Human Resource Management
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Enhancing the Role of Human
Resource Management in Digital
Transformation of Egyptian
Universities.
A case study of South Valley
University

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Agenda

- **Research Questions**
- **Methodology**
- **Digitization, Digitalization and Digital Transformation**
- **Strategy of digitalization in Higher Education Institutes with focus on South Valley University Egypt**
- **The HRM and digital transformation in SVU**
- **Conclusion**

Research Questions

What is the current status of digital transformation of SVU, Egypt?

What is the role of HRM in Digital transformation of SVU?

Methodology

- A qualitative research based on meetings with key responsibles , Vice presidents, digital transformation general manager and managers of HRM departments of SVU.

- Data published on the website of SVU and faculties were checked to support answering the main questions of the research paper.

Digitization and Digitalization

According to (Brennen & Kreiss, 2016, p1, cited in (Ritter and Pedersen, 2020), **digitization** is a term that describe the transformation from analog or physical form to digital form.

they defined **digitalization** "as the way many domains of social life are restructured around digital communication and media infrastructures"

(Schumacher, Sihn and Erol, 2016)
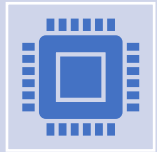
"**digitization** encompasses the pure technical and technological conversion of analogue into digital signals as well as its storage and transfer.

Digitalization on the other side describes all effects, impacts and consequences the availability of digital information triggers" (p3).

Digital transformation

- According to (Clark, 2018), digital transformation "means transforming an organization's core business to better meet customer needs by leveraging technology and data".

- (Kane, 2017) argued that the term "digital transformation" is not about the adoption and use of technology, "it is about how technology changes the conditions under which business is done, in ways that change the expectations of customers, partners, and employees" (p1).

- Digital transformation is a process of using technology to change business environment to achieve a competitive advantage and satisfy the needs of organizations stakeholders.

What can we get from Digital transformation?

Competition:

- As a result of digitalization of the economy and society HEIs can take advantage of the opportunities it brings for enhancing productivity, making a competitive advantage and adding value.

What can we get from Digital transformation?

Students' satisfaction

- Students changed so we need to change. The access to digital technology. We need to be user-centered universities with a strategy that adapt to change.

What can we get from Digital transformation?

Employees Satisfaction

Profitability/Cost reduction

Efficiency

Higher Quality

Innovation

Are we strategic?

- The digitalization of higher education institutions at national and regional level was initiated in many countries.

- For example, according to a report provided by Erodic/European Commission, most of the European Union higher education systems have policies and strategies of using technologies in teaching and learning (Higher Education Authority, 2019).

Are we ready?

South Valley University جامعة جنوب الوادى

SVU Profile 2021/2022

Location Qena, Egypt	Started as a branch of Assut University 1970	Established as independent university 1995	Number of Faculties 21	Number of Institutes 2
Number of Students 62143 graduated (2021/2022) 12680	Disabled students 156 graduated 6	Number of Academic staff 1877	Employees 3838	Hospitals 3
Academic departments 225	Students' accommodation buildings 18	Accommodated students 4274	Undergraduate education programs 90	Postgraduate education programs 339

(The Egyptian Ministry of Higher Education and Scientific Research, 2021) Seven pillars

1. The alignment of policies and regulations to embed the **use of information and communication technology, ICT**, in the teaching and learning processes, as well as in the education institutions management systems.

2. Redesigning the **teaching, learning, and assessment techniques**.

3. How the ministry of higher education and scientific research MoHESR is handling the challenges facing the **research strategy** due to COVID-19 in the education, health, and wellbeing sectors.

(The Egyptian Ministry of Higher Education and Scientific Research, 2021) Seven pillars

4. Empowering Human Capital as the core asset for all other pillars.

5. Universities to **build capabilities of their digital transformation**.

6. The universities **readiness for social distances** on campus and suggests recommendations for the physical distancing plan and implementing a hybrid instruction mode.

