Musik in Bayern
ISSN: 0937-583x Volume 90, Issue 12 (Dec -2025)
https://musikinbayern.com DOI https://doi.org/10.15463/gfbm-mib-2025-519

A Study on Adoption and Impact of Digital Human Resource Management Practices on Organizational Transformation and Employee Engagement in the IT/ITES

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To Cite this Article

Ms.B.Mathangi, Dr.H.Shamina. **A Study on Adoption and Impact of Digital Human Resource Management Practices on Organizational Transformation and Employee Engagement in the IT/ITES.** *Musik In Bayern, Vol. 90, Issue 12, Dec 2025, pp 107-122*

Article Info

Received: 18-09-2025 Revised: 15-10-2025 Accepted: 14-11-2025 Published: 26-12-2025

Abstract

This research article aims to study the impact of digital HRM on organisation effectiveness. As the prevalence of technology has been increasing in workplace, organisations have started shifting their focus towards Digital Human Resource Management (DIGITAL HRM) system in order to improve performance of employees and overall organisational effectiveness. Digital performance management is an important component of DIGITAL HRM which impacts the effectiveness of an organisation. However, the impact of individual components of system such as digital performance management were largely subsumed. Hence, the main purpose of the study was to examine the impact of digital performance management on organisation effectiveness. The study involves a comprehensive review of existing literature, analyzing the influence of digital performance management on organisation effectiveness, including job satisfaction, employee productivity, employee engagement and organisational productivity. The research methodology adopted for the study involves a systematic literature review of peer-reviewed articles, books and relevant academic sources. The findings suggest that digital performance management has a positive impact on organisation effectiveness as the system helps the organisations to streamline the performance evaluation process, establish proper and clear performance goals, timely review and feedback and facilitating continuous improvement. The research also highlights potential challenges and limitations like resistance to change. The implications of this study are significant for both practitioners and scholars. The research concludes that there is a positive impact of digital performance management on organisation effectiveness and by implementing proper digital

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performance management system organisations can optimize performance of employees and enhance job satisfaction. However, it is important for an organisation to address potential challenges and limitations associated with this system in order to obtain maximum benefit out of it.

Keywords: Technology, digital HRM, Organisation Effectiveness, digital Performance Management

1. INTRODUCTION

1.1. DIGITAL HUMAN RESOURCE MANAGEMENT

Organisations worldwide are striving for success and competing against the same industry in the market. In today's world, competition is very high and hence in order to stay in the market, it is very important for every organisation to utilize human resource in an effective manner. Organisations need to be aware and should always work towards keeping their human resource up-to-date. Organisations need to pay a special attention to all the core functions of human resource management because they play a very important role in organisational, social and all other areas which influence the attainment of organisational goals.

In today's time, technology plays a very important role in our day to day lives. Information technology provides innovative ways of carrying out routine organisational activities in virtual environment. Over the last few years, with the help of these technologies new wave of human resource has been emerged known as Digital Human Resource Management (DIGITAL HRM).

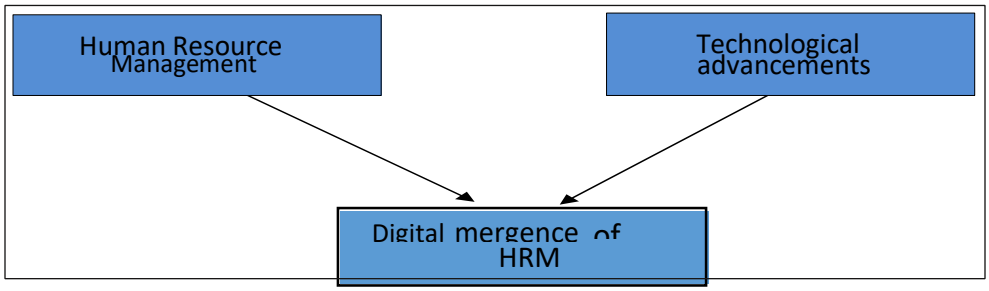

Fig. 1

Digital

Digital HRM is a type of HR software called an HRMS (Human Resource Management System) enables the of various HR tasks with the use of information technology. An HRMS aims to increase business productivity and efficiency by automating manual and repetitive tasks-HRM is relatively a new term for the IT supported HRM in every sector. The digital HRM has a significant impact on organisational performance. There are lot of IT possibilities for human resource because every HR processes can be supported by IT. Digital HRM helps in improving quality of human resource

management, increasing its contribution to company performance and freeing staff from administrative loads in various organisations.

