

**A CASE STUDY ON EVALUATING THE IMPACT OF E-HRM PRACTICES IN IT COMPANIES**

**Dr.V.DEVI SATHYA**

**Assistant professor of Commerce**  
**Department of Commerce and Banking & Finance**  
**Kamaraj Women's College, Thoothukudi**

**Abstract**

This research paper delves into the rapidly growing field of E-HRM, On the basis of the studies motive and the research framework become provided in a preceding article, this article describes the effects of the statistical evaluation for the information collection on the basis of the studies questions and research hypotheses. The information evaluation blanketed the description of the Means and Standard Deviations for questionnaire consequences; Simple Regression analysis turned into used also to have a look at and answer questions and take a look at having a look at hypotheses. In order to answer the research questions and test the hypotheses, the researcher used Statistical package; this is a Statistical Package for Social Sciences (SPSS). To answer research questions, the researcher utilized means, frequencies, and standard deviations. To test the research hypotheses, the researcher utilized simple regression analysis.

**Keywords:** Electronic HRM (E-HRM), HR Practitioners, Administrative Expert, Strategic Partner

**Introduction**

E-HRM, an effective IT application was introduced in to IT and ITES industries in the mid of 1990s, which was embedded with probable collaborations of system and its part, which generates worth inside and outside of any organization for the end users i.e., employers and employees. The slow perception of statistics and communication technology in all surfaces of business is mainly to multidimensional and often unpredictable modifications and enhancements. ICT has caused the fast development of e-commercial enterprise and still rising like a giant manage, consequently, HR specialists are treated with the mission of appearing in methods that, are in step with agency. In this commentary, HR purposes come to be extreme partners in dynamic success, however, to do so calls for that HR changes its attention, role, and distribution structures, consequently, in the e- commercial enterprise, the use of internet technology for HR is inevitable (Wright and Dyer, 2000).

E-HRM control is the genuinely a tactical initiative to make the enterprise propel itself within the facts age, over discharge itself from recurring works, developing it more in song with the choice making and better records of the personnel. Technological changes and development are an effective strain toward the paradigm shift of conventional HRM feature to numerical shape. Developing era has ensued in clean scopes in the direction of HR by using way of the arrival of the effective body of employees, sinking layers of supervision, e-Job evaluation, e-recruitment, e-preference, online performance control, e-reimbursement, e-HR audit, and e-self-provider system henceforth, redefining the location of HR as a strategic companion within the era. Administrations assimilating their HR systems with massive control facts systems have the potential to offer expressively to the strategic aggregate of HRM with the corporation's wider approach. They get right of entry to the one's talents typically through the intranet or distinctive internet-generation channels (Marler and Fisher, 2013).

The empowerment of managers and employees to carry out a delegated HR skills releases the HR department of those duties, permitting HR frame of workers to pay attention tons much less on the operational and extra on the strategic factors of HR and allowing companies to lower HR branch staffing stages because the executive burden is reduced. Its miles predicted that, as e-HRM grows and becomes greater constant inside the industrial enterprise. Technology has increased the price of HRM transactions, upgraded information, and decreased charge, people participation, much fewer workplace paintings and pressure-unfastened management (Maatman, 2006).

Every Organization has some one-of-a-kind strategies and policies of working. They can be from any region; the situation be huge or little however has a few recommendations and form of operating. Organizations are not mere bricks, mortar or equipment, they are the people. It is those who employees and manage corporations. HRM can be a huge- ranging idea. It is the most essential software program at the instant in any enterprise or company. This can be due to the fact humans provide a competitive advantage to a business enterprise and coping with humans is the domain of HRM. Human assets are the supply of engaging in aggressive advantage due to its capability to transform the alternative property like cash, device, strategies, and fabric into output i.e. Product/provider (Tiwari& Saxena, 2012).HRM builds Human capital. They refer to the inventory of worker abilities, wit, and skills of individuals. In a business enterprise, the maximum value input is that the human element. The achievement or failure of a business enterprise relies upon to a large volume at the individuals who control and run the organization (Ghosh, 2002). Shaping the company is significant and required assignment for any management to offer a qualitative and dependable product for his or her clients. So, nowadays we're able to actually apprehend a concept of Human Resource Management (HRM) in each organization for inner control and inexperienced operation of resource to provide a stepped forward and new technological product for their customers (Srivastava, 2010).

