

A STUDY ON IMPACT OF DIGITIZATION ON EMPLOYEES' JOB SATISFACTION

Dr. Rajni

Associate Professor, Department of Commerce, Kalindi College, University of Delhi, Delhi

Email id-rajni@kalindi.du.ac.in

Abstract

Due to the recent processes of digitization, which lead to new business models, digitization is one of the key forces behind changing the style of working within organisations. In addition to the constantly evolving information technology in the business sector, it's critical for small and medium-sized businesses to take care of their staff and guarantee employee happiness. In this research paper, the impact of digitization on employee job satisfaction will be evaluated. In today's competitive and dynamic business world no organization can sustain without incorporating technological innovations. Digitization has presented many challenges and excellent opportunities for organizations. Human element is considered as a panacea for organizations, as when other resources seems ineffective for confronting any new challenges this is only resource which help the business to come out with most prominent solution. Present research study focuses on the issue that how digitization affects the job satisfaction of employees. A sample size of study is 50. For which respondents have selected from various professions. Data have been gathered through a structured questionnaire. Descriptive means, Student's t-test and ANOVA have been used to analyzing and interpretation purpose. The study reveals that how automation significantly affects the job satisfaction of any employees in context of various domains like job content, communication effectiveness, performance appraisal, training and development as well as the grievance handling procedure. The findings of the research may help to further enhance the positive outcome of digitization on employee's satisfaction and to highlight some pitfalls in the system.

Keywords: Digitization, Job satisfaction, Training, Employees and Development.

Introduction

The corporate environment of today has undergone a number of transformational changes, both in terms of strategies and the methods used to accomplish them. The idea of digitization is evolving as a cure-all for both people and organisations. It entails the transformation of information into a digital format. The consistency, quality, and efficiency of the process are all enhanced through digitization. It converts analogue records or data into digital ones, gets rid of duplications, shortens the communications chain, and enhances and facilitates better information transmission. The digitization process also makes it easier to gather various types of information quickly and completely from any location at any time. Additionally, it makes it possible for numerous users to simultaneously access the same document without any

difficulties. Digitization removes the trouble of distance, as users do not need to travel to locations that possess the hard copies of materials.

The widespread use of digital technologies promotes job creation and accelerates economic growth. The effects it has on various economies vary. While digitization does benefit developing nations, they also need more resources, a stronger economic infrastructure, and smart plans to deploy it successfully. In established economies, digitalization opens the door for economic growth and higher productivity. Any strategy's implementation at any level, whether for a nation or an organisation, depends greatly on its resources, including its manpower, financial resources, and other resources like machinery and other materials (human resource). There are primarily four key implications of digitalization for organisations, according to Fernendaz and Maciaz (2015). The first has to do with how jobs and professions evolve as a result of new technology that produce new job positions and new procedures. The second relates to working conditions since more environmental, psychological, and bodily changes occur as a result of the usage of technology. Additionally, due to digitization, there are major changes in employment conditions (e.g., the contractual and social conditions of the work). Additionally, alterations in how industrial relations were transformed also emerged (maintaining relations and settling disputes). Thus, it can be concluded that digitalization had a substantial impact on the organisational working environment and working relationships (Rajni et al, 2018).

Another effective method for encouraging employees to work more is job satisfaction. "A happy employee is a productive employee," is a common adage. Generally speaking, a happy employee is one who is content with his position. Given that most people spend a significant portion of their lives at work, job happiness is crucial.

Additionally, job satisfaction affects an employee's quality of life in general since a contented worker is a contented and joyful person in general. A worker who is extremely satisfied is in better physical and mental health. Even though it is up for debate which is the cause and which is the effect, they are nonetheless connected.

Definition of job satisfaction

According to EA Locke, 'Job satisfaction is a pleasurable or positive emotional state resulting from an individual's evaluation of a job or experience'.

According to Fieldman and Arnold, "Job satisfaction will be defined as the amount of overall positive affect or feelings (emotions) that individuals have towards their jobs."

According to Andrew Brin, "Job satisfaction is the amount of happiness or contentment associated with a job. If you like your job a lot, you will experience high job satisfaction. If you dislike your job, you will experience job-dissatisfaction".

According to Keith Davis and Neutronx, "Job satisfaction is the set of favorable or unfavorable feelings with which employees view their jobs".

Dimensions of Job satisfaction:

(i) Job satisfaction cannot be observed, it can only be estimated. It is related to one's feelings towards his job.

