

**A**

**Project Report On**

**Digital Transformation in Human Resource Management.**

For

**Indo Schöttle Auto Parts Pvt Ltd**

Submitted By

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Under the Guidance of,

**Prof. Prasad Gharpure**

Submitted To

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**Institute of Management & Career Courses, MBA**

**Batch 2020-22**

## **Declaration**

I MANSI RAVI NAGPURE, of MBA-II :Seat No\_\_\_\_\_ hereby declare that the Project work titled DIGITAL TRANSFORMATION IN HUMAN RESOURCE MANAGEMENT which has been submitted to University of Pune, is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

Date: 30/01/2022

Signature

Place: PUNE

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RollNumber-**HRM202111**

## **Acknowledgement**

The satiation and euphoria that accompany the successful the completion of the project would be incomplete without the mention of the people who made it possible.

I would like to take the opportunity to thank and express my deep sense of gratitude to my corporate mentor Mr. Abhishek Belvankar and my faculty mentor Prof. Prasad Gharpure. I am greatly indebted to both for providing their valuable guidance at all stages of the study. Their advice constructive suggestions, positive and supportive attitude, and continuous encouragement, without which it would have not been possible to complete the project.

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I owe my wholehearted thanks and appreciation to the entire staff of the company for their co-operation and assistance during my project.

I hope that I can build upon the experience and knowledge that I have gained and make a valuable contribution towards this industry in coming future.

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	1	I am aware about the digital transformation in human resource management.
	2	According to me digital HRM supposed to increase productivity and time saving.
	3	Familiar with this digitalization transformation and confirm adoptability level.
	4	I am agreeing that with the help of digitalization enhances fastest mode to apply job on job portal.
	5	I am getting the job with the help of various job portals or they can provide me right job.
	6	My company provides training or receiving the coaching from my HR regarding to the system which I am using
	7	The online training time limit of the training program was sufficient.
	8	The online training given is useful to me
	9	Digital transformation in HRM provides data management and data accuracy.

	10	Digital HRM help me to fulfill my needs or help me to set my annual goals towards organization.
	11	The current performance management system works well & easy to operate.
	12	I have clear understanding of digitalized in attendance & leave management.
	13	Digital transformation in HRM provides data management and data accuracy.
	14	Digital HRM used for all necessary payroll related documents as and when required.
	15	I am satisfied with this digital transformation in human resource management.

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2.	<b><u>Section B: Perception of HR Professionals about Digital transformation in HRM</u></b>	
	1.	Digitalization in HRM provides strategy to fulfill the need for approaches that can help build the manpower planning for the future.

	<b>2.</b>	<b>Ensure better employee experience to provide modern consumer experience to enable them to get their work done productively and efficiently with the help of digital system.</b>
	<b>3.</b>	<b>Increases accuracy in dashboard and analytics data.</b>
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	<b>10.</b>	<b>HR should focus on attracting talent who are versed with digitalization.</b>



## **Executive Summary**



This summer project “DIGITALIZATION IN HUMAN RESOURCE MANAGEMENT” in “INDO SCHÖTTLE AUTO PARTS PVT LTD” Which is used for the platform for both the employer & employees to find their solutions.

Digitalization 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 digitalization in HRM it has become a trend and an important aspect of every aspect for example the transformation has changed in technical field, commercial field in business and in each field. Digitalization is taking place in every ground.

The outline of this project includes the objective of this project is to study the digitalization in human resource management in Indo Schöttle Auto Parts Pvt Ltd of o that I can evaluate its benefits in the context of organization. Also, to know that what is the effectiveness of digitalization & to know the improvement area through the help of the digitalization.

The methodology of the project was the systematic presentation of data consisting of the enunciated problem, formulated hypothesis, collected facts of data.

All the data was collected through the help of the questionnaire which is filled by 60 employees of

The outcome of the project was that through the help of the digitalization in organization there is a transparency between employee & management which help in achieving their goals as well as company’s goals easily which creates & a participative environment in the organization.

Thus, the organization purpose should be helping an employee to improve his/her performance level, maintain his/her morale, guide him/her to identify & develop his/her strong points, overcome his/her weak points, develop new capabilities to handle more representatives which would help in achieving the goals effectively and easily.

## **Introduction**



The rapid growth in technology has increased the digital performance of the organization, its impact on society, and the workflow of the organization the digital revaluation has an impact on organizations at all levels, and furthermore, it puts pressure on organizations and its employee to adopt to the rapidly changing world and the increase of digital technology. Digitalization has become a buzzword in the business world, and it's recognized as something organizations must embrace to stay relevant.

The main driver of change in organizations is internet, a new way to exchange information more efficiently used to large audience than ever before. Today, HR professionals must respond to increased competition for globally digitalized transformation and rapid advance in HR technology. New kind of technical knowledge, skills, and abilities would be required by HR practitioners in future who are flexible and willing to deal with the ever-accelerating pace and often unpredictable change in the global workplace. The HR professional need to assess the implications of a movement into an era of decentralization, which used properly, can lead to emancipation. The era will require a new kind of organization, based on different system that can bring together the contribution of autonomous individuals in a socially sustainable way.

Previous research focuses on digitalization for marketing and business performance such as customer preference, buying behaviour, and customer relationship management. However, how it affects the organization internally is less discussed in the field of academic research especially about HRM. It is thus clear a new way to manage HR as a system is emerging, as well as new HR managers should manage themselves.

Therefore, the objective of this study is investigation in HRM in the digital age. More specially, this study aims to gain a deeper understanding of the HRM digital research field and its relationship with organizational performance.

Presque goes on to explain that use of this perspective can vary substantially from organization to organization, as well. In some business, for instance, it could be as simple as taking certain

processes and making them paperless, while in others it might involve fully rethinking the recruitment and training process. Some examples of digitalizing HR processes include:

E-sign and self-service application, which allow an applicant to complete their job application on hundred percent online or by mobile app, reducing need to print physical materials.

Automation in recruitment, such as in posting jobs, which enables HR professionals to put their time to better use in other processes.

Virtual and remote interview and training, which can reduce expenses associated with travel, attracting, a wider range of qualified job applicants and leading to grater employee engagement.

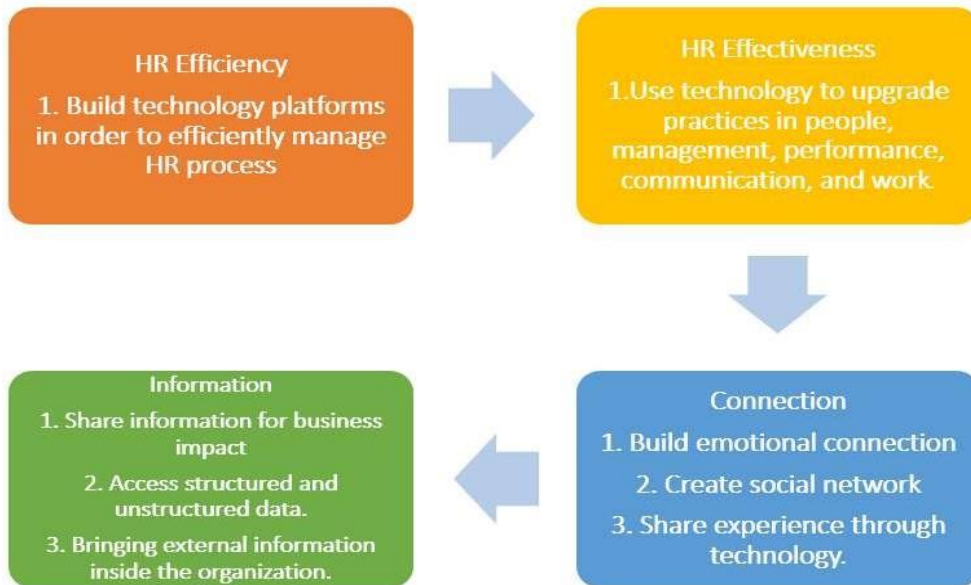
Gamification of training and learning, which use psychological queues to encourage employees to complete training and improve their skills.

Digital HR can also include embracing more complicated technologies-such as artificial intelligence, machine learning, complex automation, and HR analytics- to achieve strategic goals.

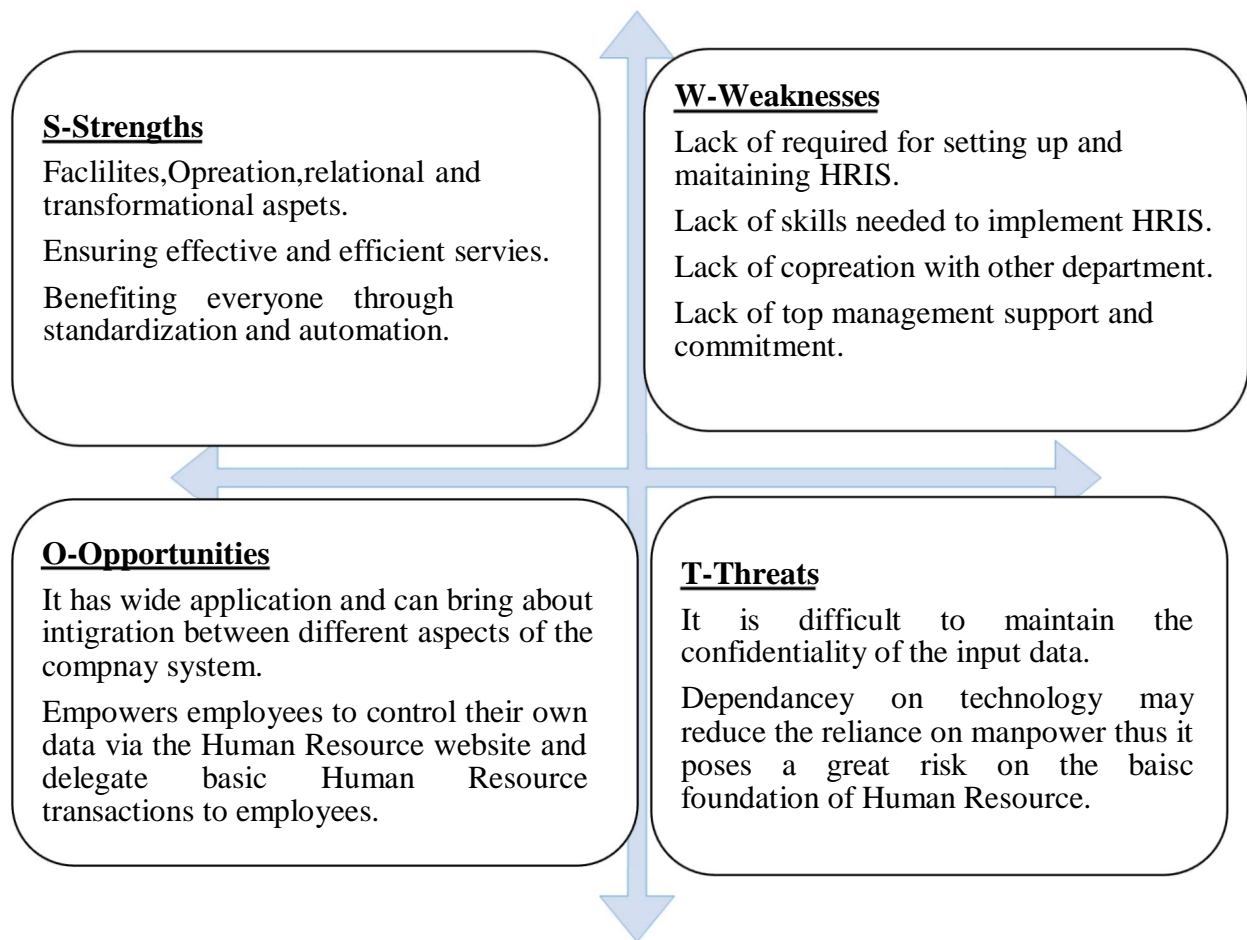
There is potential for virtually for every function of human resource department to be impacted by theses digital advancements, from recruitment, and hiring to employee performance monitoring to training and development, and everything in between.

## **2.1 Conceptual View on digital Human Resource Management**

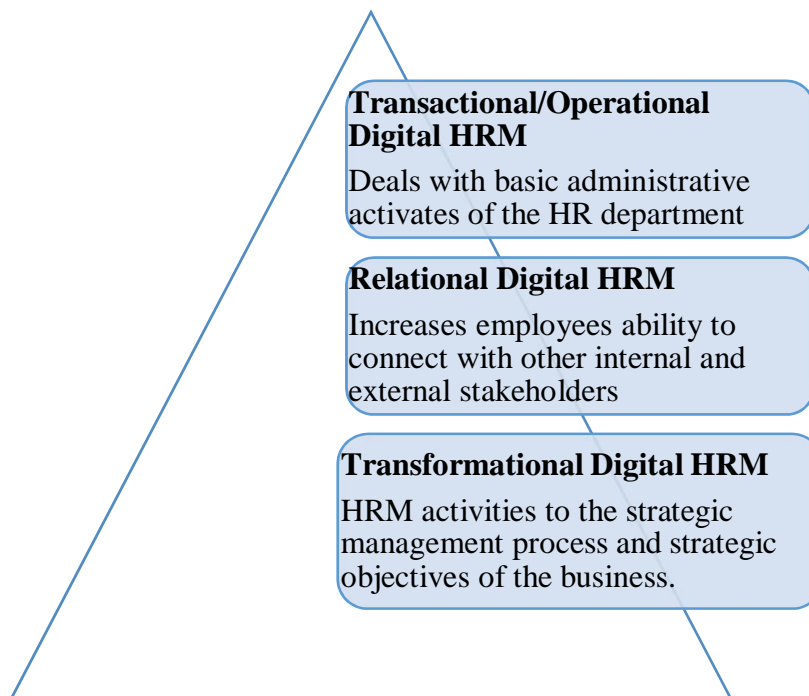
### **How Digital HRM work?**



### 2.3 SWOT of Digital HRM



## Aspects of Digital HRM



## Benefits of Digital Human Resource Management

Old Rules	New Rules
1. HR department focus on process design and harmonization to create slandered HR practice.	1. HR department focus on optimizing employers, productivity, teamwork, engagement,
2. HR selects a cloud-based vendor and implements out-of-the-box prentice to create scale.	2. HR builds innovative, company-specific programme, and leverages the platform for scale.

<p>3. HR centre of excellence focus on process design and process excellence.</p>	<p>3. HR centre focus on excellence leverage, AI, Chat, APPS, and other advance technology.</p>
<p>4. HR focuses on self-service as way to scale service and support.</p>	<p>4. HR centre focus on enablement to help people to get work done in more effective way.</p>
<p>5. HR programs are designed for scale and consistency around the world.</p>	<p>5. HR programs target employee's segments, personae, and specific groups.</p>

## Literature Review



1. Fedorova, A., Koropets, O., & Gatti, M in their study titled ‘DIGITALIZATION OF HUMAN RESOURCE MANAGEMENT PRACTICES AND ITS 2 IMPACT ON EMPLOYEES’ WELL-BEING.’ The purpose of the article is assessing the impact of the processes of the labor activity digitalization on employees’ well-being that have not yet received sufficient attention in HRM research and practice. The causal relationship between the digital transformation of the HRM practices and employees’ well-being is examined in the paper.

2. Prakash, N., Krishna, G., & Mores, G. (2019) in their study titled ‘Digitalization of HRM Practice in the Present Scenario’ Digitalization is changing organizations and there is a need to understand and explore new skills and capabilities associated with digital transformation. Digital is now firmly embedded in every business. These changes have led to the current period being characterized as the „digital age“. Also digital technologies play an increasingly prominent role in both the lives of employees and HRM, which seems to be affected in multiple ways. The challenge for HRM therefore is to identify actual digitally induced changes in attitudes, qualifications, behaviours and expectation of younger employees, while yet avoiding any stereotyping and considering heterogeneity of actual changes. Information about work of employees is more and more dependent on digital tools and media. To use technology in a HR perspective to connect people and information is the challenge faced by the HR leaders presently. HR-IT has achieved much importance now because of its use of the organizations to increase the productivity through maximizing the value of the organization’s most significant asset the employees in the digital age.



