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DIGITAL TRANSFORMATION OF EMPLOYEE EXPERIENCE MANAGEMENT: TOOLS, PRACTICES, AND TRENDS

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Abstract. The article focuses on the digital transformation of Employee Experience Management (EXM) in the context of global business process digitalization. The research aims to systematize and scientifically substantiate modern approaches to the digital transformation of EXM, identify key tools, analyze successful implementation practices, and identify promising development trends. The research employs various methods, including general scientific techniques, specialized cognitive methods, analysis, synthesis, and comparative analysis. The study resulted in a systematization of theoretical and methodological foundations of EXM in the digital economy, development of the classification of digital EXM tools by functional purpose, analysis of the modern EXM software market, identification of digital transformation trends in EXM, development of a metrics system for assessing the impact of digital tools on employee experience, identification of challenges in implementing digital tools and proposed ways to overcome them. The scientific novelty of the research lies in the first comprehensive classification of digital EXM tools by functional purpose, the improvement of approaches to evaluating digital tools' effectiveness through the development of the KPI system, the advancement of conceptual foundations of digital transformation of employee experience, and the deepened understanding of digital technologies' impact on HR processes transformation. The formed recommendations for selecting and implementing digital solutions can be readily applied to HR departments. The proposed metrics allow for evaluating the effectiveness of implemented digital tools and their impact on employee experience. Research results create a foundation for developing digital transformation strategies in the HR sphere.

Keywords*:* Employee Experience, Digital Transformation, Human Resource Management, Digital HR Tools, HR Process Automation, Employee Engagement.

JEL Classification: M12, M15, O33, M54

1. INTRODUCTION

Global digitalization and digital transformation processes drive fundamental changes in organizations' human capital management paradigm. According to McKinsey research, more than 3/4 of organizations have accelerated the digitalization of business processes, with the transformation of HR processes being a key focus (Banerjee et al., 2023). Integrating digital technologies, particularly artificial intelligence systems, and predictive analytics, into HR processes is not just an option but a necessity that requires the reconceptualization of approaches to employee experience management (referred to as EXM from now on).

The analysis of research and publications indicates a growing scientific interest in the digital transformation of HR processes. Many domestic and foreign scientists have studied the theoretical and methodological foundations of EXM digital transformation. Analyzing the latest scientific literature allows us to identify several key research areas. The conceptual foundations of ECM are discussed in the

works of (Edwards, 2023) and (Green et al., 2010). In particular, (Plaskoff, 2017) defines EXM as a new approach to human resource management. The digitalization of the employee experience and its components are studied in detail by (Gheidar & ShamiZanjani, 2020), who proposed a conceptual model of the digital employee experience (from now on referred to as DEX). (Moganadas & Goh, 2022) have developed a DEX measurement and evaluation system. The impact of artificial intelligence on the transformation of the employee experience is analyzed in the works of (Zel & Kongar, 2020) and (Dwivedi & Mahanty, 2023). The researchers note the growing role of artificial intelligence in personalizing and optimizing the employee experience. The relationship between the employee's digital experience and organizational effectiveness is investigated by (Sudrajat et al., 2021), focusing on the impact of DEXs on an organization's service orientation and agility. Practical aspects of implementing DEX management systems and providing recommendations for developing EXM platforms are considered by (Abhari et al., 2023). The impact of digital technologies on employee productivity and tension is investigated by (Desernot et al., 2021). The integration of artificial intelligence into the human resource management ecosystem is studied by (Malik et al., 2022), considering employee experience as a key link in staff engagement. Methodological aspects of DEX evaluation are investigated by (Ameu et al., 2024). There is a significant scientific interest in the problems of EXM's digital transformation, and research demonstrates the multifaceted nature of this phenomenon. At the same time, the issues of system integration of various digital tools and the evaluation of their effectiveness in the context of EXM require further research.

2. THEORETICAL FRAMEWORK / LITERATURE REVIEW

In modern scientific literature, employee experience (EX) is viewed as a multidimensional construct integrating cognitive, emotional, and behavioral aspects of an individual's interaction with an organization. (Plaskoff, 2017) defines employee experience (EX) as an employee's overall perception of all touchpoints throughout their employment lifecycle. Building on this definition, (Edwards, 2023) emphasizes the cumulative aspects of EX and its significant role in fostering organizational commitment. (Green et al., 2010) present a structural model of EX that identifies three essential components: physical, technological, and cultural experiences. Furthermore, empirical research conducted by Harlianto and (Rudi, 2023) reveals a statistically significant relationship between the quality of EX and various organizational performance indicators, highlighting its considerable influence.

Research by (Mohanty & Kulkarni, 2023) emphasizes that EX encompasses all impressions an employee receives during all stages of interaction with the organization. It includes emotional, cognitive, and behavioral aspects of employee interaction with the company, from hiring to exit (Itam & Ghosh, 2020). According to (Panneerselvam & Balaraman, 2022), it should be considered through key stages: recruitment (hiring), adaptation (onboarding and initial training), development (career growth and skill enhancement), motivation (engagement and recognition), productivity (performance and feedback), and work termination (exit process and post-employment relationship).

(Gheidar & ShamiZanjani, 2020) define the following key components of EX:

- physical environment (workspace, its comfort, ergonomics, and safety);
- technological environment (availability and quality of technological tools);
- cultural environment (values, norms, management style, and interactions that shape the company's atmosphere).

The scientific conceptualization of Digital Employee Experience (DEX) has evolved significantly in global business process digitalization. (Gheidar & ShamiZanjani, 2020) proposed defining DEX as an integrated set of all digital interactions between employees and organizations that shape overall perception and job satisfaction. (Moganadas & Goh, 2022) expanded this concept's theoretical boundaries by incorporating aspects of technological infrastructure, digital competencies, and information security.

