



DIGITALIZATION OF HR OPERATIONS IN THE SECURITY SERVICES SECTOR

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Abstract: This research is about the impact of the changing nature of human resource operations in the security services sector that is brought about by digitalization. It looks couple of company with lot of employees. The study wants to know how employees feel like using tools for things like getting paid checking attendance and talking to each other. The people who did the study used a design to collect data from 124 employees in different parts of the company. They used a questionnaire for asking questions. Then used special tools to analyze the answers. What they did discover is that even though digital tools are being used a lot employees are not totally on board. Most employees said they were not sure if digital tools were really making things more efficient or helping them to communicate better. Some employees said that they did not get training for using the digital tools and had problems in using them. The study further discovered that younger employees had to be more willing to use tools compared to the older ones. This indicates that there is a difference in the way different age groups adapt to technological change. The study says that digitalization can really help Human Resource operations but only if the digital tools are easy to use and employees get the training they need. The people who did the study think that companies should deliver hands-on training as well as ensure the digital tools are not too hard to use on phones.

Keywords: HR Digitalization, Perception and Efficiency of employees, Training and Adoption security services.

1. INTRODUCTION

Over the globe, companies are leveraging technology to make the Human Resources function work better. In industries that like security services, where there is a lot of employees it is very important to get digitalization right. Digital HR tools are things such as payroll management systems, or attendance tracking. These tools can be used to decrease mistakes and make things easier for employees. It really makes a difference in how the employees feel about using these tools. This is a study of a security services company in India, that is using HR tools. The study wants to know what employees think about these tools and how employees are using them.

1.1 Objectives of the Study

The study had four goals:

- To see if digital tools are really are making human resource operations more efficient.
- To know what employees, think about HR systems such as like payroll and attendance.
- To discover the issues that accompany the use of HR tools.
- To know how the different age group adapts to Human Resource technologies.

2. RESEARCH METHODOLOGY

This study adopted descriptive research design in systematic capturing and analyzing of employee's perception and experiences on HR digitalization. A descriptive method was considered most suitable, given the purpose of this study, which is to give a structured and quantitative description of employee perceptions of digital HR tools.

2.1 Sample and Data Collection

A strong sample of n = 124 employees from a range of departments and functional roles in a large security services organization was selected. Sampling ensured representation of some age groups, tenure levels, as well as HR technology exposure levels. Primary data were gathered with the use of a structured questionnaire with items regarding the use of specific digital HR tools by the employees, perceived operational impact, adequacy of training and satisfaction with the tools, recorded on a five-point Likert scale.



2.2 Sample Profile

The demographic composition of the 124 respondents is described below across four dimensions: gender, department, age group, and years of experience.

Table 1: Gender Distribution of Respondents

| Gender | Frequency | Percent (%) | Cumulative % |
|--------------|------------|--------------|--------------|
| Male | 78 | 62.9 | 62.9 |
| Female | 46 | 37.1 | 100.0 |
| Total | 124 | 100.0 | |

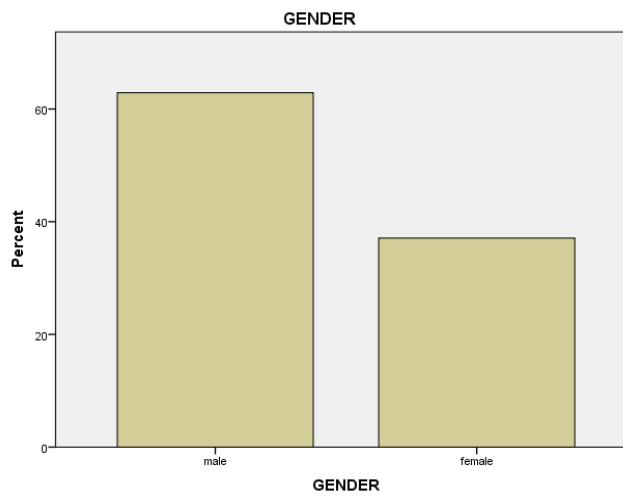


Figure 1: Bar Chart – Gender Distribution of Respondents

The security services workforce is made up of a lot of men. We looked at a sample. It had 78 men in it which is 62.9 percent of the total. There were also 46 women, which's 37.1 percent of the total. The security services workforce has a lot of men in it. This is similar to the rest of the industry, in India, where the security services are mostly made up of men. The security services are a male-dominated industry.