3. Samson, H., & Agrawal, V. (2020) in their study titled' EFFECTIVENESS OF DIGITALIZATION IN HRM: AN EMERGING TREND' Increasing use of digital tools in Human Resource practices by employers has grabbed the attention of researchers, academicians, and strategists all over the world. Several studies have been done which described the application of information technology in various practices of human resource and justified its impact on organizational effectiveness. The study aims at providing an analysis of the most relevant contributions related to the use of digital tools in HR and its advantages to employers which enable them to grow their organizations into dynamic and high-performance organizations. The study focuses on the recent literature on effectiveness of digitalization in HR and provides some conclusions and directions for future research.

4. Mosca, M. (2020). in their study titled' DIGITALIZATION OF HRM : A STUDY OF SUCCESS FACTORS AND CONSEQUENCES IN THE LAST DECADE' In recent years we have seen an increasing use of digital tools within organizations. Obviously, digitalization also had a strong impact on the HRM function. The fundamental objective of this study is to identify the factors that determine the success of the digitalization of HRM and define its consequences. To answer this research question: "What are the factors that determine the success of the digitalization of human resource management (function) and its consequences during the last decade as highlighted by existing literature on the subject?", we have studied the literature produced on this topic in the ten years (2010-2020). Methods: A systematic bibliographic search was conducted in order to obtain the literature relating to the digitalization of HRM. We initially made a preliminary list of articles through the Google Scholar search database. The articles obtained were then analyzed and filtered on the basis of pre-established criteria. Results: Based on the study conducted, we can say that the existing literature on the subject focuses more on the study of the consequences of the digitalization of HRM, while the study of the factors that determine its success is still limited. Using the TOP model, we grouped the factors into three different categories: technological, organizational and people factors. As regards the consequences of digitalization, these were analyzed by dividing them into positive and negative consequences. Finally, through the study of empirical articles, the conditions to be respected to obtain a good HRM digitalization were also traced. Conclusions: Digitalization is becoming increasingly important for the HR function which has the ability to simplify, accelerate and economize the activities it carries out. However, these digital transformation benefits need to be weighed while also considering the negative implications, such as data security issues. 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.

5. Strohmeier, S. (2020) in their study titled ' Digital human resource management: A conceptual clarification' The concept of digital human resource management and related concepts such as the digitization of human resource management, the digitalization of human resource management, the digital transformation of human resource management, and the digital disruption of human resource management are gaining prominence in scholarly discussion. Frequently, however, the use of these concepts is implicit, heterogeneous, and proliferating. These concepts, thus, lack the "conceptual clarity" necessary in research. Therefore, this article aims at a conceptual clarification of digital human resource management and of related concepts of the digitization of human resource management, the digitalization of human resource management, the digital transformation of human resource management, and the digital disruption of human resource management. To do so, the article references general literature on digital organizations to develop a terminology and typology of digital human resource management. The terminology offers precise and parsimonious definitions of the concepts and relationships between them, offering a basic understanding. The typology offers precise and parsimonious ideal-types, which order and classify phenomena related to digital human resource management, in turn expanding knowledge about these phenomena. Together, the terminology and typology clarify the concept of digital human resource management and related concepts, uncover digital human resource management as an evolutionary advancement of previous conceptualizations of technology-based human resource management, and provide a conceptual basis for future work on digital human resource management.

6. Fenech, R., Baguant, P., & Ivanov, D. (2019). in their study titled ' THE CHANGING ROLE OF HUMAN RESOURCE MANAGEMENT IN AN ERA OF DIGITAL TRANSFORMATION' The purpose of this study is to explore the changing role of human resource management in an era of digital transformation. The research question is: what do HR (human resource) professionals perceive to be the changing role of Human Resource Management in times of digital transformation. Digital transformation is the transformation of business processes, operations and structures in order to exploit the benefits of new technology. In the search for competitive advantage that may be brought about by digital transformation strategy researchers increasingly acknowledge human capital, intellectual capital and knowledge as critical components. A resource based view is adopted whereby a company's resources (technology and human capital) are perceived as assets and competencies owned or controlled

by the firm that generate value for the business in achieving competitive advantage. The research methodology is a qualitative methodology using semi-structured interviews with five HR (human resources) professionals in the United Arab Emirates (UAE). The semi-structured interviews address the areas of HR planning, reward management, performance management, training and development, health and safety and employee relations, and their change in an era of digital transformation. Results are analysed using thematic analysis of the main themes and sub-themes. The main findings are that whilst digitalization impacts day-to-day HR practices and procedures particularly with the use of human resources information systems there is less emphasis on the role of HR in contributing to the strategy of digitalization.

7. Makarova, I., Shubenkova, K., & Pashkevich, A. (2018, December). in their study titled Development of an Intelligent Human Resource Management System in the Era of Digitalization and Talentism As it was pointed out at the Davos Forum, in the era of talentism, the company's prosperity will depend on human capital. However, human resources management is associated with the need to counter threats to the entire product lifecycle caused by the human factor. Managing labor risks is associated with the need for an individual assessment of the human resource, which is a very laborious task, requiring digitalization of this projects area. The article presents the developed concept of an assessment system and architecture of the labor risks module for project tasks. A mathematical model for calculating labor risks has been formulated, taking into account many factors of the Project Server corporate environment, external sources of corporate data, such as the electronic passes system and MS Outlook e-mail. Algorithms of the program module's operation to calculate resource and design indicators have been developed, and the general architecture of the system has been built. Logical and physical data models are designed, all information system's objects for calculating resource and design indicators are identified. The software implementation methods, the software platform and the environment for implementing the assigned tasks are described in the paper. The software interface of the VSTO add-in was developed, its functional purpose and software forms to operate and analyze the calculated data on resources and project tasks are described.

8. Girisha, M. C. in their study titled' 'DIGITALIZATION OF HUMAN RESOURCE MANAGEMENT IS VALUE ADDITION TO ORGANIZATION' After globalization mantra every individual is exposed to technology across the globe. The success and failure of every organization directly connected with innovative technology. The organizations need to update

their technical systems and procedures to occupy greater market shares. It is important to examine the barrier towards digital inclusion. Technical policies play a significant role in bridging digital inclusion and increasing digital integration which is notably seen through the various strategies. Perception plays vital role in modeling one's attitudes and behaviors. Perception of employees' regarding technology in management plays a significant role in bridging or creating digital phenomenon which facilitate the study. The research findings indicated that there is a significant positive relationship between perceptions of employees' and Digital-HRM practices in the automotive industry. The primary objective is to make changes in thinking and behavior of administrative staff and employees. In fact the organization must give priority to facilitate the human resource process through information technology. Organization need to describe the reasons to use electronic Human resource management tools to employees' so they will have a better understanding of this Digital-HRM practices. The study reveals that satisfaction of employees with Digital-HRM practices leads to increase of Digital-HRM productivity and cost efficiency in an organization.

9. Munsamy, M., & Telukdarie, A. (2019, December). in their study titled' Digital HRM Model for Process Optimization by Adoption of Industry 4.0 Technologies The 4<sup>th</sup> Industrial Revolution, the digitalisation of industry, is transforming the operation of industries; automated, autonomous and decentralised. This transformation is changing the roles and responsibilities of personnel, requiring transformation of Human Resource Management (HRM) functionalities. A digital model of all HRM activities is created by simulation of HRM business process models. Business process models graphically detail the steps for execution of all HRM activities from recruitment and development of employees to conflict resolution. To align to the need of digitalisation, the digital HRM model is developed into a HRM optimisation model that analyses the impacts of application of Industry 4.0 technologies. The model identifies the applicable Industry 4.0 technologies for each of the HRM business activities and evaluates the personnel time requirements, energy demand and carbon dioxide emissions of each technology or technology mix towards identification of the optimum business activity execution methodology. The results of the model provides essential information for selection of the business activity for reengineering towards digitalization and the appropriate Industry 4.0 technology for application for optimum business results.

10. Fedorova, A., Zarubina, A., Pikulina, Y., Moskovskikh, A., Balandina, T., & Gafurova, T. (2019). in their study titled 'DIGITALIZATION OF THE HUMAN RESOURCE MANAGEMENT: RUSSIAN COMPANIES CASE' Due to digitalization, human resource management processes are becoming automated, transparent, centralized and efficient. Digitalization, automation, robotisation have a significant impact on the transformation of the labour market. New technologies are changing the usual functionality of workers in different professional fields. Digital tools are embedded in business processes, including human resource management processes. The article presents a review of a number of authors' studies aimed at investigating the influence of practices of digital technologies introduction into personnel work in Russian organizations of various industries and forms of ownership. Data collection was carried out with using primary and secondary sources of information. Empirical data was obtained with using various tools of the respondents' surveys and interviews. The respondents' sample was formed depending on the purpose of a particular study. Students, working and not working citizens of different age categories were involved as the respondents. Summarizing and analysing the research results provides a picture of certain aspects of the digitalization process in the field of human resource management in Russian companies. All the presented in the paper studies were conducted in 2018 and cover such processes of working with personnel as the development of the HR-brand company, sales managers recruiting, and computerization of the labour functions of employees. The authors pay special attention to the impact of the digital technologies introduction within the companies' activities on the people behaviour of in the labour market, as well as in the workplace, how the content of employees' work, their motivation and labour processes efficiency changes

## **Objectives & Scope**

### **Objectives of the study**



The study is undertaken to achieve the following objectives: -

1. To understand how the digitalization in Human Resource Management is emerging.
2. To understand the familiarity level with digitalization.
3. To understand the how to effectively use of system.
4. To draw attention to the important on the Human Resource Management.
5. To gain insight on how effective the digitalization in Human Resource Management is.
6. To suggest improving the role of HR in digitalization.

### **Scope of the Study**



1. Scope to extend the research for few more months.
2. Scope to analyse the willingness to work with respect to digitalization in Human Resource.
3. Scope to do exploratory study.

## Company Profile.

### Indo Schöttle Auto Parts Pvt Ltd



#### 1. About Us



In 1986, based on shared ideologies, a dynamic entrepreneur from India, Mr. Vijay Pusalkar, partnered with Mr. Wolfgang Schöttle of Germany to form a new company called Indo Schöttle. The company was set up to manufacture and supply engine valve collets to the Indian OEMs. This was a pioneering effort in the country, as it signified a technological leap from the slow and outdated manufacturing system that existed in India at that time.

Indo Schöttle's new system offered their customers tremendous cost savings, productivity, reliability, and scalability, and quickly established its presence as a preferred supplier to the Indian automotive industry. Today, Indo Schöttle is India's leading manufacturer of precision machined and cold formed parts, leveraging state-of-the-art technology. We are India's largest manufacturer of engine valve collets, rocker arm screws, turbocharger components and assemblies, fuel system parts and assemblies.

The company has its manufacturing operations in Pune and Belagavi, India, and its products are sold globally. In the last three decades, the company has supplied over 800 million parts to its valued OEM customers. Our plant is equipped with state-of-the-art modern machinery. We install annual capacities well ahead of market demands. As part of the SFS worldwide network of over 80 locations in 26 countries, we have representatives at key locations near our customers across the globe.

The SFS Group is a global market leader for mechanical fastening systems and precision formed components. Based on a focused set of core technologies, SFS serves diversified end markets, including the automotive, construction/construction supply, electrical/electronics, aerospace and medical components industry. The SFS Group is headquartered in Heerbrugg, Switzerland.

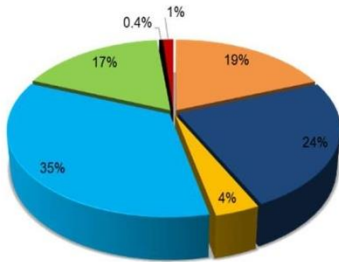
## **2. Indo Schöttle - Key Facts**

- Established in 1985 in Pune beginning with engine components
- Five Plants, 3 at Pune and 2 at Belagavi - IATF16949, ISO 14001, AS 9100 & ISO 45001 certified
- Since 2012 Part of SFS group – diversified company with presence in several industry verticals viz. Automotive, Industrial, Construction, and Electronics & Medical. Presence in 21 countries
- Largest manufacturer of valve train components in Asia & supplier to all Indian OEMs
- Very high precision components with tolerances in sub- microns
- Presence in following segments:
  - ✓ Market - PV, 2W, CV, Tractor, Stationery Engines, Off Highway, Aerospace & Electronics
  - ✓ Application - Engine & Safety, Turbocharger, Fuel System & Mobile Handsets
  - ✓ Geography - India, North America, Europe & China



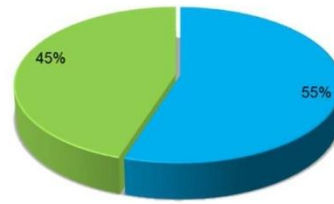
### End Application & Market Spread

- Turbo Charger
- Fuel System
- Transmsion
- Engine Parts
- Fluid Power & Off-Highway
- Aerospace
- Gesipa



### Domestic vs Export

- Domestic
- Export



### 3. Manufacturing Locations

**Engine Parts Automotive**    **Engine & Off-Highway parts**    **Engine, Safety & Br –**  
**Industrial \*HT Facility**                      **Parts - Cold Forming**



## Engine & Off-Highway parts – Industrial

\*HT Facility



## Aerospace and off highway Parts - Industrial



### Products & Applications

#### Engine



Valve Coilets, Valve Spring Retainers, Rocker Arm, Rocker Arm Screws, Screen Cap Assemblies, Valve Tappets, Pin & Other Turned parts

#### Turbocharger



Journal Bearings, Z Bearings, Thrust Washers, Thrust Spacer, Thrust Collars, Oil Slingers, Oil Seal Plate, Shaft (Grooved & Non-Grooved), Bushings, Pins, Spacers etc.

### Fuel System (Nozzle / Injector / Pump)



Armature, Armature Plunger, Link Injector Plunger, Coupling Injector Plunger, Plunger Check Valve, Barrel Pump Tappet, Nozzle Blank, Tappet Assemblies, Housing Injector Spring, Retainer Barrel, Retainer Injector Nozzle, Retainer Spring etc.

