



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

A Study On Digital Hr Transformation At Sks Engineering Ltd

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Abstract—This study titled “Digital HR Transformation at SKS Engineering Ltd.” explores the shift from traditional HR practices to digital solutions in the manufacturing sector. It aims to analyze how digital tools enhance HR efficiency, employee experience, and agility. Data was collected from employees using various statistical tools like Chi-square, Mann-Whitney U-Test, Kruskal-Wallis Test, and factor analysis. Findings show that most respondents were aged 40–50, with intermediate digital skills and strong support for digital HR initiatives. Employees with higher digital literacy were more adaptive, while those with lower skills showed resistance. Educational qualification had no significant impact on perception. Key challenges included resistance to change, lack of training, and data security concerns. The study recommends role-based training, leadership support, improved collaboration between HR and IT, and strategies like gamification and feedback mechanisms. Overall, SKS Engineering Ltd. has made strong progress, but sustained success will depend on continuous innovation, training, and digital inclusion.

Index Terms— Digital HR Transformation, Manufacturing Sector, Employee Experience, Digital Literacy, Change Management, HR Technology, Resistance to Change.

I. INTRODUCTION :

In today's rapidly evolving, technology-driven world, organizations are undergoing significant shifts towards digitization, and HR is at the forefront of this transformation. Digital HR Transformation is reshaping the manufacturing sector by integrating technology into core HR functions, improving efficiency, compliance, and employee engagement. With tools like AI, IoT, and self-service platforms, organizations can streamline processes and enhance decision-making. However, success hinges on employee adaptability, requiring training, clear communication, and inclusive implementation strategies. A human-centric, tech-enabled HR approach empowers a diverse workforce and supports sustainable growth.

II. NEED OF THE STUDY :

- Digital HR tools have the potential to significantly enhance employee engagement and productivity, which are key drivers of organizational success.
- Many organizations face challenges such as resistance to change, lack of training, and technical issues during digital HR transformation, highlighting the need to identify and address these barriers.
- Digital HR transformation offers opportunities to streamline processes, reduce costs, and improve decision-making, making it crucial to explore these benefits.

III. OBJECTIVES OF THE STUDY :

Primary Objective :

To analyze the digital HR transformation process adopted in SKS Engineering.

Secondary Objectives :

1. To examine the impact of digital literacy on HR transformation and organizational performance.
2. To analyze how digital HR tools and practices influence employee engagement and productivity.
3. To identify challenges and opportunities in implementing digital HR transformation in organizations.
4. To provide recommendations for successful digital HR transformation strategies.

IV. SCOPE OF THE STUDY :

- The study investigates how digital HR tools influence employee engagement, productivity, and overall workplace efficiency.
- It identifies the key challenges and opportunities organizations face during the implementation of digital HR transformation.

V. LIMITATIONS OF THE STUDY :

- The study focuses primarily on the role of digital literacy in digital HR transformation and may not explore other influencing factors such as organizational culture, leadership styles, or technological infrastructure.
- The findings are based on data collected from a limited sample size of organizations and employees, which may not fully represent the diversity of industries, regions, or organizational sizes.
- While the study identifies challenges and opportunities in digital HR transformation, it may not provide industry-specific solutions for highly specialized sectors like healthcare or manufacturing.

VI. REVIEW OF LITERATURE :

1. **Kumar and Singh (2021)** analysed the challenges of digital HR transformation in Indian SMEs. Their study identified resistance to change, lack of technical expertise, and budget constraints as major barriers. They also found that SMEs with strong leadership support and clear digital strategies were more successful in implementing digital HR tools. The study recommended that SMEs invest in employee training and adopt scalable digital solutions to overcome these challenges
2. **Sharma and Gupta (2020)** conducted a study on the impact of digital HR tools on employee productivity in Indian IT firms. They found that tools like HRMS and self-service portals significantly improved efficiency and employee satisfaction. The study highlighted that organizations with higher

digital literacy among employees experienced smoother transitions to digital HR processes. However, they also noted challenges such as resistance to change and the need for continuous training. The findings emphasized the importance of leadership support in driving digital HR transformation.