Digital HRM enables company's employees and manager's access HR information and increase connectivity of all parts of the company and outside the organisations. Connectivity allows for communication on a geographic level in order to share information and create virtual teams'-HRM enables standardization, and with standardization procedures this can ensure that organisation remains compliant with HR requirements, this also allows precise decision-making. Digital HRM includes various activities such as Digital recruitment & selection, Digital compensation management, Digital performance management and Digital training & development.

1.2. DIGITAL RECRUITMENT AND SELECTION

Digital recruitment or electronic recruitment is process in which technology, particularly the internet is used to advertise vacancies of jobs, screen and select candidates and communicate with them in the entire recruitment process.

There are various advantages of Digital recruitment which includes: Easy Access to data, Cost-effective, Fast Process and Wider reach.

Digital selection is a method which is used to facilitate the selection and hiring process for job applicants. It includes the use of applicants tracking system, job postings reemployment assessments, etc., that helps in streamlining the hiring process and allowing the employers to quickly screen candidates. Digital selection helps in reducing cost and time which is associated with the traditional hiring methods which helps in allowing for a more objective and consistent evaluation of candidates and enhancing overall candidate experience.

1.3. DIGITAL COMPENSATION MANAGEMENT

Digital compensation is a method of managing and administering employee's compensation and benefit program. It includes use of various software application or online platforms which automates the process of tracking employee's attendance, calculating pay and benefits and managing various other aspects of compensation such as commission, bonuses, etc. digital Compensation helps in streamlining the process of administering compensation and benefit programmes, reducing errors and inconsistencies and improving data accuracy and security.

1.4. DIGITAL PERFORMANCE MANAGEMENT

Digital performance management is a process which uses electronic tools and systems in order to manage employee performance. It uses various software applications in order to automate and streamline various aspects of performance management process which includes setting goals, performance evaluation, feedback and reporting. Performance management system helps

organisations in streamlining and automating their performance management process, reducing workload, improving consistency and accuracy of performance evaluation and reporting.

1.4. DIGITAL TRAINING AND DEVELOPMENT

Digital training and development also known as electronic training and development is a process which provides online training and development opportunities to individuals or employees which will help them in enhancing their knowledge, skill and performance in a particular area. Programmes of Digital training and development can be delivered through different platforms which includes online courses, webinars, virtual workshops, etc. digital training and development allows individuals to access materials and resources of training from anywhere and anytime which makes it more flexible and convenient compared to traditional in-person training. Digital training and development helps in up skilling and staying competitive in today's rapidly changing job market.

1.5. ORGANISATION EFFECTIVENESS

The term "Organisational effectiveness" can be defined as an extent to which an organisation achieves its pre-established objectives with the given quantity of resources and means without p lacing any excess strain on its members. Organisational effectiveness (OE) can be considered as a business strategy which is designed in order to increase the efficiency of a company without compromising the quality of the products and services.

OE denotes the degree of attaining goals of organisation, which is related to strategic goals of an organisation. With the adjustment of the strategy, the enterprise should assess the effectiveness of the organisation in time, and innovate and advance the organisation, in order to serve the enterprise strategy. Different organisations have different organisational settings, strategies and organizational operations. There is no ready-made evaluation model which can be used directly as reference when enterprises evaluate the operational effectiveness of organisational structures. It is necessary to develop the organisational operational effectiveness evaluation technology which adapts to the strategy by combining the organisational strategic requirements, business characteristics and future development needs of organisation.

1.6. CONCEPTUAL FRAMEWORK

The Technology Acceptance Model (TAM) was first proposed by Fred Davis in 1986. Fred Davis, an information systems researcher and professor, developed the TAM model as part of his doctoral dissertation at the Massachusetts Institute of Technology (MIT).

