

Master's Thesis On  
**“A COMPARATIVE ON STUDY  
DIGITALIZATION IN HR PRACTICES”**

*FOR THE PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE AWARD OF  
MASTER OF BUSINESS ADMINISTRATION*

UNDER THE GUIDANCE OF  
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## **CERTIFICATE**

This is certified I **Ritu Yadav** the student of **GALGOTIAS UNIVERSITY** studying in MBA has submitted a project report on under the title “**A COMPARATIVE ON STUDY DIGITALIZATION IN HR PRACTICES**” assigned by the university, for the partial fulfillment of the degree of Master of Business Administration(MBA). I solemnly declare that the work done by me is original and no copy of it has been submitted to any other university for award of any other, degree, diploma, and fellowship on similar title.

Signature of the Candidate

## **DECLARATION**

I **Ritu Yadav**, Roll No. **202010225**, student of School of Business, **Galgotias University, Greater Noida**, hereby declare that the Master's Thesis on "**A COMPARATIVE ON STUDY DIGITALIZATION IN HR PRACTICES**" is an original and authenticated work done by me.

I further declare that it has not been submitted elsewhere by any other person in any of the institutes for the award of any degree or diploma.

Name and Signature of the Student

Date

## **ACKNOWLEDGEMENT**

A start leads to the fine end. The ideal way to start this project work would be to sincerely thank all those who have encouraged, motivated, and led me to work for the successful completion of this project.

At the very beginning, I am grateful to the prestigious **Galgotias University, Greater Noida,,** which gave me the opportunity to graduate in business administration and permitted me to submit this work for the completion of the MBA.

I am great full to the **Prof. Shefali Mishra** of “**A COMPARATIVE ON STUDY DIGITALIZATION IN HR PRACTICES**” who has helped me to complete this project work by providing all the information during the internship.

I also thank Prof. **Shefali Mishra** for guiding me throughout the project and the last thanks to my family friend and everyone else.

## **CHAPTER SCHEME**

The report of this study includes the following 5 chapters namely:

### **CHAPTER - 1: Introduction**

This chapter includes an introduction of various topics which is related to this study and it also deals with the fundamentals of the field, definition and important concepts.

### **CHAPTER - 2: Review of Literature Research Design**

This chapter includes brief literature review and the step-wise procedure was adopted to carry out this study and its limitations.

### **CHAPTER - 3: Research Methodology**

This chapter contains the Research methodology.

### **CHAPTER - 4: Data Analysis and Interpretation**

This chapter presents the organized data in the form of tables, graphs and diagrams. The data would then be analyzed using appropriate statistical techniques. And in this chapter the inferences are made from the analysis.

### **CHAPTER - 5: Summary of Findings, Suggestions & Conclusion**

This chapter presents the summary of the study, the findings during the study, arrived conclusions and acceptable and comprehensive suggestions.

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## **Executive summary**

This summer 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.

Digital transformation requires AI data transformation, leading the analysis to AI, and evaluating and structuring your data with algorithms that continuously inform your employees. Coming to the digital transformation it has become a trend and a important aspect of every aspect for example the transformation has changed in technical field, commercial field in business and also in the medical field. Digital transformation is taking place in every ground.

How the change in life is important in the same way the digital transformation is important in business life it can take the company to the next level and give an image to the brand name. the ability of growing up of the companies increases and the demand also increases.

This project report contains 5 different chapters.

The report begins with the introduction to company, its area of operation, its organization structure, its achievements etc. the second chapter is about the conceptual background and literature review. The third chapter says the methodology adopted in preparing this project, it covers the sample and simple procedure types of tools and the data collection method. The fourth chapter consists about the analysis and interpretation comprehensive coverage of forecasting concepts and techniques. The fifth chapter deals with the findings, suggestions an conclusion part which is very much important after analysis is made.

In each of the chapters as described above, every chapter has been scheduled in a manner so as to enable the reader to appreciate the content easily.

**CHAPTER-1**  
**INTRODUCTION**



## 1.1 INTRODUCTION

### Digitalization and HR.

M, e-HRM, and goals for adapting e-HRM. E-HRM will be emphasised as this is the theory attached to literature on digital HR. Additionally, we will introduce the concept of organisational learning, as this theoretical framework will play an important role in our analysis.

Human Resource Management has also been profoundly affected by the development, and has transformed the way organisations recruit, select, motivate, and retain employees . “The change to the HR department that digital technology will bring will be all pervasive and omni-directional throughout every company. Deloitte's Global Human Capital Trends report explained how new digital HR products and solutions based on mobile apps and AI has redesigned the market and that as company's demographics are changing “new approaches are needed in almost every HR domain” . Given the exponential growth in computation and digitalization capacity, the possibilities for how robots, artificial intelligence and digital platforms can serve within the HR field in the future is still uncharted territory. Hence, as one might expect from this development, investment in HR technology has expanded, and the investment levels seem to continue rising . Nevertheless, it is hard to predict the future. Therefore, to be able to confront the digital transformations occurring it is vital that organisations remain proactive and reflect around and discuss digitalization within HR . In addition, as HR is increasingly pursuing strategies earlier associated with marketing or the social media playbook “HR applications will need to become far more customer-centric, and follow the principles that today's consumers demand.

### Human Resource Management (HRM)

“The idea of HRM in the distinctive sense of the term was, and is, based around the notion that people management can be a key source of sustained competitive advantage. Those who work with HR can have a multitude of tasks, but the common denominator is that they work with the organisation's human resources . HRM is often divided into either ‘hard’ or ‘soft’ modes. These modes represent two different HR directions in terms of what measures are emphasised to achieve maximum performance from their employees . Hard HRM represents a view of the employees as resources, just as technology and capital, which can be controlled, Soft HRM on the other hand puts emphasis on the “human” trying to enhance

the resource through commitment by providing them with e.g. trust and responsibility.

## **Electronic Human Resource Management (e-HRM)**

There is no academically agreed upon definition of e-HRM to this day, however, we found these separate definitions to cover and summarise the range of definitions.

- “The application of computers and telecommunication devices to collect, store, retrieve, and disseminate [HR] data for business purposes
- “A way of implementing HR strategies, policies and practices in organisations through a conscious and directed support of and/or with the full use of web-technology-based channels.”

Both these definitions seem to take on a view of HR as conducting a strategic role in the organisation. However, the first can be argued to represent a view of HR as a more traditional personnel approach with the focus on collecting and retrieving information for the organisation whilst the second has a more contemporary view of HR as a support function. HR has progressively been given a role in the

‘strategic’ modes of business, and strategic HR has become a new phenomenon within the field. “The argument [is] that better human resource planning is the basis of superior business performance. Both these definitions of e-HRM- portray digital tools as enabling the organisation in reaching their strategic goals and can also be argued to represent a harder approach to HR as it views e-HRM as a means towards an end i.e. achieving strategic goals.

