

**Problems and Introduction of Digital Solutions and
Innovations for Improving HRM and Organisational
Performance: Case of Unilever, Ireland**

MBA INTERNATIONAL BUSINESS

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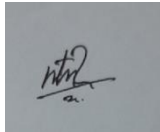
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submitted for the degree of: **MBA International Business Management** is the result
of the my own work and that where reference
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Abstract

This research study focuses on the possibilities of technological advancements and solutions for enhancing Irish Unilever's human resource management (HRM) and organisational performance. Organisations must use digital tools to optimise processes and create cutting-edge strategies as technology develops. Unilever, a multinational consumer goods corporation, has difficulty attracting and keeping top talent, raising employee morale, and fostering cooperation and teamwork. In order to solve these issues and enhance HRM and organisational performance, Unilever adopted a number of innovative digital solutions. The study evaluates the current adoption rate of digital solutions and innovations in HRM and highlights potential benefits, drawbacks, and best practises for implementation through a review of the literature and a survey of experts in various industries and nations. The research fills information gaps, adds to the body of literature, and offers insights for companies looking to use digital technology in HRM. The study's importance is in recognising current approaches and developments, comprehending their impacts on human resource management (HRM) and organisational performance, and assisting businesses and policymakers in making decisions. The research questions centre on the Unilever-implemented digital solutions, how well they handle problems, the advantages and disadvantages of employing digital solutions, and best practises for implementation. The study also examines how HRM practises and organisational performance are related, as well as performance-influencing factors and the contribution of technology to these areas.

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CHAPTER 1: INTRODUCTION

1.1 Background of the Study

The use of digital solutions and innovations for improving Human Resource Management (HRM) and organisational performance is a topic that has grown in relevance as technology advances. In today's world, businesses need to stay ahead of their competition by optimizing processes and developing innovative strategies (Kutieshat et al., 2022). By leveraging the potential of digital tools such as cloud computing, enterprise resource planning systems, analytics, and mobile device management, organisations can increase efficiency, reduce costs and generate new growth opportunities (Checchinato, 2021).

Unilever is a global consumer goods company that has been at the forefront of using digital solutions and innovations to improve its human resource management (HRM) and organisational performance. Some of the challenges that Irish Unilever faces in this regard include recruiting and retaining top talent, improving employee engagement, enhancing collaboration and teamwork, etc. (Bril et al., 2021). The focuses include an analysis of the various challenges associated with the adoption of digital solutions within an organisation and the potential solutions for overcoming these issues. Developing employee skills and capabilities: Unilever recognizes the importance of investing in its employees' skills and capabilities to stay ahead of the competition. The company has been using digital learning platforms and virtual training programs to provide its employees with the necessary skills and knowledge to perform their jobs effectively (Varshney, 2020).

1.2 The Purpose of the study

The purpose of this study is to investigate the potential of digital solutions and innovations for improving Human Resource Management (HRM) and organisational performance at Unilever Company. As advancements in technology rapidly change the way Unilever operates, it has become increasingly important to examine how HRM strategies are leveraging new technologies and innovative approaches to improve the overall effectiveness of Irish Unilever Company. This research aims at exploring how existing digital solutions and innovations can be used as an effective tool for promoting HRM practices (Barišić et al., 2021). Through a literature review, the authors hope to gain an understanding of recent trends and best practices related to digital HRM solutions, as well as identify gaps in the current state of knowledge that could be explored further (Bril et al., 2021). Furthermore, by surveying professionals working in different industries across various countries, this study assesses the current adoption rate of digital solutions and innovations in HRM and the organisational performance of Unilever Company (Kutieshat&Farmanesh, 2022).

The findings of this study are useful for businesses seeking to stay competitive by leveraging such technologies, as well as for academic researches to explore further potential opportunities related to digital solutions and innovations in HRM. By providing an overall review of the development process and application of digital solutions in HRM, this research helps bridge the identified gaps in the existing literature. These gaps include understanding the emergence of digital HRM, identifying how technology is being used to improve existing HR practices and processes, exploring the implications of digital technologies on Unilever's performance, and examining strategies for successful implementation (Varshney, 2020). Additionally, by assessing the current usage of digital solutions among diverse organisations like Unilever Company, it could also support future studies on their efficacy and effectiveness when applied across different contexts (Checchinato, 2021).

1.3 A Brief Overall Description of the Studies Context

As Irish Unilever Company strives to remain competitive in the current business environment, HRM is playing an increasingly important role in its success. It has been suggested that effective HRM practices, such as recruiting and retaining talented employees, developing a comprehensive training program, measuring performance, and rewarding results, can help organisations achieve better overall results (Kutieshat&Farmanesh, 2022). In addition, the Irish Unilever Company needs to establish an efficient communication system to

ensure that all stakeholders are aligned with the organisation's objectives (Armstrong & Taylor 2020).

The development of digital solutions for managing Human Resources (HR) has undoubtedly revolutionized the way HR activities are being conducted by the management of Unilever Company. Technologies such as artificial intelligence (AI) and cloud computing have allowed businesses to automate mundane processes related to HR functions, thus freeing up more time for professionals to focus on higher-value activities (Levin et al., 2019). Additionally, with the proliferation of analytics tools and big data, Unilever Company now have access to large amounts of information that can be used for making informed decisions related to their HR strategies (Kumar & Khare 2018). Despite the potential benefits, implementing digital solutions in HRM has not been without challenges. Businesses need to weigh the pros and cons associated with such technologies to ensure a successful implementation process (Varshney, 2020). Furthermore, effective communication between stakeholders is key when selecting and introducing new technologies into Unilever's operations (Checchinato, 2021).

1.4 The Significance of and Justification for the Study

The significance of this study lies primarily in its ability to identify and assess existing digital solutions and innovations that can be used to improve HRM practices (Wahono et al., 2020). This research explores the potential benefits as well as the challenges associated with adopting such technologies. Additionally, it provides an overview of how Unilever Company has leveraged digital solutions for their HR functions, which can be useful for businesses seeking to implement similar solutions into their operations (Barišić et al., 2021).

This study seeks to provide a comprehensive overview of the application and development of digital solutions for HRM to aid organisations in making informed decisions about adopting such technologies. Additionally, the outcomes may be used to form regulatory frameworks that can promote further innovations in this field. Moreover, it will contribute to existing research by providing a stronger understanding of how digital solutions and innovations are currently used within organisations and their effect on organisational performance (Checchinato, 2021). Ultimately, potential benefits from this inquiry should be advantageous for both businesses and policy makers alike. The findings from this analysis could prove useful for companies attempting to remain competitive by leveraging modern technology, as well as academics exploring related opportunities concerning digital solutions and

advancements in HRM (Kutieshat&Farmanesh, 2022). Consequently, it seeks to bridge the identified gaps in the existing literature.

Furthermore, this study also analyses the current adoption rate of digital solutions and innovations in HRM and the performance of Unilever Company. By assessing the data collected from survey participants, I can gain a better understanding of which solutions are being adopted by various organisations across multiple contexts (Bril et al., 2021). Such findings could then be used to compare similarities between successful implementations, as well as potential areas for improvement.

1.5 Research Question

RQ.1: What are the digital solutions and innovations that Unilever Ireland, has implemented to improve its HRM and organisational performance?

RQ.2: How effective have these digital solutions and innovations been in addressing the challenges faced by Unilever Ireland in HRM and organisational performance?

RQ.3: What are the potential benefits and drawbacks of using digital solutions and innovations in HRM and organisational performance at Unilever Ireland?

RQ.4: What are the best practices for implementing digital solutions and innovations in HRM and organisational performance, and how can they be applied to Unilever Ireland?

1.6 Chapter Summary

In conclusion, Unilever is a great example of a company that has embraced digital solutions and innovations to improve its HRM and organisational performance. By addressing these challenges, Unilever has been able to create a more engaged, productive, and innovative workforce that has helped the company stays ahead of the competition.

CHAPTER 2: LITERATURE REVIEW

2. 1: Introduction

This literature analysis intends to investigate how digital innovations and substitutes could enhance Irish Unilever's HRM and the effectiveness of the company. The present state of HRM practices, numerous digital innovations and alternatives employed in HRM, and their effects on organisational performance were the key themes of this chapter. By doing this literature review, I was able to identify possible opportunities and operational challenges at Unilever as well as gain a better understanding of the efficacy of innovations and solutions in digital HRM. This literature review offers a thorough examination of the present state of the subject and identifies crucial areas that require more study.

2.2 HRM and Organisational Performance

2.2.1 Definition of HRM and its Objectives

Jia et al. (2018) defined HRM as the management of human resources inside an organisation, which includes employment relationships, performance appraisal, remuneration, development and training, and performance management. Moreover, Podgorodnichenko, Edgar, and MacAndrew (2020) assert that the main goal of HRM is to guarantee that the organisation's workforce is competent, motivated, and engaged and that the organisation can accomplish its strategic objectives and goals. It is commonly known that HRM plays a crucial role in creating and putting into practice plans to improve the performance of the organisation and directly affects the organisation's success (Anwar and Abdullah, 2021).

2.2.2 The Relationship between HRM and Organisational Performance

The purpose of digital technologies and HRM solutions, as well as any potential effects they may have on organisational performance, must be considered. There are a variety of advantages and difficulties to consider in the complicated and diverse relationship between these components. According to Altarawneh's (2016) research, there is emerging evidence that good HRM practices can significantly affect an organisation's performance, particularly productivity, profitability, innovation, and employee satisfaction. Similarly, Ahmed et al. (2020) observed that good HRM strategies could raise retention rates, improve staff engagement, and promote a favourable workplace environment, all of which can boost an organisation's performance.

However, there are several possible advantages and difficulties to be considered when dealing with the adoption of digital solutions and innovations in HRM. Although these innovations have the potential to improve organisational performance and HRM procedures, there are also worries about how they will affect the workforce and the possibility of bias in decision-making. For instance, the systematic review by Easa and Orra (2021) discovered that the adverse effects of technology on HRM practices include the possibility of job loss, bias in decision-making, and a reduction in employee autonomy and privacy. To maintain ethical and responsible actions, these negative effects must be taken into account while integrating technology into HRM.

2.2.3 Factors Influencing Organisational Performance

It is not always easy to determine how HRM affects the performance of the organisation. According to Mohammad et al. (2021), depending on the type of HRM practice being used, the influence of HRM practices on organisational performance may differ. The performance of an organisation can also be impacted by a wide range of external as well as internal factors. External determinants include the sector, the economy, and the regulatory environment, while internal elements include the organisation's strategy, structure, and culture in addition to its HRM practices. The organisation's strategy is one of the major internal factors affecting the performance of the organisation. For instance, according to Kabeyi (2019), a clearly-defined strategy that is in line with the organisation's objectives and goals can help employees focus and find their way, as well as make decision-making and resource allocation easier. The performance of an organisation can be adversely affected by a poorly defined or inefficient strategy, which can cause uncertainty, a lack of focus, and redundancies.

Also, the organisation's structure and culture are crucial internal aspects that might affect how well the organisation performs. According to ErajeshvariePillay (2018), an organisation's structure can affect employee cooperation, decision-making, and interaction, whereas its culture can affect employee engagement, motivation, and behaviour. Similarly, Thokozani and Maseko's (2017) study sought to compare the effects of strong organisational culture and poor organisational culture on motivating employees. They discovered that while a toxic or negative culture can contribute to low morale, turnover rates, and decreased productivity, a positive and encouraging culture that fosters employee well-being and supports creativity can increase the performance of the organisation.

Effective HRM procedures also have a significant impact on how well an organisation performs. As was previously mentioned, effective HRM practises can result in higher job performance, increased creativity, and increased customer happiness. As per Safari and Rezaei (2022), getting the best organisational performance depends on top management's adherence to these standards and the integration of HRM practices with the organisation's strategy. They discovered that there was a positive influence on organisational performance as evaluated by the balanced scorecard when HRM practises were in line with the organisation's strategic objectives and goals, and there was a good level of commitment from upper management. In contrast, the impact on organisational performance was minimal when there was a lack of coherence or commitment. As a result, organisations must ensure that their HRM practices are following their strategic goals and that senior management is highly committed to achieving the best possible performance of the organisation.

However, external variables like the sector, the economy, and the regulatory system can have a big impact on how well an organisation performs. For instance, shifts in the business environment or economic downturns may lead to a decrease in the interest in an organisation's goods or services (Ratten, 2020), while adjustments to operations due to regulatory changes may be costly and laborious (Dizon, Machingaidze and Grimmer, 2016).

2.2.4 The Role of Technology in HRM and Organisational Performance

Technology has been more crucial to HRM and organisational effectiveness in current history (Wood, 2018). Artificial intelligence, cloud-based technologies, and other digital breakthroughs and solutions have the opportunity to enhance HRM procedures and boost organisational performance. For instance, Arora et al. 2021 highlighted that HR analytics could offer insightful information about employee productivity, while AI can automate typical HR processes, giving HR professionals more time to concentrate on more important projects. Similarly, Vahdat (2022) discovered that cloud-based systems could also give workers more adaptability and accessibility, enabling them to access HR data and services from any location at any time. Additionally, technology may assist businesses in better interacting with their workforce, whether through networking sites or mobile apps that allow staff members to offer suggestions and feedback (Dery, Sebastian and van der Meulen, 2017).

Technology, while potentially enhancing HRM and organisation effectiveness, should not be mistaken for an antidote. For instance, Tambe, Cappelli, and Yakubovich (2019) noted that the use of AI in human resource management might give rise to questions of bias and

justice because algorithms may represent the prejudices of their designers. Also, organisations must carefully assess their particular goals and issues before adopting any digital solutions because the use of technology might not be acceptable in all circumstances (Hess et al., 2016).