Structural analysis of DEX components conducted by (Ameu et al., 2024) identified key elements of this phenomenon: technological accessibility, user experience, digital competency, information security, and technical support. Research on the organizational effects of DEX by (Sudrajat et al., 2021) revealed statistically significant correlations between DEX quality and key organizational performance indicators, particularly establishing strong positive connections with service orientation and organizational agility. (Van Der Schaft et al., 2022) empirically confirmed the causal relationship between positive DEX and increased productivity, reduced turnover, and increased engagement index.

The technological aspect of DEX formation was thoroughly investigated by (Abhari et al., 2023), who proposed a comprehensive taxonomy of technological solutions for DEX management, with particular attention to modern platforms' integration capabilities and their ability to provide personalized approaches to DEX formation. Implementation challenges were systematized by (Zel & Kongar, 2020), who identified three main barrier categories: organizational (lack of digital strategy, resistance to change), technological (outdated infrastructure, integration problems), and human factors (insufficient digital literacy, low management involvement).

(Dwivedi & Mahanty, 2023) explored promising directions for DEX development, predicting strengthening trends toward AI-based EX hyperpersonalization and expanded predictive analytics capabilities. The researchers highlight the potential of biometric monitoring and automated work condition optimization. The methodological aspects of DEX assessment have been developed by (Malik et al., 2022), who proposed a metrics system integrating quantitative indicators (operation time, tool usage frequency) and qualitative indicators (satisfaction, perceived convenience, digital stress level). Boatman (2024) suggests that the future of DEX will be increasingly shaped by emerging technologies, particularly artificial intelligence and machine learning, which will enable more sophisticated personalization and predictive capabilities in employee experience management. Research by (Desernot et al., 2021) provides empirical evidence of how digital technologies impact employee performance and strain, offering valuable insights for organizations implementing DEX initiatives.

The analysis of scientific literature demonstrates the growing theoretical and practical significance of DEX for modern organizations. Synthesizing various perspectives, the Digital Employee Experience can be defined as a component of overall EX that encompasses all aspects of employee interaction with digital tools and platforms within an organization. It covers the entire spectrum of digital interactions, from collaboration platforms and performance management systems to knowledge-sharing tools and communication platforms.

In modern conditions, DEX is crucial to employee satisfaction and engagement in organizational processes. Therefore, defining the “quality of digital employee experience” becomes particularly important in digital transformation. It represents a set of characteristics that determine employees' convenience, efficiency, and satisfaction in using digital tools and platforms that support their professional activities.

The quality of DEX includes technology accessibility and ease of use, system speed and stability, feedback convenience, and the integration level of digital solutions with work processes. Therefore, the main factors affecting DEX quality can be identified as:

- Technological platforms that employees interact with daily, including their stability, convenience, and functionality
- Information accessibility, particularly the ease of accessing necessary data and the ability to quickly find relevant information
- User-friendliness – simplicity and intuitiveness in using tools, which minimizes training time and increases productivity

The multifactorial impact of innovative solutions on organizational practice transformation characterizes the technological modernization of EXM processes. (Zel & Kongar, 2020) demonstrate that AI integration into HR processes significantly reconfigures traditional EXM approaches. Empirical data shows increased HR process efficiency with AI implementation, as confirmed by (Dwivedi & Mahanty,

2023). (Banerjee et al., 2023) highlight that this transformation is crucial for Global Capability Centers (GCCs), where digital tools significantly impact talent retention. (Malik et al., 2022), based on multinational companies' practices comparative analysis, developed an AI-based integrated HR ecosystem model, identifying three basic technological drivers: predictive analytics, machine learning, and natural language processing (NLP).

(Moganadas & Goh, 2022) developed a taxonomy of digital tools for EX transformation. The researchers empirically confirmed that implementing Intelligent Process Automation (IPA) reduces labor costs for routine operations and improves HR decision accuracy. According to GMRC (2023), the digital EXM software market is expected to grow significantly through 2032, driven by the increasing adoption of AI and automation technologies. (Abhari et al., 2023) identified synergistic effects from integrating various technological solutions, proving that combining cloud technologies, mobile platforms, and analytical tools demonstrates a multiplicative impact on DEX quality, confirmed by an increased personnel satisfaction index compared to implementing individual technological solutions.

(Ameu et al., 2024) highlight how Virtual Reality (VR) and Augmented Reality (AR) are transforming employee training and adaptation. This is further supported by Pavlenco (2021), who underscores the significance of modern conditions in shaping employee experience management (EXM). Additionally, (Van Der Schaft et al., 2022) demonstrate the digital transformation of employee experience (EX) through a dynamic and multi-layered sensemaking perspective. They also investigate the impact of edge computing and 5G technologies on the mobile transformation of EX.

Recent research by (Justenhoven & Jansen, 2024) offers valuable insights into how digital technologies are transforming the employee experience (EX) landscape, especially in the areas of personalization and adaptive learning systems. This perspective is further reinforced by (Kulkarni & Mohanty, 2022), who highlight the strategic significance of digital experience management in contemporary organizations.

Knowledge management systems integration with AI platforms is a significant aspect of technological transformation. (Desernot et al., 2021) empirically confirm that such integration leads to optimized knowledge search and sharing processes, improving decision-making efficiency. As discussed by (Dwivedi & Mahanty, 2023), the integration of AI-powered solutions is revolutionizing how organizations approach employee experience, creating more intelligent and responsive systems that can anticipate and address employee needs proactively. (Sudrajat et al., 2021) emphasize blockchain technologies and cryptographic solutions' growing role in information security and data protection.

Thus, the analysis of EX transformation technological drivers proves that digital technologies play a key role in forming positive EX, providing opportunities for increasing engagement, retention, and motivation. Companies can respond faster to employee needs and ensure comfortable work conditions through tools like performance management systems, communication platforms, and feedback collection instruments. Digital technologies create a transparent environment where employees feel valued and can influence the work process. Overall, theoretical analysis indicates the formation of a new EXM paradigm in digital transformation conditions.

