
AN ANALYTICAL STUDY ON RE-ENGINEERING DIGITAL HRM PRACTICES IN SELECT IT COMPANIES OF MYSURU

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Abstract

Digital Transformation is key drive for web-based tool softwares to automate and support HR processes in organizations. The implementation of digital HRM is an opportunity to delegate the data entry to the employee and it facilitates advance business solution which provides a complete on-line support to the management in all HR processes, activities, data and information required to manage human resources in a modern IT company. In this connection this study mainly aims to examine the socio-economic background of the IT employees and to assess the need for implementing Digital HRM Practices and also to analyzes the impact of digital transformation on HRM practices in IT organizations. The current study the data has been collected from 100 employees working HR departments of Infosys Limited and Wipro Limited situated in Mysore City. Lastly this study results that majority of the employees are young and professional with working experience of 5 to 10 years in IT companies. The employees are opinioned that digitalization transformation is required to meet managerial and operational functions in the organization. In other way this study identifies four factors such as, E-HR operation, E-HR utilization, E-HR

Expansion and E-HR maintenance have positive significant relationship between digital HRM practices impacts on employees as well as organization performance this will leads to sustainable growth and development in IT organizations.

Keywords: Digital Transformation, E-HR Expansion, Chi-Square Test, E-HRM.

Introduction

Digital (HRM) Human Resource Management is digital upgrading in the field of Human Resource management. The working process of DHRM will take place through mobile, electronic media, social media through the internet, and also with the help of IT. The rapid growth in technology has increased the digital performance of the organization, its impact on society, and the workflow of the organization. The digital revolution has an impact on organizations at all levels. Furthermore, it puts pressure on organizations and its employee to adapt to the rapidly changing world and the increase of digital technology. Digital HRM is capable of doing Human work by the means of software, through several apps, and with the internet embedded in it. Digital Human Resource will assist organizations through the optimization of Social, Mobile, Analytics, and Cloud (SMAC) technology, towards management and responsibility in helping them to ensure that assumptions and expectations within the organization drive the right behavior. Digitalization in HRM will make it more efficient and relevant in the future. Without digital transformation, HRM will lag far behind the demands of the organization worldwide.

Digitalization is significantly affecting business processes, and organizational boundaries. To deal with the pace, digitalization is changing organizations, there is a need to understand and explore new skills and capabilities associated with digital transformation. Management consulting firms are driving this transaction process. Digital technologies play an increasingly prominent role in both the lives of employees and HRM, which seems to be affected in multiple ways. This article

focuses on the impact of these changes on HRM practice, in relation to changes to the human resource, to HRM in general and more specifically to the use of technology in delivering HRM practices. Similarly, e-learning management tools that support and technical training collaboration focus on one outcome improving the performance of the workforce in IT organizations.

Digital changes of HRM are practiced through five focal areas such as follows : (Sources: Dr. Gandham Rama Krishna, International Journal of Research Foundation, 2019)

Digital Work: It is referring to the content as to the organization of work. Relating to work content the ongoing digitalization implies an increasing automation of manual and routine work and a slow but steady change of remaining tasks towards brain and information work.

Digital Employees: The concepts of “digital employees”, “net generation” is assumed that the early, intimate and enduring interaction with digital technologies has shaped a new generation of people with distinctively different attitudes, qualifications, behaviors and expectations.

Digital Employee Management: DEM refers to the planning and network, the HR functions such as payroll processing, attendance management or recordkeeping, compensation, performance management or development are digitally supported and enabled and thereby often deeply changed workflow in the organization.

Digital Generation: The generations of people have grown up with easy access to digital information and communication technologies. Members of the digital generation have been exposed to almost constant stimulation from televisions, and computers. Smart phones and they are technological updated, therefore it is referred to as the digital generation in IT Sector.

