

## A study on employees perception towards E-HRM practices in It sector

Dhanvi Shah<sup>a\*</sup>, Jaimini Yagnik<sup>a</sup>

### Abstract

The purpose of this study is to investigate and evaluate how workers in the IT industry view electronic human resource management (e-HRM) methods. The majority of employees see e-HRM practices favorably, noting the enhancements in accessibility, efficiency, and openness of HR services. A portion of the workforce, nonetheless, voice qualms about the impersonal aspect of internet contacts and privacy concerns. The journey of IT is far from over. Emerging technologies like quantum computing, edge computing, and AGI hold the potential to drive the next wave of transformation. However, realizing this potential requires addressing the complex social, ethical, and security issues that accompany technological progress. By learning from the past and fostering a collaborative, inclusive approach to innovation, we can harness the power of IT to build a better future for all.

**Keywords:** e-HRM, IT sector, Employee perception, Digital HR practices, HR technology adoption, Employee satisfaction, Organizational efficiency, Workforce management, Employee engagement, Technology in HR, Digital transformatio, HR innovation.

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**How to cite this article:** Dhanvi Shah, Jaimini Yagnik. A study on employees perception towards E-Hrm practices in It Sector, Journal of Management and Science, 14(3) 2024 51-55. Retrieved from <https://jmseleyon.com/index.php/jms/article/view/774>

**Received:** 17 June 2024 **Revised:** 18 July 2024 **Accepted:** 10 August 2024

### 1. Introduction

E-Human Resource Management (E-HRM) refers to the use of web-based technologies to provide HR services within organizations. It involves the integration of technology into HR practices to streamline processes, improve efficiency, and enhance the overall employee experience. E-HRM encompasses a range of activities, including recruitment, performance management, training and development, compensation, and employee engagement. E-HRM offers a plethora of benefits, including streamlined processes, improved efficiency, and enhanced communication within organizations. The term E-HRM was coined in the 1990s and refers to conducting HRM activities with the use of the Internet. e-HRM is the use of web-based technologies to provide HRM services within employing organizations. It embraces e-recruitment and e-learning, the first fields of human resource management to make extensive use of web-based technology. From this base e-HRM has expanded to embrace the delivery of virtually all HR

policies. However, for these systems to reach their full potential, organizations must address existing challenges and continuously adapt to technological advancements and employee feedback.

### 2. Literature Review

According to *Ms. Edel Conway*, improvements in technology have made it harder for competitive advantages in goods or procedures to remain. Three views are presented in HRM research at the business level: contingency methods, best fit, and best practice. The research concludes that an inflexible HR system may stifle innovation. Although the study's longitudinal data limitations limited the examination of technical innovation, *Caroline Mothe (2021)* discovered that HR practices like knowledge exchange can counteract age polarization's detrimental effects on innovation. Subsequent investigations ought to examine diverse boundary conditions that impact the regression between age diversity and creativity. The

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transformational potential of AI in HR is highlighted by Andy C (2021), who calls on HR professionals to acquire the necessary skills to ensure ethical AI use. In his examination of cloud-based HRM in SMEs, Pavel Y (2020) highlights the advantages and disadvantages of the technology while arguing that cloud computing can handle large amounts of data, improving HRM and organizational efficacy. Fernandez V (2020) examines HR digitalization, in particular HR Analytics, pointing out the ambiguity around the concept's definition and providing a thorough explanation to put it in context.

### 3. Objectives:

To investigate factors influencing employee acceptance and adoption of e-HRM tools.

To provide actionable recommendations for IT organizations to optimize their e-HRM systems and practices.

#### Data Collection Method :

The data has been collected using method which is quantitative in nature

**Primary collection:** - Structured Questionnaire

**Secondary collection:** - Journals, Literature Reviews, Research Papers.

**Research Design:** - Descriptive research

#### Data Collection Method: -

**Primary collection:** - Structured Questionnaire

**Secondary collection:** - Journals, Literature Reviews, Articles, Research Papers.

#### Sampling Plan and Technique: -

Population - Employees of IT sector

Sampling Unit - Employees, HR professionals, IT managers

Sampling size - 90

Sampling method - Convenient sampling method

Data collection Tool – Questionnaire

#### Hypothesis :

H0<sub>1</sub>: Ease of use does not significantly influence e-HRM awareness.

