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## **A Study on Digitalization of HR Practices to Improve the Performance of the Employees at Hindustan Coca-Cola Beverages Pvt Ltd**

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### **ABSTRACT:**

This study aimed to investigate how digital tools impact the satisfaction, communication, and collaboration of employees at Hindustan Coca-Cola Beverages Pvt Ltd. The research used a mixed-methods approach that combined primary and secondary data sources. The primary data was collected through online surveys, while the secondary data was gathered from academic journals and research articles. The findings revealed that digital tools have a significant positive impact on employee satisfaction, communication, and collaboration. Notably, 47% of respondents reported that digital tools positively impact overall employee satisfaction, while 54% agreed that digital tools greatly improve communication and collaboration among team members. Furthermore, 48% of employees find digital onboarding tools highly customizable, and 51% believe that digital tools contribute to employee well-being and work-life balance. Overall, the study suggests that Hindustan Coca-Cola Beverages Pvt Ltd can leverage digital tools to enhance employee satisfaction, improve communication and collaboration, and ultimately drive organizational performance.

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### **INTRODUCTION:**

Over the years, the Fast Moving Consumer Goods (FMCG) industry in India has undergone a significant transformation, driven by various key changes and factors that have shaped its growth. This study delves into the "Study on Digitalization of HR Practices to Improve Employee Performance" within this context. In the 1990s, the industry faced challenges from increased competition, leading companies to rework their strategies across product, marketing, distribution, and customer service. By the early 2000s, India's FMCG landscape had undergone a transformation, thanks to economic liberalization, media exposure, and shifting consumer lifestyles. Urbanization, rising disposable incomes, and changing family structures were some of the factors that fueled increased consumption. In response, companies adapted and adopted customer-centric strategies. Hindustan Lever Limited (HLL) played a pivotal role in redefining FMCG practices by focusing on rural markets, direct distribution, and innovation. Government initiatives further spurred growth, such as excise-free zones that encouraged domestic manufacturing. Unlike sectors prone to economic fluctuations, FMCG products sustain demand as they fulfill essential needs, making them a vital contributor to India's economy. Despite lower per-unit profits, FMCG products yield significant cumulative profits due to their high-volume sales.

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### **REVIEW OF LITERATURE:**

**1. Kashi, k & Zheng (2013)**

(Extending Technology Acceptance model to the E-Recruitment Context in Iran)

The researchers used 332 Job applications to measure the integrated technology acceptance model (TAM) and - Concluded that the applicants behavior 'opposite on the online recruitment.

**2. Walters, s et al., (2017)**

(Recruitment and retention of participants in randomized Controlled trials)

In the National Institute for Health Research (NIHR) Is in considerable Variation in the Consent. Recruitment and retention Rates in publicly funded randomized controlled trials. This review identified 151 individual RCT's from 787 NIHR HTA reports.

**3. Robert Bolton (2016),**

(Cloud HR: The future Belongs to the bold.)

In choosing tech vendors. It's crucial to prioritize mobile and social features. While technology facilitates real-time talent management and analytics for employee performance, it's important to remember that technology is a facilitator for HR improvements. Leaders must still provide guidance, managers need effective communication and employees seek connection. Cloud technology speeds up work but success requires the right processes, skills, culture and behavior to drive meaningful change.

#### 4. Stacia, G., and Candace, (2015)

The research is about that creating an inclusive culture is a top priority for CEOs and senior executives. It's crucial to integrate diversity and inclusion into all aspects of talent management, from recruitment to promotion. Assessments. Many companies are emphasizing programs that address women, race and cultural diversity in HR, highlighting the increasing significance of these efforts.

#### 5. Nishad Nawaz (2013)

Impact of talent mobility on employee performance in Software Companies.

The research is about that the companies understood the need to fast-track leadership skills early in careers, emphasizing mentoring, and creating new models and reward systems for talent mobility. There has been a widespread shift towards innovative leadership development strategies. The study has been found that mobility of that talent in organizations will get a good number of benefits such as interconnectivity in workforce, opportunity. To create new leadership skills, employee engagement and place the right person in the right place.

#### 6. Samson (2020)

(Effectiveness of Digitalization in HRM: An Emerging Trend)

He conducted a research on the effectiveness of digitalization in a firm and its emerging trend. It was concluded that digitalization enables HR professionals to attract better talents, keep close track on employees' performance, anticipate their needs. Training is needed in order to be proactive, encourage engagement by identifying and acknowledging each employee's potential.

