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Digital Human Resource Management And Employee Experience:
The Roles Of Trust, Fairness And Technology Acceptance

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Article Details	Abstract
Received: 12 Jan 2024 Accepted: 26 March 2024 Published: 22 June 2024 ¹Dr.Ihsan Ullah ²Humaira Jan Copyright @Author Corresponding Author: *Dr.Ihsan Ulah	Digital human resource management (digital HRM) integrates digital platforms and data-driven systems to provide HR services, empower workforce decision making, enhance employee access to information. This can involve e-recruitment, online training and education, employee self-service, HR analytics, and automated workflow systems. These technologies can enhance speed, consistency, and access, but also raise challenges on privacy, algorithmic bias, transparency, usability, and unequal access to the digital world. In this paper, a framework is proposed that connects digital HRM practices with employee experience and organization outcomes, with trust, perceived fairness and technology acceptance as important intervening factors. Based on technology acceptance research, organizational justice and socio-technical thinking, the paper formulates research questions and hypotheses appropriate for the empirical study. Proposed survey design is quantitative, but there is an opportunity to add employee perceptions and HR service metrics. Constructs, expected mechanisms, risks, and proposed analysis plan are summarized in tables, and the conceptual framework and research process are shown in flowcharts. This paper is not based on any original data, nor does it contain any fake empirical results. Its contribution offers a balanced perspective of digital HRM as a management practice that requires governance, employee trust, accessibility and quality of implementation.

keywords: digital HRM, HR analytics, employee experience, technology acceptance, organizational justice, privacy, e-recruitment.

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INTRODUCTON:

The HR department is using digital systems to manage recruitment, learning, attendance, performance, benefits, and employee requests more and more. The tools can help minimize repetitive administration and provide HR services when and wherever needed. The digital platforms can also be used to generate new types of workforce insight through bringing together data from recruitment, learning and performance systems. However, technology's use doesn't necessarily ensure improved HR results. A system can be quick and user unfriendly, can be full of data but inadequately managed, or can be uniform and inequitable treatment of employee groups.

Digital HRM needs to be judged by the results of its operations, as well as the experiences of the individuals using it. While employees may be glad to be offered a convenient self-service option, they may be concerned with how their information is being gathered. Applicants like quick communication but don't trust those automated screening processes when details of criteria are not clear. Managers might appreciate the value of analytics, and they might overestimate the trustworthiness of incomplete data. How well it is implemented, communicated, supervised by humans and how well the appeals can be processed can affect the perception of digital HRM as supportive or controlling.

1.1 Problem statement

Digital HR tools can often be used to achieve greater efficiencies in the organization, but they don't automatically contribute to the employee experience. Trust and acceptance can be compromised by limited usage, lack of digital confidence, unclear decisions, privacy concerns, and perceived unfairness by algorithms. The problem statement in this research is to find the relationship between digital HRM practices and employee experience, selected organizational outcomes and to explore the mediating role of trust, fairness perceptions, and technology acceptance in employee experience and selected organizational outcomes.

1.2 Research objectives

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Ulah and Jan

To explore the connection between digital HRM practices and employee experience.

To explore the roles of perceived usefulness, ease of use, trust, and procedural fairness.

To highlight key implementation challenges related to privacy, bias, accessibility and transparency.

To suggest a research design and the practical governance suggestions for digital HRM.

1.3 Research questions

How is the digitalization of HRM related to employees' HR service experience?

Do trust, perceived fairness, and technology acceptance help explain these associations?

What measures can be taken by the company/institution to make digital HRM effective and responsible?

2. Theoretical foundations

2.1 Technology acceptance

The perceived usefulness and usability of a system are often the main criteria in technology acceptance research to consider when predicting people's intention to use a system. Usefulness in HR can refer to a platform that enables an employee to finish a task correctly or to receive information in a timely fashion. Ease of use is related to how easy it is to use the system. The perceptions these can have impact on because of interface design, training, accessibility, system reliability and fit between a tool and the employee's task. Effectiveness is not the same as acceptance: A system that is often used may lead to bad decisions or undesirable consequences.

2.2 Organizational justice

Organizational justice has to do with the employees' perceptions of fairness in terms of outcomes, procedures, interpersonal treatment and explanations. Digital

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HR systems can impact each dimension. While standardized workflows can lead to more consistency, automated decisions can be seen as unfair due to hidden criteria or when employees are unable to fix incorrect data. Fairness, however, must go beyond equal treatment and must involve criteria which are relevant to the job, explanations, a mechanism for review, and an acknowledgment of legitimate differences in circumstances.

2.3 Trust and socio-technical systems

Digital HRM trust is the belief in the proficiency, reliability, and responsibility of the system and the organization. Hazy data practices, unexpected monitoring, security breaches, and unwavering automated recommendations can undermine trust. A socio-technical view considers technology, people, process and norms as inextricably linked. A digital platform needs to be evaluated in the context of training, managerial practices, accountability and human support.