Digital Transformation: Digital transformation entails revamping and modernizing enterprise-level activities by leveraging digital technologies to reach out effectively and serve the user base. It also involves gauging the impact of digital technology. Digital transformation can speed up business activities, workflows, and strategically make an enterprise competent in a highly volatile in work environment.

From the above evidence the present study conducted on Re-Engineering of traditional HRM transformation into digital HRM practices in IT Sector particulars selected IT companies in Mysuru City.

Extensive Literature Survey:

The present study collected various literature survey on digitalization transformation in IT Sector. The following table shows that literature work done by the various authors:

Authors	Country	Journals Referred	Context	Research Outcome
Lawler Arora (2012)	India	18	Importance of HRIS - A critical study on service sector	He said that the implementation of a new HRIS represents a major form of planned organizational change for the HR function. HRIS is received and perceived as a change to growth of the organization
Mariyam (2015)	Maldives	28	Key drive for E-HRM practices in IT Sector	She focused in her study is impact of digitalization profession growth, return and employees performance, these three HR practices have a positive contact on employee retention in Maldives Retail

				Industry.
Johan (2016)	India	32	Issues and challenge us in IHRM in India	He opined that based on the employees survey the HRIS system is very expensive and time consuming to adopt successful in the organization. Therefore only big and very few organizations are adopt this system its increasing the productivity and wellness of the organization.
Neeraj (2018)	India	23	Role and growth of digitalization in Human Resources Management	The digitalization revolution relies on cutting edge information technology, ranging from Internet-enabled Human Resources Information Systems (HRIS) to corporate intranets and portals. The driving forces are intensifying competition, need to manage workforce on a global level, to improve HR service delivery and to bring cost savings.
Bhanu Prakash(2019)	India	22	Digitalization of HRM Practice in the Present Scenario	Digital technologies play an increasingly prominent role in both the lives of employees and HRM, which seems to be affected in multiple ways. The challenge for HRM therefore is to identify actual digitally induced changes in organization performance.

Mosca Maria (2020)	USA	19	Digitalization of HRM: A study of success factors and consequences in the last decade	This work provides an overview of the most important factors for the success of HRM digitalization and its consequences. This work can represent a basis for further deepening knowledge in this field trying to understand how these factors can be best balanced in the implementation of new HR technologies.
Jayendra P Sankar(2021)	India	22	Human Resource Digital Transformation of IT Sector in India	Employee experience has a positive influence; administrative tasks and work-family balance do not have a positive influence on human resource digital transformation. The results of the effectiveness of human resource digital transformation help the organization in decision-making and emphasize their action.

Objectives of the Study

1. To highlight the theoretical background of the digital HRM practices in IT sector;
2. To examine the socio-economic background of the IT employees in select IT companies;
3. To assess the need for implementing Digital HRM Practices in IT Sector;

4. To analyzes the impact of digital transformation on HRM practices in IT organizations; and
5. To offer findings and suggestions in the light of the study.

Hypotheses for the Study

The study is based on the following hypotheses.

H1: There is no significant difference between socio-economic background of the IT employees in selected IT companies

H2: There is a significant difference between the need for implementing Digital HRM Practices in IT Sector.

H3: There is a significant difference between the impacts of digital transformation on HRM practices in IT organizations.

Research Methodology

The data required for the present study has been collected from both primary and secondary sources of data collection. The primary data was collected through issuing of questionnaire to 50 employees of Infosys Limited and 50 employees of HR department from Wipro Technologies Limited situated in Mysore City. The sampling technique has been used stratified sampling method and administrate the questioner using Likert five scale rating method has been used. The secondary data was collected from research publications in books, journals and periodicals, dailies and study reports and articles available on the chosen topic. For analysis of data used SPSS 21.0 Version, descriptive statistics, chi-square test, confirmatory factor analysis and paired sample T-test etc.

