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MEASURING EMPLOYEE EXPERIENCE IN THE DIGITAL WORLD – A STUDY WITH REFERENCE TO THE IT INDUSTRY

[1]Vadla. Bhargavi, [2] Dr. B. Lavanya,

[1] Vadla Bhargavi, MBA, School of Management Studies, Chaithanya Bharathi Institute of Technology, Hyderabad, India.

[2] Dr. B. Lavanya, Assistant Professor, School of Management Studies, Chaithanya Bharathi Institute of Technology, Hyderabad, India.

[1] CHAITHANYA BHARATHI INSTITUTE OF TECHNOLOGY

[1] CHAITHANYA BHARATHI INSTITUTE OF TECHNOLOGY, Gandipet, Hyderabad, India.

Abstract: This study examines the digital employee experience (DEX) within contemporary virtual workplaces, specifically targeting the IT industry. The primary objectives Additionally, the study examines how demographic variables such as age, gender, and income impact DEX. Data collection involved a self-designed questionnaire which got 151 responses from IT professionals via Google Forms, supplemented with secondary data from journals, magazines, and online resources. The findings highlight the necessity for organizations to enhance DEX to foster a more engaged and productive workforce. The research underscores that improving DEX is an ongoing process of learning, improvement, measurement, and action, essential for the modern workplace's success.

KEY WORDS: Digital Employee Experience (DEX), IT Industry Remote Work, Virtual Workplace, Employee Engagement, Digital Tools

Introduction:

In today's rapidly evolving digital landscape, the concept of employee experience has garnered significant attention, especially within industries like Information Technology (IT) where technology intertwines deeply with work environments. Understanding and measuring employee experience has become paramount for organizations aiming to create positive work environments, enhance productivity, and retain top talent. This study delves into the intricacies of measuring employee experience within the context of the IT industry, exploring how digital advancements impact employee engagement, satisfaction, and overall well-being.

The digital era has transformed how employees interact, collaborate, and perform their roles. Consequently, organizations must adapt their strategies to align with these changes and ensure that employees' digital experiences contribute positively to their overall work satisfaction and performance.

Review of Literature:

Nur Catherine Ameu, Rasimah Che Mohd Yusoff (2024): This study develops and validates an assessment tool for Digital Employee Experience (DEX) through a content validity test involving five experts. The evaluation refined the tool from 63 to 38 items, ensuring a reliable measure for DEX.

Shaji George. A (2024): The research contrasts the rigid industrial work model with the flexible digital work model, highlighting the impact of technological innovations and generational shifts. It explores how organizations must adapt to new management and performance measurement methods as work evolves towards more flexible, remote, and outcome-focused paradigms.

Stephen McCarthy, Titiana Ertio, Tania Eriksson, Wendy Rowan (2024): This study emphasizes the role of emotional intelligence (EI) in digital leadership to mitigate technostress. It highlights the need for digital leaders to develop emotional awareness and empathy, offering strategies to reduce technostress.

Sam Schroeder, Mira Lehberger, Kai Sparke (2024): The study "Threat or Opportunity? – Managers' and Employees' Perception of Automation and Digitalization in the Horticultural Sector" surveys 156 managers and 132 employees in Germany. Both groups view automation and digitalization positively, noting benefits like addressing skill shortages and improving productivity.

Qiuling Chen, Ziyi Gong, Jingfei Wu, Tianchi Wang (2024): "Does Digital Transformation Affect Carbon Performance Through Talent? The Moderating Role of Employee Structure" examines the impact of digital transformation (DT) on carbon performance (CP) in Chinese industrial firms from 2012-2021.

Kashif Nadeem, Sut I. Wang, Stefano Za (2024): "Digital Transformation (DT) and Industry 4.0 Employees: Empirical Evidence from Top Digital Nations" explores DT's impact on technical and human aspects of organizations using a sample of 320 Industry 4.0 employees. Findings reveal that DT enhances operational efficiency and employee engagement

Yito Turyadi, Zulkifli, Muhamad Riswal Tawil, Helmi Ali (2023): "The Role of Digital Leadership in Organizations to Improve Employee Performance and Business Success" underscores the importance of digital leadership in driving innovation, collaboration, and efficiency.