## **Goals for Adapting e-HRM**

Five goals for digitalization of HR - efficiency, service delivery, management empowerment, strategic orientation, and standardisation (p.338). We found in our project that some of these goals seem to fit GSS HR’s goals for e-HRM, therefore we have chosen to emphasise this article throughout our analysis. The authors explain how e-HRM could create efficiency advantageous through e.g. “increasing the speed of processes, reducing costs and releasing staff from administrative work” (p. 337). However, the authors argue that to achieve efficiency a necessary factor is sufficient training. Service delivery i.e. improving the customer satisfaction from line managers was another goal. If this is realized the authors suggest that this could make information more accessible and available and thus improve accuracy in management decision-

making. The authors found that HR skills such as analytical, strategic thinking, communication and negotiation skills were a necessary factor to attain the desired outcomes. A third goal for adapting e- HRM was to empower line managers so that they were able to conduct HR activities previously conducted by the HR function.

The last goal of e-HRM is related to standardization, thus creating consistency through everyone using the same common systems and conducting the same procedures. The authors found that this goal is often achieved by organisations who do not specify it as a goal as well, “(...) making this a positive unintended outcome”. Some additional factors were viewed as necessary in order to achieve the intended outcomes from e-HRM. These were that the employees and managers need to engage with the systems, thus making it acceptable and used across the organisation. Additionally, the design of the e-HRM system needed to be user-friendly and intuitive. Even though it was not explicitly said by managers, the researcher found that organisations often had a goal of making HR more strategic through implementing e-HRM.

### **Factors necessary for successful digitalization of HRM**

Research conducted has revealed that the factors that determine the success of the digitalization of HRM practices are still divided into three categories

## Essential factors for successful digitalization of HRM

<b>Technological factors</b>	<ol style="list-style-type: none"> <li>1. Application and characteristics <ul style="list-style-type: none"> <li>• Ease of use</li> <li>• Usefulness</li> </ul> </li> <li>2. Data characteristics</li> </ol>
<b>Organizational factors</b>	<ol style="list-style-type: none"> <li>1. Organizational characteristics <ul style="list-style-type: none"> <li>• Size of the company</li> <li>• Sector characteristics</li> <li>• Department size of HR</li> <li>• Business area</li> <li>• Geographic area</li> </ul> </li> <li>2. Capabilities and resources</li> </ol>
<b>People Factors</b>	<ol style="list-style-type: none"> <li>1. Top Management Support</li> <li>2. User Acceptance <ul style="list-style-type: none"> <li>• User Age, education, gender, job experience</li> </ul> </li> </ol>

The organizational factors that determine the success of the HRM digitalization can be grouped into two main categories: organizational characteristics and, capabilities and resources.

## CONSEQUENCES OF HRM DIGITALIZATION

From the analysis carried out it is clear that digitalization offers positive and negative consequences on HRM practices:

Table 4: Advantage and Disadvantage of the digitalization of HRM

<b>Advantages of HRM digitalization:</b>	<b>Disadvantages of HRM digitalization:</b>
<b>1. Cost Saving</b>	<b>1. Data Security</b>
<b>2. Efficiency</b> <ul style="list-style-type: none"> <li>• Time Saving</li> <li>• Productivity</li> <li>• HR Efficiency</li> </ul>	<b>2. Lacks suitable skills</b>
<b>3. Effectiveness</b> <ul style="list-style-type: none"> <li>• Administrative Quality</li> <li>• Flexibilities of HR</li> </ul>	<b>3. Existing HR digital tools are not being exploited to their full potential</b>
<b>4. Employee Relationship</b> <ul style="list-style-type: none"> <li>• Cooperation</li> <li>• Communication Quality</li> <li>• Employee get more informed about</li> </ul>	<b>4. Difficulty in using new technologies by employees</b>
<b>5. Digital HR enables new employment forms</b>	

As for the advantages, the positive aspect that is most often emphasized in the analyzed papers is the cost savings, through the implementation of digital tools, organizations can achieve reductions in costs incurred because they can speed up processes and information management.

satisfaction of employees has increased thanks to the digitalization of the HR function, it is not

clear whether digitalization involves a reduction in the operating costs of human resource management. In particular, the author, in his research work, submitted a questionnaire to HR professionals to study the cost of digitalization and to verify whether this latter had resulted in operational savings for the HR function. This analysis showed that 31% of respondents were not aware of the impact of digitalization on HR management costs, for the same percentage of respondents the cost of managing HR increased, on the contrary for 19% this cost has decreased. So, based on the data obtained from this empirical work, Murphy (2018) concludes by stating that "the introduction of digital HR services and processes does not actually reduce the cost of running the HR function, although it might very well be that the cost of such is used in different ways".

The study showed that the digitalization of HRM practices also leads to an improvement in efficiency. In particular, many of the studies analyzed underlined that the digitalization of HRM has resulted in time savings. This results in an increase in the productivity of the HRM function

The adoption of digitalized HRM practices resulted in a reduction of the work intensity to select candidates, analyze their skills in relation to the requirements required to fill the vacant position and select the subjects to hire. This has translated into a reduction in time and an improvement in the organization's ability to deal with its main objectives.

As far as effectiveness is concerned, the analysis carried out shows that the digitalization of HR practices leads to an increase in administrative quality and HR flexibility, and less bureaucracy within the function. The adoption of digital tools leads to a reduction in the time taken to carry out certain activities. HR professionals can do their work from home, through digital tools, there is a reduction in administrative work that makes them feel less stressed and focus on being more efficient. In other words, when HR employees don't have to deal with low-level administrative tasks, they can focus on more strategic jobs with high added value.

Beside these purely operational and organizational consequences, some relationship consequences also emerge: employee motivation, employee engagement, communication quality, new communication channels.

## **IMPORTANT CONDITIONS FOR SUCCESSFUL DIGITALIZATION OF HRM**

In order to obtain a successful HRM digitalization process, scholars emphasize that certain conditions must be met. These conditions are:

1. Clear identification of objective
2. Clear identification of key figure
3. Digital tools as complements to traditional ones

First of all, it is essential that there is a clear and precise identification of the objectives that this process must achieve within the organization . This in fact allows the organization to understand the best direction in which to direct its digital efforts and allows employees to identify more precisely how these technologies redefine their role in the organization.

Secondly, another fundamental condition for the digital transformation of HRM is the identification of key players within the organization. Among these we can underline in particular the role played by HR managers. It is crucial that HR managers think they are fundamental factors for digitalization. They need to be able to align their strategy with the corporate vision, in particular they need to develop "digital awareness" in order to maximize the benefits of digitalization .

HR processes but rather as tools that allow them to be facilitated. However, to achieve the highest level of effectiveness and efficiency, some traditional processes need to be modified to best adapt them to new technologies. HR must be able to balance standard and dynamic “offering relevant administrative services as efficiently as possible and at the same time being able to be a value creating strategic partner for the



## **Implications**

This study has implications for research and practice. These two different types of implications will now be described in detail.

### **Implications for research**

First of all, this work has implications for research as it provides a definition of the term digitalization. Indeed, the existing literature on the subject does not clearly define the concept of digitalization. Through this study we have provided a definition of the term digitalization that is exhaustive and which we believe can also be used by future research.

The second implication for the research is that this study provides a broad overview of the factors and consequences of the digitalization of HRM. Causes and consequences of a good HRM digitalization have been identified on the basis of empirical research conducted over the past ten years. A study of this kind had not yet been developed in the context of digitalization; therefore this work can represent a starting point for future research.

Thanks to the results obtained, HRM digitalization can be seen as a constantly evolving process whose success depends on technological, organizational and people factors and the consequences they determine.