The TAM is a widely used conceptual framework in the field of research that aims to explain and predict acceptance of users and adoption of new technologies. It provides a theoretical foundation

for understanding the factors that influence individuals' attitudes and intentions towards using technology.

The TAM model consists of two main constructs:

- *Perceived Usefulness (PU):* This construct refers to the degree to which an individual believes that using a specific technology will enhance their performance or productivity in achieving their goals. It reflects the individual's perception of the benefits and advantages derived from using the technology.
- *Perceived Ease of Use (PEOU):* This construct refers to the degree to which an individual believes that using a specific technology will be effortless, easy to understand and free from complexity. It reflects the individual's perception of the ease with which they can learn and use the technology.
- According to the TAM model, users' attitudes towards technology adoption and their behavioral intentions are influenced by these two constructs. The model suggests that PU and PEOU directly impact users' attitudes towards using the technology, which in turn influences their intention to adopt or reject it.
- TAM also suggests that external factors can influence users' perceptions of usefulness and ease of use. These external factors include:
- Perceived Compatibility, Perceived Social Influence, Perceived Facilitating Conditions. The extent to which the technology is perceived to be compatible with the user's existing systems, processes and values.
- The TAM model can be applied in research studies to examine users' acceptance and adoption of various technologies, such as software applications, mobile apps or digital platforms. Researchers can use the TAM model to develop hypotheses and test the relationships between the constructs using quantitative data collection methods, such as surveys or experiments.
- By understanding the factors that influence users' acceptance and adoption of technology, the TAM model provides valuable insights for organisations and policymakers in designing and implementing technology interventions that are more likely to be accepted and successfully adopted by users.

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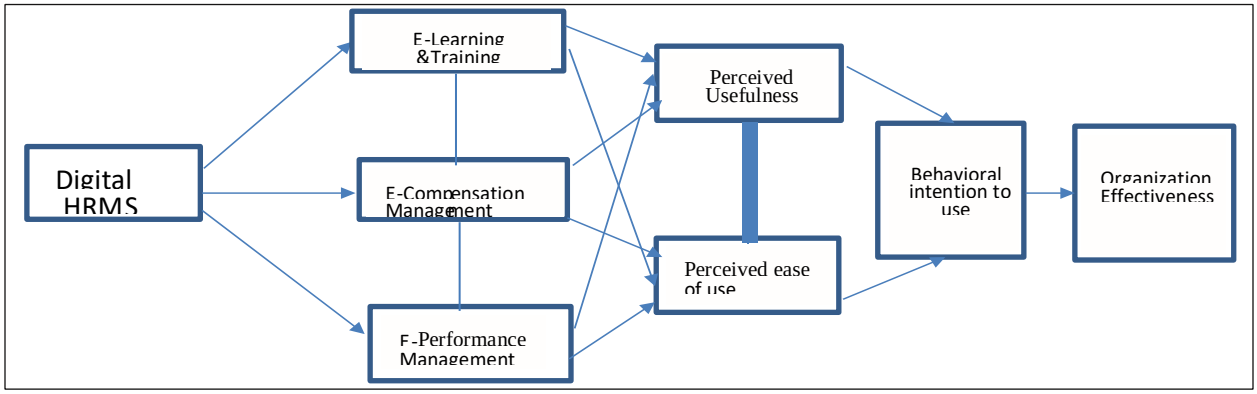

Fig. 2: Conceptual Framework TAM Model

2. OBJECTIVE OF THE STUDY

1. To study the adoption of digital HRM practices in the IT industry.
2. Exploring the impact of digital HRM on OE.
3. To develop a model and analyzing the factor structure and internal reliability of a digital HRM measure.
4. To study the relationship between digital HRM and demographic factors.
5. To study the relationship between OE and demographic factor variables.

3. DATA ANALYSIS

The key features of four components impacting employee change readiness towards the influence of DIGITAL HRM on OE have been studied using EFA with SPS software. The data were determined to be suitable for EFA using the Kaiser-Mever-Olkin measure of sampling adequacy (MSA) (0.847). As can be seen in table, the final factor structure resulting from factor analysis was established. Researchers developed the following four elements that affect the influence of DIGITAL HRM on organisation effectiveness.