Andre Ullrich, Malte Reisig, Silke Niehoff, Grischa Beier (2023): "Employee Involvement and Participation in Digital Transformation" analyzes literature and practitioners' expertise on employee engagement during organizational change. The study identifies factors influencing participation and links intervention formats to engagement objectives

Sai Yuan, Ran Zhou, Mengna Li, Chengchao Lv (2023): In "Investigating the Influence of Digital Technology Application on Employee Satisfaction," the study examines Chinese firms from 2011-2020 and finds that digital technology applications (DTAs) increase average employee compensation (AEC) but widen the executive-employee compensation gap (ECG). These findings highlight the need for balanced digital adoption to ensure equity in compensation practices**.**

Mona Hoyng, Angelika Lau (2023): "Being Ready for Digital Transformation: How to Enhance Employees' Intentional Digital Readiness" introduces the Employee Digital Adoption Model (EDAM) to examine factors influencing digital readiness. The study finds that perceptions of digital tools, perceived proficiency, and supportive.

Hizir Konuk, Goksel Ataman, Emine Kambur (2023): "The Effect of Digitalized Workplace on Employees' Psychological Wellbeing: Digital Taylorism Approach" investigates AI anxiety and emotional labor in call centers. Study 1 uses qualitative methods with managers to explore

MSc Eng Anna Nowacka (2023): "Digital Transformation in Creating Employee Learning Environments" explores the strategic use of digital technologies like AI and mobile tools to build extended and virtual learning environments. The study emphasizes the importance of digital learning tools in fostering employee development during digital transitions.

Bala Krishnan. S, Dr. J. Srinivasan, Dr. A. Ramya (2023): "Employee Experience and the Digital Shift: A Deep Dive into India's IT Sector HR Transformation" examines the impact of digitization on HRM in India's IT industry, focusing on work-life balance, employee engagement, and administrative functions and well-being among IT employees in Chennai.

Porkodi, Shahla. S Said Khamis AI Balushi (2023): This study examines how factors like working environment, organizational culture, leadership support, usability of digital tools, and digital literacy affect the digital employee experience in Oman's telecom industry Data is collected through an online survey of 150 telecom employees.

Anita Kyurova (2023): The article highlights the importance of employee experience in SMEs' digital transformation, showing how a positive experience boosts innovation, productivity, and retention.The study finds that such environments lead to motivated and productive employees, fostering innovation and reducing turnover.

Porkodi. S, Marwa Khalid Mohammed Al BALUSHI, Khulood Othman Rashid AL HADI (2023): This study assesses the impact of digital employee experience on organizational performance in Oman's telecommunications sector using quantitative and qualitative methods. It finds a significant positive relationship between organizational performance and factors like work environment, culture, training, technology accessibility, and leadership support The study suggests further research in other sectors and factors.

Christine Blanka, Barbara Krumay, David Rueckel (2022): The study examines the intersection of digital transformation and employee competency, highlighting the need for skills in data analytics, digital communication, and cybersecuritybridging a gap in the literature focused on technology and organizational aspects**.**

Bertha Joseph Ngereja, Bassam Hussein (2022): This study evaluates factors promoting learning in digitalization projects from the perspectives of project managers and team members. It identifies critical elements related to employees, management, and the environment that support learningThe study aims to enhance learning processes in digital contexts.

Praveen M Kulkarni, L.V Appasaba, Prayag Gokhale, Basavaraj Tigadi (2022): This study assesses the efficiency of digital simulation training methods in Bangalore-based IT organizations. Initial findings indicate that digital simulations enhance engagement, retention, and personalized learning experiences.

Sharmila Rani, Gerald Guan Gan Goh (2022): This article reviews and synthesizes literature on digital employee experience (DEX) constructs and measurement frameworks The research utilized a comprehensive literature review and content analysis to develop a robust understanding of DEX constructs**.**

Mehdi Shamizanjani (2021): The study explores factors influencing the formation of digital employee experience (DEX) amid increasing digital transformation. The findings emphasize the importance of enhancing technological tools and fostering supportive cultures to improve employee satisfaction and engagement.

