people more control over their daily lives' and 'I

like the idea of doing business online because I am not limited to regular business hours' with ($\mu = 3.86$, $\sigma = 0.912$). It means that level of technology readiness among companies is more responsive when their companies' HR manager has an important question to ask.

Besides that, the analysis for innovativeness recorded the highest level is 'I prefer to use the most advanced technology available' with ($\mu = 3.89$, $\sigma = 0.758$). For the moment, the low level of Innovativeness is 'In general, I am among the first in my circle of friends to acquire new technology when it appears' which for this item score ($\mu = 3.29$, $\sigma = 1.017$). It reveals the level of technology readiness among companies in Malaysia are make sure that companies' HR manager got achieved the goals.

Furthermore, the highest level for discomfort is 'If I buy a high-tech product or service, I prefer to have the basic model over one with a lot of extra features' with ($\mu = 3.63$, $\sigma = 1.003$). There are items that has the lowest score compared to other items 'There is no such thing as a manual for a high-tech product or service that's written in plain language' with the score ($\mu = 2.97$, $\sigma = 1.175$).

Additionally, the highest level of insecurity is ($\mu = 3.97$, $\sigma = 0.954$), which states that 'Whenever something gets automated, you need to check carefully that the system is not making mistakes'. The item 'I do not feel confident doing business with a place that can only be reached online' had the lowest score when compared to the other items, with a score of ($\mu = 2.91$, $\sigma = 1.067$).

4.4 Summary

The results of the analysis, which demonstrate the high reliability of all the variables used in the study, demonstrate the suitability of the items for attaining the objectives of the investigation. However, the results of the Duncan's and Tukey's tests for normalcy show that the data and conclusions are normal. Aside from that, every variable included in the study demonstrates that there is a strong correlation between all of them.

5. Conclusion

Generally, it can be seen from the descriptive analysis that although managers score highly on optimism and innovativeness, they also experience some level of discomfort and insecurity. This indicates that companies' HR managers among companies in Malaysia. To summarise, all the predicted outcomes for SMART human resource management implementation in Malaysia and the level of technological readiness among Malaysian companies met the study's goals. As a result, just like personnel management (PM) evolves into human resource management (HRM), credit is given to SMART HRM for having a good impact on Malaysia if the implementation and technologies readiness succeed to a certain measure.

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