

Review of: "Efficient Management of Information Communication Technology Resources in an Organisation"

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Potential competing interests: No potential competing interests to declare.

This reading of the article deals with an aspect which was not dealt with by the authors and which nevertheless seems to us to be of great importance: that of the consequences in terms of occupational risks of the use of information and communication technologies on the main parties concerned, i.e. the human resources workers themselves on the one hand and all the workers who themselves are managed by a human resources organisation using information and communication technologies on the other.

A number of risks have already been identified:

1. Work intensification. While, at first sight, the use of information and communication technologies makes it possible to relieve workers of a certain number of unrewarding and often repetitive tasks, we must not overlook the fact that these thankless tasks also allow workers to take a relative intellectual break between more cognitively demanding work. Eliminating them results in an intensification of work which, if too great, can destabilise workers and provide a breeding ground for psychosocial risks. Such phenomena have been highlighted in studies devoted to identifying the consequences of the use of Robotic Process Automation (RPA).
2. 2. That of a dehumanisation of work, both for the workers in Human Resources departments and for the users of these departments. The use of information and communication technologies almost inevitably leads to an increase in the proceduralisation of relations. This can be a disadvantage when the system is working properly, since it can lead to a weakening of interpersonal relations, but it can also generate more serious incidents when things go wrong: it can then be more difficult to establish constructive dialogue between the various stakeholders because of the destabilisation to which they are subjected. The desire for "a job well done", which is so important to mental health in the workplace, can suffer as a result. Work collectives can also be put to the test, and their beneficial influence on mental health at work has been highlighted by numerous studies.
3. 3. The authors of the article rightly emphasise the importance of the commercial choice of software and of the companies from which users purchase it. The effectiveness of the system purchased depends on the ability of the vendors to offer suitable products and to monitor them over time (particularly in the event of malfunctions). One point that has perhaps not been given due consideration in the article is that of the smallest companies that wish to equip themselves with such a system based on the use of Information and Communication Technologies. Their size in no way predicts simpler requirements, and they may also find it more difficult to allocate time for a worker to acquire in-depth knowledge of the management system. These small companies are more likely than larger ones to use off-the-shelf products that are not adapted to their real needs, or are insufficiently adapted to their specific needs. If

dysfunctions arise, the consequences for workers' mental health can be significant.

These problems are not specific to the subject of this article. They are generally linked to the use of information and communication technologies in all professional activities. The authors can find a number of illustrations in the following article:

Michel Héry, Marc Malenfer, Stéphanie Devel, Catherine Levert - Evolution of working conditions under the impact of ICTs. Journal of Safety Research, 2021, 77, 268-276. <https://doi.org/10.1016/j.jsr.2021.03.009>