## 4. SFS Group Divisions

### Engineered Components

Automotive	Electronics	Industrial	Medical

## Fastening Systems

### Construction



**SFS**

### Riveting



**GESIPA**

## Distribution & Logistics



**SFS**

## 5. Vision Mission and Core Values



### Our Vision & Mission

#### Our Vision

**“Become the preferred solutions provider in precision engineered products.”**

#### Our Mission

- By adopting state-of-the-art technologies and processes
- By leveraging and enhancing capabilities of our employees and resources.
- By actively engaging with our customers and suppliers globally



- **Quality First**
  - Aiming for Zero Defects
  - Continuous Improvement
- **Customer Focus**
  - Understanding customer
  - Customer Service and Engagement
- **Ownership & Accountability**
  - Honoring Commitments
  - Perseverance & Passion
    - **Teamwork**
      - Team Belief
      - Team commitment and respect
    - **Performance Orientation**
      - Defining & Aligning Goals
      - Recognizing Performance

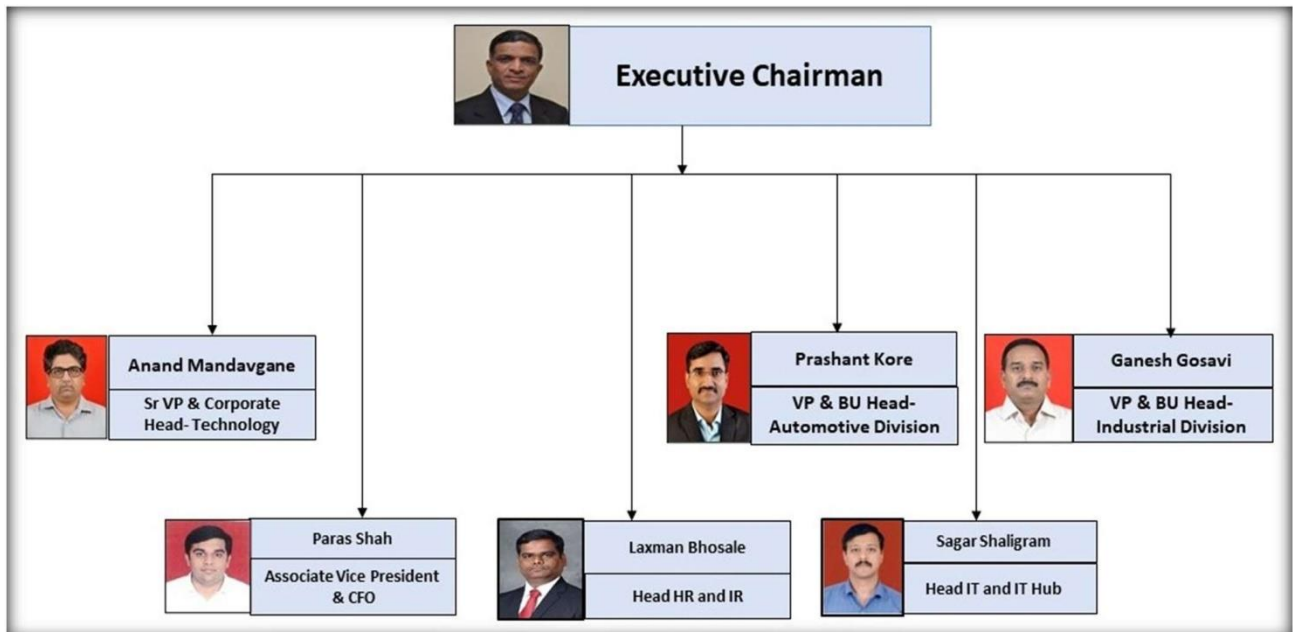
## 6. Key Milestones



- In 1985, based on shared ideologies, Mr. Vijay Pusalkar in India partnered with Mr. Wolfgang Schöttle of Germany to form a new company called Indo Schöttle.
  - 1986 - 1<sup>st</sup> Product Family Established (Engine Valve Collets)
  - 1993 - 2<sup>nd</sup> Product Line established (Rocker Arm Screws)
  - 1996 - 3<sup>rd</sup> Product Line (Turbo Charger parts) and Precision machined parts established.
  - 1999 – 100% EOU Established. Certified for QS 9000
  - 2002 – 4<sup>th</sup> Product Family established (Fuel System Parts & Assemblies)

- 2004 – 3<sup>rd</sup> Manufacturing plant started and received ISO 14001 Certification
- 2008 – Cold Forming Plant established
- 2011 – Honaga Plant, Belgavi, Karnataka Established
- 2012 – SEZ Plant, Belgavi established
- 2018 – Entered new segments of Aerospace & Emission system components
- From 2012 a member company of SFS Group, Switzerland which is a Global Conglomerate with presence in 100+ locations across the globe. (Approximately 1.8 Billion \$ Turnover company)

## 7. Leadership Organization Chart



**Brief about Team**

Leadership team includes strong leadership qualities with exhaustive experience between 20-25 years at senior level in different kind of industries, multiproduct, and multinational Companies. Leadership team is doing best possible efforts and giving strategic directions to achieve key organizational goals.

## **Research Methodology**



### **Statement of Problem**

Digitalization is on everyone's lips today, from cool start-ups to the mastodons of the business world. Yesterday's business model is changing, and disruption is occurring in all industries & markets.

The distribution is caused by new competitors, new idea, new technology, new ways to 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 digitalization, but few companies make the walk, so what's the problem, why does digitalization take so long?

As we can see, many companies have not accepted the digitalization, and in many cases, the company's HR has the responsibility of informing its employee about digitalization. People an organization have an unclear interpretation of the term digitalization. For some, this mean 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 digitalization system. The main problem was that many people did not realize the concept of digitalization. This was the main problem that led me to choose this theme as the role of HR in the digitalization.

## **Hypothesis**



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

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

## **Research /Framework**



The project is a presentation which consists of the enunciated problem, formulated hypothesis, collected facts of data, analysed facts & proposed conclusion in the form of recommendations.

## **Sources of data**

Questionnaire filled by the employees & employer.

### ➤ **Sampling**

The process of selecting a sample from a population using special sampling techniques is known as sampling. It should be ascertained in the process itself that the sample selected is representative of the population.

### ➤ **Sample Size**

Data is collected using the sample of 60 employees of Indo Schöttle Auto Parts Pvt Ltd

### ➤ **Sample Description**

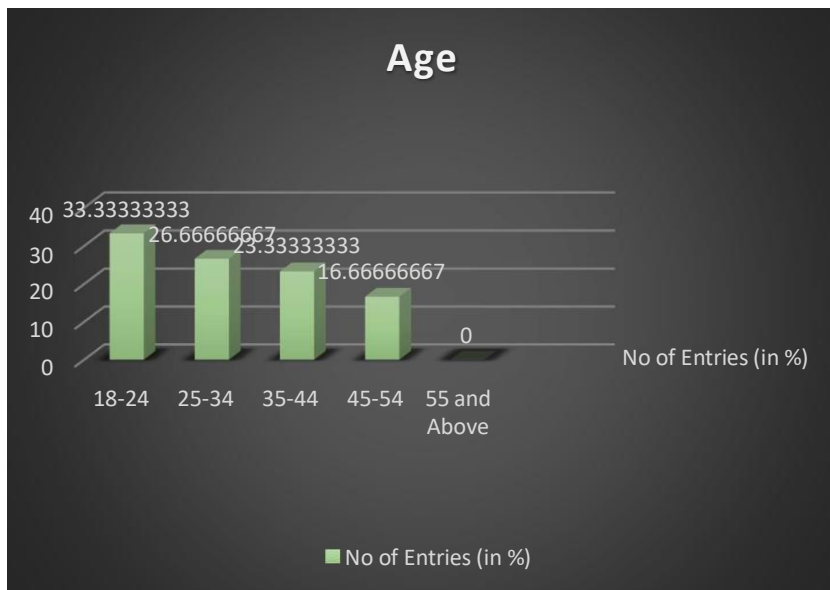


The sample consists of data from the primary sources that are utilized for the means of administering questionnaire to employees & employer.

### **Demographic Profile**

Age:-

Age	Coding	No of Entries	No of Entries (in %)
18-24	1	20	33.333333
25-34	2	16	26.666667
35-44	3	14	23.333333
45-54	4	10	16.666667
55 and Above	5	0	0
	Total=	60	

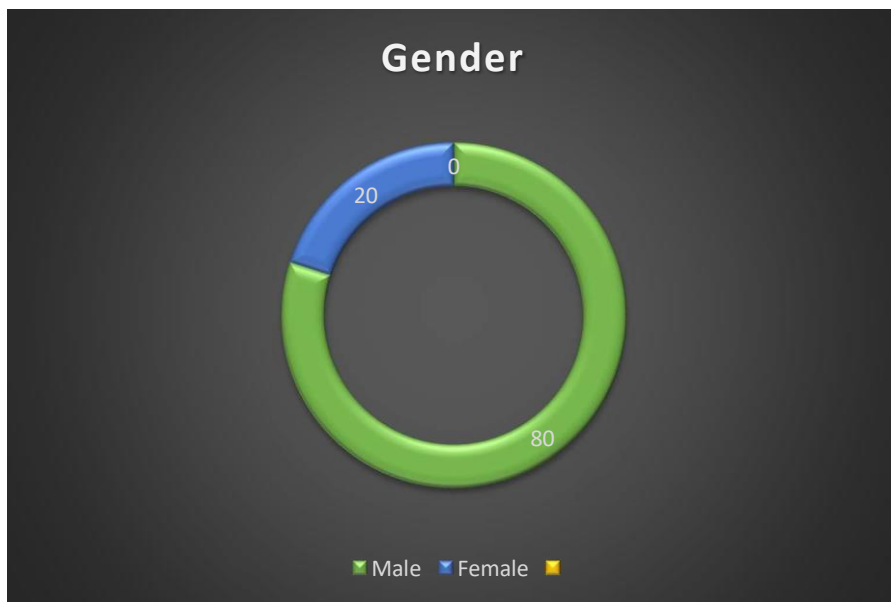


### **Interpretation**

According to above diagram in between 18-34 age group employees are more than 45-55 and above, they are also more responsive in this small survey.

## Gender:-

Gender	Coding	No of Entries	No of Entries (in %)
Male	1	48	80
Female	0	12	20
	Total=	60	



### **Interpretation**

In my project report according to data collection 80% employees are male and 20% are female.

### **Methods of data collection**

Data is collected from two methods:

#### ➤ **Primary Data**

Collected through the help of survey method by distributing the questionnaire through employees.

The questionnaire was carefully designed by considering the parameters of my study.

Meeting one member of talent acquisition of Indo Schöttle Auto Parts Pvt Ltd

➤ **Secondary Data**

Collected through the help of the Internet.

Through the help of reference books.

➤ **Instrument**

Questionnaire

➤ **Tools & Techniques**

The data which is being collected from both the sources is being analysed & interpreted in the systematic manner with help of statistical tool like percentages.

**Limitation of study**

- Time: As we had only 8 weeks of time it was very difficult to understand the concept in whole, if we had more time, it would be great to learn the system in detail.
- Shift Pattern: As it is manufacturing industry, employees are separated in the shift pattern working, it was very difficult for me to collect the data and interact with employees.
- Sample size: My sample size is 60, it would be great if could get the sample size at least 100 for more research and scope and to get a better response.
- Role of HR and retention strategy.

## **Data Analysis & Interpretation**

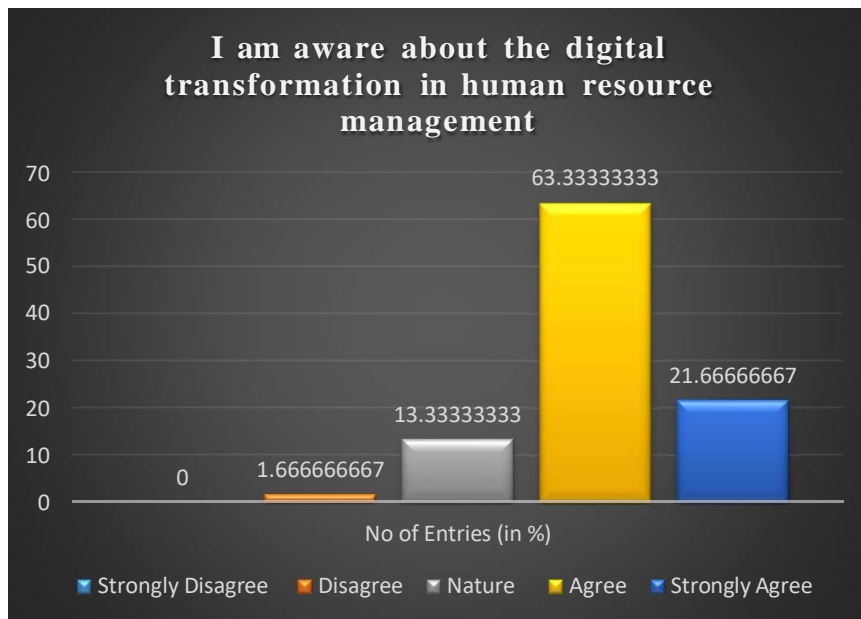


### **Completion of Data in Tabular Form**

#### **Section A: Perception of Employees about Digital transformation in HRM**

1. I am aware about the digital transformation in human resource management.

Particular	No of Entries	No of Entries (in %)
1	0	0
2	1	2
3	8	13
4	38	63
5	13	22
Total=	60	

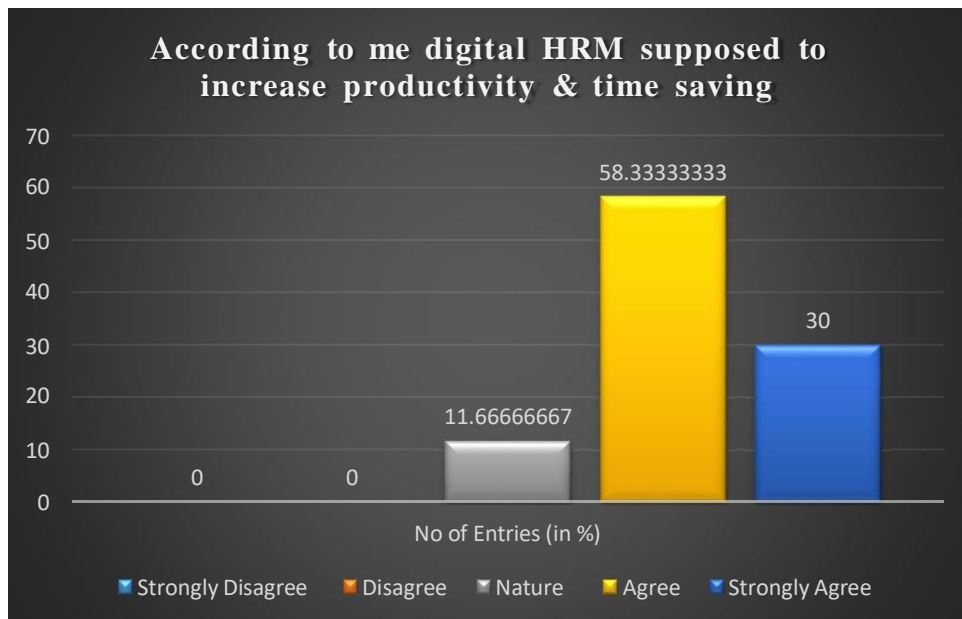


**Interpretation**

As we can see in this chart the employee aware about digital transformation in human resource management.

2. According to me digital HRM supposed to increase productivity and time saving.

Particular	No of Entries	No of Entries (in %)
1	0	0
2	0	0
3	7	12
4	35	58
5	18	30
Total=	60	

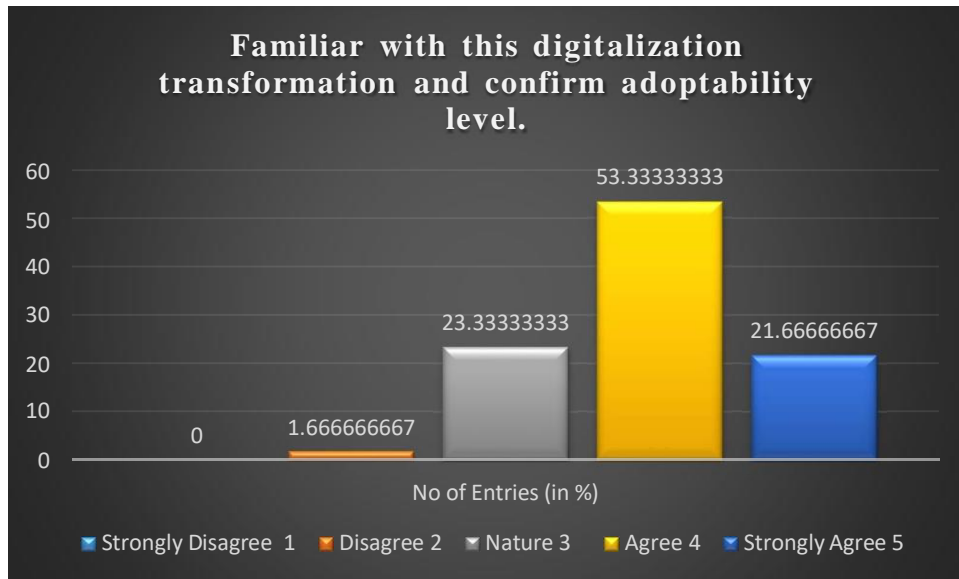


### **Interpretation**

According to upper diagram most of the employee said digital HRM increase their productivity and time saving in their day to day work.