Table 1. Theoretical perspectives

How far behind or in front is the person, what is the main idea, what is the use and what are the restrictions?

The acceptance of technology is determined by its usefulness and ease of use

Adoption does not mean fairness or effectiveness of HR platforms

Evaluate ease of use and perceived value of the HR platform Adoption

of technology depends on usefulness and ease of use

Organizational justice People evaluate outcomes and decision processes for fairness Assess transparency, consistency, explanations and appeals

Fairness perceptions may vary across groups

Trust in technology/organization Confidence in competence, reliability and responsible conduct Explore issues of data governance and human oversight

Trust could be a false sense of security if it's not accompanied by accountability

Implementing context complicates simple comparisons; study systems and training; workflow and management support social-technical systems must be designed together

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These views imply that the design and control of the digital HRM system and tool may affect the digital HRM outcomes. The framework should be applied to the evidence and not be assumed to be applicable to all organisations.

3. Literature review

3.1 Digital HRM practices

Digital HRM involves utilization of digital platforms to help with HR functions. This e-recruitment can broaden the scope of the advertising of job opportunities and accelerate the process of communicating with job seekers. Digital learning platforms can enhance flexibility of training and aid in tracking learning progress. An employee self-service can enable employees to change information, apply for leave, view policies or benefits without the need to wait for a manual response. With accurate and appropriately used data, HR analytics can be employed to determine trends in turnover, absence, learning and hiring.

This is a good demonstration of employee experience and service quality.

Employee experience is what employees think and feel about their interactions with the organisation throughout the employee journey. Experience can be enhanced if digital HR services are reliable, accessible, responsive and customer-centric. But, if the portal development is not done properly, it can instead place the burden of administration on the employees instead of HR staff while not decreasing the overall burden. Digital exclusion may occur for workers who don't have a high level of connectivity, are disabled, have a language barrier or lack digital confidence. Organisations should maintain alternate support arrangements as necessary.

3.3 Privacy and data governance

HR information could be extremely confidential, holding information such as contact details, pay, attendance, performance assessments, health-related accommodations, and career information. If employees are not aware of the

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purpose of the information, who has access to it, how long it is stored for, and if it is used in a way beyond the scope of its intended purpose, they are less likely to be involved in the system. Practical safeguards include data minimization, role-based access, secure storage, retention schedules and clear notices. The legal obligations vary from place to place and need to be verified at the local level.

3.4 Algorithmic fairness and human oversight

Candidates can be ranked, scheduled, matched to skills, or the workforce planned using automated tools. They can regenerate past inequities if they are trained on data produced by previous decisions, and/or if proxy variables are highly correlated with protected characteristics. Groups may also have varying degrees of accuracy. But without the power, information and expertise to challenge recommendations, human oversight can count for little. Documented criteria, validation, monitoring and a path for those affected to challenge the decision should be included in high impact decisions.

3.5 Research gap

Digital HRM is sometimes assessed based on speed, cost or adoption. These measures do not measure the trust in the system, the perceived fairness of the decision or whether it can be accessed fairly by employees. In this paper a more balanced model between digital HR practices and employee experience is proposed, explicitly taking into account trust, fairness and technology acceptance. The framework also highlights the potential for negative effects, and does not presume that digitalisation is always a good thing.

Table 2. Digital HRM practices, benefits and risks.

1. Reduce the practice of tenants living in unsealed rooms or enclosed areas.	2. Assess risk for reduction of practice to live in unsealed rooms or enclosed areas.
Lack of clarity on what you want to see in the applicant	Automated screening and inaccessible application
Applicant's completion and perceived fairness	
Digital learning	Flexible access and learning records
Low relevance,	
digital barriers, surveillance concerns	Completion plus usefulness and skill application

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Ulah and Jan

Increased workload for employees Increased completion times for tasks
Decreased employee satisfaction Poor usability or increased workload
for employees Increased time to complete tasks or decreased employee
satisfaction

Which are more commonly associated with HR analytics? What types of issues
tend to be connected to HR Analytics?

The automated workflows, consistency and the reduction of manual processing,
rigid handling of exceptions, and the rates of error and appeal resolution, are
some of the advantages.

Establish concept framework and hypotheses. Develop concept framework and
hypotheses.

The suggested model relates digital HRM practices to the employee experience
and organizational outcomes. Technology acceptance is related to perceived
usefulness and ease of use, and trust and perceived fairness can impact the
employees' perceptions of the system's legitimacy and support. Possible results
are HR service quality and work effectiveness, but these should be measured
separately from the study and do not necessarily imply that good perceived does
equal good performance of the organization.