2.2.5 Literature Gaps

A variety of external and internal variables, as well as the HRM-organisational performance relationship, can all have an impact (Mohammad et al., 2021). Organisational performance is heavily influenced by internal elements, including the strategy, structure, and culture of the organisation as well as its human resource management procedures (Kabeyi, 2019; ErajessvariePillay, 2018; Thokozani and Maseko, 2017). External factors that affect the industry, economy, and regulatory system can also have a big impact on how well an organisation does (Ratten, 2020; Dizon et al., 2016). Although the connection between HRM and organisational performance has been extensively studied, there is a lack of information on the precise influence of digital innovations and remedies on this connection (Jarrahi et al., 2021). While there is a lack of studies on the overall impact and potential drawbacks of digitalisation, especially in the setting of major international companies (Arora et al., 2021; Vahdat, 2022) like Unilever, they have the potential to boost HRM practises and enhance organisational performance (Ahmed et al., 2020). Consequently, more research is required to fill in these discrepancies in the literature and explore the possible advantages and disadvantages of digital HRM innovations as well as their effects on organisational performance, with a particular emphasis on Unilever as a case study.

2.3 Digital Solutions and Innovations in HRM

Digital HRM solutions and innovations encompass the use of technology to enhance several facets of HRM procedures, such as hiring, training, performance appraisal, employee satisfaction, and employee engagement (Burnett and Lisk, 2019). Organisations are under increasing stress to change and use the newest digital solutions as technology develops to enhance their HRM practises and overall organisational effectiveness (Mihalcea, 2017).

According to Malik, Thevisuthan, and De Sliva (2022), the need to increase the efficiency and effectiveness of Hr activities, enhance staff engagement and experience, as well as support strategic decision-making has been the driving force behind the growing use of digital solutions and developments in HRM. They added that numerous advantages for HRM have been demonstrated, including enhanced data management and analysis, enhanced

accuracy and speed of decision-making, and greater employee engagement and productivity, owing to digital solutions like HR analytics, artificial intelligence (AI), and cloud-based HR systems.

2.3.1 Types of Digital Solutions and Innovations in HRM

Organisations can use a variety of digital HRM innovations and solutions to enhance their HRM procedures and overall organisational performance. Based on their features and the HRM domains they focus on; these digital solutions could be divided into several different types.

1. **HR Information Systems (HRIS):** HRIS is a software programme that streamlines and automates several HR procedures, such as hiring, training, paying employees, and administering benefits. Buzkan (2016) asserts that HRIS increases organisations' possession of information and analytics, enabling them to make data-driven decisions and enhance their HRM procedures.
2. **Applicant Tracking Systems (ATS):** An ATS is a piece of software that simplifies and automates the hiring process, from posting jobs to managing applications and choosing applicants. According to Peicheva (2022), ATS increases recruitment process accuracy as well as efficiency, helping businesses to locate the best applicants for vacant positions.
3. **Learning Management Systems (LMS):** An LMS is a piece of software that automates and streamlines the entire training process, from creating and delivering courses to reporting and monitoring. LMS increases training effectiveness and efficiency, enabling businesses to raise worker performance and competencies (Ilyas, Kadir and Adnan, 2017).
4. **Performance Management Systems (PMS):** Goal-setting, performance appraisal, reporting, and development strategies are all automated and streamlined by performance management systems (PMS), a piece of software. According to Bauwens, Audenaert, and Decramer (2023), PMS increases process efficiency and effectiveness, enabling organisations to boost employee satisfaction and productivity.

Organisations can gain a lot from implementing digital HRM innovations and solutions, including improved accuracy, efficiency, and data-driven decision-making. The expense of implementation and resistance to change are two obstacles that must be overcome to put these solutions into practice. However, organisations can enhance their HRM processes

and, ultimately, their organisational performance by incorporating the appropriate digital technologies and innovations.

2.3.2 The Benefits and Challenges of Digital Solutions and Innovations in HRM

Digital HRM developments and solutions have several advantages. The improvement in the effectiveness and precision of HR processes is one of the primary advantages (Zehir, Karaboa, and Başar, 2020). HR professionals may make informed choices and take proactive actions to tackle HR challenges with the use of digital tools like HR analytics and AI, which can provide real-time information and insights (Fernandez and Gallardo-Gallardo, 2021). Moreover, cloud-based HR tools can improve cooperation and communication within the organisation by streamlining data administration and offering a centralised platform for HR processes (Abdullah et al., 2020). Enhancing employee experience and engagement is a further advantage of digital HRM systems and advancements (Burnett and Lisk, 2019). Similar findings were made by Li and Herd (2017), who discovered that digital technologies like mobile applications and online learning systems could give workers individualised and interactive learning opportunities that enhance their knowledge and skills. Additionally, digital tools like chat bots and virtual assistants may give staff members quick support and feedback, boosting their engagement and productivity (Majumder and Mondal, 2021; Dutta and Mishra, 2021).

However, there are obstacles to overcome to apply digital innovations and solutions in HRM. The possibility that technology would take the role of human connection and decision-making is one of the major issues. For instance, Jarrahi (2018) noted that employing AI in recruiting could result in skewed judgements and a dearth of personalisation. Also, some organisations may find it challenging to find HR experts with the necessary digital expertise and skills for using digital solutions (Vrontis et al., 2022).

2.3.3 Theories and models

As businesses explore methods to enhance overall efficiency and optimise HR procedures, the usage of digital innovations and technological advances in HRM has increased over the past few years. The use of technology, such as software, programs, and artificial intelligence, to streamline HR operations, collect data, and enhance decision-making processes is referred to as digital solutions and innovations. The use of digital HRM technologies and solutions has the potential to change established HR procedures, raise employee engagement levels, and ultimately enhance the effectiveness of the organisation.

Several theories and models have been created to describe the application and effects of technological advancements in HRM. For instance, according to Chowdhury et al. (2023), the resource-based view (RBV) thesis contends that organisations can achieve a competitive edge by utilising their particular assets and skills, including the adoption of cutting-edge digital HRM solutions. Furthermore, Yan et al. (2019) discovered that the contingency theory shows that the organisational context, including the size and organisational culture, influences the efficacy of digital solutions and advances in HRM.

2.3.4 Literature Gaps

This section of the literature review highlights the numerous digital HRM technologies and solutions that organisations can use to improve their HR practises and organisational effectiveness. The potential of cutting-edge digital technologies like blockchain and virtual reality in HRM and related effects on organisational efficiency, however, requires further study. Research is additionally required on the potential drawbacks and difficulties of digital HRM solutions, including concerns over privacy and security of data, potential bias in decision-making, and the effects of technology on the workforce. Even though the review emphasises the advantages of digital innovations and solutions, it does not elaborate on the theoretical underpinnings of these advantages. To fully comprehend the theoretical foundations of how digital solutions affect HRM practises and organisational effectiveness, more studies are needed. Also, the chapter only briefly highlights the difficulties that businesses may encounter while deploying digital solutions; it does not offer a thorough analysis of these problems. Hence, additional studies are needed to determine and evaluate the difficulties that organisations can have when using digital HRM systems.

A comparative investigation of the effects of various digital solutions on HRM practises, and organisational performance is also lacking in this piece. To compare the effects of various digitalisations on HRM practises and organisational performance, more study is required. The passage does not address the potential variations in how digital solutions may affect HRM practises and organisational performance in various business sectors and organisational environments. Therefore, further study is required to examine how digital solutions affect HRM practises and organisational effectiveness in various business sectors and organisational contexts.

2.4 Overview of Irish Unilever

Unilever is a British-Dutch multinational consumer goods company that was formed in 1929 through the merger of Lever Brothers, a British soap company, and Margarine Unie, a Dutch margarine producer (Kaur, 2020). With a history spanning over 90 years, Unilever has grown to become one of the largest consumer goods companies in the world, with operations in over 190 countries (Lawrence, Rasche and Kenny, 2018). Irish Unilever's operations are organised into four main categories: personal care, food, refreshments, and home care (Kpoku, 2021). The personal care category includes brands such as Dove, Axe, and Rexona, while the foods category includes brands such as Knorr, Lipton, and Hellmann's. The refreshments category includes brands such as Ben & Jerry's, Magnum, and Lipton Ice Tea, and the home care category includes brands such as Omo, Persil, and Domestos.

Based on Evans, Pucik, and Björkman's (2016) study, Irish Unilever's HRM faces several challenges, including managing a diverse global workforce, attracting and retaining top talent, and ensuring compliance with local labour laws and regulations. In addition, based on Sekiguchi et al.'s (2016) findings, any large multinational company with operations in many different countries, like Unilever, must also navigate cultural differences and language barriers when managing its employees. As illustrated by Lawrence, Rasche and Kenny (2018), Unilever has set several strategic goals, including a commitment to sustainability and social responsibility. In 2010, the company launched its Sustainable Living Plan, which aims to improve the health and well-being of 1 billion people, reduce the environmental impact of its products, and source 100% of its agricultural raw materials sustainably by 2020 (Murphy and Murphy, 2018).

Irish Unilever faces challenges in managing its global workforce, but there is a lack of literature that addresses how digital solutions and innovations can help overcome these obstacles. While some studies have looked at the use of digital tools for talent management and recruitment, more research is needed to determine how digital solutions can manage a diverse global workforce, navigate cultural differences, and ensure compliance with local labour laws and regulations. Although Irish Unilever is a successful multinational company, it encounters several issues in managing its global workforce. Future research should investigate how digital solutions and innovations, such as virtual reality (VR), augmented reality (AR), artificial intelligence (AI), and machine learning (ML) technologies, can assist in addressing these challenges and achieving Unilever's strategic goals, such as sustainability and social responsibility.

2.5 Analysis of the Implementation of Digital Solutions and Innovations in HRM at Unilever

Digital technologies and solutions have completely changed how businesses run and handle their staffing requirements (Fenech, Baguant and Ivanov, 2019). These developments have made it possible for businesses to streamline several HR procedures, which has enhanced productivity, decreased expenses, and raised efficiency. Global consumer products giant Unilever has reportedly been at the forefront of integrating digital innovations and solutions into its HR management, as per Malini and Srinivas (2020).

To improve its HR procedures, Unilever has deployed a variety of digital solutions, such as the application of AI and ML to hiring, talent management, and development and training (Kambur and Akar, 2022). For instance, HireVue, an AI-powered recruitment platform from Unilever, was reported by Brishti and Javed (2020) to evaluate applications and find the best candidates for a position. Also, the business has created Una, an AI-powered virtual assistant, to help staff members with HR-related enquiries (Unilever, 2023).

2.5.1 Effectiveness of Digital Solutions and Innovations in HRM at IrishUnilever

According to Varshney's (2020) study, Unilever has used digital technologies and innovations in HRM to address HRM concerns quite well. The time it takes to find qualified candidates has been greatly cut down, and candidate selection efficiency has increased due to the application of AI and ML in recruitment. Black and van Esch (2020) claim that Unilever collaborated with Pymetrics, an AI recruiting expert, to develop an online platform that enables candidates to be evaluated from the privacy of their residences. Hence, IrishUnilever now has a workforce that is more varied and a more diversified application process.

Unilever has been successful in streamlining talent management and recruitment processes through the use of digital platforms like HireVue and AI recruitment specialists. Furthermore, Braganza et al. (2021) found that by giving employees individualised career opportunities and empowering them to direct their career development, the platforms have raised employee satisfaction and happiness. Significant enhancements to the employee experience have also been made as a result of the introduction of Una, the AI-powered virtual assistant. Employees can now easily and quickly access HR-related data and assistance thanks to Una, which has decreased the workload on HR professionals. Yet, using digital innovations and solutions in HRM may have certain unintended consequences. For instance, the security and confidentiality of information may be an issue. Additionally, if not

rigorously regulated, the application of AI and ML in recruitment could lead to inadvertent bias and discrimination.

2.5.2 Identification of Key Factors Contributing to the Successful Implementation of Digital Solutions and Innovations in HRM at Unilever

Several important aspects play a role in the effective adoption of digital innovation and solutions in HRM at Unilever. One of the most important variables, according to Cortellazzo, Bruni, and Zampieri (2019), is leadership support, which is necessary for developing a culture that promotes innovation and the embrace of emerging digital technologies. By investing in new technology and promoting experimentation with novel ideas, Unilever's leadership has shown a dedication to digital transformation (WTW, 2020). Employee engagement, which entails educating staff members about the advantages of digital innovations in HRM and giving them the training, they require to utilise these technologies effectively, is another crucial component (Mukhuty, Upadhyay and Rothwell, 2022). Unilever has invested heavily in employee training and development programs to ensure that employees have the skills they need to use digital technologies effectively (Unilever, 2023b). Additionally, collaboration and communication between different departments within the organisation are crucial to the success of digital solutions in HRM (Junita, 2021). Unilever has encouraged collaboration across all departments, including between HR and IT departments, to ensure that digital solutions are aligned with the company's overall business objectives (Kotler, Kartajaya and Setiawan, 2019).

Furthermore, data security and privacy are critical factors that must be considered when implementing digital solutions in HRM (Ghobakhloo and Fathi, 2019). Unilever has implemented stringent data protection policies to ensure that sensitive employee data is protected and secure (Trope, 2020). Overall, Unilever's successful implementation of digital solutions and innovations in HRM can be attributed to the company's commitment to innovation, employee engagement, collaboration, and data security.

2.5.3 Literature Gap

The adoption of new technologies in HRM has lacked research on specific factors that contribute to successful implementation at Irish Unilever. Studies mostly cover general principles and do not offer insights into implementation in particular organisations. There is also insufficient research on challenges faced during implementation and the long-term impact of digital solutions on employee engagement and organisational performance at Irish

Unilever. The literature gap highlights the need for future research to identify factors that facilitate successful implementation, challenges and limitations and long-term effects of digital solutions in HRM at Unilever.