3. Familiar with this digitalization transformation and confirm adoptability level.

Particular	No of Entries	No of Entries (in %)
1	0	0
2	1	2
3	14	23
4	32	53
5	13	22
Total=	60	

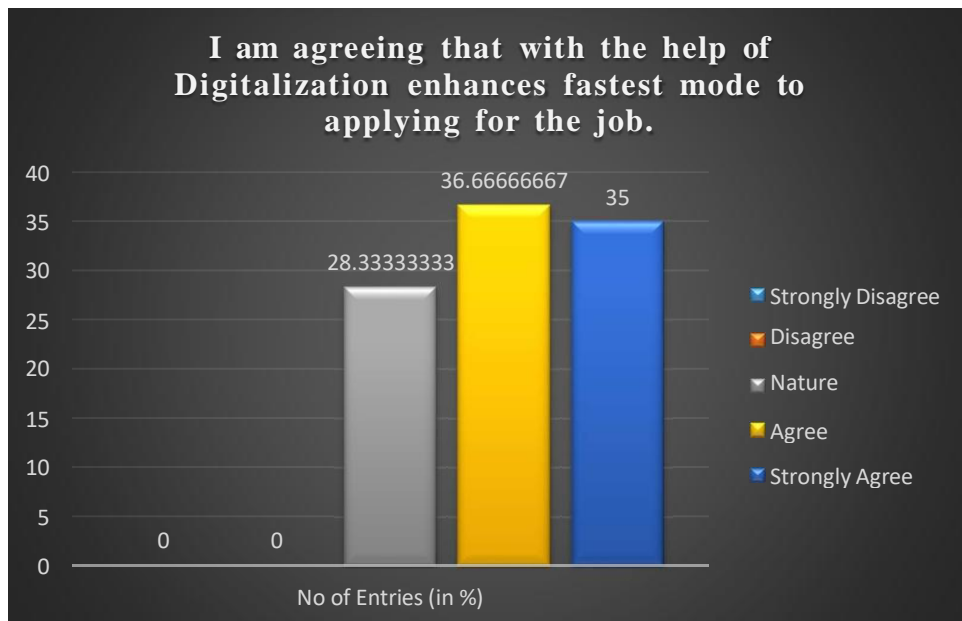


### **Interpretation**

Most of the employees are agree that they are familiar with this digital transformation and they can adopt these changes.

4. I am agreeing that with the help of digitalization enhances fastest mode to apply job on job portal.

Particular	No of Entries	No of Entries (in %)
1	0	0
2	0	0
3	17	28
4	22	37
5	21	35
Total=	60	



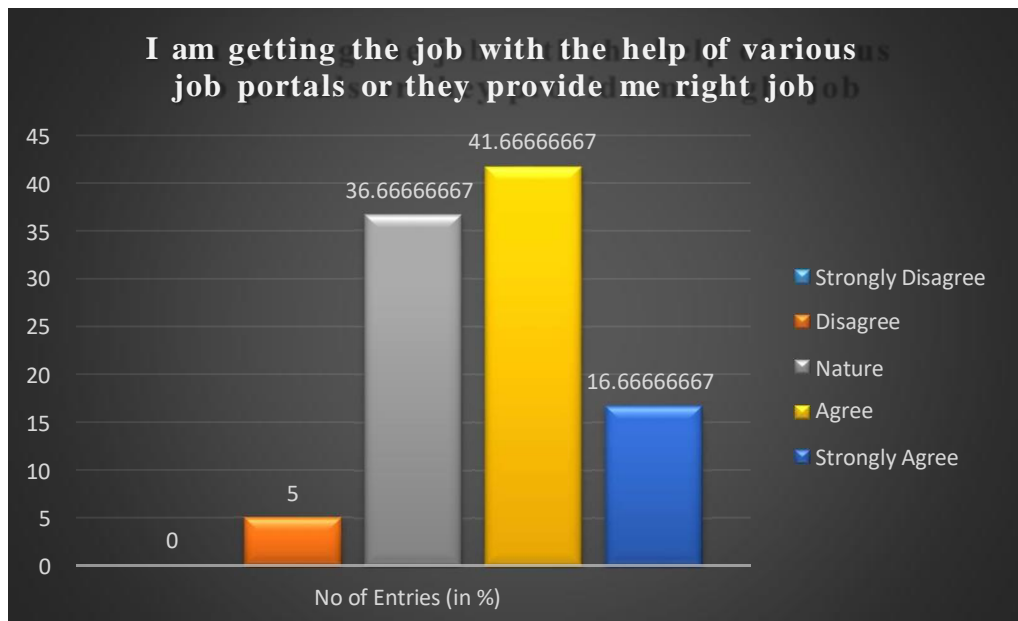
**Interpretation**

We can see in this chart that employee sometimes get their dream job with the help of various job portals. They are naturally agree that this is the cheapest mode for applying job.

- I am getting the job with the help of various job portals or they can provide me right job.

Particular	No of Entries	No of Entries (in %)
1	0	0
2	3	5
3	22	37
4	25	42
5	10	16
Total=	60	



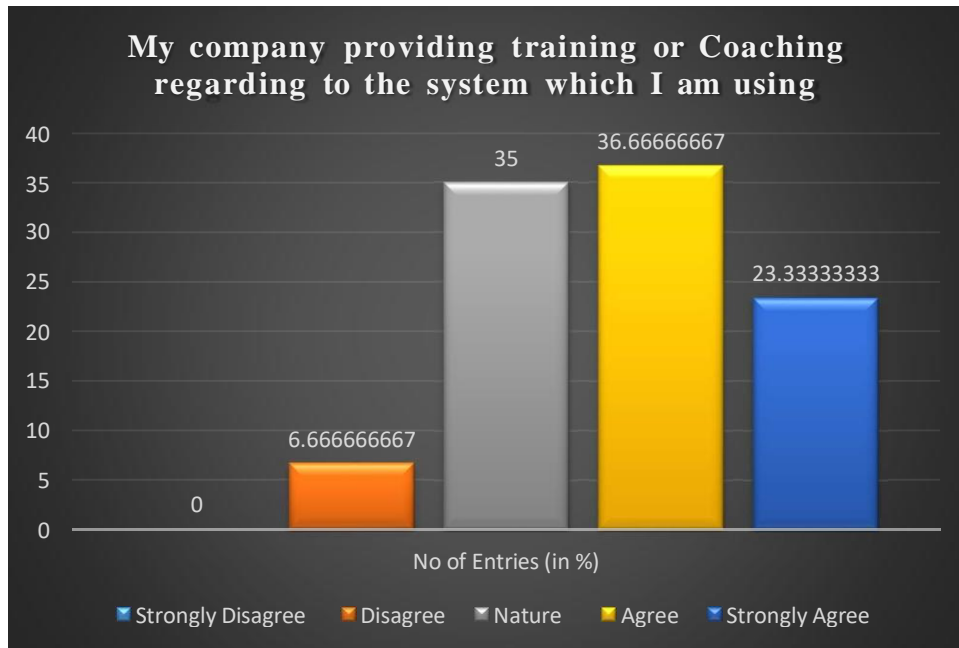


**Interpretation**

Above diagram shown us that 42% employees agreeing that they got the job with help of various job portals, like Nakuri.com, Indeed, Aapna job, etc.

6. My company provides training or receiving the coaching from my HR regarding to the system which I am using.

Particular	No of Entries	No of Entries (in %)
1		
2	4	6
3	21	35
4	22	36
5	14	23
Total=	60	

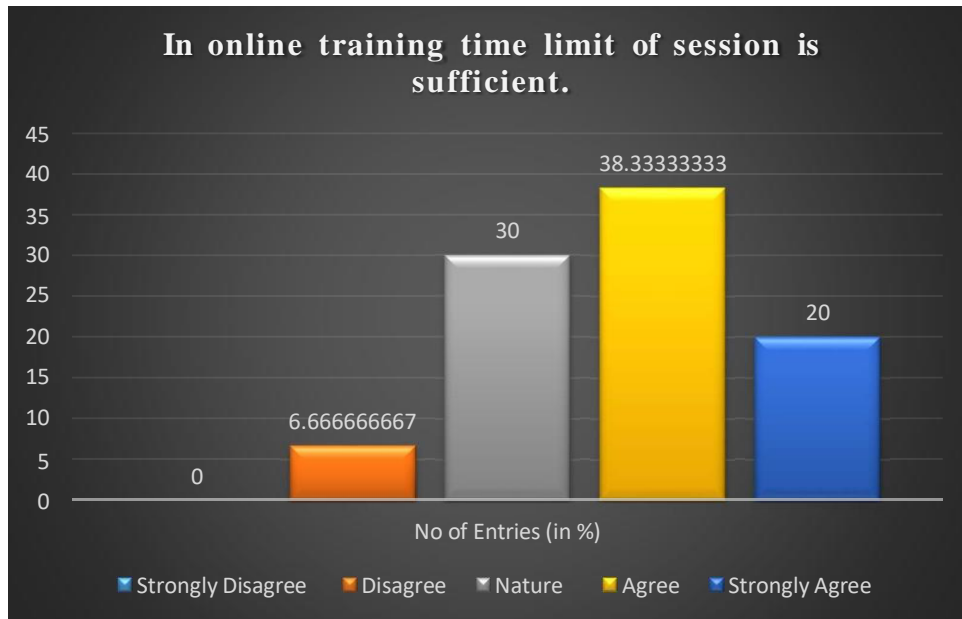


**Interpretation**

According to above diagram 37% employees said they received the training regarding the system which is used by them, however 23% employees said they did not understand the content of training module i.e. system which is used in organization.

7. The online training time limit of the training program was sufficient.

Particular	No of Entries	No of Entries (in %)
1	0	0
2	4	9
3	18	30
4	23	38
5	12	23
Total=	60	

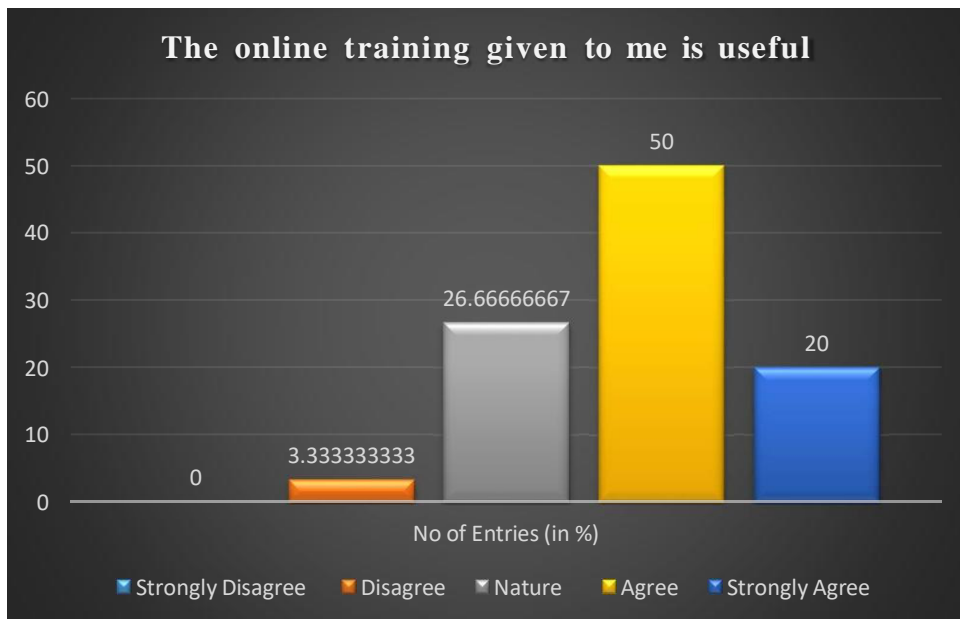


**Interpretation**

Most employees said the online training time limit session is sufficient to understand the training content and they will apply in their work and improve their capacity.

8. The online training given is useful to me

Particular	No of Entries	No of Entries (in %)
1	0	0
2	2	3
3	16	27
4	30	50
5	12	20
Total=	60	

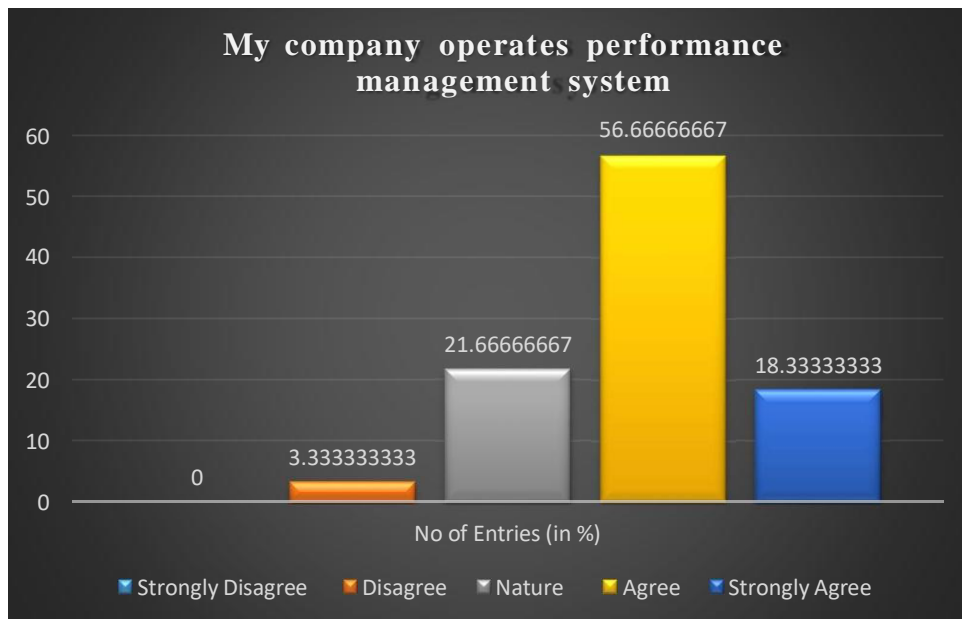


### **Interpretation**

Above diagram shows 20% of employees strongly agree with the online training session useful for them. However, 27% of employees are still confuse that online training are useful for them or not.

### 9. My organization operates online performance management system

Particular	No of Entries	No of Entries (in %)
1	0	0
2	2	3
3	13	22
4	34	57
5	11	18
Total=	60	

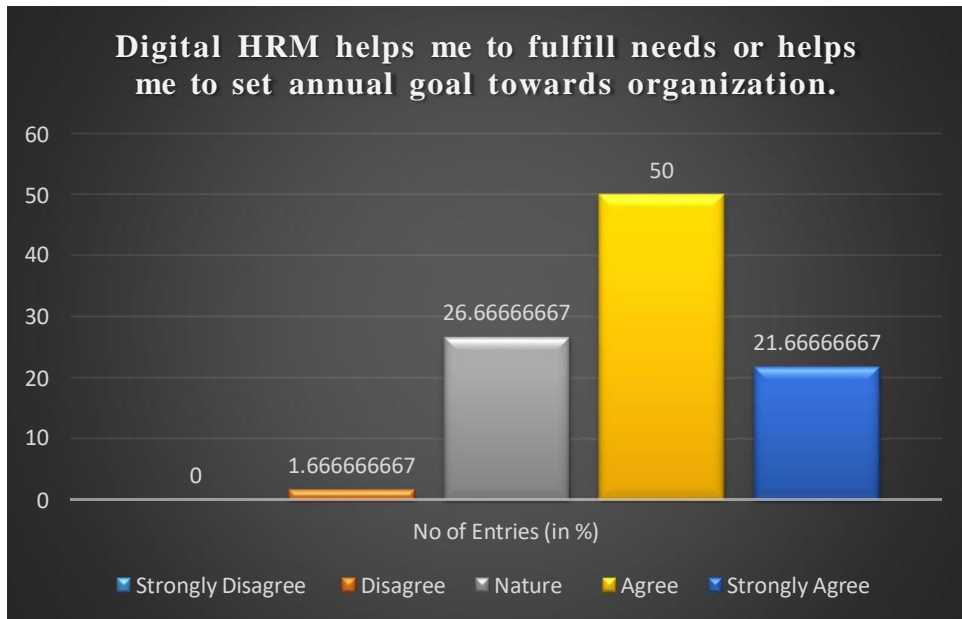


**Interpretation**

57% employees said their company using PMS for reviewing their yearly performance.