### **Implications for practice**

The first implication for the practice comes from the fact that our study highlights the factors that may or may not determine the success of HRM digitalization, so practitioners could use it to gain insight into the potential for success of a given digital transformation process.

Based on the results obtained from this study, we can say that the most important recommendation for managers who want to digitize HRM activities is to define a clear plan to follow. This not only allows them to better target their efforts but also ensures that they are able to guide employees towards a correct implementation of digital tools in the HR function. In fact, through the definition of a clear HRM digitalization plan, in which the factors that need to be paid more attention must be explicitly highlighted, HR managers will be able to better study the consequences of their choices and make changes if necessary, where there was a need.

Secondly, this study could therefore be used by other researchers as a basis for the development of a business case to empirically prove our results

## **Statement of the problem**

Digital transformation(DT) is on everyone's lips today, from cool start-ups to the mastodons of the business world. Yesterday's business models are changing and disruption is occurring in all industries and markets.

The disruption is caused by new competitors, new ideas, new technologies, new ways of thinking and new cultural changes that make it increasingly difficult for companies to stay in touch with their customers and keep the business running as normal.

"There's no such thing anymore." Almost every technology company, consulting firm, and digital agency talks about Digital Transformation, but few companies actually make the walk, so what's the problem, why does digital transformation take so long?

As we can see, many companies have not accepted the digital transformation, and in many cases, the company's HR has the responsibility of informing its employees about digital transformation. People and organizations have an unclear interpretation of the term digital transformation. For some, this means that you can organize your data more efficiently in the organization.

For others, it means using digitally as the main platform for marketing communication. It was important to know if companies are following the transformation system. The main problem was that many people did not realize the concept of digital transformation. This was the main problem that led me to choose this theme as the role of hr in the digital transformation.

## **Need for the study**

There are many uses if we duplicate the digital transformation and HR plays a significant role in every business. Therefore, it was necessary to know the value of the topic, what people think about the digital transformation, how companies, after taking on digital transformation(DT) and if they are not accepted, what future plans are about this particular aspect. All these questions have inspired me to know the need and recognize the importance of the study.

HR, as the main person for the company, has to take care of the person's abilities and behavior in the digital world, promote ingenuity, celebrate the social qualities of digital, lead from the front, open and keep looking, avoid departmental approaches, etc. Such aspects are very important in order to make people understand, so it is necessary to examine the role of HR in digital transformation.

## **OBJECTIVES**

- To Analyse The Role Of HR In Digital Transformation(DT)
- To Suggest Strategy To Improve Vice The Roleof HR In Digital Transformation.
- To Know The Comparison Between The Employee'sfamiliarity Level And Age Groups.
- To Know The Use Of Predicativeanalytics And Training.

## **Theoretical background of the study**

As we can see, generation is changing, manual work is being reduced and digitization is taking over, but as we study the organizational structure of many companies, we are learning that people are taking on new trends, and some are still in the same old generation. Technology is changing people's lifestyles, so digitization is very important in any organization.

Digital transformation(DT) is the addition of digital tools into all areas of a company. It is also a cultural change that forces organizations to constantly question the status quo and come to terms with mistakes. fundamentally change how you work and deliver value on customer experimentation.

Digital transformation(DT) is as important as changing a person's life. To ensure that digital transformation plays a significant role in every business, this topic has been chosen. Since my topic is HR, the topic has been changed to the role of HR in the digital transformation.

The role of HR in the digital transformation (DT) plays a very important role, the HR, which looks after the employees of the company and informs about the digital transformation(DT), so it was important to know the role of HR in the digital transformation.

This study is a challenge to know the views of people about digital transformation, which is a very rare and new topic for the project. Not only did this help me in completing my project, it also brought me some highlights about the current situation of this topic.

**CHAPTER 2**  
**LITERATURE REVIEW**

## **LITERATURE REVIEW**

1. Nirmala kumarbitechoo This research report analyzes the importance of digital transformation (DT) in public institutions and its impact on relevant talent factors such as workforce development, talent and performance management. These three dependent variables affect the HR process of today's organizations, indicating that the independent variables associated with digital transformation have a positive impact on the measured variables. The survey was conducted by two independent companies and compared to a postal service that claims the university is a one-stop shop. The results of this training show that there is a relative similarity between the two attitudes that digital transformation impacts talent and helps increase productivity.

2. Dr. Stormy Emma Parry (2014) This paper describes Professor HR's transformation of social and economic change based on the growing dominance of HRM (Human Resource Management), digital challenges, and digital technology in the digital phase. .. Overall, these changes have made the present era known as the "digital age." With these changes, digital technology is becoming more and more important in both employee life and human resource management (HRM) and appears to be affected in many ways.

3. Camilla Bengtssonmao Bloom (2017) Rapidly advancing technological development and its spread have led to the digitization of society. This digital "revolution" Impact on modern multi-level organizations. Previous research has focused on the impact of digitalization on customer preferences, purchasing behavior, marketing, and performance. However, how the company is affected internally has been largely ignored in research, especially with regard to its impact on HR managers. Therefore, the purpose of this work was to deepen personnel management in the digital age. The goal was to think more deeply about how digitization affects HR managers. This white paper presents a detailed study that uses qualitative interviews to analyze how HR managers in organizations facing digital transformation perceive the impact of digitalization. Emily Henriette 2015 This study describes the form of digital transformation (DT). (DT) What digital skills are affected by digital transformation? Methodology, research identification, research strategy, research selection, quality evaluation, etc.

4. IrikTolboom 2016 This study investigated the impact of digital transformation on research-based research to investigate the impact of digital transformation on organizations. Research shows that digital transformation is impacting organizations in many ways, with nearly one of the nine business model structures having at least one component.

Roshinishree May 2017 This survey reports on the role of HR in digital transformation. Digital technology is driving change in three key areas: A new approach to providing HR services. Mobile tools, social media, and other technologies give employees full access to HR services and keep them on demand. HR can contact employees using familiar technologies such as smartphones.

6 caogamini Consulting 2013 This research paper describes digitization. This is the world's HR barometer research report. Digital maturity and digital transformation models, industry survey responses, HR investment trends, and more.

7 BrunoMeting and JeromeBarre discussing the role of HR in 20202025? You talk about the role of a future HR manager. The digital revolution has had a huge impact on us as human resources managers. For this reason, Orange has commissioned this white paper. This white paper provides an analysis aimed at understanding the new challenges facing digital transformation (DT) human resources development and key social changes.

8 The changing role of human resource management (HRM) in the digital phase since 1926 has seen and accelerated all digital changes, new inventions and innovations over the years. Is shown. Weekly, monthly, yearly, it took years, and in some cases only a week, to change one thing to another. This article describes the same changes that have happened to products and people.

9 Arcade (20172019) They talk about global HR leadership, the digital transformation that the Board has defined as a digitalization priority. Digital will decisively determine the capabilities of future arcades. GOLABAL HR's digital transformation plays a key role in organizational transformation.

10 . Emma Parry Electronic HRM This paper is organized as follows. First, I will explain how I edited the literature and how I searched, selected, and analyzed it. It then summarizes the areas of significant



findings and discrepancies in the paper, and finally points out the important implications of this review for new research tools on the effectiveness of eHRM. 4. From e-learning to digital transformation: S. Seufert, C. At Meier 2016, they talk about digital transformation, digital transformation (DT) in education and corporate learning, and digital transformation (DT).

