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DIGITAL EMPLOYEE EXPERIENCE AND ITS IMPACT ON EMPLOYEE ENGAGEMENT AMONG IT EMPLOYEES IN CHENNAI: OPPORTUNITIES AND CHALLENGES IN THE DIGITAL BUSINESS ERA

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Abstract

The research paper focuses on the digital employee experience and their engagement in the modern workplace while also addressing the several opportunities as well as challenges faced by the employees in the IT Sector based in Chennai. The objectives are framed such as 1. To examine the impact of Digital Employee Experience on Employee Engagement among IT employees in Chennai and to identify the opportunities and challenges of digital workplace practices influencing employee engagement in the IT sector. The sample size is 80 employees residing in Chennai city were used with the convenience sampling techniques adopted. By using SPSS Software Version 21- Percentage Analysis, Independent Sample T-test and One Way ANOVA were performed. The results show the 1% level of significance between all the factors. So, it concluded that in this research paper we are able to identify how well the employees are connecting with the digital tools and environment while facing the opportunities and challenges in the digital experience workplace.

Keywords

Digital Employee Experience, Engagement, Business Environment, Modern Work Place, Digital Platforms & Tools

1. Introduction

In the digital era of business organisation and employees face too many advancements. One of the most important is the digital experience of employees including the different platforms used by the organisation such as (Teams, Zoom etc.,). Based on the modification done in the process of recruitment through Artificial Intelligence scrutinise applications of applicants who are applying for the job, Human Resource based software for the enhancement of business environment were used. DEX (Digital Employee Experience) is interacting with the technologies and platforms for the better development of skill, improves employee well-being and work culture.

Employee engagement is the process through which an employee has become more engaged towards the digital tool adaptation, software development and accepting the pros and cons of Artificial Intelligence and improving them with the digital tools and technologies. Even though the opportunities and challenges of digital employee experience have a vital importance on the process of employee engagement which are in the process of developing the employees and work culture in the organisation.

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Some of the opportunities are work arrangements are flexible, in-site and off-site option, enhancing the communication through digitally available platforms leads to the skill development of employees and also, they have the major challenges are overloaded digital platforms, failed to set boundaries between work and personal life leads to stress and continuous learning process in the digital environment of business.

2. Statement of the Problem

From the existing literature focus on the study of digital transformation, digital tools, digital HRM practices and engagement. But there was a significant gap remaining in the literature. This study helps to explore the unexplored area of research it combines both the factor that Digital Employee Experience and Engagement their Challenges, Opportunities in the Modern Business Era.

3. Research Objectives

- To examine the impact of Digital Employee Experience on Employee Engagement among IT employees in Chennai.
- To identify the opportunities and challenges of digital workplace practices influencing employee engagement in the IT sector.

4. Research Technique

By using the Slovin formula indicates the sample of the population with the desired level of accuracy (Stephanie, 2013). Based on Simple Random Sampling.

$$n = \frac{N}{1 + N e2}$$

$$= \frac{100}{1 + (100 \times (0.05)2)}$$

= 80 Sample Size

n = Sample Size

N = Population Size

e = Maximum Allowable Error Rate for Sampling @ 5 %

4.1 Tools Used for Data Collection

By using SPSS Software Version 21:

- Percentage Analysis,
- Independent Sample T-test
- One Way ANOVA

Also, the study adopted the convenience sampling from the non-probability sampling techniques.

4.2 Limitations

This study is primarily based on employees residing in Chennai. So, the results of this study might not be generalized to employees in other geographical locations and any industries other than the IT sector. Also, this study is limited to certain periods and it has not focused on the long-term changes and sample size is also limited.

4.3 Scope for Further Research

This study only focuses on the two factors- digital employee experience and engagement. Further research study can explore the other factors such as employee well-being, work culture, work-life conflict, innovative work behaviour, employee performance, productivity etc., in order to gain a deeper understanding of employee experience in digital workplaces and it can overcome all the limitations present in this study.

5. Literature Review

Mohanty, V., & Kulkarni, M. B. (2023) the aim of this study was employee experience is the new approach to the engagement of employees. Also, this study developed the proposed experienced model for the employees. The results of this study were that employers and employees should meet the workplace expectation on and off job requirement. Nikolić, J. L. (2023) this study determines the progressive development of technologies and its challenges faced by one of the IT companies A in Serbia. The results show the key changes in the engagement of digital technologies. The findings will help

the managers and leaders to build a new engagement model in the digital age. Lee, M., & Kim, B. (2023) the study highlights the factors of employee experience with satisfaction, well-being and commitment. Using (SEM) the proposed model was assessed with a sample size of 534 employees in Korean. Results suggest that the cultural and physical experiences are having a significant impact on commitment whereas the technological experience does not have a great impact. Also, the factors have a positive impact on mediating factors. Malik, A., Budhwar, P., Mohan, H., & NR, S. (2023) the study helps to identify the experience and employee engagement has an impact on Artificial intelligence in the ecosystem of Human resources based on Multinational Enterprises. Findings indicate that they had an increase in productivity and functions of HR. Lavianti, D., Munir, M., Dirgantari, P. D., Rasim, R., & bin Mahphoth, M. H. 2025) the study explores the relationship between engagement, support from the managers, individual IT employee experience and its effect on performance. The study adopted the quantitative method with the sample of 227 employees of PTNBH. The findings depict a positive relationship between all the factors on performance.