(ii) How effectively the results will meet or exceed expectations is sometimes a determining factor in job satisfaction. Employees will be unsatisfied and have a bad attitude toward their

job, their supervisor, and their coworkers if they believe that they are working harder than others in the department yet are receiving less compensation. On the other side, if people believe that the company values them and treats them well, they will be happy at work and have a good outlook.

(iii) Job satisfaction and job attitude are generally separated from each other. Positive attitudes towards jobs are conceptually equivalent to job satisfaction and negative attitudes towards jobs indicate job dissatisfaction.

Review of Literature

Employee job satisfaction is significantly impacted by the evolving concept of digitization. The organization's workplace environment and working methods underwent a significant transformation. Job satisfaction is intimately tied to numerous organisational phenomena, including motivation, performance appraisal systems, communication channel effectiveness, personal growth and development, and complaint resolution systems that work well. The following academic works have been examined to gain a thorough understanding of the study: The impact of digitalization on employees' job happiness, work-life balance, and job autonomy was underlined by Cijan Anamarija et al. in 2019. The study included working professionals from diverse fields and sectors. It was discovered that digitalization increases workers' job satisfaction by improving their favourable opinion of their jobs. Additionally, the study found that digitalization makes it harder for employees to reconcile their personal and professional lives because working from home leads to friction between the two. Additionally, the simultaneous rise in monitoring and autonomy makes the influence of digitization on job autonomy neutral.

The study by Singh Kumar Jitendra and Dr. Jain Mini 2013 examined many aspects of employee work satisfaction as well as potential improvements. The study found that a positive work environment significantly affects employees' job happiness and morale and is essential for boosting their output and performance. According to the study, job happiness of employees may be increased by using the following fostering strategies, including appropriate training and development programmes, job expansion and enrichment, fair salary and benefits, etc.

In 2011, Rane D. B. looked at the significance of work satisfaction in organisations. According to the survey, employee job satisfaction might be seen as a cure-all for organisations facing dynamic and ever-increasing issues. The results of research showed a significant relationship between work environment and job happiness. Additionally, the report offered a number of recommendations for boosting workers' productivity. These include opportunities for personal growth and development, a supportive work environment, possibilities for personal acknowledgment by management, and acknowledgement of performance.

The significance of digitization with regard to human resource functions was highlighted by Dr. Sharma Anita (2015). Employees of HR departments from a variety of sectors, including education, hospitality, and government, have been considered the study's sample. Research has shown how crucial digital HR is for carrying out various HR tasks. By honing their abilities to use a particular technology, it increases corporate performance by raising staff productivity. The report provided numerous suggestions for boosting organisational productivity using digital HR.

Raheela Mauabaksh and Raziq Abdul (2015) examined how the workplace environment affects workers' job satisfaction. Employees in the banking, telecommunications, and education

sectors were taken into consideration for the study's sample. The working environment has been shown to have a favourable effect on employees' job satisfaction. Unfavorable working conditions limit employees' ability to demonstrate their skills and realise their full potential. Therefore, it is essential that the company understand its significance. The study went on to describe the factors that determine job satisfaction in the workplace. It covers things like working hours, job security, rapport with coworkers and supervisors, and respect requirements. Abbad (2009) Employee satisfaction is a term used to describe whether or not employees are happy, fighting for, and pleased with their goals and needs (2009). According to Moyes, Shao, and Newsome (2008), employee satisfaction with their workplace environment can be viewed as a proxy for representative fulfilment.

Sayah (2013) discussed the widespread nature of digitalization and the effects this may have on these borders, contending that people's management of the boundaries separating their various personal and professional responsibilities is influenced by the use of various digitalization.

Significance of the study:

In the current environment, digitalization has become necessary for increasing production and making the most use of resources in all fields and industries. Since it deals with employee management, the HR department of any company is crucial to its success. Digital transformation is the ideal way to improve and enhance an employee's experience, which has now become a big challenge for human resource management. It not only promotes corporate expansion but also aids in the development of staff members. To succeed in the marketplace, you must first succeed at work, as one eminent business leader once said. Job satisfaction is one of the significant concerns that HR works with in relation to employees' interests. According to Hoppock, "Job satisfaction is the sense one has at the end of doing a task and it's connected to how an employee feels about his job." In general, there are two factors that have a substantial impact on job satisfaction: environmental influences and personal characteristics. The job content, occupational level, work group, salary and advancement, and supervision are among the environmental aspects that have an impact on the workplace. Personal characteristics include things like age, gender, educational attainment, marital status, and work history. The goal of the current study is to determine how digitalization is affecting employees' job satisfaction by examining its effects on numerous criteria. The study's recommendations could be useful for ensuring that digitalization has a beneficial impact on people' work lives.