11. Human resource management Changes in social media. Lavita A. Williams Social media is rapidly changing the way people interact in the workplace on a daily basis. This study focuses on the impact of social media on human resources

12. Management (HRM) in the areas of recruitment, selection, retention, and dismissal. Survey Monkey gathered information primarily from HR experts in the Southeastern region and the United States.

13 Ben Grinnell, he talks about the issues raised. For leaders in human resources development, organizational development and human resources development, this urgent digital demand is "what does it mean to be a digital company?" And "with the determination to balance technology, digital and strategy.

14 The Role of HR in Digital Transformation Jindal Steel, 2016 Digitization is changing the way we work, and we need to radically transform HR and redefine the future of HR. Digital interventions have a significant impact on employees, leaders, and leaders. Talent management is not a central means of personnel affairs, as it is an activity rooted in everyday corporate life. Digital eliminates silos and breaks the line between HR and business, consumer applications and businesses.

15 Human Resources Development: Recognizing the Impact of HR as a Business Enabler HR transformation has increased significantly in recent years, coupled with the changing business environment and challenges in India and around the world. To date, established HR teams and features have focused on improving operational and management efficiency.

16 HR's artificial intelligence Robert Charlie Sander Kloppenburg, HR is far behind in digital transformation (DT), and AI is now offering the opportunity to catch up. AI helps eliminate repetitive tasks, accelerate the search for talent, reduce staff turnover, and improve employee engagement. The process simulates human behavior and trains itself to reinterpret the worker's experience. AI is more

responsive in that it provides insights and conclusions that require a great deal of work or may even go undetected. HR needs to overcome the struggle with digital transformation (DT) to enable the brand to grow.

17 Ben Davis August 23, 2017. HR is at the forefront of change in leadership, training and data application, as is the digital transformation of internal processes. Stay behind when new and agile competitors emerge with simpler and more powerful technology architectures. Human resource development is in the midst of all these changes in leadership understanding, work processes, employee eligibility, data use, inter-departmental collaboration, and technical infrastructure.

18 The author says. The evolving role of HR Business Partners Gili Brudno said: The role of HumanResourcesBusinessPartners (HRBP) has evolved significantly over the last few decades. Most of the responsibilities associated with HRBP previously related to organizational or cross-border activities, but today most of this administrative work has moved to the HR Service Center, where HRBP focuses on strategic direction. Initiatives such as catalyst identification and development, successor development, organizational design, and strategic workforce planning.

19 Sharon Fisher, February 25, 2016, discusses how digital HR can help attract and retain talent. According to PricewaterhouseCoopers, they said you need to change your talent strategy. HR needs to be digitized to attract, retain and retain talent in the digital world. To digitize, the HR feature must use the same technology as the rest of the company.

20. Brennen and Kreiss (2014) defines digitalization as “the way in which many domains of social life are restructured around digital communication and media infrastructures” (n.p.). The concept of digitalization should be distinguished from the concept of digitization, which is “the material process of converting individual analogue streams of information into digital bits” (Brennen & Kreiss, 2014, n.p.). In other words, digitalization refers to how people utilize IT, and digitization refers to how IT takes over tasks that earlier were conducted by humans. Both these terms will be consistently used throughout our project report.

Lager and Milojkovic (2018) say that digitalization must not remove communication channels but must be able to create new ones, faster and easier to use. According to the authors, these channels must not be alternative to each other and therefore, the use of one channel must not exclude the possibility of using another.

Fedorova et al. (2019) conducted a study to analyze the impact of digitalization of work on employees' motivation. The study showed that by monitoring the work carried out through technological tools, employees feel more motivated to try to improve their performance, to undertake new projects and to obtain recognition from superiors.

Finally, digitalization has led to the creation of new forms of employment. According to Bloom and Bengtsson (2017), this new ongoing trend requires HR managers to engage in ever new challenges, for example by using fixed-term contracts to face future uncertainty or flexible forms of work.

## **CHAPTER 3**

### **RESEARCH DESIGN**

## **Research methodology**

Descriptive: Descriptive research(DR) can be explained as a statement of issues as they currently are with the researcher who has no control over variables. Moreover, "descriptive studies can be characterized as simply attempting to determine, describe, or recognize what is, while logical research seeks to determine why it is or how it originated".

A significant feature of descriptive research is the point that while descriptive research(DR) can use a number of variables, a descriptive study requires only one variable. Three main purposes of descriptive studies can be explained to describe, explain, and validate research results.

Under descriptive it is simple random sampling. A simple random sample is a subsection of a statistical inhabitants in which each associate of the subset has the same chance of being selected. An sample of a simple random sample would be the names of 25 employees selected from a hat of 250 employees. In this case, all 250 people are employed and the sample is random, as each employee has the same chance of being selected.

“Research is the function which links the customer and public to the marketer through information – information used to identify and define marketing opportunities and problems generate define and understanding of marketing as process”. Simply, marketing research is the systematic design collection analysis and reporting of data finding relevant to a specific marketing situation facing the company. Carefully planning through all stages of the research is a necessity. Objectivity in research is all-important. The heart of scientific method is the objective gathering of the information. The function as marketing research within the company as to provide the information and analytical necessary for effective.

- Planning of the future marketing activity.
- Control of the marketing operation in the present.
- Evaluation of marketing results.

A research may undertake any of the three types of research investigation depending upon

the problem. These type of research include:

1. Basic research
2. Applied research
3. Designated Fact Gathering

## **METHOD**

This section will first outline our study design and reasons for choosing our methodological approach. Thereafter, we have divided our section into in-depth interviews, followed by focus-groups interviews. These sections include the execution of these interviews and the data processing. Thereafter, we have conducted a methodological discussion, involving internal and external validity and reliability issues.

### **BASIC RESEARCH:**

It is also known as the pure fundamental research, which refers to those studies, sole purpose of which is the discovery of new information. It is conducted to extend the horizons on given area of knowledge with no immediate application to existing problems.

### **APPLIED RESEARCH:**

It is attempt to apply the various marketing technique, which have been developed as research, first and later on they become applied research techniques. It is on attempt to apply the basic principles and existing knowledge for the purpose of solving operational problems.

### **DESIGNATED FACT GATHERING:**

It refers to a research where the investigation attempts to gather some pre-determined data.

### **STEPS IN MARKETING RESEARCH:**

Marketing research process can be through following steps:

- ✓ Define the problems and research objectives
- ✓ Develops the research plan
- ✓ Collect the information
- ✓ Analysis and interpretation
- ✓ Present the finding.

### **RESEARCH METHOD:**

It must be classified on the basis of the major purpose of the investigation. In this problem description studies have been undertaken, as the objective of the project is to conduct the market shares study to determine the share of market received by the company to the competitor.

### **METHODS OF DATA COLLECTION:**

The basic method adopted in conducting the study is a structured questionnaire. Questionnaire is administered on the sample respondents. However there are certain cases where personal interaction and observation method is followed with the employees to find the required information.

### **DATA COLLECTION**

The information needed to further proceed had been collected through primary and secondary data.

### **PRIMARY DATA:**

It consists of information collected for the specific purpose, survey research was used and he all the details of Fiat and their competitors were contacted. Survey research is the approached gathering description and information.