**Literature Review**

Abdul Kadar Muhammad Masum (2015), the paper pastimes at exploring the determinants that have an effect on the model choice for e-HRM amongst agencies. Quantitative techniques were completed to find out the elements that prompt e-HRM version. They have a take a look at recommended that worker's unique elements, organization provision, IT Setup, compatibility and enterprise pressure are the extracted factors to the version of e-HRM. Al Shobaki, M. M., Naser, S. S. A., Amuna, Y. M. A., & El Talla, S. A. (2017) The research aims to identify the efficiency of information technology and its role in human resources management electronically at universities in the Gaza Strip, and the population of the study consists of IT staff centers, where the number reached 35 employees working in universities in the Gaza Strip,. The researchers used the questionnaire as a tool for the study, descriptive and analytical approach was used to achieve the objectives of the study, (SPSS) program has been used to analyze the study data. The results of the study showed that there is agreement from the sample of the study on the availability of infrastructure in the IT center, which is statistically significant at (0.05), where the relative weight reached (73.97%) and the arithmetic mean (7.4). The results showed that the sample was highly agreeable, as all the results were statistically acceptable and above the arithmetic mean (6). The need to integrate computerized management information systems and work to link what is currently fully present as a beginning to a gradual transition to electronic management. Wiradendi Wolor, C., Solikhah, S., Fidhyallah, N. F., & Lestari, D. P. (2020) The concept of digital human resource management and related concepts such as the digitization of human resource management, the digitalization of human resource management, the digital transformation of human resource management, and the digital disruption of human resource management are gaining prominence in scholarly discussion. Frequently, however, the use of these concepts is implicit, heterogeneous, and proliferating. These concepts, thus, lack the "conceptual clarity" necessary in research. Together, the terminology and typology clarify the concept of digital human resource management and related concepts, uncover digital human resource management as an evolutionary advancement of previous conceptualizations of technology-based human resource management, and provide a conceptual basis for future work on digital human resource management. AlHamad, A., Alshurideh, M., Alomari, K., Kurdi, B., Alzoubi, H., Hamouche, S., & Al-Hawary, S. (2022). This study aimed at examining the impact of E-HRM on organizational health. It focused on telecommunications companies operating in Jordan. Data were primarily gathered through self-reported questionnaires created in Google Forms and distributed to a purposive sample of senior managers via email. AMOSv24 was used to test the study hypotheses. Based on the obtained results, the researchers recommend managers and decision-makers of the telecommunications companies in Jordan to invest in electronic human resources systems, which can help them fully implement human resources practices electronically, to obtain economic savings and to be able to attract flairs. The study also highlights the importance of focusing more on the electronic training and development process in order to raise individuals' practical capabilities, which is reflected in their creativity. Alqahtani, M. M., Almomani, H. M., Al-Hawary, S. I. S., Al-Hawajreh, K. M., Mohammad, A., Alkhawaldeh, M. I. G., ... & Al-Qudah, S. H. (2023) The aim of the study was to examine the impact of electronic human resource management on intention to leave. Therefore, it focused on international non-governmental organizations (NGOs) operating in the humanitarian sector. Data were primarily gathered through self-reported questionnaires created by google forms which were distributed to a random sample of (620) employee. Structural equation modelling (SEM) was conducted to test hypotheses. The results showed that electronic human resource management had a negative influence on intention to leave. Moreover, the results indicated that the highest impact was for e-performance evaluation.

**Objectives of the Study**

1. To study the technological profile of employees in IT companies.
2. To examine the Factors Influencing the E-HRM Practices in IT Companies

**Scope of the Study:** The scope of this perceives lies on assessing the effectiveness of E-HRM on worker competence, cost, and administrative burden of IT corporations, and how it might be helpful in reaching the commercial enterprise approach, monetary growth, and internal stake holder's pride. The expected observe will give up with the realization, reference and possibility for in addition research so that you can be an entirely beneficial aspect.

**Methodology:** The study required considered 552 respondents from different occupational sectors to know the factors that determine the Role of e-HRM in IT companies. The data of this study was collected through Convenience sampling method.

