

Digital HRMP and Its Significance in Enhancing Organizational Performance

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ABSTRACT

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INTRODUCTION

The organization's digital performance, its influence on society, and its workflow have all improved due to the quick development of technology. Organizations at all levels are impacted by the digital revolution. Additionally, it puts pressure on businesses and their employees to adjust to the quickly evolving world and the rise of digital technology. In the corporate sector, digitalization has become a buzzword and is acknowledged as something that companies need to adopt to remain relevant (Kontic & Vidicki, 2018; Goldstein, 2015).

These days, all manual labour has been replaced by computer technology (Coster, et al. 2019). Smart computer programs like Artificial Intelligence (AI) have also replaced non-repetitive intellectual tasks that can access a larger amount of information, commonly known as "Big data" (Shah, et al. 2017; Makridakis, 2017). As more digital gadgets are linked to the internet, traceability also rises, the "Internet of Things" (Ebersold & Glass, 2015).

Digitalization for marketing and commercial performance, including consumer preferences, purchasing patterns, and customer relationship management, has been the subject of prior studies. However, there is less discussion of how it impacts the company inside in academic study, particularly when it comes to HRM. Thus, this study's goal is to learn more about HRM in the digital era. More precisely, the goal of this study is to learn more about the topic of digital

HRM research and how it relates to organizational performance in the banking industry.

HRM AND DIGITAL HRM

In the current situation, business is carried out in accordance with the requirements and expectations of the worldwide business purpose. Additionally, commodities, services, managerial expertise, and technology are transferred across nations. The world has become smaller due to globalization in terms of communication methods. Global economic and financial trends have become better interwoven.

Due to organizational demands, digital human resource management (DHRM) is more important in today's digital environment than traditional human resource management. For improved organizational performance, many organizations require highly effective DHRM. The HR department must embrace digital change in HR and update its policies to reflect this requirement. To provide the highest calibre of work for organizations worldwide, DHRM must overcome several obstacles. Organizations must increase their worldwide commerce to succeed in the competitive market system.

HRM finds it challenging to cope with complexity and adjust to a digital transformation while moving the work process and its advancement on a digital platform. In the modern world, DHRM is crucial to the organization and other company operations by generating internal capacity and momentum

According to Maditheti (2017), the HR manager's primary goal in the current situation is to

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adjust to the shifting business market structure, execute the required changes, and improve performance to create future for the company. The hiring procedure will be the primary indicator of HRM's effectiveness.

The HRM department would benefit greatly from attempting to comprehend and analyse the interaction between information technology and human resources in an Internet-based society. To improve HR performance and integrate information technology, the analysis must be realized in HR. Any firm that adopts digital technology will achieve a perfect balance between innovation and efficiency. The cooperation between the two is crucial as human resource management is a key component of many firms and oversees creating the organizational structure.

ELEMENTS OF DIGITAL HRM

HRM has used technology to survive in the cutthroat digital environment of today. HRM needs to change from a traditional to a digital format. To modify HRM, the following components must be present.

A. Digital workforce

The millennial generation is regarded as the digital workforce since they have internet-connected gadgets and have always found web-based services and apps fascinating. The company must be digital to interact with these workers. As a result, mobile apps, video, design thinking, behavioural economics, and system analytics are all integrated into digital HRM.

B. Digital work and task

The use of digital platforms in both work and administration has drastically changed the organization's operations. In the current environment, every firm needs to include digitization into their workflow to minimize manual labour. To interact and communicate with employees, organizations must also make use of digital tools and media. Organizational tasks and work must also be digitally organized.

C. Digital support management

To support HRM functions like payroll processing, performance management, reward & compensation, training, and development, among others, digital technologies must be planned, implemented, and used.

D. Updated HR technology

Conventional human resources are undergoing a dramatic shift in favor of digital human resources via cloud-based networking systems (Saini, 2018). Mobile device-based operations have replaced traditional operations in the human resource sector.

Mobile and social media capability is seen as a crucial need for hiring decisions.