H1<sub>1</sub>: Ease of use significantly influences e-HRM awareness.

H0<sub>2</sub>: Usefulness does not significantly influence e-HRM awareness.

H1<sub>2</sub>: Usefulness significantly influences e-HRM awareness.

H0<sub>3</sub>: Flexibility does not significantly influence e-HRM awareness.

H1<sub>3</sub>: Flexibility significantly influences e-HRM awareness.

H0<sub>4</sub>: Internal communication improvement does not significantly influence e-HRM awareness.

H1<sub>4</sub>: Internal communication improvement significantly influences e-HRM awareness.

H0<sub>5</sub>: Transparency improvement does not significantly influence e-HRM awareness.

H1<sub>5</sub>: Transparency improvement significantly influences e-HRM awareness.

H0<sub>6</sub>: Employee satisfaction increase does not significantly influence e-HRM awareness.

H1<sub>6</sub>: Employee satisfaction increase significantly influences e-HRM awareness.

H0<sub>7</sub>: Reduction of administrative burden does not significantly influence e-HRM awareness.

H1<sub>7</sub>: Reduction of administrative burden significantly influences e-HRM awareness.

H0<sub>8</sub>: Creation of a ready-to-change workforce does not significantly influence e-HRM awareness.

H1<sub>8</sub>: Creation of a ready-to-change workforce significantly influences e-HRM awareness.

H0<sub>9</sub>: Alignment with business strategy does not significantly influence e-HRM awareness.

H1<sub>9</sub>: Alignment with business strategy significantly influences e-HRM awareness.

H0<sub>10</sub>: Increase in strategic capability does not significantly influence e-HRM awareness.

H1<sub>10</sub>: Increase in strategic capability significantly influences e-HRM awareness.

H0<sub>11</sub>: Standardization of service delivery does not significantly influence e-HRM awareness.

H1<sub>11</sub>: Standardization of service delivery significantly influences e-HRM awareness.

H0<sub>12</sub>: Increase in employee competence does not significantly influence e-HRM awareness.

H1<sub>12</sub>: Increase in employee competence significantly influences e-HRM awareness.

H0<sub>13</sub>: Reduction in HR professionals' requirements does not significantly influence e-HRM awareness.

H1<sub>13</sub>: Reduction in HR professionals' requirements significantly influences e-HRM awareness.

H0<sub>14</sub>: Reduction in administrative and operational costs does not significantly influence e-HRM awareness.

H1<sub>14</sub>: Reduction in administrative and operational costs significantly influences e-HRM awareness.

H0<sub>15</sub>: Increase in HR function output does not significantly influence e-HRM awareness.

H1<sub>15</sub>: Increase in HR function output significantly influences e-HRM awareness.

H0<sub>16</sub>: Support for quality improvement savings does not significantly influence e-HRM awareness.

H1<sub>16</sub>: Support for quality improvement savings significantly influences e-HRM awareness.

H0<sub>17</sub>: Financial contribution to the organization

does not significantly influence e-HRM awareness.

H1<sub>17</sub>: Financial contribution to the organization significantly influences e-HRM awareness.

H0<sub>18</sub>: Reduction in cycle time of HR functions does not significantly influence e-HRM awareness.

H1<sub>18</sub>: Reduction in cycle time of HR functions significantly influences e-HRM awareness.

H0<sub>19</sub>: Ease of doing e-HRM does not significantly influence e-HRM awareness.

H1<sub>19</sub>: Ease of doing e-HRM significantly influences e-HRM awareness.

H0<sub>20</sub>: e-HRM facilitation to organizational HR functions does not significantly influence e-HRM awareness.

H1<sub>20</sub>: e-HRM facilitation to organizational HR functions significantly influences e-HRM awareness.

