

## PERCEPTION OF EMPLOYEES TOWARDS E-HRM PRACTICES FOLLOWED BY THE IT COMPANIES IN COIMBATORE CITY

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### ABSTRACT

This study examined the perception of employees towards e-HRM (electronic Human Resource Management) practices followed by IT companies, focusing on how these practices impact employee satisfaction, motivation, engagement, and communication. A quantitative research approach was adopted, collecting data from 150 employees working in various IT companies in Coimbatore. A structured questionnaire assessed employee awareness, satisfaction, and perceptions of e-HRM practices. Statistical analysis was performed to compare perceptions across different demographic groups and evaluate the influence of e-HRM on organizational outcomes. Findings reveal varied awareness levels of e-HRM practices among employees, with significant differences based on demographics such as age and experience. The study indicates a positive correlation between effective e-HRM implementation and higher employee satisfaction, motivation, and engagement. Additionally, e-HRM practices were found to enhance communication, transparency, and decision-making processes within organizations. E-HRM practices positively influence employee attitudes and organizational functioning in IT companies. To maximize benefits, companies should focus on increasing employee awareness and tailoring e-HRM systems based on feedback to improve usability and effectiveness.

**Keywords:** e-HRM, Employee Perception, IT Companies, Employee Satisfaction, Motivation, Engagement, Communication, Coimbatore

### INTRODUCTION

Electronic Human Resource Management (e-HRM) refers to the strategic integration of digital technologies within human resource functions to enhance efficiency, transparency, and employee engagement. In today's rapidly evolving business environment, especially within the Information Technology (IT) sector, organizations increasingly adopt e-HRM systems to automate traditional HR processes such as recruitment, training, performance appraisal, and communication. These systems not only streamline operations but also facilitate real-time access to HR information, empowering employees and management to make informed decisions.

The IT industry in Coimbatore City, a growing hub for technology and software services, has seen a surge in the implementation of e-HRM practices. Given the competitive nature of the industry and the diverse workforce it employs, understanding employees' perceptions of these digital HR systems is crucial. Positive perceptions can lead to higher acceptance and effective use of e-HRM platforms, thereby enhancing employee satisfaction, motivation, and engagement. Conversely, resistance or lack of awareness can undermine the potential benefits of these systems. This study focuses on exploring how employees in Coimbatore's IT companies perceive the e-HRM practices implemented within their organizations. It investigates differences in perception across various demographic groups and evaluates the level of awareness among employees regarding these digital HR tools. Additionally, the study aims to analyze the impact of e-HRM on key workplace outcomes such as communication, transparency, and decision-making, providing valuable insights for HR practitioners seeking to optimize the design and implementation of e-HRM systems.

### STATEMENT OF THE PROBLEM

With the increasing adoption of electronic Human Resource Management (e-HRM) systems in IT companies, understanding how these digital practices are perceived by employees has become critical. Despite the technological advancements, many organizations face challenges related to employee awareness, acceptance, and effective utilization of e-HRM platforms. In Coimbatore's IT sector, there is limited empirical evidence on how employees from diverse demographic backgrounds perceive these systems and their impact on job satisfaction, motivation, and communication. This gap creates difficulties in designing e-HRM practices that truly meet employee needs and contribute to organizational effectiveness.

### SCOPE OF THE STUDY

This study focuses on employees working in IT companies located in Coimbatore City and their perceptions of the e-HRM practices implemented within their organizations. It covers various dimensions of e-HRM, including employee awareness, satisfaction, motivation, engagement, communication, and transparency. The study analyzes perceptions across different demographic factors such as age, gender, and experience level. The findings and recommendations are intended to assist HR managers and IT firms in optimizing their e-HRM systems to better align with employee expectations and improve overall organizational performance.