2.6 Review of Studies on the Impact of Digital Solutions and Innovations on HRM and Organisational Performance in Irish Unilever

2.6.1 Overview of Existing Studies on Digital Solutions and Innovations in HRM and Organisational Performance in Unilever

Unilever is one of the leading companies in the adoption of digital solutions and innovations in HRM (Checchinato, 2021). Several studies have investigated the impact of these technologies on HRM and organisational performance at Unilever. One study by Reilly (2018) examined the use of artificial intelligence (AI) in the recruitment process and found that Unilever had significantly improved the efficiency and effectiveness of the recruitment process, resulting in better-quality hires. Another study by Ahmed (2018) explored the use of chatbots in employee engagement programs and found that Unilever had improved employee satisfaction and reduced workload for HR professionals.

Moreover, a study by Watch (2020) investigated Unilever's adoption of cloud-based HR solutions and found that it had resulted in significant cost savings and improved the quality of HR data. Additionally, a study by Montiel et al. (2021) examined Unilever's implementation of a digital learning platform and found that it had improved employee skills and knowledge, resulting in better job performance.

2.6.2 Analysis of the Impact of Digital Solutions and Innovations on HRM and Organisational Performance in Irish Unilever based on Previous Studies

Based on the previous studies, it is evident that digital solutions and innovations have had a significant impact on HRM and organisational performance at Unilever. AI-based recruitment processes have improved the quality of hires (Hofeditz et al., 2022), while chatbots have improved employee engagement and reduced the workload for HR professionals (Rožman, Oreški and Tominc, 2023). Cloud-based HR solutions have resulted in cost savings and improved the quality of HR data (Ziebell et al., 2019), and digital learning platforms have improved employee skills and knowledge, leading to better job performance (Martins, Zerbini and Medina Díaz, 2019). Hence it is evident from the above-mentioned analysis that the adoption of digital solutions and innovations has enabled Unilever to

become more agile and responsive to changing market needs, which is supported by Jevtić and Milovanović (2023). By leveraging new technologies, Unilever has been able to improve operational efficiency, reduce costs, and enhance overall organisational performance.

However, despite the benefits of digital solutions and innovations, there are also potential challenges associated with their implementation, as discussed by Halid, Halim and Ravesangar (2022), such as data security and privacy concerns, employee resistance to change, and need for ongoing training and support. Therefore, it is essential to carefully consider the potential benefits and drawbacks of digital solutions and innovations before implementation. In conclusion, digital solutions and innovations have had a significant impact on HRM and organisational performance at Unilever. The company's successful implementation of these technologies is a testament to its commitment to innovation and willingness to embrace new ideas. However, ongoing research is needed to understand the long-term impact of digital solutions on employee engagement, retention, and overall organisational performance.

2.6.3 Literature Gaps

Existing studies on digital solutions and innovations in Unilever have gaps that need to be addressed. These gaps include a lack of research on other digital solutions beyond AI, chatbots, and digital learning platforms, insufficient examination of the impact on specific aspects of HRM and organisational performance, limited critical evaluation of findings, a lack of research on developing countries, and a need for exploration of ethical and social implications. Addressing these gaps will provide a more comprehensive understanding of the potential of digital solutions and innovations for improving HRM and organisational performance in Unilever.

2.7 Implications for HRM and Organisational Performance in Irish Unilever

The literature review on digital solutions and innovations in HRM and organisational performance in Unilever has highlighted the potential benefits of adopting and implementing digital solutions and innovations for improving HRM and organisational performance. The review found that digital solutions and innovations, such as AI, chatbots, and digital learning platforms, can help Unilever to streamline HR processes, improve employee engagement, and enhance productivity. Additionally, these solutions can help to attract and retain top talent and improve the overall performance of the organisation.

2.7.1 Implications

The implementation of digital solutions and innovations in HRM can have significant implications for Unilever's organisational performance (Varadaraj and Al Wadi, 2021). By adopting these solutions, Unilever can automate and streamline its HR processes, enabling HR managers to focus on more strategic initiatives. Based on Susanto and Susanto (2022), this can result in significant cost savings and increased efficiency.

Moreover, Van Esch and Black (2019) reported that digital solutions could also help any organisation like Unilever to attract and retain top talent by providing a better employee experience. By leveraging digital learning platforms and chatbots, employees can access personalised training and support, improving their engagement and productivity. Additionally, Jabbar, Akhtar and Dani (2020) reported that digital solutions could also improve Unilever's overall organisational performance by providing real-time data and insights that enable managers to make data-driven decisions.

2.7.2 Recommendations

The implementation of digital solutions and innovations in HRM has become increasingly important in modern organisations (Martínez-Tomás et al., 2016). The SMAC (Social, Mobile, Analytics, and Cloud) framework can be used as a guide to implementing digital solutions and innovations in HRM for increased organisational performance (Strohmeier, 2020).

Social - Social media platforms can be used to connect with potential candidates and engage with current employees (Ruparel et al., 2020). Social media can also be used for employer branding and to promote the organisation's culture and values. An organisation can create a social media strategy to attract and retain top talent, increase employee engagement, and build a positive brand image (Kashyap and Chaudhary, 2019). Social media can be used to post job openings and reach a wider audience. It is important to note that social media can also be used to screen potential candidates (Yao, Yue and Liu, 2018). HR professionals can use social media to research and gather information about potential candidates to determine if they would be a good fit for the organisation.

Mobile - Mobile technology can be used to improve the recruitment process by enabling candidates to apply for jobs and communicate with recruiters using mobile devices (Sengupta et al., 2021). Mobile technology can also be used to provide training and development opportunities to employees, improve communication and collaboration, and increase

productivity. Mobile learning, or m-learning, is an effective tool for employee training and development (Butler et al., 2021). Employees can use their mobile devices to access training materials at any time and from any location. This can save time and increase employee engagement. Mobile technology can also be used to provide instant feedback and recognition to employees, which can help to increase employee motivation and job satisfaction (Ulrich et al., 2022)

Analytics - Employee performance may be analysed using data analytics, which can then be utilised to pinpoint problem areas (Bechter, Brandl and Lehr, 2022). Human resource managers may also utilise data analytics to monitor measures like employee engagement and turnover to inform their decisions. Analytics may help HR plan for the future and spot possible skills gaps in the workforce (Hamilton and Sodeman, 2020). This might aid in making sure the company has the necessary skills to succeed. Human resource analytics may also be used to monitor worker happiness and pinpoint causes of increased enthusiasm and output.

Cloud - Cloud computing can be used to store HR data and enable access to information from anywhere (Bandari, 2019). Cloud-based HR solutions can provide real-time access to employee data, facilitate communication and collaboration, and improve the efficiency of HR processes. HR processes like timekeeping and payroll may be automated with the use of cloud-based HR technologies (Venkatesh, 2019). As a result, HR departments may be able to devote greater resources to initiatives like talent management and development.

In addition to the SMAC framework, the following recommendations can also be implemented for increased organisational performance:

Develop a digital HR strategy - Businesses need to create a digital HR strategy that helps them achieve their goals and helps the company as a whole. The plan's focus should be on the digital tools and solutions that will be employed and how they will be put into action. Employee training and development should be a part of the digital HR strategy (Ulrich et al., 2022). As a result, the organisation can be certain that its staff has the knowledge and competence to make the most of the digital resources at its disposal.

Provide digital training - Employers that want to make sure their staff members are proficient with digital tools and solutions should invest in training for them. Employees need continuous training to ensure they are always using the most up-to-date tools and methods

(Acar and Acar, 2019). In addition, businesses should instruct their employees in the proper use of digital resources so that they contribute to the company's goals.

Evaluate and measure performance - Organisations should evaluate and measure the performance of their digital HR solutions to ensure that they are achieving their objectives (Martínez-Caro, Cegarra-Navarro, and Alfonso-Ruiz, 2020). Metrics such as employee engagement, productivity, and turnover rates can be used to measure the effectiveness of digital HR solutions. Organisations should also use employee feedback to identify areas for improvement and make changes as needed.

2.7.3 Literature Gap

Despite the existing studies on digital solutions and innovations in HRM and organisational performance in Unilever, there are still gaps in the literature that need to be addressed. One of the major gaps is the lack of research on the implementation of digital solutions and innovations in HRM in developing countries where Unilever operates. Given the unique challenges faced by organisations operating in developing countries, there is a need for research that examines the applicability and effectiveness of digital solutions and innovations in these settings. Additionally, there is a need for research that examines the ethical and social implications of digital solutions and innovations in HRM, particularly concerning the use of AI in recruitment processes.

The implementation of digital solutions and innovations in HRM can have significant implications for Unilever's organisational performance. By adopting these solutions, Unilever can improve its HR processes, attract and retain top talent, and improve overall organisational performance. However, there are still gaps in the literature that need to be addressed, particularly concerning the applicability of digital solutions in developing countries and the ethical implications of their use. By addressing these gaps, Unilever can make more informed decisions about the adoption and implementation of digital solutions and innovations in HRM and drive sustainable organisational performance.

2.8 Conceptual framework of digital solution

This framework gives the study direction and helps the researcher and reader understand how the study adds to the body of knowledge on the subject by demonstrating the relationship between independent and dependent variables, such as the organization and

HRM department and the ability to influence other people's behavior. Additionally, the study design and technique satisfy stringent research criteria. This alignment aids in data collection. Additionally, it shows how to combine these aims in order to produce relevant results and outlines the key study objectives. (Yang, et al. 2020).

The phenomena of the independent variable influencing the dependent behavior of others is noticed in theoretical frameworks. Similar to how technology is presented as an independent variable in this study's digital solutions and innovations, which bring about improvements in the HRM department and businesses.. The retrench by Go Swami and Upadhyay (2019) stated that the organization and HRM department are dependent variables. The actions of the independent variables have an impact on the behavior of the dependent variables. For instance, digital solutions give a business a digital platform to conduct interviews with workers anywhere in the globe using digital video calling technology. Both the organization and HRM will benefit from improved performance. The independent variable also provides a platform for the dependent variable to spread its wings, as is the case with digital solutions that offer numerous HRM and organizational facilities that will aid in the organization's maturation, increase its productivity, and give it the chance to hire workers from all over the world. According to Hoary, et al. (2020) the mediating variables in reach connect the dependent and independent variables and explains the link between them. For instance, the creation of decagons, automation, employee happiness, and goal alignment serve as the mediating variables in this regard. Consequently, the study incorporated three factors: the digital solution, innovation's impact on HRM, and organization's contribution to decision-making. (Schonfub, et al. 2021).

2.9 Chapter Summary

The literature review highlights that there is a significant gap in the research related to the implementation of digital solutions and innovations in HRM at Unilever. The current studies have primarily focused on the general principles of digital transformation and specific technologies such as AI, chatbots, and digital learning platforms. However, there is a need for broader research that examines the potential of other digital solutions and innovations and their impact on specific aspects of HRM and organisational performance, including employee engagement, retention, and productivity. Additionally, most of the existing studies have been conducted by external consultants and research firms, with limited research on the impact of digital solutions and innovations in developing countries. Future research should focus on identifying specific factors that contribute to the successful implementation of digital solutions, the challenges and limitations of implementing these solutions, and the long-term impact of digital solutions on employee engagement and overall organisational performance, particularly in developing countries.

Chapter 3 – Methodology

3.1 Introduction

The methodology chapter is an essential component of a research dissertation as it outlines the steps taken to conduct a research study, including the design, data collection, and analysis techniques. To ensure that the methodology is comprehensive and well-structured, this research utilised a theoretical framework known as the research onion. The research onion is a multi-layered framework that guides through the research process (Bianchi, 2021). Each stage of this framework represents a different level of the research process, starting with the philosophical assumptions that underpin the study and ending with the specific data collection and analysis techniques employed (Figure 1). By following this structured approach, this methodology chapter provides a clear and comprehensive account of the research methodology employed, enabling readers to assess the validity and reliability of the research findings.

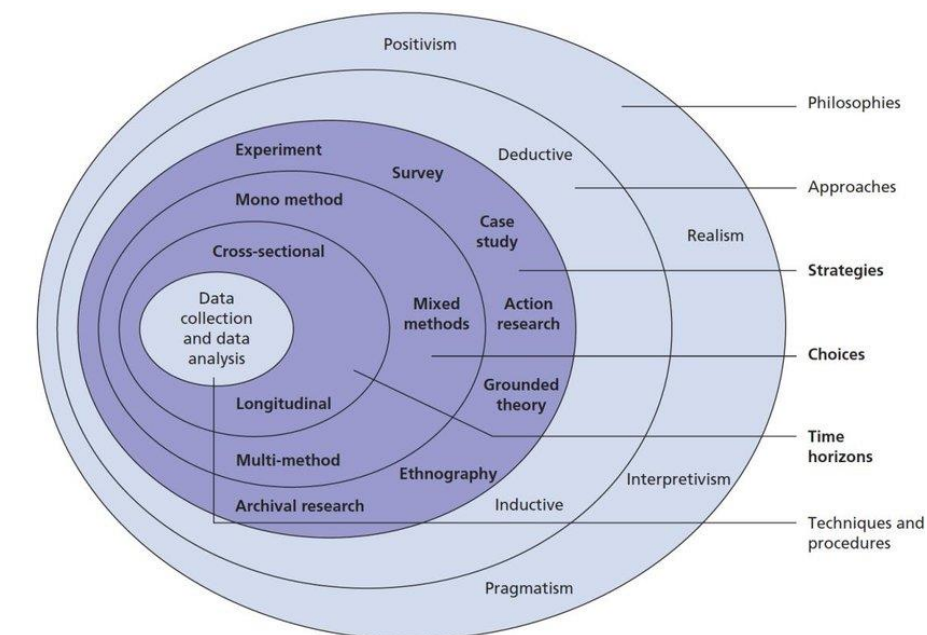


Figure 1 – Research Onion (Wang, 2017)

3.2 Research Philosophy

Darby, Fugate, and Murray (2019) assert that this particular methodology places emphasis not only on the comprehension of the phenomenon under investigation but also on the contributions made by the participants towards that comprehension. The interpretive paradigm presents a feasible methodology for scrutinising the adoption of digital solutions and innovation in Human Resource Management by Unilever Ireland. The aforementioned

statement acknowledges the importance of contextual factors and personal perspectives in influencing individuals' attitudes and actions towards the adoption and advancement of technology. Nickerson (2022) has suggested that the interpretive philosophical perspective is the appropriate approach for this study. The aforementioned perspective posits that knowledge is dependent on a particular context and that human behaviour is influenced by the social and cultural milieu in which it occurs. The research philosophy adopted for this study was interpretive. Interpretive focuses on understanding and interpreting social phenomena, acknowledging the subjective nature of human experiences, and emphasising the importance of context and individual perspectives. By employing an interpretive philosophy, the aimed gain in-depth insights into the implementation and effectiveness of digital solutions and innovations in HRM and organisational performance at Unilever Company.