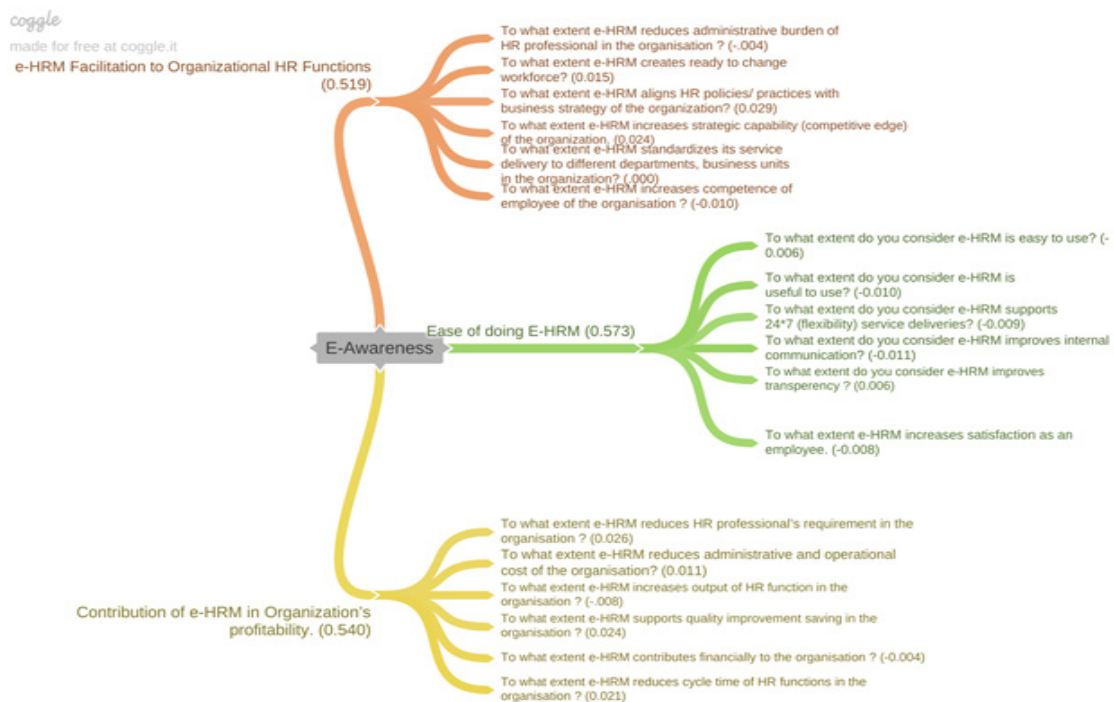
H0<sub>21</sub>: Contribution of e-HRM to the organization's profitability does not significantly influence e-HRM awareness.

H1<sub>21</sub>: Contribution of e-HRM to the organization's profitability significantly influences e-HRM awareness.

**4. Data analysis and Interpretation**

- A slightly negative path (0.006) suggests that ease of use has a minimal negative impact on e-HRM awareness. This might indicate that while ease of use is important, other factors may play a more significant role.
- A small negative path (- 0.010) indicates that perceived usefulness has a slight negative influence on e-HRM awareness.

- A negative path (-0.009) suggests a minor negative impact of flexibility (24/7 support) on e-HRM awareness. This could imply that round-the-clock availability alone is not a strong enough factor to boost awareness.
- A negative path (-0.011) indicates a slight negative effect on awareness, suggesting that improving internal communication through e-HRM may not significantly increase awareness.
- A small positive path (0.006) suggests a minimal positive impact of increased transparency on e-HRM awareness. This indicates that while transparency is beneficial, its influence on awareness is limited.
- A negative path (-0.008) implies that increasing employee satisfaction through e-HRM has a small negative impact on awareness, possibly indicating that satisfaction alone is not enough to drive awareness.
- A slightly negative path (-0.004) indicates that reducing the administrative burden has a minimal negative effect on e-HRM awareness. This suggests other factors might be more influential.
- A positive path (0.015) shows a small positive impact, indicating that fostering a flexible workforce through e-HRM slightly enhances awareness.
- A positive path (0.029) signifies a modest positive influence, suggesting that aligning HR practices with business strategy through e-HRM can improve awareness.
- A positive path (0.024) indicates a small positive impact, meaning that e-HRM systems that



**Fig 1. Data analysis and Interpretation**

enhance strategic capabilities marginally increase awareness.