3. **Shah and Tiwari (2019)** studied the adoption of digital HR practices in Indian educational institutions. They found that digital tools like learning management systems and performance tracking software improved administrative efficiency. However, the study also identified challenges such as resistance from staff and lack of technical infrastructure. They recommended that institutions invest in training programs and upgrade their IT systems to support digital HR transformation.
4. **Joshi and Mehta (2018)** examined the impact of digital HR tools on employee engagement in Indian healthcare organizations. They found that tools like employee self-service portals and mobile apps improved communication and collaboration among staff. The study also highlighted the role of digital tools in enhancing employee satisfaction and reducing turnover rates. However, they noted that technical issues and lack of training could hinder the effectiveness of these tools.

VII. RESEARCH METHODOLOGY :

The research design applied for the study is described as ‘descriptive research’ This study involves both primary and secondary sources of data. The primary source of data has been collected through questionnaire .The Secondary source data has been collected from websites, journals and internet. The sample size chosen for the study is 150 using Krejcie and Morgan Table.Convenience sampling is used as a sample method for the study. The research study was conducted for 3 months. Statistical tools were used for the study using SPSS Software.

VIII. DATA ANALYSIS AND INTERPRETATION :

A. Percentage Analysis :

Table 1 : The Age Group Of The Respondents :

| S. NO | AGE | NO. OF RESPONDENTS | PERCENTAGE(%) |
|-------|----------|--------------------|---------------|
| 1 | 18-25 | 45 | 29.6 |
| 2 | 26-35 | 60 | 39.5 |
| 3 | 36-45 | 30 | 19.7 |
| 4 | 46 ABOVE | 17 | 11.2 |
| | TOTAL | 152 | 100 |

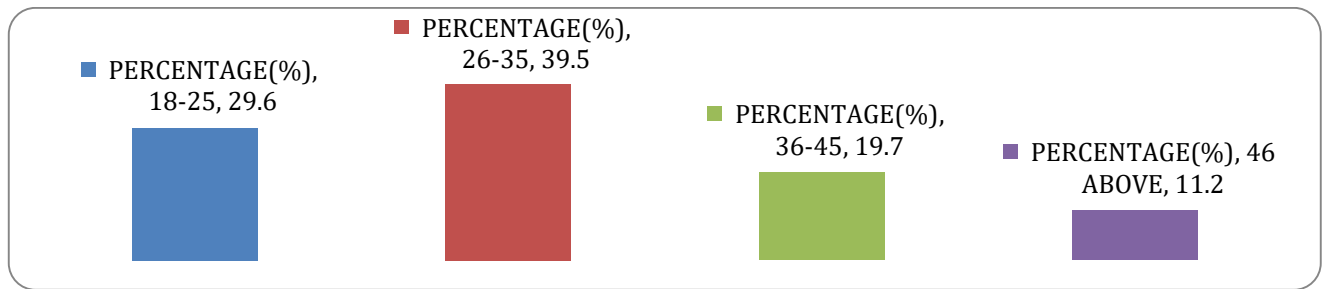
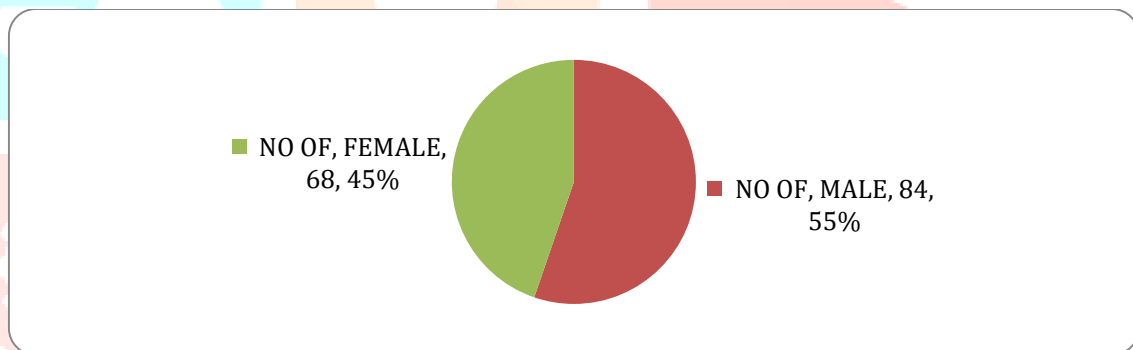


Fig. 1

INFERENCE: From the above table, it was found that 18% of respondents are between 20-30, 18% of respondents are between 30-40, 46% of respondents are between 40-50, 15% of respondents are between 50-55, and 3% of respondents are above 55 years.

