Journal of Research Administration
Society of Research Administrators International

EMPLOYEE EXPERIENCE AND THE DIGITAL SHIFT: A DEEP DIVE INTO INDIA'S IT SECTOR HR TRANSFORMATION

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ABSTRACT

This study looks at how digitalization has affected human resource management in India's IT sector, which is a major economic engine. Administrative functions, employee engagement, and work-life balance are all investigated in this study. Maintaining employee records and processing benefits are examples of administrative tasks. Work-life harmony includes personal connections, mental and physical health, and general happiness, whereas employee engagement includes the workplace's cultural, technological, and physical features. 114 Chennai Data was provided by IT personnel. Smart PLS was employed for a comprehensive SEM strategy. Model fit, composite reliability, construct distinctness, and discriminant validity were all evaluated using this instrument. PLS route modelling was used to evaluate study assumptions and offer appropriate data interpretation modelling. Employee engagement and HR digital transformation have a positive relationship. Administrative chores and work-life balance did not appear to have a good relationship. Employee experience has the potential to drive HR digital transformation, whereas administrative tasks and work-life balance may not. Insights have an impact on organizational decision-making, emphasizing the importance of digital transformation in human resource practices.

Keywords: Digital transformation, Human resource management, Employee experience, Work-family balance, India's IT sector

INTRODUCTION:

The digital reshaping of human resources (HR) carries immense weight within the information technology (IT) sphere, particularly when viewed through lens of an employee's experience.As the drivers of innovative leaps and providers of digital services to various industries, IT companies are shaping a new business environment where digital technology plays an increasingly vital role. The success of an organization hinges significantly on its HR, which, by driving productivity and profitability, aids in realizing the organization's vision and mission. In this context, digital technology is significantly influencing areas such as the work-life balance of employees, the work environment, and HR administrative functions. This manuscript endeavours to explore the perceptions of employees regarding the digital metamorphosis of HR in the IT industry, with a specific focus on Chennai, India. This region is selected owing to its dense aggregation of IT service firms.The digital age's advent began earnestly around 2005, escalating from the early 1980s when less than 1% of stored information was in digital format, to an astounding 99% in 2014. The increase in data stored digitally has seen an explosive growth, rising from 2.5 exabytes in 1986 to five Zettabytes in 2014 (Clement, 2020). Alongside this, internet usage linked with digital cloud storage reached 59% of the world population (4.54 billion users) in 2021, while hand phone subscribers linked to digital storing amounted to 62% of the world population (4.78 billion users).India's IT sector, a significant contributor to the country's GDP with a 7.7% share and total revenue of US$160 billion in 2017 (Singh, 2017), primarily comprises business process outsourcing and IT services (Nirmal, 2017). Chennai, renowned as Asia's largest IT park and home to a majority of India's software companies (Parayil, 2016), is the country's second-largest exporter of business process outsourcing and IT services.The journey of HR digital transformation can be segmented into three phases: digitization, digitalization, and digital transformation. Initially, analog signals were converted to bits in a process known as scanning, which allowed information storage in different systems and mediums (Parviainen, Tihinen, Kääriäinen, &Teppola, 2017). This marked the era of digitization. Gradually, digitization evolved into digitalization, regarded as the fourth industrial revolution, with profound influences on human activity domains, including manufacturing processes, communication patterns, transportation systems, and working styles.

Lamberton and Stephen (2016) argue that the final phase, digital transformation, requires harnessing the power of technological innovation to build or adapt current business procedures, cultural norms, and customer anticipations in response to changing market and business needs.This transformation has gained attention across all business operations, leading to significant changes in business processes and developments (Nambisan S, Wright M, 2019). Verhoef et al. (2017) posited that digital transformation involves the incorporation of multiple digital tools such as social media platforms, cloud computing, mobile technology, and analytics into business activities, which in turn fosters innovation and stimulates dynamic interactions with consumers through social media channels.Historically, HR was viewed as an administrative function responsible for employee services. However, modern HR is now at the forefront of leading global organizations through digital transformation John Bersin, Tiffany Mcdowell, Amir Rahnema (2017), and