### **CONTACTED METHOD:**

The information was solicited by administering structured questionnaire to the customer and dealers, thus getting to know directly from the dealers their sales before and after sales service.

### **SECONDARY DATA COLLECTION:**

The secondary data consists of information that already existing somewhere having been collected for another purpose. Any researcher begins the research work by first going through secondary data. Secondary data includes the information available with company. It may be



the findings of research previously done in the field. Secondary data can also be collected from the magazines, news papers, internet other service conducted by researchers.

## Hypothesis



H<sub>0</sub>: The employee's familiarity level with digital transformation remains same across all age group.

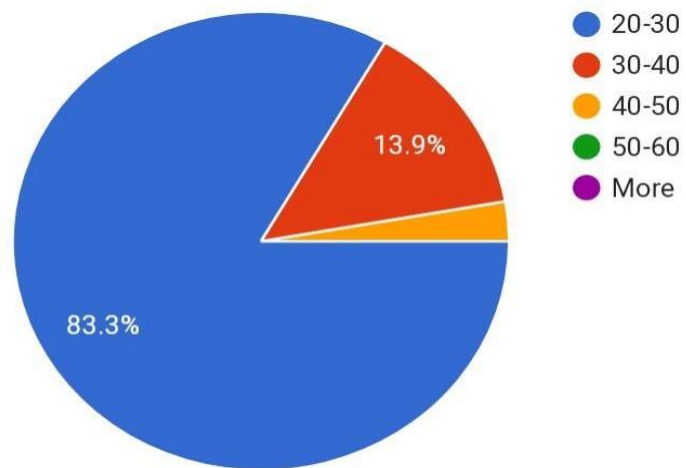
H<sub>a</sub>: The employee's familiarity level with digital transformation remains different across all age group.

## **CHAPTER 4**

### **ANALYSIS AND INTERPRETATION**

### Demographic question: age

PARTICULARS	RESPONSES	PERCENTAGE
1	61	83.3
2	10	13.9
3	2	2.8
4	0	0
5	0	0

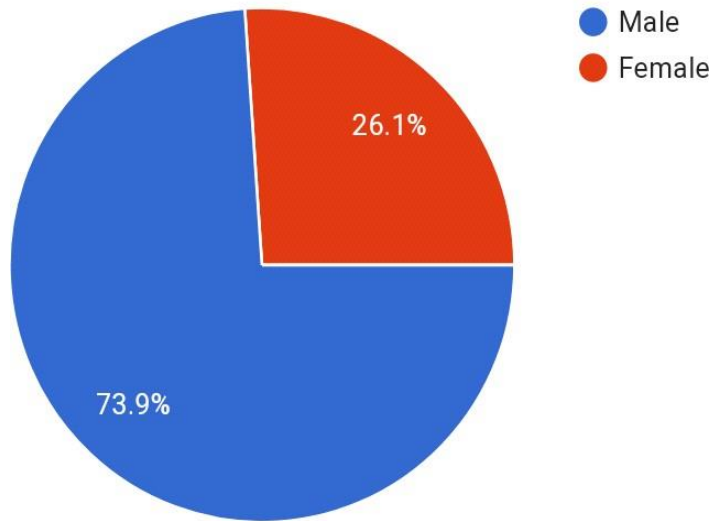


### INTERPRETATION

According to the demographic question most of the respondents age lies between 20-30 and 13% of them are 30-40.

**Gender:**

PARTICULAR	RESPONSES	PERCENTAGE
Male	54	73.9
Female	19	26.1



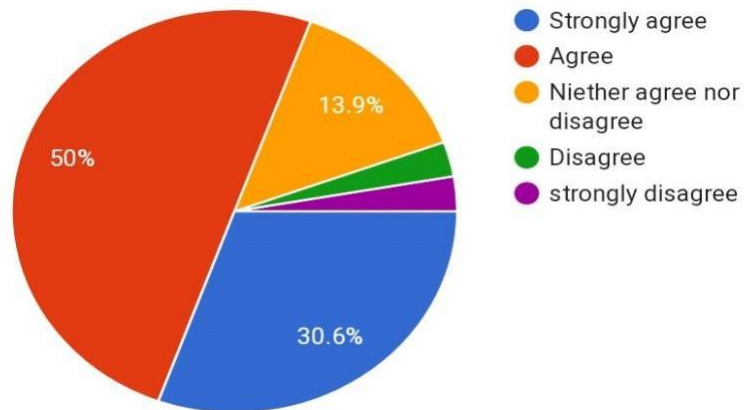
**INTERPRETATION**

According to the demographic question most of the respondents are male and 26% of them are female.

## 1 Analysis and interpretation of the data collected

1) Employees are familiar with the term digital transformation.

PARTICULAR	RESPONSES	PERCENTAGE
1	22	30.6
2	37	50
3	10	13.95
4	2	2.8
5	2	2.8

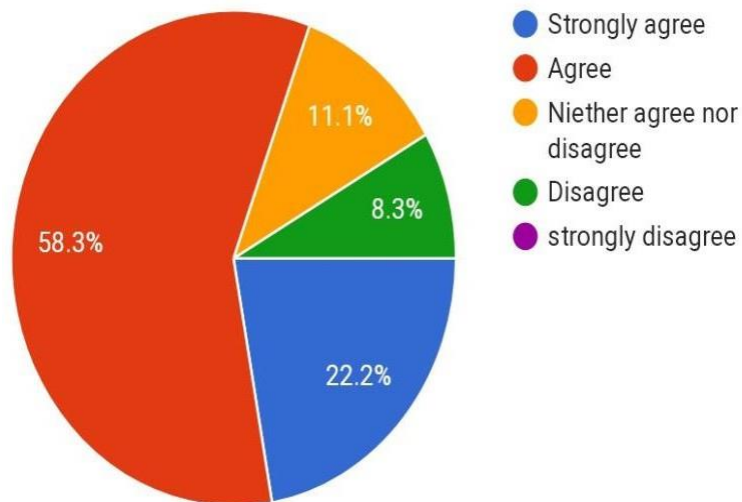


### INTERPRETATION

As we can see in the chart that 50% of the people agree that the employees are aware to with the term digital transformation.

2) **Employees have explored how digitalization is impacting our clients.**

PARTICULAR	RESPONSES	PERCENTAGE
A	16	22
B	43	58.3
C	8	11.1
D	6	8.3
E	0	0



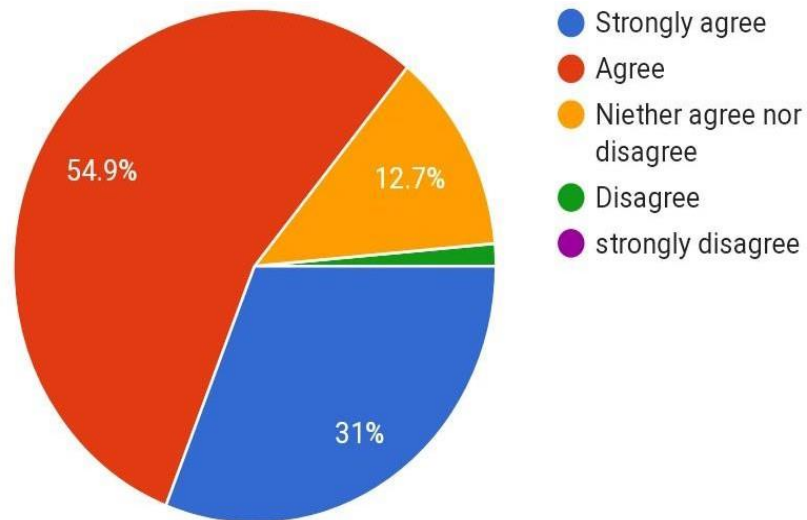
**INTERPRETATION**

The chart shows that 58% people agree that how digitalization is impacting our clients and there

are very less percentage of people who disagree.