Figure 1. Proposed conceptual framework of digital HRM.

4.1 Hypotheses

H1: The association between perceived quality of Digital HRM Practices and
Employee Experience is positive.

The positive relationship between perceived usefulness and ease of use and
acceptance of digital HR services has been found.

There is a positive correlation between trust in the organization's management of
HR data and employee experience.

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The hypothesis tested is that there is a positive relationship between perceived procedural fairness and trust and acceptance.

H5: Trust and technology acceptance are statistically significant mediators between the digital HRM quality and employee experience.

Table 3. Develops and uses definitions and constructs

Construct	Role	Operational definition	Measurement approach
The quality of digital HRM	Predictor	Reliability, accessibility, integration and relevance of digital HR services	Validated or adapted multi-item scale
The perceived usefulness is a predictor of the belief that the system improves task completion or access to HR services, which is measured by Likert-scale items.			
Readability	Predictor	How easy it is to learn and use the system	Likert scale items and pre-pilot tested
Trust is the outcome of talking about explanatory variables, competence, reliability and responsible data use, and items on transparency, security and accountability.			
Perceived fairness	Explanatory variable	Perceived job relevance, consistency, explanation and review access	Items on process fairness and contestability
Employee experience	Outcome	Overall evaluations of HR service interactions	Satisfaction, service quality and access measures

Researchers should employ validated scales, if possible, and report any scale adaptation. When constructs are overlapping in an empirical way, the measurement model should be restructured prior to testing mediation.

5. Proposed research methodology

5.1 Research design

It is suggested to use a quantitative explanatory survey approach. The two-wave design may help minimize same-time measurement concerns by measuring digital HRM perceptions first and employee experience second and a cross-sectional

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design may be suitable for an initial study. Interviews may be appropriate to be included in a mixed-method extension to better grasp why employees trust or distrust certain features. The study should be expressed in terms of associations, unless design allows for more convincing causal inferences.

5.2 Population and sampling

Target population can be employees who have consumed at least one electronic HR service in a specific time frame. The researcher should include the following information: Sector, size of the organization, location, employment status and eligibility. Where the study is done within Pakistan; it should specify city/region and sectors or not generalize automatically to all the organizations. stratified sampling may be helpful to incorporate varying job levels, ages, departments, and levels of access to digital tools. Convenience sampling is less representative but easier.

5.3 Questionnaire development

If appropriate, use existing measures and make constructs clearly distinguishable. The same five or seven point response scale can be used repeatedly. Questions should not contain leading language, double barreled questions or assume that all respondents use the same features. Pilot testing can reveal confusing language, difficulties in access and too much time. If any translation is required, record the translation and perform backtranslation and ensure the meaning of the items is preserved.

Ethics and data protection 5.4

The participation should be voluntary, and consent informed. The information document should include details about the purpose of the study, information gathered, access given, how long information will be stored, limits of confidentiality and options to withdraw from the study. Only gather the information that's needed, and refrain from sharing identifiable employee responses with managers. Special attention should be paid to not releasing confidential information of employees in research involving HR analytics or

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automated decision-making. Seek institutional ethics approval as necessary and adhere to relevant local legislation and policies.

Table 4. Proposed study design

Element 1	Proposed plan is successful.		
Analysis	Exploratory; time lagged for two waves	Possible	and allows testing of proposed relationships
Size of organization	Number of employees who have used digital HR services	Has relevant experience of the respondents.	
Sampling	Stratified sampling (when possible)Enhances coverage of roles and user groups		
Measures	Validated scales and some context items	Enhances	clarity and comparability
Supplementary data: Aggregated service metrics or interviews (approved) Add context beyond perceptions			
Employees and sensitive HR information are protected by ethics and consent, data minimization and secure storage.			

The data collection and analysis plan is presented.The data collection and analysis plan is described.

6.1 Data collection process

If organizational permission and ethics approval is granted, give participants a clear invitation and consent statement. Provide an alternative to a survey if possible and use a secure survey platform. Report the number of people invited, number who responded, and the process of handling incomplete responses. Do not be pressured by supervisors and do not gather identifiers unless with a clearly defined approved need. If linking two waves, use privacy-preserving codes.

Figure 2. Proposed research process.

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6.2 Data screening and measurement

Check for duplicates, ineligibles, missing data, excessively quick responding and patterned responding in the screening responses. Explain the exclusion rules and data handling for missing data in a transparent manner. Conduct a reliability analysis to examine internal consistency of items, and test construct validity with factor analysis (if there are enough samples and design). Review the possibility of empirically separating out trust, fairness, usability and employee experience.