Michael Stephan, David Brown (2017) highlighted that digital transformation is experiencing rapid and significant alterations, especially in relation to the digital workforce, digital workplace, and digital HR.Delving into employees' viewpoint on HR digital transformation in India's IT sector, this research aims to verify three hypotheses: 1) administrative tasks constructively impact HR digital transformation, 2) positive influence on HR digital transformation is exerted by employee experiences, and 3) a harmonious correlation subsists between work-family balance and HR digital transformation. The underlying structure of this investigation is shaped by past scholarly pursuits, involving diverse definitions, available data, and previous studies centered on digital transformation. This layout aims to underscore the employee perspective by presenting a detailed analysis and interpretation of the results. Conclusively, it derives an understanding and provides a direction for further inquiry in this field.

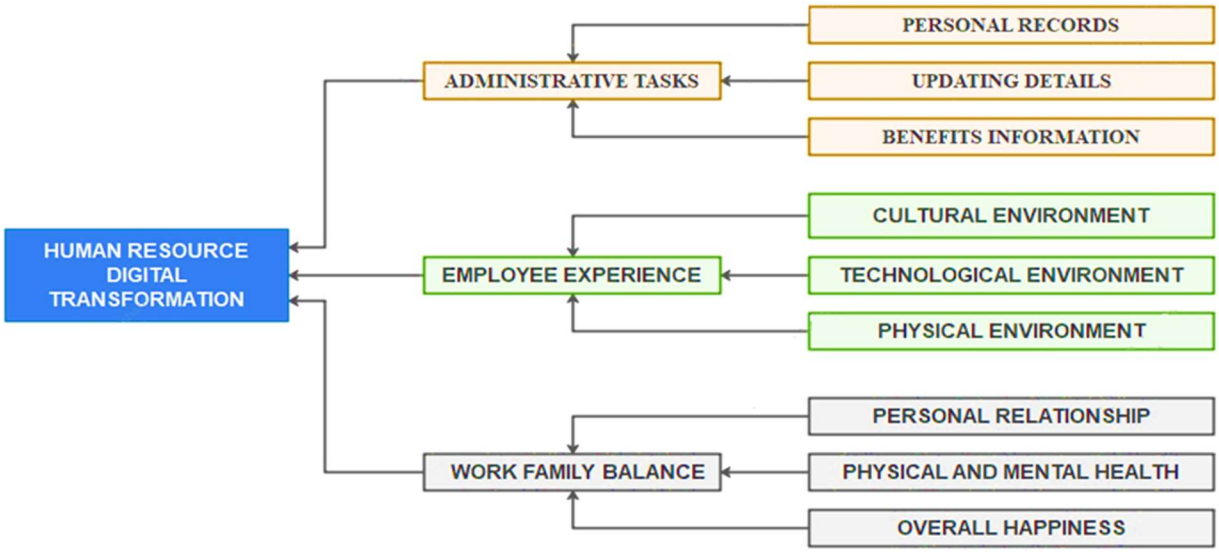


Figure 1: Research Model

Figure 1 visually presents our research model, integrating three standalone variables: administrative tasks (personnel records, detail updates, benefits data), employee experience (cultural, technological, physical environments), and work-family balance (personal relationships, physical and mental wellness, general satisfaction).Each of these variables feeds into HR digital transformation, identified as our dependent variable. Our research schematic demonstrates a direct link between independent elements and our dependent variable, thereby illustrating potential influences exerted by these individual factors. Overall, this exploration probes deeply into impacts that digital transformation might wield on HR within IT sector domains, chiefly from an employee's standpoint.It is a vital exploration of the modern workplace where HR is no longer a passive administrative function but a proactive driver of organizational change. Through this study, we hope to contribute valuable insights to the ongoing discourse on the digitalization of human resources within the rapidly evolving IT sector in India.