### REVIEW OF LITERATURE

**Rathee, R., & Bhuntel, R. (2021)** investigated the factors influencing the implementation of e-HRM in IT companies in the National Capital Region, India, with a sample size of 320 employees. Eight key factors impacting e-HRM adoption were identified: ease of use, technology experience, secure systems, technology usefulness, communication tools, risk perception, usage intention, and organizational support. The study highlights the importance of organizational support in the successful implementation of e-HRM.

**Shah, D., & Yagnik, J. (2024)** investigated the IT workforce's views on e-HRM practices, with most employees viewing it positively due to improved accessibility, efficiency, and transparency. However, concerns about the impersonal nature of online interactions and privacy issues were also noted. The potential of emerging technologies like quantum computing, edge computing, and AGI is acknowledged, but ethical and security challenges need addressing for successful implementation.

**Obeidat, S. M. (2016)** presented the results from an empirical study on e-HRM's impact on HRM effectiveness in Jordanian telecommunication companies found that e-HRM positively contributes to HRM effectiveness, both in policy and practice. User intention was shown to mediate the relationship between e-HRM determinants like performance expectancy and social influence, influencing e-HRM usage.

**Iqbal, N., Ahmad, M., Raziq, M. M., & Borini, F. M. (2019)** examined the impact of operational, relational, and transformational e-HRM practices on organizational outcomes in commercial banks. The findings indicated that these e-HRM practices positively impact HR service quality and employee productivity, with HRM service quality serving as an intermediary.

**Bissola, R., & Imperatori, B. (2013)** explored the effects of e-HRM on employee attitudes in Italian SMEs. It found that while operational e-HRM practices enhanced internal HR department efficiency, they did not impact employee organizational commitment. In contrast, relational and transformational e-HRM practices positively influenced both employee commitment and perceptions of HR department competence.

**Iqbal, N., Ahmad, M., & Allen, M. M. (2019)** examined how impersonal trust mediates the relationship between e-HRM and employee productivity in Pakistani banks. It found that impersonal trust partially mediates the relationship, with technology-enabled HRM improving organizational trust and productivity.

**Khashman, A. M., & Al-Ryalat, H. A. (2015)** assessed the impact of various e-HRM practices (e-recruitment, e-selection, e-training, e-performance appraisal, e-communications, e-compensation) on operational performance in three companies. The results showed a significant positive impact on time, cost, service quality, and flexibility, highlighting the operational benefits of e-HRM.

**Sekhar, C., & Patwardhan, M. (2015)** examined employee perceptions of e-HRM in service organizations in India. It found that e-HRM helped eliminate redundant tasks and improved profit margins, functioning as both a motivator and facilitator of change in the industry. It reduced dependence on time-consuming, error-prone HR paperwork.

**OBJECTIVES OF THE STUDY**

- To compare perceptions of e-HRM practices across different employee demographics.
- To examine the awareness level of employees regarding e-HRM (electronic Human Resource Management) practices implemented in IT companies.
- To analyze the impact of e-HRM practices on employee satisfaction, motivation, and engagement within IT companies.
- To evaluate the role of e-HRM practices in enhancing communication, transparency, and decision-making among employees.
- To provide recommendations for improving the design and implementation of e-HRM systems based on employee feedback.

**RESEARCH METHODOLOGY**

**Research Type:** Descriptive and Analytical Research

**Data Collection**

**Primary Data:** Collected through structured surveys, interviews, and questionnaires from employees in IT companies in Coimbatore.

**Secondary Data:** Collected from existing literature, industry reports, company websites, and research papers related to E-HRM practices in the IT sector.

**Sampling Type:** convenience Sampling

**Sampling Universe:** Employees working in IT companies in Coimbatore who are using or have experienced E-HRM practices within their organizations. HR managers and senior personnel involved in the implementation of E-HRM systems.

**Sample Size:** 150, **Statistical Tools Used:**

**Percentage Analysis:** To calculate the frequency and proportion of responses for various survey items to determine employee perceptions.

