A Comparative Study of DHRMP Followed by Public and Private Sector Banks

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DOI: https://doi.org/10.51244/IJRSI.2026.1305000089

Received: 08 May 2026; Accepted: 14 May 2026; Published: 30 May 2026

ABSTRACT

This study examines the comparative adoption and effectiveness of Digital Human Resource Management Practices (DHRMP) among public and private sector bank employees in the Coimbatore district. Using a sample of 150 respondents (75 from each sector), the analysis evaluates key dimensions such as e-recruitment and selection, digital training and development, e-performance appraisal, employee self-service systems, and digital communication and engagement. The findings reveal that private sector banks consistently report higher mean scores across all DHRMP dimensions compared to public sector banks, indicating more advanced implementation and employee satisfaction. Statistical results show significant differences between the two sectors ($p < 0.05$) in all variables, with the largest gaps observed in e-recruitment, training, and overall DHRMP. Public sector banks demonstrate comparatively moderate adoption levels, particularly lagging in digital communication and engagement. Overall, the study highlights the need for public sector banks to strengthen their digital HR infrastructure and practices to remain competitive and enhance employee experience.

Keywords: Digital HRM, DHRMP, Public Sector Banks, Private Sector Banks, E-Recruitment, Digital Training, E-Performance Appraisal, Employee Self-Service, Coimbatore District.

INTRODUCTION

Human Resource Management (HRM) has evolved from a traditional administrative function into a strategic partner that plays a critical role in organizational success. In the contemporary banking environment, where competition, technological advancement, and customer expectations are rapidly increasing, the effective management of human resources has become essential. One of the most progressive approaches within HRM is Digital Human Resource Management Practices (DHRMP), which integrates digital technologies into HR functions such as recruitment, training, performance management, and employee engagement. DHRMP enhances efficiency, transparency, and decision-making through the use of data analytics, artificial intelligence, and cloud-based systems.

The banking sector, being one of the most dynamic and service-oriented industries, heavily relies on human capital for delivering quality services and maintaining customer satisfaction. In recent years, both public and private sector banks have been undergoing digital transformation to remain competitive and responsive to changing market conditions. While private sector banks are often seen as early adopters of digital technologies due to their flexibility and innovation-driven strategies, public sector banks are also increasingly embracing

digital HR practices, albeit at a different pace and scale. This creates an important ground for comparison in terms of how DHRMP is implemented and utilized across these two sectors.

Digital HR practices encompass a wide range of activities, including e-recruitment, online training and development programs, digital performance appraisal systems, HR analytics, employee self-service portals, and virtual communication platforms. These practices not only streamline HR operations but also improve employee experience and organizational agility. For instance, e-recruitment reduces hiring time and costs, while digital learning platforms enable continuous skill development. Similarly, HR analytics allows banks to make data-driven decisions related to employee performance, retention, and workforce planning.

However, the adoption and effectiveness of DHRMP may vary significantly between public and private sector banks due to differences in organizational structure, management style, resource availability, and regulatory constraints. Public sector banks often operate under more rigid policies and bureaucratic frameworks, which may slow down the adoption of innovative HR practices. In contrast, private sector banks tend to have more autonomy and flexibility, enabling them to implement advanced digital HR solutions more quickly. Additionally, factors such as organizational culture, leadership support, and technological infrastructure play a crucial role in determining the success of DHRMP in both sectors.

A comparative study of DHRMP followed by public and private sector banks is therefore essential to understand the existing gaps, challenges, and opportunities in the digital transformation of HR functions. Such a study can provide valuable insights into the best practices adopted by each sector and identify areas where improvements are needed. It also helps in evaluating the impact of digital HR practices on employee performance, satisfaction, and overall organizational effectiveness. Furthermore, this comparison can guide policymakers and banking institutions in designing strategies to enhance HR efficiency and competitiveness in the digital era.

The significance of this study is further amplified by the growing importance of digitalization in the post-pandemic world, where remote working, virtual collaboration, and digital service delivery have become the norm. Banks are increasingly investing in digital tools and platforms to ensure continuity and resilience in their operations. In this context, the role of DHRMP becomes even more critical in managing a geographically dispersed workforce and maintaining employee engagement and productivity.