Siti Rohana Daud, Mukhiffun Mukapit, Norhusniyati Hussin (2021): This study investigates how digital transformation initiatives influence the digital employee experience (DEX). Key components influencing DEX include technological infrastructure, digital literacy, leadership support, and tools aligned with employees' needs to enhance DEX.

Yasaman Gheidar, Mehdi Shamizanjani (2020): The study aims to understand the factors shaping the digital employee experience (DEX) amidst increasing digital transformation. Through a two-stage qualitative approach, 22 articles and whitepapers were analyzed to develop a basic framework for DEX formation. The research underscores the significance of comprehending DEX construction in the era of digital transformation.

Mehdi Shamizanjani, Yasama Gheidar (2020): Digital transformation has shifted the focus to the holistic well-being and productivity of employees, leading to the emergence of the digital employee experience (DEX). Further research is needed to develop adaptable frameworks and best practices to enhance DEX across industries and organizational contexts.

Research Methodology:

Research methodology refers to the systematic process used to conduct research, collect data, analyze findings, and draw conclusions. It outlines the steps and techniques employed to address research questions or objectives effectively. By this research methodology, researchers can ensure the rigor, reliability, and validity of their studies, thereby contributing to the advancement of knowledge in their respective fields.

RESEARCH PROBLEM

The research problem addressed in this study is the exploration and evaluation of the digital employee experience in the modern workplace. With the increasing reliance on digital tools and remote work arrangements, it is crucial to understand how these technologies affect employee engagement, productivity, and overall satisfaction. This study aims to identify the factors that influence digital employee experience, the challenges faced, and the benefits derived from digital tools.

OBJECTIVES OF THE STUDY:

1. To determine the influential elements of DEX.
2. To identify the benefits and challenges of DEX.
3. To study the measures taken up by the create better DEX.
4. To examine the relationship between DEX and demographics of the employees.

HYPOTHESIS

Ho1: There is no difference in the Digital Employee Experience benefits and Challenges with gender of the employees

Ho2: There is no difference in benefits and challenges experienced in DEX

Need for the Study: Understanding the impact of digital tools on employee productivity, addressing challenges in their utilization, and optimizing digital experiences to enhance productivity, retention, and organizational performance.

Scope of the Study: Comprehensive analysis of DEX within the IT industry, examining employee perceptions, benefits, and challenges in using digital tools, focusing on IT professionals in the twin cities of Telangana state.

Sources of Data:

- Primary data collected through structured questionnaires from IT professionals.
- Secondary data obtained from journals, magazines, and internet resources for contextual information.

Sample Size and Profile: 151 IT professionals from Hyderabad, comprising 53% male and 47% female employees, with a majority from Generation Z. Income distribution ranges from less than Rs 25,000 to Rs 100,000.

TOOLS FOR ANALYSIS

The following analytical tools were used to interpret the data:

- Percentage Analysis
- Descriptive Statistics
- T-test
- ANOVA

LIMITATIONS OF THE STUDY

The study has several limitations:

- Sample Size: The relatively small sample size of 151 respondents may not be representative of the entire population of IT professionals.
- Self-Reported Data: The primary data is based on self-reported information, which may be subject to bias or inaccuracies.
- Generalizability: The findings may not be generalizable to all industries or geographic locations, as the study focuses on IT professionals in a specific context.

Reliability: Reliability pertains to the consistency of outcomes produced by a measurement scale when the measurements are conducted repeatedly. Reliability analysis assesses this consistency by examining the degree of correlation between scores obtained from multiple administrations of the scale. A high correlation indicates that the scale consistently generates similar results, affirming its reliability.

Cronbach's Alpha: Cronbach's Alpha serves as a prevalent metric for assessing internal consistency, often termed as "reliability." It proves particularly useful in scenarios where surveys or questionnaires feature multiple Likert-scale questions that collectively constitute a scale. By utilizing Cronbach's Alpha, researchers aim to ascertain the scale's reliability.