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### OBJECTIVE OF THE STUDY:

#### PRIMARY OBJECTIVE:

- To study on the digitalization of HR practices to improve the performance of employees.

#### SECONDARY OBJECTIVE:

- To study on how digital tools make the onboarding process better.
- To study on how digital tools affect employee happiness.
- To recommend ways to make digital HR strategies better for employees.
- To study on the e-learning process tool helping employees to learn and grow.
- "To assess how digital tools impact employee satisfaction and foster communication and collaboration within Hindustan Coca Cola Beverages Pvt Ltd, aiming to enhance HR practices and organizational performance."

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### LIMITATION OF THE STUDY:

- Limited accessibility to digital tools and technology among certain employee groups, potentially affecting the adoption and effectiveness of digital HR practices.
- Cultural or organizational resistance to change, impacting the implementation and acceptance of new digital initiatives within HCCB.
- Data privacy and security concerns related to the use of digital platforms for HR activities, potentially influencing employee trust and participation.
- Variations in digital literacy and skill levels among employees, which may influence their ability to fully utilize and benefit from digital HR solutions.
- Time and resource constraints for fully integrating digital HR practices, affecting the scope and depth of the study's findings.
- External factors such as market dynamics or regulatory changes that could impact the effectiveness or relevance of digital HR strategies at HCCB.
- Bias or subjectivity in data collection and analysis, potentially affecting the objectivity and reliability of study results.

- Difficulty in measuring the direct impact of digital HR practices on employee performance due to other concurrent organizational changes or initiatives.
- Scope limitations such as focusing solely on certain digital HR practices or specific employee groups, potentially limiting the generalizability of findings to the broader organization.
- Organizational Complexity: HCCB's organizational structure and complexity may pose challenges in implementing and standardizing digital HR practices across different regions or departments. Variations in local regulations, cultural norms, or business processes could impact the uniformity and effectiveness of digital initiatives.

Evolution of Technology: Rapid advancements in technology may render certain digital HR solutions obsolete or outdated over time. Studying the impact of specific digital tools or platforms at a fixed point in time may not fully capture their long-term effectiveness or sustainability.

## ORGANISATION PROFILE

Coca-Cola, a globally successful soft drink company, has achieved widespread distribution, reaching over 200 countries and deriving 80% of its profits from international markets. The brand's iconic red and white logo is recognized by 94% of people worldwide. Established in Atlanta, Georgia in 1886, Coca-Cola has experienced remarkable growth, expanding from selling just nine servings per day to an astonishing 1.9 billion servings daily. The company's marketing strategy, which revolves around the four Ps of product, promotion, pricing, and place, has been pivotal in establishing its global presence and success. This comprehensive article explores Coca-Cola's marketing approach and the various factors contributing to its ongoing accomplishments.

### Research Methodology

This study delves into the effects of digital HR practices on employee performance within Hindustan Coca Cola Beverages Pvt Ltd (HCCBPL). The research identifies critical factors that either facilitate or obstruct the efficacy of digital HR initiatives, and offers suggestions for streamlining digital HR techniques to enhance the overall performance of employees. Through the use of a survey tool uniquely adapted to meet the research objectives, data was gathered from a representative sample of 100 employees.

### Data analysis & Interpretation

PARTICULARS	Category	No of respondents	Percentage of respondents
AGE	25-35	19	19%
	35-45	60	60%
	50&above	21	21%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
GENDER	Male	96	96%
	Female	4	4%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
DESIGNATION	HR	5	5%
	MANAGER	6	6%
	STAFF	37	37%
	EMPLOYEE	52	52%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
ADOPTION OF DIGITAL HR TOOLS	SIGNIFICANTLY	51	51%
	MODERATELY	44	44%
	MINIMALLY	5	5%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
INTEGRATION OF DIGITAL TOOLS IN DAILY OPERATIONS	FULLY	58	58%
	PARTIALLY	39	39%