### 3) Employees are willing to accept change.

PARTICULAR	RESPONSES	PERCENTAGE
Strongly agree	23	31
Agree	40	54.9
Neither agree nor disagree	9	12.7
Disagree	1	1.4
Strongly disagree	0	0



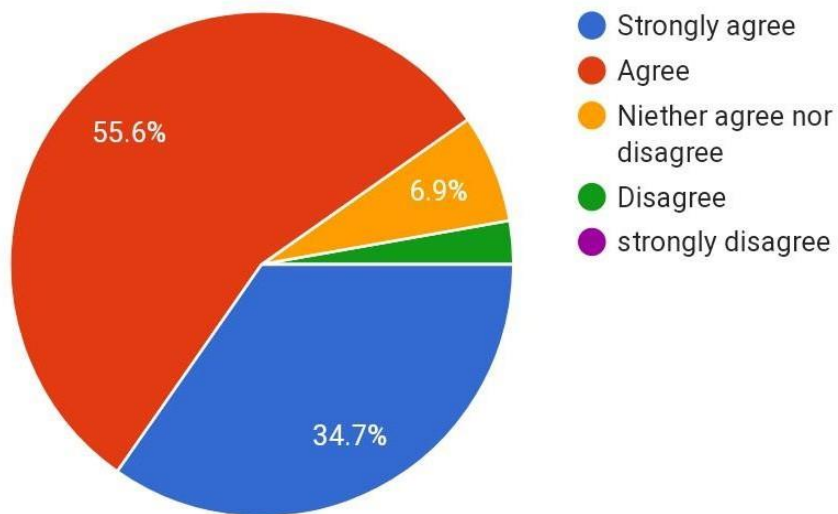
#### INTERPRETATION

85% of employees agree that the change is necessary, there are 12% neutrals.



#### 4) Company values technology as a change enabler.

PARTICULAR	RESPONSES	PERCENTAGE
1	25	34.7
2	41	55.6
3	5	6.9
4	2	2.8
5	0	0

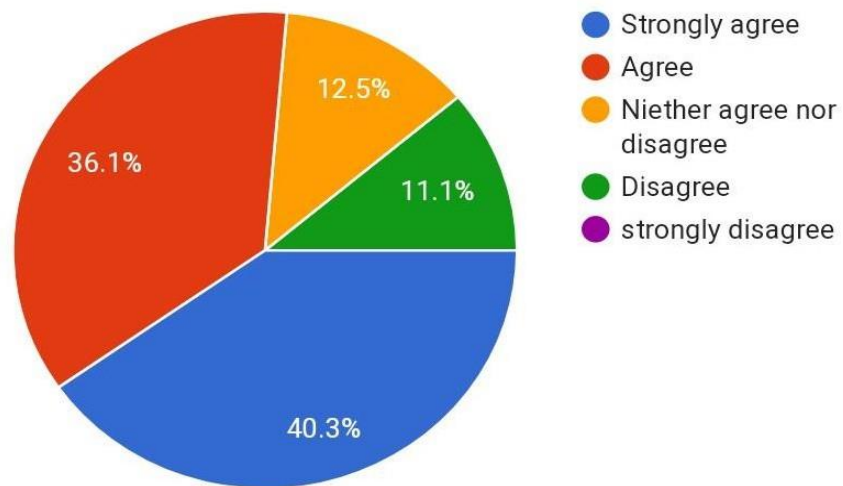


#### INTERPRETATION

89% of people agree and strongly agree that company do value the technology and believe that it is a change enabler.

**5) Company has explored how digitalization might impact our industry.**

PARTICULAR	RESPONSES	PERCENTAGE
SA	29	40.3
A	26	36.1
NAND	9	12.5
D	9	11.1
SD	0	0

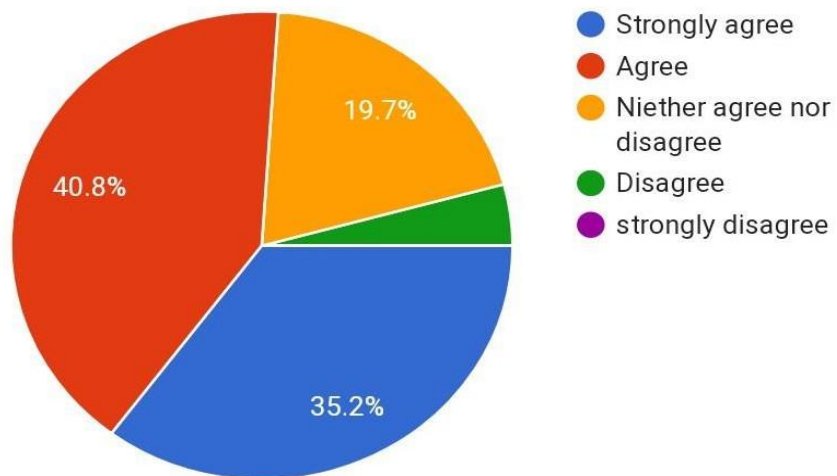


**INTERPRETATION**

Most of the people agree that the company has explored that how digitalization is impacting on the industries.

**6) Employees are familiar with internet of things and business intelligence.**

PARTICULAR	RESPONSES	PERCENTAGE
SA	26	35.2
A	30	40.8
NAND	14	19.7
D	3	4.2
SD	0	00

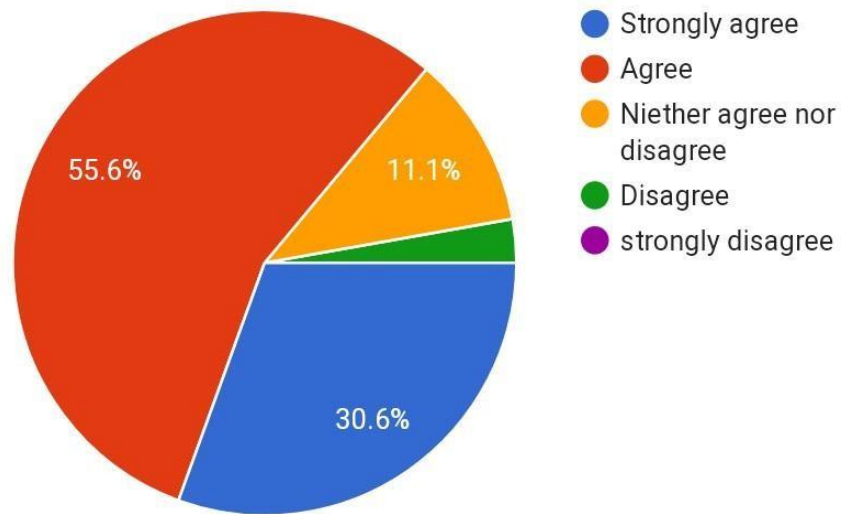


**INTERPRETATION**

As we can see in the chart that the employees agree that they are aware with the internet of things and business intelligence.