Digital Human Resource Management Practices represent a transformative approach that aligns HR functions with technological advancements and organizational goals. By comparing the implementation of DHRMP in public and private sector banks, this study aims to contribute to the existing body of knowledge and provide practical recommendations for enhancing HR practices in the banking sector. Understanding these differences is crucial for fostering innovation, improving employee outcomes, and achieving sustainable growth in an increasingly digital and competitive environment.

REVIEW OF LITERATURE

Digital Human Resource Management Practices (DHRMP) have transformed traditional HR functions into technology-driven systems (Strohmeier, 2020). In public sector banks, adoption is often slower due to bureaucratic structures, whereas private sector banks demonstrate quicker digital integration. The study highlights that private bank leverage HR analytics, e-recruitment, and performance management systems more efficiently. Public sector banks, however, focus more on compliance and standardized procedures. The gap in digital maturity affects employee engagement and efficiency. Training and change management are key challenges in public institutions. The study concludes that strategic digital transformation is essential for competitiveness.

E-HRM systems play a crucial role in enhancing HR efficiency and decision-making. Private sector banks exhibit higher adaptability toward e-HRM compared to public banks. The flexibility and innovation culture in private institutions enable faster adoption of digital tools (Bondarouk & Brewster, 2016). Public banks often face resistance to change and infrastructure limitations. The study emphasizes the importance of aligning

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue V May 2026

digital HR practices with organizational goals. Employee satisfaction improves significantly with efficient digital platforms. Overall, private banks outperform public banks in digital HR implementation.

Digitalization in HR has improved recruitment, onboarding, and performance evaluation processes. Private banks utilize AI-based recruitment tools and data analytics for talent acquisition. Public banks rely more on traditional examination-based recruitment systems (Parry & Tyson, 2011). This difference leads to variation in workforce agility and innovation. The study indicates that digital HR practices enhance transparency and efficiency. However, public banks struggle with legacy systems and policy constraints. Investment in technology infrastructure is critical for bridging this gap.

The adoption of HR analytics is significantly higher in private sector banks. These institutions use predictive analytics for employee retention and performance management (Marler & Boudreau, 2017). Public sector banks are still in the early stages of adopting such technologies. The lack of data-driven culture limits their HR effectiveness. Digital HR tools improve decision-making and strategic alignment. Employee productivity is positively influenced by digital systems. The study recommends increased investment in analytics capabilities for public banks.

E-learning platforms are widely used in private banks for employee training and development (Ruel, et al. 2007). Public sector banks rely more on traditional classroom-based training methods. Digital learning enhances accessibility and flexibility for employees. The study shows that private banks achieve better skill development outcomes. Resistance to digital learning is observed among older employees in public banks. Continuous training is essential for adapting to digital HR practices. The study highlights the need for blended learning approaches.

Performance management systems in private banks are highly digitized and real-time. Public sector banks use periodic appraisal systems with limited digital integration (Stone, 2015). Real-time feedback enhances employee motivation and accountability. Digital tools allow better tracking of performance metrics. Public banks face challenges in implementing continuous performance systems. The study emphasizes modernization of appraisal systems. Digital transformation improves organizational performance significantly.

Employee self-service portals are widely used in private banks for HR transactions. Public sector banks are gradually adopting such systems. These portals improve efficiency and reduce administrative workload. Employees gain greater control over HR-related activities (Bondarouk, et al. 2017). Adoption barriers include lack of digital literacy and infrastructure. Private banks show higher employee satisfaction with HR services. The study suggests expanding self-service technologies in public banks.

Digital HR practices enhance employee engagement through interactive platforms. Private banks use mobile apps and digital communication tools effectively (Kaur, 2020). Public banks rely more on traditional communication channels. Engagement levels are higher in digitally advanced organizations. The study highlights the importance of digital culture. Resistance to change remains a key issue in public banks. Leadership support is crucial for successful digital adoption.

Automation of HR processes reduces errors and increases efficiency (Davenport, 2018). Private banks have automated payroll, attendance, and leave management systems. Public banks are transitioning slowly toward automation. Manual processes lead to inefficiencies and delays. Digital HR systems improve accuracy and transparency. The study stresses the importance of process reengineering. Automation is essential for modern HR management.