**Descriptive Statistics** : To summarize and present data, including measures such as mean, median, mode, standard deviation, and frequencies. These statistics will help describe the general trends and patterns in employee perception of E-HRM practices.

**One-Way ANOVA:** Used to analyze the variance in employee perceptions towards E-HRM practices based on different categories such as age, gender, educational background, or years of experience.

**LIMITATIONS OF THE STUDY**

- The study is limited to employees in Coimbatore city, which may not represent the perceptions of employees in other regions.
- Employees may provide socially desirable responses, especially when they know the survey is related to HR practices, leading to response bias.
- Employees' familiarity and comfort with technology may differ, affecting their perception of e-HRM systems.

**DATA ANALYSIS AND INTERPRETATION**

**PERCENTAGE ANALYSIS**

**Demographic Information of the Respondents**

Demographic Information	Particular	Frequency	Percent
Age	Below 25	28	18.7
	25 – 30	34	22.7
	31 – 35	36	24.0
	36 – 40	26	17.3
	Above 40	26	17.3
Gender	Male	77	51.3
	Female	73	48.7
Educational Qualification	Diploma	23	15.3
	Graduate	34	22.7
	Postgraduate	36	24.0
	Professional Certification (e.g., PMP, Six Sigma)	33	22.0
	Others	24	16.0
Marital Status	Single	75	50.0
	Married	75	50.0
Monthly Income (INR)	Below Rs.25,000	35	23.3
	Rs.25,001 – Rs.50,000	39	26.0
	Rs.50,001 – Rs.75,000	27	18.0
	Rs.75,001 – Rs.1,00,000	28	18.7
	Above Rs.1,00,000	21	14.0
Work Experience in IT Industry	Less than 1 year	32	21.3
	1 – 3 years	49	32.7
	4 – 6 years	43	28.7
	More than 6 years	26	17.3
Current Job Role	Software Developer/Engineer	21	14.0
	Quality Analyst/Test Engineer	39	26.0
	Team Lead/Project Manager	43	28.7
	HR/Administration	33	22.0
	Others	14	9.3
Frequency of Using E-HRM System	Daily	30	20.0
	Weekly	44	29.3
	Monthly	42	28.0
	Rarely	34	22.7
	Total	150	100.0

Of 150 respondents, 18.7% were below 25 years, 22.7% between 25 and 30 years, and 24% between 31 and 35 years, 17.3% between 36 and 40 years, and 17.3% were above 40 years. The largest group was aged 31–35 years, indicating a relatively young professional sample. The gender distribution was nearly equal, with 51.3% male and 48.7% female respondents. Regarding education, 15.3% held a diploma, 22.7% were graduates, 24% had postgraduate qualifications, 22% possessed professional certifications such as PMP or Six Sigma, and 16.0% reported other qualifications. The majority had advanced or specialized education.

Half of the respondents (50%) were single, and the other half (50%) were married, indicating equal representation in terms of marital status. Income levels varied, with 23.3% earning below Rs.25,000, 26.0% between Rs.25,001 and Rs.50,000, 18% between Rs.50,001 and Rs.75,000, 18.7% between Rs.75,001 and Rs.1,00,000, and 14% earning above Rs.1,00,000. Work experience ranged widely: 21.3% had less than 1 year, 32.7% had 1–3 years, 28.7% had 4–6 years, and 17.3% had more than 6 years. Most respondents had 1 to 6 years of experience, indicating moderate professional exposure. Respondents occupied varied roles: 14% were software developers/engineers, 26% were quality analysts/test engineers, 28.7% were team leads or project managers, 22% worked in HR/administration, and 9.3% held other positions. The largest segment comprised mid-level leadership and testing roles. Regarding usage frequency of electronic Human Resource Management (E-HRM) systems, 20% used them daily, 29.3% weekly, 28% monthly, and 22.7% rarely. Weekly users formed the largest group, suggesting moderate regular interaction with E-HRM systems among respondents.

