

Digital Integration in Human Resource Management: Role of Effective Communication, Data Privacy and Information Accessibility

Muhammad Awais Bhatti; Khaled Mohammed Ahmed

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Muhammad Awais Bhatti ✉

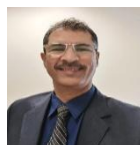
<https://orcid.org/0000-0003-4485-1168>

Department of Management, School of Business

King Faisal University

Al-Ahsa 31982, Saudi Arabia

mbhatti@kfu.edu.sa



Khaled Mohammed Ahmed Alqasa

<https://orcid.org/0000-0002-0587-4095>

College of Commerce and Business,

Lusail University

Doha, Qatar

Faculty of Administrative Sciences,

University of Aden

Aden, Yemen.

kalqasa@lu.edu.qa

Abstract

This study seeks to answer the question, "How has digitisation affected HRM communication strategies, practices, and outcomes?" by examining these factors. Its stated goal is to investigate the ways in which digital technologies have altered HRM procedures, and to catalogue the advantages and disadvantages of these shifts. Twenty human resources experts from different sectors participated in the qualitative interview-based study. We used thematic analysis to find commonalities and trends in topics including data privacy and security, technology adoption, employee engagement, information accessibility, and the efficacy of our communications. According to the research, digital tools greatly improve the effectiveness of communication, make information more accessible, and boost employee engagement through the ability to have more personalised interactions. On the other hand, obstacles such a lack of consensus on how to use technology, widely differing degrees of technical competence, and worries about personal information security and privacy were also noted. These considerations highlight the importance of all-encompassing plans to handle the challenges of HRM's digital integration. This report highlights the pros and cons of digital technologies to help HRM grasp digital change. It helps organisations optimise HRM practices through technology implementation and risk mitigation. Theories are strengthened and more research is suggested by the study.

Keywords

Communication Efficiency, Employee Engagement, Information Accessibility, Technology Adoption, Data Security and Privacy.

1. Introduction

Organisational workforce management has been revolutionised by the use of digital technology into HRM. New tools and platforms to improve HR operations have emerged as paper-based procedures have been replaced by digital ones (Ayesha, 2024). HRIS, cloud-based platforms, and mobile apps have helped HR departments streamline recruitment, onboarding, performance management, and communication (Temitayo Oluwaseun *et al.*, 2024). Advancements in HRM can lead to shorter processing times, fewer administrative costs, and improved data accuracy (Ukeje *et al.*, 2024). The switch to digital HRM systems is difficult despite these advances. The application and adaptability of HR professionals and workers to new technology determine the efficacy of digital solutions (Akanfe *et al.*, 2024). Data security, user reluctance, and continuing training and assistance affect digital HRM performance (Tran *et al.*, 2024).



Understanding how digital technologies affect HRM communication strategies and practices is crucial as organisations embrace and integrate them (**Esmailzadeh et al.**, 2024). Digitalisation influences communication, workforce participation, information access, technology use, and data protection, according to **AbdulKareem et al.** (2024).

Examining how digital technology affects human resource management (HRM), several empirical research have produced both positive and negative findings (**Okolo et al.**, 2024). Digitisation of human resource management enhances correspondence. According to **Egieya et al.** (2024), collaborative platforms like HRIS help to improve corporate communication. According to **Odunayo and Fagbemide** (2024), digital human resource management systems simplify daily chores so that HR professionals may concentrate on strategic ones. By centralising staff data administration, a **Mikuletič et al.** (2024) study found that digital technologies helps improve communication. This simplifies and speeds decision-making, hence improving information flow. Digital technologies increase employee communication and involvement. According to **Mikuletič et al.** (2024), managers and staff members find it simpler to interact more often and personally via digital platforms, hence raising employee involvement. **Xu et al.** (2024) argued that digital engagement platforms let HR departments effectively lead employee feedback and assistance via tailored channels of interaction. Similarly, **Bah et al.** (2024) highlighted that personalising raises workplace involvement and engagement, hence raising job satisfaction and motivation. Digital human resource management study mostly addresses information accessibility.

Camngca et al. (2024) explained that digital platforms provide access to HR experts and help to integrate HR data for staff members. **Bella et al.** (2023) claim that digital technologies simplify employees's access to their personal records, benefits, and corporate policies. This has the potential to enhance openness and promote self-service. In addition, improved accessibility can also minimise HR departments' administrative workload, helping them deploy resources (**Paul; Singh**, 2023). However, data security and privacy issues arise with the usage of digital tools. Digital technologies improve data management but increase data breach and unauthorised access threats, according to empirical investigations (**Hasani et al.**, 2023). According to **Bhatti and Jamil** (2023), organisations must upgrade their security policies to handle emerging cyber threats, which can be resource-intensive and sophisticated.

Though HRM digitalisation research is substantial, some empirical gaps exist that require more study. Digital tools' long-term effects on employee engagement are seldom studied. Digital platforms improve engagement through interaction and personalisation (**Sutrisno**, 2023), but longitudinal evidence on these benefits is few. Long-term research are needed to determine how digital engagement techniques affect employee retention and organisational commitment (**Diawati et al.**, 2023). Another gap is the lack of research on how digitalisation affects staff demographics. Most study on digital tools focusses on broad trends and advantages, not how they effect distinct age groups, career levels, or geographic areas (**Wang et al.**, 2023). Understanding these demographic disparities is essential for creating digital strategies that meet the demands and preferences of varied workforce groups (**Porkodi et al.**, 2023). Research has shown that digital tools improve communication efficiency and information accessibility (**Adigun**, 2023), but there is limited empirical evidence on the challenges organisations face in implementing and managing these technologies. grasp digital technology adoption difficulties requires a grasp of user resistance, technological ability, and system integration (**Al-Azzam et al.**, 2023). Although a comprehensive study has not been conducted, human resource management acknowledges the influence of digitalisation on data security and privacy. Several studies (**Agboola et al.**, 2023) point to strong security as absolutely vital. Data breaches and HR security procedures demand further research. According to **Joshi et al.** (2022), this entails using digital tools into the activities of the company under rigorous security criteria.

