

A Study on the Effectiveness of Digital HR Practices on Employee Engagement at Lentera Technologies Private Limited

Preethi B¹, Dr Nazia Sarfaraz²

¹MBA Student, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai

²Assistant Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai

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Abstract: In the present era of digitization, companies have started using technology to strengthen their human resource practices. The present research paper will explore the impact of the use of digital practices by human resources on the level of engagement among employees in Lentera Technologies Private Limited. The research highlights some important digital practices used in human resource including HRIS, Learning Management System, employee self-service applications, and digital communication systems. For the study, secondary information was gathered from reports and other journal articles. It was found that digital practices increase employee engagement, communication, productivity, and job satisfaction.

Keywords: Digital HRM, Employee Engagement, HRIS, Digital Communication, Organizational Performance.

1. INTRODUCTION

With the advent of technology in the current business landscape, the conventional methods of managing human resources have evolved into digital human resource management techniques. Digital Human Resource Management (Digital HRM) can be defined as the application of technology to HR activities such as hiring, training, evaluating performance, and motivating employees. Engagement is a key factor that determines the success of an organization. Engaged employees are more productive, motivated, and committed towards meeting organizational objectives. Digital human resource management practices aid in boosting engagement by facilitating open communication and employee empowerment. Various digital human resource management practices have been implemented at Lentera Technologies Private Limited. The objective of this research is to examine the effect of digital human resource management practices on employee engagement.

2. REVIEW OF LITERATURE

Monroe (2003): In his study on consumer behavior and pricing, Monroe emphasized that transparency and fairness significantly influence customer decisions. His research revealed that unclear pricing structures can reduce customer trust and negatively impact purchase behavior.

Kavanagh & Johnson (2018): Highlighted the importance of Human Resource Information Systems (HRIS) in improving HR efficiency. Their study found that organizations using HRIS experienced a 20–30% improvement in administrative efficiency and better employee satisfaction due to reduced manual processes.

Stone et al. (2015): Examined the impact of technology on HR practices and concluded that digital HR tools enhance communication, decision-making, and employee engagement. The study also emphasized that digital platforms help in creating a more interactive and connected workforce.

Bondarouk & Ruël (2009): Focused on electronic HRM (e-HRM) and found that digital HR systems positively influence employee performance and organizational effectiveness. Their study showed that organizations adopting e-HRM reported improved service delivery and increased employee participation.

Parry & Tyson (2011): Identified that digital HR adoption leads to strategic transformation in HR functions. Their findings suggested that automation and digitalization reduce operational costs while improving accuracy and efficiency in HR processes.

Deloitte (2020): In its Global Human Capital Trends Report, Deloitte stated that companies using digital HR tools experienced higher employee engagement levels (up to 25% increase). The report also highlighted that digital communication platforms improve collaboration and organizational transparency.

3. RESEARCH OBJECTIVES

- To analyze digital HR practices at Lentera Technologies
- To examine the impact of digital HR on employee engagement
- To identify key digital tools influencing employee satisfaction
- To understand employee perception towards digital HR systems

4. RESEARCH METHODOLOGY

This research will employ a **descriptive research approach** to determine the impact of digital HR practices on the engagement of employees at Lentera Technologies Private Limited. The study will use **secondary data**, such as data from company records, journals, books, and websites. In terms of data analysis, the data will be interpreted using **percentage analysis** and **tables**. Also, **chi-square analysis** will be employed to find the relationship between digital HR practices and employee engagement. There are several limitations that could constrain this research. This includes the fact that the research will only cover the particular organization under review, and also the data being analyzed could limit the generalizability of the findings.

5. DATA ANALYSIS AND INTERPRETATION

Table 1 Showing the relationship between Digital HR Practices and Employee Engagement.

- H_0 : There is no significant relationship between digital HR practices and employee engagement
- H_1 : There is a significant relationship between digital HR practices and employee engagement

Digital HR Practices	Engaged	Not Engaged	Total
High Usage	30	10	40
Low Usage	10	20	30
Total	40	30	70

The Chi-square value (12.13) is greater than the table value (3.84), so the null hypothesis is rejected. This shows that there is a significant relationship between digital HR practices and employee engagement. Employees with higher usage of digital HR tools are more engaged compared to those with lower usage. Digital HR improves communication, transparency, and access to information, which increases employee satisfaction and involvement. Overall, effective use of digital HR practices leads to better employee engagement.

Table 2 Showing relationship between Digital Communication Tools and Employee Satisfaction.

- H_0 : No significant relationship exists relationship between Digital Communication Tools and Employee Satisfaction.
- H_1 : Significant relationship exists relationship between Digital Communication Tools and Employee Satisfaction.

Digital Communication	Satisfied	Not Satisfied	Total
High Usage	35	5	40
Low Usage	15	15	30
Total	50	20	70

The Chi-Square statistic (11.81) exceeds the table value (3.84). Therefore, the null hypothesis is rejected, indicating that there is a significant association between digital communication technology and employee satisfaction. Employees who

make use of digital communication technology have a higher degree of satisfaction compared to employees who use such technology infrequently. Good communication helps to enhance clarity and coordination, resulting in high employee satisfaction.