7. Strategies of communication of stakeholders during the crisis. The pandemic has forced us to consider the emotional intelligence element while messaging human capital during the crisis.
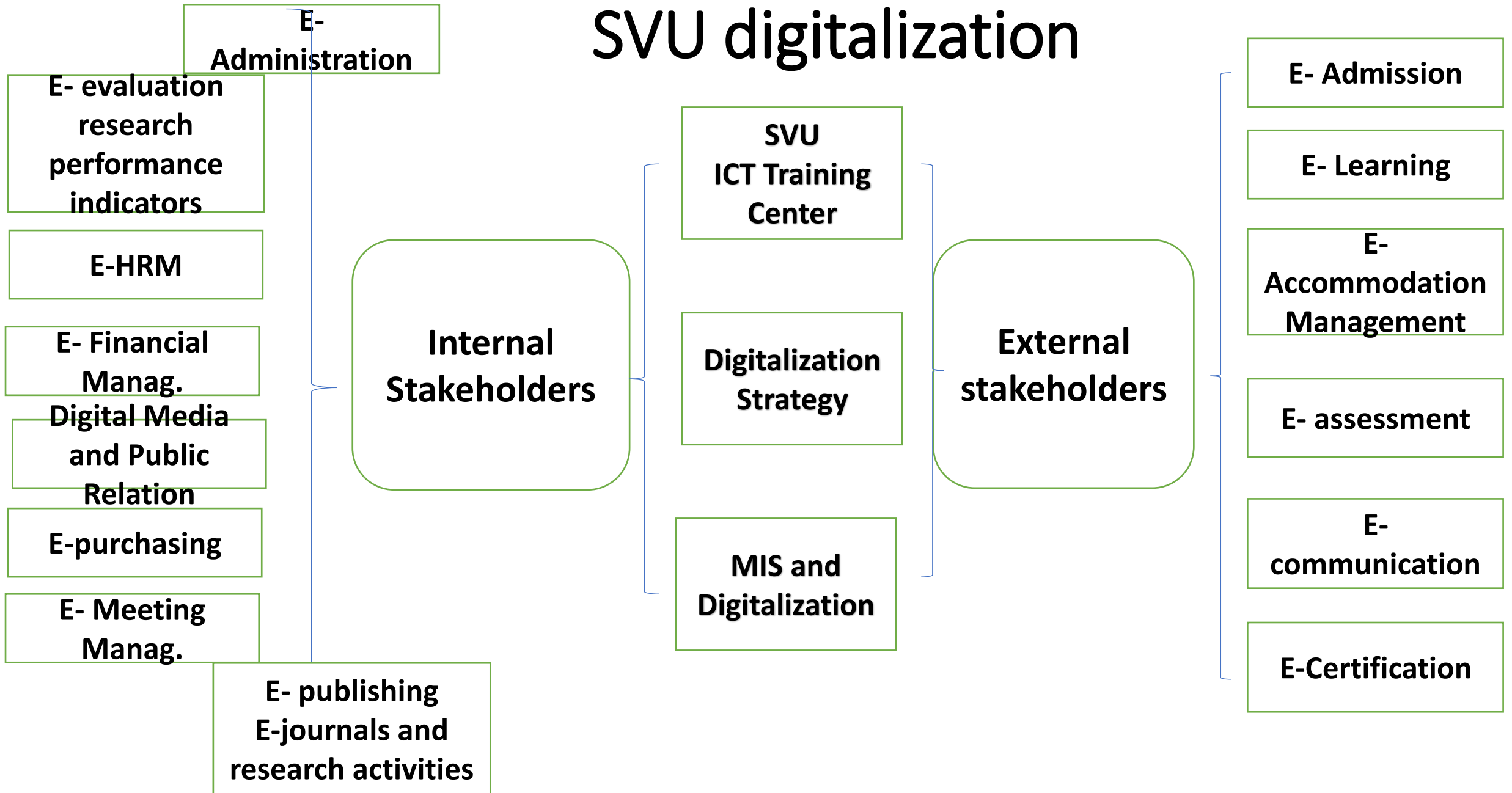
Strategic alignment: Integrating digitalization strategy into the University strategic plan.

- SVU strategic plan 2018-2023 identified strategic objectives to develop the infrastructure of the university including ICT and develop the university data base, increase the capacity and speed of internet in the university and train staff and employees to develop skills related to ICT.

- Yet an update of the strategy is important to cope with the change.

Digitalization Capabilities of SVU.

- SVU was ranked the 2nd between all Egyptian Universities.

- Based on seven criteria that measure the university's ability to provide services in a digital form, including electronic service portals, management information systems, technological infrastructure, operation, management, training, students' assessment tests, library automation, competitiveness and institutional capacity.

SVU digitalization

E- Administration

E- evaluation research performance indicators

E-HRM

E- Financial Manag.

Digital Media and Public Relation

E-purchasing

E- Meeting Manag.