Research Methodology

It creates the framework for how the researcher formulates the issue and goals. It aids in the presentation of the findings from the data gathered during the research time. The goal of the current descriptive study is to ascertain how digitization has affected employee happiness. Numerous factors, including demographic factors, job content, work-life balance, channels of communication, performance appraisal systems, grievance handling equipment, etc., have been taken into account when analysing the impact on satisfaction. The target audience for the study consists of a range of experts from different industries. The respondents are chosen using the convenient sampling method, a non-probabilistic sampling methodology. Sample size of the study is 50. Data collected through both the sources primary as well as secondary. For

collecting primary data online survey was used while secondary data is collected through various books, research publications, articles as well as from some websites.

Sampling Design

In this way, the study makes use of both primary and secondary data. By delivering a structured questionnaire to collect data, the field survey approach was employed to gather the primary data. On the other hand, secondary data comes from a variety of sources, such as books, journals, magazines, reports, dissertations, doctorate theses from various universities, and numerous other unpublished reports.

Reliability Analysis of the Data

Cronbach's Alpha was used to gauge the items' internal consistency. The Cronbach's Alpha result indicated the test's co-general efficient's dependability. The survey will show that the respondents' opinions are quite trustworthy (greater than recommended level of 0.9, and achieved the internal reliability).

Objective of the study:

- To analyse how job satisfaction is impacted by work-related factors in relation to digitalization in various sectors.
- To describe how demographic factors related to digitization affect job satisfaction.
- To offer numerous suggestions for enhancing employees' satisfaction with digitization.

Analysis & Interpretation:

The section will go over the outcomes and conclusions based on the information gathered from study participants. The purpose of the study is to determine how digitization and digital transformation have affected employee job satisfaction. We made an effort to determine how much digitization was needed in particular businesses, how much digitization had already been done, and how this had inevitably impacted how satisfied employees were with their jobs.

Employees from various sectors and at various levels participated in the study. To examine how digitalization has affected various industries' workforces and employees, a sample of 50 respondents was chosen. The following industries had respondents: infrastructure, education, financial services, healthcare, information technology, public administration, and retail. The research reveals that although digitization and digital transformation have an average score of 66.80, their actual implementation in diverse organisations has a score of 52.4. Healthcare and retail received low scores for organisational digitization, with scores of 30.0 and 30.0, respectively, while IT, education, and financial services had scores of 70.0, 55.0, and 54.8, respectively, for organisational digitization levels, above the average score of 52.4.

The data showed varying levels of digitization implementation, and the process received a score of 34.67, indicating ease of digital transformation. The infrastructure and financial services sectors both received scores of 50.0, which is higher than the norm and reflects the challenges experienced in implementing digitization.

The investigation showed that the average impact of digitization on different industries was 1.18 when rated on a scale of -3 to +3. It shows how successful digitization is in the organisation as compared to manual labour. The complexity has been much decreased, and the turnaround time has improved (TAT). Education and health had scores of 0.56 and -1, respectively, while the financial services, public administration, information technology, and retail sectors all had scores above two.

Despite the fact that digitization has made the process better, a study found that the average increase in work tasks relative to the current job profile was 46.80. Every area, but particularly the education and public administration sectors, which scored 53.2 and 50.0 respectively (annexure B), had a significant increase in work tasks of up to 46.8%.

The current study also examined how digitization affected other significant factors, such as performance reviews, in order to determine its effect on job satisfaction. channels of contact, procedures for managing complaints, chances for improvement, etc. To gauge the degree of job satisfaction, each of these variables is important.

- The average score for the performance appraisal system was 56.50, showing that digitization has improved the system and increased its efficacy in practically every area. Despite scoring 37.5 and 43.75 points respectively, the infrastructure and public administration sectors fell short of the average. It shows that performance evaluation in these industries needs to be improved further in order to be more useful.
- The average score for communication channels was 63.50, demonstrating once more how significantly digitalization has improved communication, particularly in the IT and healthcare sectors, where the scores were 70.8 and 80.5, respectively. Still, the scores were 59.5 and 56.25 in education and public administration, respectively.
- The average score was 59 in terms of how simple it was to access various organisational policies related to human resources. With scores of 63.5 and 68.7, respectively, the financial services and education sectors received the highest scores. For gaining access to varied organisational policies, the sectors of infrastructure and public administration received ratings of 37.5 and 31.2, respectively.
- The average score for prospects for growth and development in the survey is 62.5, underscoring once again how important digitization is to increasing opportunities for growth. Both the IT and financial services sectors received 75.0 points above the norm. Infrastructure had a score of 12.5, and public administration received a score of 56.
- The average score for grievance handling procedure was 54. With a score of 62.5, the retail and IT sectors do best. Below average scores were received by the infrastructure and healthcare industries (12.5 and 50.0 respectively).