Table 2 : Gender of the Respondents :

| S NO | GENDER | NO OF RESPONDENTS | PERCENTAGE (%) |
|------|--------|-------------------|----------------|
| 1 | MALE | 84 | 55.3 |
| 2 | FEMALE | 68 | 44.7 |
| | TOTAL | 152 | 100 |



INFERENCE: From the above table, 55.3% of respondents are male, while 44.7% are female.

Table 3 : Qualification Of The Respondents :

| S NO | QUALIFICATION | NO. OF RESPONDENTS | PERCENTAGE(%) |
|------|----------------------------|--------------------|---------------|
| 1 | Diploma | 29 | 19.08 |
| 2 | UG | 46 | 30.26 |
| 3 | PG | 41 | 26.97 |
| 4 | Professional Qualification | 16 | 10.53 |
| 5 | Others | 20 | 13.16 |
| | TOTAL | 152 | 100 |

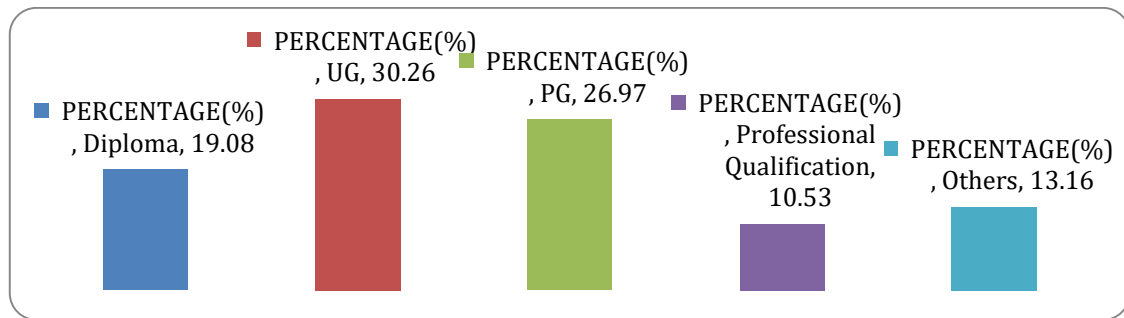


Fig. 3

INFERENCE : From the above table, it is found that 19.08% of the respondents have a Diploma, 30.26% have an Undergraduate qualification, 26.97% have a Postgraduate qualification, 10.53% have a Professional Qualification, and 13.16% have other qualifications.

Table 4 : The Opinion Of Respondents On Sks Engineering Ltd's Roadmap For Digital Hr Transformation :

| S NO | PARTICULARS | NO. OF RESPONDENTS | PERCENTAGE (%) |
|------|-------------------|--------------------|----------------|
| 1 | Strongly Agree | 74 | 48.68 |
| 2 | Agree | 48 | 31.58 |
| 3 | Neutral | 18 | 11.84 |
| 4 | Disagree | 2 | 1.32 |
| 5 | Strongly Disagree | 10 | 6.58 |
| | TOTAL | 152 | 100 |

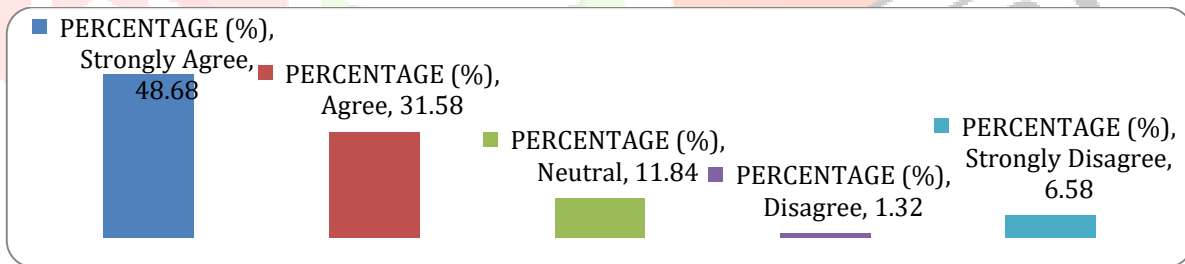


Fig. 4

INFERENCE : From the above table, it is found that 48.68% of the respondents strongly agree, 31.58% agree, 11.84% are neutral, 1.32% disagree, and 6.58% strongly disagree with SKS Engineering Ltd's roadmap for digital HR transformation.