Cybersecurity concerns are critical in digital HR systems. Private banks invest heavily in secure digital infrastructures. Public banks face challenges due to outdated systems (Belanger & Crossler, 2011). Data protection is essential for employee trust. The study emphasizes the need for robust security measures. Digital HR systems must comply with regulatory requirements. Security investments are vital for sustainable digital transformation.

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Cloud-based HR systems are widely adopted in private banks (Marston, 2011). Public banks show limited adoption due to policy constraints. Cloud systems offer scalability and cost efficiency. They enable remote access and real-time updates. The study highlights operational advantages of cloud HR. Public banks need policy reforms to adopt cloud solutions. Digital agility is enhanced through cloud technology.

Digital HR practices support strategic decision-making. Private banks integrate HR data with business strategies (Ulrich, 2016). Public banks often lack such integration. Data-driven HR enhances organizational performance. The study suggests aligning HR and business goals. Strategic HRM is strengthened through digital tools. Public banks must adopt integrated systems.

Workforce analytics helps in talent management and succession planning. Private banks effectively use analytics tools. Public banks face challenges in data management. Analytics improves predictive capabilities (Levenson, 2018). The study highlights the importance of data quality. Investment in analytics infrastructure is necessary. Digital HR enhances long-term planning.

Digital onboarding processes improve employee experience. Private banks use virtual onboarding platforms. Public banks rely on manual onboarding procedures. Digital onboarding reduces time and cost. Employee engagement starts from the onboarding stage. Bauer (2010) recommend digital onboarding adoption. It enhances employer branding.

Mobile HR applications are widely used in private banks. Public banks have limited mobile integration. Mobile apps enhance accessibility and convenience. Employees can manage HR tasks anytime. Derks & Bakker (2014) highlights increased productivity through mobile HR. Adoption barriers include technological constraints. Mobile HR is essential for modern workforce needs.

Digital HR improves organizational transparency. Private banks maintain transparent HR processes through digital tools. Public banks face challenges due to rigid structures. Transparency builds employee trust. Gilbert & Bower (2002) emphasizes digital governance. Clear communication is enhanced through digital systems. Public banks must adopt transparent HR practices.

Artificial Intelligence (AI) is transforming HR functions. Private banks use AI for recruitment and performance analysis. Public banks are in early adoption stages. AI improves efficiency and reduces bias. Kaplan & Haenlein (2019) highlights ethical considerations. AI adoption requires skilled workforce. Public banks must invest in AI capabilities.

Digital HR enhances employee retention strategies. Private banks use data analytics for retention planning. Public banks rely on traditional methods. Predictive models help identify attrition risks. Hausknecht & Holwerda (2013) shows improved retention in digital environments. Employee satisfaction is higher in private banks. Public banks need modern retention strategies.

Change management is critical in digital HR adoption. Private banks implement structured change strategies. Public banks face resistance from employees. Training and communication are essential. Kotter (1996) highlights leadership role in transformation. Successful change management ensures smooth adoption. Public banks must focus on cultural change.

Hariprabhu, et al. (2025) found that digital HRM practices significantly improve organizational performance. Hariprabhu, et al. (2026a) show that digital HRM practices had significant effects on both employee motivation and job performance. Hariprabhu, et al. (2026b) reveal that digital HRM practices have substantial influence on both employee motivation (44.1%) and job performance (32%). Consequently, it was accepted that employee motivation somewhat mediated the influence of digital HRM practices on work performance (19.3%). It was determined that competent workers who are conscious of their performance level are driven to do better on the job. Hariprabhu, et al. (2026c) found employee engagement influences the link between DHRM and employee performance in the banking sector in the Coimbatore area. Hariprabhu, et al. (2026d) found that a bank's competitive edge may be strengthened by aligning HR processes with the digital era (D-HRM) in addition to investing in technology.