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	1852.840
	Df	190
	Sig.	<.001

PU is an aspect of relative advantage that involves that using digital HRM made the work easier, it helped improve performance and productivity in the job, and software has become useful. Digital HRM system helps us to accomplish task more quickly and also provides several information like regarding tax and compensation, etc. PEOU, which is included, is that we can use digital HRM without any problem; it helps me to learn and gain various kinds of training; it doesn't require lots of mental effort; it helps to know my performance ratings; and it helps to enhance my professional development. Behavioral intention to use is a part of relative advantage like attendance marking; it helps us stay updated with our KRAs and KPIs and gain training by using this system very frequently.

OE is an important part of effective use of the digital HRM system to know the growth, which includes what kind of change we can see after using the digital HRM system in the organisation as well as in the employees' work. When using the digital HRM system, do you need help at the time of a problem or do you solve it on your own. Are the employee and company value the same or not. Can employees achieve their goals after using the digital HRM system? Did employees find any chance for future growth in the same company?

Nonetheless, there are four elements in this initial EFA. (i.e., OE-1: Do you find any changes after using the EHRM system in your organisation.) Significantly failed to load on any dimension. Hence, the one thing was taken out of further examination. We did not include these items in the EFA. The on Digital dimensional structure suggested in the research was supported by the results of this new investigation (see Table 2). The Kaiser-Meyer-Olkin MSA was 0.847. The Bartlett sphericity test proved significant, and all commonality exceeded the necessary threshold of 0.400.

The four elements included in this EFA were consistent with the research's theoretical premise and were as follows:

1. PU elements PU1-PU5 are motioned in Factor 1.
2. PE elements PE1-PE5 are motioned in Factor 2.
3. BI elements BI1- BI3s are motioned in Factor 3.
4. OE elements OE2-OE6 are motioned in Factor 4.

Table 2: Exploratory Factor Analysis

Perceived Usefulness	Factor Loading	Commonalities
Using digital HRM made it easier to do my work (PU1)	.672	.678
Using digital HRM helps in improving my performance & Productivity In my job (PU2)	.669	.674

Find digital HRM Software to be useful in my job (PU3)	.740	.542
Using the digital HRM System helps me to accomplish tasks more quickly (PU4)	.721	.607
Using digital HRM Software helps in providing up to date information &notification (every Month Related Tax Document) regarding Tax, Compensation etc. (PU5)	.624	.606
Perceived Ease of Use		
am able to use DIGITAL HRM easily without facing any problem (PE1)	.667	.503

3.1. DEMOGRAPHIC STUDY

In our research, we have collected a total of 314 responses, in which we mention different demographics like respondent's age, educational background, income, professional and personal experience and employment type. As per our data collection, most of the 18–25-year-old respondents we have got (29.3%), the responses are in education and background. Most of them are graduates (27.7%). Most of the people are full-time employees (77.4%). Similarly, we collected the data from a small company, whose ratio is 34.4% (an IT company). Most of the employees have their annual income criteria between 3 and 10 lakh (24.2%).

Table 3: Exploratory Factor Analysis

Perceived Usefulness	Factor Loading	Commonalities
DIGITAL HRM help for leaning & gaining Various training. (PE2)	.738	.509
DIGITAL HRM helps me to know my rating (PMS) and My performance (PE3)	.641	.529

Use DIGITAL HRM System for Attendance Marking. (PE4)	.704	.575
Using DIGITAL HRM does not require a lot of my mental effort (PE5)	.695	.563
DIGITAL HRM helps to enhance my Professional development. (PE6)	.638	.589
Behavioral Intention to Use		
use DIGITAL HRM system to keep updated with My KRA & KPIS(BI1)	.676	.567
Use DIGITAL HRM system for gaining Training. (BI2)	.781	.525
use DIGITAL HRM software very frequently (many times per week) (BI3)	.749	.540
Organisational Effectiveness		
After implementing DIGITAL HRM system do You find any changes in your work? (OE2)	.715	.557
When you have a problem related to your wok do you still required a help or You are able to solve by yourself. (OE3)	.724	.538
Find that my values & the organization values are very similar. (OE4)	.742	.578
After using DIGITAL HRM system I'm able to achieve my goals. (OE5)	.780	.603
Chance for the future growth with current company. (OE6)	.597	.561

So, basically here we have seven demographic so for that we are using different type of test to justify our research report.