Table 2: Department-wise Distribution of Respondents

| Department | Frequency | Percent (%) | Cumulative % |
|--------------|------------|--------------|--------------|
| HR | 8 | 6.5 | 6.5 |
| Operations | 3 | 2.4 | 8.9 |
| Finance | 8 | 6.5 | 15.3 |
| Others | 105 | 84.7 | 100.0 |
| Total | 124 | 100.0 | |

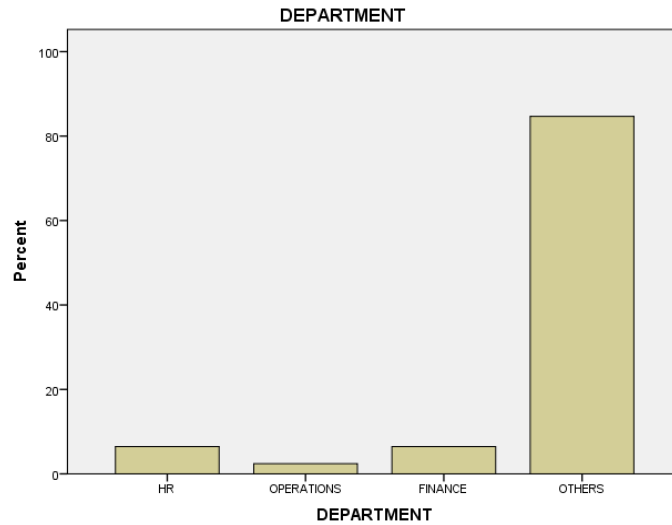


Figure 2: Bar Chart – Department-wise Distribution of Respondents

The majority of respondents which is 84.7% or 105 people are, from the 'Others category. This group includes security personnel who work in the field and staff who work on site. They are the users of digital HR tools. The HR department makes up 6.5% of respondents the Finance department also makes up 6.5%. The Operations department makes up 2.4%. These departments provide a view of how digital HR tools are used at the ground level.

Table 3: Age Group Distribution of Respondents

| Age Group | Frequency | Percent (%) | Cumulative % |
|--------------|------------|--------------|--------------|
| Below 25 | 68 | 54.8 | 54.8 |
| 25–35 | 37 | 29.8 | 84.7 |
| 36–45 | 19 | 15.3 | 100.0 |
| Total | 124 | 100.0 | |

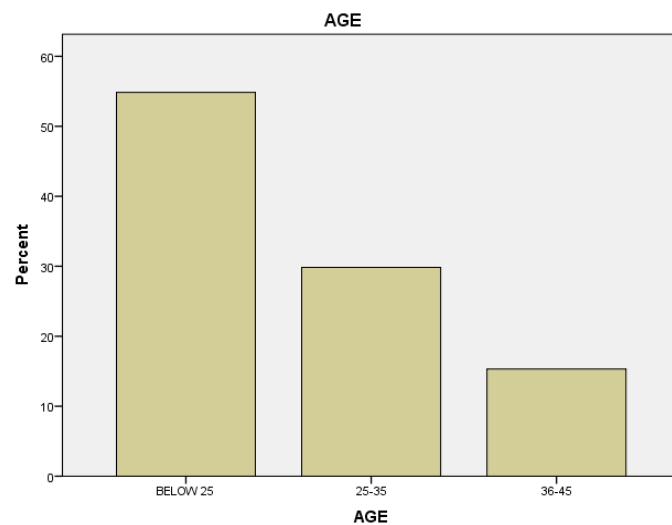


Figure 3: Bar Chart – Age Group Distribution of Respondents

Over half of the people who responded (54.8%, 68 people) were under 25 years old.