Analysis And Interpretation

Socio-economic Background of the Respondents:

Table No.1 represents the socio economic profile of employees working in selected IT Sector in Mysore City. The overall respondents were numbering 100 respondents out of those 80 respondents were male and 20 respondents were female respectively. In the context of age pattern, majority of the respondents numbering 40 respondents are belongs to age group of less than 30 years and between 30 to 40, this shows young age group of employees are more working in the company. Further educational background of the respondents majority numbering, 30 and 25 respondents were professionals and graduate respectively. In the case of job title, numbering 45 and 30 employees was team leaders and HR assistant respectively. Lastly in the case of work experience, numbering, 35 and 30 respondents were belongs to the category of less than 5 years and between 5-10 years respectively.

Table No.1

Socio-economic Background of the IT Employees

Particulars	Frequency	Chi-square	P-value	Hypothesis
1. Gender:				
a) Male	80	3.214	0.000	Ho=Rejected
b) Female	20			
2. Age Pattern:				
a) Less than 30 years	40	2.415	0.000	Ho=Rejected
b) Between 30-40 years	40			
c) Above 40 years	20			

3.Educational Background:				
a) Post Graduate	15			
b) Professionals	25	2.471	0.555	Ho=Accepted
c) Graduate	30			
d) Diploma	30			
4.Job Title:				
a) HR Manger	25	1.114	0.002	Ho=Rejected
b) Team Leaders	30			
c) HR Assistants	45			
5.Work Experience:				
a) Less than 5 years	35	1.654	0.082	Ho=Accepted
b) Between 5-10 years	30			
c) Above 10 years	35			

Source: Field Survey.

Significant Level is 5%

To calculate, chi -square test for data of age pattern, gender and job title, the P value (Sig 2-tailed) which is less than the Alpha value of 0.05, it was found to be significant. Therefore the results indicate that the stated null hypothesis to be rejected and alternative hypothesis is accepted. The data of education background and work experience of the respondents the P value (Sig 2-tailed) which is more than the Alpha value of 0.05,it was found to be insignificant. Therefore the results indicate that the stated null hypothesis to be accepted and alternative hypothesis is rejected.

Need for implementing Digital HRM Practices in IT Sector:

Table No.2 indicates that employee’s opinion about need for implementing the digital HRM practices in IT companies. According to paired sample T-Test, the highest mean was recorded **4.81 (1.775)** and **4.44 (1.608)**, this assigned value indicates majority of the respondents they strongly agree that digital HRM fulfills the managerial and operational functional needs and ERP/business needs in the organization respectively. To sum up majority of the employees opinioned that implementation of digital HRM needed to fulfill strategic HRM, ERP/business , managerial and operational functions in IT companies.

Table No.2
Need for implementing Digital HRM Practices

Statements	Mean	SD	Paired Sample T-Test	P-value	Results
To fulfill managerial and operational functional needs	4.81	1.775	1.241	0.000	Ho = Rejected
To fulfill Strategic HRM needs	4.31	1.552	2.143	0.000	Ho = Rejected
To fulfill ERP and business needs	4.44	1.608	3.114	0.000	Ho = Rejected
To improve quality of HR Service	3.91	1.011	2.563	0.001	Ho = Rejected
Time saving in HR processes	2.01	1.247	3.473	0.000	Ho = Rejected
It helps to reducing manual paper &	3.01	1.321	2.513	0.000	Ho = Rejected

stationery work					
It helps to saving potential cost	3.78	1.234	2.777	0.000	Ho = Rejected

Source: Field Survey.

Significant Level is 5%

Further the statistical inferences shows that there is a significant relationship between managerial and operational functional needs, strategic HRM needs, ERP and business needs, improve quality of HR Service, time saving in HR processes, reducing manual paper & stationery work and saving potential cost, all the variables indicates less than the Alpha value of 0.05, it was found to be significant. Therefore the results indicate that the stated null hypothesis to be rejected and alternative hypothesis is accepted.