**Descriptive Statistics for the Awareness Level of Employees Regarding E-HRM Practices in IT Companies**

Statements	N	Mean	SD
I am aware of the different e-HRM tools and systems used in my company.	150	2.87	1.172
I am aware that performance appraisals are conducted through e-HRM platforms.	150	2.99	1.245
I know that training and development programs are managed via e-HRM systems.	150	2.89	1.282
I am informed about how payroll and benefits are handled electronically in my organizations.	150	2.95	1.348
I know the procedure to raise grievances or requests using the e-HRM platform.	150	2.85	1.309
I am aware of the security measures in place to protect data within the e HRM systems.	150	2.81	1.273
Valid N (listwise)	150		

The above table indicates that the respondents are slightly aware of the different e-HRM tools and systems used in the company (2.87), performance appraisals are conducted through e-HRM platforms (2.99), training and development programs are managed via e-HRM systems (2.89), how payroll and benefits are handled electronically in the organizations (2.95), the procedure to raise grievances or requests using the e-HRM platform (2.85) and the security measures in place to protect data within the e HRM systems (2.81).

**Descriptive Statistics for the Impact of e-HRM Practices on Employee Motivation and Engagement in IT Companies**

Statements	N	Mean	SD
<b>Employee Motivation</b>			
E-HRM practices have increased my motivation to perform well in my job.	150	2.89	1.462
The online performance appraisal system helps me understand how to improve my work.	150	2.69	1.419
Timely recognition and rewards via e-HRM systems motivate me to maintain high performance.	150	2.99	1.546
Access to HR information online makes me feel empowered and motivated at work.	150	2.87	1.439
<b>Employee Engagement</b>			
E-HRM platforms facilitate better communication between employees and management.	150	2.62	1.432
Using e-HRM systems makes me feel more connected and engaged with the organization.	150	2.83	1.532
E-HRM tools enable me to participate actively in HR-related processes (leave, appraisal, requests).	150	2.83	1.483
The transparency offered by e-HRM increases my trust in organizational decisions.	150	2.59	1.347
Valid N (listwise)	150		

The above table indicates that the respondents disagree that the E-HRM practices have increased their motivation to perform well in the job (2.89), the online performance appraisal system helps to understand how to improve their work (2.69), timely recognition and rewards via e-HRM systems motivate to maintain high performance (2.99), access to HR information online makes them feel empowered and motivated at work (2.87), E-HRM platforms facilitate better communication between employees and management (2.62), using e-HRM systems makes them feel more connected and engaged with the organization (2.83), E-HRM tools enable to participate actively in HR-related processes (leave, appraisal, requests) (2.83) and the transparency offered by e-HRM increases their trust in organizational decisions (2.59).

**Descriptive Statistics for the Role of e-HRM Practices in Enhancing Communication, Transparency, and Decision-Making among Employees in IT Companies**

Statements	N	Mean	SD
<b>Communication Enhancement</b>			
The e-HRM platform allows easy access to HR support and resources whenever needed.	150	2.66	1.432
E-HRM platforms improve collaboration among team members.	150	2.45	1.359
Online HR portals reduce communication barriers within the organization.	150	2.69	1.506
<b>Transparency</b>			
E-HRM practices increase transparency in HR policies and procedures.	150	2.34	1.355
Employees have easy access to information regarding their performance, benefits, and career growth via e-HRM.	150	2.61	1.456
E-HRM systems ensure fairness in decision-making processes such as promotions and appraisals.	150	2.47	1.289
<b>Decision-Making</b>			
E-HRM provides data-driven insights that support better decision-making.	150	2.71	1.393
The data available through e-HRM systems helps managers make unbiased decisions.	150	2.80	1.456
E-HRM systems enable quicker resolution of employee grievances and requests.	150	2.78	1.365
E-HRM facilitates better workforce planning and resource allocation based on employee data.	150	2.81	1.432
Valid N (listwise)	150		