29.8% (37 People) were between 25 and 35 years old and 15.3% (19 people) were, between 36 and 45 years old. This young workforce is important when looking at how different age groups adopt digital technology, which we will discuss later in the study.

Table 4: Years of Experience Distribution of Respondents

| Experience | Frequency | Percent (%) | Cumulative % |
|------------------|------------|--------------|--------------|
| Less than 1 year | 50 | 40.3 | 40.3 |
| 1–3 years | 10 | 8.1 | 48.4 |
| 3–5 years | 59 | 47.6 | 96.0 |
| Above 5 years | 5 | 4.0 | 100.0 |
| Total | 124 | 100.0 | |



Figure 4: Bar Chart – Years of Experience Distribution of Respondents

The experience profile had two groups of people. 47.6 Percent of the people had three to five years of experience with the digital tools. On the hand about 40.3 percent of the people had less than one year of experience with the digital tool. Only a small group of people 4.0 percent had more than five years of experience with the digital tools. There was also a group of people with one to three years of experience with the tools, which was about 8.1 percent. This tells us that the workforce is made up of people who're either very new to digital tools or have a moderate amount of experience, with digital tools. This is a thing to consider when we think about the problems people have when they try to use digital tools.

2.3 Analytical Tools

We used IBM SPSS Statistics to look at all the data. We used three ways to analyze the data:

- Frequency Analysis to see how people answered questions about themselves and what they think about HR tools
- Pearson Correlation Analysis to see how digital HR tools affect how happy employees are with their jobs
- Independent Samples T-Test to see if different groups of employees have different opinions about digital HR tools.

3. RESULTS AND DISCUSSION

We found some things when we looked at the data. We looked at three things:

- How different groups of people answered questions
- How digital HR tools affect how happy employees are with their jobs
- If different groups of employees have opinions about digital HR tools.

We will talk about each of these things



3.1 Overall Employee Perception of Digital HR Tools

We asked employees what they think about digital HR tools. Most employees think digital HR tools are okay, but not great. When we asked about things like

- If digital HR tools make their jobs easier
- If digital HR tools help them get things done faster
- If digital HR tools help them talk to each other better

a lot of employees said they were not sure or disagreed. For example, when we asked about if digital HR tools make their jobs easier

- 34 employees were not sure
- 20 employees said yes
- 30 employees said no.

When we asked about if digital HR tools help them talk to each other better

- 33 employees were not sure
- 25 employees said yes
- 29 employees said no.

When we asked about if digital HR tools help them get things done faster

- 33 employees were not sure
- 15 employees said yes
- 29 employees said no.

This means that employees do not think digital HR tools are really helping them. Employees also said they have some problems with HR tools like

- They do not know how to use them
- They have trouble getting into the systems
- The systems are not easy to use.

This is what other researchers have found too. They say that if systems are easy to use and helpful employees will use them.

3.2 Correlation Analysis

We did a Pearson correlation analysis to see how digital HR tools affect how happy employees are with their jobs. We got answers, from 124 employees. Put them in a big table, which you can see in Table 5 below.

Table 5: Pearson Correlation Matrix – HR Digitalization and Employee Satisfaction Variables (N=124)

| Variable | V1 | V2 | V3 | V4 | V5 | V6 | V7 | V8 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|
| V1: HR ops mostly digital | 1 | .669** | .705** | .793** | .275** | .327** | .413** | .252** |
| V2: Digital platforms reduce delays | .669** | 1 | .797** | .663** | .143 | .454** | .343** | .044 |
| V3: Reduce time delays in approvals | .705** | .797** | 1 | .605** | .136 | .296** | .209* | .137 |
| V4: Improved HR-employee communication | .793** | .663** | .605** | 1 | .053 | .242** | .419** | .131 |
| V5: Better time management | .275** | .143 | .136 | .053 | 1 | .451** | .488** | .664** |
| V6: Access to training & growth | .327** | .454** | .296** | .242** | .451** | 1 | .457** | .662** |
| V7: HR feedback systems encourage openness | .413** | .343** | .209* | .419** | .488** | .457** | 1 | .207* |
| V8: Feel more motivated in digitalized environment | .252** | .044 | .137 | .131 | .664** | .662** | .207* | 1 |

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).