LITERATURE REVIEW

One must first grasp the precise definition of digital human resources to learn more about it. DHRM is a practice that is heavily utilized to recruit, select, socialize, train, and enhance career opportunities for both the company and the participants.

According to (Kavanagh, et al. 2009; Bredin & Soderlund, 2011), DHRM refers to procedures concerning the interaction between workers and the company where they are employed. Additionally, HRM The evolution of DHRM has been significantly influenced by the advancement of information technology.

In today's corporate environment, every technology is making a comeback in a new shape to draw in more workers (Maditheti, 2017). The primary shift in HRM occurred from traditional HRM to digital HRM through the adoption of new organizational attraction strategies and policies.

Saini (2018) defined DHRM as using a variety of internet-connected applications to manage all HRM tasks.

Iwu (2016) investigated the effects of digitization on HR development, talent management, and job performance in sub-Saharan African universities and discovered that the greatest proportion of workers agreed that E-HRM will improve their performance. The study's conclusions show that digital transformation has a favourable effect on every variable.

Tripathi & Kushwaha (2017) strongly advised businesses to advance digitalization in HRM procedures since it has become increasingly important.

Shah, et al. (2017) shown that digitizing HRM procedures allows for the elimination of several repetitive operations, lowers the possibility of human mistake, and empowers specialists to address critical problems, allowing them to apply their expertise more successfully in resolving business challenges. Consequently, prior research indicates that the implementation of digital HRM is crucial for a business to enhance its performance and stay relevant in the digital age.

The use of digital tools and technology to optimize HR procedures, boost productivity, and develop a more strategic approach to human capital management is known as "digital HRM." Its components include analytics tools, e-recruitment platforms, talent management software, and HR information systems (Kavanagh, et al. 2019; Lengnick-

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Hall, et al. 2019). Numerous research has demonstrated how digital HRM improves organizational effectiveness. It has been discovered that using digital HRM techniques improves worker efficiency, productivity, and job satisfaction. It helps businesses draw in and keep top personnel, which boosts productivity and gives them a competitive edge (Renwick, et al. 2020; Bondarouk, et al. 2019; Parry and Tyson, 2018).

The efficacy of digital HRM practices is largely dependent on innovation. Businesses that use cutting-edge digital HRM strategies are more likely to see improvements in decision-making, organizational agility, and employee engagement. HRM practices have changed dramatically because of advancements in fields like machine learning, artificial intelligence, and mobile apps (De Klerk, et al. 2019; Myloni, et al. 2020). Digital HRM has a lot of promise, but there are drawbacks as well. Data security and privacy are ethical issues that need to be handled carefully. To properly utilize digital HRM tools and technology, HR professionals must acquire the requisite digital competences and abilities. To fully take use of the potential provided by digital HRM, organizations must also modify their HR procedures and practices (Iles, et al. 2018; Korfiatis, et al. 2020).

Digital HRM has a bright future ahead of it. HRM methods will probably change because of emerging technologies like virtual reality, robotic process automation, and predictive analytics. Future research should focus on the integration of HR data with other corporate activities and the personalization of employee experiences through digital HRM (Parry and Tyson, 2018; Kavanagh, et al. 2019).

Hariprabhu, et al. (2025) found that digital HRM practices significantly improve organizational performance. This suggests that banks may improve their organizational performance and competitiveness in the current digitalized business environment by using digital HRM practices. The most popular digital HRM practices among banks in the Coimbatore District include digital training, digital performance evaluation, digital team development, and digital recruiting and selection. This suggests that banks may effectively manage their human resources and enhance their organizational performance by using these techniques.

Hariprabhu, et al. (2026) investigated the impact of digital HRM on employee performance through employee motivation. The results show that digital HRM practices had significant effects on both employee motivation and job performance.

Consequently, it was approved that employee motivation partially mediated the effect of digital HRM practices on job performance. Therefore, to ensure accurate and transparent evaluation of employee performance and to give them prompt feedback on their performance, organizations are asked to save time and money when conducting training sessions using digital methods.