Impact of Digital Transformation on HRM practices in IT organizations:

Table No.3 indicates that impact of digital transformation on HRM practices in IT Organizations. This digital HRM practices measured through four categories such as, E-HR Acquisition, E-HR Operation, E-HR Expansion and E-HR Maintenance. According the descriptive statistics of E-HR acquisition and E-HR expansion category results that, highest mean and standard deviation was recorded 4.78(3.421) and 4.52 (3.111), majority of the employees strongly agree that faster E- recruitment process and automated drive line-function, these are digital HRM practices used in the organizations. In the context of E-HR expansion E-HR maintenance category results that, highest mean and standard deviation was recorded 4.82(3.512) and 4.44 (3.311) majority of the employees strongly agree that e- performance management and intellectual property & data security, these are digital HRM practices used to achieve sustainable growth and development in IT Sector.

Table No.3

Impact of Digital Transformation on HRM practices

Dependent Variables	Independent Variables	Descriptive Statistics	
		Mean	SD
E-HR Acquisition	Faster E- recruitment Process	4.78	3.421
	Online interview	3.88	3.714
	Applicant Tracking System	3.91	2.785
	Online Employment Tests	2.01	2.214
	Less time & less cost	4.44	3.120
E-HR Operation	E- training on the job	3.52	2.021
	Superior/Subordinate driven	2.63	1.714
	Automated line-function driven	4.52	3.111
	E- Business Process	3.22	2.147
E-HR Expansion	Technology based proactive plan	3.88	2.136
	Electronic & business networking	2.93	1.823
	E- performance management	4.01	3.111
	Usage of appraisal software's such as BARS and BOS etc.	4.82	3.512
E-HR Maintenance	Automated payroll or outsourced system	4.36	3.117
	E- strategic business maintenance	3.33	2.773
	Automated Re-design of job	2.01	1.245
	Intellectual property & data security	4.44	3.311
	Flexible virtual job performance culture	3.24	2.563

Source: Field Survey.

Significant Level is 5%

Table No.3(a) shows the test of reliability of the data for each item of dependent variable of digital HRM practices. The data found to be reliable since the Cronbach's alpha value is 0.851 which is higher than the acceptable value above 0.05 and consider 95% of significant level in the reliability test.

Table No.3(a)
Test of Reliability

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.754	0.851	17

Source: Field Survey

Significant Level@5%

Table No.3(b) represents that test of normality using Kolmogorov-Smirnov. The results show the normality test for each item of dependent variable impact of digital transformation on HRM practices. The null hypothesis for normality data is rejected since the p values are higher than the significance value at 5%. Therefore the data is normally distributed to test each factor.

Table No.3(b)
Test of Normality

Variables	Kolmogorov-Smirnov ^a	
	Statistic	Sig.
E-HR Acquisition	0.033	0.214
E-HR Operations	0.152	0.124

E-HR Expansion	0.044	0.222
E-HR Maintaince	0.073	0.173

Source: Field Survey

Significant Level@5%.

Table No.3(c) shows that test of Multicollinearity among the predictor variables. This test is conducted to know whether there is any Multicollinearity among the predictor variables. It can be inferred that as per rule of thumb, the tolerance level should be greater than 0.10 and VIF should be above 1 and below 10 for nonexistence of Multicollinearity among the predictors. The results showed both the tolerance level and VIF values are in the range of acceptable values. Hence, there is no sign of Multicollinearity in the model. The 2 tailed significant value for the all variables results that less than 0.05. Therefore null hypothesis is accepted and alternative hypothesis is rejected.

**Table No.3 (c)
 Multicollinearity**

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.777	0.111	-	2.741	0.000	-	-
F1	0.415	0.214	0.178	3.214	0.000	0.444	3.111
F2	0.532	0.222	0.155	1.278	0.000	0.389	2.314
F3	0.555	0.134	0.123	2.883	0.000	0.314	3.553
F4	0.463	0.212	0.144	3.741	0.000	0.352	3.789

F1= E-HR Acquisition, F2= E-HR Operations, F3= E-HR Expansion, F4= E-HR Maintenance

Source: Field Survey

Significant Level@ 5%

Table No.3(d) shows the F values and its significance results that positive impact of digital transformation on HRM practices for all the dependent variable across each independent variable. The below results explains that F values for majority of the dependent variables are significant across the four factors (independent variables).The data of E-HR Acquisition, E-HR Operations, E-HR Expansion, E-HR Maintenance variables results that, P value (Sig 2-tailed) is which is indicates less than the Alpha value of 0.05, it was found to be significant. Therefore the results indicate that the stated null hypothesis to be rejected and alternative hypothesis accepted.