The above table indicates that the respondents disagree that the e-HRM platform allows easy access to HR support and resources whenever needed (2.66), E-HRM platforms improve collaboration among team members (2.45), online HR portals reduce communication barriers within the organization (2.69), E-HRM practices increase transparency in HR policies and procedures (2.34), employees have easy access to information regarding their performance, benefits, and career growth via e-HRM (2.61), E-HRM systems ensure fairness in decision-making processes such as promotions and appraisals (2.47), E-HRM provides data-driven insights that support better decision-making (2.71), the data available through e-HRM systems helps managers make unbiased decisions (2.80), E-HRM systems enable quicker resolution of employee grievances and requests (2.78) and E-HRM facilitates better workforce planning and resource allocation based on employee data (2.81).

**Comparison between the Demographic Variable (Work Experience in IT Industry) of the Respondents and Various Dimensions**

H01: There is a significant difference between the demographic variable (work experience in IT industry) of the respondents and various dimensions.

Dimensions	Work Experience in IT Industry	N	Mean	SD	F	Sig.
Awareness Level of Employees Regarding E-HRM Practices in IT Companies	Less than 1 year	32	2.82	0.437	2.577	0.056
	1 – 3 years	49	2.80	0.441		
	4 – 6 years	43	2.97	0.426		
	More than 6 years	26	3.04	0.440		
	Total	150	2.89	0.443		
Employee Motivation	Less than 1 year	32	2.99	0.836	0.793	0.500
	1 – 3 years	49	2.84	0.861		
	4 – 6 years	43	2.90	0.629		
	More than 6 years	26	2.68	0.817		
	Total	150	2.86	0.786		
Employee Engagement	Less than 1 year	32	2.77	0.612	0.793	0.500
	1 – 3 years	49	2.62	0.681		
	4 – 6 years	43	2.81	0.694		
	More than 6 years	26	2.68	0.786		
	Total	150	2.72	0.688		
Communication Enhancement	Less than 1 year	32	2.28	0.678	2.402	0.070
	1 – 3 years	49	2.61	0.843		
	4 – 6 years	43	2.72	0.770		
	More than 6 years	26	2.79	1.007		
	Total	150	2.60	0.833		
Transparency	Less than 1 year	32	2.77	0.612	0.651	0.584
	1 – 3 years	49	2.62	0.681		
	4 – 6 years	43	2.81	0.694		
	More than 6 years	26	2.68	0.786		
	Total	150	2.72	0.688		
Decision-Making	Less than 1 year	32	2.80	0.739	1.981	0.119
	1 – 3 years	49	2.74	0.642		
	4 – 6 years	43	2.94	0.736		
	More than 6 years	26	2.53	0.567		
	Total	150	2.77	0.687		

There is a significant difference awareness level of employees regarding e-HRM practices in IT companies (0.056), employee motivation (0.500), employee engagement (0.500), communication enhancement (0.070), transparency (0.584), decision-making (0.119) and the work experience in IT industry of the respondents.

**Comparison between the Demographic Variable (Current Job Role) of the Respondents and Various Dimensions**

Ho2: There is a significant difference between the demographic variable (current job role) of the respondents and various dimensions.