	NOT AT ALL	3	3%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>FEEDBACK&amp;ORIENTATION</b>	YES,REGULARLY	49	49%
	OCASIONALLY	41	41%
	RARELY ORO NEVER	10	10%
	<b>TOTAL</b>	<b>110</b>	<b>100%</b>
<b>EMPLOYEE EHANCEMENT</b>	STRONGLY AGREE	44	44%
	AGREE SOMEWHAT	48	48%
	DISAGREE	8	8%
	<b>TOTAL</b>	<b>110</b>	<b>100%</b>
<b>EFFECTIVENESS OF TRAINING</b>	HIGHLY EFFECTIVE	46	46%
	MODERATELY EFFECTIVE	47	47%
	INEFFECTIVE	7	7%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>IMPACT ON ON-BOARDING PROCESS</b>	SIGNIFICANTLY IMPROVE	39	39%
	SLIGHTLY IMPROVE	46	46%
	NO IMPACT	15	15%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>USER FRIENDLY EXPERINCNE</b>	YES,VERY MUCH	48	48%
	SOMEWHAT	45	45%
	NOT AT ALL	7	7%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>ON-BOARDING ACCELERATION</b>	SUBSTANTIALY	43	43%
	MARGINALLY	50	50%
	NO ACCELERATION	7	7%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>TIMELY FEEDBACK PROCESS</b>	YES,CONSISTENTLY	48	48%
	OCASIONALLY	44	44%
	RARELY OR NEVER	8	8%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>CUSTOMIZATION OF EMPLOYEE NEEDS</b>	HIGHLY CUSTOMIZABLE	51	51%
	MODERATELY CUSTOMIABLE	43	43%
	NOT CUSTOMIZABLE	6	6%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
	POSITIVELY	47	47%

<b>OVERALL SATISFACTION OF EMPLOYEE</b>	NEUTRAL	40	40%
	NEGATIVELY	13	13%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>ACCESSIBILITY ENHANCEMENT</b>	YES,SIGNIFICANTLY	49	49%
	TO SOME EXTENT	46	46%
	NOT AT ALL	5	5%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>COMMUNICATION&amp;COLLABORATION</b>	YES,GREATLY	54	54%
	SOMEWHAT	37	37%
	NOT AT ALL	9	9%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>EMPLOYEE WORK-LIFE BALANCE</b>	A LOT	53	53%
	MODERATELY	39	39%
	NOT AT ALL	8	8%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>WORK LOAD&amp;STRESS LEVEL</b>	REDUCE SIGNIFICANTLY	46	46%
	SOMEWHAT	48	48%
	NOT AT ALL	6	6%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>PERSONALIZATION THE NEEDS OF EMPLOYEES</b>	YES,STRONGLY AGREE	50	50%
	SOMEWHAT	44	44%
	DISAGREE	6	6%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>EFFECTIVE TRAINING OPPORTUNITIES</b>	HIGHLY EFFECTIVE	50	50%
	MODERATELY EFFECTIVE	43	43%
	INEFFECTIVE	7	7%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>ACCESEBILITY REGARDLESS OF ROLES AND LOCATION</b>	YES,VERY MUCH	51	51%
	SOMEWHAT	42	42%
	NOT AT ALL	7	7%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
	FULLY INTEGRATED	56	56%

<b>INTEGRATION WITH OTHER ORGANIZATIONAL SYSTEMS</b>			
	PARTIALLY INTEGRATED	40	40%
	NOT INTEGRATED	4	4%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>FACILITATION OF EFFECTIVE COMMUNICATION</b>	YES,VERY EFFECTIVE	58	58%
	MODERATELY EFFECTIVE	36	36%
	INEFFECTIVE	6	6%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>FACILITATION OF LEARNING AND DEVELOPMENT</b>	HIGHLY EFFECTIVE	57	57%
	MODERATELY EFFECTIVE	40	40%
	INEFFECTIVE	3	3%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>ENGAGING E-LEARNING TOOLS</b>	VERY ENGAGING	45	45%
	SOMEWHAT ENGAGING	48	48%
	NOT ENGAGING	7	7%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>ACCESSIBILITY OF E-LEARNING TOOLS</b>	YES,FULLY ACCESSIBLE	53	53%
	PARTIALLY ACCESSIBLE	39	39%
	NOT ACCESSIBLE	8	8%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>INDIVIDUAL CUTOMIZATION OF E-LEARNING TOOLS</b>	HIGHLY CUSTOMIZABLE	56	56%
	MODERATELY CUSTOMIZABLE	38	38%
	NOT CUSTOMIZABLE	6	6%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>WELL INTEGRATED E-LEARNING WITH BROADER ORGANIZATIONAL LEARNING</b>	FULLY INTEGRATED	56	56%
	PARTIALLY INTEGRATED	39	39%