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The review of literature on DHRMP in public and private sector banks reveals significant differences in the adoption and effectiveness of HR practices across banking sectors. Kour and Gakhar (2015) found that private sector banks implemented innovative HRM practices more effectively than public sector banks, especially in training, performance appraisal, and employee involvement, due to their competitive and technology-driven approach. Similarly, Archana (2025) compared Karur Vysya Bank and State Bank of India and reported that private banks followed flexible and performance-oriented HR practices, whereas public banks emphasized job security and employee welfare. Sharma and Joshi (2016) observed that employees in public sector banks experienced better work culture and subjective well-being, while private banks focused more on productivity and performance orientation. Vakula Kumari and Dubey (2020) identified a strong positive relationship between HRM practices, employee performance, and organizational commitment in both public and private sector banks, indicating that effective DHRMP improves organizational efficiency irrespective of sector. Further, Kumar (2019) highlighted that private bank increasingly adopted e-recruitment, digital training, and technology-enabled selection methods, whereas public sector banks continued to rely on traditional recruitment systems. Collectively, these studies indicate that private sector banks are more adaptive and innovative in DHRMP implementation, while public sector banks maintain stability-oriented HR policies with greater emphasis on employee welfare and long-term employment security.

Digital HR contributes to overall organizational performance. Private banks show higher efficiency due to digital integration. Public banks lag in digital maturity. Porter (2001) emphasizes continuous innovation. Digital HR supports competitive advantage. Public banks must accelerate digital transformation. Collaboration and investment are key factors.

RESEARCH GAP

A key research gap in a comparative study of Digital Human Resource Management Practices (DHRMP) in public and private sector banks lies in the limited integration of digital transformation perspectives with traditional HRM comparisons. While existing studies have extensively compared HRM practices such as recruitment, training, compensation, and performance management between the two sectors, they largely focus on conventional approaches and reveal differences in implementation levels often showing private banks as more advanced. However, there is insufficient empirical research examining how digital HR tools (e-HRM, AI-driven HR analytics, and automation) are adopted, implemented, and experienced across public and private banks. Moreover, the impact of these digital practices on employee engagement, organizational performance, and adaptability in the banking sector remains underexplored, indicating a clear need for more focused, technology-oriented comparative studies.

NEED FOR THE STUDY

The need for this study arises from the growing importance of Digital Human Resource Management Practices (DHRMP) in enhancing organizational efficiency, employee engagement, and service delivery in the banking sector. With rapid digital transformation, both public and private sector banks are adopting advanced HR technologies; however, the extent, effectiveness, and outcomes of these practices may vary significantly between the two sectors due to differences in organizational structure, resources, and adaptability to change. A comparative study of DHRMP in public and private sector banks is therefore essential to identify best practices, highlight gaps, and provide insights for improving HR processes, ensuring competitiveness, and supporting sustainable growth in an increasingly digital banking environment.

STATEMENT OF THE PROBLEM

The banking sector is undergoing rapid digital transformation, compelling both public and private sector banks to adopt Digital Human Resource Management Practices (DHRMP) to enhance efficiency, employee engagement, and service delivery. However, there exists a significant disparity in the adoption, implementation, and effectiveness of these practices between the two sectors, largely due to differences in organizational structure, technological readiness, and resource availability. Public sector banks often face challenges such as bureaucratic rigidity and slower technological integration, whereas private sector banks tend to be more agile, and innovation driven. Despite the growing importance of DHRMP, there is limited empirical

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evidence comparing how these practices are executed and their impact across both sectors. Therefore, the problem lies in understanding the extent of variation in DHRMP adoption and its implications on organizational performance, highlighting the need for a comparative analysis of public and private sector banks.

RESEARCH METHODOLOGY

RESEARCH DESIGN

The present study adopts a descriptive and comparative research design. The descriptive approach is used to systematically describe the existing Digital Human Resource Management Practices (DHRMP) in both public and private sector banks, while the comparative design facilitates the identification of similarities and differences between the two sectors. This design is appropriate as the study aims to evaluate and contrast HR digitalization practices rather than establish causal relationships.

RESEARCH APPROACH

The study follows a quantitative research approach, supported by limited qualitative insights where necessary. The quantitative method helps in measuring employees' perceptions of DHRMP using structured instruments, while qualitative inputs (if included) provide contextual understanding of practices adopted in banks.