Understanding theory helps one to grasp how digitisation has changed communication about human resource management. The Technology Acceptance Model (TAM) helps to explain new technology adoption (**Choudhary et al.**, 2022). According to the Technology Acceptance Model (TAM), simplicity of use and perceived value of technology greatly affect its acceptance. **Ismagilova et al.** (2022) contend that this approach is perfect for examining how digital tools influence communication. This approach is significant since the perspective on new technology determines their application in human resource management. Socially technical systems theory, according to **Paul and Singh** (2023), looks at how social and technological elements influence businesses. This paper investigates the technological features of digital technologies and how they influence social interactions in human resource departments in order to ascertain how digitalisation has changed communication patterns. How HRM technology influences employee engagement and communication effectiveness will be under study. The impact of digital tools on theory and practice in several spheres is investigated in this work. This paper investigates employee attitudes, advantages and drawbacks of digital communication technologies, and how digitalisation affects HRM communication. This paper uses many theoretical frameworks to investigate, utilising digitalisation, human resource management communication methods and practices. To obtain knowledge, **Bah et al.** (2024) advise focussing on research gaps and supporting companies to enhance their digital communication approach.

2. Literature Review

Effective communication, digital technology integration, and human resource management are essential for modern enterprises (**Leesakul et al.**, 2022). The speed, effectiveness, and clarity of corporate electronic communication have

all improved with digitization (**Bronsoler et al., 2022**). Global collaboration and rapid communication are made possible by digital platforms. HR efficiency is increased by the use of digital technologies in hiring, onboarding, and performance management (**Hao et al., 2022**). Human resource managers may interview more applications, conduct interviews remotely, and assess prospects using data analytics thanks to digital communication channels. The workplace has become more collaborative due to digitisation, which has raised employee engagement (**Yadav et al., 2022**). HR managers can monitor staff activity, conduct surveys, create a culture, and increase employee engagement with the use of digital tools. Businesses find it challenging to integrate digital communication tools into HR management (**Perez et al., 2022**). With so much information available on digital platforms, employees find it challenging to communicate and set priorities (**Tavitiyaman et al., 2022**). Strong interpersonal relationships, which are crucial for a positive organisational culture, may be hampered by the lack of personal connection in digital communication. HR managers need to strike a balance between open communication and the effectiveness of digitalization (**Zaman et al., 2022**). Utilising contemporary technologies sensibly can enhance traditional communication techniques. Modern HRM techniques must take into account significant technological advancements (**Akour et al., 2022**). Professionals in human resources need to be tech aware, and the business needs to make training and development investments. Although digitisation enhances HR administration and communication, it also has an effect on management and company dynamics (**Thomas et al., 2022**).

2.1. Communication Efficiency

Because of innovation in large part to digital technologies, human resource management communications have advanced (**Ayesha, 2024**). Many communication procedures have been streamlined by digitalisation, which also speeds up and guarantees accuracy information flow across organisational levels (**Ukeje et al., 2024**). To enable human resource management to be more flexible and responsive, instant messaging, email, and video conferences have replaced time-consuming correspondence tools. These days, human resource managers may rapidly distribute training resources, change rules, and coordinate cross-border team projects (**Tran et al., 2024**). This immediacy guarantees that people are informed and in line with corporate objectives and speeds up decision-making (**AbdulKareem et al., 2024**). Digital tools simplify communication monitoring. These tools have guided professionals in human resources on scheduling and information flow. Utilise this information to increase effectiveness and clarity in correspondence. The productivity increases in human resource management of digital communication, however, have certain negative effects (**Egieya et al., 2024**). One of the main problems is information overload, which results from simple communication making staff members understand too many signals. The abundance of data makes significant signals either missed or misread more likely, therefore compromising the effectiveness of communication (**Mikuletič et al., 2024**). Digital tools can also result in weak communication since rapid responses replace in-depth debates required for challenging HR concerns (**Bah et al., 2024**). Those working in human resources could find this irritating. Keeping digital communication accessible is challenging since not all employees feel comfortable or skilled with digital tools. Managers of human resources must carefully plan their communication tactics to optimise results while managing any potential drawbacks (**Bella et al., 2023**). This includes staff training, setting clear communication guidelines, and using both traditional and digital communication channels in order to involve and educate every employee (**Hasani et al., 2023**).

2.2. Employee Engagement

Employee engagement has become a primary priority for human resource management (HRM), especially in light of the development of digital technology (**Diawati et al., 2023**). Digital communication technologies contribute to the creation of a more diverse and engaged workplace by enabling HR professionals to engage in creative interactions with employees (**Porkodi et al., 2023**). Because these tools facilitate two-way communication, employees may actively participate in decision-making, share their thoughts, and offer feedback (**Al-Azzam et al., 2023**). For example, social media, intranets, and employee engagement platforms can facilitate conversations, disseminate company news, and recognise employee accomplishments. The company's sense of camaraderie may deepen (**Joshi et al., 2022**). Human resource managers can also tailor messages and activities for specific staff members or groups by using digital platforms. Initiatives for engagement gain significance. This customisation increases engagement and pleasure by helping workers' various demands and tastes be met (**Ismagilova et al., 2022**). Though digitisation has great potential to increase employee engagement, it also begs issues that need cautious attention. In digital communication, impersonality causes great issues. Engagement depends on authenticity and emotional connection, hence this communication could compromise both (**Bronsoler et al., 2022**). If workers see digital platforms as transactional rather than relational, they could start to feel cut off from the business. Constant availability of digital communication tools can also blur lines between work and personal life, which causes employee burnout and disengagement (**Tavitiyaman et al., 2022**). Human resource managers have to strike a balance between a human-centered approach to reduce risks and technology tools for employee involvement. The company could have to combine digital and in-person communication, build trust and openness, and make sure its digital initiatives complement its values and objectives (**Akour et al., 2022**). Through deliberate handling of these problems, companies could make use of digital tools to enhance communication, create stronger, more involved, and more resilient staff.