The correlation matrix shows us some important things. First, we can see that there is a strong connection between V1, which is about making HR operations mostly digital and V4 which is about improving communication between HR and employees with a correlation of $r = .793$. This means that when HR processes are more digital the quality of communication gets a lot better. Second, V1 and V3 which is about reducing time delays are also closely connected with a correlation of $r = .705$. This tells us that using HR tools can really help reduce the time it takes to get things done. Third the connection between V2 and V3 is the one we found in the HR operations group with a correlation of $r = .797$. This makes sense because using platforms and reducing delays are closely related. When we look at the variables that affect employee satisfaction, we can see that V5, which is about managing time and V8 which's about motivation are strongly connected with a correlation of $r = .664$. We also see a connection between V6, which is about getting access to training and V8 with a correlation of $r = .662$. This suggests that when employees are able to manage their time, they are also more likely to feel motivated. It is worth noting that the connections, between making HR operations digital and employee satisfaction variables are not extremely strong, but still important. This means that while digital tools can help make employees happier there are things that affect satisfaction too. Overall, all the variables we looked at are connected in ways. This means that when HR operations are more digital employees are happier communication is better and they are more motivated to work with HR.

3.3 Independent Samples T-Test

A special kind of test called a samples t-test was done to see if there were big differences in what people thought about HR digitalization and how happy they were with their jobs. This test looked at two groups of employees to find out if they had opinions on HR digitalization and employee satisfaction. The results of this test are shown in Table 6. This helps us understand how different groups of people, like ages feel about using digital tools at work, which is what the study was trying to figure out.

Table 6: Independent Samples T-Test Results

| Variable | Levene F | Levene Sig. | t | df | Sig. (2-tailed) | Mean Diff. | Std. Err. | CI Lower | CI Upper |
|---|----------|-------------|--------|---------|-----------------|------------|-----------|----------|----------|
| HR ops mostly digital (Equal var. assumed) | 81.476 | .000 | -4.314 | 122 | .000 | -.641 | .149 | -.935 | -.347 |
| HR ops mostly digital (Equal var. not assumed) | — | — | -5.371 | 98.898 | .000 | -.641 | .119 | -.878 | -.404 |
| Employee engagement with HR activities (Equal var. assumed) | 1.951 | .165 | -4.194 | 122 | .000 | -.697 | .166 | -1.026 | -.368 |
| Employee engagement with HR activities (Equal var. not assumed) | — | — | -4.534 | 116.050 | .000 | -.697 | .154 | -1.002 | -.393 |
| Time management due to digital systems (Equal var. assumed) | 1.401 | .239 | .910 | 122 | .365 | .123 | .135 | -.145 | .391 |
| HR tasks still require manual intervention (Equal var. assumed) | .374 | .542 | 5.069 | 122 | .000 | .658 | .130 | .401 | .915 |

The results of the samples t-test show some big differences between the groups. For the question of whether HR operations mostly digital the test found that the groups are not the same. The test results were $F = 81.476$. This is very significant because the probability is less than 0.001. This means that the groups do not have the amount of variation. When we look at the t-test results we get $t = -5.371$. This is also very significant. The mean difference is -0.641 which means that one group thinks HR is less digital than the group. This is what we expected because younger employees tend to think digital things are better.



When we look at how engaged employees with HR activities the test results are $t = -4.194$, which is very significant. The mean difference is -0.697 which means that one group is less engaged with HR activities than the group. This is a difference and it shows that the groups are not the same when it comes to HR activities.

