Digital Transformation of Human Resource Management and Employee Experience

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Abstract
Purpose: The purpose of this study is to analyze the role of digital HR in improving employee experience and employee satisfaction towards digital HR services implemented by organizations. This paper examines the information technology usage in the HR field by organizations and employee's perception towards it.

Research Design: The sample for this study includes 376 employees of large-scale automotive industries and MNC's. The study used regression analysis model to test the four independent variables' impact on one dependent variable. ANOVA and Linear regression analysis model is used to test the hypothesis and significance of variables. Findings and conclusions were drawn based on survey and data analysis.

Findings: Survey results shows that most of the organizations have implemented digital HR platform for HR functions like E-recruitment, E-learning, and Payroll Software but they are lacking in implementation of ATS, Automated Talent Management Software, E-compensation Mechanism, feedback apps, wellbeing apps and collaboration apps. Therefore, few companies need to make review of their HR processes and make necessary changes as per future technology advancement to get better results and insights. The results show that digital HR plays an important role in making an organization's future ready as well as to have great employee experience. Still there is need of reinventing the HR practices by the organizations to satisfy the employees and enhance employee experience.

Research Implications: The sample is limited to large scale automotive industries and MNC's. This is because the HR function is strongly developed in these industries and due to availability in the region.

Practical Implications: Use of digital HR is going to benefit industries in many ways. So, organizations should encourage the use of information technology in HR field to enhance employee experience and increase employee engagement.

Keywords: Digital HR, Employee Experience, e-HR, Sustainability

Introduction

Human resources are emerging as a more technology-based function. In most organizations, employees can now see the new face of human resources. This transformation of HR in delivering services is termed digital HR. Digital HR requires fundamental changes in the work of HR professionals. All firms are thinking of the use of information technology to increase efficiency and effectiveness of services and processes in the organization. Digitization includes leading digital led organization. So, it is necessary for firms to make effective use of digital HR services. Digital HR is a change in the way human resources function such as payroll, performance management, learning and development, Employee rewards and recognition. The use of e-HR and HRIS in firms will help both to have opportunities and understand pitfalls of HR technology. Today, digitization has transformed the business world. Digital HR influences human resources field on large scale. Digital HR is a process of using mobile, electronic, social, and cloud technologies to increase the effectiveness of HR functions. The term e-HR means transformation of Human Resource functions based on web-based technology. Digital HR affects the functioning of an

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entire organization. Implementation of digital HR and HRIS (human resource information system) will bring noteworthy organization-wide changes.

Information Technology use in HRM includes:

1.E-Reruitment

For posing and taking virtual interviews.

2.Virtual /Online training and development of HR:

To make use of online platform for employee training to improve their skills.

3.Remote Interviews:

Attracting talent and a wide range of competent applicants to achieve higher levels of employee engagement.

4. E-sign and other services applications:

Allowing in making use of mobile applications to minimize the use of physical materials.

Why Digital HRM

Organizations must learn how to use technology to transform existing human resource practices and build employers or the human resource brands. Currently HR is emerging as mainly technology-based HR function because it needs to do the following:

1. Rationalize or integrate HR processes and minimize the administrative work or duties.
2. Minimizing or reducing the HR administration or legal compliance cost.
3. Digital human resources also include the use of HR analytics or people analytics to gain future insights for the organization to meet strategic goals.
4. Improving HR services and access to staff and managers.
5. Building HR analytics by providing real time metrices to decision makers to become acquainted with current trends and manage the workforce more effectively.

Employee Experience

All over the world, business leaders plan on prioritizing employee experience. The consensus is that satisfied employees can offer company's customers better experience. Digital workplace is a uniform platform which enables employees to work collaboratively without any constraints. Digitization of human resources means delivering services to employees by making use of information technology.

Employee experience as business function will focus on an employee's perception about an organization. There are several factors that influence employee experience. Which includes work life balance, physical workspace and technology used to get work done. When employees get great employee experience working in an organization, they will feel more engaged and happier which also leads to better results.

Techniques to improve employee experience for organizations.