REVIEW OF SCHOLARLY LITERATURE AND FORMULATION OF HYPOTHESES

Scholarly literature on digital transformation in human resources provides a holistic understanding, amalgamating insights from multiple disciplines, thus facilitating informed decision-making for progressive regulatory changes in organizations (Tarafdar& Davison, 2018). Digitization, an initial stage of this transformation, entails documentation of the organization's internal and external activities without direct engagement in value creation. The subsequent stage, digitalization, involves leveraging digital technologies for optimizing business operations and cost savings (Pagani & Pardo, 2017). The full-fledged human resource digital transformation phase capitalizes on these digital technologies to hone core competencies and navigate challenges (Singh & Hess, 2017).

Digital transformation enhances administrative task efficiency in human resources, playing a crucial strategic role in organizations (Silva & Lima, 2018). This metamorphosis complements conventional human resource management practices, facilitating a digital approach towards administrative tasks. It often poses challenges for organizations resistant to change.However, proficient information system management can guide human resource managers through digital transformation processes (Hausberg, Liere-Netheler, Packmohr, Pakura, & Vogelsang, 2019). For human capital evolution to transpire, a forward-thinking mindset is crucial for managers.

Digital transformation in human resources provides a platform for skill development, easing work procedures and expanding employee capabilities (Betchoo, 2016). By amalgamating traditional administrative procedures with employee development aspects, digital transformation facilitates a streamlined approach to organizational human resource management. Fenech, Baguant, and Ivanov (2019) posit that technology can be leveraged to reduce administrative workload and enhance job design, leading to our first hypothesis:

H1: Administrative tasks within the Indian IT sector positively influence human resource digital transformation.

Digital transformation promotes streamlined work processes, enhanced work quality, and modern operational approaches within organizations. Integrating digital technologies like teleconferencing, robotic process automation, wearable tech, and computerized monitoring systems cultivates superior work environments and bolsters employee experiences (Cascio &Montealegre, 2016).Thus, a technological environment within an organization can significantly contribute to enhancing employee experiences. This influence and multidimensional support in the workplace lead to our second hypothesis:

H2: Employee experience positively impacts human resource digital transformation within the IT sector in India.

Balancing work and personal life is a significant concern for modern organizations, affecting personal relationships amongst employees and their families (Albalushi& Sankar, 2019). Implementing digital transformation can mitigate conflicts between professional commitments and personal responsibilities, promoting overall employee well-being. Digital transformation supports workload management, enhancing both physical and mental health (Vineetha Prakash, 2018). Further, flexible work schedules, aided by digital transformation, contribute to work-family balance and employee happiness (Sankar, 2018). Consequently, organizations need to implement

digitally transformed human resource practices to ensure a balanced personal-professional life for their employees, leading to our third hypothesis:

H3: Work-family balance within the IT sector in India is positively influenced by human resource digital transformation.

Digital transformation within human resource management has begun to attract substantial attention in recent years.At first glance, the core of digital transformation within human resources entails harnessing digital technologies to minimize mundane administrative tasks, enabling HR professionals to devote more time to strategic initiatives (Kumar & Shankar, 2019).Yet, it extends beyond simple task automation to influence a broad array of HR functions - spanning talent acquisition, employee development, performance management, and succession planning, as noted by Parviainen, Tihinen, Kääriäinen, and Teppola in 2017.

Human resource digital transformation also fosters a conducive environment for the effective delivery of employee services. By leveraging digital tools and solutions, HR professionals can now address the diverse needs and expectations of a multigenerational workforce, leading to increased employee satisfaction and engagement (Ghoshal S, 2015). This digital pivot can also help organizations build a resilient and adaptive workforce that can quickly respond to dynamic business needs.

However, it's crucial to note that digital transformation is not an end, but a means to achieve strategic HR goals. It's a change process that necessitates a shift in mindset, culture, and operations (Scott, C. R., & Lewis, 2017). In this context, HR leaders play a pivotal role in driving this change, right from envisioning the digital strategy to managing the transformation process.

