A STUDY ON THE EMPLOYEES' PERCEPTION ON HR DIGITALIZATION IN MANUFACTURING FIRM

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ABSTRACT

Based on the findings of the study on the impact of HR digitalization on employees at L&T Ltd, it can be concluded that the majority of the respondents have a positive attitude towards HR digitalization. They believe that the implementation of digital HR services has improved their connection to the workplace and their ability to respond quickly to people-related tasks. However, there are also concerns about the potential increase in workplace stress due to the introduction of new technologies.In order to further promote the implementation of HR digitalization at L&T Ltd, it is recommended that the company continue to offer training and support to help employees adapt to new technologies. Additionally, the company should take steps to address any concerns about the potential increase in workplace stress due to digitalization. Overall, the study suggests that HR digitalization can be a valuable tool for improving HR processes and enhancing employee productivity and satisfaction.In conclusion, the digitalization of HR in L&T Ltd has the potential to significantly improve the organization's HR processes and enhance employee engagement and satisfaction. The adoption of digital tools such as HR analytics, employee self-service portals, and mobile applications can help streamline HR operations, increase efficiency and accuracy, and reduce the administrative burden on HR personnel.

Keywords: Employees' Perception, HR digitalisation and HR processes

INTRODUCTION TO THE STUDY

The study of HR digitalization is becoming increasingly important as more and more companies adopt technology to streamline their HR processes. HR digitalization refers to the use of technology to automate and digitize HR tasks such as recruitment, on boarding, training, performance management, and employee engagement. The use of technology in HR is transforming the way organizations manage their workforce, and is resulting in more efficient and effective HR practices.

One of the key benefits of HR digitalization is the ability to automate routine HR tasks, freeing up HR professionals to focus on more strategic initiatives such as talent development, succession planning, and organizational design. For example, automated recruitment software can help HR professionals sift through resumes and applications, identify qualified candidates, and schedule interviews more efficiently. Similarly, on boarding software can provide new hires with all the necessary paperwork and training materials in a digital format, reducing the need for manual paperwork and streamlining the on boarding process.

Another benefit of HR digitalization is the ability to improve the employee experience through increased engagement and access to information. Employee engagement platforms can provide employees with a platform to provide feedback, participate in surveys, and access information about their benefits, training, and career development opportunities. Learning management systems can provide employees with access to online training courses and materials, making it easier for them to develop new skills and knowledge.

A lack of time, the war for talent, too much paperwork and as yet untapped digitalization potential pose major problems in personnel management. HR work often still involves reviewing and passing around

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a substantial number of paper documents, resulting in a lot of manual processing and filing work. Sometimes, HR departments use different HR programs in tandem, without any connection between them, on top of lists and evaluations in Excel spreadsheets. This prevents a seamless workflow and renders transparency and efficiency impossible. In addition, such situations can lead to gaps in the information available and tie up important personnel resources that HR managers, specialists and executives all need to carry out their day-to-day tasks.

In order for HR employees to meet the requirements of the new working world, they must be relieved of time-consuming, purely repetitive administrative tasks and provided with the right infrastructure. By automating, optimizing and standardizing existing HR processes, we can largely eliminate tedious, manual work duties.

With the help of precisely tailored digital processes, your personnel department can perform much more efficiently and quickly. Simple administrative tasks are reduced and replaced by value-adding activities. Automation helps make lengthy and error-prone administrative processes more precise and faster, and improves quality noticeably, which can save companies a lot of time and money.

However, there are also potential risks and challenges associated with HR digitalization. One of the key challenges is ensuring that the technology is user-friendly and accessible to all employees, regardless of their level of digital literacy. It is also important to ensure that the technology is secure and compliant with data protection laws.

REVIEW OF LITERATURE

Ince Ahmad, ZarqanSukarni, (2017) The primary purpose of the present paper is to analyze the current effects of technology on HR processes, consider the existing literature on the topic, and discuss the advantages and efficiency. In this scenario, there is a need to clearly identify a technology for an efficient management of human resources which is able to improve skills of the employees. A number of key areas of the impacts of technology on human resource development that are discussed in order to gain an innovative human resource development.