3. RESEARCH OBJECTIVE, METHODOLOGY AND DATA

This study is of paramount importance as it aims to systematize and scientifically substantiate modern approaches to the digital transformation of EXM. By identifying key tools, analyzing successful implementation practices, and identifying promising development trends, we aim to understand how digital technologies affect employee experience comprehensively. This understanding will help us determine which tools are most effective for building a high-quality digital experience and what trends shape the modern approach to EXM. The following tasks have been defined: to conceptualize the theoretical and methodological foundations of EXM in the digital economy; to systematize and classify modern digital tools used for EXM; to study trends in the field of DEX; to identify promising areas for

the development of digital transformation of EXM; and to comprehensively assess the impact of digital tools on the organization's effectiveness in attracting and retaining employees, productivity, corporate culture, and satisfaction. These tasks aim to provide a thorough analysis of the impact of digital transformation on employee experience and offer recommendations for further development in this area.

The methodological basis of the study is rooted in the use of general scientific and special methods of cognition. In researching modern EXM practices, several general scientific methods, such as analysis and synthesis, were rigorously applied, allowing for a detailed study of digitalization's conceptual aspects and trends. The analysis method helped to break down complex concepts into their parts, which provided a deeper understanding of the key elements and factors of EXM digitalization. The synthesis method was used to summarize the data obtained and form a holistic concept of digital EXM that reflects current trends and best practices in this area. The comparative method was used to evaluate the effectiveness of various EXM software.

4. RESULTS AND DISCUSSION

Empowering HR professionals and organizational leaders and implementing digital transformation tools in EXM processes is driven by the need to optimize personnel-organization interaction, enhance communication processes, ensure access to information resources, and modernize personnel development systems. According to (Abhari et al., 2023), integrating digital tools into HR processes significantly improves employee engagement and organizational effectiveness, instilling more control and confidence in decision-making.

Modern EXM platforms represent comprehensive technological solutions that enable systematic HR process digitalization and bring efficiency to your work. Cloud platforms specifically integrate performance management, career development, compensation management, and personnel training functionality. Integrated HR platforms provide analytical tools for accumulating and evaluating EX data and optimizing management decision-making processes (Moganadas & Goh, 2022) . This view is further supported by (Desernot et al., 2021), who found that such digital integration positively impacts employee performance and organizational outcomes, making you more productive and effective in your role.

Recent research by (Malik et al., 2022) underscores the pivotal role of AI-powered platforms in bolstering the analytical capabilities of HR systems. (Banerjee et al., 2023) further accentuate the crucial role of AI in talent retention and engagement, keeping you informed about these evolving technological solutions. According to GMRC (2023), these technological solutions are evolving rapidly, incorporating advanced analytics and machine learning capabilities to provide more precise insights into employee experience.

A significant component of digital transformation is the implementation of analytical tools for EX assessment. According to (Dwivedi & Mahanty, 2023), feedback collection and processing systems enable monitoring employee satisfaction levels and the identification of problematic aspects in organizational interaction. Natural Language Processing (NLP) technologies facilitate communication content analysis, contributing to optimizing organizational emotional climate.

Research by (Malik et al., 2022) demonstrates that specialized performance evaluation systems enable correlation analysis between employee experience and productivity indicators. (Boatman, 2024) emphasizes that modern analytical tools increasingly incorporate AI capabilities to provide deeper insights into employee behavior and satisfaction patterns.

Innovative learning and development technologies are transforming traditional approaches to competency management. (Ameu et al., 2024) explore how Virtual and Augmented Reality (VR/AR) technologies in corporate training provide an immersive environment for practical skills development. The personalization of learning trajectories based on artificial intelligence algorithms optimizes

competency development processes according to individual employee needs, as highlighted by (Zel & Kongar, 2020).

(Van Der Schaft et al., 2022) confirm that e-learning system implementation promotes continuous professional development and increased employee satisfaction, fostering a culture of engagement and commitment to professional growth. It is particularly relevant in remote work conditions and flexible employment forms, where (Sudrajat et al., 2021) found that digital learning platforms significantly enhance employee engagement and skills development. Additionally, (Desernot et al., 2021) demonstrate that these technologies can improve learning outcomes while reducing work-related stress through adaptive learning approaches.

Therefore, integrating digital transformation tools provides a comprehensive approach to EXM. The synergistic effect of implementing EXM platforms, analytical evaluation systems, and interactive learning technologies creates prerequisites for optimizing employee engagement, satisfaction, and productivity levels. This comprehensive approach is a crucial factor in enhancing organizational competitiveness.

The digital transformation of HR management is largely based on modern technologies that enhance EX quality by facilitating interaction between employees and the organization, improving communication, ensuring information access, and simplifying development and learning processes. Therefore, digital transformation significantly impacts HR management, underscoring the importance and relevance of this topic. Digital technologies facilitate employee-organization interaction, providing an effective environment for their activities.

Tab. 1 summarizes the main digital transformation tools for EXM, encompassing EXM platforms, analytical tools for assessing moods and satisfaction, and interactive learning tools.

Tab. 1

Digital Transformation Tools for Employee Experience Management

Tool category	Examples of tools	Description of tools
EXM Platforms	Workday, SAP SuccessFactors, Oracle HCM	Provide comprehensive management of HR processes, including career development, productivity enhancement, and training management. Offer analytical tools for collecting and evaluating data, which help make informed decisions and create a supportive environment for employees.
Digital HR Analytics Tools for EX	Qualtrics, Glint (collecting feedback); Sentiment Analysis (NLP); Performance Management Systems (PMS); BambooHR, Lattice (KPI);	Tools for collecting feedback and sentiment analysis allow you to assess employee satisfaction and engagement. Using KPIs and other performance indicators allows you to analyze the impact of employee experience on their contribution to achieving the organization's goals.
Digital tools for interactive learning and development	VR/AR for learning; Personalized learning (Coursera for Business, Udemy et al.); e-learning platforms (Moodle, LinkedIn Learning et al.)	Provide interactive and personalized training, including VR/AR for hands-on situations, personalized learning, and electronic platforms for continuous development, which supports employee satisfaction and helps improve their skills.