1. **Embrace remote work culture:**
   Nearly 67% of employees globally now prefer to work remotely because it saves their time, they can set their own schedule and try to maintain work life balance also.
2. **Bring your own device (BYOD):**
   Most of the employees bring their devices to the office because they feel more motivated and comfortable.
3. **Communication and Collaboration:**
   Collaboration is the key to success of an organization. Internal right communication tools are needed to cut down on meeting times.
4. **Less Apps and More Work:**
   Digital workplaces create a more transparent working environment. It will also lead to achieving goals or assigning tasks in a more efficient manner.
5. **Employee Experience is before all:**
   Digital workplace and focusing on employee experience will lead to high level of productivity and customer experience. Such practices also help in creating high performance organization.

1. **Literature Review:**

According to Powel and Dent-Micallef,1997 information technology plays important role in human resource management [Powel&Dent-Micallef,1997].

Amrmstrong,2002 view stated that information systems in HR will lead to better services for people, serve as pipelines, provide essential databases, reduce labor costs, and provide useful insights [Amrmstrong,2002]. Nike's 2005 said that they never miss any resumes and choose the best of them with the help of active recruiter software. As per Deloitte research,2007, e-recruitment is one of the online recruitment methods in which candidates can send their resumes and the respective employer can sort it from

all. By making use of active recruiting software employers can fill track right candidates within 62 days and able to fill vacancies within 42 days [Deloitte research,2007]. According to Pentland industries with strong social networking and collaboration tools are more efficient and productive [Pentland,2009]. McKinsey in 2009 stated that industries using social media tools incur more employee satisfaction [McKinsey,2009]. Baker stated that linking job satisfaction to engagement with the use of smartphones presents HR professionals with huge applications and will help in enhancing employee engagement [Baker,2011].

According to Bredin, Karin, and Jonas Söderlund in their study explained role of digital HR practices and relationship between staff and organization Even due to advancement in technology how it plays vital role in development of e-HR or Digital HR [Bredin, Karin, and Jonas Söderlund ,2011]. According to Zeilenski 2012, the use of smartphones gives employees autonomy and makes them feel good and can be used as sharing tool [Zeilenski,2012]. IWu,2016 study found that most of the employees agreed that the use of digital HR enhance performance, as well as it impacts on HR development, People Management etc. [IWu,2016]. According to PWC HR Technology Survey Aug 2017 near about 68% of companies started use of cloud in HR process [PWC HR Technology Survey,2017]. Tripathi & Kushvaha,2017 also states that industries bring digitization in HR functions [Tripathi & Kushvaha,2017]. Saini in his study stated that digital HR functions should be maintained with the help of technology, several applications, and the use of internet [Saini in 2018]. According to Coster et.al,2019 study due to advancement in technology which has replaced all manual work [Coster et.al,2019]. According to Halid et.al,2020 study digitalization includes everything which can be digitized. Therefore, digital technology has changed functioning of the organizations & the HR including the structure of organization, and lifestyle staff [Halid et.al,2020].

Burrell argued that organizations must be aware about implementing different practices to maximize potential of employees as well as to improve employee experience (Burrel,2018). Ludike stated that EE (employee experience) is the sum of all experiences an employee has in connection with organization (Ludike,2018). (Pskoff) stated that employee experience is the holistic perception of relations that employee has from every point of organization in which he wants to work (Pskoff,2017).

As per (Deloittee 2017) global human capital trends 2017, now a days organization are focusing on improving employee experience. Several factors affect employee experience. Combination of digital and mobile tools will help HR to design and deliver a great employee experience (Deloittee, Global Human Capital Trends 2017)

Latest Tools and Apps used to improve Employee Experience:
1. **Collaboration Apps:** New tools to prepare engagement such as Facebook's workplace, MS Skype for Teams, Google G suite etc.
2. **Feedback Apps:** New pulse survey tools replacing traditional engagement surveys.
3. **Wellbeing Apps:** Wellness apps usage brings competition, fitness, learning and integration from Lime aid or Virgin pulse.
4. **Employee service platforms:** The tools offer integrated employee experience with content, case management and easy to use mobile and web-based portals.