6. Overview of Topic

The digital experience of the employees explored in this study. Also, digital tools, technologies and platform experienced by the respondents are taken into account. The positive employee experience creates better work efficiency, commitment and involvement which will boost the performance of the employees. While addressing the challenges (such as digital overload, digital burnout, adaptation to new technologies) and opportunities (such as flexible work environment, faster communication and better decision making) in the digital workplace environment.

7. DATA ANALYSIS AND DISCUSSION

Table 1. Showing Demographic Profile of the Respondents

Education	***Frequency***	***Percent***	***Cumulative Percent***
Bachelor's Degree	40	50	75
Master's Degree	20	25	25
Diploma Degree	20	25	100
Total	80	100	
Age			
20-25 Years	35	43.8	68.8
26-30 Years	20	25	25
31-35 Years	20	25	93.8
36-40 Years	5	6.3	100
Total	80	100	
Gender			
Male	50	62.5	62.5
Female	30	37.5	100
Total	80	100	
Marital Status			
Married	35	43.8	100
Unmarrried	45	56.3	56.3
Total	80	100	
Work Experience			

1-2 Years	30	37.5	37.5
3-4 Years	40	50	87.5
More Than 5 Years	10	12.5	100
Total	80	100	
Income Level			
Up To Rs.30,000	20	25	25
Rs.31,000- Rs.40,000	40	50	75
Rs.41,000-Rs.50,000	20	25	100
Total	80	100	

Source: Primary Data

Table 2. Independent Sample T- Test

Null Hypothesis: There is no significant difference between factors inducing digital employee experience and engagement with gender.

Alternate Hypothesis: There is a significant difference between factors inducing digital employee experience and engagement with gender.

S.No.	*Factors*	*Gender*	*N*	*Mean*	*SD*	*T*	*Sig (2 Tailed)*	*Relationship*
1	Digital Tools Technology	Male	50	1.50	.678	-14.665	0.000	Significant
		Female	30	4.00	.830			
2	Digital Communication & Collaboration	Male	50	1.20	.404	-11.584	0.000	Significant
		Female	30	3.33	.959			
3	Digital Support Training	Male	50	1.30	.463	-11.612	0.000	Significant
		Female	30	3.50	.974			
4	Digital Workplace Environment	Male	50	1.70	.647	-11.851	0.000	Significant
		Female	30	3.90	.885			
5	Emotional	Male	50	1.50	.678	-14.665	0.000	Significant
		Female	30	4.00	.830			
6	Cognitive	Male	50	1.20	.404	-11.594	0.000	Significant
		Female	30	3.33	.959			
7	Behavioural	Male	50	1.30	.463	-11.612	0.000	Significant
		Female	30	3.50	.974			

Source: Primary Data

Table 3. ONE WAY ANOVA

Null Hypothesis: There is no significant variation between the opportunities and challenges of digital work-place practices influencing employee engagement with age of the respondents.

Alternate Hypothesis: There is a significant variation between the opportunities and challenges of digital workplace practices influencing employee engagement with age of the respondents.

ANOVA						
Opportunities & Challenges		***Sum Of Squares***	***Df***	***Mean Square***	***F***	***Sig.***
Digital Work Flexibility	Between Groups	161.295	3	53.765	157.809	0.000
	Within Groups	25.893	76	.341		
	Total	187.188	79			
Increased Productivity & Efficiency	Between Groups	225.107	3	75.036	322.317	0.000
	Within Groups	17.693	76	.233		
	Total	242.800	79			
Access to Information & Resources	Between Groups	90.402	3	30.134	160.313	0.000
	Within Groups	14.286	76	.188		
	Total	104.688	79			
Digital Learning & Skill Development	Between Groups	67.188	3	22.396	151.972	0.000
	Within Groups	11.200	76	.147		
	Total	78.388	79			
Digital Workload	Between Groups	116.429	3	38.810	132.139	0.000
	Within Groups	22.321	76	.294		
	Total	138.750	79			
Work- life Balance Issues	Between Groups	171.900	3	57.300	524.675	0.000
	Within Groups	8.300	76	.109		
	Total	180.200	79			
Technostress	Between Groups	145.357	3	48.452	251.480	0.000
	Within Groups	14.643	76	.193		
	Total	160.000	79			
Adaptation to New Technology	Between Groups	155.000	3	51.667	196.333	0.000
	Within Groups	20.000	76	.263		
	Total	175.000	79			