E- publishing E-journals and research activities

Internal Stakeholders

SVU ICT Training Center

Digitalization Strategy

MIS and Digitalization

External stakeholders

E- Admission

E- Learning

E- Accommodation Management

E- assessment

E- communication

E-Certification

- Administrative automation in terms of streamlining, ease, speed and accuracy, this electronic system for administrative communication was launched within the university to build correspondence and communication databases between all departments and to organize administrative hierarchies and levels between all departments

Source: Translated from the website of South Valley University: http://app.svu.edu.eg/msc/

Electronic Meeting Management

- An electronic application produced by South Valley University in 2020 according the digital transformation plan to enable managing of university meetings (councils/committees) of departments and university in a comprehensive automated method and using electronic archiving, data retrieval, and searching for specific topics or documents.

Source: Translated from the website of South Valley University: https://www.svu.edu.eg/emms/

Electronic Meeting Management

- Minutes of meetings are prepared, approved, and sent to the concerned authorities (according to the topics that concern them only) in an automated way by e-mail. The allowances for attending meetings, if applicable, for members are also calculated and approved automatically and sent to the Financial Department for payment to the members bank accounts.

Source: Translated from the website of South Valley University: https://www.svu.edu.eg/emms/

The HRM and Digital transformation Model

EHRM

**E- Records
Job analysis
Recruitment and selection
Compensation
HRIS
Communication
Performance appraisal
Training**

Standardization of and automation process

Employees Satisfaction

Empower employees to control their own data

Students Satisfaction

Effective and accurate services of HRM

Change Management

Reducing Manpower

Higher Performance of HR

Sustainability

Less managerial work and time

Quick HRM services

Distance access

Distance work

E- connection with external environment

Digitalization
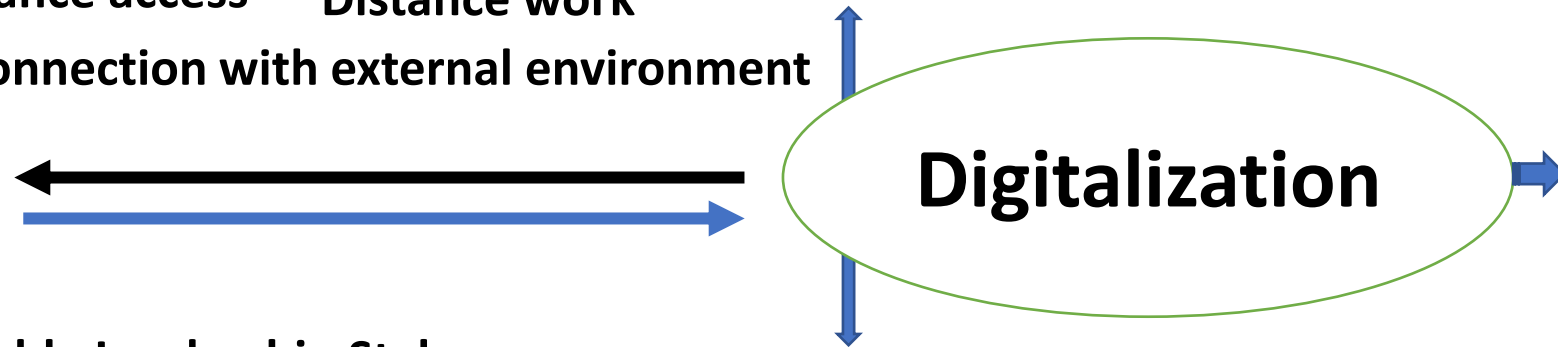
Efficiency

Competition

Profit/Cost Reduction Innovation

High quality of education and research

Suitable Leadership Style

Need of a cultural change

Dealing with digital media negative effect

Dealing with stress and harmful psychological effects

Dealing with isolating individuals

Fill the gab of skills needed to implement Digitalization

Need of behavioral change

Increase Security and Confidentiality of data

Dealing with Occupational health problems

Conclusion limitation and future research

- **Egyptian HE system initiated digital transformation as a national policy to cope with change. This policy has been on the top of priorities of the ministry since the pandemic of Covid 19.**

- **SVU initiated digital transformation in different ways related to the different services provided to internal and external stakeholders.**

- **SVU used a project management approach to transform to digitalization.**

Conclusion limitation and future research

- **Although the study results indicate the adoption of SVU of digital transformation more research needed to identify the degree of the digitalization based on a quantitative measurement. The study reflects the opinion of a small number of key responsibles of the university, and this limits the generalization of these results.**

- **More research is needed to explore a sample of all university in Egypt and compare between governmental universities and private universities.**

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- Website of South Valley University: https://www.svu.edu.eg/emms/

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THANK YOU