Looking ahead, understanding the impact of digital transformation on work-family balance becomes essential.With an ever-increasing emphasis on flexibility and work-life balance, digital technologies offer immense possibilities, including flexible work arrangements, telecommuting, and virtual collaboration. By enabling employees to balance their professional commitments and personal life effectively, digital transformation can significantly improve their overall well-being and productivity (Alaradi& Sankar, 2019).

However, the transformative journey towards digital HR is fraught with challenges. These include resistance to change, data privacy concerns, and the risk of technology obsolescence. Overcoming these challenges requires a strategic approach, robust change management processes, and continuous learning and development initiatives. As we delve into this exploration, it is evident that a digital-first approach to HR can redefine the future of work and employee experience, making it a strategic priority for organizations today.

Consequently, this research intends to illuminate the intricate link between digital transformation in human resources and its effects on administrative tasks, the employee experience, and work-family equilibrium in India's IT sector, offering a distinctive viewpoint on this burgeoning area of study.

Moreover, the role of digital transformation in refining the administrative tasks in HR cannot be underestimated. With advancements in artificial intelligence, machine learning, and cloud computing, the HR domain has started embracing a more data-driven approach.

Administrative tasks such as maintaining personnel records, benefits management, and employee onboarding that once consumed significant time and resources can now be performed with precision and efficiency (Hausberg, Liere-Netheler, Packmohr, Pakura, & Vogelsang, 2019). By automating these routine activities, HR professionals can contribute more strategically towards achieving organizational goals.

On a larger canvas, digital transformation significantly enhances the overall employee experience. Technologies such as teleconferencing, advanced analytics, AI-based personal assistants, and virtual reality are increasingly shaping the way employees interact with their organizations (Larkin, 2017). This enhances not only their work proficiency but also facilitates the development of a work culture that fosters innovation, engagement, and continuous learning.

Beyond the organizational boundaries, the impact of digital transformation extends to how employees balance their work and family life. In an era where work-life balance is a crucial factor in talent attraction and retention, the role of technology in enabling flexible work schedules, remote working options, and efficient time management is pivotal (Sankar, 2018). The use of digital tools can provide employees the autonomy to manage their work schedules effectively, which in turn, improves their physical health, mental well-being, and overall happiness.

Hence, this research seeks to methodically examine the beneficial impact of administrative tasks, worker experiences, and work-life harmony on digital transformation in HR, specifically within India's IT industry. The proposed conjectures for this investigation are as follows:

H1: Human resource digital transformation within the IT sector in India is positively influenced by efficient administrative tasks.

H2: An enhanced employee experience exerts a positive influence on HR digital transformation in the Indian IT sector.

H3: An effective work-family balance contributes positively to the digital transformation of HR within India's IT sector.

These hypotheses will guide the research to provide meaningful insights into how digital transformation is reshaping HR practices within the IT sector in India, fostering a new paradigm of work culture and employee engagement.

METHODOLOGY

Participants for this study were sourced from various IT companies in Chennai, encompassing different job roles, including middle-level managers, staff, and administrative personnel. This participant pool ensured varied responses and broad representation (Cooper, D. R., Schindler, P. S., & Sun, 2006). Online surveys and personal interviews facilitated nuanced understanding of employee perceptions on HR digital transformation. MCAR (Missing Completely at Random) test using SPSS software checked missing data randomness, yielding ($x2$=45.827, df=97, sig.=1.000) and leading to null hypothesis rejection.An A-priori sample size calculator (Soper, 2020) determined appropriate sample size for Structural Equation Modeling (SEM), considering effect sizes (Cohen's d of 0.5), 95% statistical power level, and 0.05 probability level. This process recommended a sample size between 106 and 212 for all effect

sizes. A sample size of 114 was thus chosen, exceeding minimum requirements.Detailed analysis followed data collection. PLS and ADANCO 1.1 software tested discriminant validity, and SPSS software assessed instrument reliability. Next, SmartPLS 3.3.2 software scrutinized measurement and structural models. This dual-stage analysis meticulously examined if administrative tasks, employee experiences, and work-family balance positively influenced HR digital transformation in IT sector of India.