Table 5 : The Opinion On Digital Literacy And Adaptation To Digital Hr Tools At Sks Engineering Ltd :

| S NO | PARTICULARS | NO. OF RESPONDENTS | PERCENTAGE (%) |
|------|-------------------|--------------------|----------------|
| 1 | Strongly Agree | 64 | 42.11 |
| 2 | Agree | 56 | 36.84 |
| 3 | Neutral | 19 | 12.50 |
| 4 | Disagree | 5 | 3.29 |
| 5 | Strongly Disagree | 8 | 5.26 |

| | | | |
|--|-------|-----|-----|
| | TOTAL | 152 | 100 |
|--|-------|-----|-----|

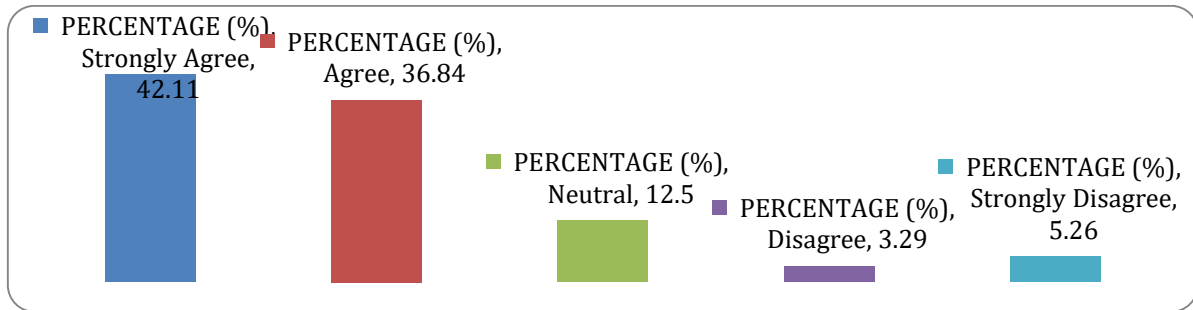


Fig. 5

INFERENCE : The above table shows that 42.11% strongly agree, 36.84% agree, 12.50% are neutral, 3.29% disagree, and 5.26% strongly disagree that employees with higher digital literacy adapt better to digital HR tools.

Table 6 : Opinion On The Impact Of Digital Hr Tools On Employee Engagement At Sks Engineering Ltd :

| S NO | PARTICULARS | NO. OF RESPONDENTS | PERCENTAGE (%) |
|------|-------------------|--------------------|----------------|
| 1 | Strongly Agree | 67 | 44.08 |
| 2 | Agree | 53 | 34.87 |
| 3 | Neutral | 19 | 12.50 |
| 4 | Disagree | 6 | 3.95 |
| 5 | Strongly Disagree | 7 | 4.61 |
| | TOTAL | 152 | 100 |

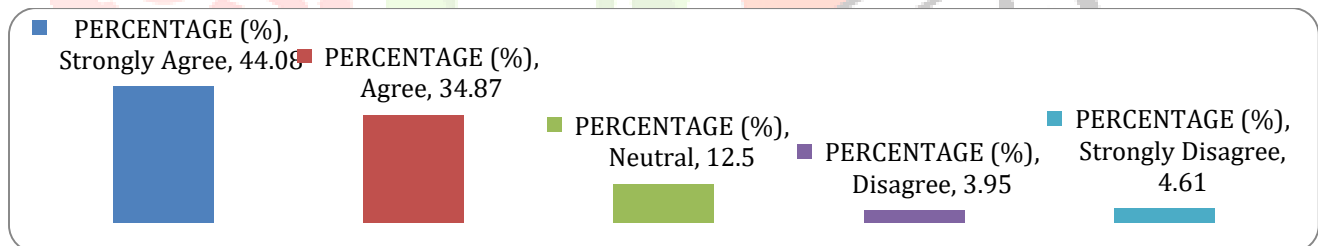


Fig. 6

INFERENCE : The above table shows that 44.08% strongly agree, 34.87% agree, 12.50% are neutral, 3.95% disagree, and 4.61% strongly disagree that digital HR tools improve employee engagement.