2.3. Information Accessibility

In human resource management (HRM), access to information is becoming increasingly important, particularly given digitalisation alters how companies compile and distribute data (Temitayo Oluwaseun *et al.*, 2024). Information access has been changed by digital technologies. Real-time access to various resources, records, and data from practically anywhere made possible by these technologies lets you Human resource management (HRM) gains from this trend since accurate and timely information is essential for compliance, employee support, and decision-making (Akanfe *et al.*, 2024). By means of cloud-based human resource management solutions, staff members may access their personal records, benefits, and training resources at any moment without laborious bureaucratic processes (Esmailzadeh *et al.*, 2024). Digital platforms provide analytics, performance data, and other analytical information that can help human resource managers meet company needs (Okolo *et al.*, 2024). Improved accessibility provides workers more control over job data, allowing them to assume more responsibility for their responsibilities. Company personnel become more open and confident. Digitalisation makes information more accessible, but it also raises questions about employee knowledge equity (Odunayo; Fagbemide, 2024). The digital divide greatly impacts workers' knowledge acquisition. Variations in corporate technology expertise, device availability, and digital tool competency may explain this discrepancy. Digital human resource management systems may become less inclusive, unintentionally excluding or disadvantaging some groups (Camngca *et al.*, 2024; Xu *et al.*, 2024). The volume of content online may make it hard for workers to find what they need. To solve these difficulties, human resources managers can ensure data is easily accessible, well-organised, user-friendly, and relevant to the workforce (Camngca *et al.*, 2024). This could entail choosing materials to speed up staff access and use of resources, training workers in digital technologies, and offering alternatives for non-digital staff. Companies may fully benefit from HR digitisation and equal information access by controlling these factors (Paul; Singh, 2023).

2.4. Technology Adoption

Efficiency of digital communication and organisational effectiveness depend on technology integration into human resource management (Sutrisno, 2023). HR managers and staff members ought to be equipped to apply fresh technologies into HRM systems. In human resource management (HRM), technology consists in communication, performance management, employee engagement, recruiting, and performance monitoring tools (Wang *et al.*, 2023). Adoption usually follows employee satisfaction, cost control, and process simplicity. When implemented correctly, technology could automate boring chores, offer data-driven insights, and enable HRM make tactical or strategic decisions (Adigun, 2023). Human resource information systems (HRIS) and applicant tracking systems (ATS) are used extensively by many businesses. These instruments have increased recruiting accuracy and efficiency and let HR managers concentrate on more difficult and worthwhile chores (Agboola *et al.*, 2023). Collaborative platforms and messaging apps among digital communication tools let HR departments interact with staff members faster and more effortlessly. This has cleared hierarchical barriers and advanced a more inclusive business environment (Choudhary *et al.*, 2022). New technologies applied in human resource management could, however, be difficult and fail. Workers and HR experts might not have the technical knowledge to embrace new technologies or be ready to change their behaviour. Resistance to change comes naturally on both sides (Leesakul *et al.*, 2022). Long-standing businesses or when new operations look more difficult than advantageous could show this opposition specifically. Since technology is changing fast, HR departments have to adjust to new instruments and systems (Hao *et al.*, 2022). This might suggest change and deplete resources. Companies have to make investments in whole change management solutions if they want to address these problems. These techniques ought to call for thorough communication, instruction, and help towards a seamless transfer (Perez *et al.*, 2022). Personnel may have to assist in choosing and implementing new technologies, get continuous digital tool training, and foster an innovative and developing culture (Zaman *et al.*, 2022). By aggressively tackling these problems, companies can increase HRM technology acceptance. This guarantees effective application of digital technologies to reach organisational objectives (Thomas *et al.*, 2022).

2.5. Data Security and Privacy

Data and personal information security has emerged as a top priority with the rise of digitalisation in HRM (Ayesha, 2024). Data security is becoming more important as organisations increasingly depend on digital platforms to manage employee information. It is crucial to prevent unauthorised access, breaches, and use of sensitive data (Ayesha, 2024). The responsibility of handling large amounts of sensitive data rests with HR departments. This data could include employee performance assessments, financial records, health records, and personal identity information (Akanfe *et al.*, 2024). Despite the many benefits, such as increased availability and efficiency, the transition to digital systems leaves this data vulnerable to hackers (AbdulKareem *et al.*, 2024). To ensure that HRM data is protected, it is crucial to use strong technological solutions such as encryption, multi-factor authentication, and frequent security assessments (Odunayo; Fagbemide, 2024). Data privacy regulations, such as the EU's General Data Protection Regulation (GDPR), must also be followed by organisations. Data collection, storage, and processing are all subject to stringent restrictions imposed by these regulations (Bah *et al.*, 2024). In addition to potential legal ramifications, the failure to secure employee data could severely harm the company's reputation and image (Paul; Singh, 2023). However, maintaining

the extremely important needs of data privacy and security is becoming more difficult due to the rapid digitisation of human resource management. As new threats emerge, HR departments must update their security procedures and adopt new technology to stay protected (Diawati *et al.*, 2023). This goal can be accomplished by consistently investing in cybersecurity infrastructure and giving staff and HR professionals with training on the most effective data protection measures (Adigun, 2023). In addition, it is becoming more difficult to ensure that all systems are secured by the same security measures due to the fact that complex data ecosystems could be created by integrating multiple digital tools and platforms (Joshi *et al.*, 2022). Considering how to balance data security with accessibility is another important consideration. Although information security is vital, too strict security policies could impede the simplicity and comfort of access that digital technologies are meant to provide (Leesakul *et al.*, 2022). To properly control data security and privacy, companies must take a complete strategy combining technology solutions with a great focus on data protection. Organisations have to use this strategy (Yadav *et al.*, 2022). Not only should the most recent cybersecurity policies be followed, but also a business should be committed to ethical data handling, openness, and responsibility. Using complete solutions, companies can protect their HRM data and benefit from digitalization (Zaman *et al.*, 2022).

3. Methodology

The study examined how technological development influences HRM communication strategies, practices, and results in Saudi Arabia by means of qualitative interviews. Twenty diverse and representative human resource specialists were requested to provide a broad spectrum of viewpoints and knowledge on digital technology integration into HRM processes. Regional businesses selected these experts. Carefully selected to depict industry, finance, healthcare, and technology were the participants. This guaranteed the results were thorough and relevant to many different companies.