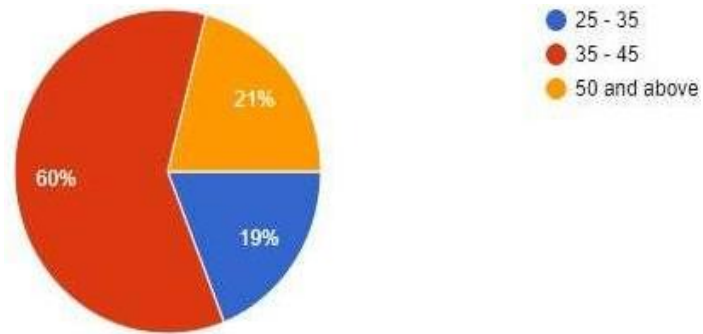
	NOT INTEGRATED	5	5%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>ADAPTATION OF NEW DIGITAL TOOLS IN WORKPLACE</b>	HIGHLY ADAPTABLE	52	52%
	SOMEWHAT ADAPTABLE	39	39%
	RARELY OR NEVER INFORMED	9	9%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>INFROMATION ON LATEST DIGITAL TECHNOLOGIES</b>	YES,VERY MUCH	47	47%
	SOMEWHAT	43	43%
	NOT AT ALL	10	10%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>EFFECTIVENESS OF TRAINING PROVIDED</b>	YES,VERY MUCH	48	48%
	SOMEWHAT	43	43%
	NOT AT ALL	9	9%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>COMFORTABILITY OF USING DIGITAL TOOLS IN DAILY TASK</b>	YES,VERY MUCH	40	40%
	SOMEWHAT	48	48%
	NOT AT ALL	12	12%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>
<b>PROACTIVENESS ON SEEKING OUT ADOPTION OF NEW DIGITAL TOOLS</b>	YES,VERY MUCH	52	52%
	SOMEWHAT	43	43%
	NOT AT ALL	5	5%
	<b>TOTAL</b>	<b>100</b>	<b>100%</b>

TABLE NO: 1

AGE OF THE RESPONDENT

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
25-35	19	19%
35-45	60	60%
50&above	21	21%
TOTAL	100	100%

CHART NO: 4.1



**INTERPRETATION:**

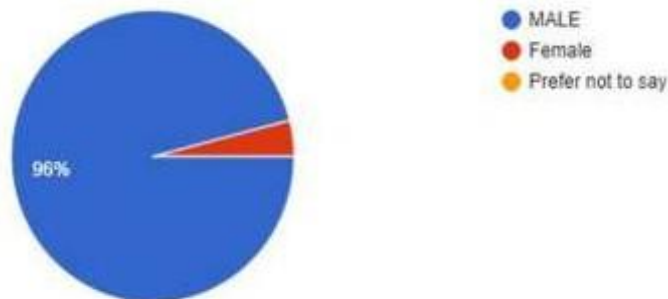
The above table and chart shows that 19% of employee’s age if 25 -35, 60% of employees are in the age of 35-45, 13% of employees are in the age of 35-44, 21% of employees are in the age of 50 and above.

TABLE NO: 2

**GENDER OF THE RESPONDENT**

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Male	96	96%
Female	4	4%
TOTAL	100	100%

CHART NO: 4.2



**INTERPRETATION:**

The table and chart shows that 96% of employees are male and 4% of employees are female...

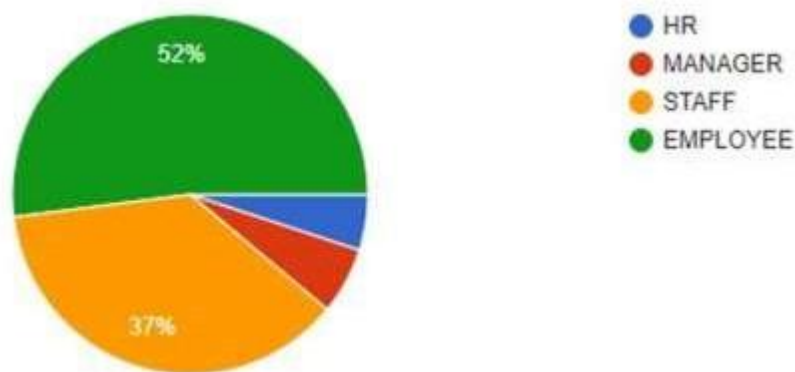


TABLE NO: 3

## DESIGNATION

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
HR	5	5%
MANAGER	6	6%
STAFF	37	37%
EMPLOYEE	52	52%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