Roma Tripathi et Pooja Kushwaha, (2017) conducted a study on innovative practices in digital human resource management. Recruitment and selection through social networking websites like Facebook, LinkedIn, Glassdoor, Skype (video conferencing) etc. as a recruiting tool. Also a Compensation administration software is a must as it integrates compensation management, job evaluation, pay structure, salary surveys, salary planning, electronic market pricing, incentive compensation, team and individual recognition, etc.

Roshinishree (2017), This Study Reports the HR Role of the In digital Transformation Digital technology is driving change in three key areas: new approaches to delivering HR services. Mobile tools, social media and other technologies enable employees to gain full access to HR services and retain employees on their terms. The HR department can use familiar technologies like smart phones to reach employees.

AkshataAthani (2018), This project "The role of HR in digital transformation" in Workex solutions and services pvt ltd" which is the platform for both the recruiters and the candidates to find job and to offer the job. The main objective of the study is to analyses the role of HR in digital transformation (DT), to suggest strategy to improve vise the role of HR in digital transformation, to know the comparison between the employee's familiarity level and age groups and to know the use of predicative analytics and training.

K.S. Rakhy S. Vijayan (2018), This study is set out to examine at what extent digitalization is using in retail sector especially inhuman resource management process and also examine how digitalisation improved accuracy, time management and promptness in e-recruitment, e-communication and e-performance appraisal. It had been found that most of the retail sectors had technologies enabled Human Resource Management practices and digitalised human resource activities can maintain more accuracy, time management and promptness in their Human resource practices especially in the area of recruitment, communication and performance appraisal.

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Maria, (2020) conducted a research on digitalization of HRM and a study of success factors and consequences in the last decade. In order to classify the factors that determine the success of the digital transformation of HRM, TOP model developed by Bondarouk et al, (2017), was used. Based on this analysis, it was concluded that digitalization is becoming increasingly important for HR function. The latter, in fact, has the possibility of simplifying, accelerating and economizing the activities it is performing. However, these positive consequences of digital transformation need to be weighed against other negative implications, such as data security concerns or employees' proper learning to use digital tools.

Honoria Samson, Vinita Agrawal (2020), The paper has focused on reviewing the existing literature in relation to the automation and digitalization in HR processes, while ensuring that the literature is in accordance with the research objectives. Summing up, digitalization enables HR professionals to attract better talents, keep close track on employees' performance, anticipate their training needs in order to be proactive, encourage engagement by identifying and acknowledging each employee's potential. The study further concludes that digitalization has increased the company's global reach, which can be considered as an accomplishment in the 21ts century. Moreover, the study also found that E-HRM applications have a significant positive effect on the effectiveness of HRM activities. It became evident that improved efficiency and effectiveness is amongst the underlying benefits resulting from digitalization and automation. Digitalization in HRM aims to enhance the organization's performance.

Ardelin LUMI (2020), The paper is a summary of the studies conducted by several authors on the impact of digitalisation on human resource management. In the paper the filtering is done by classifying the authors according to the data and results. The first division presents a general summary of the positive and negative aspects of Digitalisation in HRM processes. The second section talks about the impact of digitalisation on the recruitment process, its impact on the recruitment process, the changes which happened in the improvement aspects.

Aravind M.G (2021), This paper focuses on the topic Study on the impact of Digitisation of HR Practices on Employee Engagement. The objectives are to analyse the impact of digitisation of HR Practices on employee engagement, to determine the impact of demographic factors on employee engagement, to understand the impact of e-Recruitment on employee engagement and to find the impact of e-Training on employee engagement. The study is mainly based on primary data. Primary data is collected by distribution of online forms. Secondary data is also used. It is found in the study that majority of the respondents have the opinion that the digital HR practices have a positive impact towards the employee engagement.