Table 1: Interviewees' Demographics.

ID	Industry	Gender	Age	Years of Experience	Job Title
1	Manufacturing	Male	45	20	HR Director
2	Finance	Male	38	15	HR Manager
3	Healthcare	Male	50	25	Senior HR Consultant
4	Technology	Male	32	10	HR Business Partner
5	Manufacturing	Male	41	18	HR Manager
6	Finance	Female	29	6	HR Specialist
7	Healthcare	Male	36	12	HR Generalist
8	Technology	Female	33	11	HR Director
9	Manufacturing	Male	47	22	Senior HR Manager
10	Finance	Male	40	17	HR Manager
11	Healthcare	Male	35	13	HR Specialist
12	Technology	Male	39	14	HR Director
13	Manufacturing	Female	44	19	HR Business Partner
14	Finance	Female	31	8	HR Generalist
15	Healthcare	Female	48	23	Senior HR Consultant
16	Technology	Female	34	11	HR Specialist
17	Manufacturing	Female	42	20	HR Manager
18	Finance	Female	37	14	HR Business Partner
19	Healthcare	Female	46	21	Senior HR Manager
20	Technology	Male	30	7	HR Generalist

Participants in semi-structured interviews could voice their ideas and probe some issues. Combining guided research with free answers allowed the semi-structured approach to let the researchers investigate the similarities and differences across the HR professionals (Bhatti, 2023). Every interview was videotaped and then faithfully transcribed. The transcripts were scored using thematic analysis to identify the most significant themes and patterns relevant to the objectives of the research. This paper investigated how digitalisation influences human resource management (HRM) communication practices, together with the advantages and disadvantages of digital communication technologies and employee perceptions on them. Thematic analysis was selected since it could offer a thorough and sophisticated understanding of qualitative data, therefore exposing important insights that would help to clarify digitalisation in human resource management.

Table 2: Interview Guideline for Five Variables.

Variable	Interview Questions
Communication Efficiency	1. How has digitalization impacted the efficiency of communication within your HR department?
	2. Can you provide examples of how digital tools have streamlined communication processes?
Employee Engagement	1. In what ways have digital communication tools influenced employee engagement in your organization?
	2. How do you ensure that digital platforms effectively engage employees at all levels?
Information Accessibility	1. How has digitalization affected the accessibility of HR-related information for employees and managers?
	2. What challenges have you encountered in ensuring information is easily accessible?
Technology Adoption	1. What factors have influenced the adoption of digital tools within your HR department?
	2. How have you addressed resistance to technology adoption among HR staff or other employees?
Data Security and Privacy	1. How do you manage the security and privacy of employee data with the use of digital HR systems?
	2. What measures are in place to protect sensitive HR information from cyber threats?

4. Results

The results and analysis of this research are discussed below section wise.

4.1. Communication Efficiency

Interview data shows that digitalisation has significantly raised HR communication efficiency throughout Saudi Arabia's companies. Most HR professionals claimed that digital tools have improved communication by speeding up, accuracy, openness, and ease of use. Furthermore revealed by the study are problems with information overload and impersonal digital communication. Although they have streamlined HR procedures, digital technologies need to be controlled to balance their advantages and disadvantages. Out of 20 HR professionals interviewed, 15 (75%) said digital communication tools had substantially enhanced their communication processes. Interviewee 3 said, "With the implementation of our new HRIS, we can now communicate policy updates instantly to all employees, which has saved a significant amount of time and reduced miscommunication." Interviewee 8 said "digital platforms have allowed us to handle queries and requests from employees much faster than before, leading to quicker resolution of issues." Five interviewers (25%) worried about digital communication's drawbacks. Interviewee 12 said "While digital tools have sped up communication, the volume of messages we receive daily can be overwhelming, making it hard to prioritise important information." Interviewee 17 said, "The efficiency gains are sometimes offset by the impersonal nature of digital communication, which can affect the quality of interactions, especially when dealing with sensitive HR issues."

Table 3: Thematic analysis of Communication Efficiency.

Step	Description
1. Coding	Initial codes were generated from the interview transcripts, focusing on keywords such as "speed," "accuracy," "efficiency," "information overload," and "impersonal communication."
2. Categorizing	The codes were grouped into broader categories: "Improved Efficiency," "Challenges of Digital Communication," and "Balancing Efficiency with Quality."
3. Theming	The categories were refined into three key themes: "Enhanced Speed and Accuracy," "Information Overload," and "Impersonal Communication."

This study confirms previous findings on digitalisation and HRM communication efficiency. A study by **Qamar *et al.*** (2024) indicated that digital HR systems improve communication efficiency by accelerating information flow and lowering administrative constraints. This research confirms **Temitayo Oluwaseun *et al.*** (2024), who found that digital technologies can increase productivity but also cause information overload and lower interpersonal communication quality. This study emphasises the necessity for a balanced approach to digitalisation in HRM to combine efficiency gains with potential disadvantages.