POPULATION AND SAMPLING

The population of the study consists of employees working in selected public and private sector banks in Coimbatore district. These employees include managerial staff, HR personnel, and operational staff who are directly or indirectly exposed to digital HR practices.

Convenience sampling technique is employed. The sample size is determined based on feasibility and statistical adequacy. For meaningful comparison, equal representation from both sectors is ensured (for example, 75 respondents from public sector banks and 75 from private sector banks, totalling 150 respondents).

DATA COLLECTION METHODS

The study is based on both primary and secondary data.

PRIMARY DATA

Primary data is collected through a structured questionnaire designed specifically for the study. The questionnaire includes:

- Demographic details (age, gender, designation, experience)
- Items measuring dimensions of DHRMP such as:
    - E-Recruitment and Selection
    - Digital Training and Development
    - E-Performance Appraisal
    - Employee Self-Service Systems
    - Digital Communication and Engagement

A Likert scale (5-point scale) ranging from "Strongly Disagree" to "Strongly Agree" is used to measure responses.

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SECONDARY DATA

Secondary data is collected from:

- Research journals and articles
- Bank reports and official websites
- HR policy documents
- Books related to HRM and digital transformation

These sources help in building theoretical background and identifying research gaps.

RELIABILITY AND VALIDITY

To ensure the quality of the research instrument:

Measure	Recommended Value	Calculated Value
Reliability (Cronbach's Alpha)	≥ 0.70	082
Content Validity Index (CVI)	> 0.78	0.86
Construct Validity (Factor Loading)	≥ 0.50	0.57

- **Reliability** is tested using Cronbach's Alpha to check internal consistency of the scale. A value above 0.7 is considered acceptable.
- **Content Validity** is ensured by consulting academic experts and reviewing relevant literature.
- **Construct Validity** is maintained by aligning questionnaire items with established HRM theories and prior studies.

DATA ANALYSIS TECHNIQUE

Collected data is coded and analysed using statistical software such as SPSS. Independent Sample t-test was employed to compare DHRMP practices between public and private sector banks.

RESULTS AND DISCUSSION

Table 1: Public and private sector employees' opinion towards DHRMP

DHRMP	Type	N	Mean	SD	t Value	p Value
E-Recruitment and Selection	Public	75	3.8598	0.44543	7.360	0.001
	Private	75	4.5694	0.35752		
Digital Training and Development	Public	75	3.9048	0.48048	5.690	0.001
	Private	75	4.5208	0.51561		
E-Performance Appraisal	Public	75	3.9226	0.59788	4.781	0.001
	Private	75	4.5417	0.48154		
Employee Self-Service Systems	Public	75	3.4788	0.65794	2.859	0.005
	Private	75	3.8889	0.56180		
Digital Communication and Engagement	Public	75	2.9577	0.76940	2.619	0.010
	Private	75	3.4167	0.87504		
Overall DHRMP	Public	75	3.6247	0.40104	6.809	0.001
	Private	75	4.1875	0.36512		

Source: Primary data

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The interpretation of Table 1 provides a comprehensive understanding of the differences in perceptions between public and private sector employees regarding Digital Human Resource Management Practices (DHRMP). The table presents mean scores, standard deviations, and independent sample t-test results for various dimensions of DHRMP, highlighting statistically significant differences between the two sectors.

To begin with, the dimension of E-Recruitment and Selection shows a clear and substantial difference between public and private sector employees. The mean score for private sector employees (4.5694) is considerably higher than that of public sector employees (3.8598). This indicates that private sector organizations are perceived to be more effective in adopting and implementing digital recruitment systems. The relatively lower standard deviation in the private sector (0.35752) compared to the public sector (0.44543) suggests more consistency in employee perceptions within private organizations. The t-value of 7.360, along with a p-value of 0.001, indicates that this difference is statistically significant at the 1% level. This implies that private sector firms are likely leveraging advanced digital tools such as applicant tracking systems, AI-based screening, and online onboarding platforms more efficiently than their public sector counterparts.