H0: There is no significant difference between use of digital HRM and age group.

H1: There is significant difference between use of digital HRM and age group.

Table 4: SUM OF SQUARES - ANOVA

Sum of Squares		**Df**	**Mean Square**	**F**	**Sig.**
Between Groups	15.449	4	3.862	1.923	.107

Within Groups	618.756	308	2.009		
Total	634.204	312			

To interpret the ANOVA results, we look at the p-value associated with the F-test. In this case, the p-value is 0.107, which is greater than the typical significance level of 0.05. Therefore, we fail to reject the null hypothesis, indicating that there is not sufficient evidence to conclude a significant difference in digital HRM across age groups in the organisation.

H0 - There is no significant difference between use of digital HRM and level of education.

H1 - There is significant difference between use of digital HRM and level of education.

Table 5: Sum of Squares - ANOVA

Sum of Squares		**df**	**Mean Square**	**F**	**Sig.**
Between Groups	4.226	4	1.057	3.390	.010
Within Groups	96.004	308	.312		
Total	100.230	312			

To examine and demonstrate the differences in the mean values of a continuous variable across multiple groups or categories, the ANOVA test is a suitable statistical analysis. So as a result, we were able to find out that p-value of 0.010 < 0.05 which indicates negative association between the level of education & use of digital HRM so in this case our H0 will be selected.

H0 - There is a no significant difference between use of digital HRM & size of company.

H1 - There is a significant difference between use of digital HRM & size of company.

Table 6 - Sum of Squares - ANOVA

Sum of Squares		**Df**	**Mean Square**	**F**	**Sig.**
Between Groups	5.264	3	1.755	2.677	.047
Within Groups	202.532	309	.655		
Total	207.796	312			

The p-value associated with the F-test is 0.047, which is less than the typical significance level of 0.05. Therefore, we reject the null hypothesis and conclude that there is a significant difference between the company fit categories and digital HRM. This means that the variation in digital HRM

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scores is not solely due to chance or random variation, but rather there is evidence to suggest that the company fit categories have an impact on digital HRM.

H0 - There is a no significant difference between employment contract and impact on organisation effectiveness.

H1 - There is a significant difference between employment contract and impact onorganisation effectiveness

Table 7: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	T	Df	Significance		Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
I use DIGITAL HRM system for gaining training.	Equal variances assumed	2.104	.148	-1.932	311	.027	.054	-.15167	.07849	-.30611	.00277

	Equal variances not assumed			-1.875	109.451	.032	.063	-.15167	.08089	-.31198	.00863

The *t*-test results show that the t-value is -1.932, and the corresponding p-value is 0.027 (one sided) or 0.054 (two sided). Since the p-value is less than the significance level of 0.05, we can reject the null hypothesis and conclude that there is a statistically significant difference between part-time and full-time employees in terms of organisation effectiveness.

H0 - There is no significant difference between the current working experience of employees and their usage of digital HRM.

H1 - There is a significant difference between the current working experience of employees and their usage of digital HRM.

Table 8: Sum of Squares - ANOVA

Sum of Squares		Df	Mean Square	F	Sig.
Between Groups	7.475	2	3.738	3.022	.050
Within Groups	383.368	310	1.237		
Total	390.843	312			

Since the p-value (0.050) is less than the conventional significance level of 0.05, we have enough evidence to reject the null hypothesis. Therefore, we can conclude that there is a significant relationship between the current working experience of employees and their usages F digital HRM.

H0 - There is no significant difference between the years of professional experience and the effectiveness of digital HRM in the organisation.

H1 - There is a significant difference between the years of professional experience and the effectiveness of digital HRM in the organisation.

Table 9: Sum of Squares - ANOVA

Sum of Squares		Df	Mean Square	F	Sig.
Between Groups	21.182	3	7.061	2.598	.052
Within Groups	839.808	309	2.718		
Total	860.990	312			

In this case, the p-value is 0.052, which is marginally higher than the typical significance level of 0.05. This suggests that there is not enough evidence to reject the null hypothesis. Therefore, based on the data, we would conclude that there is no significant difference between the years of professional experience and the effectiveness of digital HRM in the organisation.