Green stated that the motive of leaders or mangers interest in the employee experience is to create a workplace where employees want to work (Green,2016). Copeland argued in his study that employee experience and employee integration are close to each other. It means short term changes made to improve the way organization work (Copeland,2015).

Above discussion clearly indicates gap in previous researches and reveals that none of the previous studies have focused on role of digital HR and effect of e-recruitment, e-PMS, e-learning, e-compensation on employee experience. Therefore, researchers have tried to find out the effect of these digital HR tools on employee experience.

2. Objectives of the Study
1. To study the role of digital HR and how does it impact on employee experience.
2. To measure employee perception and satisfaction with digital HR tools and procedures implemented by industries.

3. Hypothesis of the Study
H1: There is a significant relationship between digital HR tools implemented by industries and employee experience.

H₀: There is no significant relationship between digital HR tools implemented by industries and employee experience.

4. Research Design/Methodology

The study mainly stresses the role of digital HR technology in enhancing employee experience. This study focuses on digital HR practices followed in MNC's and large-scale automotive industries. The researcher targeted 500 employees from different MNC's and large-scale automotive industries of India as samples for the study because of strong HR department presence and availability in the region.376 respondents have given responses. Altogether researchers got 75.2% of responses from survey. The study was conducted from Jan 2023 to May 2023.

The sampling method used is purposive non-Probability sampling. A structured questionnaire as instrument was prepared for collecting the responses. The validity and reliability of the data were verified and

Table **1**) male with 69% and female employees with 31% responded from survey. Whereas Reponses categorized as per their work experience 0 to 5 years, 6 to 10 years & more than 10 yrs., they mainly possess 0 to 5 years of experience followed by 6 to 10 years and 10 years. above. As far as the respondents age concerned, most of the respondents 22 to 27 old years, followed by 28 to 33 and 34 and above. (

Table 2) represents categories of the employees, most of the employees are of executive cadre (41%), followed by Asst. managerial (33%) and managerial level (25%) employees responded to survey.

(Table 3) results show that companies which have digital HR services in the form of mobile apps, only 32% employees agreed that companies have implemented these services, 46% said their companies have not implemented yet. So, rest of the companies must consider this one of the best options to have HR function on one mobile app. 78 % of employees agreed that company use e-learning platform to conduct regular training programs,10 % disagreed with the same. Thus, it has been seen that rest of the companies still making use of traditional ways of conducting training programs. From the survey findings, it was found that 13% employees strongly agreed that it does not

determined by Cronbach's alpha to determine whether the questions were interpreted in the same way by respondents to reduce research bias. 0.73 was the Cronbach alpha value.

The author used a descriptive statistics research design. Data analysis and data interpretation were performed by using SPSS software. The author also utilized other methods such as ANOVA and regression analysis to test hypothesis, it is represented in tables and charts.

5. Data Analysis and Findings of the Study:

With the help of statistical analysis, the researcher mentioned diverse results of the study. The outcomes and observations of the study were based on a survey. To obtain responses from employees of different MNC's and large-scale industries towards digital HR practices,   (

cause stress to them, followed by 65%. One of the objectives of the study was to see what the effect of digital HR on employee engagement is, it was found that 78 % of employees felt and agreed that they are more connected to workplace due to digital HR practices and 7% disagreed with the statement. Tabular representation shows that 84% employees feel that e-HRM/digital HR provides them flexibility while 10% disagreed with the statement. Responses towards e-PMS also taken and results show that 12% employees strongly agreed that companies' performance ratings reflected their true picture of performance, 59 % agreed and 21 % employees disagreed with statement. From the survey findings, it can be concluded that most of the employees agreed that their organization's e-PA process ensured and fulfilled the performance expectations. For the same 12% strongly agreed,56 % agreed and 8% disagreed with the statement. Tabular representation show that 75 % employees are in favour of getting salary sleep online,15 % disagreed with the same. The survey findings shows that 73% employees agreed that e-HRM enhances accuracy in salary calculations and 13 % disagreed with the same.

(Table 4) results show that companies use e-recruitment as a digital HR platform, mostly, followed by e-learning, e-PMS, online leave Applications, e-compensation, and employee self-service apps; however still companies are

lacking in making use of the latest people management software, Digital HRMS App, and ATS to attract talent, as well as use of HR analytics to gain future insights for organizations.