3.3 Research Approach

A mixed methodology approach was chosen to address the research objectives effectively. This approach combines qualitative and quantitative methods to capture a comprehensive understanding of the research topic. The qualitative component involved interviews with seven selected professionals from Unilever Company, while the quantitative component included a survey questionnaire distributed to 50 respondents across various industries and countries.

3.4 Research Design

The research design comprised two main components: interviews and a survey questionnaire. The interviews provided rich qualitative data through open-ended questions, allowing for a deeper exploration of the digital solutions and innovations implemented at Unilever Company. The survey questionnaire, on the other hand, collected quantitative data on the effectiveness of these digital solutions and innovations.

3.5 Sampling Technique

Purposive sampling was employed to select participants for both the interviews and the survey questionnaire. Purposive sampling ensured that individuals with relevant knowledge and experience in HRM and organisational performance, specifically related to digital solutions and innovations, were included in the study. The participants were selected based on their roles within Unilever Company and their familiarity with the digital initiatives implemented.

3.6 Sampling Size

The study included seven participants for interviews and 50 respondents for the survey questionnaire. The sample size was determined based on the principle of saturation, where data collection continued until no new insights or themes emerged. I aimed for a diverse range of respondents in the survey questionnaire to capture different perspectives and experiences related to digital solutions and innovations.

3.7 Types of Data Collection

3.7.1 Interviews

The interviews were conducted as a qualitative data collection method to gain in-depth insights into the digital solutions and innovations implemented at Unilever Company in Ireland. Interviews provide an opportunity to explore participants' perspectives, experiences, and perceptions in detail. The use of open-ended questions allowed for a comprehensive understanding of the challenges faced, the effectiveness of digital solutions, and potential benefits and drawbacks. The qualitative data obtained through interviews helped uncover rich and nuanced information that would not be captured by quantitative methods alone. The small sample size of seven participants ensured a focused and detailed exploration of the research topic.

3.7.2 Survey Questionnaire

The survey questionnaire was employed as a quantitative data collection method to gather information on the effectiveness of digital solutions and innovations in HRM and organisational performance at Unilever Company. The structured questions, including Likert-scale items and open-ended questions, enabled the collection of quantitative data, such as ratings and rankings, as well as qualitative data in the form of participants' comments and explanations. The survey questionnaire was distributed to 50 respondents from various industries and countries to ensure diversity and a broader perspective on the research topic. The larger sample size allowed for statistical analysis and generalised ability of findings to some extent.

3.8 Research Instrument

For the interviews, a semi-structured interview guide was developed to ensure consistency across interviews while allowing for flexibility and exploration of emergent themes. The survey questionnaire consisted of structured questions, including Likert-scale

items and open-ended questions, to collect quantitative and qualitative data related to the research objectives.

3.9 Data Analysis

Thematic analysis was employed to analyse the qualitative data from the interviews. This involved a systematic process of identifying, organising, and interpreting patterns and themes within the data. The quantitative data collected through the survey questionnaire were analysed using descriptive statistics to measure the effectiveness of digital solutions and innovations at Unilever Company. According to Dowling et al. (2016), the application of theme analysis is flexible and may be applied across varied forms of data, such as interviews, focus groups, and observational data. Moreover, the authors note that the application of thematic analysis can be utilised in a variety of settings. The system has a specific capacity that allows it to acquire and arrange enormous volumes of information. As a result, the process of obtaining relevant data for optimising complicated data sets is made easier thanks to this system's ability.

The investigation of themes has the ability to give insight into the underlying cultural and social elements that have impacted Unilever Ireland's receptiveness to new human resource management technologies. This insight may be gained by examining the variables that have influenced Unilever Ireland's receptiveness to innovative human resource management technologies. Because of this backdrop, the investigation will be able to arrive at a more thorough knowledge of the current state of affairs as well as the importance of any trends or patterns that are uncovered.

According to Mohajan (2018), the use of theme analysis in the conduct of research has resulted in findings that display a significant amount of dependability and repeatability. The ultimate significance of this subject must be taken into consideration before any further investigations can be trusted to be credible. In the context of Human Resource Management (HRM) at Unilever Ireland, the application of theme analysis may be of assistance in acquiring a full grasp of the advantages and disadvantages of digital solutions and innovations.

3.10 Ethical Consideration

Research relies heavily on primary data; therefore, I must act ethically while gathering this information. I upfront participants about the study's goals, potential hazards,

potential rewards, and participants' legal protections. Everyone involved should provide their permission willingly and without pressure. I took all required measures to protect the confidentiality of participants' personal information. Data storage and access must be managed to prevent unauthorised access. I will do everything they can to ensure the safety of the volunteers. It means ensuring the study will not hurt the volunteers. Participants in the study will be treated with respect and dignity. This involves taking measures to prevent participants from being used inappropriately (Tolley et al., 2016). After the research, participants will get a debriefing in which the goals of the study, the findings, and a chance to ask questions and offer comments will be discussed. Criteria for the conduct of the research will be followed, including those set out by institutional review boards, relevant professional organisations, and funding agencies. Therefore, it is clear that ethical issues should be given serious attention throughout primary data collection. This is to guarantee that all participants are treated fairly and with the utmost respect (Mohajan, 2018). Ethical research practices include obtaining participants' informed permission, keeping their personal information private, preventing or minimising any damage, providing a debriefing, and following all applicable laws and regulations. These moral concerns guarantee that research is carried out fairly and honestly.

3.11 Chapter Summary

This research methodology chapter provided an overview of the methods employed to investigate the implementation and effectiveness of digital solutions and innovations in HRM and organisational performance at Unilever Company in Ireland. A mixed methodology approach was adopted, combining qualitative interviews and a quantitative survey questionnaire. Purposive sampling was used to select participants, and thematic analysis was applied to analyse qualitative data. Ethical considerations were upheld throughout the research process, ensuring participant confidentiality and informed consent. Overall, this research methodology chapter establishes a robust framework for the study, enabling the exploration of digital solutions and innovations' impact on HRM and organisational performance at Unilever Company in Ireland.

CHAPTER 4: RESULTS AND ANALYSIS

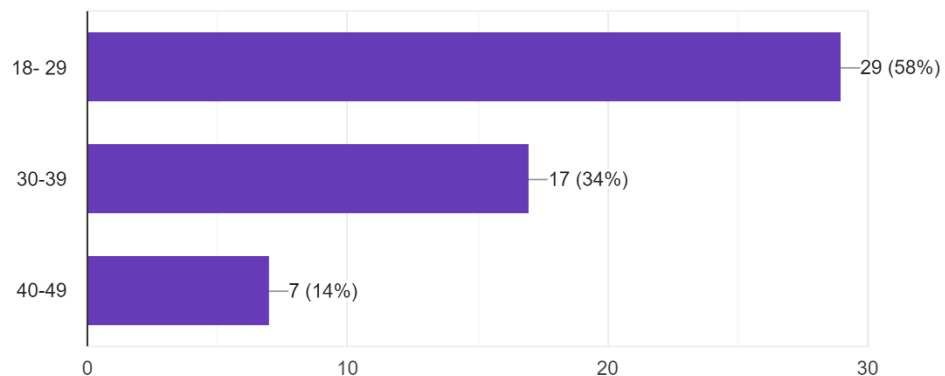
4.1 Introduction

Results and Findings is a crucial chapter because it represents the study's findings that show how data has been gathered and interpreted to acquire the results and findings of the study. This chapter is of utmost importance as it entails the crucial findings of the research, which addresses the main research main and objectives.

4.2 Graphical Analysis

Graphical analysis is a graphical depiction of data through figures, graphs and charts and is specifically used to help large volumes of data (Golino et al., 2020). I asked the questions through graphical analysis to

Demographic Information 1. Age
50 responses

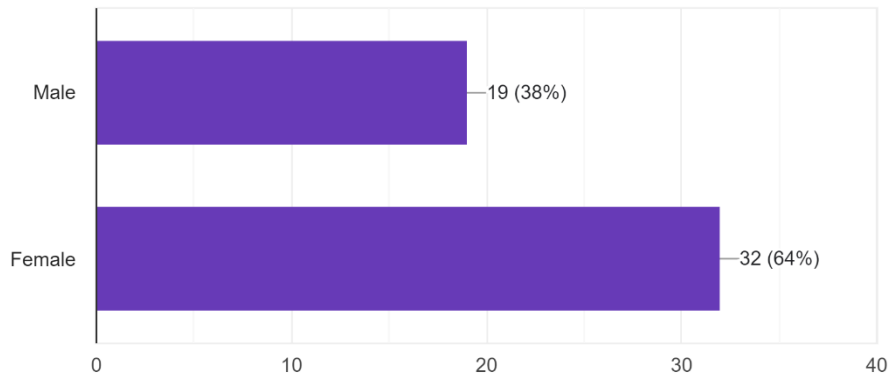


identify problems and introduction of digital solutions and innovations for improving HRM and organisational performance: the case of Unilever Company, IRELAND. Regarding that, I asked 15 closed-ended questions (see Appendix; 1), and the below section analyses the survey questionnaire answers.

4.2.1 Demographic Information

The above graph shows the age of the survey participants. The graph represents that the majority of survey participants, 58 % between 18 to 29 years old. 34 % belong to the age group of 30 to 39, and 14 % belong to the age of 40 to 49%.

2. Gender
50 responses

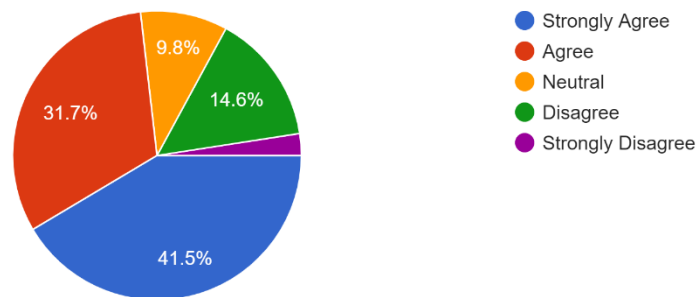


The above graph shows the gender of survey respondents, of which 38 % are male, and the majority, 64 %, are female.

4.2.2 Survey Questions

1. Do you think the advent of digital technology presents Unilever with unique difficulties to overcome?

1. Do you think the advent of digital technology presents Unilever with unique difficulties to overcome?
41 responses

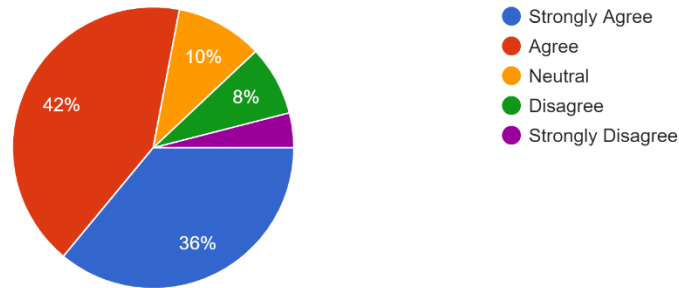


The results of most respondents show that digital technology leads the advent of technology to help Unilever overcome difficulties. In light of the respondent's answer yes, it is evident that using technology like software, programs, and artificial intelligence can give digital solutions, innovations and decision-making processes to streamline the HR operations that help Unilever to overcome the challenges.

2. Do you think to succeed in today's market, companies must optimise existing procedures and create novel approaches?

2. Do you think to succeed in today's market, companies must optimize existing procedures and create novel approaches?

50 responses

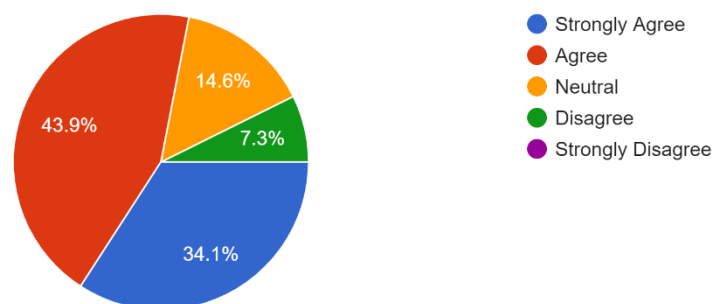


The results of the majority of respondents show that companies should optimise existing procedures and create novel approaches to succeed in today's market because optimisation can help companies redesign the streamline operations, decrease errors and costs, improve communication and increase workloads.

3. Do you think businesses can improve their productivity with the help of digital tools like cloud computing, ERP systems, analytics, and mobile device management?

3. Do you think businesses can improve their productivity with the help of digital tools like cloud computing, ERP systems, analytics, and mobile device management?

41 responses

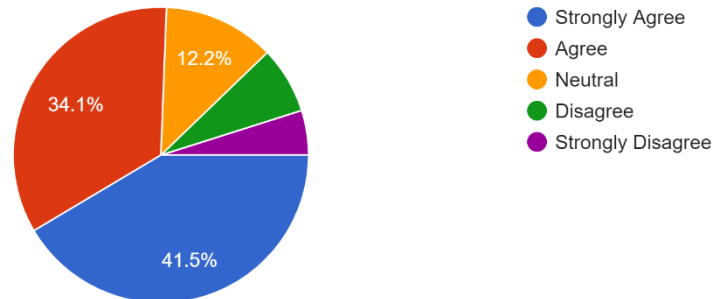


The majority of respondents answered yes, showing that today's business can improve their productivity with the help of digital tools because they can improve cooperation and communication within the organisation by streamlining data administration and offering a centralised platform for HR processes.