- A zero path coefficient (0.000) suggests no impact, indicating that standardizing service delivery through e-HRM does not affect awareness.
- A slightly negative path coefficient (-0.010) shows a minimal negative effect, suggesting that increasing employee competence through e-HRM has a limited negative impact on awareness.
- A positive path (0.026) indicates that reducing the need for HR professionals through e-HRM has a modest positive impact on organizational profitability. This suggests that efficiency gains from needing fewer HR professionals contribute to profitability.
- A positive path (0.011) signifies that reducing administrative and operational costs through e-HRM has a small positive impact on profitability. Cost savings from streamlined processes enhance the organization's financial performance.
- A negative path (-0.008) suggests that increasing the output of HR functions through e-HRM has a slight negative impact on profitability. This counterintuitive result may indicate that simply increasing HR output does not directly translate to financial gains.
- A positive path (0.024) indicates that supporting quality improvement through e-HRM has a modest

positive impact on profitability. Enhancing the quality of HR services contributes to cost savings and improved financial performance.

- A slightly negative path (-0.004) suggests that the direct financial contribution of e-HRM to the organization has a minimal negative impact on profitability. This may indicate that the perceived financial benefits are not immediately realized.
- A positive path coefficient (0.021) indicates that reducing the cycle time of HR functions through e-HRM has a modest positive impact on profitability. Faster HR processes contribute to operational efficiency and cost savings.
- A positive path coefficient (0.519) suggests a strong positive influence of e-HRM facilitation on e-HRM awareness. Enhancing HR functions through e-HRM significantly increases employee awareness and engagement with the system.
- The highest path coefficient (0.573) indicates that ease of use is the most significant factor in raising e-HRM awareness. User-friendly and accessible e-HRM systems greatly improve awareness and acceptance among employees.
- A positive path coefficient (0.540) signifies that e-HRM's contribution to organizational profitability is a strong driver of awareness. When e-HRM systems are perceived as financially beneficial, employees are more likely to be aware of and use them.

**5. FINDINGS**

OBJECTIVES	FINDINGS
To understand which factor affects the most In understanding of E-HRM	<ul style="list-style-type: none"> <li>• There is a strong and significant positive regression between e-HRM awareness and the perceived ease of engaging in e-HRM practices</li> <li>• Another strong and significant positive regression exists between e-HRM awareness and its facilitation of organizational HR functions</li> <li>• There is a strong and significant positive regression between e-HRM awareness and the perceived contribution of e-HRM to organizational profitability</li> <li>• There is an exceptionally strong and significant positive regression between the perceived ease of engaging in e-HRM practices and its facilitation of organizational HR functions</li> <li>• There is a significant and strong positive regression between the perceived ease of engaging in e-HRM practices and its perceived contribution to organizational profitability</li> <li>• An exceptionally strong and significant positive regression exists between the effective facilitation of HR functions within the organization and the contribution of e-HRM to organizational profitability</li> </ul>
To investigate factors influencing employee acceptance and adoption of e-HRM	<ul style="list-style-type: none"> <li>• While a significant portion of respondents claim familiarity with HR technologies, there are varying levels of familiarity, indicating a need for targeted education and training initiatives.</li> <li>• A majority of respondents (57.8%) have explored or considered innovative HR technology solutions, indicating a proactive approach towards leveraging advancements in HR tech.</li> <li>• Responses vary regarding the anticipated impact of AI and machine learning on HR practices, with some expecting significant changes while others are more cautious or skeptical.</li> </ul>

## RECOMMENDATIONS

- Enhance User-Friendliness of e-HRM Systems
- Increase Transparency and Communication
- Ensure Data Security and Privacy
- Explore AI and Automation in HR Processes
- Implement Predictive Analytics for Decision-Making

## 6. Conclusion

The regression analysis of these variables indicates that the most significant positive factors contributing to organizational profitability through e-HRM include reducing the administrative burden on HR professionals, aligning HR policies with business strategy, enhancing strategic capability, supporting quality improvement, and reducing cycle time. Conversely, factors such as ease of use, usefulness, flexibility, internal communication improvement, and financial contribution show minor negative impacts, suggesting that while these aspects are important, they may not directly translate into profitability gains. Overall, focusing on efficiency, strategic alignment, and quality improvements through e-HRM can enhance organizational profitability.

## Acknowledgement

Nil

## Funding

No funding was received to carry out this study.

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