(Table 5) from the data analysis, 71% of the employees satisfied with the digital HR services and tools used and implemented by the organization.29% employees disagreed with this statement, while some are not aware, organizations must review their existing practices, provide HR assistance, and train employees with new digital HR processes.

(Table 6) from the data analysis it can be concluded that 62% of the employees are saying that effective digital HR services enhances employee experience while 38% are unsure about the digital HR usage.

6. Summary of Hypotheses Testing

H1: There is a significant relationship between digital HR tools implemented by industries and employee experience.

H_0: There is no significant relationship between digital HR tools implemented by industries and employee experience.

(Table7) and (Table 8) results show the regression analysis and model summary. As the probability value is below 0.05, the null hypothesis can be rejected, and the alternative hypothesis, there is significant relationship between digital HR tools implemented by organization and employee experience can be accepted.

(Table 9) represents the ANOVA test results and Coefficients for all study variables. Thus, there is a significant relationship between digital HR tools implemented by organization and employee experience. They are dependent on each other as per ANOVA results. As far as variables are concerned, (Table 10) results show that the digital HR services and tools that impact are e-recruitment and e-learning. e-PMS have high impact on employee experience whereas e-compensation has a slight effect.

Table 1 Demographical Variables Analysis

Sr.No	Options	Frequency	Percentage(%)
1	Male	258	69
2	Female	118	31
3	Exp (0 to 5)	184	49
4	6 to 10	122	32
5	10 yr above	70	19
6	22 to 27	192	51
7	28 to 33	119	32
8	34 and above	65	17

Source: Authors

Table 2 Respondents Job Title

Sr.No	Options	Frequency	Percentage(%)
1	Job Title (Manager)	96	25.53
2	Asst Manager	124	32.98
3	Executive	156	41.49
	Total	376	25.532

Source: Authors

Table 3 Responses towards e-Recruitment, e-Learning, e-PMS, and e-Compensation

Sr.No	Options	Particulars	SD	D	N	A	SA	Total
1	Availability of HRMS facility or Mobile App	f	96	76	84	91	29	376
		%	26	20	22	24	8	100
2	Facility of e-learning platform	f	12	26	44	212	82	376
		%	3	7	12	56	22	100
3	Digital HR services and Stress	f	18	26	38	246	48	376

		%	5	7	10	65	13	100
4	Communication about change in training schedules in advance	f	6	30	44	222	74	376
		%	2	8	12	59	20	100
5	Employee Engagement and Connectivity at workplace	f	0	27	62	242	45	376
		%	0	7	16	64	12	100
6	Employees opinion about Digital HR and Flexibility	f	6	29	26	266	49	376
		%	2	8	7	71	13	100
7	Responses towards performance appraisal system of organization	f	7	72	29	222	46	376
		%	2	19	8	59	12	100
8	PMS and fulfilment of expectations	f	2	28	74	210	62	376
		%	1	7	20	56	16	100
9	E-compensation for getting salary sleep online	f	30	27	36	208	75	376
		%	8	7	10	55	20	100
10	E-compensation and speed and accuracy	f	18	29	52	193	84	376
		%	5	8	14	51	22	100

Source: Author

Sr.No	Options	Frequency	Percentage (%)
1	E-Recruitment	274	72.87
2	E-Learning	264	70.21
3	E-performance management	246	65.43
4	Online Leave Applications	236	62.77
5	E-Compensation	212	56.38
6	ATS (Applicant Tracking System)	182	48.40
7	Employee Self Service App	162	43.09
8	Digital HRMS/HR Mobile App	112	29.79
9	Talent management Software	92	24.47
10	HR Analytics	84	22.34
11	Wellbeing Apps	66	17.55
12	Feedback Apps	48	12.77
13	Collaboration Apps	38	10.11

Source: Authors

Table 5 Digital HR services and Satisfaction

Sr.No	Options	Frequency	Percentage(%)
1	Highly Satisfied	0	0
2	Dissatisfied	52	13.83
3	Neutral	57	15.16
4	Satisfied	184	48.94
5	Highly Satisfied	83	22.07
	Total	376	100

Source: Authors

Table 6 Digital HR and Employee Experience

Sr.No	Options	Frequency	Percentage(%)
1	No	48	12.77
2	May Be	96	25.53
3	Yes	232	61.70
	Total	376	100

Source: Authors   **Table 7 Regression Analysis**

Variables Entered/Removed a

Model	Variables Entered	Variables Removed	Method
1	E. Compensation, E. Recruitment, E. Learning, E. PMS b		Enter

a. Dependent Variable: Employee Experience
b. All requested variables entered.