4: Do you think it's appropriate for the corporation to invest in online courses and other forms of virtual training for its staff?

4: Do you think it's appropriate for the corporation to invest in online courses and other forms of virtual training for its staff?

41 responses

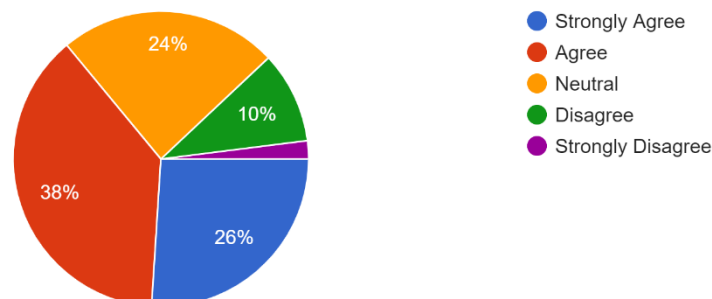


. The survey revealed that 41.5 % of participants replied strongly agree, and 34.1 % agreed. On the other hand, 12.2 % of respondents disagree with this question. The results of this question show that if the companies provide online courses and different types of virtual training for their staff, it will be beneficial for the company in future; that also can help to retain the employees and increase their skills and abilities that, will be productive for company business operations.

5: How confident are you that Unilever's technical competence will help the corporation whether any possible technological storms?

5: How confident are you that Unilever's technical competence will help the corporation whether any possible technological storms?

50 responses



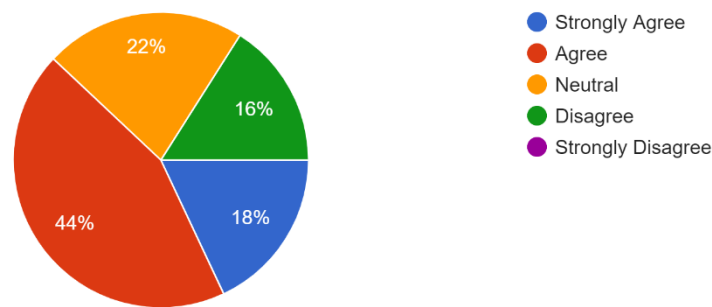
The above graph shows the answer to the question; Unilever's technical competence will help the corporation whether any possible technological storms. 26 % of respondents

strongly agree, 38 % agree, 24 % are neutral, and 10% disagree. Most of the respondents thought that Unilever's technical competence would help the corporation in any possible technological storms because Unilever has used digital technologies and innovations in HRM and addressed business operations.

6: Do you agree that Unilever's HRM effectively uses innovation to develop recruiting challenges and business goals?

6: Do you agree that Unilver's HRM effectively uses innovation to develop recruiting challenges and business goals?

50 responses

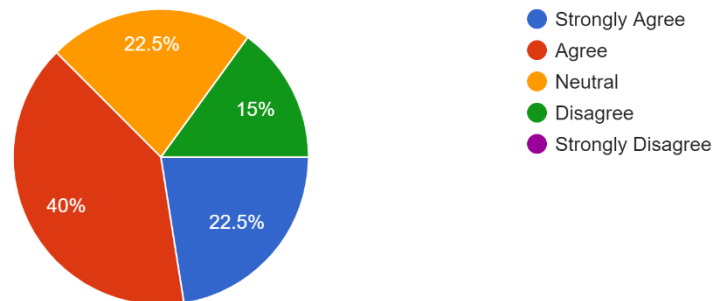


The survey revealed that 18 % of participants replied strongly agree, and 44 % agreed. On the other hand, 22 % of respondents are neutral, and 16 % of participants disagree with this question. The results of this question show that Unilever HRM effectively uses innovation to develop recruiting challenges and business goals through its strategic goals, like sustainability and social responsibility.

7: Do you believe Technology adoption at Unilever can be helpful for organisational growth, HR strategy alignment with company objectives, employee engagement, and regulatory compliance?

7: Do you believe Technology adoption at Unilever for organisational growth, HR strategy alignment with company objectives, employee engagement, and regulatory compliance?

40 responses

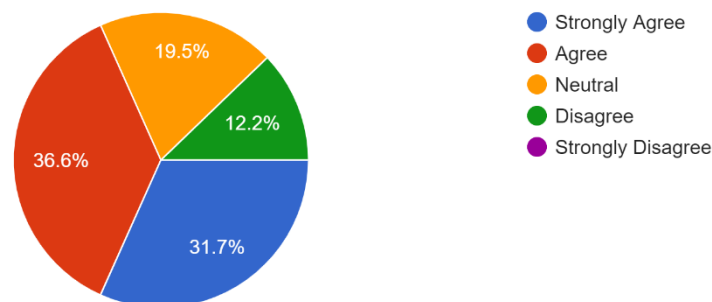


. 22.5 % of respondents strongly agree, 40 % agree, and 15 % disagree. Thus, 22.5 % of respondents answered neutrally. Subsequently, it has been evident from the survey results that technology adoption helped Unilever in different aspects of the business to improve its HR procedures, talent management, and development and training.

8: To what extent do you believe the evolving nature of businesses will challenge HRM and its dynamics of workforces and the employee's expectations?

8: To what extent do you believe the evolving nature of businesses will challenge HRM, the dynamics of their workforces, and the expectations they place on their employees?

41 responses

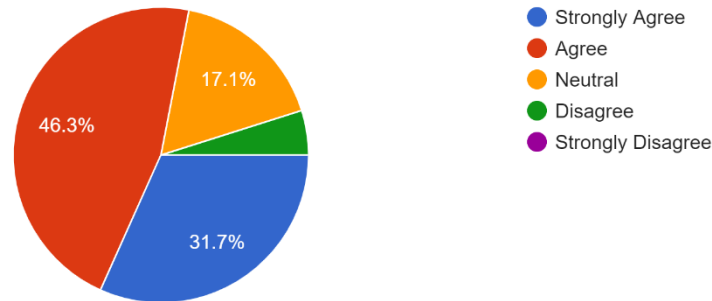


Most respondents believe that in future, the evolving nature of businesses will challenge the HRM process and its dynamics of workforces and employee expectations because technology has been enormously implemented and used in different aspects of business, which can be challenging situations for the workforce.

9: Is there hope that Irish Unilever can fix its problems with digital solutions for talent acquisition, personnel training, and performance evaluation?

9: Is there hope that Irish Unilever can fix its problems with digital solutions for talent acquisition, personnel training, and performance evaluation?

41 responses

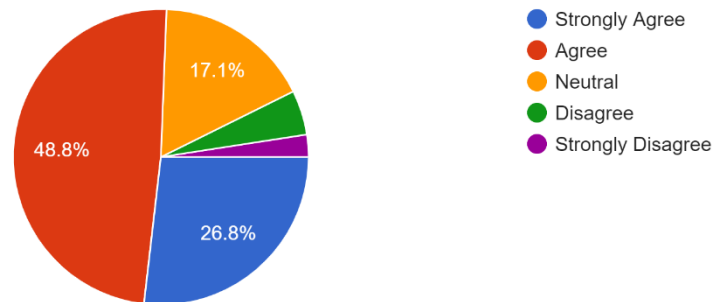


Majority of respondents replied that they agreed with the question, which reflects that Irish Unilever can fix its problems with digital solutions for talent acquisition, personnel training, and performance evaluation because digital breakthroughs and solutions have the opportunity to enhance HRM procedures and boost organisational performance.

10: Do you believe that ethical and responsible behaviour of HRM can prevent the adverse effects of technology?

10: Do you believe that ethical and responsible behaviour of HRM can prevent the adverse effects of technology?

41 responses

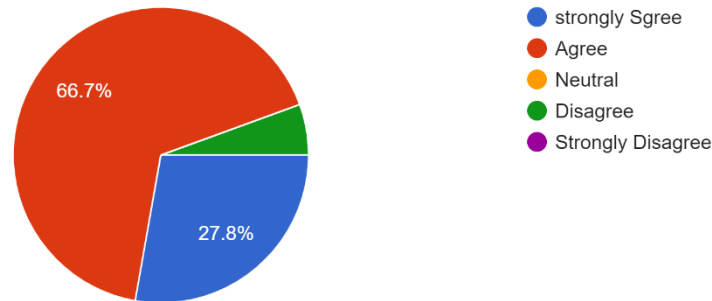


The respondent's answer shows that ethical business practices can overcome the adverse effect of technology and bring real advantages like customer loyalty, raise competition among talented employees and improve the company's brand image.

11: Do you think the organisational structure, culture, and strategy play a role in determining employee performance?

11: Do you think the organisational structure, culture, and strategy play a role in determining employee performance?

18 responses

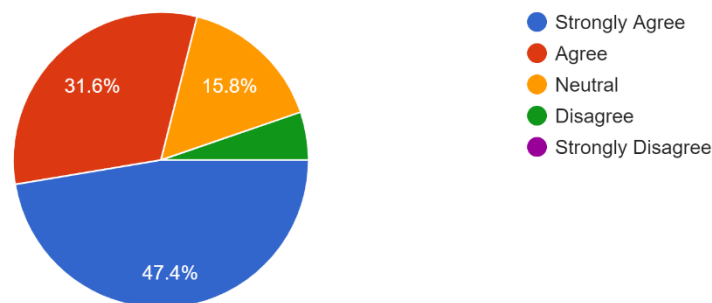


In contrast, none of the respondents disagrees and is neutral with this survey question. Most respondents strongly agree that employees believe that an organisational structure, culture, and strategy play a crucial role in determining employee performance to improve skills and knowledge, leading to better job performance.

12: Do you believe a positive and encouraging work environment leads to higher morale, retention, and output than a negative and hostile one?

12: Do you believe a positive and encouraging work environment leads to higher morale, retention, and output than a negative and hostile one?

19 responses

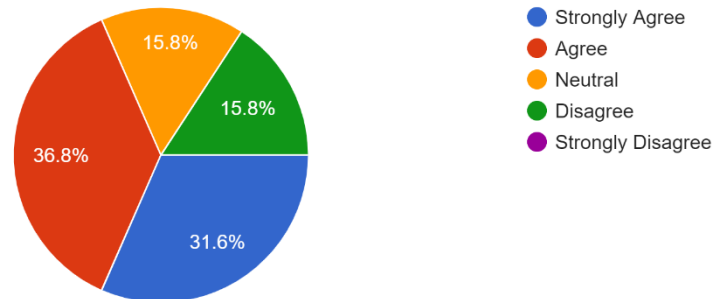


The survey respondents, 47.4 %, replied strongly agree, 31.6 % said to agree, and 15.8 % respondents stated that they completely disagree because they believe that there are other factors besides positive and encouraging work environment like as increments, competition, bonuses and other facilities that can help to retain the employees.

13: Is there an effect on top-level management's performance when HRM practices align with their strategic goals?

13: Is there an effect on top-level management's performance when HRM practices align with their strategic goals?

19 responses

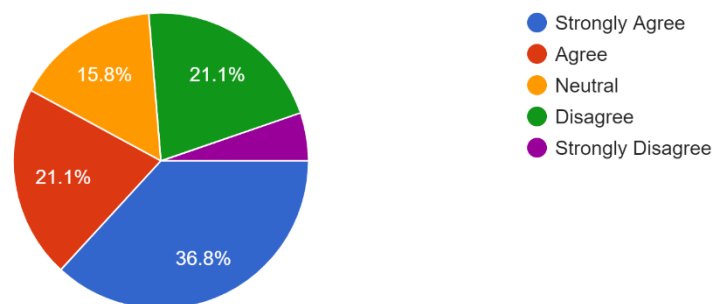


Most of the respondents, 31.6 %, replied strongly agree, 36.8 % said to agree, 15.8 % relied neutral on, and also 15.8 % respondents stated that they completely disagree that HRM practice can align the strategic goals and its impact on top-level management because good HRM practices can significantly affect an organisation's performance, particularly productivity, profitability, innovation, and employee satisfaction.

14. Do mobile HR apps enhance HRM procedures and performances?

14. Do mobile HR apps enhance HRM procedures and performances?

19 responses

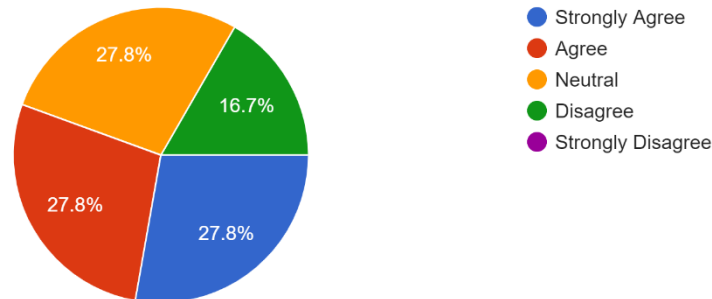


Most survey respondents agreed that mobile apps could help increase HRM procedures and performance because mobile apps can support growth and practically increase employee contributions.

15. Do you believe that mobile HR apps have enhanced internal communication and made getting relevant information for employees easier?

15. Do you believe that mobile HR apps have enhanced internal communication and made getting relevant information for employees easier?

18 responses



In the last survey question, I asked whether mobile HR apps have enhanced internal communication and made getting relevant information for employees easier. 27.8 % of respondents strongly agree. Also, 27.8 % agree, 27.8 % are neutral, and 16.7 % disagree. Most survey respondents agreed that mobile apps could help increase HRM procedures and performance because mobile apps can increase internal communication and get relevant information for employees easier to support and drive better performance in all business areas to provide correct information about company events and business operations.