**Findings:** Table below is sharing general details of the respondents. In total 552 respondents, males are 63.9% and females are 36.1% from gender. Among them 37.7% are Below 25 years of age, 50.4% are between 25-35 years of age, 10.7% are 36-45 years of age, 1.3% are above 45 years of age. 70.3% are computer science, 29.3% are non computer science are from education qualification. 69.4% are top level, 8.5% are middle level, 22.1% are junior level are from designation. 5.6% are less than 5 years, 58.3% are 5-10 years, 36.1% are above 10 years are from experience. 45.8% are less than 3 lakhs, 25.9% are 3-5 lakhs, 28.3% are above 5 lakhs are from pay per annum

**Table 1: General Details of the Respondents**

Variable	Respondents	Total Percentage
<b>Gender</b>		
Males	353	63.9
Females	199	36.1
<b>Total</b>	<b>552</b>	<b>100</b>
<b>Age</b>		
Below 25	208	37.7
25-35	278	50.4
36-45	59	10.7
Above 45	7	1.3
<b>Total</b>	<b>552</b>	<b>100</b>
<b>Educational Qualification</b>		
Computer Science	388	70.3
Non-Computer Science	164	29.7
<b>Total</b>	<b>552</b>	<b>100</b>
<b>Designations</b>		
Top level	383	69.4
Middle level	47	8.5
Junior level	122	22.1
<b>Total</b>	<b>552</b>	<b>100</b>
<b>Experience</b>		
Less than 5 years	31	5.6
5-10 years	322	58.3
Above 10 years	199	36.1
<b>Total</b>	<b>552</b>	<b>100</b>
<b>Pay per annum</b>		
Less than 3 lakhs	253	45.8
3-5 lakhs	143	25.9
Above 5 lakhs	156	28.3
<b>Total</b>	<b>552</b>	<b>100</b>

Source: Primary Data

Factors of objectives of e-HRM. After reviewing the National and International literature affecting to objectives of e-HRM the researcher generated 15 variables in Likert's 5-point scale. These scales have to be systematically reduced to the highlight structure in the form of factors. Therefore, the researcher applied factor analysis, the principal component method and the following results are obtained.

**Table 2: FACTORS INFLUENCING THE E-HRM PRACTICES IN IT COMPANIES**

Label	Statements
F1	e-HRM is considered as a decision-making tool in a work place.
F2	Decision-support tools provided by e-HRM affect the quality of decision making in your workplace.
F3	The mediators that affect the relationships between e-HRM information tools and decision-making quality in your institution.
F4	HRM staff members in this institution were faced challenges with regard to the use of E-HRM system.
F5	e-HRM has helped with forecasting staffing needs
F6	e-HRM has increased security concerns
F7	e-HRM has decreased the time spent on communicating information within the institution, processing paperwork and correcting errors
F8	e-HRM helps highly secured about the database
F9	e-HRM improves the client service
F10	e-HRM establishes a common HR information infrastructure across the whole world
F11	e-HRM involves large investments in the beginning
F12	e-HRM makes HR specialists
F13	e-HRM is connected the process of Globalization with the aims of the company.
F14	e-HRM tries to harmonize & standardize HR Processes
F15	e-HRM technology is not compatible with other systems

In factor analysis, the analytical process is based on a matrix of correlation between the variables. Valuable insights can be gained from an examination of this matrix. If the factor analysis is to be proper, the variables must be correlated. If the correlation between all the variables is very low and negligible, then the factor analysis may not be appropriate.

**Table 3**

KMO and Bartlett's Test			
	Measure	of	Sampling Adequacy
Kaiser-Meyer-Olkin	Test	Sphericity	734
Bartlett's	Test	Sphericity	Approx. Chi-Square
			df
			Sig.
			2005.736
			105
			.000

Source: Computer data

It is found that the KMO measure of sampling adequacy is 0.734, Bartlett's test of sphericity with approximate chi-square value 2005.736,  $p=0.000$  are statistically significant @ 5% level. This implies the 15 variables are normally distributed and they can be reduced to form a certain number of an underlying structure. This leads to the verification of individual variances has shown in the commonalities below.

**Table 4**

Communalities		
	Initial	Extraction
OB-1	1.000	.556
OB-2	1.000	.617
OB-3	1.000	.514
OB-4	1.000	.565

OB-5	1.000	.627
OB-6	1.000	.631
OB-7	1.000	.541
OB-8	1.000	.703
OB-9	1.000	.503
OB-10	1.000	.338
OB-11	1.000	.624
OB-12	1.000	.628
OB-13	1.000	.386
OB-14	1.000	.609
OB-15	1.000	.472

Source: Computer data

From the above table it is found that the 15 variables have their variances ranging from 0.338 to 0.703 this implies the 15 variables have their variances ranging from 33.8% to 70.3% which is statistically significant. The no. of factors extracted from the variables are given as follows.