6.3 Hypothesis testing

Describe and organize participants and make distributions. The proposed paths may be tested using regression or structural equation modelling, depending on the size of samples, properties of measures and research objectives. Estimate the indirect effects using bootstrapped confidence intervals. Where applicable, incorporate theoretically supported controls, including job level and tenure, digital-system exposure, and organization. Use report coefficients, confidence intervals, effect sizes, assumptions, and limitations in addition to relying on statistical significance.

Table 5. Analysis plan

Question	Method	Report
What is the profile of the sample?	Correlation and/or Chi-Square tests	Eligibility, response rate, missingness and descriptive data
Do constructs measure reliably?	Reliability estimates, loadings and evidence of validity.	
The results of regression/path analysis and the coefficient, the confidence interval and the effect size are shown in the table below. The results of regression/path analysis and coefficient, confidence interval and effect size are displayed below.		
What is the usefulness/ease of use and what is the regression/path analysis model, and how are they separated?		
Skills or competencies:	H3–H4: Trust and fairness	Regression/path analysis
Path estimates and uncertainty intervals		

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The three general types of indirect effects are discussed: mediation, bootstrapped indirect effect, and indirect effect with confidence intervals and caveats.

7. Managerial implications

The framework proposes a digital HRM system to be managed as a service and decision tool for the employee, rather than merely as an IT system. Organizations need to consider if a tool is addressing a real problem, if employees can use it, if the decisions made with the tool are explainable, and if sensitive information is addressed responsibly.

7.1 Design around the needs of employees

Have people with various roles conduct user tests before deployment. Monitor task completion, error rates, accessibility problems and requests for assistance, not just log-in numbers. Simplify instructions and offer training or human aid for workers as needed.

7.2 Clearly articulate data practices

Describe the types of data that are gathered, the purpose of collecting the data, who has access to the data, and how long it is stored Restrict uses of collections to legitimate ones and implement access controls, audit trails, security protocols, and deletion schedules. Seek legal and privacy counsel if tools contain sensitive information or jurisdiction crossovers.

7.3 Account for consequential decisions by humans

Recommendations regarding hiring, promotion, performance and discipline should be validated and monitored for automation and/or algorithmic decision making. Determine who will own the content, establish criteria, test disparate errors, and offer a useful review system. Human reviewers should not be a rubber stamp, but able to overrule a recommendation and explain so.

The child's right to be included and to have access to quality services.

Test digital services on devices, in languages, with accessibility requirements, with job types and with connectivity. Provide alternative access to essential services if digital access is limited. Collate results and breaks up small groups with care; consider employee feedback to prioritise improvements.

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Table 6. Governance checklist

Areas	Actions taken to achieve the area	Example indicators
Usability	Pilot with different employee groups	Task success rate/support requests
Security	Restrict data access and minimize data retention compliance	Access reviews;
Use and explain criteria, monitor and check outcomes for fairness, identify patterns of error and selection at the group level.		
Transparency – Explanation of system purpose and decision factors – Employee understanding; themes of complaints.		
Human oversight – Document review and appeal procedures – Appeal resolution time/overrides audit		
Inclusion	Channels and alternatives available and accessible for use	Gaps in completion across relevant user groups

8. Limitations, further research and conclusion

8.1 Limitations

Not all the digital HR practice or outcomes of the organisation are covered in the proposed model. Past experiences, leadership, digital confidence, the type of job and organizational culture all have the potential to shape perceptions. The common-method bias effects of cross-sectional self-reports, combined with the lack of ability to determine causality, would render these data vulnerable and suspect. Employees might not understand how algorithms or data systems work and trust might not be warranted by the security or fairness of the systems. Do not generalize findings from a specific area or place without evidence.

8.2 Future research

Comparisons of employee perceptions with service metrics, audit records and interviews could be done in future studies. Longitudinal studies might investigate the impact of trust on the outcome of implementation and the sustainability of service improvements. Researchers might examine whether the adoption of digital HR processes is different across industries, by job function, or by disability,

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and investigate the impact of human review on the concerns of automated decisions. In Pakistan, the study might focus on local infrastructure, language, connection, organizational maturity, and regulations, but not as a nationally representative sample.

8.3 Conclusion

While Digital HRM can transform HR services to be more accessible, consistent and data informed, these advantages do not come without a cost. In terms of adoption, usefulness and ease of use can help; in terms of employee reaction, trust and perceived fairness can help; in terms of privacy, bias, accessibility, and transparency, there is a need for active governance. The proposed framework and the hypotheses will enable empirical testing and practical evaluation. Organizations should not just evaluate if a digital tool is used, but whether it is addressing a real problem, is fair to employees, ensures the security of their information, and maintains meaningful human accountability.

Research integrity note

This is a literature-grounded conceptual paper and proposed empirical study. There are no original survey data or statistical results claimed. Check the references, format the paper for the institution and adjust the paper to fit the real research context and methodology as appropriate before submission.

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