Shruthi, Dr.Veershetty.G.Rathod, (2021) , This paper attempts to study the frontiers of digital HR that refers to the digital transformation currently affecting the human resources industry at large, driven largely by cutting edge technology. The concept of digital human resource management and related concepts such as the digitization of human resource management, the digitalization of human resource management, the digital transformation of human resource management, and the digital disruption of human resource management are gaining prominence in scholarly discussion.

OBJECTIVES OF THE STUDY

Primary objective:

- A study on the perception on HR digitalization
- To identify the impact of HR digitalization towards the employees
- To analyze problems associated with HR digitalization towards the employees

SCOPE OF THE STUDY:

- The study could explore the factors that influence the adoption and implementation of digital solutions in HR and could examine the emerging trends and future directions of HR digitalization

- The study could investigate the potential benefits of HR digitalization, such as increased efficiency, improved accuracy and consistency, enhanced employee experience, and better decision-making.

NEED OF THE STUDY:

- The study on HR digitalization can help organisations automate and streamline HR processes, such as recruitment, on boarding, training, and performance management.
- Organisations that invest in HR digitalization can gain a competitive advantage by being more agile and responsive to changing business needs and by attracting and retaining top talent.
- The study on HR digitalization can also improve the accuracy and reliability of HR data, making it easier for organisations to make informed decisions and avoid errors.

RESEARCH METHODOLOGY:

Research design: A descriptive research design for a study on HR digitalization would involve describing and analyzing the current state of digitalization in HR processes.

Source of data: Primary data and secondary data

Primary data: The primary data are data that are collected for the first time which include survey from employees in L&T Ltd. Questionnaires were circulated to employees and Surveys may be the most efficient method for collecting data from a large number of participants.

Secondary data: The secondary data are data which are already exist. Websites, published materials, journals, magazines were used in this study.

Method of data collection: Quantitative data collection method is used for this study where well structured standard questionnaire was prepared and provided to the employees

Population size: The population of this study includes 3500 employees working in this company.

Sampling Technique: Random sampling technique has been used in this study. A random sampling technique for a study on HR digitalization in L&T Ltd would involve randomly selecting a subset of employees from the entire population of employees in L&T Ltd.

Sampling size: The sample size for the study is 148 employees working in the company.

Data collection instrument: A well structured Questionnaire has been circulated using Google forms to collect data from employees in L&T Ltd.

Tools for the study: Percentage analysis, Descriptive statistics, Chi square, One way ANOVA, Correlation and Factor analysis.

LIMITATION OF THE STUDY:

- The study is limited to 3 month period.
- The sample size is limited to 148 because the suggestions and answers may vary if the sample size is increased and It is also difficult to meet all the employees due to time constraint.
- Participants may not accurately report their experiences with HR digitalization, either intentionally or unintentionally. They may overstate or understate their experiences, which could affect the validity of the results

DATA ANALYSIS AND INTERPRETATION

Demographic variables of the respondents

Demographic variables	Particulars	Frequency	Percent
Gender	Female	48	32.4
	Male	100	67.6
	Total	148	100
Age of the respondents	Below 25 years	50	33.8
	26-35 years	41	27.7
	36-45 years	30	20.3

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	Above 46 years	27	18.2
	Total	148	100
Educational qualification	Diploma	4	2.7
	UG	68	45.9
	PG	59	39.9
	PhD	7	4.7
	Others	10	6.8
	Total	148	100
Department	Admin and facilities	6	4.1
	Manufacturing	9	6.1
	Design and engineering	25	16.9
	IT	42	28.4
	Human resource	33	22.3
	Marketing and sales	9	6.1
	Logistics	7	4.7
	Others	17	11.5
	Total	148	100
Designation	Employee	81	54.7
	Senior employee	52	35.1
	Manager	10	6.8
	Above manager	5	3.4
	Total	148	100
Monthly income	10,000-20,000	26	17.6
	20,001-30,000	49	33.1
	30,001-40,000	51	34.5
	Above 40,000	22	14.9
	Total	148	100
Years of experience	0-1 year	41	27.7
	2-4 years	60	40.5
	4-8 years	42	28.4
	8-12 years	4	2.7
	Above 12 years	1	0.7
	Total	148	100