Reliability Statistics

Parameters	Cronbach's Alpha	No of Items
Cronbach's Alpha for factors Influenced your experience in digital work place.	0.866	16
Cronbach's Alpha for Communication and Collaboration in organization.	0.725	9
Cronbach's Alpha for benefits of digital tools at work place	0.567	5
Cronbach's Alpha for Challenges of digital tools at work place.	0.551	5
Cronbach's Alpha for Measures taken up company to create better Employee experience.	0.551	5

Table 5.11 Factors Influenced experience in digital work place.

Statements	Mean	Standard Deviation
Apps/SaaS (Software as a service)	3.13	1.26
Devices	3.07	1.41
Mobility	3.16	1.42
Performance	2.99	1.29
Security	3.09	1.31
Resource Usage	3.04	1.33
Accessibility	3.14	1.38
Scalability	2.94	1.29
Remote Work Support	3.03	1.26
Data Analytics and Insights	3.04	1.34
Feedback and Recognition Systems	3.03	1.30
Workplace Well-being Solutions	3.06	1.35
Gamification	2.90	1.25
Ethical and Sustainable Practices	2.19	1.35
Community and Social Engagement	3.00	1.30
Adaptability and Flexibility	2.91	1.34

Interpretation: From the table 5.11 The mean scores indicate the average level of importance or satisfaction attributed to each aspect, with higher scores suggesting greater significance. Standard deviations reflect the variability in responses across these areas, indicating the diversity of opinions or experiences among individuals. The need for organizations to consider and address these diverse perspectives when implementing technology and workplace solutions.

Table 5.12 Communication and Collaboration system in an organization.

Statements	Mean	Standard Deviation
Email	3.43	1.32
Instant Messaging	3.78	1.39
Phone Calls	3.50	1.33
Conferencing	3.88	1.28
Whiteboarding	3.81	1.22
Internal Communication Platforms	3.83	1.29
Project Management	3.44	1.38
Intranet Portals	3.83	1.28
Feedback Channels	3.89	1.21

Interpretation: From the table 5.12 the mean scores and standard deviations for various communication and work tools. The mean scores indicate the average perceived effectiveness or utility of each tool, with higher values suggesting greater importance. In this dataset, tools like Conferencing, Whiteboarding, Internal Communication Platforms, and Feedback Channels received higher mean scores, indicating they are considered effective or important in the workplace, emphasizing the importance of selecting the right communication tools to enhance efficiency and collaboration in the workplace.

Table 5.13 Benefits of digital tools at work place.

Statements	Mean	Standard Deviation
Increased Efficiency	4.11	0.779
Better Communication	4.27	0.765
Innovation	4.09	0.786
Training and development resources.	4.31	0.834
Flexibility	4.02	0.890

Interpretation: From the table 5.13 the mean scores and standard deviations for key aspects in the workplace. Employees highly value Better Communication and Training and Development Resources, as indicated by their high mean scores of 4.27 and 4.31 respectively. Increased Efficiency and Innovation are also rated positively with mean scores of 4.11 and 4.09. Overall, these results highlight the significance of effective communication, continuous learning opportunities, and innovation in fostering a productive work environment.

Table 5.14 Challenges of digital tools at work place

Statements	Mean	Standard Deviation
Technical glitches and errors in digital tools	3.95	1.11
Maintaining a healthy work-life balance due to digital demands.	4.24	0.964
Adapt and learn new digital skills required for my role.	3.96	1.04
Gaps in training and support for effectively using complex digital tools.	3.77	1.17
Stressed to always be connected and available through digital channels.	3.67	1.25

Interpretation: From the table 5.14 the mean scores and standard deviations for various aspects related to digital tools and work-life balance. Maintaining a healthy work-life balance due to digital demands received the highest mean score of 4.24, indicating its significant importance to individuals. However, feeling stressed to always be connected and available through digital channels had a lower mean score of 3.67. Overall, the data underscores the importance of addressing work-life balance concerns and the need for continuous learning and support in navigating digital tools effectively in the workplace.