Source: summarized by the authors based on (Abhari et al., 2023; Ameu et al., 2024; Boatman, 2024; Dwivedi & Mahanty, 2023; GMRC, 2023; Moganadas & Goh, 2022; Sudrajat et al., 2021; Van Der Schaft et al., 2022; Zel & Kongar, 2020)

Modern digital transformation tools enable companies to provide an integrated approach to EXM. EXM platforms, analytical tools for feedback and satisfaction, and interactive tools for training and development increase employee engagement and productivity, a significant factor in the organization's successful operation. Digital tools also help create a supportive work environment that meets today's job market demands.

In particular, the EXM platform is the basis for implementing a comprehensive HR management strategy in the digital environment. Among the popular HR technologies actively used in this direction are Workday, SAP SuccessFactors, and Oracle HCM.

Workday is a cloud-based platform for EXM that offers integrated solutions for HR process management, including performance tracking, career management, payroll, training, and scheduling; it provides analytical tools for collecting and evaluating employee data, which helps management make informed decisions and create a comfortable environment for employees. SAP SuccessFactors is also cloud-based and covers a wide range of functions for EXM, including modules for talent development, staff engagement, compensation, and retention; it offers tools for setting up development and training plans and creating personalized development trajectories for each employee. Oracle HCM – This platform integrates HR functionality with modules for HR accounting, compensation management, and talent development. One of its advantages is that powerful analytical tools help assess employee satisfaction and analyze their experience in the company; it also offers opportunities to track career growth and plan for personnel needs.

Modern *digital HR analytics* tools are an important component of the EXM, as they allow assess the level of satisfaction, engagement, and productivity; among them, the main tools for analyzing EX are systems for collecting and processing feedback, tools for analyzing sentiment, and performance evaluation models. Many organizations implement systems to regularly collect employee feedback, allowing them to receive operational information about their experience; specifically, platforms like Qualtrics and Glint collect feedback through surveys and analyze it to identify trends and problem areas. Sentiment analysis is another modern digital tool that allows HR managers to understand the emotional state of employees based on text content (emails, feedback, feedback in surveys). Thanks to natural language processing (NLP) technologies, it is possible to assess the overall mood in the organization, identify problems in interactions that reduce employee satisfaction, and develop appropriate actions to solve them. A performance management system (PMS) involves using specialized tools to assess employees' performance. It allows them to track key performance indicators and analyze how EX affects their performance and contribution to achieving the organization's goals. For example, the BambooHR and Lattice systems allow customized assessment systems tailored to the company's needs. Digital tools for employee training and development are elements of creating a positive and high-quality DEX, and modern technologies have significantly expanded the opportunities for interactive and personalized learning. In particular, virtual and augmented reality (VR/AR) training allows employees to immerse themselves in practical situations and gain near-real experiences virtually. Personalization of training with the help of artificial intelligence allows the creation of individual learning paths for each employee depending on their needs and level of competence. Platforms such as Coursera for Business and Udemy for Business provide access to various courses and modules tailored to the organization's and employees' specific needs. E-learning platforms (such as Moodle and LinkedIn Learning) allow employees to gain new knowledge at a time and format convenient for them, which is especially important for employees who work remotely or on flexible hours. Implementing e-learning platforms contributes to developing skills and fostering a culture of continuous learning that inspires and motivates employees to strive for excellence, supporting increased efficiency and satisfaction. Thus, modern digital transformation tools allow for an integrated approach to EXM. Using EXM platforms, analytical tools for assessing sentiment and satisfaction, and interactive training creates new opportunities for organizations to increase employee engagement, satisfaction, and efficiency, an important factor for business success.

Implementing digital transformation practices in the EXM system determines fundamental organizational architecture, communication processes, and corporate culture changes. Digital transformation is not limited to technological modernization but involves a comprehensive reconfiguration of organizational processes and human capital management practices (Malik et al., 2022). The digitalization of communication processes is a prerequisite for effective EXM in modern conditions. The introduction of digital communication platforms ensures the improvement of information flows and the increase in the level of organizational cooperation regardless of the geographical location of employees (Vukelic & Cizmic, 2019). According to the research of (Sudrajat et al., 2022), introducing collaboration platforms changes the paradigm of process management and ensures transparency of operational activities. Introducing corporate social networks contributes to forming a proactive corporate culture and increases employee engagement. Digitalization of communications is the basis for successful EXM, as it ensures transparency and ease of communication, improves employee interaction, and contributes to forming corporate culture. Therefore, it can be summarized that the main practices of EXM digitalization in this context include digital communication channels - their use allows for fast and effective exchange of information between employees regardless of their physical location; digital collaboration platforms allow to organize tasks, coordinate the work of teams and track progress in real-time, which provides clarity and transparency in processes, which contributes to the formation of a responsible and supportive culture; and digitalization of corporate culture management - digital platforms provide tools to create a favorable environment that supports corporate values and the mission of the organization; using internal social networks, employees can share experiences, support each other, which contributes to the development of an open corporate culture and increases the level of engagement.

Transforming work organization models through integrating digital technologies is becoming increasingly important in the context of global changes in the business environment. (Van Der Schaft et al., 2022) emphasize the importance of remote work practices and hybrid work models in ensuring organizational flexibility and employee satisfaction. Implementing digital solutions for the workplace, particularly project management systems, according to (Dwivedi & Mahanty, 2023), improves task management processes and ensures increased cross-functional interaction. Robotic process automation (RPA) reduces the routine workload on employees, which helps focus on strategic tasks. Thus, with the development of digital technologies, flexibility in work is becoming increasingly accessible and popular, especially in remote and hybrid work formats, which contributes to increased employee satisfaction and productivity. Moreover, it helps organizations attract and retain talent, making them feel more competitive and strategic. Therefore, it can be summarized that the main practices of EXM digitalization in this context include remote and hybrid work practices - the implementation of digital tools allows employees to work remotely or combine office and remote work, which, in particular, project management systems that provide access to information at any time and from any device; the use of digital tools to increase efficiency - digital tools allow to optimize routine processes, which frees up time for strategic work and employee development; process automation, for example, using RPA, allows to reduce the burden on employees, increasing their engagement and satisfaction.