4.3 Thematic Analysis

Thematic analysis is a method which analysing qualitative data, and it is generally applied to the texts like interviews or transcripts (Neuendorf, 2018). Concerning that, the research has generated different themes to closely examine problems and introduction of digital solutions and innovations for improving HRM and organisational performance: the case of Unilever Company, Ireland. Thus, the generated themes are discussed below to provide the findings of this research study and compare them through experimental data.

Theme 1: Identifying the Potential Benefits and Drawbacks of using Digital Solutions and Innovations in HRM and Organisational Performance at Unilever, Ireland.

The first theme, generated from the interview data, potential benefits and drawbacks of using digital solutions and innovations in HRM and organisational performance at Unilever, Ireland, have been discussed. There are several possible advantages and difficulties

to consider when dealing with adopting digital solutions and innovations in HRM. In continuance, the aim of digital technologies and HRM solutions is that they have a potential impact on organisational performance. Participants 7 reported that:

“.....the use of cutting-edge digital technology and innovations in human resource management enhances operational efficiency, making choices through data-driven insights, and employee experience.”

Interview participant 2 replied that:

“This automation saves HR professionals considerable time, allowing them to concentrate on strategic initiatives that support organisational growth and development.”

Similarly, respondent 3 stated that:

“Unilever can efficiently attract excellent talent and provide a seamless onboarding experience by streamlining recruiting processes through the use of digital tools and using the potential of social media and online platforms.”

Whereas, participant 4 considering challenges in adopting these solutions said

“Absolutely! The incorporation of technology in HRM practices holds the potential to address the concerns raised in the question. But by centralising and optimising capabilities, technology contributes to more efficient and effective decision-making processes within HR.”

Based on the above responses, these results correspond with the research findings of the study conducted by Burnett and Lisk (2019) that digital HRM solutions and innovations encompass technology to enhance several facets of HRM procedures, such as hiring, training, performance appraisal, employee satisfaction, and employee engagement. Thus, digital technologies and solutions have completely changed how businesses run and handle staffing requirements.

Theme 2: Analysing best practices for implementing digital solutions and innovations in HRM and organisational performance and how they can be applied to Unilever, Ireland.

In the second theme of this study, the interview data analysed the best practices for implementing digital solutions and innovations in HRM and organisational performance and how they can be applied to Unilever, Ireland. The usage of digital innovations and technological advances in HRM has increased over the past few years. Technology, such as software, programs, and artificial intelligence, to streamline HR operations, collect data, and

enhance decision-making processes is called digital solutions and innovations. Participant 1 answered that,

" I think implementing cutting-edge digital technologies and HRM advances can result in an array of considerable benefits..... the use of digital technologies enhances worker satisfaction by enabling self-service alternatives and promoting faster and more accurate communication."

Interview participant 4 reported that:

"Using machine learning, data analytics, and artificial intelligence in the area of human resources allows for fast data analysis and quick access to information."

The above results are consistent with Varadaraj and Al Wadi's (2021) findings that implementing digital solutions and innovations in HRM can have significant implications for Unilever's organisational performance. By adopting these solutions, Unilever can automate and streamline its HR processes, enabling managers to focus on more strategic initiatives. Based on Susanto and Susanto (2022), this can result in significant cost savings and increased efficiency. *Consequently*, using these technologies makes it easy for every individual to analyse the huge volume of data by identifying various trends and patterns and providing related insights for better decision-making.

CHAPTER 5: DISCUSSION

5.1 Introduction

The discussion chapter helps to explain and interpret the results of a dissertation or thesis that contrast with the results, and the analysis chapter determines the findings of the quantitative and qualitative data. In this chapter, the key results of quantitative data that are explained in graphical analysis and qualitative data are elucidated in thematic analysis in the above chapter and compared and contrasted these results with the objectives of this research study.

5.2 Discussion

This research study revealed the survey results and interviewed answers in an appropriate figure through different questions regarding the problems and introduction of digital solutions and innovations for improving HRM and organisational performance: the case of Unilever Company, Ireland. It has been identified from the objective of the descriptive table and interview data that technology like software, programs, and artificial intelligence can give digital solutions, innovations and decision-making processes to streamline the HR operations that help Unilever to overcome the challenges. In continuance, digital solutions have potential and revolutionary life practices of HR by streamlining processes to increase the effectiveness and improve the employee experience through the liberation of digital tools. These results are consistent with the findings of Wood (2018). Technology has been more crucial to HRM and organisational effectiveness in current history. Artificial intelligence, cloud-based technologies, and other digital breakthroughs and solutions have the opportunity to enhance HRM procedures and boost organisational performance. Another study by Jarrahi et al. (2021) found that the connection between HRM and organisational performance has been extensively studied. Still, there needs to be more information on the precise influence of digital innovations and remedies on this connection.

It has also been found from the objectives of the descriptive table that today's business can improve their productivity with the help of digital tools because they can improve cooperation and communication within the organisation by streamlining data administration and offering a centralised platform for HR processes. The interview data also showed that digital innovation solutions might lead the HR department to automate the related processes by having excess real-time data by responding quickly or changing circumstances. These

results are consistent with the findings of Jose (2019) that embracing digital technologies through HRM code to keep pace with the fast-changing business environment and effective data-driven decisions to stay competitive in the market. Another study by Dedaj (2020) contradicts these findings in that there are different expectations of employees which have evolved, and they now see the personalised work experience as engaging. This may identify the traditional HRM, which means to meet the expectations and often rely upon general processes and policies in which the digital solutions private employee self-service of their mobile app through the collaboration platforms. Thus, in order to utilise this digital tools and elements d Unilever's HR code effectively competes with its market competitors and creates positive responses to the employer brand.

Moreover, the objectives of the graphical analysis revealed that Unilever's technical competence would help the corporation in any possible technological storms because Unilever has used digital technologies and innovations in HRM and addressed business operations. Additionally, technology adoption helped Unilever improve its HR procedures, talent management, and development and training in different aspects of the business. The interview results showed that technologies enable HR departments to leverage data effectively, make informed decisions, and streamline HR processes, ultimately enhancing organisational performance and improving the overall employee experience. These results are consistent with the findings of KIU (2023) that human resource management system can automate their payroll processing in which the management and employee onboarding could be done automatically instead of manually. This may require improvement of efficiency by reducing errors and chances of delay. Therefore, using digital technologies can also have remote access to human resource information through self-service capabilities. Consequently, the use of mobile applications or web portals, by reducing and eliminating the need for manual work beach ultimately reduces the burden of administration on HR staff (Karatas, 2021).

Moreover, the results of the objectives of collected data described that Unilever HRM effectively uses innovation to develop recruiting challenges and business goals through its strategic plans, like sustainability and social responsibility. Unilever's human resource management succeeded by considering their traditional ways in today's competitive business environment; the business landscape event for significant changes in recent years. This has been driven by the related advancement of technology and globalisation in which the changing dynamics of world phones could create new challenges and opportunities for HRM,

which is mainly relied solely on the traditional approaches, which may not be sufficient to meet the evolving needs of the organisations. These results are consistent with Cortellazzo, Bruni, and Zampieri's (2019) findings that several important aspects play a role in effectively adopting digital innovation and solutions in HRM at Unilever. One of the most important variables is necessary for developing a culture that promotes innovation and embraces emerging digital technologies. By investing in new technology and promoting experimentation with novel ideas, Unilever's leadership has shown a dedication to digital transformation.

Furthermore, it has been found from the above statistical analysis results that Irish Unilever can fix its problems with digital solutions for talent acquisition, personnel training, and performance evaluation because digital breakthroughs and solutions can enhance HRM procedures and boost organisational performance. Regarding that, the evolving nature of businesses will challenge the HRM process and its dynamics of workforces and employee expectations because technology has been enormously implemented and used in different aspects of business, which can be challenging situations for the workforce. The interview results also showed that human resource management digital solutions and innovation had driven the analysis of effectiveness and efficiency. In the traditional practices of HRM have a fast-paced business environment, the organisation needs to consider the decisions to stay competitive, and the traditional methods of human resource management offered relied on manual data collection and analysis. These results are consistent with the findings of Jose (2019) that the increasing demand for digital solutions through the usage of the streamline provides the processes accurate insights promptly. The Innovation and digital solutions of HRM mainly leverage the technologies like machine learning, data analytics and artificial intelligence, which include ride computing, to enable the factor where efficient analysis of data. This may analyse the data by considering quick and accurate information in the HR department through technologies (Dedaj, 2020).

Therefore, HRM practices have a direct impact on innovation within an organisation. HRM can create an environment that supports creation by fostering a culture of creativity, encouraging knowledge sharing, and implementing effective communication channels. HRM also plays a crucial role in identifying and nurturing talent with innovative ideas and providing them with the necessary resources and support to bring their ideas to fruition. Meanwhile, technologies could adopt a certain automated level of task which is mainly performed by human resources professionals and could create new rules and opportunities.

This may include replacing jobs through technologies and often reshaping them by focusing on strategic value-added activities through the requirement of creativity, empathy and human judgement (Dedaj, 2020). It also includes using technology by elevating the administrative burden and allows the HR team to concentrate effectively on the impactful work. Thus, the technology implementation could consider the centralisation of calibrated potentials. It includes the objectivity of decision-making through artificial intelligence and machine learning and algorithms, which would be designed to analyse the data by reducing human biases and regular updates of audit-entrained monitoring systems to prevent the considerations of ethical principles. These ethical principles consider the diverse perspectives implemented and designed to use such technologies. Thus, HRM is mainly responsible for managing the organisation's valuable assets in which the people could effectively practice HR to create a positive work environment that is used to foster high performance. It is also used to drive business success (Jose, 2019). Consequently, human resource management practices play a critical role in changing productivity by implementing their performance management system by setting declared expectations and goals.

Chapter#06

Conclusion:

6.1 Summary of Findings

This dissertation focuses on how Unilever's Human Resource Management (HRM) and organisational performance could be improved through digital technologies and solutions. The study's objectives are to examine the digital solutions used by Unilever to enhance HRM and organisational performance, evaluate their success in addressing issues, pinpoint the advantages and disadvantages of utilising digital solutions, and research the best implementation practices. The study recognised the significance of utilising digital tools, including mobile device management, cloud computing, business resource planning systems, analytics, and, to an extent, cloud computing to improve productivity, save costs, and create growth prospects. Unilever encountered difficulties in the areas of collaboration, employee engagement, and the acquisition and retention of talent. Through digital learning platforms and online training courses, Unilever made investments in employee skills and competencies to meet these issues. The goal of the study was to examine current trends and best practices in digital HRM solutions, spot knowledge gaps, and evaluate the adoption of new technologies and innovations in HRM and organisational performance. The results of this study are useful for both businesses looking to use digital technology to stay competitive and academic scholars looking to expand their understanding of digital HRM.

The study's importance in discovering and assessing current digital innovations and solutions for HRM practices is highlighted by the research. It includes an overview of how Unilever has used digital solutions in HR activities and sheds light on the advantages and difficulties of implementing such technologies. The results can help organisations make well-informed judgements about implementing comparable technology and support regulatory frameworks that encourage additional advancements in the industry. The study also highlights how crucial it is to comprehend Unilever's current acceptance rate for digital innovations and solutions in HRM and organisational performance. The information gathered through surveys is used to analyse the efficacy of these solutions in diverse organisations and circumstances, pinpoint successful implementations, and indicate prospective areas for development.

The importance of this study rests in its capacity to detect, evaluate, and offer insights on Unilever's adoption of digital solutions for HRM practices. It also helps organisations make well-informed decisions about implementing such technologies. The study's findings can help develop regulatory frameworks and improve knowledge of how digital solutions are currently used and how they affect performance. The research topics centred on the digital innovations and solutions adopted by Unilever, their success in solving issues with HRM and performance, their advantages and disadvantages, and the best practices for their adoption. The research questions look at how well Unilever has used digital solutions to address HRM and organisational performance issues, as well as the advantages and disadvantages of doing so and the best ways to go about doing so. By addressing these issues, the study contributes to filling in gaps in the body of knowledge and offers insightful information about Unilever's experiences.

6.2 Limitations

There are some limitations that must be considered, notwithstanding the potential advantages of digital technologies and breakthroughs in HRM and organisational effectiveness.

The findings' generalise ability may be constrained by the study's use of Unilever Company as a case study. Unilever works in a particular sector of the economy and has a distinct organisational culture and environment. In light of this, other businesses or organisations may not necessarily be able to deploy digital solutions and innovations with the same success or overcome the same obstacles as Unilever did.

The possibility of technological development and change while the study is ongoing is another drawback. Technology is continually growing. These new digital breakthroughs and solutions may appear while older ones may become obsolete or be replaced. As a result, the study's conclusions could not accurately reflect the most recent techniques and tools for HRM and organisational effectiveness. The research's conclusions can be constrained by how quickly it was carried out. The digital innovations and HRM solutions at Unilever may change or become obsolete after the study is finished because technology is developing quickly. The results might not reflect the most recent state of digital technologies and solutions in the industry.

The study excludes organisations that have not adopted comparable digital HRM technologies and solutions as a control group or in a comparative analysis. It is difficult to

clearly isolate the effects of digital innovations and solutions and attribute them just to the observed enhancements in Unilever's HRM and organisational performance without a control group. The study might not have taken into account the long-term effects of the adopted digital technologies and solutions. To ascertain their genuine impact on HRM practises and organisational performance, it is imperative to evaluate their efficacy and sustainability over an extended period of time. Without longitudinal data, the study might not be able to shed light on potential long-term results or difficulties that might develop over time. External factors that can affect the adoption and implementation of digital solutions and innovations in HRM and organisational performance are not thoroughly examined in the study. Regulations, the state of the economy, or difficulties unique to a given industry are just a few examples of variables that may have a big impact on how feasible and successful these projects are. The results of the study might not fully take into account these outside factors that affected Unilever's experience.