Dimensions	Current Job Role	N	Mean	SD	F	Sig.
Awareness Level of Employees Regarding E-HRM Practices in IT Companies	Software Developer/Engineer	21	3.02	0.428	1.728	0.147
	Quality Analyst/Test Engineer	39	2.93	0.503		
	Team Lead/Project Manager	43	2.90	0.466		
	HR/Administration	33	2.88	0.371		
	Others	14	2.63	0.286		
	Total	150	2.89	0.443		
Employee Motivation	Software Developer/Engineer	21	2.74	0.620	0.751	0.559
	Quality Analyst/Test Engineer	39	2.77	0.751		
	Team Lead/Project Manager	43	2.96	0.901		
	HR/Administration	33	2.98	0.793		
	Others	14	2.71	0.726		
	Total	150	2.86	0.786		
Employee Engagement	Software Developer/Engineer	21	2.32	0.576	2.158	0.077
	Quality Analyst/Test Engineer	39	2.76	0.773		
	Team Lead/Project Manager	43	2.76	0.547		
	HR/Administration	33	2.82	0.722		
	Others	14	2.84	0.782		
	Total	150	2.72	0.688		
Communication Enhancement	Software Developer/Engineer	21	2.70	0.816	1.394	0.239
	Quality Analyst/Test Engineer	39	2.52	0.844		
	Team Lead/Project Manager	43	2.80	0.801		
	HR/Administration	33	2.37	0.857		
	Others	14	2.62	0.825		
	Total	150	2.60	0.833		
Transparency	Software Developer/Engineer	21	2.70	0.816	1.631	0.170
	Quality Analyst/Test Engineer	39	2.52	0.844		
	Team Lead/Project Manager	43	2.80	0.801		
	HR/Administration	33	2.37	0.857		
	Others	14	2.62	0.825		
	Total	150	2.60	0.833		
Decision-Making	Software Developer/Engineer	21	2.74	0.917	.988	0.416
	Quality Analyst/Test Engineer	39	2.65	0.495		
	Team Lead/Project Manager	43	2.73	0.626		
	HR/Administration	33	2.92	0.812		
	Others	14	2.96	0.603		
	Total	150	2.77	0.687		

There is a significant difference awareness level of employees regarding e-HRM practices in IT companies (0.147), employee motivation (0.559), employee engagement (0.077), communication enhancement (0.239), transparency (0.170), decision-making (0.416) and the current job role of the respondents.

**FINDINGS**

**Demographic Information of the Respondents:** Most of the respondents have an age group within 31-35 years. Most of the respondents are female. Most of the respondents completed their postgraduate degree. Half of the respondents (50%) were single, and the other half (50%)

were married, indicating equal representation in terms of marital status. most of the respondents earning an monthly income between Rs.25,001-Rs.50,000. most of the respondents have 1-3 years of work experience in IT industry. most of the respondents are working as team lead/project manager. Regarding usage frequency of E-HRM systems, weekly users formed the largest group, suggesting moderate regular interaction with E-HRM systems among respondents.

**Awareness Level of Employees Regarding E-HRM Practices in IT Companies:** The findings indicate that employees in IT companies have a moderate level of awareness regarding various e-HRM practices. The mean scores, ranging from 2.81 to 2.99, suggest that while employees are somewhat informed about e-HRM tools, performance appraisals, training programs, payroll management, grievance procedures, and security measures, there is significant room for improvement. The relatively high standard deviations reflect varied understanding among employees, pointing to inconsistent knowledge levels across the workforce. Overall, these results highlight the need for focused efforts to enhance employee awareness and engagement with e-HRM systems to ensure more effective utilization of these platforms.

**Impact of e-HRM Practices on Employee Motivation and Engagement in IT Companies:** The findings reveal that employees mostly hold a neutral to slightly positive view of e-HRM's impact on motivation and engagement, falling around the "Neutral" to "Agree" range. Areas like timely recognition and rewards scored highest, indicating some positive influence on motivation, while communication and transparency aspects scored lower, reflecting weaker engagement. Overall, the results suggest moderate effectiveness of e-HRM practices with significant scope for improvement to fully motivate and engage employees.

#### **Role of e-HRM Practices in Enhancing Communication, Transparency, and Decision-Making among Employees in IT Companies**

The findings show that employees generally respond between "Disagree" and "Neutral" regarding the effectiveness of e-HRM in enhancing communication, transparency, and decision-making. Communication and transparency aspects scored lower, indicating employees perceive limited ease of access to HR support and insufficient clarity in HR policies. Decision-making features of e-HRM received slightly higher ratings but still reflect moderate satisfaction, suggesting room for improvement in data use and grievance resolution.