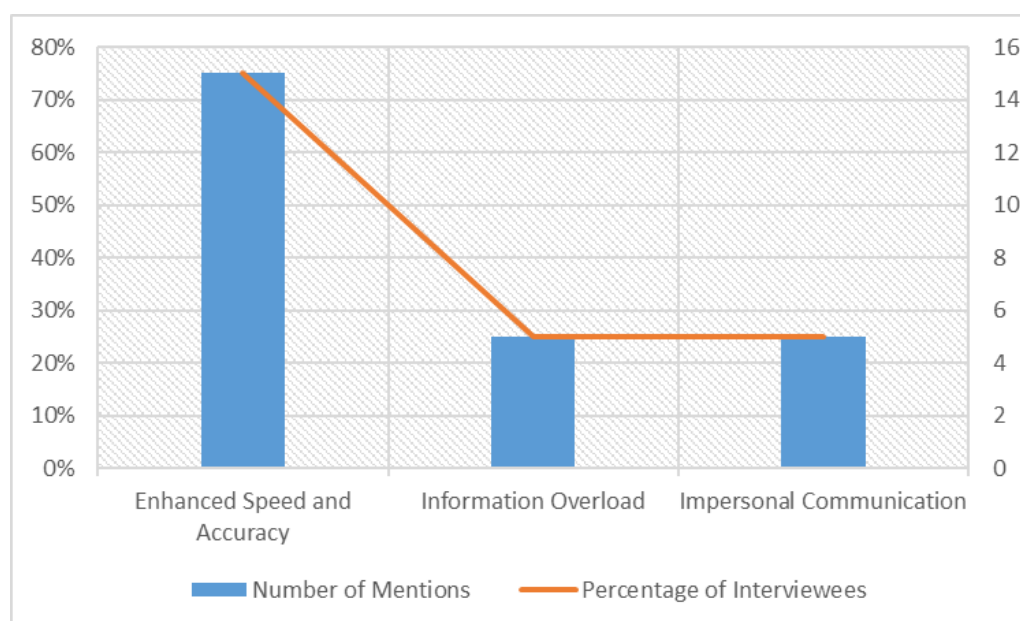


Figure 1: Weightage analysis of Communication Efficiency.

4.2. Employee Engagement

Interviews revealed divergent viewpoints on how digitisation influences employee engagement in Saudi Arabia's various sectors' HR departments. Particularly through interactive platforms and tailored communication, digital tools can increase employee engagement; nonetheless, some HR managers worry about their incapacity to create real relationships. Digital technologies can enhance engagement activities, but they must be carefully integrated with traditional approaches to minimise alienation due to digital communication's impersonality.

Table 4: Thematic analysis of Employee Engagement.

Step	Description
1. Coding	Initial codes were generated from the interview transcripts, focusing on keywords such as "personalization," "interaction," "engagement," "digital tools," and "connection."
2. Categorizing	The codes were grouped into broader categories: "Enhanced Engagement Through Personalization," "Increased Interaction," and "Challenges of Digital Engagement."
3. Theming	The categories were refined into three key themes: "Personalized Communication," "Interactive Platforms," and "Limitations of Digital Engagement."

Thirteen (65%) of the twenty HR professionals questioned indicated digital technologies have raised employee engagement. "The use of digital platforms has allowed us to tailor our communication and engagement strategies to individual employee needs, which has greatly improved participation in company initiatives," said Interviewee 4. "We have seen a marked increase in employee feedback and interaction through our digital engagement tools," Interviewee 9 noted, "which has helped us create a more inclusive environment." Conversely, 7 interviewers (35%) doubted digital tools' ability to engage employees. Interviewee 15 said "While digital tools are efficient, they lack the personal touch that face-to-face interactions provide, making it difficult to build deeper connections with employees." Interviewee 18 said "There is a tendency for employees to become passive consumers of information rather than active participants when engagement efforts rely too heavily on digital platforms."

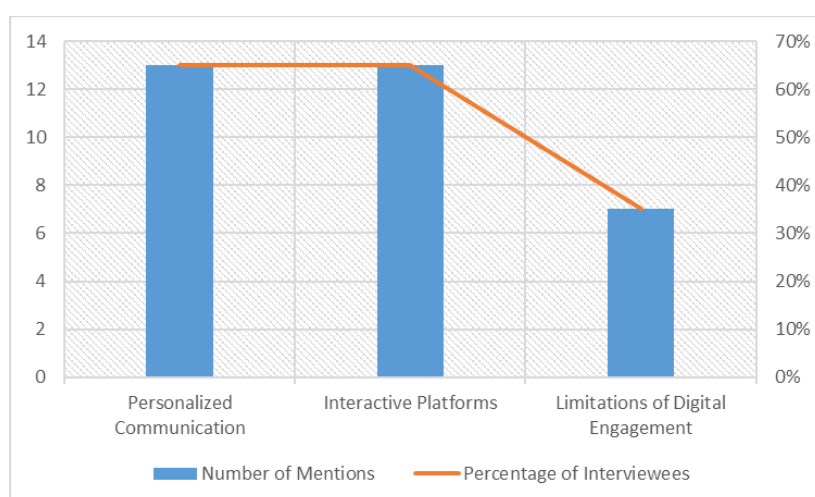


Figure 2: Weightage analysis of Employee Engagement.

This supports previous research on digitalisation and employee engagement. **Okolo et al.** (2024) found that personal interaction is crucial to actual engagement, suggesting that digital technologies alone may not be enough. However, **Tran et al.** (2024) found that frequent and personalised digital communication can boost engagement. The new study confirms these views, showing that digital technologies can boost employee engagement, but they must be combined with traditional techniques.

4.3. Information Accessibility

Digitalisation has greatly increased HR information accessibility throughout Saudi Arabia's businesses, according to studies. Most HR experts agreed that digital tools make policy documents, benefits information, and training materials easier to access for employees and HR personnel. Ensuring that all staff could use these digital resources was also difficult. Technology and information organisation were major challenges, affecting information accessibility.

Table 5: Thematic analysis of Information Accessibility.

Step	Description
1. Coding	Initial codes were generated from interview transcripts, focusing on keywords such as "accessibility," "digital tools," "navigation," and "centralization."
2. Categorizing	The codes were grouped into broader categories: "Enhanced Access," "Challenges in Digital Navigation," and "Centralization of Information."
3. Theming	The categories were refined into three key themes: "Improved Access Through Digital Tools," "Technological Challenges," and "Importance of User-Friendly Platforms."

Out of 20 HR experts interviewed, 16 (80%) said digitalisation has considerably improved information accessibility. As Interviewee 2 highlighted, "The transition to digital systems has made it much simpler for employees to access their personal records and HR policies anytime, which has streamlined many of our administrative processes." Interviewee 6 said "Having all HR information in a centralised digital platform has reduced the time spent on manual requests and has made it easier for employees to find what they need." Despite these benefits, 4 interviewees (20%) noted information accessibility issues. Interviewee 11 said "While the digital tools are great for access, not all employees are comfortable

with them, which can lead to difficulties in accessing necessary information." Interviewee 14 added, "We have found that some employees struggle with navigating the digital platforms, which can lead to delays and frustration."