Table 5.15 Measures taken up by the company to create better Employee experience.

Statements	Mean	Standard Deviation
User-Friendly Tools	3.97	0.879
Regular feedback from employees.	4.00	0.938
Employee Recognition Programs (Rewards & Achievements)	4.02	0.996
Professional Development Opportunities (helps you to develop new skills)	4.03	0.898
Health and Wellness Initiatives	3.83	0.898
Open Communication Channel (Expressing opinions & ideas)	3.91	0.933
Flexibility in work arrangements (Work-life balance & employee needs)	3.99	0.848
Leadership actively engages with Employees.	3.89	0.906
Employee Appreciation Events (Organizing social events, team outings etc.)	3.93	0.953
Company encourages teamwork, collaboration, and knowledge sharing.	3’99	0.966

Interpretation: From the table 5.15 the mean scores and standard deviations for various aspects of the workplace environment. Employee Recognition Programs, Professional Development Opportunities, and Regular Feedback from employees received high mean scores, indicating their importance in fostering employee satisfaction and growth. Health and Wellness Initiatives, Open Communication Channels, and Flexibility in work arrangements also scored well, highlighting their significance in promoting employee well-being and engagement.Overall, the data reflects a positive workplace environment that values employee development, communication, and well-being, with room for further enhancing teamwork and leadership engagement.

To compare the means of different factors with demographic variables, t-tests was utilized. The t-test was used to analyze gender differences in digital employee experience, as there are only two groups in this variable.

T-TEST

A t-test is a statistical method used to determine if there is a significant difference between the means of two groups, which may share certain characteristics. This test is particularly useful when the data sets, such as results from flipping a coin 100 times, follow a normal distribution and may have unknown variances. The t-test serves as a hypothesis testing tool, enabling the evaluation of assumptions about a population.

ANOVA

Analysis of variance (ANOVA) is a statistical test used to evaluate the difference between the means of more than two groups. A one-way ANOVA uses one independent variable. A two-way ANOVA uses two independent variables. If no true variance exists between the groups, the ANOVA's F-ratio should equal close to 1.

HPOTHESIS

Ho: There is no significance change in digital employee experience, of the respondents

H1: There is a significance change in employee experience, of the respondents.

H2: There is no difference in benefits and challenges experienced in DEX

Table 4.16: T-Test for Benefits and Challenges

		Statistic	df	p
Mean _benefits	Student's	0.156	149	0.876
Mean _Challenges	Student's t	1.022	149	0.309

Note. $H_a\ \mu_2 \neq \mu_1$

Group Descriptives

	Group	N	Mean	Median	SD	SE
Mean _benefits	MALE	80	4.17	4.20	0.502	0.0561
	FEMALE	71	4.15	4.00	0.483	0.0573
Mean _Challenges	MALE	80	3.97	4.00	0.633	0.0707
	FEMALE	71	3.86	4.00	0.701	0.0831

Interpretation:

From the table 4.16 the benefits and challenges, with separate analyses for males and females. The mean benefits for males and females are 4.17 and 4.15 respectively, while the mean challenges for males and females are 3.97 and 3.86. The standard deviations and standard errors are also provided for each group. Based on the data, it appears that both males and females perceive benefits slightly higher than challenges, with males rating benefits slightly higher than females. The standard deviations and standard errors show some variability in responses within each group.

Ho: There is no significant difference in the mean ratings of benefits and challenges between males and females.

H1: There is a significant difference in the mean ratings of benefits and challenges between males and females.