10. Digital HRM help me to fulfill my needs or help me to set my annual goals towards organization.

Particular	No of Entries	No of Entries (in %)
1	0	0
2	1	2
3	16	26
4	30	50
5	13	22
Total=	60	

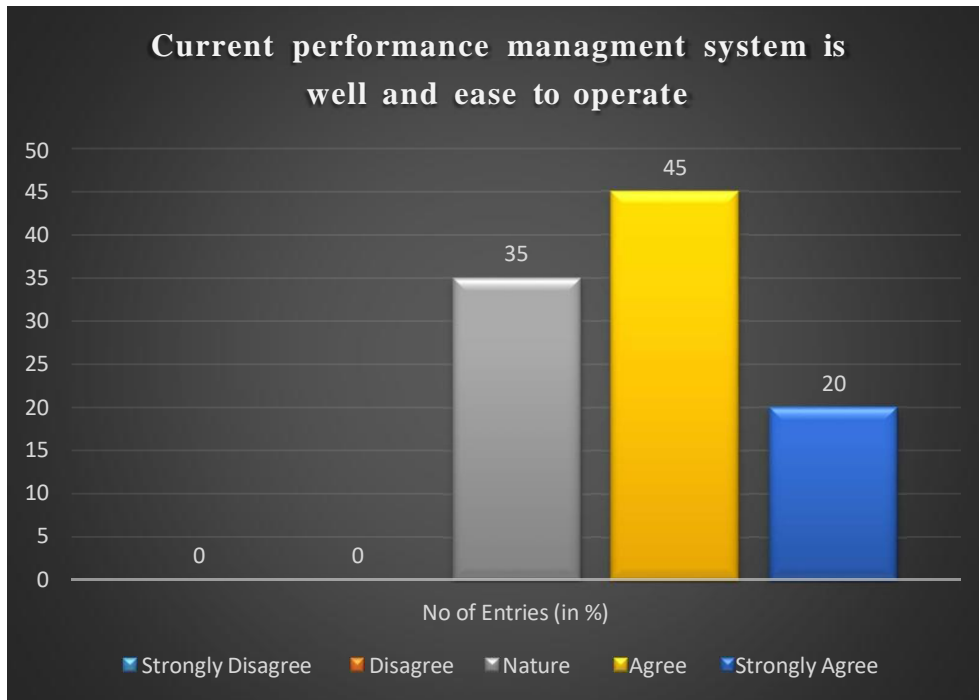


**Interpretation**

We can see the 50% of employees agree with digital HRM help them to fulfill their needs or help them to set their annual goal towards organization.

11. The current performance management system works well & easy to operate.

Particular	No of Entries	No of Entries (in %)
1	0	0
2	0	0
3	21	35
4	27	45
5	12	20
Total=	60	

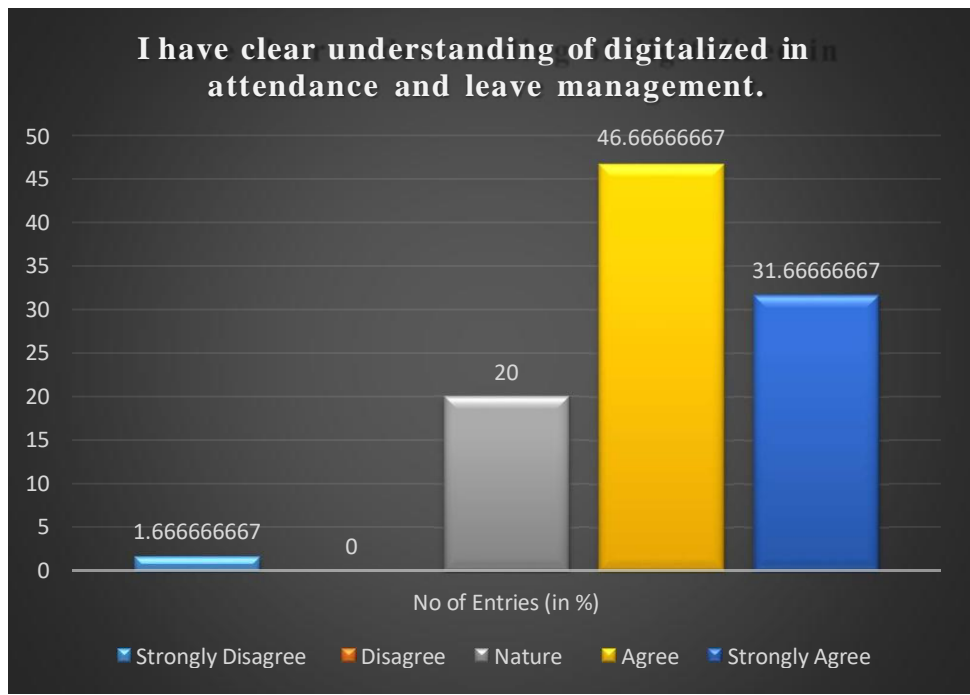


**Interpretation**

45% employees said that current PMS is well and ease to operate. However, 35% employees said they are not satisfied with the current PMS of the company.

12. .I have clear understanding of digitalized in attendance & leave management.

Particular	No of Entries	No of Entries (in %)
1	1	1
2	0	0
3	12	20
4	28	47
5	19	32
Total=	60	



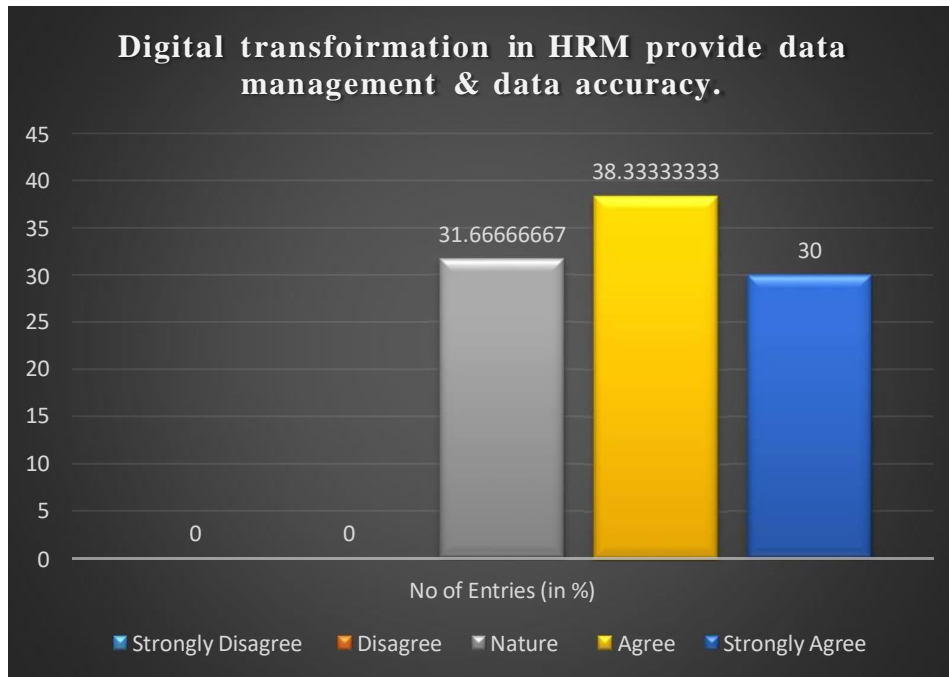
**Interpretation**

We can say that most of the employees are agree with that they have clear understanding about attendance & leave management, whereas 2% employees are strongly disagree with this.

13. Digital transformation in HRM provides data management and data accuracy.

Particular	No of Entries	No of Entries (in %)
1	0	
2	0	
3	19	31
4	23	39
5	18	30
Total=	60	



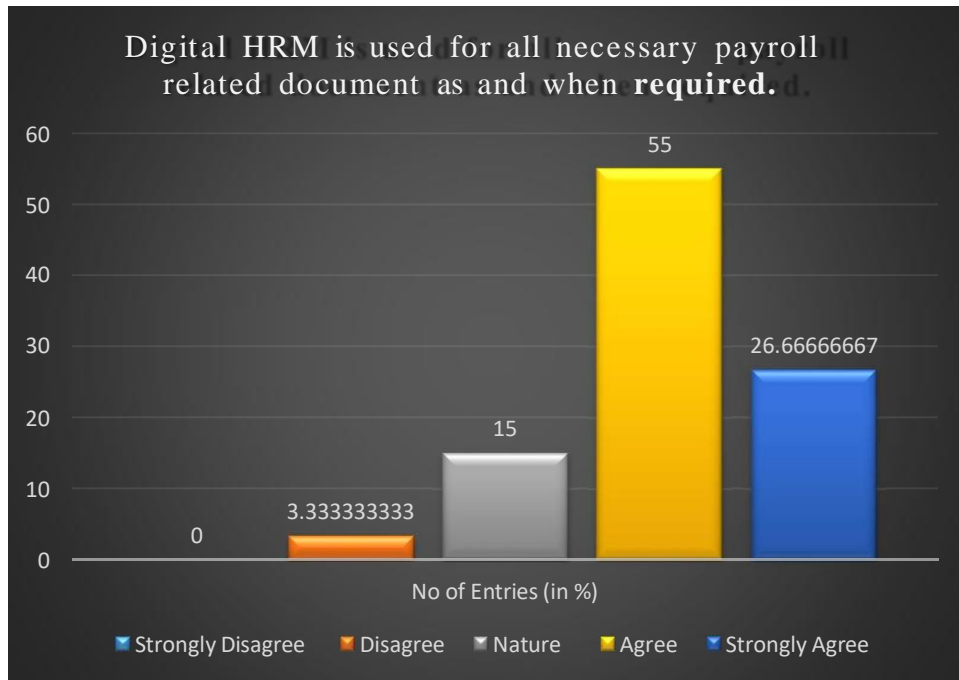


### **Interpretation**

Above diagram shows we that 38% employees are agree with Digital HRM provide data management & data accuracy, whereas 32% are naturally agree with this statement.

14. Digital HRM used for all necessary payroll related documents as and when required

Particular	No of Entries	No of Entries (in %)
1	0	0
2	2	3
3	9	15
4	33	55
5	16	27
Total=	60	

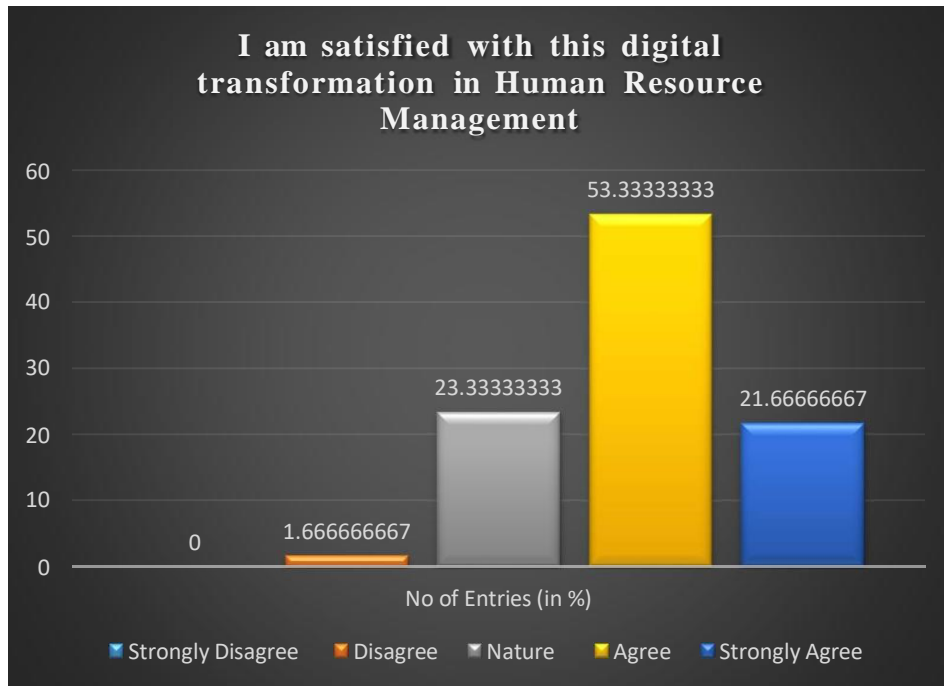


**Interpretation**

We can said that with the help of above diagram 55% employees agree with this statement.

15. I am satisfied with this digital transformation in human resource management.

Particular	No of Entries	No of Entries (in %)
1	0	0
2	1	2
3	14	23
4	32	5
5	13	22
Total=	60	

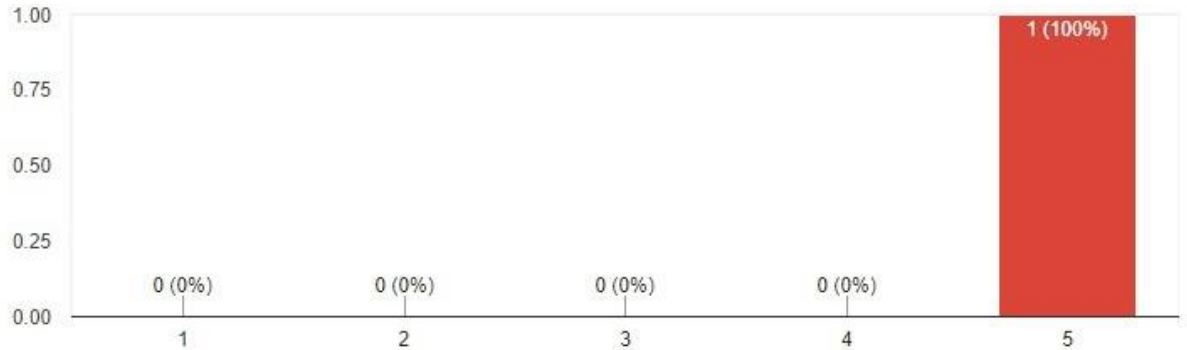


**Interpretation**

According to 53% employees agree that they get the payroll related documents as and when they required. 23% employees said that they naturally agree with digital help them to payroll related documentation.

## **Section B: Perception of HR Professionals about Digital transformation in HRM**

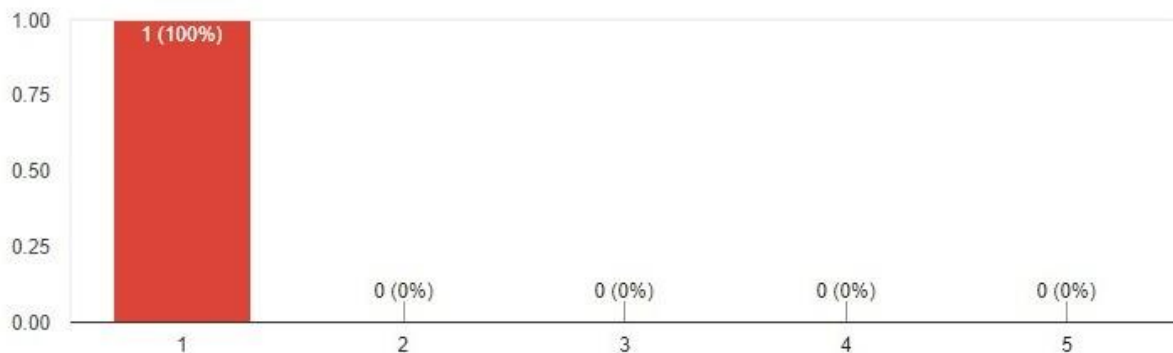
1. Digitalization in HRM provides strategy to fulfill the need for approaches that can help build the manpower planning for the future.



### **Interpretation**

Yes employer is strongly agreed that digitalization helps to build manpower planning for the future.

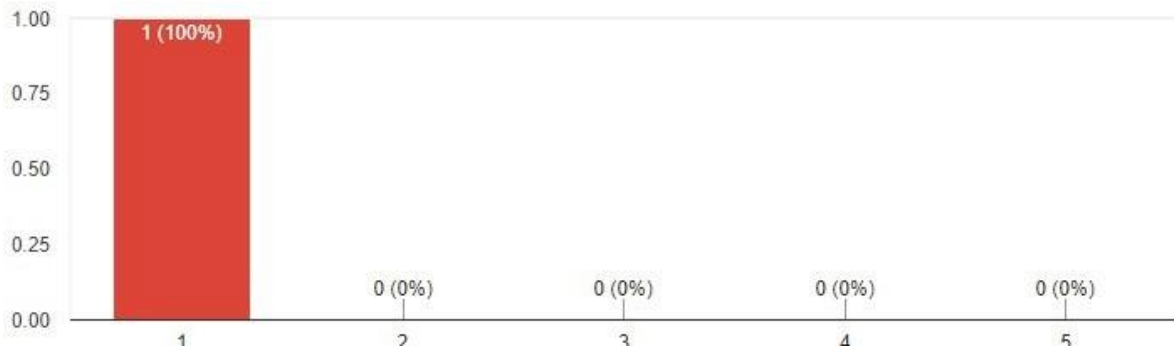
2. Ensure better employee experience to provide modern consumer experience to enable them to get their work done productively and efficiently with the help of digital system.



### **Interpretation**

Employer strongly disagree with this digital system can't help to people work done productively and efficiently.