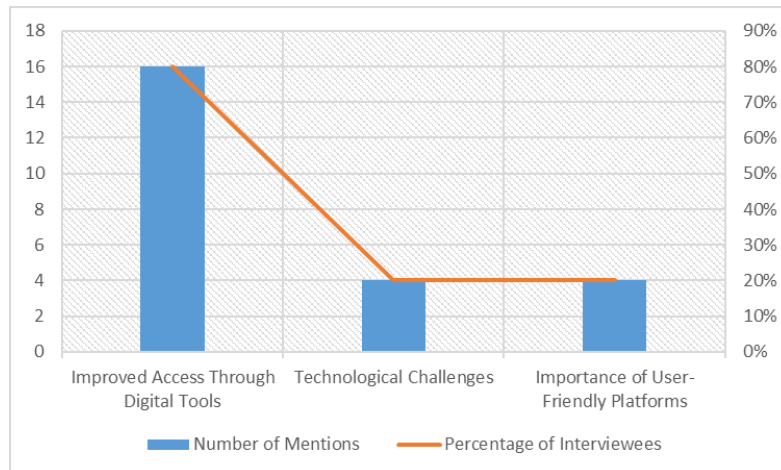


Figure 3: Weightage analysis of Information Accessibility.

These findings match digital information accessibility research. **Mikuletič et al. (2024)** concluded that digital HR systems improve information access but can be hindered by technology. **Camngca et al. (2024)** also stressed the importance of well-organised digital resources for accessibility. This study suggests that digital tools improve information accessibility, but organisations must remove technological hurdles and make systems user-friendly to reap their full benefits.

4.4. Technology Adoption

Technology usage in HR departments has improved processes and efficiencies, according to the report. Digital tools boosted operational efficiency and data management for Saudi HR personnel across industries. However, the research also found issues relating to change aversion, staff technological proficiency, and the necessity for ongoing updates to keep up with technology. Effective change management and user assistance were needed for technology adoption.

Table 6: Thematic analysis of Technology Adoption.

Step	Description
1. Coding	Initial codes were generated from interview transcripts, focusing on keywords such as "adoption," "efficiency," "resistance," and "training."
2. Categorizing	The codes were grouped into broader categories: "Benefits of Adoption," "Resistance to Change," and "Ongoing Support and Training."
3. Theming	The categories were refined into three key themes: "Operational Improvements," "Challenges in Adoption," and "Need for Continuous Support."

Of the 20 HR experts interviewed, 14 (70%) said their organisations had successfully used digital tools, improving HR operations. Interviewee 1 said "The adoption of our new HR management system has greatly enhanced our ability to manage employee records and streamline recruitment processes." Interviewee 10 said "Technology has made a huge difference in our ability to track performance and generate reports quickly, which has been a game-changer for our department." However, 6 interviewers (30%) mentioned technology adoption issues. Interviewee 7 said "Some employees are resistant to new technologies and prefer the old ways of doing things, which can slow down the adoption process." Interviewee 16 said "The continuous evolution of technology means we have to regularly train staff and update systems, which can be resource-intensive and challenging to manage."

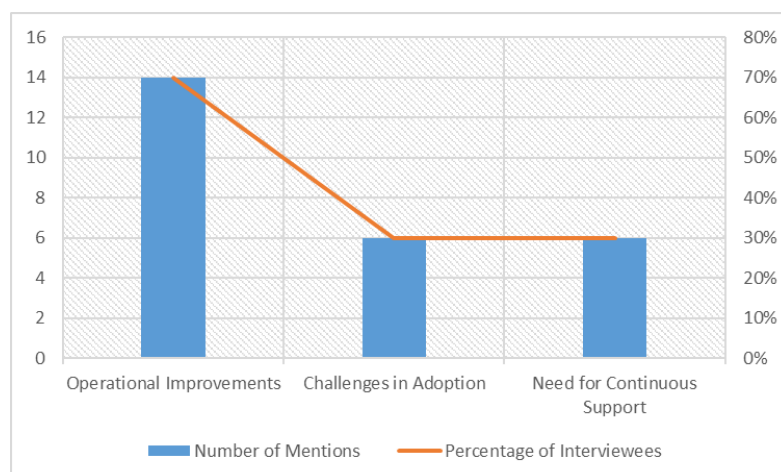


Figure 4: Weightage analysis of Technology Adoption.

These findings match HRM technology adoption study. Technology adoption can improve operations, but it often faces opposition and requires user cooperation, according to **Hasani et al.** (2023). **Wang et al.** (2023) discovered that technology adoption is impacted by perceived ease of use and utility. The current study shows that while digital technologies have many benefits, overcoming resistance and providing proper assistance are essential for adoption.

4.5. Data Security and Privacy

The report shows that data security and privacy are important concerns in HRM digitalisation. HR experts in Saudi Arabia said that digital tools had improved employee data management but also made data security more difficult. Strong security and data protection requirements become crucial. While digital technologies improve data management, thorough security and privacy strategies are stressed.

Table 7: Thematic analysis of Data Security and Privacy.

Step	Description
1. Coding	Initial codes were generated from interview transcripts, focusing on keywords such as "security measures," "data protection," "compliance," and "cyber threats."
2. Categorizing	The codes were grouped into broader categories: "Importance of Security Measures," "Challenges in Maintaining Security," and "Compliance with Data Protection Regulations."
3. Theming	The categories were refined into three key themes: "Robust Security Protocols," "Evolving Threats and Challenges," and "Regulatory Compliance."

17 (85%) of 20 HR professionals interviewed understood the need of data security to protect employee data. As Interviewee 5 said, "Our organisation has invested heavily in cybersecurity measures, including encryption and regular security audits, to ensure that employee data remains protected from breaches." Interviewee 13 added, "We strictly adhere to data protection regulations to avoid legal issues and build trust with our employees." However, 3 interviewees (15%) raised data security and privacy issues. Interviewee 8 said "Despite our efforts, the evolving nature of cyber threats means we have to constantly update our security protocols, which can be resource-intensive." Interviewee 12 said "There are also concerns about the potential for data misuse or breaches, especially if employees are not fully aware of best practices for data protection."