An individual approach to the EX-formation by implementing AI technologies and big data analytics is a determining factor in increasing employee satisfaction. Big data analysis allows you to identify individual preferences and needs of employees, improving motivation and personnel development systems (Moganadas & Goh, 2022). Implementing AI-based solutions in EXM processes, as noted by (Zel & Kongar, 2020), ensures the fine-tuning of training and development programs and the optimization of career trajectories. Artificial intelligence makes it possible to create individual recommendations for training and skill development and adapt work processes according to the personal characteristics of employees. Thus, personalization is one of the key practices that increase the level of engagement and satisfaction of employees. Using big data and artificial intelligence allows organizations to understand the individual needs of each employee better and adapt their experience in the company accordingly. Therefore, it can be summarized that the main practices of EXM digitalization in this context include the

use of big data - the analysis of large volumes of data allows companies to determine the preferences and needs of employees, to identify patterns in the behavior and satisfaction of personnel; for example, by analyzing data about employees, a company can set up individual motivation and development programs. Artificial intelligence for personalization of experience allows the creation of personalized offers for each employee related to training, development, or career advancement; in particular, AI systems can offer appropriate courses for skill development or adapt the work schedule depending on the personal preferences of the employee, which helps to increase the efficiency of employees and improve their experience in the company. The main practices of digital transformation in the EXM system that contribute to creating a positive and high-quality EX are summarized in Tab.2.

Tab. 2

Digital Transformation Practices of Employee Experience Management

Category	Practices	Tools	Description
Digitalization of internal communications	Digital communication channels ensure fast and efficient exchange of information	Slack, Microsoft Teams	Provide transparency, convenience, and speed of information exchange, contributing to developing corporate culture and increasing employee engagement.
	Collaboration platforms for task coordination and teamwork	Asana, Trello, Monday	
	Corporate culture management and support for corporate values	Workplace by Facebook	
Flexibility and mobility at work	Remote and hybrid work practices – access to information from anywhere	Jira, ClickUp	Support remote work and flexibility in choosing a work environment, which increases employee satisfaction and helps attract talented specialists.
	Process automation to optimize routine tasks and increase employee engagement	RPA	
Personalized approach to employee experience	Data analysis to understand individual needs	Using big data	It enables the understanding of the needs of employees better and allows them to adapt their experience, which contributes to increased productivity and satisfaction.
	Artificial intelligence to personalize experience	AI-offers for training, staff development	

Source: summarized by the authors based on ((Boatman, 2024; Dwivedi & Mahanty, 2023; Malik et al., 2022; Moganadas & Goh, 2022; Sudrajat et al., 2021; Van Der Schaft et al., 2022; van Vulpen, 2023; Vukelic & Cizmic, 2019; Zel & Kongar, 2020)

The analysis indicates the need for systematic implementation of digital practices in EHM. Digital transformation practices allow for the creation of more comfortable conditions for employees and contribute to improving their experience, satisfaction, and productivity. Digitalization of communications, flexibility in work, and personalization of experience are key elements of modern human resource management, allowing companies to adapt to new challenges and attract talented employees effectively.

Analysis of the Employee Experience Management Software Market. Intensive development dynamics and diversification of functional capabilities characterize the modern digital EXM market. The determinants of the evolution of the EXM market are the growing need to optimize the work experience and increase the efficiency of human capital management (Malik et al., 2022). Analysis of current trends in the EXM market development demonstrates the increasing role of feedback systems as a tool for monitoring and optimizing EX. Other studies emphasize the importance of integrating analytical functions for effectively tracking and interpreting employee feedback (Boatman, 2024; Dwivedi & Mahanty, 2023; Sudrajat et al., 2021; Van Der Schaft et al., 2022). Implementing artificial intelligence technologies is transforming the

paradigm of human resource management through the automation of routine processes, the generation of personalized recommendations, and in-depth analysis of EX. The trend towards ensuring comprehensive employee well-being through integrating mental health support functionality into EXM systems and forming an inclusive corporate culture is becoming particularly relevant, highlighting the need for empathy and understanding in HR management.

Our comparative analysis of software solutions for EXM, based on reliable Capterra data (Tab. 3), has revealed significant differentiation in functionality and pricing strategies. This data is a solid foundation for understanding the diverse landscape of EXM software solutions.

Tab. 3

Comparative characteristics of employee experience management software

Software Name	**Price (USD/ month)**	**Free Period**	**Ease of Use (1-5)**	**Technical Support (1-5)**	**Capterra Rating (1-5)**	**Features and Functions**
Lattice	8	+	4.4	4.5	4.5	Goal management, feedback, recognition, analytics. Mentoring and rewards, set up review cycles to evaluate employee performance
Motivosity	2	-	4.8	4.7	4.8	Tools for mutual recognition and communication features. The main focus is on employee satisfaction and maintaining a positive work environment.
15Five	4	+	4.7	4.7	4.7	Setting and tracking goals using the OKR method, collecting feedback, collaborating between employees, and training managers to improve productivity
Leapsome	8	+	4.7	4.7	4.7	Goal management, mentoring, 360-degree reviews, one-on-one meetings, analytical dashboards, and reports to track progress, reward and recognize employees
Bonusly	3	+	4.8	4.7	4.8	Social recognition: the ability to exchange virtual points for gift cards, charitable donations, news feeds, comments, and basic analytics
WorkTango	-	-	4.8	4.8	4.9	Goal management, feedback, mentoring, recognition, and rewards for achievements. Comprehensive analytics to track the effectiveness of programs and employee development

Source: summarized by the authors based on data from capterra.com as of 09/01/2024

The Lattice platform is highly efficient in performance management and provides a developed toolkit for setting and tracking goals. Motivosity stimulates employee engagement through social recognition and creating a positive work environment. 15Five software offers an approach to performance management, integrating the OKR methodology and functionality for developing leadership competencies. Leapsome is noted for the complexity of solutions for managing goals, feedback, and reward systems. Bonusly specializes in social recognition through a system of virtual points and interactive incentive mechanisms. WorkTango provides an integrated approach to goal

management and feedback with advanced analytical capabilities. Our empirical analysis of the functional characteristics of the studied platforms revealed differentiation in terms of ease of use, quality of technical support, and overall user rating. Motivosity, Bonusly, and WorkTango demonstrate the highest ease of use indicators, with a user rating of 4.8/5.0, while Lattice is characterized by a slightly lower indicator (4.4/5.0).