Table No.3 (d)

Factor Analysis (Multivariate Tests)

Effect		Value	F	Std.Error	Sig.
E-HR Acquisition	Pillai's Trace	0.000	3.771 ^b	1.777	0.000
	Wilks' Lambda	0.231	3.771 ^b	1.777	0.000
	Roy's Largest Root	0.777	3.771 ^b	1.777	0.000
E-HR Operations	Pillai's Trace	0.001	5.111 ^b	1.777	0.002
	Wilks' Lambda	0.333	5.111 ^b	1.777	0.002
	Roy's Largest Root	0.841	5.111 ^b	1.777	0.002
E-HR Expansion	Pillai's Trace	0.003	11.084 ^b	1.777	0.000
	Wilks' Lambda	0.312	11.084 ^b	1.777	0.000
	Roy's Largest Root	0.521	11.084 ^b	1.777	0.000

E-HR Maintaince	Pillai's Trace	0.005	4.718 ^b	1.777	0.000
	Wilks' Lambda	0.211	4.718 ^b	1.777	0.000
	Roy's Largest Root	0.714	4.718 ^b	1.777	0.000

(Sources: Base Line Research Report on 2022),Significant Level@5%

Findings Of The Study

1. The overall respondents were numbering 100 respondents out of those 80 respondents were male and 20 respondents were female respectively.
2. The job title of the respondents , numbering 45 and 30 employees was team leaders and HR assistant working and they had between 5-10 years of work experience in IT Sector
3. Majority of the employees strongly agree that faster E- recruitment process and automated drive line-function, these are digital HRM practices frequently used in IT organizations.
4. Majority of the respondents they strongly agree that digital HRM fulfills the managerial and operational functional needs in the organization.
5. The major factors of E-HR acquisition, E-HR operations, E-HR expansion, E-HR maintaince these are positively impact on digital HRM practices in IT Sector.

Suggestions For The Study

1. The digital era needs to be revised to boom the usual overall performance of venture e-training programmes, e-Induction, e-Orientation thru internet era that permits you to usher in excessive ability capability diploma of employees

2. E-HRM can also beautify organizational everyday regular usual overall performance via reframing the HR pointers ordinary with the alternatives of the personnel.
3. Digitalization of HR branch has to use techniques that assist to the employees in order to increasing work performance and their profession.
4. E-HRM programs are net-based generation there may be typically the opportunities of hacking the personal statistics over the net the economic employer agency must have the sturdy server to guard the records.
5. The digitalization of HRM is the idea to be one of the plain structures. Need to introduced "Webmaster", "HR Data", "Corporate Evidence", "Postmaster", to increasing the work performance in the organization.

Conclusion

The current study proves that expected benefits of transformation of traditional convert into digitalization HRM practices. In new ear introducing machines and software's for managing HR have for sure eased-up HR professionals work stations. However, the true predicted paradigm of E-HRM is yet to unfold and to be realized. The managerial and operational functional needs, strategic HRM needs, ERP and business needs, improve quality of HR Service, time saving in HR processes to fulfillment all needs digitalization of HRM practices is very much needed in the organization. From the above statistical analysis proved that there is significant or positive relationship between employees work performance and implementation of digitalization of HRM practices. Therefore lastly all the IT companies upgrade the technology and digitalization in HRM practices it increases the employee's performance and also supports the sustainable growth and development in IT Sectors.

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