Source: The Author   **Table 8 Model Summary**

Model Summary[b]

Model	R	R Square	Std. Error of the Estimate	Std. Error of the Estimate	Change Statistics F Change	df1	df2	Sig. F Change
1	.640[a]	.570	.353	.23123	52.188	4	371	.000

a. Predictors: (Constant), e-Compensation, e-Recruitment, e-Learning, e-PMS
b. Dependent Variable: Employee Experience

Source: The Author

Table 9 ANOVA

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	11.161	4	2.790	52.188	.000[b]
Residual	19.836	371	.053		
Total	30.997	375			

a. Dependent Variable: Employee Experience
b. Predictors: (Constant), e-Compensation, e-Recruitment, e-Learning, e-PMS

Source: Author

Table 10 Coefficients

Coefficients[a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	1.571	.139		11.303	.000

e-Recruitment	.152	.021	.313	7.311	.000
e-Learning	.047	.006	.373	7.997	.000
e-PMS	-.074	.007	-.526	-10.814	.000
e-Compensation	-.018	.010	-.081	-1.797	.04
a. Dependent Variable: Employee Experience					

Source: The Author

7. Results and Discussions

Based on the survey findings, Current practices are not strong enough to succeed in the market and gain a competitive advantage and sustainability. From the data analysis it can be concluded that most of the organizations have improved their quality of HR services, HR assistance and responsiveness during and after COVID 19 period. More than half of the companies have the facility of online job applying portals. Very few organizations have facility of HRMS or mobile apps services. Most employees of industries prefer to work online. Half of the companies have ensured e-PMS system while lacking in e-compensation services. Most industries have implemented e-recruitment, e-learning, e-PMS, and online leaving applications but they are lacking in use of ATS (applicant tracking system) and, People Management Software, self-service apps, engagement apps, wellbeing apps and HR analytics to get more benefits and insights.

8. Managerial Implications

Very little research has been conducted on e-HRM or digital HRM. The research findings will help industries, leaders, managers, and HR professionals to reinvent and review their HR functions.

This study will help organizations to enhance employee experience and increase job satisfaction of employees. To become more competitive, they should incorporate the use of e-compensation, mobile applications, ATS, people management software, wellbeing apps, engagement apps, Collaboration apps, and HR analytics. This study will also help to understand the importance of latest trends in human resources and their benefits for the organization.

9. Limitations of the study

This study relied on a small sample size and a (nonprobability) sampling method with a sample size five hundred. Thus, a large no of sample size will provide more results and address this constraint. The study also experienced an initial slow response from the respondents who were mainly executives, and managerial-level employees of large-scale and MNC automotive industries, but this was mitigated by having a constant follow up. This study only aims at or is limited to understanding the role of digital HR practices and whether it leads to gaining great employee experience.

Conclusion

Globalization has increased competition among organizations. In today's digitalization era to remain competitive and to become high-performing organizations they need to implement effective talent management as well as digital HR practices. The use of digital HR helps organizations to use data analytics, future proof recruitment, and enhance employee experience. Technology-enabled HR functions assist organizations in increasing employee experience, enhancing employee engagement and to gain sustainability.

Future Research Potential:

The scope of this study can be further increased and enriched to include more variables theoretically in future studies. The sample size can be larger and broader to increase the representativeness of the study. Further studies should include managers drawn from various management levels, such as junior, middle, and top management. Other sector industries employees may be included in the survey. The scope of the study can be further broadened, that is the impact of digital HR on organizational productivity, performance, and HR effectiveness.

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