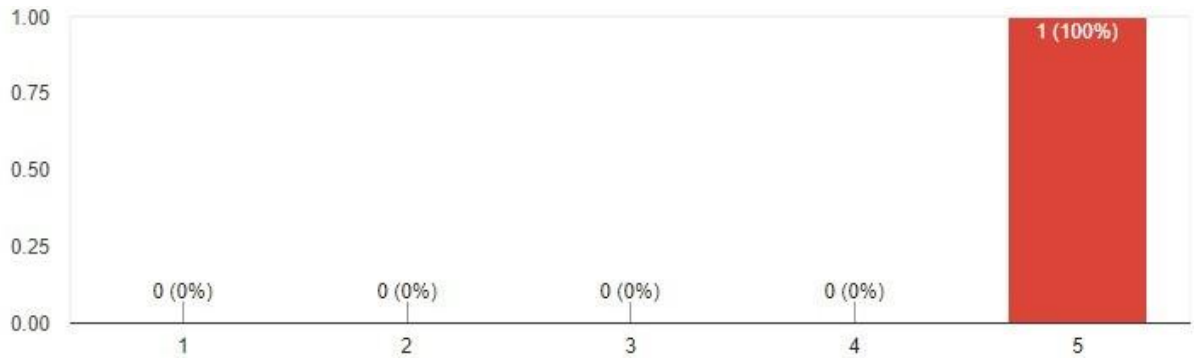
3. Increases accuracy in dashboard and analytics data.



**Interpretation**

According to employer digitalization can't increase accuracy in analysis of data.

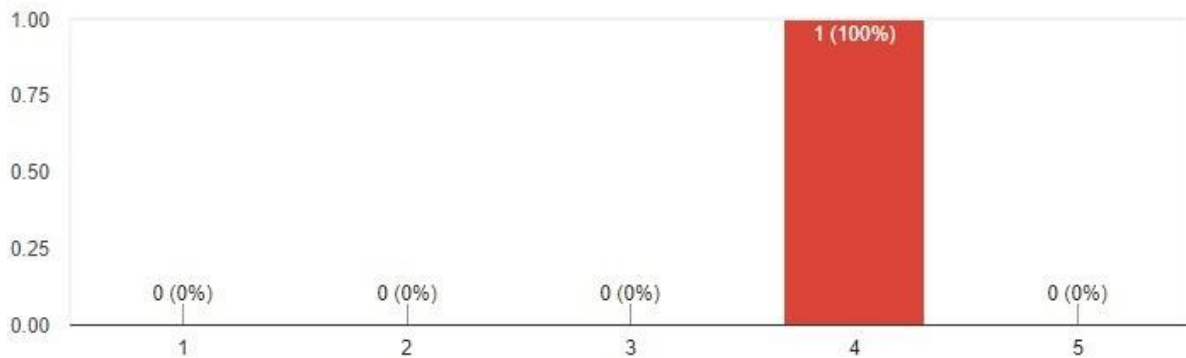
4. Manage the workforce with the help of digitalization.



**Interpretation**

Digitalization transformation in HRM helps to employer to manage workforce.

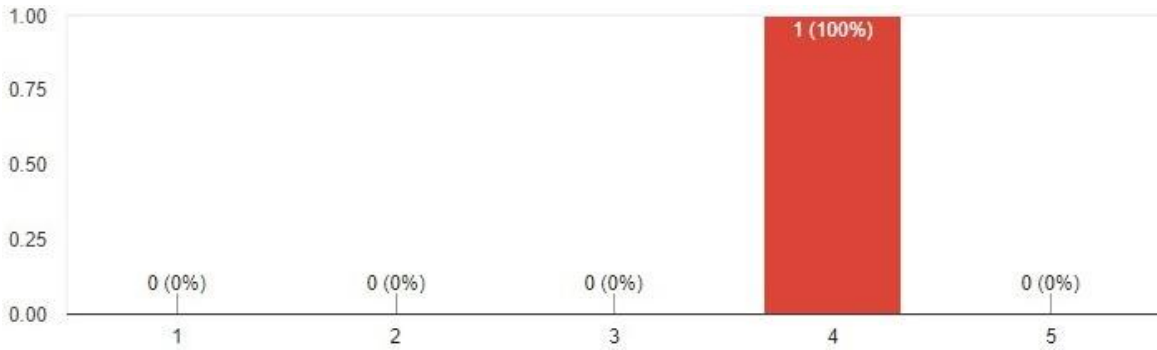
5. Improve the efficiency and agility to meet evolving business needs



**Interpretation**

Employer agrees that digitalization transform helps to increase efficiency and identify business needs.

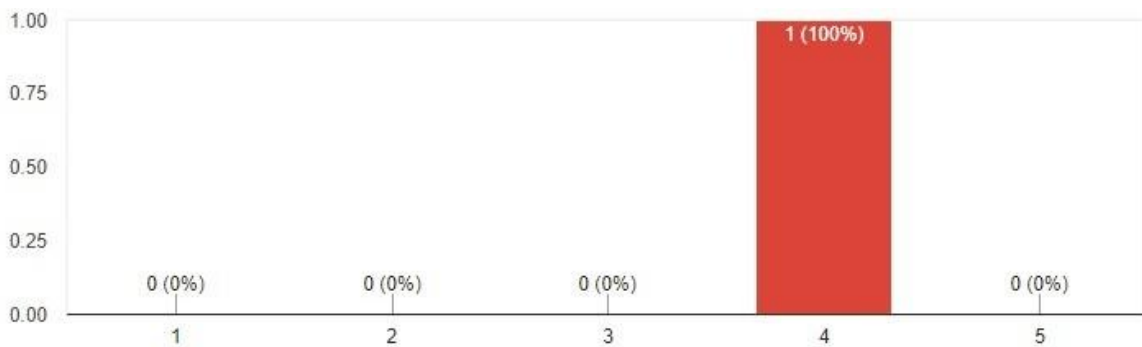
6. Employees are willing to accept change.



**Interpretation**

According to employer employees are agree to willing to accepting changes.

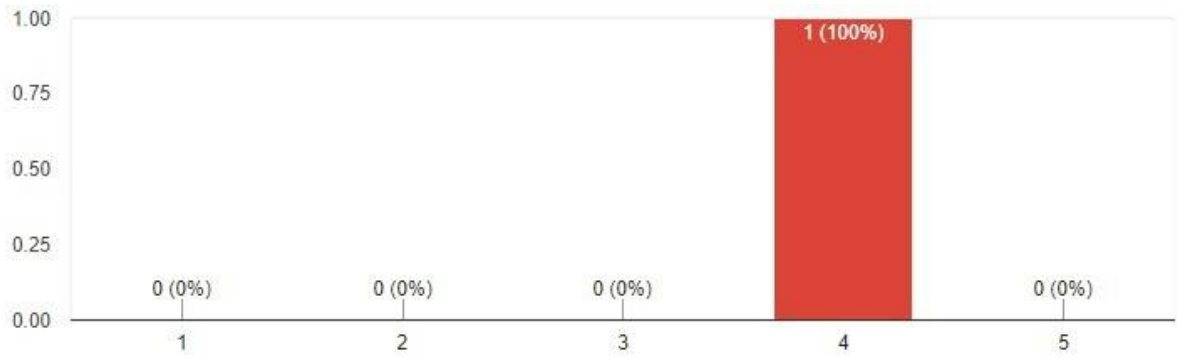
7. Company values information technology through digitalization as a change enabler.



**Interpretation**

Employer agrees with this that IT through digitalization is a cheap.

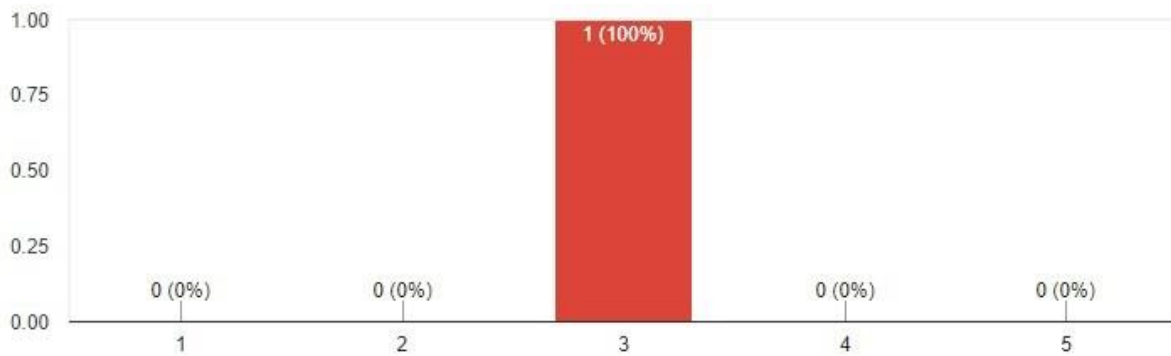
8. Company has explored how digitalization impacted to industry.



**Interpretation**

Employer agrees that they are explored digitalized impact on industry.

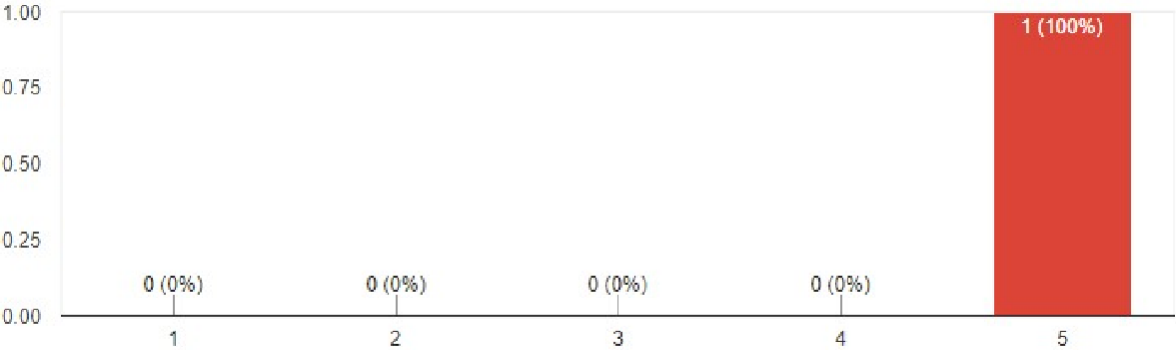
- 9. HR provides regular training for employees understanding about the role of digitization.



**Interpretation**

HR of the company provide training on digitalization occasionally.

10. HR should focus on attracting talent who are versed with digitalization.



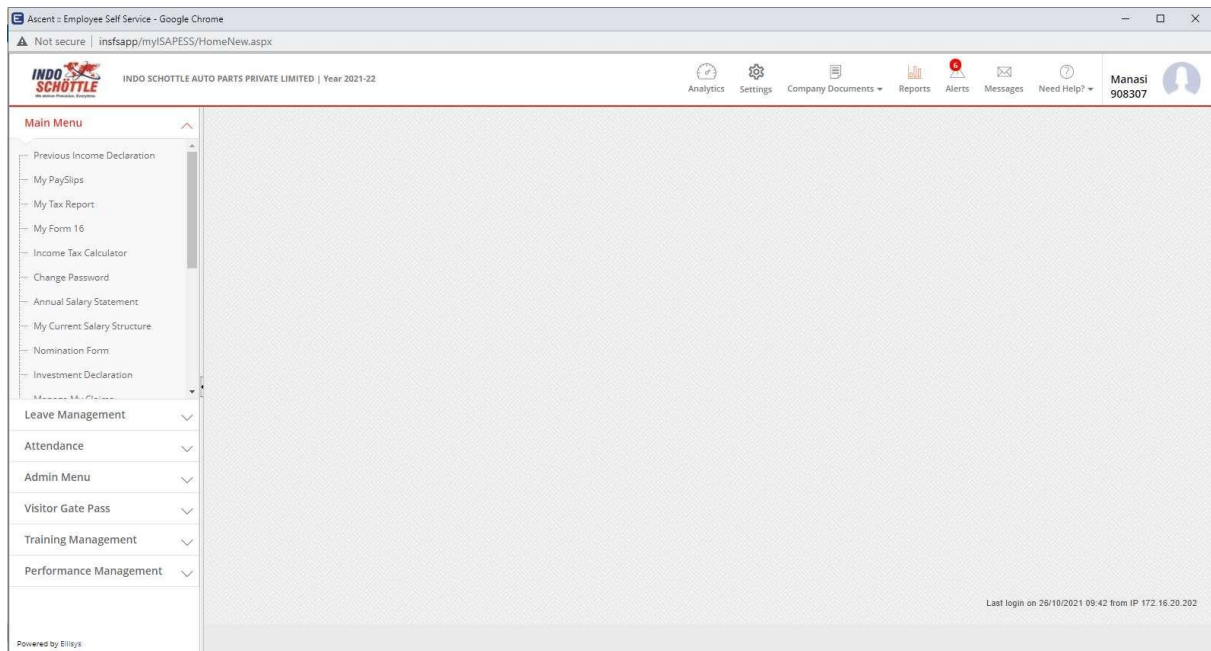
**Interpretation**

Now days the world has move to the digitalized in every filed, so the company want that type of manpower who want to familiar with today’s change. And company totally agree with this.



## Secondary Data Presentation

### ➤ Login Page: -



### ➤ Employee Data Record:-

Ascent - Employee Self Service - Google Chrome  
 Not secure | insfsapp/myISAPSS/HomeNew.aspx

**INDO SCHÖTTLE** INDO SCHÖTTLE AUTO PARTS PRIVATE LIMITED | Year 2021-22

Analytics Settings Company Documents Reports Alerts Messages Need Help? Manasi 908307

Main Menu  
 Leave Management  
 Attendance  
 Admin Menu  
 Configuration  
 Employee Master  
 Alerts/Messages  
 Activate Actual  
 Broken Applications  
 Manage Applications  
 Reset Lockout Accounts  
 Reset Password  
 Delete User Log  
 Login As  
 Visitor Gate Pass  
 Training Management  
 Performance Management

### Manage Employee Master

Employee No.   Include inactive Search Reset Save

#### Personal Parameter

Employee No.\*  Salutation\*  First Name.\*  Middle Name:  Last Name.\*

Gender:  Display Name.\*  Date of Birth.\*

Payroll Code:  PAN.\*  Father/Husband Name:  Relation:

Date of Joining.\*  Date of Training:  Date of Probation:  Date of Confirmation:

Date of Leaving:  Date of Resignation:  Group Joined on:  Aadhaar No:

Reason for Leaving:  Leaving Notes:

#### Leave & Attendance Parameters

Line Manager:  Leave Approver:  Approver Group:

Policy:  WEF To Date

Paid Holiday: Applicable Holidays

➤ **Attendance:-**

Ascent - Employee Self Service - Google Chrome  
 Not secure | insfsapp/myISAPSS/HomeNew.aspx

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Main Menu  
 Leave Management  
 Attendance  
 Admin  
 Change Employee Attendance  
 Change Shifts  
 Process Attendance  
 Assign Scheduling Template  
 Assign Group Policies  
 Vehicle Late/Early Entries  
 Extra Time Approval  
 OT Approval  
 Pending Applications

### Employee Information

October 2021

Date	Shift	Shift Time	In	Out	Hrs	LateIn	EarlyOut	Break	OTHrs	COHrs	Remarks
01, Fri	WQ	10:00 - 18:30	09:51	18:40	08:19			00:30			Punches
02, Sat	WQ							00:00			Punches
03, Sun	WQ							00:00			Punches
04, Mon	SG	08:00 - 17:00	Missing	Missing				00:00			CL
05, Tue	SG	09:00 - 17:30	09:00	18:30	09:00			00:30			Punches
06, Wed	SG	10:00 - 18:30	09:34	18:53	08:49			00:30			Punches
07, Thu	SG	09:00 - 17:30	09:26	18:06	08:10			00:30			Punches
08, Fri	SG	09:00 - 17:30	09:23	18:26	08:31			00:30			Punches
09, Sat	SG	09:00 - 17:30	09:24	18:33	08:39			00:30			Punches
10, Sun	WQ							00:00			Punches
11, Mon	SG	09:00 - 17:30	09:25	18:43	08:48			00:30			Punches
12, Tue	SG	10:00 - 18:30	09:32	18:37	08:35			00:30			Punches
13, Wed	SG	08:00 - 16:30	12:27	18:12	09:57			00:30			05:42Hrs Visit to Customer
14, Thu	SG	10:00 - 18:30	09:44	18:51	08:37			00:30			Punches
15, Fri	SG	08:00 - 17:00	Missing	Missing				00:00			Dassera/Vijaya Dashmi
16, Sat	WQ							00:00			Punches
17, Sun	ES	07:00 - 15:30	Missing	Missing				00:00			Absent
18, Mon	SG	09:00 - 17:30	09:25	18:42	08:47			00:30			Punches
19, Tue	SG	09:00 - 17:30	09:29	18:46	08:47			00:30			Punches
20, Wed	SG	09:00 - 17:30	09:24	18:27	08:33			00:30			Punches
21, Thu	SG	10:00 - 18:30	09:31	18:37	08:36			00:30			Punches
22, Fri	SG	10:00 - 18:30	09:35	18:51	08:46			00:30			Punches
23, Sat	SG	09:00 - 17:30	09:11	18:00	08:19			00:30			Punches
24, Sun	WQ							00:00			Punches
25, Mon	SG	09:00 - 17:30	09:29	18:26	08:27			00:30			Punches
26, Tue	SG	09:00 - 17:30	09:26	Missing				00:00			Absent
27, Wed	SG	08:00 - 17:00	Missing	Missing							Punches
28, Thu	SG	08:00 - 17:00	Missing	Missing							Punches
29, Fri	SG	08:00 - 17:00	Missing	Missing							Punches