Source: Primary Data

POST HOC- TUKEY HSD TEST					
FACTORS	EXPERIENCE	Subset for alpha=0.05			
		1	2	3	4
Digital Work Flexibility	20-25 Years	1.29			
	26-30 Years		2.75		
	31-35 Years			4.50	
	36-40 Years				5.00
Increased Productivity & Efficiency	20-25 Years	1.09			
	26-30 Years		3.05		
	31-35 Years			5.00	
	36-40 Years				5.00
Access to Information & Resources	20-25 Years	1.14			
	26-30 Years		2.00		
	31-35 Years			3.00	
	36-40 Years				5.00
Digital Learning & Skill Development	20-25 Years	1.00			
	26-30 Years		1.50		
	31-35 Years			2.50	
	36-40 Years				4.40
Digital Workload	20-25 Years	1.43			
	26-30 Years		2.75		
	31-35 Years			4.00	
	36-40 Years				5.00
Work-life Balance Issues	20-25 Years	1.00			
	26-30 Years		2.15		
	31-35 Years			4.25	
	36-40 Years				5.00
Technostress	20-25 Years	1.29			
	26-30 Years		2.25		
	31-35 Years			4.25	
	36-40 Years				5.00
Adaptation to New Technology	20-25 Years	1.00			
	26-30 Years		2.00		
	31-35 Years			4.00	
	36-40 Years				5.00

Source: Primary Data

8. Findings

- Most of the respondents belong to the 20–25 years age group (35) compared to the other categories, namely 26–30 years (20) and 31–35 years (20). The lowest number of respondents belong to the 36–40 years age group (5). This indicates that the majority of the respondents in the study are younger employees.
- Most of the respondents are male (50) compared to female respondents (30). This indicates that the majority of the respondents in the study are male employees.
- Most of the respondents are single (45)

compared to married respondents (35). This indicates that the majority of the respondents in this study are currently unmarried.

- The majority of the respondents belong to the Bachelor's degree category (40), while Master's degree (20) and Diploma degree (20) respondents are comparatively lower. This indicates that most of the respondents in this study have completed a Bachelor's degree as their highest educational qualification.
- Most of the respondents' experience falls under the category of 3–4 years (40) compared to other categories, namely 1–2 years (30) and more than 5 years (10). The results of this study indicate that the majority of the respondents have 3–4 years of experience in the IT sector.
- The majority of the respondents fall under the income category of Rs.31,000–Rs.40,000 (40) compared to up to Rs.30,000 (20) and Rs.41,000–Rs.50,000 (20). This indicates that most of the respondents in this study belong to a moderate-income group.
- The above table reveals that p values of the variables related to digital employee experience are tools & technology, communication & collaboration, support & training, workplace environment. Also, variables related to engagement are emotional, cognitive and behavioural are found to be highly significant at 1% level of significance. Hence the null hypothesis is rejected and inferred that there is a highly significant difference between the mean scores of these factors of digital employee experience and engagement on gender.
- The negative t- value indicates the mean value of male is less than the female value. So, the opinion of male and females is different in the context of digital experience and engagement.
- The p value of variables related to opportunities of using digital workplace practices influencing employee engagement are digital work flexibility, increased productivity & efficiency, access to information & resources, digital learning & skill development and the variables related to challenges of using digital workplace practices influencing employee engagement are digital workload, work-life balance issues, technostress, adaptation to new technology are less than 0.01 at the 1% level of significance. Hence null hypothesis is rejected for these variables. It concludes that there is a significant difference between these variables and age of the respondents.
- Post HOC- Tukey HSD test is used to test the influence between the groups based on mean difference. The results show the age category of 36-40 years is facing both the opportunities and challenges in the digital workplace and employee engagement compared to other age groups.

9. Suggestions

- Improve digital infrastructure for the better efficiency of the employees
- Reskill and upskill necessary for the new adaptation of technology
- More focus will be on work-life balance of the employees

10. Conclusion

In the digitally evolving era, organisations can improve the digital work environment through adaption of Artificial intelligence, flexible work, digital tools, platforms and issues need to concentrate on technology related stress, continuous learning in the digital workplaces. Also, the Digital Employee Experience and Engagement play a tremendous balance between the modern business environment. So, the organisations are able to balance the challenges and opportunities for effective satisfaction and productivity among employees.

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