Table 10: Model Summary

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.464	1	15.464	8.685	.003[b]
	Residual	553.763	311	1.781		
	Total	569.227	312			

3.2. DEPENDENT VARIABLE: INCOME

Predictors: (Constant), after using digital HRM system I'm able to achieve my goals. There is evidence of a significant difference between income and organisation effectiveness, specifically in relation to the ability to achieve goals after using the digital HRM system. This suggests that individuals who report being able to achieve their goals with the digital HRM system may also have higher income levels.

4. FINDINGS

- The ANOVA results suggest that there is not sufficient evidence to conclude a significant difference in digital HRM across age groups in the organisation. The p-value of 0.107 is greater than the typical significance level of 0.05, indicating that we fail to reject the null hypothesis. Therefore, we do not find a significant difference in digital HRM based on age groups.
- The ANOVA results indicate a positive association between education and digital HRM, as the p-value of 0.010 is less than the significance level of 0.05. Thus, we reject the null hypothesis and conclude that there is a significant difference between education and digital HRM. This suggests that education level has an impact on the effectiveness of digital HRM in the organisation.
- The ANOVA results show that there is a significant difference between company fit categories and digital HRM. The p-value of 0.047 is less than the typical significance level of 0.05, indicating that we reject the null hypothesis. This implies that the company fit

categories have an impact on digital HRM, and the variation in digital HRM scores is not solely due to chance or random variation.

- The *t*-test results suggest a statistically significant difference between part-time and full-time employees in terms of organisation effectiveness. The p-value of 0.032 (assuming unequal variances) is less than the significance level of 0.05. Therefore, we reject the null hypothesis and conclude that there is a significant difference between employment contract types.
- The ANOVA results indicate that there is a significant relationship between the current working experience of employees and their usage of digital HRM. The p-value of 0.050 is less than the conventional significance level of 0.05. Hence, we have enough evidence to reject the null hypothesis and conclude their significant difference.
- The ANOVA results suggest that there is no significant difference between the years of professional experience and the effectiveness of digital HRM in the organisation. The p-value of 0.052 is marginally higher than the typical significance level of 0.05. Therefore, we do not find sufficient evidence to reject the null hypothesis.
- The ANOVA result indicates a significant difference between income and organisation effectiveness, particularly in relation to the ability to achieve goals after using the digital HRM system. The p-value of 0.003 is less than the typical significance level of 0.05, suggesting that individuals who achieve their goals with digital HRM system which have higher income levels.

5. CONCLUSION

This research will contribute to the understanding of the relationship between digital HRM adoption and OE. Through the findings of the study the previous findings are further clarified. Questionnaire of this study was distributed among the employees working in IT companies in Ahmedabad. Hence, this article mainly attempts to investigate the influence of digital HRM on organisation effectiveness in IT Industry.

Findings conclude that IT companies agreeably implementing the digital HRM practices such as Digital recruitment, digital training and development-Performance Management and digital Compensation Management. DIGITAL HRM has played a vital role in improving organisation effectiveness'-HRM helps in achieving organisational goals and objectives in more strategic and productive way. In today's world, there is a demand of knowledge base economy for every organisation as it is necessary in order to maximize the potential and productivity of the employees, to which digital HRM can help towards goals. Digital HRM role in organisation has helped in changing basic functions related to daily routine and traditional transactional practices of HRM to handle more advanced and transformational activities.

Even though this study explored digital HRM in IT sector in Ahmedabad, Gujarat the result will benefit other business as well. This study shows the application of digital HRM takes a useful

effect on raising the efficiency of the organisations. Where the digital HRM enhances the measure to run fast functions & process, & as well as reduce the cost. The findings conclude that organisation effectiveness of the IT companies in Ahmedabad was enhanced by practicing digital HRM. The study results have shown the digital HRM positively impact to organisation effectiveness. It means, if organisation increases the digital HRM practices the OE will also be increased.

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