Hariprabhu, et al. (2026) examined the digital HRM practices affect employee motivation and, therefore, work performance. The primary data were collected from 201 Bank employees. The results reveal that digital HRM practices have substantial influence on both employee motivation (44.1%) and job performance (32%). Consequently, it was accepted that employee motivation somewhat mediated the influence of digital HRM practices on work performance (19.3%). It was determined that competent workers who are conscious of their performance level are driven to do better on the job.

NEED FOR THE STUDY

The banking sector must learn Digital HRMP to stay competitive and manage the quick digital transition. It has been demonstrated that strategic integration of modern technology and digital workforces improves organizational performance by increasing productivity, employee engagement, and decision-making accuracy. Employees in modern banks must be technologically and financially savvy. To fill these positions, targeted hiring and talent acquisition are made possible by digital HRMP. With the shift from traditional hierarchies to flexible organizational structures and project-based responsibilities, digitalization radically alters how work is done. Digital platforms make it easier to systematically capture and share expertise, which is essential for ongoing learning and innovation.

STATEMENT OF THE PROBLEM

The banking sector is undergoing a significant digital transformation, and digital HRMP is now essential to staying competitive. Despite the possible advantages, a lot of banks have a hard time keeping up with the quick advances in technology. The fundamental issue is that, while making significant investments in digital technology, banks frequently neglect to match these tools with their HRM procedures, which results in poor organizational performance, operational inefficiencies, employee fatigue, and skill gaps. Fear of losing their jobs is a common reason why workers oppose technology adoption, especially in conventional jobs like clerical labour and teller positions. Job duties have changed

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because of digital transformation, adding to the workloads of existing employees, which lowers operational effectiveness and has a detrimental effect on employee morale. HR departments sometimes take a long time to change, concentrating more on administrative duties than on developing into strategic allies that facilitate the use of digital technology.

RESEARCH METHODOLOGY

Descriptive study was used to look at how D-HRMP affected organizational performance. According to Park & Lee (2020), positivism encourages objectivity and the use of factual evidence to comprehend phenomena, which is consistent with the study's quantitative component. This approach would entail conducting surveys to collect quantitative data on variables related to D-HRM practices and organizational performance measures during a specific period (Hunziker & Blankenagel, 2024). By analysing this data using statistical techniques, researchers can discover correlations, and the overall impact of D-HRMP on organizational performance. This study's objective was to produce hard data that would aid the banking sector in comprehending how D-HRM policies affect organizational performance.

RESEARCH INSTRUMENT

Structured surveys, often known as questionnaires, were the major means of collecting data for the study. To facilitate data collection, a Google Forms-created research instrument was distributed to the sample. In addition to its four main sections, the questionnaire had an informed consent form that stressed voluntary participation and information confidentiality. The first portion covered category demographic components, while the following sections focused on the main factors, which were evaluated using a five-point Likert scale. The questionnaire assessed the degree of use and effectiveness of computerized DHRMP, or the independent variable, using a collection of 20 items taken from self-design. Employees were also asked to assess organizational performance using 19 criteria derived from the researcher.

RESEARCH PARTICIPANTS

The study's population consists of workers in Coimbatore's banking sector, from which a random sample of 300 individuals was selected. A questionnaire was used to collect the required data; 251 of the 269 completed surveys were appropriate for data analysis.

RESULTS AND DISCUSSION

Table 1: Model summary of influence of digital HRMP on organizational performance

Model Summary					
DV	IV	R	R Square	Adjusted R Square	Std. Error of the Estimate
Organizational Performance	Digital workforce, Digital work and task, Digital support management, and Updated HR technology	0.741	0.549	0.544	11.98681

Source: Primary data

Table 1 indicates the influence of digital HRMP on organizational performance in banking industry. In this analysis, organisational performance was considered as dependent variable. DHPMP factors like Digital workforce, Digital work and task, Digital support management, and Updated HR technology were considered as an influencer. To test the above stated hypothesis, multiple linear regression analysis is applied. In regression the calculated R-value indicates the variance of independent variables (Digital workforce, Digital work and task, Digital support management, and Updated HR technology) are influenced the organisational performance. Here the R-value value is 0.549. It shows that the independent variables (Digital workforce, Digital work and task, Digital support management, and Updated HR technology) are influencing at 54.9% on the organisational performance.