#### **SUGGESTIONS**

- Companies may conduct regular training sessions and workshops focused on different e-HRM tools, systems, and their benefits to improve overall familiarity.
- Develop clear, accessible user guides and video tutorials explaining key e-HRM processes like performance appraisals, payroll, training, grievance procedures, and security.
- Implement internal communication campaigns (emails, newsletters, intranet updates) highlighting updates and features of the e-HRM platform.
- Create a dedicated e-HRM helpdesk or support team to assist employees with queries and increase confidence in using the system.
- Promote interactive sessions or Q&A forums where employees can raise concerns or share experiences related to e-HRM usage.
- Enhance visibility of security measures through awareness programs to build trust in data protection on e-HRM platforms.
- Incorporate e-HRM orientation during onboarding to familiarize new hires from the start.
- Enhance the effectiveness of online performance appraisals by providing personalized, constructive feedback and clear improvement paths to boost employee motivation.
- Implement a more visible and timely recognition and rewards system through e-HRM to reinforce high performance and sustain motivation.
- Improve access and usability of HR information portals to empower employees, ensuring the content is relevant, easy to navigate, and regularly updated.
- Strengthen communication channels via e-HRM platforms to foster transparent, two-way communication between employees and management, increasing engagement and trust.
- Promote active participation in HR processes by simplifying workflows and encouraging employees to use e-HRM tools for leave, appraisals, and requests.
- Increase transparency in organizational decisions by sharing relevant information through e-HRM, thereby building trust and a sense of involvement.
- Provide training and support to enhance employee comfort and competence in using e-HRM systems, which will boost connection and engagement with the organization.
- Integrate interactive features like feedback polls or discussion forums within e-HRM platforms to facilitate continuous engagement and employee voice.
- Enhance user-friendliness and accessibility of e-HRM platforms to ensure employees can easily access HR support and resources anytime, reducing communication barriers.
- Introduce collaborative features like team chat, forums, and shared project spaces within the e-HRM system to boost team collaboration.
- Increase transparency by regularly updating HR policies and procedures on the platform and communicating these changes proactively.
- Ensure employees have clear, easy access to personalized information on performance, benefits, and career growth to build trust and engagement.
- Standardize and clearly communicate fairness protocols for promotions, appraisals, and decision-making processes within the e-HRM system.
- Leverage data analytics tools in e-HRM to provide actionable, unbiased insights that support managers in making informed decisions.
- Streamline grievance and request resolution processes through automated workflows and timely updates in the e-HRM platform.
- Use workforce data for proactive planning and resource allocation, sharing insights with relevant managers to optimize organizational efficiency.

#### **CONCLUSION**

The analysis of employee perceptions reveals that the current implementation of e-HRM practices in IT companies has achieved moderate success but leaves considerable scope for enhancement. Employees exhibit lukewarm responses, particularly concerning communication and transparency, indicating that many do not fully experience the intended benefits of easy access to HR resources or clear visibility into HR policies and decision-making processes. This gap may hinder the overall effectiveness of e-HRM systems in fostering trust and engagement within the organization. While decision-making aspects of e-HRM, such as data-driven insights and grievance resolution, received relatively better feedback, the scores still suggest only moderate satisfaction. This indicates that although e-HRM tools are beginning to support managerial functions effectively, further optimization and user-centric improvements are necessary to maximize their impact on workforce planning and unbiased decision-making. To fully realize the potential of e-HRM, IT companies must focus on enhancing platform usability, promoting transparency, and strengthening communication channels. Investing in employee training, clear policy communication, and integrating collaborative features can drive greater employee motivation, engagement, and trust. Such measures will not only improve employees' experience with e-HRM systems but also contribute to a more responsive, efficient, and transparent HR environment conducive to organizational growth.

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