CHART NO: 4.3



## INTERPRETATION:

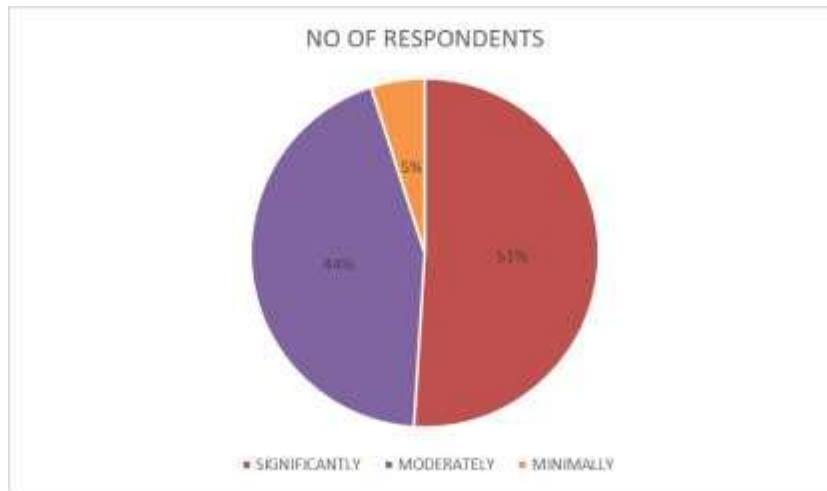
The data reveals that the organization primarily comprises Employees, constituting 52% of the workforce. Staff roles represent 37%, while Managerial positions, including Managers and HR Managers, make up a combined 11%. This distribution indicates a typical organizational hierarchy, with a majority of operational staff supported by managerial and HR functions.

TABLE NO: 4

## ADOPTION OF DIGITAL HR TOOLS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
SIGNIFICANTLY	51	51%
MODERATELY	44	44%
MINIMALLY	5	5%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

CHART NO: 4.4



**INTERPRETATION:**

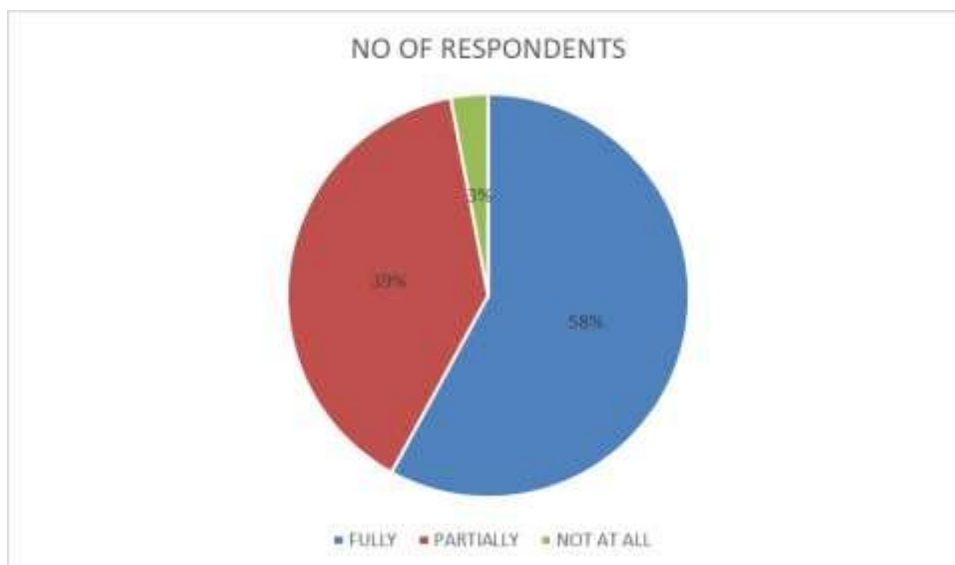
The survey indicates that 51% of respondents strongly agree that digital HR tools significantly impact employee performance, 44% moderately agree, and 5% disagree.