Next, the Digital Training and Development dimension also reveals a significant disparity. Private sector employees report a higher mean score (4.5208) compared to public sector employees (3.9048). This suggests that private organizations are more proactive in offering digital learning platforms, e-training modules, webinars, and continuous skill development opportunities. The standard deviations for both sectors (0.48048 for public and 0.51561 for private) indicate moderate variability in responses. The t-value of 5.690 and p-value of 0.001 confirm that the difference is statistically significant. This reflects the private sector's stronger emphasis on continuous learning and digital upskilling, which is critical in today's rapidly evolving technological environment.

In the case of E-Performance Appraisal, private sector employees again demonstrate a higher level of satisfaction (mean = 4.5417) compared to public sector employees (mean = 3.9226). The lower standard deviation in the private sector (0.48154) compared to the public sector (0.59788) indicates more uniform perceptions among private sector employees. The t-value of 4.781 and p-value of 0.001 signify a statistically significant difference. This suggests that private organizations are more effective in implementing digital performance management systems, including real-time feedback, automated appraisal systems, and performance analytics, whereas public sector organizations may still rely on traditional or partially digital methods.

The Employee Self-Service Systems (ESS) dimension also reflects a notable difference between the two sectors. Private sector employees report a higher mean score (3.8889) than public sector employees (3.4788). This indicates that private organizations provide better access to self-service portals where employees can manage their personal information, leave applications, payroll details, and other HR-related services. The t-value of 2.859 and p-value of 0.005 show that the difference is statistically significant. However, the relatively higher standard deviations (0.65794 for public and 0.56180 for private) suggest that perceptions vary more widely among employees, possibly due to differences in system usability or accessibility across organizations.

Similarly, the dimension of Digital Communication and Engagement shows the lowest mean scores among all variables for both sectors, with public sector employees reporting a mean of 2.9577 and private sector employees reporting 3.4167. This indicates that digital communication practices, such as internal communication platforms, employee engagement apps, and collaborative tools, are less effectively implemented compared to other DHRMP dimensions. Nevertheless, private sector employees still perceive better digital communication practices than their public sector counterparts. The t-value of 2.619 and p-value of 0.010 confirm that this difference is statistically significant. The relatively high standard deviations (0.76940 for public and 0.87504 for private) indicate considerable variation in employee experiences, suggesting that this area requires improvement in both sectors.

Finally, the Overall DHRMP score consolidates all dimensions and provides a general view of digital HR practices. The mean score for private sector employees (4.1875) is significantly higher than that of public sector employees (3.6247). The lower standard deviation in the private sector (0.36512) compared to the public sector (0.40104) suggests more consistent and favourable perceptions among private sector employees. The t-

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue V May 2026

value of 6.809 and p-value of 0.001 indicate a highly significant difference between the two sectors. This overall result confirms that private sector organizations are more advanced and effective in implementing digital HR practices compared to public sector organizations.

The analysis clearly demonstrate that private sector employees have a more favourable perception of DHRMP across all dimensions when compared to public sector employees. All the variables show statistically significant differences, indicating that the gap between the two sectors is not due to random variation but reflects genuine differences in implementation and effectiveness. Private sector organizations appear to be more agile, technology-driven, and employee-centric in adopting digital HR practices. On the other hand, public sector organizations may face challenges such as bureaucratic procedures, limited technological infrastructure, and resistance to change, which could hinder the effective implementation of DHRMP. Therefore, it is recommended that public sector organizations invest more in digital infrastructure, training, and change management initiatives to enhance the effectiveness of their HR practices and bridge the gap with the private sector.

DISCUSSION

The comparison of public and private sector employees' opinions towards Digital Human Resource Management Practices (DHRMP) reveals a clear and consistent pattern favouring the private sector across all dimensions. The mean scores indicate that private sector employees perceive DHRMP to be more effectively implemented than their public sector counterparts. This difference is statistically significant in all cases, as evidenced by the p-values ($p < 0.05$), confirming that the variation is not due to chance.

In the areas of e-recruitment and selection, digital training and development, and e-performance appraisal, private sector organizations demonstrate notably higher mean values, suggesting stronger adoption of technology-driven HR practices. These findings imply that private sector firms are more agile, technologically advanced, and proactive in integrating digital tools into HR functions. Public sector organizations, while moderately performing, show comparatively lower levels of digital integration, possibly due to bureaucratic constraints, limited technological infrastructure, or resistance to change.