**7) Employees engagement provides platform for transformation.**

PARTICULAR	RESPONSES	PERCENTAGE
SA	22	30.6
A	41	55.6
NAND	9	11.1
D	2	2.8
SD	0	00



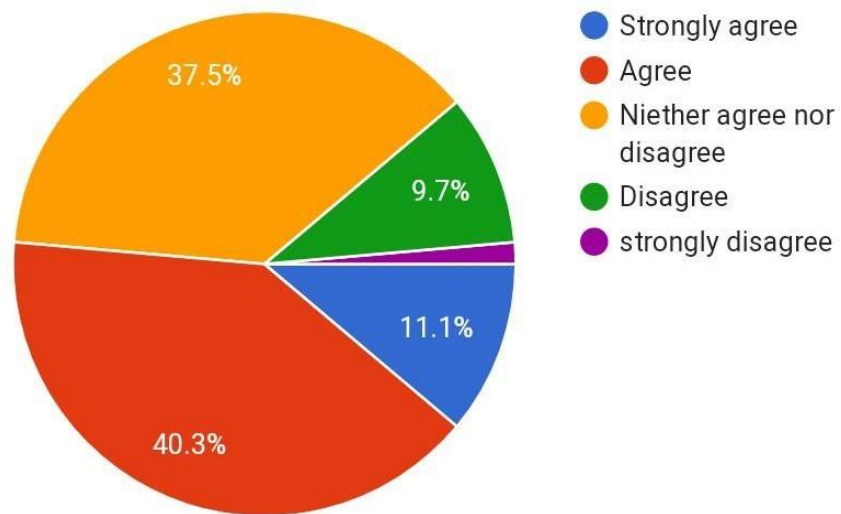
**INTERPRETATION**

As we can see that the chart shows most of the people agree that the employee's engagement

provides platform for transformation.

**8) Employees are familiar with predictive analytics used in recruitment process.**

PARTICULAR	RESPONSES	PERCENTAGE
Strongly agree	9	11.1
Agree	30	40.3
Neither agree nor disagree	27	37.5
Disagree	7	9.7
Strongly disagree	0	0



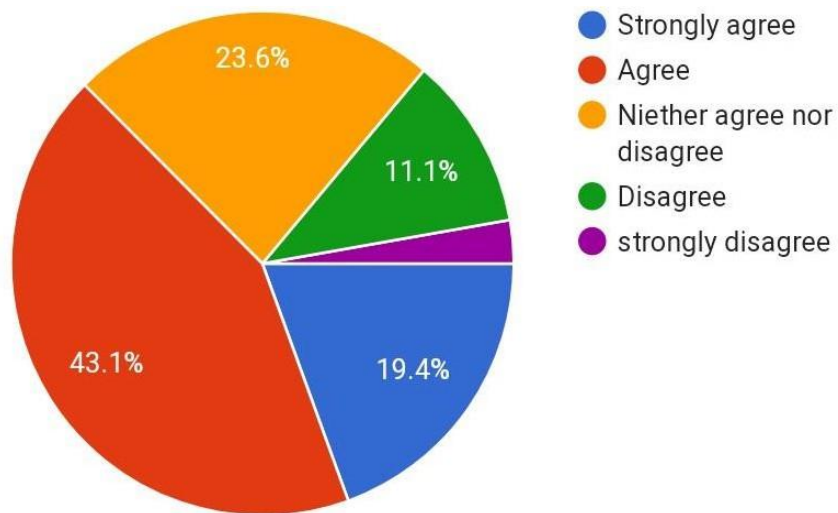
**INTERPRETATION**

Coming to predictive analytics used in recruitment system some people know about it and some

don't there should be proper measures to be taken to make employees more aware about it.

**9) HR provides regular training understanding the role of digitalization.**

PARTICULAR	RESPONSES	PERCENTAGE
a	14	19.4
b	31	43.1
c	17	23.4
d	9	11.1
e	2	2.8



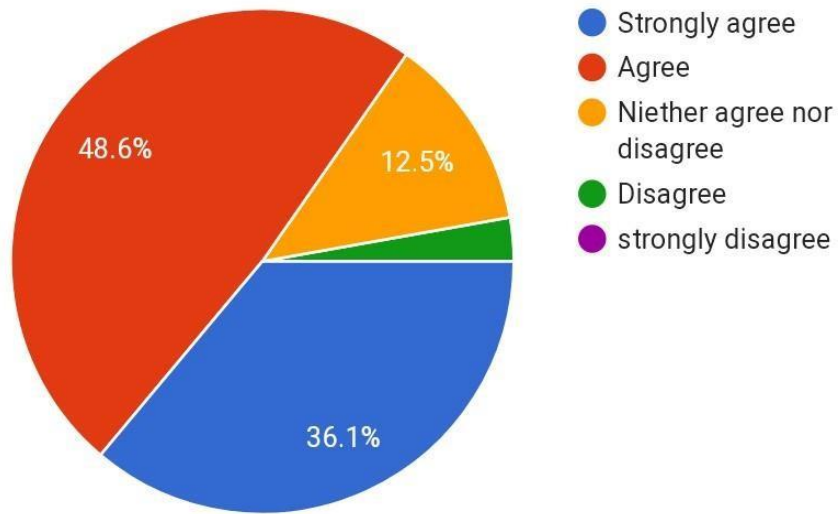
**INTERPRITATION**

As we can see in the chart that the employees agree that the Hr provide proper tanning in understanding the role of digitalization.



**10) HR should focus on attracting & retaining individuals who are well versed with digitalization.**

PARTICULAR	RESPONSES	PERCENTAGE
1	27	36.1
2	35	48.6
3	10	12.5
4	2	2.8
5	0	0

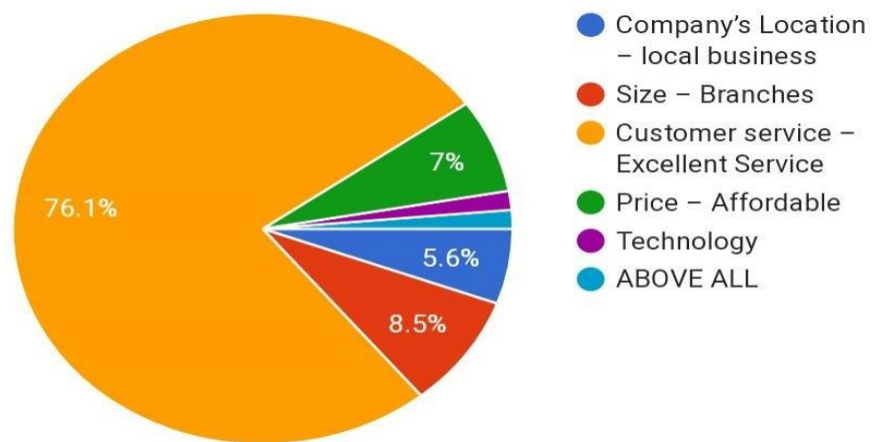


**INTERPRETATION**

Most of the people agree that the HR should focus on attracting and retaining individuals who are well-versed in digitalization.