The study's average score for work-life balance was 55.5, demonstrating the enormously good effect that digitization has had on finding a balance between work and home life. The IT industry received the highest score, 66.7. With a score of 37.5, the healthcare sector has the lowest overall rating.

In a nutshell, the average score for the digital transformation is 58.25, which indicates that it had a favourable impact on employee satisfaction. With high scores of 64.58 and 63.19, respectively, workers in the financial services and IT sectors demonstrated the highest levels of job satisfaction. With regards to digitization and digital transformation, the sectors of infrastructure and public administration scored 37.50 and 52.08 respectively for work satisfaction.

Testing of Hypothesis

Identifying the impact of demographical variable such as type of employer and years of experience of employees on job satisfaction:

I. Type of Employer

H0: Type of employer significantly impacts job satisfaction of employees due to digitization

On applying Students t-test, the result was as follows:

Employer Type	Mean	Std. Deviation	Std. Error Mean	t	df	Remark
Public	61.66667	14.54028	4.59804	1.035	48	Less than 1.96, hence H0 is accepted
Private	57.39583	10.90164	1.7237			

Interpretation

When data are analysed, a t-test is run to determine whether employee satisfaction serves as a mediating factor in the link between digitalization and employee productivity. The influence of Digitalization on Employee Productivity vanishes and becomes substantial once Employee Satisfaction and Digitalization are included in the t-test analysis combined. The t-test found significant. Hence Hypothesis has been accepted.

II. Years of experience

H0: Years of experience impacts job satisfaction of employees due to digitization.

On applying one way ANOVA, the results are as follows:

	Sum of Squares	Df	Mean Square	F	Sig.	Remark
Between Groups	2329.069	11	211.734	1.848	.080	Less than 2.83, hence H0 is accepted
Within Groups	4354.612	38	114.595			
Total	6683.681	49				

Interpretation

On analysing the data it was identified, the demographical factors such as type of employer, and years of experience didn't have significant any impact on the job satisfaction of employees due to implementation of digitization. The value shoes the significant between variable. Hence Hypothesis has been accepted.

Suggestions:

The study also aimed to offer insightful recommendations to increase the viability and support of digital transformation for employees as well as to enhance its efficiency for businesses. The following are some of the study's key recommendations:

- Employees must receive enough training prior to the implementation of any new systems or technologies in the workplace. Many well-known organisations today have online learning portals for their staff, and some are even including the use of such portals into their performance evaluation systems. Other businesses can use these strategies as well.
- Since frequent changes to digitization and digital transformation modes have an impact on output and performance, they should be avoided.
- Facilities like flexible working hours and work from home to be encouraged.

Conclusion:

In practically every area, digital transformation has successfully demonstrated its usefulness. It becomes urgently necessary in the current situation. However, each side of a coin has two aspects. Two other facets of digital transformation were also presented to the company. In one case, it gave corporate organisations a tonne of room for innovation and expansion, but in another, it was seen as a threat because of how it would affect workers' well-being (Rajni et al, 2018). The current study demonstrated that digitization has a favourable effect on workers' job satisfaction since it enhances all aspects of job satisfaction. When it comes to the digital revolution, employees in the IT and financial services sectors expressed the highest levels of job satisfaction. These industries are virtually entirely digital, and digitization is essential to their development and survival. However, there are still some sectors where digitalization needs to be adopted and promoted, such as infrastructure and public administration. Additionally, the survey offers some insightful recommendations that can encourage businesses to make digitalization more employee-friendly and, as a result, a means of raising employee satisfaction. It will ultimately result in organisational effectiveness and open the door for novel methods.

References:

1. Bolli, T., & Pusterla, F. (2022). Decomposing the effects of digitalization on workers' job satisfaction. *International Review of Economics*, 69(2), 263-300.
2. Christensen, J. O., Finne, L. B., Garde, A. H., Nielsen, M. B., Sørensen, K., & Vleeshouwes, J. (2020). The influence of digitalization and new technologies on psychosocial work environment and employee health: a literature review. *STAMI-rapport*.
3. Cijan Anamarija et al. (2019). "How digitization changes the work place" *Dynamic Relationship Management Journal*, 8(1), 3-12.
4. Dr. Chaturvedi Mayuri & Ravi Sumedha. C (2019). "A study of employee job satisfaction in different sectors". *International journal of scientific engineering and research (IJSER)*, 7(1), 105-108.
5. Dr. Khan Sazia & Khan Saima (2015). "Digitization and its impact on economy" *International journal of digital library services*, 5(2), 138-148.
6. Dr. Sharma Anita (2018). "Role of digitization in HR". *International journal of communication and media science (IJCMS)*, 2(1), 2.1-2.7.
7. Farivar, F., & Richardson, J. (2021). Workplace digitalisation and work-nonwork satisfaction: The role of spillover social media. *Behaviour & Information Technology*, 40(8), 747-758.
8. Gasparovich, E. O., Uskova, E. V., & Dongauzer, E. V. (2020, April). The impact of digitalization on employee engagement. In *International Online Forum named after A. Ya. Kibanov" Innovative Personnel Management"* (143-150). Springer, Cham.
9. Görs, P. K., Hummert, H., Traum, A., & Nerding, F. W. (2019). Impact of digitalization on service work in knowledge-intensive business services: An empirical study in tax consultancies. *Journal of Service Management Research*, 3(4), 209-220.
10. Gupta C.B (2006). *Human Resource Management*. Sultan Chand & Sons, New Delhi,

11. Heywood, J. S., Siebert, W. S., & Wei, X. (2002). Worker sorting and job satisfaction: The case of union and government jobs. *ILR Review*, 55(4), 595-609.
12. Kortmann, L. K., Simonson, J., Vogel, C., & Huxhold, O. (2022). Digitalisation and employees' subjective job quality in the second half of working life in Germany. *Social indicators research*, 162(2), 577-597.
13. Kothari C R (2008). *Research Methodology*, Vikas Publishing House, Delhi
14. Martin, L., & Hauret, L. (2022). Digitalization, Job Quality, and Subjective Well-being. *Handbook of Labor, Human Resources and Population Economics*, 1-41.
15. Nielsen, K., Dawson, J., Hasson, H., & Schwarz, U. V. T. (2021). What about me? The impact of employee change agents' person-role fit on their job satisfaction during organisational change. *Work & Stress*, 35(1), 57-73.
16. Palumbo, R., & Cavallone, M. (2022). **Is work digitalization without risk? Unveiling the psycho-social hazards of digitalization in the education and healthcare workplace.** *Technology Analysis & Strategic Management*, 1-14.
17. Parvin Mahamuda Mosammod & Kabir Nurul MM (2011). "Factors affecting employees job satisfaction of pharmaceutical sector" *Australian journal of business management research*, 1(9), 113-123.
18. Rajni, Singh, R., and Satpal (2018). "Does Knowledge Management (KM) really matters". Studying the effect of Human Resource (Management) Practices (HRMP) on Knowledge Management (KM) in selected Service Sector Industries of India, *Int. J. Manag. Bus. Res.*, 8 (4), 111-129.
19. Sam, S., Mira, L., & Kai, S. (2022). The impact of digitalization and automation on horticultural employees—A systematic literature review and field study. *Journal of Rural Studies*, 95, 560-569.
20. Singh Kumar Jitendra & Dr. Jain Mini (2013). "A study of employees job satisfaction and its impact on their performance" *Journal of Indian research*, 1(4), pp 105-111.
21. Taylor, K. B. (2021). *Leadership Effectiveness, Employee Job Satisfaction, and Organizational Performance in the Healthcare Industry* (Doctoral dissertation, Walden University).
22. Umans, T., Kockum, M., Nilsson, E., & Lindberg, S. (2018). Digitalisation in the banking industry and workers subjective well-being: Contingency perspective. *International Journal of Workplace Health Management*, 11(6), 411-423. <https://doi.org/10.1108/IJWHM-05-2018-0069>
23. Victor D L. and Thavakumar D (2012). "Work family conflict of women employees in banking with special reference to baaticaloa district" university of Srilanka, *Journal of Occupational and Organizational Psychology*, 69(4), 89-109.
24. Vinichenko, M. V., Nikiporets-Takigawa, G. Y., Lyapunova, N. V., & Chulanova, O. L. (2020). Employee satisfaction with intangible incentives in educational organization of higher education. *EurAsian Journal of Biosciences*, 14(2).
25. Wang, Y., Huang, Q., Davison, R. M., & Yang, F. (2021). Role stressors, job satisfaction, and employee creativity: The cross-level moderating role of social media use within teams. *Information & Management*, 58(3), 103-117.
26. **Yadav K Rajesh and Dabhade Nishant (2014). "Work-Life Balance and Job Satisfaction Among the Working Women of Banking and Education Sector-A**

Comparative Study”, *International Letters of Social and Humanistic Sciences*, 21(5), 181-201.