Regarding technical support, WorkTango is the leader (4.8/5.0), while other platforms demonstrate consistently high indicators (4.5-4.7/5.0). The digital EXM market is dynamically developing, offering organizations new opportunities to improve interaction with personnel and increase management efficiency. Programs such as Lattice and 15Five focus on goal management and efficiency, while Motivosity and Bonusly pay special attention to social recognition and employee satisfaction. Leapsome and WorkTango stand out for their comprehensive approach, combining goal management, mentoring, and recognition to create a robust environment for employee development. Modern EXM tools support the automation of routine processes, promote feedback and social recognition, and integrate sustainable development principles, providing a flexible and effective work environment.

The diversification of digital EXM tools covers a wide range of technological solutions that complement the functionality of basic software platforms. Empirical analysis demonstrates the active implementation of specialized survey and feedback tools (Firstup, Assembly, Qualtrics Pulse, SurveyMonkey, et al.), performance management systems (Workday Performance Management, BambooHR), and training and data analytics platforms. Predictive analysis of the development of the digital EXM software market to 2032 reveals a steady trend toward expansion and technological modernization of the industry (GMRC, 2023). There has been an intensification of the introduction of interactive interfaces, particularly voice assistants, which optimize the user experience of interaction with systems. The integration of artificial intelligence technologies into the functionality of HR systems, which ensures the automation of routine processes and personalization of management decisions, is of relevance. Digital platforms play a crucial role in ensuring the psychological well-being of employees, and they are implemented through specialized mobile applications (Wellable, Sprout, Limeade, et al.). Integrated corporate well-being platforms, including Woliba, demonstrate the effectiveness of a comprehensive approach to EXM through a combination of gamified tasks, educational content, and monitoring systems. The introduction of innovative communication tools, including management video communications and interactive collaboration platforms, contributes to strengthening organizational staff engagement. The transformation of labor organization models necessitates adapting digital tools to the needs of a hybrid work format. The implementation of VR technologies optimizes employees' adaptation processes to the physical work environment. The analysis of current trends indicates the need for further research on the impact of digital tools on EX quality and organizational efficiency. Special attention should be paid to the development of methodological foundations for assessing the effectiveness of introducing innovative technologies in various organizational structures and formats of work.

Modern trends in digital transformation in the field of EXM are characterized by dynamic evolution under the influence of technological innovations and the transformation of organizational paradigms. (Dwivedi & Mahanty, 2023) show that the defining vectors of development are the introduction of artificial intelligence systems, process automation, integration of sustainable development principles, and the application of gamification elements. Integrating artificial intelligence technologies and automated systems is transforming the paradigm of employee interaction (Zel & Kongar, 2020). Implementing intelligent chatbots ensures the optimization of information support processes for personnel, providing prompt responses to requests for corporate policies, resource provision, and organizational procedures. Automation of routine HR processes helps to increase the efficiency of the HR function through the optimization of document management procedures, time tracking, and remuneration administration, which ensures the formation of a transparent interaction environment and improves the quality of employee service support (Mohanty & Kulkarni, 2023). Artificial intelligence and automation have become an integral part of HR processes, improved work efficiency and creating a

positive EX. Thus, the main trends in the digital transformation of EXM in this context include the use of AI-powered chatbots and the automation of routine HR processes. The use of AI-powered chatbots helps solve routine employee questions by providing instant answers to queries regarding company policies, availability of resources, work shift schedules, etc., allowing HR teams to focus on strategic tasks. In contrast, employees can get quick answers to their queries. Chatbots also contribute to improving the experience of new employees when onboarding. Automation of routine HR processes, such as processing vacation requests, document approval, time tracking, and reward management, frees the HR department from time-consuming work, reduces the likelihood of errors, and ensures faster execution of requests, which improves the quality of employee interaction with the company, contributing to the creation of a transparent and reliable work environment.

Implementing the principles of sustainable development in the EXM system is strategically important in forming an ethical approach to the organization of work (Sudrajat et al., 2021). Digitalization of business processes plays a crucial role in implementing environmental initiatives by reducing paper workflow and optimizing energy consumption, thereby reducing the organization's carbon footprint. (Malik et al., 2022) emphasize the correlation between the implementation of sustainable development practices and the level of staff engagement and emphasize that the environmental responsibility of the organization is a significant factor in forming a positive employee experience and strengthening organizational loyalty. Thus, integrating sustainable development principles has become an important aspect of digital transformation in EXM, as it contributes to forming an ethical and responsible approach to work organization. Sustainable development is seen as a factor in the positive experience of staff. Many workers today aspire to work in companies that support sustainability and care about the environment. Implementing environmental initiatives, such as reducing paper processes through digitalization, energy-efficient solutions for offices, and supporting remote work that reduces the carbon footprint, increases employee satisfaction. Companies that actively integrate environmental initiatives create a sense of involvement in important social changes for employees, positively affecting their motivation and loyalty.