RESULTS

Before analyzing measurement and structural models, an evaluation of model fit took place. This crucial step reports on model fit, utilizing inferential statistics or fit indices.

TABLE 1: GOODNESS OF MODEL FIT

Fit Criteria	Value
SRMR	0.097
dULS	0.52
dG	1.49

Above table presents model fit measures such as standardized root mean square residual (SRMR), evaluated using ADANCO software (Dijkstra &Henseler, 2015). Additional model fit indicators like unweighted least squares discrepancy (dULS) and geodesic discrepancy (dG) were determined through bootstrap method (Hair, Hollingsworth, Randolph, & Chong, 2017).A cautious perspective recommends an SRMR value under 0.1 as an indicator of good fit; a calculated outcome of 0.097 confirms model fit for this instance. For dG and dULS values, outcomes under 95th percentile of bootstrap quantile typically align with traditional views. Given calculated dG and dULS values of 1.49 and 0.52 respectively, it becomes clear that our model fulfils these fit requirements, reinforcing model fit.

Table 2, located below, presents calculated values for composite reliability, Cronbach's alpha, and average variance extracted (AVE=convergent validity), crucial for assessing measurement model.

TABLE 2: COMPOSITE RELIABILITY

Criterion	Administrative Tasks	Employee Experience	Work-family Balance	Human Resource Digital Transformation
Cronbach's Alpha (α)	0.745	0.805	0.755	0.790
Composite Reliability (CR)	0.775	0.885	0.860	0.860
Average Variance Extracted (AVE)	0.555	0.720	0.670	0.550

Assessment of measurement model involved considering factors such as Cronbach's alpha, composite reliability, AVE (convergent validity), outer loadings, and discriminant validity. As illustrated in table above, values computed for composite reliability surpassed critical cut-off point of 0.7 (Henseler, Hubona, & Ray, 2016), thus establishing their validity.

Additionally, overall value for reliability statistics computed through SPSS hit 0.870, demonstrating satisfactory internal consistency. Values of average variance extracted (AVE), indicative of convergent validity, went beyond necessary cut-off of 0.50, further endorsing suitability and validity of model.

Discriminant validity underwent an assessment via PLS approach, as depicted in Table 3. Employment of Fornell-Larcker criterion, a common measure to evaluate degree of shared variance among latent variables of model, was witnessed. Monotrait-Heteromethod correlations, when under 0.9, are regarded as acceptable (Dijkstra &Henseler, 2015).

TABLE 3: DISCRIMINANT VALIDITY

Criterion	Administrative Tasks (AT)	Employee Experience (EE)	Human Resource Digital Transformation (HRDT)	Work-family Balance (WFB)
AT	0.745			
EE	0.120	0.850		
HRDT	0.130	0.890	0.745	
WFB	0.145	0.830	0.820	0.825

As observed in Table 3, all calculated values fall below the threshold for Monotrait-Heteromethod correlations, indicating the acceptance of discriminant validity. These findings support the notion that the utilized measurement scales are both reliable and valid.