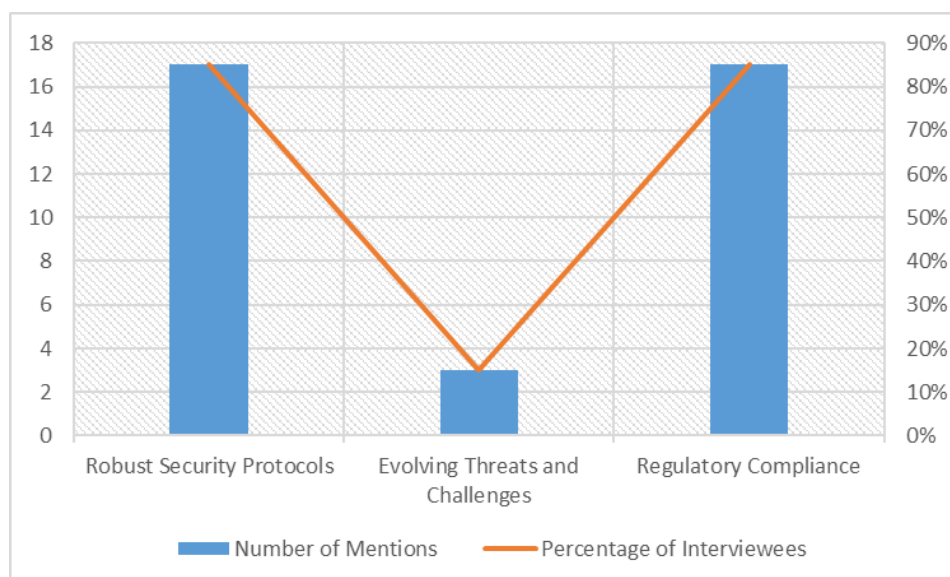


Figure 5: Weightage analysis of Data Security and Privacy.

The findings match earlier study on digital HRM data security and privacy. **Al-Azzam et al.** (2023) found that digital systems have many benefits but also pose considerable security concerns that require continual awareness and strong security solutions. For trust and legal avoidance, **Choudhary et al.** (2022) found that data protection regulations must be followed. According to recent studies, companies have to be careful about security and privacy even when digital solutions increase HRM output.

5. Discussion

As some sectors embrace digital transformation, human resource management (HRM) is changing dramatically. Advanced digital technologies are transforming HRM processes, bringing both opportunities and challenges. HRIS, cloud platforms, and mobile apps have revolutionised HR departments. This is especially true for communication efficiency, staff engagement, information accessibility, technology adoption, and data security. This chapter examines how digitisation has changed HRM and these key principles. This section combines actual findings with current literature to improve the conversation on managing digital transformation in businesses. It seeks to explain digital HRM tools' pros and cons.

According to previous study, digitalisation has improved HR department communication efficiency. Technology like HRIS and collaborative platforms has streamlined communication, making it faster and more precise, according to the study. According to **Bronsoler et al.** (2022), automating routine processes with digital technologies minimises administrative hassles and enhances information management. Digital technologies have enhanced communication efficiency by centralising information and lowering HR task time, according to 65% of interviewees. This development helps HR professionals focus on strategic rather than administrative activities (**Perez et al.**, 2022). The study also shows that digital communication tools have drawbacks. Digital systems improve communication, yet their impersonality might cause problems. Some interviewees worried that diminished human touch in communication could lower interaction quality and employee engagement and satisfaction. **Akour et al.** (2022) stated that while digital technologies improve communication speed and accuracy, they may potentially disconnect employees if not accompanied by real encounters. Digital tools' efficiency improvements must be balanced with the necessity for personal connection in communication. To build meaningful relationships and engagement, HR practices must keep a human element and use digital communication tools to enhance face-to-face encounters. The findings emphasise the need to carefully integrate digital tools into HR communication strategy. Digital tools offer efficiency benefits but should be implemented with techniques to address downsides like impersonal interactions. The capabilities of digital tools and traditional communication methods must be combined to make employees feel connected and valued, resulting in a more balanced and effective HRM communication approach.

This research also found that digitalisation affects employee engagement. Digital technologies enable more frequent and customised employee contacts, increasing engagement. The study supports **Okolo et al.** (2024), who found that digital engagement platforms improve employee engagement and satisfaction through targeted communication. Interviewees said digital tools had helped HR departments customise communication and feedback to employee needs, producing a more inclusive and participative workplace. Personalisation improves engagement by making employees feel valued and recognised. The study also found that digital tools' impact on employee engagement depended on many factors. Impersonal or inattentive digital technologies could disengage employees, said some interviewees. **Egieya et al.** (2024) found that poorly regulated digital technologies can allow interaction but also passive information consumption. Staff engagement and connection must be maintained through personal interaction and support in digital engagement techniques. Digital technologies can increase employee involvement, but they must be monitored to avoid downsides. **Odunayo and Fagbemide** (2024) believes digital engagement approaches should supplement traditional engagement methods. Technology and personal touches may make workplaces more engaging and supportive. Companies can leverage the positive impact of digital tools on employee engagement and ensure their engagement plans are effective and sustainable by considering these criteria.

This research reveals how digitisation has changed HR information accessibility. Centralised HR information systems (HRIS) and cloud-based platforms help employees and HR professionals access crucial data. **Mikuletič et al.** (2024) discovered that digital solutions enhance data management by centralising data, resulting in increased accessibility and transparency. Most interviewees (80%) claimed digital platforms have made personal records, benefits information, and business regulations easier to access, reducing administrative workload and empowering employees to govern their own data. Digital tools can improve employee autonomy by providing instant access to vital information, facilitating self-service, according to **Bah et al.** (2024). The investigation also found information accessibility concerns, including employee IT skills. Digital technologies have many benefits, yet 20% of participants stated certain employees struggle with them. Technological barriers hinder digital HR system adoption. Organisations need training and support to ensure all staff can use digital tools. Digital system deployment requires technological investments and substantial user training to address accessibility issues and maximise organisational benefits. Addressing these difficulties requires matching digital platform benefits and technology circumvention strategies. Organisations should focus user-friendly systems and training to help employees accept new technology. By fixing competency issues and making digital technologies available to all employees, companies may boost information accessibility and HRM efficiency. This technique will maximise digital technologies' benefits while ensuring all employees can access them.