Ho: DHPMP factors like Digital workforce, Digital work and task, Digital support management, and Updated HR technology are not influencing the organisational performance.

Table 2: ANOVA of influence of digital HRMP on organizational performance

ANOVA					
Model	Sum of Squares	df	Mean Square	F Value	P-value
1 Regression	69094.818	4	17273.704	120.220	0.001
Residual	56755.060	395	143.684		
Total	125849.877	399			

Source: Primary data

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The calculated R-value is found to be 0.549, the corresponding F-value is 120.220, which is significant at 1% level. It is inferred that the stated hypothesis is rejected, because the P-value is significant. Hence, it is inferred that the independent variables (Digital workforce, Digital work and task, Digital support management, and Updated HR technology) are significantly influencing the dependent variable. The strength of relationship between the independent and dependent variables are explained by the following equation.

Organisational Performance = 79.897 + 0.935 (Digital workforce) + 1.242 (Digital work and task) + 1.080 (Digital support management) + 0.377 (Updated HR technology).

In the regression equation unstandardized beta value indicates the strength of relationship between the independent and dependent variable. It is observed that to have one unit increases in the digital workforce factor, organisational performance is influenced at (0.414) level. Hence, it is found that digital workforce is significantly influencing the organisational performance in banking sector. Hariprabhu, et al. (2025) found similar result.

Table 2: Coefficients of influence of digital HRMP on organizational performance

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t Value	P-value
	B	Std. Error	Beta		
Constant	79.897	3.397		23.517	0.001
Digital workforce	0.935	0.076	0.414	12.227	0.001
Digital work and task	1.242	0.097	0.441	12.751	0.001
Digital support management	1.080	0.090	0.409	11.993	0.001
Updated HR technology	0.377	0.089	0.147	4.227	0.001

Source: Primary data

In the regression equation unstandardized beta value indicates the strength of relationship between the independent and dependent variable. It is observed that to have one unit increases in the digital work and task factor, organisational performance is

influenced at (0.441) level. Hence, it is found that digital work and task is significantly influencing the organisational performance in banking sector. Hariprabhu, et al. (2025) found similar result.

In the regression equation unstandardized beta value indicates the strength of relationship between the independent and dependent variable. It is observed that to have one unit increases in the digital support management factor, organisational performance is influenced at (0.409) level. Hence, it is found that digital support management is significantly influencing the organisational performance in banking sector. Hariprabhu, et al. (2025) found similar result.

In the regression equation unstandardized beta value indicates the strength of relationship between the independent and dependent variable. It is observed that to have one unit increases in the updated HR technology factor, organisational performance is influenced at (0.147) level. Hence, it is found that updated HR technology is significantly influencing the organisational performance in banking sector. Hariprabhu, et al. (2025) found similar result.

FINDINGS

At 54.9%, it can be found that the independent variables (digital workforce, digital work and task, digital support management, and updated HR technology) have a substantial impact on the performance of the organization. Hariprabhu, et al. (2025) found similar result. The banking industry's organizational performance is shown to be greatly impacted by the digital workforce. Hariprabhu, et al. (2025) found similar result. The banking industry's organizational performance is determined to be greatly impacted by digital work and tasks. Hariprabhu, et al. (2025) found similar result. Digital support management is determined to have a substantial impact on the banking sector's organizational performance. Hariprabhu, et al. (2025) found similar result. It has been discovered that modern HR technology has a major impact on the banking industry's organizational performance. Hariprabhu, et al. (2025) found similar result.

SUGGESTIONS

- Concentrate on "digital fluency." Employees' ability to handle issues without continual supervision is just as important as possessing the necessary tools.
- Examine the degree of automation. Performance often increases when regular operations are digitized because employees may concentrate on high-value duties like complicated loans or asset management.