Out of 148 respondents 32.4% of the respondents are Female and 67.7% of the respondents are Male. 33.8 % of the respondents fall in the category of below 25 years age sector, 27.7% of the respondents fall in the category of 25-35 years age sector, 20.3% of the respondents fall in the category of 36-45 years age sector and 18.2 % of the respondents fall in the category of above 46 years. 2.7% of respondents have an education qualification of Diploma, 45.9% of the respondents were under graduates (UG), 39.9% of the respondents were post graduates (PG), 4.7% of the respondents have an educational qualification of PhD

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and 6.8% of the employees have an educational qualification of others. IT (28.4%), Human Resources (22.3%), and Design and Product Engineering (16.9%). Other departments mentioned include Admin and Facilities (4.1%), Manufacturing (6.1%), Marketing and Sales (6.1%), Logistics (4.7%), and Others (11.5%).54.7% are employees, 35.1% are senior employees, 6.8% are managers and 3.4% are above managers. 17.6 % of the respondents have monthly income between 10,000-20,000, 33.1 % of the respondents have monthly income between 20,001-30,000, 34.5% of the respondents have monthly income between 30,001-40,000 and 14.9% of the respondents have monthly income above 40,000. 22.7% of the respondents fall in the category of 0-1 year, 40.5 % of the respondents fall in the category of 2-4 years, 28.4% of the respondents fall in the category of 4-8 years, 2.7 % of the respondents fall in the category of 8-12 years and 0.7 % of the respondents fall in the category of above 12 years.

Factors employees use most in digital HR service in the company

	Frequency	Percent
To log absence for work	20	13.5
To undertake some learning and development	21	14.2
To view your payslip online	24	16.2
To amend or update personal details	36	24.3
To participate in performance appraisal process	20	13.5
To book annual leave	7	4.7
Others	20	13.5
Total	148	100.0

From this majority of the respondents use digital HR service mostly to amend or update personal details.

Employees view towards HR digitalization in the company

	N	Mean	SD
Employees feel more connected to the workplace	148	3.85	0.914
Employees feel more stressed as a result of having more access to digital HR services and tools	148	3.61	0.973
Digital HR services and processes are easy to use	148	3.68	1.017
The introduction of digital HR services has enabled employees to respond more quickly to people related tasks	148	3.7	0.972
Valid N (listwise)	148		

The table displays the descriptive statistics for employees view towards HR digitalization at L&T Ltd. The sample size is 148, and there are no missing data points.

The mean impact level for employees feel connected to the workplace is 3.85, with a standard deviation of 0.914. On average, respondents feel positively about the impact of digital HR services on their sense of connection to their workplace.

The mean value of 3.61 suggests that, on average, respondents feel moderately positive about the impact of digital HR services on their stress levels. However, the standard deviation of .973 suggests that there is some variability in their perceptions, with some respondents feeling more negatively impacted by digital HR services than others.

The mean value of 3.68 suggests that, on average, respondents find digital HR services and processes moderately easy to use. However, the relatively high standard deviation of 1.017 suggests that there is a wide range of perceptions among respondents, with some finding digital HR services and processes very easy to use, while others find them difficult or confusing.

The mean value of 3.70 suggests that, on average, respondents feel positively about the impact of digital HR services on their ability to respond quickly to people-related tasks. However, as with the other statements, the standard deviation of .972 suggests that there is variability in their perceptions, with some respondents feeling more positively impacted by digital HR services than others.

Gender and Approach towards HR digitalisation.

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.236[a]	1	.627

Based on the crosstabulation and chi-square tests, there does not appear to be a significant association between gender and approach towards HR digitalization. Out of the 148 respondents, 48 identified as female and 100 identified as male. Among females, 43 had a positive approach towards HR digitalization, while 5 had a negative approach. Among males, 92 had a positive approach towards HR digitalization, while 8 had a negative approach.