B. MANN WHITNEY U TEST :

Null Hypothesis (H_0): There is no significant difference between male and female respondents regarding Impact of Digital Literacy, HR Tools and Practices Influence Employee, Challenges and Opportunities, and Digital HR Transformation Strategies.

Alternative Hypothesis (H_1): There is a significant difference between male and female respondents regarding these variables.

| Test Statistics ^a | | | | |
|------------------------------|----------------------------------|---|------------------------------------|--|
| | IMPACT OF DIGITAL LITERACY | HR TOOLS AND PRACTICES INFLUENCE EMPLOYEE | CHALLENGES AND OPPORTUNITIES | DIGITAL HR TRANSFORMATION STRATEGIES |
| Mann-Whitney U | 2471.500 | 2518.000 | 2379.500 | 2559.000 |
| Wilcoxon W | 6041.500 | 6088.000 | 4725.500 | 4905.000 |
| Z | -1.438 | -1.266 | -1.784 | -1.109 |
| Asymp. Sig. (2-tailed) | .150 | .206 | .074 | .267 |
| a. Grouping Variable: Gender | | | | |

CONCLUSION : The analysis indicates that there are no significant gender-based differences in the perceptions regarding digital literacy impact, HR practices, challenges and opportunities, and digital HR transformation strategies. Both male and female respondents exhibited similar views across all four variables. Since all p-values are greater than 0.05, the null hypothesis is accepted, confirming that gender does not significantly influence the studied factors. Although slight variations are seen in mean ranks, they are not statistically meaningful.

C. CORRELATION :

| Correlations | | | | | | |
|----------------|----------------------------------|-------------------------|----------------------------------|---|------------------------------------|--|
| | | | IMPACT OF DIGITAL LITERACY | HR TOOLS AND PRACTICES INFLUENCE EMPLOYEE | CHALLENGES AND OPPORTUNITIES | DIGITAL HR TRANSFORMATION STRATEGIES |
| Spearman's rho | IMPACT OF DIGITAL LITERACY | Correlation Coefficient | 1.000 | .099 | -.062 | .137 |
| | | Sig. (2-tailed) | . | .223 | .446 | .093 |
| | | N | 152 | 152 | 152 | 152 |

| | | | | | | |
|---|---|-------------------------|-------|--------|--------|-------|
| | HR TOOLS AND PRACTICES INFLUENCE EMPLOYEE | Correlation Coefficient | .099 | 1.000 | -.167* | .028 |
| | | Sig. (2-tailed) | .223 | . | .040 | .734 |
| | | N | 152 | 152 | 152 | 152 |
| | CHALLENGES AND OPPORTUNTIES | Correlation Coefficient | -.062 | -.167* | 1.000 | -.044 |
| | | Sig. (2-tailed) | .446 | .040 | . | .587 |
| | | N | 152 | 152 | 152 | 152 |
| | DIGITAL HR TRANSFORMATI ON STRATEGIES | Correlation Coefficient | .137 | .028 | -.044 | 1.000 |
| | | Sig. (2-tailed) | .093 | .734 | .587 | . |
| | | N | 152 | 152 | 152 | 152 |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | |

CONCLUSION :

- Better HR tools and practices are associated with a slight reduction in challenges and obstacles for employees.
- Although digital literacy shows a mild positive link with digital HR strategies, the relationship is not strong enough to be considered significant.
- Other variables show weak correlations, indicating that additional factors may influence the effectiveness of digital HR transformation beyond digital literacy and HR practices.