The question of whether digital systems help with time management did not show any differences between the groups. The test results were $t = 0.910$, which's not significant. This means that most people think digital systems help with time management, in the way no matter how old they are or how much experience they have. When we look at the question of whether some HR tasks still need to be done manually the test results are $t = 5.069$, which is very significant. The mean difference is 0.658 , which means that one group thinks more HR tasks need to be done than the other group. This shows that HR is not fully digital and that people still need to do some things the way.

3.4 Summary of Key Findings

The results show three things. First HR digitalization helps with communication reduces delays and makes employees happier. These benefits are not felt equally by all employees. There are differences in how different groups feel about digital adoption. Younger employees who are used to technology feel differently than older more experienced staff who need more help. The good news is that improving one area of HR like communication or training makes other areas better too. This means companies should look at HR transformation as a whole, not just one part. HR digitalization is key, to making employees happier. Investing in HR digitalization can have benefits. HR digitalization improves communication. Reduces delays. Digital HR transformation should be a priority. Improving HR digitalization can lead to results. HR digitalization helps employees and the company.

4. CONCLUSION

This study sought to understand the effect of digitalization on HR operations within a manpower-intensive security services organization with a particular focus on the employee's perceptions to digital HR tools. Drawing on survey data from 124 respondents, and analysed with frequency, Pearson correlation and independent sample t-tests, it has been found that while there are clearly significant potential benefits to improving HR operations and streamlining administrative processes by having access to digital tools, the fact of introducing digital tools does not in itself ensure commensurate gains in employee experience. Employee acceptance is still moderate, and the advantages of digitalization - efficiency gains, reduction of delays and communication - are not yet experienced consistently throughout the entire workforce. The statistical analyses substantiate the reality and significance of the differences in digital adoption at the group level, with younger employees exhibiting high levels of positive perception compared to their more experienced peers. Correlation results also confirm the reciprocal nature of perceived digital efficiency and communication quality and its relationship with employee satisfaction. This has important strategic implications: Organizations that invest in improving one dimension of digital HR performance are likely to experience cascading positive impacts in other dimensions, making holistic, employee-centered digital transformation strategies the most effective digital transformation strategy.

4.1 Recommendations

1. We need to make sure that people get the training they need to do their jobs. This means that organizations should have training programs that're specific to each role and that people can learn from their colleagues. These programs should not stop after the training but should keep going with regular updates and sessions. This is especially important for employees and those who are not very confident with technology.
2. The people who make the technology that we use at work should check to see if it is easy to use. They should ask employees what they think and fix any problems that people are having. This is particularly important for people who work outside of the office and use their phones to do their jobs.
3. Since a lot of employees use their phones to access the tools they need to do their jobs, the people who make these tools should make sure that they work well on mobile phones. This means that the tools should be easy to use on types of phones and in different situations like when the internet connection is not very good.
4. When people have problems with the technology they use at work, they should be able to get help. This means that organizations should have people who can help with technology problems like a help desk or someone who can chat with them in the app. They should also have someone in the office who can help with technology problems.
5. When we introduce technology at work we need to make sure that people are okay with it. This means that we should have a plan to help people get used to the technology like telling them about it and having people who can show them how to use it. We should also ask people what they think of the technology and use their feedback to make it better. Employee engagement and change management are important for Digital HR implementation so organizations should have strategies in place including awareness campaigns, peer ambassador programs and user feedback mechanisms, for Digital HR.



4.2 Limitations and Future Research

This study only looks at one company in the security services sector. This makes it hard to apply the findings to industries or situations. The study was done at one time so it might not show how things change over time. Some people might have answered questions in a way that they thought was socially acceptable. Future studies should be done over a period with multiple companies and use different research methods. Some possible research directions are:

- Comparing how different industries use HR tools
- Tracking how companies use HR tools over time especially after employee training
- Linking what employees think about HR tools, to real company numbers like how often payroll has errors or how long it takes to resolve employee complaints.

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