Implementing gamification elements into the EXM system is an innovative approach that can foster a sense of community among our employees. (Vukelic & Cizmic, 2019) highlight that this strategy strengthens staff motivation and engagement. The integration of game mechanics into work processes ensures the formation of a competitive environment and a system of recognition of achievements, which stimulates employees' professional development. Using gamification in educational processes, as demonstrated by (Van Der Schaft et al., 2022), helps increase knowledge acquisition efficiency through interactive interaction with educational content. Implementing simulation technologies and educational games ensures the formation of practical competencies in a safe environment. Thus, gamification is an innovative approach that uses game elements in EXM to stimulate engagement, motivation, and job satisfaction. Applying game elements to increase engagement creates a new level of community for our employees, adding elements of competition, achievement, and rewards such as reward programs, virtual achievements, skill development levels, or a reward system for completing tasks. These approaches motivate employees to achieve their goals, increase their interest in work, and improve the atmosphere in the team. The use of game elements in the training and development of employees allows for an increase in the efficiency of assimilating new knowledge and skills. For example, introducing simulations or educational games allows employees to interact with the training material in an interactive format, contributing to a better understanding and consolidation of information.

EXM is constantly changing under the influence of digital technologies and new approaches to work organization. Among the most important trends that significantly affect EX formation are artificial intelligence and automation, the integration of sustainable development principles, and gamification. The integration of sustainable development principles is not just a trend but a powerful tool that allows organizations to create innovative and engaging work environments that meet the needs of today's workforce (Tab. 4.).

Tab. 4

Digital Transformation Trends in Employee Experience Management

Category	Tools	Description
Artificial intelligence and automation	Chatbots to support employees	Chatbots, powered by artificial intelligence, provide quick support and answers to employees' questions. They can handle a wide range of queries, from HR policy clarifications to leave balance checks, freeing HR staff for more complex tasks.
	Automation of HR processes (vacations, document management, time tracking)	Automation of routine processes not only increases HR efficiency but also empowers the team, giving them more time for strategic tasks.
Integrating sustainability principles	Environmental initiatives: digitalization of processes, energy-efficient solutions for offices, support for remote work	Support for sustainable development not only increases employee loyalty and satisfaction but also reassures them about the ethical culture in the organization.
Gamification in the employee experience	Game elements for engagement (awards, achievements) Educational simulations and interactive games	Gamification motivates employees, increases their interest, and promotes the development of new skills through games and interactive formats.

Source: summarized by the authors based on (Boatman, 2024; Dwivedi & Mahanty, 2023; Gheidar & ShamiZanjani, 2020; Moganadas & Goh, 2022; Sudrajat et al., 2021; Van Der Schaft et al., 2022; Vukelic & Cizmic, 2019; Zel & Kongar, 2020)

Digital transformation trends in the field of EXM open new opportunities to improve engagement, motivation, and productivity. The use of artificial intelligence and automation, as well as the integration of sustainability principles and gamification, allow organizations to create an innovative work environment that empathizes with and meets the modern needs of employees, supporting the company's strategic goals. The analysis of current trends in digital transformation in the field of EXM indicates the need for systematic integration of innovative technologies and approaches. At the same time, further research is needed into the long-term effectiveness of implementing the latest practices and their impact on organizational effectiveness.

The study of the impact of digital transformation on the effectiveness of EXM requires a comprehensive analysis of methodological, organizational, and technological aspects. In evaluating the effectiveness of digital tools, (Moganadas & Goh, 2022) propose a multidimensional approach that encompasses both technological and socio-psychological parameters of transformational processes. The methodological framework for evaluating the effectiveness of digital tools, developed by (Vukelic & Cizmic, 2019), is based on measuring the level of employee engagement, productivity indicators, and the quality of intra-organizational communications; researchers pay special attention to the analysis of the speed of adaptation of personnel to changes and the level of satisfaction with the implemented digital solutions. The issues of digital transformation in the organizational context cover a wide range of challenges: at the technological level, the key challenges are cybersecurity, data protection, and integration of various digital platforms; organizational challenges related to the need to transform corporate culture and develop digital competencies of personnel; management aspects focus on reengineering business processes and adaptation of control systems (Malik et al., 2022). The guidelines for implementing digital tools proposed by (Sudrajat et al., 2021) emphasize the importance of developing a comprehensive digital transformation strategy and aligning it with the organization's strategic goals. At the operational level, it is necessary to ensure the phased implementation of digital

tools and create a system of continuous personnel training. Promising areas for the development of digital transformation identified by (Dwivedi & Mahanty, 2023) include the development of predictive analytics systems, the introduction of augmented reality technologies, and the integration of AI-based solutions. (Zel & Kongar, 2020) focus on developing automated decision-making systems and intelligent knowledge management platforms. The analysis indicates the need for a systematic approach to introducing digital tools in EXM processes. (Van Der Schaft et al., 2022) emphasize the importance of developing the technological, organizational, and human aspects of digital transformation in a balanced way, providing a sense of security for the audience about the stability of their organizations. Therefore, digital transformation contributes to a significant improvement in EX. However, to assess the impact of digital tools on EX, it is necessary to use key performance indicators and other metrics (Fig. 1).

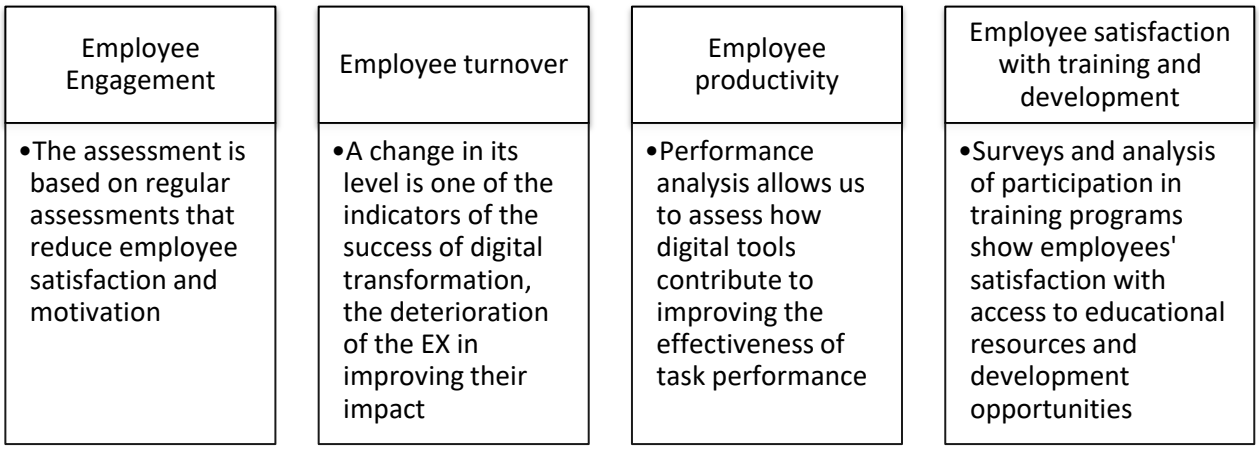

Fig.1. Metrics for assessing the impact of digital tools on employee experience
Source: developed by the authors

By leveraging these KPIs, management gains the power to assess the effectiveness of the digital solutions they've implemented. These metrics allow them to make informed decisions and empower them to manage the employee experience better.