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- This is frequently the "unacknowledged hero" The speed at which technical problems are fixed is typically correlated with high performance in banks.
- By employing people analytics to match the appropriate personnel with the right jobs at the right time, modern HRIS frequently increase performance.

CONCLUSION

Employee productivity and operational efficiency are significantly increased by the digital transformation of human resource management (D-HRM), which also boosts profitability and enhances employee engagement. Bank performance is greatly improved by digitalized tasks, current HR technology, supporting management, and a trained digital staff. The results show that a bank's competitive edge may be strengthened by aligning HR processes with the digital era (D-HRM) in addition to investing in technology. Through optimized digital workflows, these elements support quicker decision-making, improved staff retention, and increased customer satisfaction. According to the study's findings, digital HR variables are essential for success since they have a 54.9% impact on performance. To improve employee engagement, skills, and overall organizational performance, financial institutions must prioritize, invest in, and successfully execute these four digital components.

LIMITATIONS OF THE STUDY

- Many studies are conducted at a single point in time, which fails to capture the long-term, evolving impact of digital transformation.
- Existing literature often focuses more on customer satisfaction or general employee engagement rather than the specific, direct impact of digital support management systems on institutional.
- The studies may not fully account for the negative impact of workforce resistance to new digital tools, which can create a gap between the potential and actualized performance.

FUTURE RESEARCH DIRECTION

- Future studies should investigate additional variables not covered in this model, such as organizational culture, data governance, and external regulatory pressures, which may affect performance.
- Research is needed to develop coping mechanisms for technostress and to balance high-tech implementations with employee

mental health, ensuring "human-centered" HR policies.

- Future research should expand beyond nationalized/major banks to include regional rural banks, cooperative banks, and non-banking financial companies to evaluate digital adoption impacts.

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QUESTIONNAIRE

I. Digital Workforce

1. I possess the necessary digital skills to perform my job efficiently.
2. I am comfortable adopting new digital tools and technologies introduced by the company.
3. Our team readily embraces digital collaboration tools (e.g., Slack, Teams).
4. I feel confident in my ability to work alongside automated systems or AI.
5. I actively seek opportunities to upgrade my digital skills.

II. Digital Work and Task

6. Digital tools have improved the overall efficiency of my daily tasks.
7. I can effectively complete my work tasks using digital platforms.
8. Automation has allowed me to reduce time spent on repetitive administrative tasks.
9. The digital tools provided enable me to work effectively from any location.
10. I feel my productivity has increased due to the digitization of my work.

III. Digital Support Management

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11. My organization provides adequate training for new digital tools.
12. I receive prompt support from IT when encountering technical issues.
13. Leadership encourages the use of digital tools to enhance work performance.
14. There is clear communication regarding the implementation of new technologies.
15. I feel trusted by management to work effectively using digital tools.
2. The bank fosters a strong organizational culture that supports performance.
3. Employees are satisfied with the current work environment.

IV. Updated HR Technology

16. The organization's HRIS (Human Resource Information System) is easy to use.
17. I am satisfied with the efficiency of the digital onboarding process.
18. I have easy access to my personal HR data (payroll, benefits) through digital platforms.
19. Digital HR tools have improved my experience as an employee.
20. I trust the security measures in place for digital HR processes.

ORGANISATIONAL PERFORMANCE

1. Financial Performance

1. The bank's Return on Assets (ROA) has grown significantly.
2. The bank has experienced high growth in savings deposits.
3. The bank has achieved high profitability compared to competitors.
4. The bank has successfully increased its loan-to-deposit ratio.

2. Customer Performance (Non-Financial)

1. The bank has high levels of customer satisfaction.
2. The bank is successful in retaining existing customers.
3. The bank has a high rate of customer acquisition.
4. The bank's products and services are recognized for high quality.

3. Operational & Internal Process Performance

1. The bank is efficient in processing transactions and loans.
2. The bank successfully implements new technology/digital banking services.
3. The bank maintains high-security standards for financial transactions.
4. The time-to-market for new bank products is quick.

4. Employee Performance & Culture

1. Employees are highly productive in achieving bank goals.