Ascend :: Employee Self Service - Google Chrome  
 Not secure | insfsapp/mySAPSS/HomeNew.aspx

INDO SCHÖTTLE  
 INDO SCHÖTTLE AUTO PARTS PRIVATE LIMITED | Year 2021-22

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Main Menu  
 Leave Management  
**Attendance**  
 Convert Extra Time to OT  
 Open/Close Month  
 OT Pre-Approval  
 Authorize OT Pre Approval  
 Gate Pass Approval  
 Punch Card  
 Punch Card Summary  
**My Daily Attendance**  
 My OD Application  
 My Punch Application  
 Admin Menu  
 Visitor Gate Pass  
 Training Management  
 Performance Management

Powered by Elliyz

### My Daily Attendance

My Team's Attendance View Punches Regularize via

View  My Daily attendance  My Shift Schedule

SEPTEMBER 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			01 GS 07:47-17:07 Net Hrs : 08:50	02 GS 07:46-17:16 Net Hrs : 08:00	03 GS 07:35-17:45 Net Hrs : 09:40	04
05 WO GS 07:50-17:07 Net Hrs : 08:47	06 GS 07:50-17:09 Net Hrs : 08:49	07 GS 07:48-17:10 Net Hrs : 08:52	08 GS 07:50-17:09 Net Hrs : 08:49	09 GS 07:50-17:09 Net Hrs : 08:49	10 Ganesh Chaturthi	11 WO
12 GS 07:51-17:07 Net Hrs : 08:46	13 GS 07:44-17:09 Net Hrs : 08:35	14 GS 07:48-17:11 Net Hrs : 08:53	15 GS 07:50-17:08 Net Hrs : 08:48	16 GS 07:47-17:10 Net Hrs : 08:53	17	18
19 WO GS 07:43-17:10 Net Hrs : 08:57	20 GS 07:45-17:10 Net Hrs : 08:55	21 GS 07:43-17:12 Net Hrs : 08:59	22 GS 07:45-17:08 Net Hrs : 08:53	23 GS 07:44-17:09 Net Hrs : 08:55	24	25
26 WO GS 07:45-17:10 Net Hrs : 09:04	27 GS 07:52-17:06 Net Hrs : 08:44	28 GS 07:45-17:11 Net Hrs : 08:55	29 GS 07:45-17:09 Net Hrs : 08:54	30		

\* : Punch regularized for the day. # : Shift changed via request.

Ascend :: Employee Self Service - Google Chrome  
 Not secure | insfsapp/mySAPSS/HomeNew.aspx

INDO SCHÖTTLE  
 INDO SCHÖTTLE AUTO PARTS PRIVATE LIMITED | Year 2021-22

Analytics Settings Company Documents Reports Alerts Messages Need Help? Manasi 908307

Main Menu  
 Leave Management  
**Attendance**  
 Attendance Roster  
**Update Mass OD**  
 Manage Shift Schedule  
 Authorize Exceptions  
 Convert Extra Time to OT  
 Open/Close Month  
 OT Pre-Approval  
 Authorize OT Pre Approval  
 Gate Pass Approval  
 Punch Card  
 Admin Menu  
 Visitor Gate Pass  
 Training Management  
 Performance Management

Powered by Elliyz

### Update Mass OD/ Company Holiday

Import Submit

Select Type:  Mass OD  Company Holiday

Reason:

Date:    Full Day  Hourly Mass OD

Reason:

Comments if any:

Select Employees:

Ascent - Employee Self Service - Google Chrome  
 Not secure | insfsapp/myISAPSS/HomeNew.aspx

INDO SCHÖTTLE  
 INDO SCHÖTTLE AUTO PARTS PRIVATE LIMITED | Year 2021-22

Analytics Settings Company Documents Reports Alerts Messages Need Help? Manasi 908307

Main Menu  
 Leave Management  
 Attendance  
 Admin  
 Change Employee Attendance  
 Change Shifts  
 Process Attendance  
 Assign Scheduling Template  
 Assign Group Policies  
 Vehicle Late/Early Entries  
 Extra Time Approval  
 OT Approval  
 Pending Applications  
 Generate Payroll Data  
 Admin Menu  
 Visitor Gate Pass  
 Training Management  
 Performance Management

POWERED BY ELLIYS

PROCESS ATTENDANCE

Process Attendance  Process Status Only (what is this?)

Group Policy: All

Date: 01/10/2021 - 28/10/2021

Employee Selection Criteria

Search Advanced Search Copy Bulk Employees

Employee: [input] [input]

Location: [input] [input]

GO

Ascent - Employee Self Service - Google Chrome  
 Not secure | insfsapp/myISAPSS/HomeNew.aspx

INDO SCHÖTTLE  
 INDO SCHÖTTLE AUTO PARTS PRIVATE LIMITED | Year 2021-22

Analytics Settings Company Documents Reports Alerts Messages Need Help? Manasi 908307

Main Menu  
 Leave Management  
 Attendance  
 Admin  
 Change Employee Attendance  
 Change Shifts  
 Process Attendance  
 Assign Scheduling Template  
 Assign Group Policies  
 Vehicle Late/Early Entries  
 Extra Time Approval  
 OT Approval  
 Pending Applications  
 Generate Payroll Data  
 Admin Menu  
 Visitor Gate Pass  
 Training Management  
 Performance Management

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Assign Scheduling Template

Add New Template

Employee No. 908307 - Manasi Nagpure - om [Go] [Reset]

Template ID	Template Name	Wef Start Dt	Wef End Dt	AssignedOn
4	1 and 3 Sat and All Sunday	01/10/2021	09/10/2021	Delete

➤ **Learning Management System:-**

Access: Employee Self Service - Google Chrome  
 Not secure | indhapp/myLSAFESS/HomeNew.aspx

**INDO SCHÖTTLE** INDO SCHÖTTLE AUTO PARTS PRIVATE LIMITED | Year 2021-22

Analytics Settings Company Documents Reports Alerts Messages Need Help? **Abhishek 021128**

Main Menu  
 Leave Management  
 Attendance  
 Admin Menu  
 Visitor Gate Pass  
**Training Management**  
 TMS Manager Dashboard  
 Employee Dashboard  
 Performance Management

**Employee Dashboard**

Tasks  
 No Pending Task

Training Assigned  
 Course(s) (1) New Requirement(s) (0)  
 ACMA - "Post COVID Labour Code Reforms-III in India Great of Fate" Approved

My Training Agenda  
 Upcoming (0) Ongoing (0) Completed (1) Not Attend. (0) Can  
 No data available

Team Training Agenda View Detail  
 Status: Employees  
 OnGoing 0  
 Upcoming 0  
 Completed 1  
 Cancelled 0  
 Not Attending 0  
 Deregistered 0

My Team Assign Courses  
 COURSES HOURS  
 Manasi Nagpure - oim 1 / 1  
 1 Courses Taken

Powered by Elliptic

**INDO SCHÖTTLE** INDO SCHÖTTLE AUTO PARTS PRIVATE LIMITED | Year 2021-22

Analytics Settings Company Documents Reports Alerts Messages Need Help? **Manasi 908307**

Main Menu  
 Leave Management  
 Attendance  
 Admin Menu  
 Visitor Gate Pass  
**Training Management**  
 TMS Manager Dashboard  
 Employee Dashboard  
 Performance Management

**TMS Manager Dashboard** L&D 2021 - (Active) Change Batch **More**

Tasks  
 Approval required for 174 employees in 59 Courses  
 Plan new training! 368 employees require training in 27 Courses  
 Update attendance for 10 completed programmes

Needs Summary (2021) View Detail  
 Pending 414  
 Approved 554  
 Declined 0  
 Total 968

Organization Overview View Detail  
 Needs Courses  
 Completed 32% 178 / 546  
 Not Completed 68%  
 Courses 35% 15 / 42  
 Ongoing 0 / 0  
 Scheduled 0 / 0  
 Pending 368 / 27

Training Agenda Calendar  
 Ongoing (0) Upcoming (0) Completed (21) Cancelled (3)  
 Search  
 Time Management  
 Time Management  
 Oct 23, 2021 To Oct 23, 2021 @ 2:00 PM - 5:00 PM  
 Virtual Learning Platform  
 Attendance: Present (17) Absent (6)  
 Conflict Management  
 Conflict Management Skills  
 Oct 20, 2021 To Oct 20, 2021 @ 2:00 PM - 5:00 PM  
 Virtual Learning Platform  
 Attendance: Present (1) Absent (0)  
 : ACMA Online Training on "Global 8 Disciplines"

Expense Overview (2021)  
 Approved Budget 1  
 Consumed Budget 0  
 Proposed Budget 0  
 Balance Budget 1

Powered by Elliptic

Ascent : Employee Self Service - Google Chrome  
 Not secure | insfsapp/mySAPSS/HomeNew.aspx

INDO SCHÖTTLE INDO SCHÖTTLE AUTO PARTS PRIVATE LIMITED | Year: 2021-22

Analytics Settings Company Documents Reports Alerts Messages Need Help? Manasi 908307

Main Menu  
 Leave Management  
 Attendance  
 Admin Menu  
 Visitor Gate Pass  
 Training Management  
 TMS Manager Dashboard  
 Employee Dashboard  
 Performance Management

TMS Manager Dashboard > Course Overview

L&D 2021-(Active) Change Batch

Search Employee (min 3 chars.)

Course	Total Needs	Completed	On-going	Scheduled	Pending	Action
5S Awareness Program	21	0	0	0	21	Plan Training
ACMA - Masterclass - Concepts towards First Time Right Quality of New Products (NPD)	2	2	0	0	0	View Details
ACMA - "Post COVID Labour Code Reforms-IR in India Great or Fate"	4	4	0	0	0	View Details
ACMA Machining Technology	3	3	0	0	0	View Details
ACMA Online Training on "Global 8 Disciplines"	10	10	0	0	0	View Details
Accident & Incident Awareness	1	0	0	0	1	Plan Training
Advance Product Quality Planning- APQP	2	0	0	0	2	Plan Training
Aspect- Impact Analysis	9	9	0	0	0	View Details
Behavior Based Training	19	19	0	0	0	View Details
Conflict Management Skills	1	1	0	0	0	View Details
Context of Organization: ISO 9100 & ISO14001	10	10	0	0	0	View Details
Contingency Planning	22	0	0	0	22	Plan Training
Customer Specific Requirements (CSR)	6	0	0	0	6	Plan Training
Diet Awareness for COVID 19	8	0	0	0	8	Plan Training
Effective Communication	16	0	0	0	16	Plan Training

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Analytics Settings Company Documents Reports Alerts Messages Need Help? Manasi 908307

Main Menu  
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 Training Management  
 TMS Manager Dashboard  
 Employee Dashboard  
 Performance Management

Settings

COURSES TRAINING

COURSE LIST

CREATE COURSE

Name:

Course Category:

Course Type:

Duration Hour:

Estimated Cost Per Head:

Course Code:  [Get Next Code](#)

Upload Image:  No file chosen

Description (Max 2000 Characters Allowed):

Name	Frequency	Category	Code	Duration	Cost	Trainer(s)	Action
Conflict Management Skills	Regular	Awareness/ Knowledge	T-40	3 Hr(s)	Rs.	1 Trainer(s)	View
Contingency Planning	Regular	Awareness/ Knowledge	T-16	4 Hr(s)	Rs.	1 Trainer(s)	View
Counterfeit Parts (Prevention control)	Regular	Awareness/ Knowledge	T-18	4 Hr(s)	0 Rs.	2 Trainer(s)	View
Customer Specific Requirements (CSR)	Regular	Technical	T-35	4 Hr(s)	Rs.	1 Trainer(s)	View
Effective Communication	Regular	Skills	T-41	8 Hr(s)	6000 Rs.	1 Trainer(s)	View

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INDO SCHÖTTLE AUTO PARTS PRIVATE LIMITED | Year 2021-22

Analytics Settings Company Documents Reports Alerts Messages Need Help?

Manasi 908307

Main Menu

Leave Management

Attendance

Admin Menu

Visitor Gate Pass

Training Management

TMS Manager Dashboard

Employee Dashboard

Performance Management

Powered by Elligs

Employee Dashboard

Tasks

No Pending Task

Training Assigned

Course(s) (1) New Requirement(s) (0)

SAP-PO/PR

Approved

My Training Agenda

Calendar

Upcoming (0) Ongoing (0) Completed (1) Not Attend. (0) Cancell (0)

SAP-PO/PR

SAP-PO/PR

Aug 18, 2021 To Aug 18, 2021 @ 11:02 AM - 11:02 AM

Training Hall- EOU

➤ **Leave Management :-**

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INDO SCHÖTTLE AUTO PARTS PRIVATE LIMITED | Year 2021-22

Analytics Settings Company Documents Reports Alerts Messages Need Help?