Table 4.17: ANOVA for Benefits And Challenges

One-Way ANOVA (Welch's)

	F	df1	df2	p
Mean _benefits	1.33	2	10.7	0.305
Mean _Challenges	4.95	2	12.1	0.027

Group Descriptives

	AGE Group	N	Mean	SD	SE
Mean _benefits	Gen-Z	105	4.18	0.467	0.0456
	Gen-Y	41	4.17	0.545	0.0851
	Gen-X	5	3.80	0.490	0.2191
Mean _Challenges	Gen-Z	105	3.96	0.701	0.0685

Group Descriptives

	AGE Group	N	Mean	SD	SE
	Gen-Y	41	3.88	0.567	0.0886
	Gen-X	5	3.36	0.385	0.1720

Interpretation:

From the table 4.17 the results of a One-Way ANOVA (Welch's) analysis comparing mean benefits and challenges across different age groups. The mean benefit scores for (Gen-Z), (Gen-Y), and (Gen-X) are 4.18, 4.17, and 3.80 respectively, For mean challenges, Gen-Z, Gen-Y, and Gen-X have scores of 3.96, 3.88, and 3.36 respectively, also with standard deviations and standard errors. The ANOVA results show that there is a significant difference in mean challenges among the age groups ($p = 0.027$), while no significant difference is found for mean benefits ($p = 0.305$). This suggests that there may be varying perceptions of challenges across different age groups, with Gen-X facing the highest challenges.

Ho: There is no significant difference in mean challenges among Gen-Z, Gen-Y, and Gen-X.

H1: There is a significant difference in mean challenges among Gen-Z, Gen-Y, and Gen-X.

FINDINGS OF STUDY:

- Gender distribution among respondents is relatively balanced, with 53% male and 47% female employees.
- Majority of respondents (73%) fall within the 20-25 age group, indicating a youthful IT workforce.
- Generation Z constitutes the largest portion (69.5%) of surveyed professionals, followed by Generation Y (27.2%), with Generation X making up only 3.3%.
- Income distribution shows diversity, with 31.1% earning Rs 75,000 to Rs 1,00,000 per month, indicating a mix of entry-level and senior roles.
- Training and development opportunities, feedback/recognition systems, and communication/collaboration tools are highly valued by employees.
- Work-life balance is a significant concern among individuals, with a mean score of 4.24, indicating its importance in the workplace.
- Employees value regular feedback, recognition programs, and professional development opportunities, as reflected in their high mean scores.
- Health and wellness initiatives, open communication channels, and flexibility in work arrangements are also important factors contributing to employee satisfaction and well-being.
- Leadership engagement with employees and encouragement of teamwork and collaboration are positively perceived aspects of the workplace environment.

CONCLUSION:

Digital employee experience has emerged as a critical priority for human resource managers and practitioners within organizations. This study investigates the factors, challenges, benefits, and practices adopted by companies in the virtual workplace, and how digital employee experience varies across demographic variables. Data was collected through both primary and secondary sources. Primary data was gathered using a standardized and self-designed questionnaire, while secondary data was sourced from journals, magazines, and internet sources. Analytical tools such as reliability analysis, descriptive statistics, T-tests and ANOVA were employed to analyze the primary data. The findings suggest that it is evident that employee recognition programs, professional development opportunities, and regular feedback received notably high ratings. Additionally, flexibility in work arrangements, open communication channels, and active leadership engagement with employees were also perceived positively. On the other hand, aspects such as work-life balance, gender differences in benefits perception, and challenges faced by Generation X employees were identified as lower in the data but crucial for further attention and improvement. These findings underscore the significance of addressing these areas to enhance overall employee satisfaction and organizational effectiveness.

RECOMMENDATIONS:

- IT Companies should provide ongoing training and development opportunities to help employees adapt to new digital tools and platforms. This can include webinars, online courses, and hands-on workshops.
- Enhance communication channels to address any gaps in feedback and information flow.
- Implement targeted initiatives to improve work-life balance for employees.
- Develop personalized development plans to boost professional growth opportunities.
- Strengthen health and wellness programs to support employee well-being.
- Provide additional support and resources to address challenges faced by Generation X employees.
- Consider implementing recognition programs to acknowledge employee contributions effectively.
- Encourage leadership to further engage with employees to foster a positive work environment.
- Tailor benefits and support systems to address gender-specific needs and concerns.
- Foster a culture of teamwork and collaboration to enhance overall employee satisfaction and productivity.
- Conduct regular assessments to monitor progress and make adjustments based on feedback and evolving needs.

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