Despite the obvious advantages, implementing digital tools in organizational processes has several significant challenges. Cybersecurity is paramount since protecting employee data is particularly important in the intensive digitalization of processes. Organizations must provide comprehensive protection against cyber threats while maintaining data availability to authorized users. A significant challenge is ensuring data confidentiality, which implies compliance with regulatory requirements for collecting and processing employees' data and protecting their rights. Personnel training is an equally important aspect since the effective implementation of digital tools requires significant investments in developing employees' digital competencies and adapting to new technological conditions.

To successfully implement digital transformation in EXM, a set of organizational and management measures is implemented. The development of an integrated digital transformation strategy with the involvement of management in forming strategic goals and expectations of employees is of primary importance. An important area is to invest in cybersecurity and privacy systems by introducing advanced data protection technologies and regular security audits. However, the most crucial aspect is developing and implementing personnel training programs. These programs are designed to improve digital competencies and prepare employees to work with innovative technologies, making them feel valued and integral to the digital transformation process. It is also necessary to continuously monitor the effectiveness of implemented digital solutions through a system of key performance indicators (KPIs) and timely corrective actions based on the assessment results.

5. CONCLUSIONS

As the study's result achieved the goal of systematization and scientific substantiation of modern approaches to the digital transformation of EXM, key tools were identified, successful implementation practices were analyzed, and promising development trends were identified.

The scientific novelty of the study lies in the systematization and conceptualization of the theoretical and methodological foundations of EXM in the digital economy. For the first time, a comprehensive classification of digital tools by functional purpose has been carried out, including EX platforms, systems for performance management, and tools for collecting and analyzing feedback. The methodology used in this classification involved a thorough review of existing literature, expert consultations, and empirical data analysis. Methodological approaches to assessing the effectiveness of digital tools through developing a system of key performance indicators have been improved.

The theoretical significance of the work lies in developing the conceptual foundations of the digital transformation of the employee's experience, deepening the understanding of the impact of digital technologies on the transformation of HR processes, and expanding the theoretical and methodological base of EXM in the context of digitalization. The practical significance of the results obtained is immense, as they provide a roadmap for organizations to implement digital EXM tools. The developed methodological recommendations for the selection and implementation of digital solutions, as well as approaches to overcoming the challenges of digital transformation, can be applied in the practical activities of HR departments, empowering them to navigate the digital landscape confidently.

The study opens exciting prospects for further research in EXM's digital transformation. These include the need to study the long-term effects of the introduction of digital tools, the impact of artificial intelligence on the quality of employee experience, and the development of a methodology for assessing the cost-effectiveness of investments in the digital transformation of HR processes. Special attention should be paid to studying socio-psychological aspects of personnel adaptation to digital transformations and mechanisms for integrating various digital tools into a single ecosystem of EXM. These areas of research promise to enrich our understanding of digital transformation in EXM further.

The study's results create a theoretical and methodological basis for further research and provide practical guidance for organizations developing digital HR transformation strategies. The study's findings can be used with confidence, knowing that they are based on a systematic and scientifically substantiated approach to the digital transformation of EXM.

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Кравчук О. І., Варіс І. О., Лях І. О. Цифрова трансформація управління досвідом працівника: інструменти, практики та тренди. *Журнал Прикарпатського університету імені Василя Стефаника*, **11** (4) (2024), 84-100.

Стаття присвячена дослідженню цифрової трансформації управління досвідом працівника (Employee Experience Management, EXM) в умовах глобальної цифровізації бізнес-процесів. Мета дослідження полягає у науковому обґрунтуванні сучасних підходів до цифрової трансформації EXM, визначенні інструментів, аналізі практик впровадження та ідентифікації трендів розвитку. Методи дослідження включають загальнонаукові та спеціальні методи пізнання. В результаті дослідження систематизовано теоретико-методичні засади EXM в цифровій економіці, розроблено класифікацію цифрових інструментів EXM за функціональним призначенням, проаналізовано ринок програмного забезпечення для EXM, визначено тренди цифрової трансформації у сфері EXM, розроблено систему метрик для оцінювання впливу цифрових інструментів на досвід працівника, ідентифіковано виклики впровадження цифрових інструментів та запропоновано шляхи їх подолання. Наукова новизна: вперше здійснено комплексну класифікацію цифрових інструментів EXM за функціональним призначенням, удосконалено методичні підходи до оцінювання ефективності цифрових інструментів через розроблення системи KPI, розвинуто концептуальні засади цифрової трансформації досвіду працівника, поглиблено розуміння впливу цифрових технологій на трансформацію HR процесів. Практична значущість результатів визначається можливістю їх використання при впровадженні цифрових інструментів EXM. Розроблені методичні рекомендації щодо вибору цифрових рішень, підходи до подолання викликів цифрової трансформації можуть бути застосовані в практичній HR діяльності. Запропонована система метрик дозволяє оцінювати ефективність впроваджених цифрових інструментів та їх вплив на досвід працівника. Результати дослідження створюють теоретико-методичне підґрунтя для розроблення стратегій цифрової HR трансформації.

Ключові слова: досвід працівника, цифрова трансформація, управління людськими ресурсами, цифрові HR інструменти, автоматизація HR процесів, залученість персоналу.