**11) Companies competitive advantage is:**

PARTICULARS	RESPONSES	PERCENTAGE
Blue	4	5.6
Red	7	8.5
Yellow	55	76.1
Green	5	7
Purple	1	1.4
Sky blue	1	1.4



**INTERPRETATION**

As we can see in the chart that 76% of people think that the companies competitive advantage depends on the customer service-excellent service.

CHAPTER 5 SUMMARY OF FINDINGS,  
SUGGESTIONS And  
CONCLUSION



## **Findings**

1. The team is full of enthusiastic people.
2. Employees agree that they are familiar with the concept of digital transformation(DT)
3. Employees have studied how digitization affects our customers.
4. Employees are ready to accept the changes.
5. Corporate values allow technology as a change, and ready to accept the new technology.
6. Companies explored and strongly agree on how digitization could affect our industry.
7. Employees agree that they are familiar with Internet Things and Business Intelligence.
8. People agree that employee engagement provides a platform for transformation.
9. 40% of respondents agree that employees are familiar with the forecasting used in the recruitment process and 37% disagree.
10. Employees agree that HR regularly conducts training sessions to understand the role of digitization.
11. Employees agree that HR should focus on attracting and retaining people who are familiar with digitization.
12. Employees say the company's competitive advantage is customer service.
13. People's view of digital transformation varies from person to person.
14. Most of them are aware of the digital transformation(DT) and some of them are not.
15. Employees are ready to learn new technologies when initiated by the company.

## **SUGGESTIONS:**

- a. More awareness should be created to broaden the knowledge of digital transformation.
- b. Employees should know and know more about the concept of digitization.
- c. Businesses should continue with more training program.
- d. Employees should be ready to accept the technology change.
- e. Most companies have shown no interest in accepting digitization.
- f. The company should focus on the 40+ age group to understand the digital transformation team.
- G. Predictive Analytics should also gain importance.
- H. HR should offer more training to understand the role of digitization.
- I. HR should focus on employee retention.
- j. The competitive advantage of the company should also focus on the technology.
- k. Female employees should also be encouraged and should be trained.

## **CONCLUSION:**

The main objective of this study was analyze the impact of digitalization on human resource management and it was conducted trying to answer the following research question:

To achieve this goal, we have analyzed the existing literature on the subject in order to identify factors and consequences of digital transformation. Based on this analysis, we can conclude that as initially assumed, 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. Technological, organizational and people factors are essential to successfully implement new digital technologies within the organization, but it is equally important to be able to meet certain conditions such as clear definition of objectives and precise identification of key figures within the organization.

The digital transformation is as important as the company's profit or return, it shapes the company's image and also helps to get the job done. It also plays a very significant role and has influenced the meaning in people's minds. People know that technology plays a dominant role and they have to reach their goal.

Therefore, the digital transformation should be supported by any organization. should also motivate others to do the s

**BIBILOGRAOHY  
&ANNEXURE**



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II. Article:

III. An insight into 10 true digital transformations in today's leading companies

IV. What is digital transformation(DT) A necessary disorder

V. What is design thinking? The secret of digital success

VI. CIOdisturb IT operating models to adapt to the digital business

VII. Why companies strive to develop digital strategies

VIII. he biggest test of your digital initiative can measure your success.

IX. Literature review:

X. Nirmala kumarbitechoo This research report analyzes the significance of digital transformation(DT) in public organizations and their impact on related human resources factors such as human resource development.

XI. IrikTolboom 2016 This study looked at the implications of the digital transformation of survey research to examine the impact of digital transformation on the organization.

XII. w.universityworldnews.com

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# ANNXURE

## ANNEXURE

A Study on the Role of HR in Digital Transformation This form seeks to assess a sense of general employee thinking in an organization about the implications of digital transformation.

- A. strongly agree
- B. Agree
- C. Neither agree nor disagree
- D. Disagree
- E. strongly disagree

1) Employees are familiar with the term digital transformation.

- A
- B
- C
- D
- E

2) Employees have explored how digitalization is impacting our clients.

- A
- B
- C
- D
- E

3) Employees are willing to accept change.

- A
- B
- C
- D
- E

4) Company values technology as a change enabler.

- A
- B
- C
- D
- E

5) Company has explored how digitalization might impact our industry.

- A
- B
- C
- D
- E

6) Employees are familiar with internet of things and business intelligence.

- A
- B
- C
- D
- E

7) Employee engagement provides platform for transformation.

- A
- B
- C
- D
- E

8) Employees are familiar with predictive analytics used in recruitment process.

- A
- B
- C
- D

9) HR provides regular training in understanding the role of digitalization.

- A
- B
- C
- D
- E

10) HR should focus on attracting & retaining individuals who are well versed with digitalization.

- A
- B
- C
- D
- E

11) Company's competitive advantage is:

- company's location - local business
- Size - Branch
- Customer service - Excellent service
- Price - Affordable
- other



12) Company's current IT infrastructure is:

- Excellent
- Very good
- Good
- Average
- Below average

13) Demographic Question: Age

- 20-30
- 30-40
- 40-50
- 50-60
- more

14) Gender:

- Male
- Female

15) Experience:

- 0-5
- 5-10
- 10-15
- 15-20
- More

**THANK YOU**



## PLAGIARISM SCAN REPORT

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### CONTENT CHECKED FOR PLAGIARISM:

HRM, e-HRM, and goals for adapting e-HRM. E-HRM will be emphasised as this is the theory attached to literature on digital HR. Additionally, we will introduce the concept of organisational learning, as this theoretical framework will play an important role in our analysis.

Human Resource Management has also been profoundly affected by the development, and has transformed the way organisations recruit, select, motivate, and retain employees . “The change to the HR department that digital technology will bring will be all pervasive and omni- directional throughout every company.Deloitte’s Global Human Capital Trends report explained how new digital HR products and solutions based on mobile apps and AI has redesigned the market and that as company’s demographics are changing “new approaches are needed in almost every HR domain” . Given the exponential growth in computation and digitalization capacity, the possibilities for how robots, artificial intelligence and digital platforms can serve within the HR field in the future is still uncharted territory. Hence, as one might expect from this development, investment in HR technology has expanded, and the investment levels seem to continue rising . Nevertheless, it is hard to predict the future. Therefore, to be able to confront the digital transformations occurring it is vital that organisations remain proactive and reflect around and discuss digitalization within HR . In addition, as HR is increasingly pursuing strategies earlier associated with marketing or the social media playbook “HR applications will need to become far more customer-centric, and follow the principles that today’s consumers demand.

Human Resource Management (HRM)

“The idea of HRM in the distinctive sense of the term was, and is, based around the notion that



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### Acceptance Letter

Dated: 12/05/2022

Dear Authors,

We are glad to inform you that your paper has been accepted as per our fast peer review process:

**Authors Name:** Ritu Yadav

**Paper Title:** Digitalization in HR practices

**Paper Status:** Accepted

**Paper Id:** IJ-1205221732

for possible publication in **International Journal of All Research Education & Scientific Methods, (IJARESM), ISSN No: 2455-6211”, Impact Factor : 7.429,**

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Best Regards,



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To understand the need of diverse learners, we need your inputs before we start the course. Therefore, please complete this short pre-survey (2 minutes).