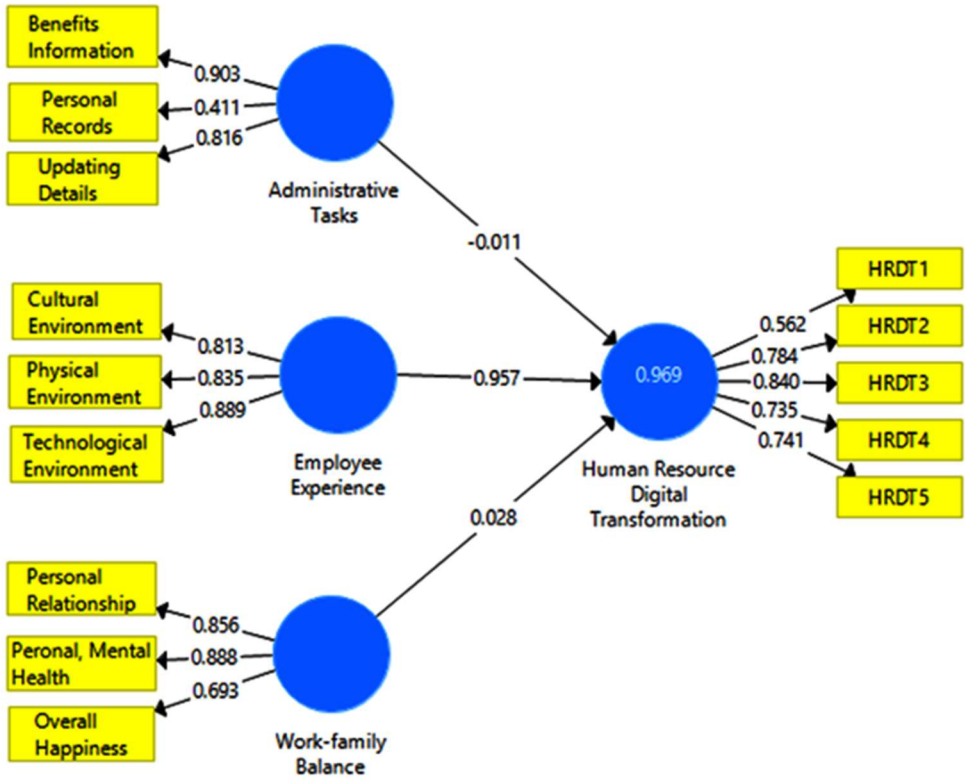
Structural Equation Modeling (SEM)

FIGURE 2 PLS RESULT

Figure 2 shows derived equation's R2 value as 0.969, signifying statistical significance at 1% probability level. It suggests that administrative tasks, employee experience, and work-family balance explain 96.9% variation in human resource digital transformation.

Following Table 4 details an in-depth examination of structural relationships using PLS Algorithm. It also includes an assessment for presence of multicollinearity using Variance Inflation

Factors (VIF) and tolerance paramet



ers.

Variable Relationships	Beta	SE	P-Values	VIF
Benefit Information ? Administrative Tasks	0.903	0.327	0.035	1.429
Personal Records ? Administrative Tasks	0.411	0.480	0.732	1.434
Updating Details ? Administrative Tasks	0.816	0.295	0.066	1.608
Cultural Environment ? Employee Experience	0.813	0.010	0.000	1.693
Physical Environment ? Employee Experience	0.835	0.011	0.000	1.641
Technological Environment ? Employee Experience	0.889	0.012	0.000	2.020
Personal Relationship ? Work-family Balance	0.856	0.015	0.000	1.660
Personal, Mental Health ? Work-family Balance	0.888	0.010	0.000	1.934
Overall Happiness ? Work-family Balance	0.693	0.014	0.000	1.353

Results make it evident that variables do not showcase multicollinearity. Hair Jr, Black, Babin, & Anderson (2010) propose a VIF value exceeding 4.0 or below 0.2 signals issues of multicollinearity. In this model, however, VIF values span from 1.353 (Overall Happiness) to 2.020 (Technological Environment), fitting comfortably within an acceptable range and affirming lack of multicollinearity.

Table 5, found below, delivers comprehensive results from hypothesis testing using a bootstrapping technique. Bootstrapping, with 5000 resampling procedures within SmartPLS, facilitates establishment of significance level of paths among variables.

Table 5 Hypothesis Testing

Hypotheses	Beta	t-Statistics	P-Values	Outcome
Administrative Tasks → HRDT	-0.012	0.840	0.402	Not Supported
Employee Experience → HRDT	0.958	32.500	0.000	Supported
Work-family Balance → HRDT	0.029	0.880	0.386	Not Supported

Discoveries imply that administrative tasks fail to exert a positive influence on human resource digital transformation (β=-0.011, t-value=0.841, $p>0.05$), leading to rejection of Hypothesis 1 (H1). This observation coincides with challenges encountered by numerous HR departments as they navigate transition from traditional administrative responsibilities (McGrath, 2019).