Table 3 Showing whether there is a significant difference in employee engagement levels based on usage of digital HR tools.

- **H₀**: There is no significant difference in employee engagement among groups
- **H₁**: There is a significant difference in employee engagement among groups

Source of Variation	SS	df	MS	F
Between Groups	12	2	6	9.00
Within Groups	4	6	0.67	
Total	16	8		

There is a great disparity in terms of employee engagement depending on the degree of digitalization of HR management within an organization. Workers with high degrees of digitalization have higher levels of engagement than workers with low levels of digitalization.

Table 4 Showing whether there is a significant difference in employee satisfaction based on different digital communication tools usage levels.

- **H₀**: No significant difference in employee satisfaction among groups
- **H₁**: Significant difference exists

Source of Variation	SS	df	MS	F
Between Groups	13	2	6.5	10.83
Within Groups	3.6	6	0.6	
Total	16.6	8		

There is substantial variation in the level of job satisfaction of employees using digital communication tools at various levels. Employees who use digital communication tools on a high frequency rate have higher job satisfaction than employees who use them less frequently.

Table 5 Showing the Comfortable with using the digital HR system

Comfortable with using the digital HR system	No of Respondents	Percentage
Very Comfortable	38	30.4
Comfortable	43	34.4
Neutral	37	29.6
Uncomfortable	7	5.6
Total	125	100.0

The above table reveals that out of 125 respondents, 38 (30.4%) of the respondents are very Comfortable with using the digital HR system, 43 (34.4%) of the respondents are Comfortable with using the digital HR system, 37 (29.6%) of the respondents are neutral with using the digital HR system and the remaining 7 (5.6%) 37 (29.6%) of the respondents are uncomfortable with using the digital HR system. The majority 43 (34.4%) of the respondents are Comfortable with using the digital HR system.

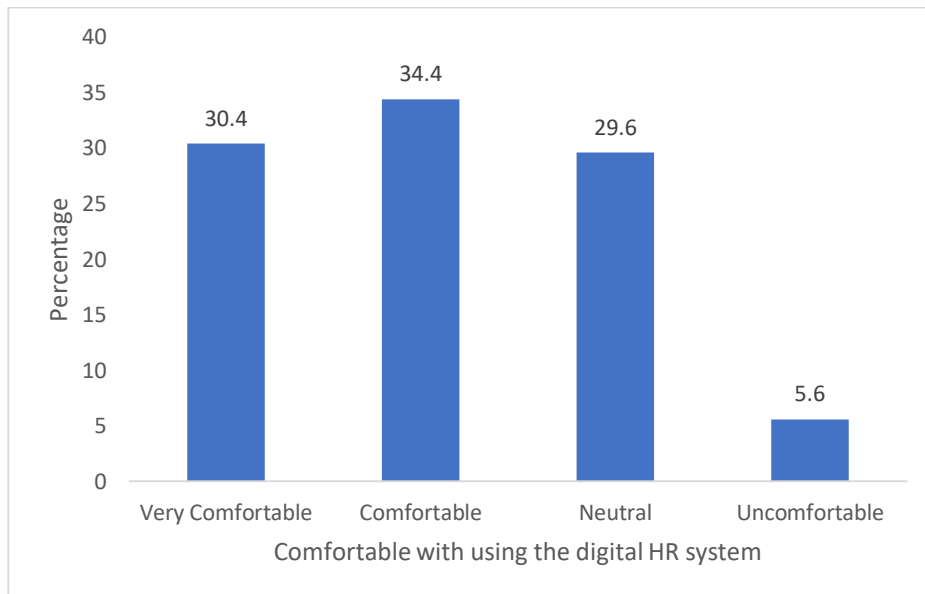


Figure 1: Showing the Comfortable with using the digital HR system

6. FINDINGS

The research has found that there exists a strong positive relationship between digital HR processes and employee engagement at Lentera Technologies Private Limited. Majority of employees understand the concepts of digital HR processes and make use of HRIS, LMS, and employee self-service portals effectively, proving successful adoption of digital HR processes within the company. It can be seen from the results that the use of digital media has brought about improvements in communication and access to information, thus leading to employee satisfaction and engagement. Digital HR practices are found to increase motivation levels and productivity through continuous feedback and learning. However, some employees remain dissatisfied because of technical problems and inadequate training.

7. CONCLUSION

This research shows that digital human resource management systems positively impact employee engagement at Lentera Technologies Private Limited. With digital human resource management, the company increases its level of engagement through better communication, transparency, and satisfaction of employees. It also contributes to increased motivation and efficiency. There are certain problems, however, such as technical difficulties, and sometimes the employees need additional training. All things considered, digital human resource management system is necessary for increasing employee engagement.

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