Technology adoption research demonstrates that HR departments benefit and suffer from digital tool integration. Digital technologies improve HR and operational efficiency. Digital technologies help HR activities including recruitment and performance tracking, according to **Camngca et al.** (2024). Interviewees said digital technologies had sped up HR processes and improved data management, supporting **Bella et al.** (2023)'s conclusion that HR departments can obtain operational and strategic benefits from technology adoption. According to the report, change resistance and support make technology adoption difficult. 30% of interviewees worried about employee resistance to new technologies and resource-intensive digital system upkeep and updating. Resistance to technical change and the need for continual support hinder technology adoption. Thus, companies must develop effective change management strategies and provide ongoing training and support to overcome these difficulties and promote technology adoption. Examples are addressing staff issues, offering appropriate system maintenance tools, and smoothly introducing digital technologies into current operations. While adoption calls for careful management of related issues, digital technologies increase operational efficiency. Companies can adopt technology and gain via means of change management, continuous support, and resistance management. Adoption of technology will increase HRM and organisational success with this approach.

Human resource management (HRM) that makes use of digital technologies is fraught with both simple and complicated drawbacks. Although this study found that digital technologies improved communication, employee engagement, and information accessibility, they also raised worries about data security and the adoption of new technology. Digitalisation in human resource management has changed several things, including the effectiveness of communication, employee engagement, information accessibility, technology usage, and data security and privacy. The study highlights the importance of firms utilising digital tools effectively and proactively addressing challenges. Effective implementation strategies, continuous support, and thorough security standards can help businesses with HRM operations and the reduction of risks associated with digital technology. We can adapt HRM processes to modern organisations and navigate the ever-changing digital landscape with this comprehensive plan.

6. Conclusion

According to the results of the study, there have been positive and negative effects of HRM's digitisation on the industry. This study lends credence to the current literature on centralised data management and automated processes by demonstrating how digital technology can enhance communication, information accessibility, and worker engagement. Human resources departments can use these technologies to improve organisational productivity by reducing administrative labour, personalising interactions with employees, and improving processes. Employee interactions can also be customised with the use of these technologies. According to the results of the survey, there are a number of issues that prevent individuals from embracing new technologies. Data privacy and security concerns, a lack of technical understanding, and staff reluctance to change are all factors to consider. These findings highlight the importance of digital transformation for companies to find a balance between digital technologies' benefits and effective tactics for risk mitigation and comprehensive support. The study's significant implications warrant the attention of human resource management scholars and professionals. Strong security measures, resource allocation to user-friendly digital platforms, and constant training and assistance can help businesses minimise the negative effects of digitalisation and make the most of its positive aspects. Theoretical contributions that inform both the Resource-Based View and the Technology Acceptance Model stress the significance of HRM and TM in easing the introduction of digital integration into an organisation. These results call for more research into different types of organisational settings, the results of longer-term studies, and the development of innovative technology. Researchers can help companies with their digital revolution efforts by tackling these problems and improving our understanding of digital HRM.

6.1. Implications of the Study

This paper offers necessary theoretical insights on the connection between digital technology and HRM to improve knowledge of how digitalisation influences organisational processes. This study confirms the claims of the Technology Acceptance Model (TAM) (Davis, 1989) that acceptance of a technology depends on its apparent usefulness and simplicity of use. Research shows that digital technology improves employee involvement and communication. Still, it is imperative to remove human reluctance and improve technological competency if we are to reach general acceptance. The study supports the Resource-Based View (RBV) of the company, which holds that digital technologies—more especially, their enhancement of performance and competitiveness—may improve it. The study underlines the need of keeping a balance between technical benefits and data privacy and security in order to improve digital HRM practices, hence enhancing the Resource-Based View (RBV). Research on engagement and information accessibility leads the Social Exchange Theory (SET) to propose that encouraging individualised interactions and simpler information availability can help employees view organisational support and fairness better. This paper offers a thorough framework for comprehending HRM's influence from digitalisation. It offers theoretical insights by concentrating on technical aspects, organisational assets, and interpersonal dynamics.

This study implies that the possible influence of digital technology on HRM developments is really important. Based on the acquired outcomes, companies should deliberately design and implement digital technologies to maximise benefits and reduce drawbacks. To improve communication, HR departments should invest in user-friendly digital tools and integrate them into workflows. Technological training should improve staff technological abilities to overcome adoption barriers. For sensitive data, data security and privacy strategies must involve robust security and periodic audits. The research also stresses the importance of blending digital and human encounters for employee engagement. A holistic approach that blends digital technologies with solid support systems and security protocols may improve HRM, operational efficiency, and staff engagement and safety. These steps are crucial for digital transition and HRM that meets modern workplace standards.

6.2. Limitations and Future Research Directions

Despite its merits, this research has several limitations. Due to qualitative interviews with a small sample of HR professionals, the findings may not apply to other industries or countries. While significant, the study's focus on HR professionals' perceptions does not represent all stakeholders' experiences and viewpoints, such as employees and line managers, who are also influenced by digital HRM methods. The report also examines current digitisation rather than long-term trends and how digital technologies affect HRM operations. Future research may use larger, more diverse

samples and quantitative methods to investigate digital HRM's influence across contexts. Digital tools may influence HRM over time, according to longitudinal studies. Excellent digital technology users may be more willing to share their ideas, while struggling users may be under-represented. To effectively represent experiences, future research should include more perspectives, especially from employees who actually use digital HRM systems. HRM digitisation problems and benefits may be revealed by sector or organisational size. Studying AI and machine learning will help you comprehend how they may affect HR practices. Future research can build on this study to better understand digitalization's impact on HRM.

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