Similarly, employee self-service systems and digital communication and engagement also reflect significant gaps, with private sector employees reporting better accessibility and interaction through digital platforms. The relatively low mean for digital communication in the public sector highlights an area requiring immediate attention.

Overall, the significant difference in the overall DHRMP score ($t = 6.809$, $p = 0.001$) reinforces the conclusion that private sector organizations are leading in digital HR transformation. This suggests a need for public sector institutions to strengthen their digital capabilities, invest in infrastructure, and promote a culture of technological adaptability to remain competitive and efficient.

MANAGERIAL IMPLICATION

The results reveal clear and statistically significant differences between public and private sector employees' perceptions of Digital Human Resource Management Practices (DHRMP), offering important managerial implications. Across all dimensions e-recruitment and selection, digital training and development, e-performance appraisal, employee self-service systems, and digital communication private sector employees report consistently higher mean scores. This suggests that private organizations are more effective in adopting, implementing, and integrating digital HR systems into their daily operations.

For managers in the public sector, the findings highlight an urgent need to strengthen digital HR infrastructure and practices. Lower mean scores, particularly in digital communication and employee self-service systems, indicate gaps in accessibility, responsiveness, and user experience. Public sector managers should prioritize investments in user-friendly HR platforms, enhance digital literacy through continuous training, and foster a culture that encourages technology adoption. Additionally, streamlining bureaucratic procedures and reducing resistance to change will be critical for successful digital transformation.

In contrast, private sector managers should focus on sustaining and further enhancing their digital advantage. Although their scores are higher, there is still scope for refinement, especially in employee engagement and communication. Managers can leverage advanced technologies such as AI-driven HR analytics, personalized training modules, and real-time feedback systems to further improve employee satisfaction and productivity.

Overall, the significant t-values and p-values (<0.05) across all variables confirm that sectoral differences are not due to chance. Therefore, policymakers and organizational leaders should adopt a strategic approach by benchmarking best practices from the private sector while tailoring them to the structural realities of the public sector. This will help in achieving more balanced and effective implementation of DHRMP across both sectors.

CONCLUSION

The findings clearly indicate a significant difference in the perception of Digital Human Resource Management Practices (DHRMP) between public and private sector employees. Across all dimensions e-recruitment and selection, digital training and development, e-performance appraisal, employee self-service systems, and digital communication and engagement private sector employees reported higher mean scores than their public sector counterparts. The statistically significant *t*-values ($p < 0.01$ in all cases) confirm that these differences are not due to chance. Notably, the largest gaps are observed in e-recruitment and performance appraisal, suggesting stronger digital integration and efficiency in private organizations, while comparatively lower scores in digital communication highlight an area needing improvement in both sectors, especially in the public domain. Overall, the higher mean score for private sector employees (4.1875) compared to public sector employees (3.6247) suggests that private banks are more advanced and effective in implementing DHRMP, reflecting greater adaptability, technological investment, and responsiveness to digital transformation.

LIMITATIONS AND FUTURE RESEARCH DIRECTION

The present study on a comparative analysis of Digital Human Resource Management Practices (DHRMP) in public and private sector banks in Coimbatore district is subject to certain limitations that open avenues for future research. First, the study is geographically confined to Coimbatore, which may limit the generalizability of the findings to other regions with different technological adoption levels and organizational cultures. Second, the sample size and reliance on self-reported data may introduce response bias and restrict deeper behavioural insights. Third, the study primarily focuses on selected dimensions of DHRMP, potentially overlooking other emerging aspects such as AI-driven HR analytics, cybersecurity concerns, and employee digital well-being. Additionally, the cross-sectional design does not capture changes over time in digital HR practices. Future research can address these limitations by expanding the study across multiple districts or states, employing longitudinal designs, and incorporating mixed method approaches for richer insights. Further studies may also explore the impact of advanced technologies like artificial intelligence and machine learning on HR effectiveness, as well as sector-specific challenges in digital transformation within the banking industry.

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