**TABLE NO: 5**

**INTEGRATION OF DIGITAL TOOLS IN DAILY OPERATIONS**

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
FULLY	58	58%
PARTIALLY	39	39%
NOT AT ALL	3	3%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

**CHART NO: 4**



**INTERPRETATION:**

Results show that 58% of respondents report full integration of digital HR practices into daily operations, 39% partially integrated, and 3% not integrated at all.

### Chi-square

#### STEP 1:

#### CHI-SQUARE:

The Chi-Square Test Is A Statistical Method Used To Determine If There Is A Significant Association Between Two Categorical Variables. It Can Be Applied In Your Study To Analyze The Relationship Between Employee Satisfaction And Perceptions Of Communication/Collaboration Effectiveness Resulting From The Use Of Digital Tools. If The Test Shows A Significant Association (P-Value < 0.05), It Suggests That Changes In One Variable Are Related To Changes In The Other.

#### AIM:

To test whether, There is a significant difference in the perception of digital onboarding tools facilitating timely feedback for process improvement among employees in different hierarchical positions within the organization.

PARTICULARS	HR	MANAGER	STAFF	EMPLOYEE	TOTAL
Yes, consistently	5	4	15	24	48
Occasionally	0	1	18	25	44
Rarely or never	0	1	4	3	8
<b>TOTAL</b>	<b>5</b>	<b>6</b>	<b>37</b>	<b>52</b>	<b>100</b>

**NULL HYPOTHESIS H<sub>0</sub>:** There is no significant difference in the perception of digital onboarding tools facilitating timely feedback for process improvement among employees in different hierarchical positions within the organization.

**ALTERNATIVE HYPOTHESIS H<sub>1</sub>:** There is a significant difference in the perception of digital onboarding tools facilitating timely feedback for process improvement among employees in different hierarchical positions within the organization

#### STEP 2:

O	E	O - E	(O - E) <sup>2</sup>	(O - E) <sup>2</sup> /E
5	2.4	2.6	6.76	2.81
0	2.2	-2.2	4.84	2.2
0	0.4	-0.4	0.16	0.4
4	2.88	1.12	1.25	0.43
1	2.64	-1.64	2.68	1.01
1	0.48	0.52	0.27	0.56
15	17.76	-2.76	7.61	0.42
18	16.28	1.72	2.95	0.18
4	2.96	1.04	1.08	0.36
24	24.96	-0.96	0.92	0.03
25	22.88	2.12	4.49	0.19
3	4.16	-1.16	1.85	0.44
<b>CALCULATED VALUE</b>				<b>9.03</b>

CALCULATED VALUE: 9.03

#### STEP: 4

#### DEGREE OF FREEDOM

$$d.f = (r-1) (c-1)$$

$$= (2-1) (4-1)$$

$$= 2*3$$

$$= 6$$

Level Of Significance: **9.03**

Table Value: **12.5**

**STEP: 5**

### INFERENCE

Therefore, calculated value is 9.03 which is less than the table value 12.5. So, accept Ho.

Hence proved that there is no significant difference in the perception of digital onboarding tools facilitating timely feedback for process improvement among employees in different hierarchical positions within the organization.

### Correlation:

**STEP: 1**

**CORRELATION:** correlation analysis assesses the strength and direction of the relationship between two variables. For your study, it can be used to determine if there is a connection between employee satisfaction and perceptions of communication/collaboration effectiveness resulting from digital tools usage. If the correlation coefficient is close to 1 or -1 and statistically significant, it suggests a strong relationship between the variables.

**AIM:** To test whether, there is a significant relationship between the impact of digital tools on overall employee satisfaction and their effectiveness in improving communication and collaboration among team members within the organization.