Main Menu

Leave Management

Attendance

Admin Menu

Visitor Gate Pass

Training Management

Performance Management

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My Leave Application

My Leave Calendar

My Staff Calendar

Manage Comp-Off

Leave Encashment

Leave Application

Submit

Application Date: 25 December 2021

Appointer: 021148 - Lakshmi Hanasahalli Bhaskar

Leave Type: **Sick**

Date From:  To:

Start To:  End To:

Leave Days:  Leave Balance:

Reason:

Comments:

Leave Balances

LEAVE Type	Opening	Accrued	Availed	Pending	Used	Balance
Casual Leave	0.000	10.000	1.000	0.000	0.000	9.000
Compensatory Off	0.000	5.000	2.000	0.000	3.000	0.000
Privilege Leave	0.000	0.000	0.000	0.000	0.000	0.000

Account: Employee Self Service - Google Chrome  
 Not secure | https://mySAPSS/HomeNew.aspx

**INDO SCHOTTLE** INDO SCHOTTLE AUTO PARTS PRIVATE LIMITED | Year: 2021-22

Abhishek 021128

Main Menu  
 Leave Management  
 Attendance  
 Admin  
 Admin Menu  
 Visitor Gate Pass  
 Training Management  
 Performance Management

### Punch Card

(Period: 01/12/2021 - 31/12/2021)

INDO SCHOTTLE AUTO PARTS PRIVATE LIMITED

Date	Day	Shift Code	Start	End	Actual In	Actual Out	Late In	Early Out	Short Wks	Break Wks	DTICoff Wks	Reason/Exception
01/12/2021	Wed	GS	08:00	18:30	08:26	18:23				00:30		
02/12/2021	Thu	GS	08:00	18:30	07:48	17:48				00:30		
03/12/2021	Fri	GS	08:00	18:30	07:48	17:57				00:30		
04/12/2021	Sat	WO								0:00		
05/12/2021	Sun	WO								0:00		
06/12/2021	Mon	GS	08:00	18:30	07:48	17:11				00:30		
07/12/2021	Tue	GS	08:00	18:00	08:37	17:48				00:30		
08/12/2021	Wed	GS	08:00	18:30	07:48	17:43				00:30		
09/12/2021	Thu	GS	08:00	18:30	07:52	17:35				00:30		
10/12/2021	Fri	GS	08:00	18:30	07:48	17:43				00:30		
11/12/2021	Sat	SS	08:00	17:00						0:00		CD
12/12/2021	Sun	WO								0:00		
13/12/2021	Mon	GS	08:00	18:30	07:49	17:55				00:30		
14/12/2021	Tue	GS	08:00	18:30	07:41	17:55				0:41		
15/12/2021	Wed	GS	08:00	18:30	07:49	17:08				00:30		
16/12/2021	Thu	SS	08:00	18:30	07:47	17:57				0:40		
17/12/2021	Fri	GS	08:00	18:30	08:28	17:54				0:36		
18/12/2021	Sat	WO								0:00		
19/12/2021	Sun	WO								0:00		
20/12/2021	Mon	GS	08:00	18:30	07:48	17:47				0:29		
21/12/2021	Tue	GS	08:00	18:00	08:42	18:30				3:37		
22/12/2021	Wed	GS	08:00	18:30	07:49	18:43				10:24		
23/12/2021	Thu	GS	08:00	18:00	08:37	17:43			0:20			
24/12/2021	Fri	GS	08:00	18:30	07:48	17:11				0:52		
25/12/2021	Sat	GS	08:00	18:00	08:55	0:00						Absent: 0:00:00 CL

**SUMMARY**

Present Days	18.00	Overtime Hours (Approved)	0.00	Shift Code wise Count
Fixed Holidays	0.00	Physical Working Hours	198.56	GS: 15
Week Off	8.00	Absent Days	1.00	GS: 4
Worked On Week off (days)	0.00	Fact Leave	1.50	SG: 1
Worked on Fixed Holiday (days)	0.00	Unpaid Leave	0.00	

➤ **Performance Management System:-**

Account: Employee Self Service - Google Chrome  
 Not secure | https://mySAPSS/HomeNew.aspx

**INDO SCHOTTLE** INDO SCHOTTLE AUTO PARTS PRIVATE LIMITED | Year: 2021-22

Abhishek 021128

Main Menu  
 Leave Management  
 Attendance  
 Admin Menu  
 Visitor Gate Pass  
 Training Management  
 Performance Management

Performance Dashboard > My Objectives

### New KPI

KPI Title: New Attendance system implementation Weightage %: 30

KPI Description: [Text Area]

Start date: 16/12/2020 End date: 31/12/2021

Current Status: [Dropdown Menu] Completion: [Progress Bar]

Measurement Criteria: [Text Area]

Measurement Scale: [Radio Buttons] Increase is Better / Decrease is Better

Unit Of Measure: Percentage Target: [Text Field]

Buttons: Save, Cancel

➤ **Visitor Entry Register:-**



- Main Menu
- Leave Management
- Attendance
- Admin Menu
- Visitor Gate Pass
- Appointment Entry
- Visitor In Entry
- Visitor Out Entry
- Visitor Register
- Visitors List (In Only)
- Training Management
- Performance Management

### Visitor Register

From Date: 01/12/2021 To Date: 31/12/2021 Search

Clear Column Filters

Meeting Date	Visitor ID	Visitor Name	Company	IsPlanned	Type	Purpose	InTime	OutTime	Host	Department	Canteen
25/12/2021	34906	Santosh Khaire	Onkar Packaging	Yes	Vendor/Suppli	Official	11:59 AM		Manoj Sherki	SUPL1300	No
25/12/2021	34905	MR. AJAY KULKARNI	ICONIC QUALITY	Yes	Vendor/Suppli	Official	11:43 AM		Premnath Khatawke	MATL1000	Yes
25/12/2021	34904	Prabhu	APA engineering	Yes	Customer	Official	11:19 AM		Tushar Wadekar	SALE1300	No
25/12/2021	34903	Kemse+2	Prashant enterprises	Yes	Vendor/Suppli	Official	10:41 AM		Suresh Baravkar	MANTI000	No
25/12/2021	34902	Prashant Kemse +2	Prashant Enterprises	Yes	Vendor/Suppli	Official	10:19 AM		Aditya Jagdale	TECHSERVIC	No
25/12/2021	34901	Prashant Kemse +1	Prashant Enterprises	Yes	Vendor/Suppli	Official	10:11 AM		Ashjit Gakwad	CORPSEHR	No
25/12/2021	34900	Jendra	Bgm	Yes	Vendor/Suppli	Official	10:02 AM		Shivangouda Kadab	ADHRI400	No
25/12/2021	34899	CHINCHOLE SHEVAI LATUR		No	Candidate for	Official	09:41 AM	11:20 AM	Ketan Ashok Vasagi	EOU HR	No
25/12/2021	34898	MR. PIYUSH+1	M.E.S.COLLEGE	Yes	Vendor/Suppli	Official	09:20 AM		Milind Kulkarni	TECHSERVIC	Yes
25/12/2021	34897	Mr. Satish Wagh+2	Alfa Entp.	Yes	Vendor/Suppli	Official	08:45 AM		Prashant Puranik	VENDI000	Yes
24/12/2021	34896	MR. SANTOSH MHA	UNITECH PRECISION	Yes	Vendor/Suppli	Official	05:23 PM	07:03 PM	Premnath Khatawke	MATL1000	No
24/12/2021	34895	pawale	Shashant Fabrication	Yes	Vendor/Suppli	Official	04:38 PM		Sanjay Rayagoudar	MANTI400	No
24/12/2021	34894	MR. SONAR	VIPUL TOOLS	Yes	Vendor/Suppli	Official	04:27 PM	05:45 PM	Premnath Khatawke	MATL1000	No
24/12/2021	34893	kanade	chandiala Enterprises	Yes	Vendor/Suppli	Official	04:08 PM		Manoj Sherki	SUPL1300	No
24/12/2021	34892	MR. KOLEKAR	UNIQUE SALES CORP	Yes	Vendor/Suppli	Official	03:35 PM	04:16 PM	Premnath Khatawke	MATL1000	No
24/12/2021	34891	Sachin More	PEC	Yes	Vendor/Suppli	Official	02:53 PM		Manoj Sherki	SUPL1300	No

Page 1 of 32 (637 items)

## Hypothesis Testing

### ANOVA

#### Meaning of ANOVA

A common approach to figure out a reliable treatment method would be to analyse the days it took the patients to be cured. We can use a statistical technique which can compare these three treatment samples and depict how different these samples are from one another. Such a technique, which compares the samples on the basis of their means, is called ANOVA.

Analysis of variance (ANOVA) is a statistical technique that is used to check if the means of two or more groups are significantly different from each other. ANOVA checks the impact of one or more factors by comparing the means of different samples.

#### **ANOVA CALCULATION**

SUMMARY				
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
18-24	2	21	10.5	180.5
25-34	2	18	9	98
35-44	2	17	8.5	60.5
45-54	2	14	7	18
55-64	2	5	2.5	12.5

ANOVA							
1. Employees are Familiar with Digital transformation							
Source of Variation	SS	df	MS	F	P-value	F crit	Sig
Between Groups	75	4	18.75	0.253721	0.895781	5.192168	.007
Within Groups	369.5	5	73.9				
Total	444.5	9					

## **Interpretation**

The above ANOVA table shows that, the employees are familiar and familiarity level varies with age groups with significant value 0.007 which is less than 0.05. It means that age had impact of the familiarity level. The HR has played important role in educating the Younger employees. HR should focus on aged people also to create a familiarity levels with respect to digital transformation.

## **Finding**

### ➤ **Recruitment & Selection**

- ✚ 40% of respondent agree that employees are familiar with the forecasting used in the recruitment process & 37% disagree.
- ✚ Today in T & A field online job portals play crucial role. It is easy to both i. e. employer & candidate to find out their solutions.
- ✚ Digital help to handle all the company's recruiting needs. It tracks candidate information and resumes enables recruiters to match job opening to suitable from the company's application tool and helps in guiding the hiring process.
- ✚ Now a days with the help of digital employer conduct the online interview through Skype, Google meet, zoom etc. this will help both to save the times, however some time it is not convenient to understand about candidate.
- ✚ This company prefer to post their job opening in online job portals instead of using advertisement because using of online portals are more cost saviour as compared to using of advertisement.

### ➤ **Learning Management System**

- ✚ Employees agree that HR regularly conduct training sessions to understand the importance of digitalization.
- ✚ LMS help to employer to find out need of training & help to employer to set annual training calendar.
- ✚ Employee can find out their need of improvement and attend the online training, but online session cannot fulfil their technical need as this company is manufacturing industry so, more practical training is more convenient than online session.
- ✚ 71% Employees are agreeing that digital HRM help them to set annual goal as well as help them to where they are and where they must go.

### ➤ **Leave Management & Attendance**

- ✚ In company having punching machine, employee must punch through RF card, and maintain their attendance through digitally.

- ✚ It is changes before and after digitalization, before employer must maintain attendance muster, it was very difficult to employer to maintain employees leave card, but due to digitalization easy to maintain attendance.
- ✚ Employees can see their attendance daily basis.
- ✚ If they have changes or miss punch, they must mail to their reporting manager he mailed to HR manager for further process.
- ✚ Employee can take leave and update their leave reason by own. They don't have need to apply for leave application, it is easy to employer as well to reduce pool of application for leave.

➤ **Performance Management System**

- ✚ Performance management helps to both the employer and employees towards their goals.
- ✚ In PMS employee set the goal and his manager check this goal, if there is in any change manger discus with employee and again, he set his/her goal.
- ✚ With the help of PMS management increment their employees.
- ✚ Most of the employees are satisfied with current PMS works well and they don't need to change.
- ✚ HR of this company said that they are satisfied with conducting performance review, but some managers are hesitated to accept this change.

**Others Finding**

- ✚ Work environment at is comfortable for the employees & workers.
- ✚ The team is full of enthusiastic people.
- ✚ Employees agree that they are familiar with the concept of digitalization.
- ✚ Employees have studied how digitalization affects their growth & development
- ✚ Employees are ready to accept to change.
- ✚ Corporate values allow technology as a change, and ready to accept the new technology.
- ✚ Companies explored and strongly agree on how digitalization could affect our industry.
- ✚ Employees are agreeing that they are familiar with Internet Thing & Business Intelligence.
- ✚ People agree that employee engagement provides a platform for digitalization.

## **Suggestions**

- 1) More awareness should be created to broaden the knowledge of digitalization.
- 2) Employees should know and know more about the concept of digitalization.
- 3) Business should continue with more training program.
- 4) Employees should be ready to accept the technology change.
- 5) Most companies have shown to interest in accepting digitalization.
- 6) The company should focus on the 40+ age group to understand the digitalization.
- 7) HR should offer more training to understand training related to attendance & leave.
- 8) HR should focus on employee retention.
- 9) The competitive advantage of the company should also focus on the technology.
- 10) The company should try to digitalize in documentation process.
- 11) LMS should be clearer to employees.
- 12) HR should provide right information while e-recruitment process.
- 13) PMS is good but employees & employer handle in proper way.
- 14) HR should create DHRM environment in organization.
- 15) HR should play vital role to set process of DHRM.

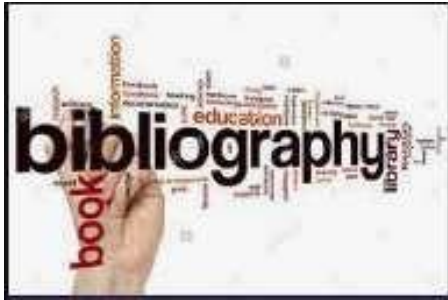
## Conclusion



Digital Human Resource Management is considered as the basic need in the aspect of business organization. Every business organization has a long way to go by adopting digitalization. Digital HRM helps in maintaining a strong relationship between management and its employee. By preparing a strategy for DHRM will help in organizational performance. This study tries to highlight the importance of DHRM in the aspect of the organization and by enhancing the recruitment process by creating an application by the top leading organization. The outcome of the research paper will act as an important aspect for researchers to implement further research on DHRM.

Every organization should develop its digital strategy to improve productively. In the present scenario, DHRM is considered a more significant and growing research topic as well as an important topic for a business organization. With the use of DHRM practice and through social media, the internet, AI, and other technology organization can maintain their performance and employee'

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- <https://www.slideshare.net/ShaiKhIrshad/project-report-on-performance-management-system>

## Annexure



## Final questions

Dear Respondent,

I Mansi Ravi Nagpure pursuing my MBA from Savitribai Phule Pune University.

As a part of my curriculum conducting this survey. This study is being conducting purely for the academic purpose. All the information provided by you will be kept completely confidential.

Thank you in advance for your participation!

I am extremely appreciative of your time and effort.

Name:-

Gander: - Male

Female

Age:-

18 to 24

25 to 34

35 to 44

45 to 54

Above 54

Total Work Experience (In years):-

.....

Designation: -

.....

### Survey

Instructions: Below are several self-orientations that people may have with regard to their work role using the following scale, please indicating the extent to which you agree or disagree that each one describes your self-orientation.

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly

#### **Section A: Perception of Employees about Digital transformation in HRM**

1. I am aware about the digital transformation in human resource management.  
Strongly 1 2 3 4 5 Strongly  
Disagree      Agree
  
2. I am satisfied with this digital transformation in human resource management.  
Strongly 1 2 3 4 5 Strongly  
Disagree      Agree
  
3. According to me digital HRM supposed to increase productivity and time saving.  
Strongly 1 2 3 4 5 Strongly  
Disagree      Agree
  
4. Familiar with this digitalization transformation and confirm adoptability level.  
Strongly 1 2 3 4 5 Strongly  
Disagree      Agree

5. I am agreeing that with the help of digitalization enhances fastest mode to apply job on job portal.

Strongly 1 2 3 4 5 Strongly  
Disagree      Agree

6. I am getting the job with the help of various job portals or they can provide me right job.

Strongly 1 2 3 4 5 Strongly  
Disagree      Agree

7. My company provides training or receiving the coaching from my HR regarding to the system which I am using.

Strongly 1 2 3 4 5 Strongly  
Disagree      Agree

8. The online training time limit of the training program was sufficient.

Strongly 1 2 3 4 5 Strongly  
Disagree      Agree

9. The online training given is useful to me.

Strongly 1 2 3 4 5 Strongly  
Disagree         
   Agree

10. My organization operates online performance management system.

Strongly 1 2 3 4 5 Strongly  
Disagree      Agree

11. Digital HRM help me to fulfill my needs or help me to set my annual goals towards organization.

Strongly 1 2 3 4 5 Strongly

Disagree      Agree

12. The current performance management system works well & easy to operate.

Strongly 1 2 3 4 5 Strongly

Disagree      Agree

13. I have clear understanding of digitalized in attendance & leave management.

Strongly 1 2 3 4 5 Strongly

Disagree      Agree

14. Digital transformation in HRM provides data management and data accuracy

Strongly 1 2 3 4 5 Strongly

Disagree      Agree

15. Digital HRM used for all necessary payroll related documents as and when required.

Strongly 1 2 3 4 5 Strongly

Disagree      Agree

**Section B: Perception of HR Professionals about Digital transformation in HRM**

1. Digitalization in HRM provides strategy to fulfill the need for approaches that can help build the manpower planning for the future.

Strongly Disagree   1   2   3   4   5   Strongly Agree  
           

2. Ensure better employee experience to provide modern consumer experience to enable them to get their work done productively and efficiently with the help of digital system.

Strongly Disagree   1   2   3   4   5   Strongly Agree  
           

3. Increases accuracy in dashboard and analytics data.

Strongly Disagree   1   2   3   4   5   Strongly Agree  
           

4. Manage the workforce with the help of digitalization.

Strongly Disagree   1   2   3   4   5   Strongly Agree  
           

5. Improve the efficiency and agility to meet evolving business needs.

Strongly Disagree   1   2   3   4   5   Strongly Agree  
           

6. Employee are willing to accept change.

Strongly Disagree   1   2   3   4   5   Strongly Agree  
           

7. Company values information technology through digitalization as a change enabler.

Strongly Disagree   1   2   3   4   5   Strongly Agree  
           

8. Company has explored how digitalization impacted to industry.

Strongly Disagree   1   2   3   4   5   Strongly Agree  
           

9. HR provides regular training for employees understanding about the role of digitization.

Strongly Disagree   1   2   3   4   5   Strongly Agree

10. HR should focus on attracting talent who are versed with digitalization.

Strongly Disagree   1   2   3   4   5   Strongly Agree