6.3 Future research

There are a number of potential future research directions that can be investigated to further examine the usage of digital solutions and innovations in HRM and organisational performance at Unilever Company based on the context of the study identified:

This study can be enhanced to go more in-depth on the particular digital innovations and solutions that Unilever used to enhance HRM and organisational performance. The influence of individual solutions, such as cloud computing, analytics, virtual training programmes, and mobile device management, on many facets of HRM, including employee engagement, talent attraction and retention, performance management, and cooperation, can be examined in more detail in future research (Anusiya, 2022). Future studies could carry out in-depth analyses of the efficiency of the innovations and digital solutions used by Unilever. Measure key performance indicators, employee happiness, and organisational outcomes both before and after the introduction of digital solutions; this can involve gathering quantitative and qualitative data. The efficiency of various digital technologies in accomplishing desired HRM and organisational goals may also be compared through comparative studies (Wang et al., 2022).

Chapano et al. (2023), Digital innovations and solutions have the potential to have a big effect on organisational culture. Future studies can look into how Unilever's embrace of digital technologies has changed the culture within the company. This may involve looking at

modifications to communication styles, teamwork techniques, decision-making procedures, and employee empowerment. Organisations that are able to manage the cultural change brought on by technical breakthroughs will be better able to implement digital solutions. Comparative studies between Unilever and other organisations can shed light on the efficacy of technological advancements in HRM and organisational performance in various contexts and industries. Comparative analysis can assist in identifying industry-specific difficulties, determinants of success, and transferable best practices that can be used by other organisations attempting to adopt comparable digital solutions (Anusiya, 2022). Wang et al. (2022), Investigation on the long-term effects and durability of digital solutions on Unilever's HRM and organisational performance would be advantageous. This may entail examining how these solutions have changed over time, their scalability, their ability to adapt to shifting technology trends, and their capacity to spur continual innovation. The long-term advantages, difficulties, and lessons learnt through the application of digital solutions in HRM can be uncovered via longitudinal research. Addressing the moral and legal ramifications of data privacy, security, and employee rights is crucial as digital solutions are increasingly included in HRM practices. Future studies might examine the moral issues and legal guidelines surrounding the collecting, retention, and utilisation of employee data in digital HRM systems. This study can aid in the creation of policies and rules that guarantee the ethical and responsible use of digital HRM solutions (El-Kot et al., 2022).

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Appendixes

Appendix: 1 Research Survey

CONSENT FORM FOR PARTICIPANTS

This consent form pertains to a research study conducted by Nithinraj K R, student at Griffith College Dublin pursuing Masters of International Business Management.

Study Aims: The aim of this research is to investigate the potential of digital solutions and innovations for improving Human Resource Management (HRM) and organisational performance at Unilever Company, Ireland.

Participant Profile: This research is open to individuals with relevant knowledge and experience in HRM and organisational performance, specifically related to digital solutions and innovations.

Potential Risks: Participants involved in this study may encounter potential risks during the data collection process, which includes interviews and survey questionnaires. These risks could include discomfort or inconvenience when discussing personal experiences or opinions related to HRM and organisational performance. Additionally, there is a possibility of unintentional disclosure of sensitive or confidential information during the interviews or in the survey responses.

Potential Benefits: By participating in this research, individuals with relevant knowledge and experience in HRM and organisational performance related to digital solutions and innovations can contribute to the understanding of the potential benefits of these solutions at Unilever Ireland Company. The findings from this study may lead to improvements in HRM practices and organisational performance, enhancing efficiency, effectiveness, and competitiveness. Furthermore, participants may gain insights and knowledge from the study findings, contributing to their professional development and understanding of the digital landscape in HRM.

Anonymity: Your participation in this research survey will remain completely anonymous. No information will be collected or shared, and any unintentionally provided details, such as your location, will not be utilised or disclosed.

Voluntary Participation: Your involvement in this research is entirely voluntary. You have the right to decline participation or withdraw from the survey at any time. If you choose to withdraw or if there are specific questions you do not wish to answer, you are free to do so.

Should you have any questions or concerns, please feel free to contact Nithinraj K R via the following:

E-Mail: nithinrkr@outlook.com

Phone Number: +353899487027

1. Do you think the advent of digital technology presents Unilever with unique difficulties to overcome?
2. Do you think that to succeed in today's market, companies must optimise existing procedures and create novel approaches?
3. Do you think businesses can improve their productivity with the help of digital tools like cloud computing, ERP systems, analytics, and mobile device management?
4. Do you think it's appropriate for the corporation to invest in online courses and other forms of virtual training for its staff?
5. How confident are you that Unilever's technical competence will help the corporation whether any possible technological storms?
6. Do you agree that Unilveror's HRM effectively uses innovation to develop recruiting challenges and business goals?
7. Do you believe Technology adoption at Unilever can helpful for organisational growth, HR strategy alignment with company objectives, employee engagement, and regulatory compliance?
8. To what extent do you believe the evolving nature of businesses will can challenge HRM and its dynamics of workforces, and the employee's expectations
9. Is there hope that Irish Unilever can fix its problems with digital solutions for talent acquisition, personnel training, and performance evaluation?
10. Do you believe that the ethical and responsible behaviour of HRM can prevent the adverse effects of technology?
11. Do you think the organisational structure, culture, and strategy play a role in determining employee performance?
12. Do you believe a positive and encouraging work environment leads to higher morale, retention, and output than a negative and hostile one?

13. Is there an effect on top-level management's performance when HRM practices align with their strategic goals?
14. Do mobile HR apps enhance HRM procedures and performances?
15. Do you believe mobile HR apps have enhanced internal communication and made getting relevant information for employees easier?

Survey Link: [https://docs.google.com/forms/d/1vTgESBvGyQWs04j7C4Xfu2cASPP-eoT-K200q6t7X14/edit?ts=64785719](https://docs.google.com/forms/d/1vTgESBvGyQWs04j7C4Xfu2cASPP-<u>eoT-K200q6t7X14/edit?ts=64785719</u>)

Appendix: 2 Interview Transcript

Q1: Do you believe HRM may benefit from the implementation of cutting-edge digital technologies and innovations?

Respondent 1: I think implementing cutting-edge digital technologies and HRM advances can result in an array of considerable benefits. Organisations can improve their HRM efficiency and effectiveness by simplifying processes. This leads to increased production and cost reductions. Furthermore, the use of digital technologies enhances worker satisfaction by enabling self-service alternatives and promoting faster and more accurate communication. These advances lead to a more agile and forward-thinking HRM approach, enabling organisations to compete in today's digital marketplace.

Respondent 2: In my opinion, HR professionals may automate regular processes that include payroll processing, leave management and recruitment by utilising cutting-edge digital technology and innovations. This automation saves HR professional's considerable time, allowing them to concentrate on strategic initiatives that support organisational growth and development. HR staff can devote their skills to more strategic and value-added activities, including talent development, employee engagement, and organisational planning, now that these regular chores have been automated and handled by digital solutions. This shift in focus improves overall operational efficiency and allows HR professionals to contribute more strategically to the organisation's performance.

Respondent 3: From my perspective, artificial intelligence (AI) and machine learning (ML) have become essential in the field of human resource management. HR professionals can use these technologies to analyse massive amounts of information, gaining significant insights by detecting trends and patterns that would otherwise be impossible to spot. Organisations may make data-driven decisions that optimise their HR practises, improve management of employees, and increase overall organisational performance by leveraging AI and ML. The ability to harness this cutting-edge technology enables HR teams to manage difficulties, discover opportunities, and drive strategic initiatives based on evidence-backed insights, resulting in more effective and efficient HR operations.

Respondent 4: As far as I am concerned, AI-powered chatbots can analyse data and patterns, enabling them to aid staff in anticipating organisational turnover rates. Furthermore, these chatbots can uncover talent gaps among employees, giving HR executives with insightful information. By confronting these issues head-on, HR can design tailored training

programmes and talent development strategies to close the skills gap and increase employee retention. In this capacity, the use of AI-powered chat bots enables HR to take proactive actions and make data-driven decisions to optimise staff scheduling and overall organisational performance.

Respondent 5: From where I stand, the incorporation of digital technologies in HRM has several benefits, notably in terms of flexibility and remote work possibilities. The COVID-19 epidemic has increased the relevance of remote work, rendering it critical for organisations to adapt. HR departments may enable workers to work from anywhere by adopting digital technologies, assuring business continuity and operational efficiency. These technologies provide seamless collaboration and communication, letting teams remain connected and productive even when they are geographically separated. In an ever-changing professional landscape, increasing flexibility enables organisations to address unexpected problems and embrace new methods of working.

Respondent 6: Personally, cloud-based ERP systems enable employees to access critical data and complete activities regardless of their location. This accessibility enables remote workers to remain productive and interact in real-time, assuring company resilience and efficiency. Cloud-based ERP systems allow organisations to adapt to changing work environments and efficiently support remote teams by removing the limits of physical office spaces. Employees may execute activities with greater effectiveness with real-time data access and improved processes, resulting in increased productivity and overall organisational performance.

Respondent 7: I consider that the use of cutting-edge digital technology and innovations in human resource management enhances operational efficiency, making choices through data-driven insights, and employee experience. HR workers may concentrate on strategic goals by automating regular duties. Data analysis provides informed talent management and hiring decisions. Digital tools facilitate quicker processes, self-service alternatives, and personalised encounters, leading to a more engaging workplace. These enhancements help to improve organisational performance, growth, and success.

Q2: Do you believe it will be challenging for Unilever HRM to achieve success using traditional ways in today's competitive business environment?

Respondent 1: Yes, in today's competitive business world, it might be difficult for Unilever HRM to accomplish success by utilising traditional methods. The quick speed of technological innovations and growing worldwide connectedness have altered the business

landscape, demanding a more agile and data-driven strategy for HRM too. To remain competitive, Unilever must adapt and exploit digital technologies and new methods that correspond with the organisation's shifting demands and employee expectations.

Respondent 2: Based on my perspective that is definitely based on my experience, Unilever might find itself burdened with time-consuming and manual tasks that inhibit agility and effective decision-making if it relies on traditional HRM practices. Adopting digital solutions and innovative technology, on the other hand, would enable Unilever's HR department to streamline these processes, giving them access to real-time data and allowing them to quickly adjust to ever-changing situations.

Respondent 3: I believe it will be challenging for Unilever HRM to achieve success using traditional ways in today's competitive business environment, for instance attracting and keeping the best employees presents a big challenge for Unilever HRM if traditional techniques are used. On the other hand, Unilever can efficiently attract excellent talent and provide a seamless onboarding experience by streamlining recruiting processes through the use of digital tools and using the potential of social media and online platforms. These techniques allow Unilever to reach a broader talent pool, promote its employer brand, and eventually attract the best-suited candidates for the organisation's success.

Respondent 4: I believe employees have greater demands and want personalised work experiences in today's competitive corporate environment. Traditional approaches to HRM, which frequently rely on generic processes and rules, may fall short of achieving these objectives. On the other hand, Unilever can build a more interactive and exciting experience that caters to individual employee requirements and preferences by deploying digital solutions including employee self-service mobile apps and collaboration platforms.

Respondent 5: As per my experience, In today's competitive business environment, Unilever's HRM needs to implement a flexible and employee-centric strategy. Unilever cannot successfully adapt to the changing terrain and stay ahead of the competition if it adheres to traditional HRM practices. Embracing digital technologies and an innovative strategy, on the other hand, helps HRM to make data-driven choices, harnessing real-time data to optimise processes and increase employee happiness. Unilever may develop a positive employer brand in this way, thereby attracting top personnel and fostering a productive work environment.

Respondent 6: In my point of view, HRM faces new problems and opportunities in today's fast-changing corporate world, which is characterised by technological advances and globalisation. Traditional approaches to HRM may not be sufficient to address the changing needs of organisations. As a result, Unilever's HRM needs to embrace digital technology in order to keep up with the changing landscape and efficiently meet the expectations of the current business world.

Respondent 7: I believe that Unilever's HRM may not access a wide range of tools and skills if not implement digital solutions, allowing them to face conventional challenges straight on, hindering the route to success in today's competitive business landscape. By using digital solutions, Unilever is able to maintain its competitive advantage by staying ahead of the curve and successfully harnessing data to support strategic decision-making. Embracing digital developments not only transforms their approach but also portrays Unilever as a forward-thinking organisation that is adept at navigating the problems of the modern corporate climate.

Q3: Do you believe that HRM practices have a substantial impact on the productivity, profitability, innovation, and employee satisfaction of an organisation?

Respondent 1: Human resource management practices have an essential effect on the productivity of a firm. HRM, for example, accomplishes this via the introduction of performance management systems. These systems give a structured framework for employees to establish clear expectations and goals. HRM motivates people to perform at their finest by defining success and aligning individual and team objectives with organisational goals. This not only enhances individual productivity but also improves overall organisational productivity as employees work towards shared objectives and strive to meet or exceed performance expectations. Ultimately, effective HRM practices contribute to creating a high-performance culture and maximising productivity levels within the organisation.

Respondent 2: HRM practices have a significant impact on an organisation's profitability, for instance, focusing on talent acquisition and retention. Effective HRM strategies enable companies to attract and select highly skilled individuals who possess the necessary expertise and experience to drive the organisation's success. By ensuring that the right people are in key positions, HRM plays a crucial role in maximising productivity, efficiency, and ultimately, profitability. Moreover, HRM's emphasis on retention strategies helps

organisations retain top performers, reducing turnover costs and preserving valuable knowledge and expertise within the company. Overall, HRM's role in talent acquisition and retention directly contributes to the organisation's profitability and long-term success.