**STEP: 2**

**x = Employee satisfaction**

**y = communication and collaboration**

x	y	x <sup>2</sup>	y <sup>2</sup>	xy
13	9	169	81	117
40	37	1600	1369	1480
47	54	2209	2916	2538
<b>100</b>	<b>100</b>	<b>3978</b>	<b>4366</b>	<b>4135</b>

**STEP: 3**

$$r = \frac{N(\sum xy) - (\sum x)(\sum y)}{\sqrt{N\sum x^2 - (\sum x)^2} \sqrt{N\sum y^2 - (\sum y)^2}}$$

$$= \frac{3*4135 - 100*100}{\sqrt{3*3978 - (100)^2} \sqrt{3*4366 - (100)^2}}$$

$$= \frac{12405 - 10000}{\sqrt{11934 - 10000} \sqrt{13098 - 10000}}$$

$$= \frac{2405}{\sqrt{1934} \sqrt{3098}}$$

$$= \frac{2405}{43.97*55.65}$$

$$= \frac{2405}{2446.93}$$

$$r = 0.982$$

$$-1 = +1$$

**Not favourable**

**STEP: 4**

### INFERENCE

The steps to calculate the correlation coefficient (r) between two variables, x and y, using the Pearson product-moment correlation formula. It provides the raw data values for x and y, along with the calculated values for  $x^2$ ,  $y^2$ , and xy.

The formula used is:

$$r = \frac{N\sum xy - (\sum x)(\sum y)}{\sqrt{N\sum x^2 - (\sum x)^2} \sqrt{N\sum y^2 - (\sum y)^2}}$$

Plugging in the values from the data, it performs the calculation showing each step. The numerator calculates the covariance between x and y, while the denominator calculations provide the standard deviations of x and y to standardize the covariance.

After calculating the components, it determines the correlation coefficient r to be 0.982. The note states that a value of -1 indicates a perfect negative correlation, while +1 indicates a perfect positive correlation. Therefore, the calculated value of 0.982 suggests a strong positive correlation between the two variables x and y based on this data set. The interpretation mentions this is "not favourable".

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## SUMMARY OF FINDINGS:

- Employees strongly agree that digital HR tools significantly impact employee performance, with 51% strongly agreeing, 44% moderately agreeing, and 5% disagreeing.
- A majority of respondents (58%) report full integration of digital HR practices into daily operations, with 39% indicating partial integration and 3% stating no integration at all.
- Feedback from employees indicates that 49% receive real-time feedback regularly, 41% occasionally, and 10% rarely or never.
- Alternatively, feedback shows that 44% of employees receive real-time feedback regularly, 48% occasionally, and 8% rarely or never.
- 46% of respondents find digital HR platforms highly effective in facilitating employee training, 47% moderately effective, and 7% ineffective.
- 39% of respondents believe that digital tools significantly improve the efficiency of the onboarding process, 46% slightly improve, and 15% report no impact.
- New employees perceive digital onboarding tools as user-friendly, with 48% indicating they are very much so, 45% somewhat, and 7% not at all.
- 43% of respondents agree that digital tools substantially accelerate the onboarding timeline, 50% see marginal acceleration, and 7% observe no acceleration.

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## RECOMMENDATIONS:

- Ensuring equitable access to digital HR tools across all roles and locations, fostering inclusivity and maximizing their benefits organization-wide.
- Implementing strategies to provide timely and consistent real-time feedback to employees, enhancing performance and fostering continuous improvement.
- Customizing on-boarding and training tools to cater to individual learning preferences and needs, optimizing the effectiveness of learning experiences.
- Expediting the on-boarding process by leveraging digital tools to streamline workflows and minimize administrative burdens, enhancing efficiency and productivity.
- Maximizing communication and collaboration among team members through the effective utilization of digital tools, fostering a culture of teamwork and innovation.
- Investing in initiatives that promote employee well-being and work-life balance, leveraging digital tools to support holistic wellness programs and initiatives.
- Reducing employee workload and stress levels by leveraging digital tools to automate repetitive tasks and optimize workflows, promoting a healthier work environment.
- Personalizing digital HR strategies to meet the diverse needs of employees, enhancing engagement and satisfaction across the workforce.
- Optimizing the effectiveness of training programs for utilizing new digital tools, ensuring comprehensive coverage and practical application in daily tasks.

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## CONCLUSION

This study examines the intricate relationship between social media advertising and consumer behaviour in Chennai, India. While social media platforms are immensely popular, their influence on actual purchasing decisions appears limited. Positive user reviews emerge as significant drivers of consumer behaviour, emphasizing the importance of authenticity and peer recommendations. Careful vetting of influencers and transparent campaigns are crucial for building trust. Social media advertising is perceived as highly impactful. Tailored marketing strategies are essential for success in the digital marketplace.

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## REFERENCES

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