Contrastingly, data endorses Hypothesis 2 (H2), illustrating that employee experience positively impacts human resource digital transformation (β=0.957, t-value=32.504, $p<0.05$). Technological support in forms of teleconferencing, robotics, wearable computing devices, and automated monitoring systems can enhance work environments and uplift employee experiences, thereby bolstering digital transformation in HR (Cascio &Montealegre, 2016).

Lastly, Hypothesis 3 (H3) lacks support, denoting that work-family balance fails to significantly influence human resource digital transformation (β=0.028, t-value=0.870, $p>0.05$). This outcome may emanate from increasingly indistinct boundaries between personal and professional life in today's work settings, causing work-family balance strategies to vary across generations (Simer, 2019). Hence, HR digital transformation may not intrinsically promote work-family balance.

CONCLUSION

This investigation embarked on an assessment of influence from administrative tasks, employee experience, and work-family balance on human resource digital transformation within IT organizations located in Chennai. A Structural Equation Model was deployed for an all-encompassing data analysis. Insights yielded from our findings carry significant weight in understanding human resource digital transformation, illuminating focal areas for organizations. Results implied that amongst three independent variables studied, only employee experience had a notable influence on human resource digital transformation. This stresses vital importance of employees' experiences in shaping successful digital transformation execution within human resource framework. Technological support such as teleconferencing, automated monitoring systems, and other advancements turn out key to enhancing employee experience, thus positively swaying digital transformation. In contrast, no substantial influence of administrative tasks and work-family balance on HR digital transformation was discerned from this study.This implies that the traditional role of HR in handling administrative tasks doesn't necessarily translate into effective digital transformation. Similarly, the work-family balance parameter, despite its

importance in employee well-being, showed no notable contribution to digital transformation in HR practices.These results suggest that organizations must prioritize enhancing employee experience through strategic digital implementations to achieve successful digital transformation in human resource practices. While administrative tasks and work-family balance remain critical areas of HR, these elements alone may not drive the digital transformation process. The IT organizations in Chennai, and possibly beyond, can benefit from these insights to improve their HR digital transformation strategies.In the future, research might explore other variables that potentially impact human resource digital transformation. Furthermore, this study can be expanded to other geographical locations or industries for more comprehensive insights. Digital transformation in HR is an ongoing journey, and understanding its dynamics will remain crucial as organizations continue to navigate the digital age.

SCOPE FOR FURTHER RESEARCH:

Insights gleaned from this study pave way for numerous avenues warranting further research. Analysis in this investigation concentrated on IT organizations in Chennai. Nevertheless, expanding such research to incorporate a wider demographic, inclusive of varied geographical regions and industries, might yield generalized and more holistic insights. While this investigation emphasized administrative tasks, employee experience, and work-family balance as predictors of HR digital transformation, upcoming research could delve into other potential variables. This could encompass an exploration of roles played by organizational culture, leadership support, digital literacy level among employees, and technology infrastructure investments in successful HR digital transformation.Notably, a significant role was detected in digital transformation played by employee experience, demanding deeper exploration in this area. Future studies might focus on particular aspects of employee experience that strongly impact digital transformation. For instance, studying influences of flexible working options, digital training and development programs, or digital communication tools on HR digital transformation could prove insightful.Additional research might also concentrate on barriers to HR digital transformation, such as employee resistance to change, digital skills deficiency, or insufficient resources. Comprehending these obstacles will aid organizations in strategizing to overcome them. Finally, a longitudinal study tracking HR digital transformation over time would offer significant utility. Such a study could provide insights into long-term effects of digital transformation on HR practices, employee productivity, and overarching organizational performance.These represent merely a fraction of areas where future research could extend findings of this study, enhancing our understanding of intricate interplay between HR practices and digital transformation.

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