Respondent 3: I think one of the major aspects is employee satisfaction. And, employee satisfaction is intricately tied to the effective implementation of HRM practices. When HRM focuses on creating a positive work environment characterised by fairness, transparency, and opportunities for growth, employees feel valued and supported. This, in turn, leads to improved morale and a sense of belonging, increasing their engagement and commitment to their work. As employees become more satisfied with their work experience, they are motivated to perform at their best, resulting in higher productivity levels. Ultimately, this positive cycle of employee satisfaction, high performance, and increased productivity translates into improved profitability for the organisation.

Respondent 4: Based on my experience, I feel that HRM practices have the potential to dramatically impact an organisation's degree of creativity. To begin, by fostering a creative culture, HRM encourages workers to think beyond the square and explore inventive solutions to problems. Second, HRM is critical in encouraging employee sharing of information and the interchange of thoughts and best practices. Furthermore, by supporting innovative ideas with assets and chances for testing, HRM fosters an environment in which employees feel encouraged to take risks in order to bring their innovative notions to completion. Finally, HRM nurtures an organisational climate that encourages innovation and drives continual improvement through these practices.

Respondent 5: Effective communication channels built by HRM practises, in my opinion, have a substantial impact on an organisation's profitability and innovation. When HRM supports open and transparent communication, it facilitates collaboration between employees and HR professionals by allowing for the flow of ideas and information. This collaboration improves problem-solving skills, allowing firms to address difficulties with greater efficacy and effectiveness. Furthermore, by fostering idea exchange, HRM guarantees that novel ideas are pushed to the surface, resulting in the development of new goods, services, or procedures that can drive economic success and provide the company with a competitive advantage. Finally, the communication channels developed by HRM practice play a critical role in fostering an innovative culture within the company, which helps its profitability and long-term success.

Respondent 6: HRM, in my opinion, is critical to efficiently managing an organisation's most precious asset, its people. HRM attempts to attract, cultivate, and keep top talent within the firm using a variety of practices. HRM guarantees that the firm has a pool of skilled and entrepreneurial personnel by implementing tactics that include robust recruitment processes, extensive training and development programmes, and competitive remuneration and benefits packages. These outstanding employees not only bring their knowledge and ideas, but they also help ensure the organisation's overall success and progress. HRM's efforts in managing and nurturing its people help the business maintain market competitiveness and achieve long-term success.

Respondent 7: HRM practices are instrumental in maximising productivity by ensuring employees have the necessary skills and resources. This boosts individual and team performance while contributing to overall organisational success. Additionally, HRM directly impacts profitability through effective talent acquisition, retention, and development, aligning employee goals with organisational objectives. In terms of innovation, HRM fosters a culture that encourages creativity, knowledge sharing, and supports individuals with innovative ideas, promoting growth. Lastly, HRM practices enhance employee satisfaction through fair policies, transparent communication, and opportunities for growth, ultimately driving engagement, motivation, and higher productivity.

Q4: Do you think the requirement for accurate and fast data analysis and efficiency and effectiveness has driven HRM digital solutions and innovations?

Respondent 1: Yes, the requirement for accurate and fast data analysis, efficiency, and effectiveness has indeed driven HRM digital solutions and innovations. Traditional HR practices relied on manual data collection and analysis, but with the fast-paced business environment, organisations need timely and accurate insights. Digital solutions utilise advanced technologies such as machine learning and data analytics to facilitate efficient analysis and offer prompt and precise information to HR departments.

Respondent 2: Absolutely, the growing need for precise and swift data analysis, efficiency, and effectiveness has acted as a catalyst for HRM digital solutions and groundbreaking developments. HR departments may streamline operations, automate repetitive processes, and make decisions on important data insights by leveraging the potential of artificial intelligence and cloud computing. Ultimately, this leads to increased organisational efficiency and employee satisfaction.

Respondent 3: Without any question, the need for accurate and timely data analysis, effectiveness, and efficacy has been the driving factor behind the development of HRM digital solutions and advancements. HR departments may improve efficiency, reduce mistakes, and make more informed decisions by automating tasks and better utilising data. Remote accessibility of HR information is another benefit of digital technologies, which reduces the administrative strain on HR staff.

Respondent 4: Certainly! The requirement for precise and timely data analysis, efficacy, and effectiveness has certainly fuelled the adoption of HRM digital solutions and innovative practices. Using machine learning, data analytics, and artificial intelligence in the area of human resources allows for fast data analysis and quick access to information. HR operations become more effective and productive by automating mundane tasks and streamlining workflow procedures.

Respondent 5: The need for accurate and timely data analysis, efficiency, and effectiveness has undoubtedly driven the emergence of HRM digital solutions and new techniques. HR departments can gain helpful information and make data-driven decisions by utilising technology including machine learning and data analytics. Automation of tasks and self-service capabilities save manual labour and boost productivity.

Respondent 6: The need for precise and timely data analysis, effectiveness, and efficacy has undoubtedly spurred the development of HRM digital solutions and new practices. HR departments may optimise procedures, improve decision-making, and enhance overall organisational performance by embracing technology including artificial intelligence and data analytics. Automation and self-service capabilities also alleviate administrative burdens and boost efficiency.

Respondent 7: Certainly, the demand for accurate and swift data analysis, efficiency, and effectiveness has played a crucial role in driving advancements in HRM digital solutions and innovative practices. By employing technologies like machine learning and data analytics, HR departments can swiftly and accurately analyse data, leading to improved decision-making and streamlined processes. The adoption of digital technologies also allows remote access to HR information and reduces manual workloads, ultimately increasing efficiency.

Q5: Do you believe that potential job loss, biased decision-making, and a decrease in employee autonomy and privacy are all negative effects of technology on HRM practices?

Respondent 1: Through the automation of monotonous and repetitive tasks, technology empowers HR experts to redirect their attention towards more purposeful and influential responsibilities. This shift in focus enables them to become strategic collaborators within the organisation, actively contributing to vital decision-making processes and fostering positive outcomes for the entire organisation. Furthermore, technology unlocks pathways for innovation and the creation of novel positions that harness human abilities such as imagination, compassion, and analytical thinking, which are immensely valuable in areas like talent management, employee engagement, and shaping organisational culture. Hence, while recognising concerns regarding potential job displacement, technology ultimately offers HR professionals opportunities to grow, adapt, and deliver even greater value to their organisations.

Respondent 2: By harnessing the power of artificial intelligence, machine learning, and advanced algorithms, the implementation of technology in HRM practices has the potential to significantly mitigate biased decision-making. These technologies can analyse vast amounts of data objectively, without the influence of human biases, enabling HR teams to make fair and unbiased decisions. By leveraging its capacity to recognise patterns, trends, and connections, technology-driven decision-making ensures a more comprehensive and fair approach, fostering inclusivity and equal opportunities within an organisation. This not only enhances the overall equity of HR practices but also cultivates a work environment that embraces diversity and inclusiveness.

Respondent 3: Through the implementation of suitable plans and measures, organisations can safeguard employee autonomy and privacy when integrating technology into HRM practices. Technology plays a pivotal role in this aspect by automating administrative tasks and streamlining processes, thereby reducing the workload on HR professionals. Consequently, they can allocate more time and effort towards meaningful and impactful work while upholding and respecting employees' autonomy and privacy rights throughout the HRM processes. The utilisation of secure and compliant technologies further fortifies the protection of employee data and privacy, creating a trusted and favourable work environment.

Respondent 4: Absolutely! The incorporation of technology in HRM practices holds the potential to address the concerns raised in the question. But by centralising and optimising capabilities, technology contributes to more efficient and effective decision-making processes within HR. Additionally, the regular implementation of updates and monitoring systems can help mitigate ethical concerns and ensure the incorporation of diverse perspectives. Overall,

technology can play a vital role in enhancing the fairness, objectivity, and inclusivity of HRM practices.

Respondent 5: It is crucial to recognise that the potential negative impacts of technology on HRM practices, such as job displacement, biased decision-making, and reduced employee autonomy and privacy, are not inherent flaws of the technology itself. Rather, these effects depend on how technology is implemented and managed within an organisation. By employing appropriate strategies and safeguards, organisations can minimise or eliminate these potential drawbacks. This underscores the significance of responsible and thoughtful adoption of technology, maximising its benefits while minimising any adverse consequences.

Respondent 6: Indeed, technology has the capability to improve HRM practices by automating repetitive tasks. Through streamlining administrative processes like data entry, payroll management, and scheduling, technology enables HR professionals to allocate their time and expertise to more strategic and value-added activities. This shift in focus can lead to increased efficiency and effectiveness in HR operations, empowering HR teams to make better decisions, providing enhanced support to employees, and contributing to overall organisational success. Ultimately, technology optimises HRM practices and enables HR professionals to deliver greater value to the organisation.

Respondent 7: While potential job displacement, biased decision-making, and a decrease in employee autonomy and privacy are valid concerns regarding the adoption of technology in HRM practices, it is essential to view technology as a tool rather than an inherently negative force. Instead of solely focusing on the downsides, organisations can approach technology implementation with a responsible mindset. By doing so, they can harness the benefits technology offers, such as improved HR practices, enhanced decision-making processes, and increased employee empowerment. Striking a balance and leveraging technology can create a positive and productive work environment for all stakeholders involved.

Q6: Do you think Poor strategy may produce ambiguity, lack of focus, and redundancy, which can hurt an organisation's success?

Respondent 1: Yes, the inadequate strategy may contribute to ambiguity, lack of concentration, and redundancy, all of which can stand off an organisation's performance. When there is an absence of a clear and well-defined strategy, employees can find it difficult to comprehend the organisation's priorities and goals, resulting in confusion and misplaced efforts. This ambiguity can lead to inefficiencies since assets are not used efficiently to

achieve the organisation's goals. As a result, a weak strategy can damage an organisation's overall efficacy and efficiency, eventually impeding its success.

Respondent 2: Poor strategy can generate an atmosphere of uncertainty and confusion within an organisation, making informed decisions difficult for personnel. Employees may pursue contradictory aims when there is an absence of clarity and direction, resulting in inconsistent outputs and a waste of precious resources. This ambiguity not only impedes production but also stops the organisation from employing its resources effectively towards accomplishing its goals. Finally, inadequate strategy can jeopardise an organisation's success by maintaining a cycle of uncertainty and inefficiency.

Respondent 3: Poor strategy can lead to an absence of focus, which can be damaging to an organisation's performance. It is difficult to maintain an intense concentration on fundamental objectives when organisations distribute their resources thinly over several activities without a clear prioritisation. As a result, resources and energy are spread thin, resulting in decreased effectiveness and efficiency. A well-defined strategic plan is critical for directing and focusing resources on the most important goals, guaranteeing optimal resource usage, and increasing the organisation's chances of accomplishment.

Respondent 4: A poor strategy might result in organisational redundancies. When communication techniques are inadequately implemented, redundant attempts are more inclined to occur, leading to wasted time, energy, and resources. To avoid this, organisations must prioritise the development of well-defined communication plans. They can effectively allocate resources, reduce duplication, and guarantee that efforts are concentrated on the most vital areas, eventually improving efficiency and increasing the organisation's chances of achievement.

Respondent 5: Absolutely, poor strategy can lead to uncertainty, a shortage of focus, and redundancy, all of which can stymie an organisation's progress. Employees are frequently confused about the organisation's direction and objectives when there is no clear plan in place. This lack of clarity can lead to uncertainty and an overall absence of alignment in their behaviours, resulting in lower productivity. As a result, the overall success of the organisation is hampered since the lack of a clear plan fails to create a cohesive structure that allows for efficient and successful work.

Respondent 6: Poor strategy can seriously weaken an organisation's processes for making decisions because it lacks clear guidance and direction. When teams experience ambiguity

and lack of focus as a result of a weak strategy, they fight to make sound choices. Decisions taken without a firm framework or alignment with the organisation's goals may result in inefficiencies in reaching intended outcomes. Finally, the absence of a well-defined strategy impedes decision-making efficiency and effectiveness, hence impeding the organisation's performance.

Respondent 7: Inefficient resource allocation is a significant consequence of poor strategy within an organisation. Without a clear and well-defined strategic plan, resources are often allocated haphazardly, leading to a lack of prioritisation and coordination. This can result in wasted opportunities, where valuable resources are misused or underutilised, and reduced overall efficiency. Proper strategic planning helps organisations identify their core objectives and allocate resources effectively, maximising their potential and increasing the likelihood of success.

Q7: Do you think HR apps maximised staff productivity, less administrative load, and better decision-making processes in an organisation?

Respondent 1: I think that HR apps significantly reduce the administrative load on employees by providing easy access to HR services and information. This enables employees to efficiently manage their tasks and complete them within the defined time frame, resulting in improved productivity and reduced time spent on administrative tasks.

Respondent 2: Yes, I have noticed that HR apps are helpful in increasing worker productivity by streamlining administrative operations. Employees may focus more on their primary responsibilities when tasks, like leave requests and time tracking, are automated, leading to higher organisational productivity.

Respondent 3: I feel that the enhancements in decision-making processes offered by HR apps can benefit an organisation. HR apps enable the effective evaluation of human resource policy by automating administrative procedures and duties, allowing the HR staff to make informed decisions based on real-time data and analytics.

Respondent 4: HR applications, in my opinion, may assist organisations to maximise staff productivity by simplifying and accelerating administrative operations. Employees can execute activities more effectively thanks to features like automated workflows and centralised data management, resulting in enhanced productivity and reduced administrative stress.

Respondent 5: On the basis of my experience, HR apps assist organisations to optimise their decision-making processes by automating administrative operations. These apps' real-time data and analytics enable human resources professionals to make more informed judgements, resulting in better overall decision-making throughout the organisation.

Respondent 6: Yes, HR software helps to increase employee productivity by simplifying administrative activities and decreasing manual effort. This enables employees to devote their time and attention to essential activities, resulting in greater productivity and overall efficiency.

Respondent 7: Certainly, the usage of HR apps have been shown to improve organisational processes for making decisions. These apps enable the HR team to make data-driven decisions by providing access to real-time data and analytics, resulting in increased efficiency, effectiveness, and better outcomes for the organisation as a whole