Educational qualification and Time took for employees to adopt to HR digitalization

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.484[a]	8	.388

Based on the crosstabulation and chi-square tests, there does not appear to be a significant association between Educational qualification and Time took for employees to adopt to HR digitalization. Out of the 148 respondents, 4 respondents were diploma, 10 as UG graduates, 59 as PG graduates, 7 as PhD and 68 as other graduates. Among these 84 respondents agreed that time took for them to adopt to HR digitalization was short, 20 agreed that time took for them to adopt to HR digitalization was average and 44 agreed that time took for them to adopt to HR digitalization was long.

From the analysis the significance value is .388 which is greater than 0.05 So Null hypothesis is accepted (Ho) and there is no significant relationship between Educational qualification and Time took for employees to adopt to HR digitalization.

FINDINGS

- 33.8% of the respondents fall in the category of age sector below 25 where most of them were freshers and having less experience in the company.
- Most of the respondents were male employees in the company and are mostly having an educational qualification of Under graduation.
- The respondents were majorly employees working in the company and more respondents fall in IT department (28.2%).
- The respondents having 2-4 years of experience are more with 40.5%.
- Many respondents (48.6%) have agreed that HR is only responsible for HR technology in the organization.
- 91.2% of the respondents have positive approach towards HR digitalization and agreed that organization offer HR services or process on mobile apps
- The majority of the respondents uses digital HR service mostly to amend or update personal details (24.3%) and also majorly agreed that introduction of new technologies or the process of digitalization at the workplace accompanied with related training (89.2%).
- Many respondents have view that organization often provide proper training and support to cope up with digital HRM (40.5%) and also have view that digital HR bring changes to the organization (84.5%).

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- Remuneration system in the company is digitalized mostly and partially (36.5%) is agreed by most of the respondents in the company.
- Many respondents feels very useful of website and intranet facilities in the organization for online communication (38.5%).
- The time took for most respondents to adopt to digitalization of HR was Average (56.8%) in the company.
- The majority of the respondents has a negative view that that introduction of new technologies has increased workplace stress (26.4%) and many respondents has a positive view that introduction of new technologies has improved work life balance (45.3%).
- E-recruitment and selection taken place in the organization was structured (83.1%) was a view of many respondents in the company and also agreed that training and development taken in the organization through both online and offline mode. (45.9%).

SUGGESTIONS

Based on the findings, here are some suggestions for the project HR digitalization at L&T Ltd:

- Ensure that HR technology solutions are user-friendly and easy to navigate, especially for those who are not tech-savvy. This will increase employee adoption and engagement.
- Provide regular training and support to employees to help them cope up with digital HRM. This will help to mitigate any stress or anxiety related to the adoption of new technologies.
- Focus on offering HR services and processes on mobile apps, as the majority of the respondents agreed that they find it useful. This will enable employees to access HR services on the go, anytime and anywhere.
- Make sure to have a structured e-recruitment and selection process, which most employees find useful. This can help to attract and retain the right talent for the organization.
- Ensure that digital HR services have a positive impact on employee work-life balance, as this was perceived as a benefit by the majority of the respondents. This can help to improve employee engagement and productivity.
- Conduct regular performance appraisals through digitalization, as it was agreed by most respondents that it is conducted monthly. This will help to provide continuous feedback to employees and track their progress.
- The current findings suggest a positive impact of HR digitalization, it is important to develop a roadmap for future digital HR initiatives. This will help the organization to identify the key areas while digital HR services can be further improved and developed to enhance employee satisfaction and engagement.

CONCLUSION

In conclusion, the digitalization of HR in L&T Ltd has the potential to significantly improve the organization's HR processes and enhance employee engagement and satisfaction. The adoption of digital tools such as HR analytics, employee self-service portals, and mobile applications can help streamline HR operations, increase efficiency and accuracy, and reduce the administrative burden on HR personnel.

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