D. KRUSKAL WALLIS – H TEST :

Null Hypothesis (H₀): There is no significant difference between different age groups regarding Impact of Digital Literacy, HR Tools and Practices Influence Employee, Challenges and Opportunities, and Digital HR Transformation Strategies.

Alternative Hypothesis (H_1): There is a significant difference between different age groups regarding these variables.

| Test Statistics ^{a,b} | | | | |
|---------------------------------|---|----------------------------|------------------------------|--------------------------------------|
| | HR TOOLS AND PRACTICES INFLUENCE EMPLOYEE | IMPACT OF DIGITAL LITERACY | CHALLENGES AND OPPORTUNITIES | DIGITAL HR TRANSFORMATION STRATEGIES |
| Chi-Square | 5.246 | 2.274 | 4.362 | 2.291 |
| df | 4 | 4 | 4 | 4 |
| Asymp. Sig. | .263 | .685 | .359 | .682 |
| a. Kruskal Wallis Test | | | | |
| b. Grouping Variable: Age Group | | | | |

CONCLUSION : The analysis shows that there are no significant age-based differences in the perceptions regarding digital literacy, HR tools and practices, challenges and opportunities, and digital HR transformation strategies. All p-values are greater than 0.05, meaning that respondents from different age groups have similar views on these aspects. While slight variations exist in the mean ranks across groups, they are not statistically meaningful, leading to acceptance of the null hypothesis.

E. CHI – SQUARE TEST :

Null Hypothesis (H_0) : There is no significant association between the age group of respondents and their opinion on the importance of continuous training and upskilling for digital HR success.

Alternative Hypothesis (H_1) : There is a significant association between the age group of respondents and their opinion on the importance of continuous training and upskilling for digital HR success.

| Chi-Square Tests | | | |
|--|---------------------|----|-----------------------|
| | Value | df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 19.761 ^a | 16 | .231 |
| Likelihood Ratio | 20.908 | 16 | .182 |
| Linear-by-Linear Association | 1.803 | 1 | .179 |
| N of Valid Cases | 152 | | |
| a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is 1.54. | | | |

CONCLUSION : Since the p-value (Asymp. Sig.) of 0.231 is greater than 0.05, we fail to reject the null hypothesis. This indicates that there is no significant association between the age group of respondents and their opinion on the importance of continuous training and upskilling for digital HR

success. Therefore, the perception of the importance of training and upskilling appears to be consistent across different age groups.

IX. FINDINGS :

- The highest percentage of respondents (46%) belong to the 40-50 age group
- Gender distribution is balanced, with potential for improving female participation.
- The majority of respondents hold undergraduate qualifications, followed by postgraduates. Most respondents are from the Operations department. The majority are at the Entry Level position. Most possess intermediate digital literacy skills.
- Most respondents strongly agree with SKS Engineering Ltd's digital HR transformation roadmap.
- Employees with higher digital literacy adapt more effectively to digital HR tools.
- Most believe digital HR tools improve employee engagement and productivity.

X. SUGGESTIONS :

- ❖ Implement structured change management practices to address resistance, including training sessions, open forums, and employee recognition for digital adoption.
- ❖ Conduct role-specific digital training programs to enhance digital literacy across departments and ensure smoother adoption of HR technologies.
- ❖ Ensure visible and active leadership support in digital HR initiatives to boost employee trust and motivation toward digital changes.

XI. CONCLUSION :

The study on digital HR transformation at SKS Engineering Ltd. reveals that the organization is making significant strides in embracing digital technologies within its HR functions. Most respondents demonstrate a positive outlook toward the company's digital HR roadmap and believe that the transformation aligns well with overall business strategy. The findings highlight that digital literacy, leadership support, and collaboration between HR and IT departments are essential enablers of successful transformation. Despite encouraging levels of awareness and satisfaction with current digital HR initiatives, certain challenges such as resistance to change, data security concerns, and digital literacy gaps persist. The study also indicates that regular employee feedback plays a vital role in refining HR strategies and ensuring effective adoption of digital tools. Overall, the research concludes that while SKS Engineering Ltd. has laid a strong foundation for digital HR transformation, continuous efforts in training, collaboration, feedback collection, and innovation are necessary to achieve long-term success and full integration of digital practices within the HR ecosystem.

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