**Table 5: Total Variance Explained**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	3.853	25.686	25.686	2.226	14.843	14.843
2	1.728	11.521	37.206	2.212	14.746	29.589
3	1.561	10.405	47.611	1.985	13.231	42.821
4	1.172	7.815	55.426	1.891	12.605	55.426

Source: Primary data

It is also established that the 15 variables are reduced to 4 predominant factors with cumulative variance 55.426%. The four factors have individual variances 14.843%, 14.746%, 13.231% and 12.605% respectively. This leads to an added identification of variable loadings for the factors derived from the rotated component matrix. The first factor consists of 4 variables OB-5 (0.699) OB-1 (0.689)

OB-12 (0.630)

OB-10 (0.523)

Therefore, this factor can be count Decision-making is the process of selecting an alternative course of action that will solve a problem. The HRM employees can explore e-HRM in the provision of services to their clients. This essentially suggests that e-HRM can serve as a decision support system. Decision-making, therefore, requires the skills to understand abstract ideas and the selection of alternatives to solve problems. Decision-making refers to HRM functions of recruitment, selection, placement, induction, performance management, training and expansion, reimbursement and so on.

The second factor consists of 2 variables OB-2 (0.609)

OB-4 (0.736)

OB-11(0.704)

Therefore, this factor can be count Cost-effectiveness e-HRM is seen as proposing the perspective to increase services to HR department end-user (both employees and management), improve efficiency and cost-effectiveness within the HR department, and allow HR to become a strategic partner in achieving organizational goals.

The third factor consists of 3 variables OB-6 (0.609)

OB-8 (0.809)

OB-15 (0.621)

Therefore, this factor can be counting Safety and security measures Human resource professionals use various forms of technologies to manage information that flows through the human resource and related functions—including safety and security. E-HRM provide a means to sort employee information so it can be readily used for bookkeeping, reporting, and decision-making. A wide-ranging of methods with divergent levels of functionality is offered. The safety and security can be benefited tremendously from technology by facilitating acquisition and analysis of grievance and unfit data, training certification and management automated communications, numerical access key login information, security camera data management mid other assistance.

The fourth factor consists of 3 variables

OB-9 (0.690)

OB-13 (0.515)

OB-14 (0.727)

Therefore, this factor can be counting Stakeholder satisfaction. The HR system should meet stakeholders' needs and demands are an indicator of the effectiveness of the HR system. For HRM, meeting the stakeholders' expectations implies gaining legitimacy and acceptance within the working organizations and in the eyes of external entities. The expectations of 'traditional' HRM activities or HRM services tend to be similar for all firms. These traditional HRM undertakings are revealed to be more effective in the senses of the stakeholders.

**Conclusion**

The results of the empirical study were addressed in this Paper. The sample demographics were obtained using analysis of the frequencies of respondents in each of the demographic categories: age, gender, race, qualification, level, occupational position or role, and number of years with the company. Followed by an examination of the reliability and factor structure of the questionnaire. E-HRM tool usage and attitudes towards e-HRM were then analyzed and the hypotheses tested against these results.

**References**

- Dyer, K. R., Christie, M. C., & Wright, E. W. (2000). The classification of intertidal mudflats. *Continental Shelf Research*, 20(10-11), 1039-1060.
- Marler, J. H., & Fisher, S. L. (2013). An evidence-based review of e-HRM and strategic human resource management. *Human resource management review*, 23(1), 18-36.
- Maatman, R. (2006). *'Het belangrijkste financiële product': over de grens tussen een zekere mate van onzekerheid en onbetrouwbaarheid*. Deventer: Kluwer.
- Mukherjee, P. K., Mehete, S. T., Sherkhane, P. D., Muthukathan, G., Ghosh, A., Kotasthane, A. S., ... & Saxena, D. R. (2012). A novel seed-dressing formulation based on an improved mutant strain of *Trichoderma virens*, and its field evaluation. *Frontiers in Microbiology*, 10, 1910.
- Reddy, S., Estrin, D., & Srivastava, M. (2010). Recruitment framework for participatory sensing data collections. In *Pervasive Computing: 8th International Conference, Pervasive 2010, Helsinki, Finland, May 17-20, 2010. Proceedings 8* (pp. 138-155). Springer Berlin Heidelberg.
- Abdul Kadar Muhammad Masum (July 2015) "Determinants that Influencing the Adoption of e-HRM: An Empirical Study on Bangladesh" *Asian Social Science*; Vol. 11, No. 21; ISSN 1911-2017.
- AlHamad, A., Alshurideh, M., Alomari, K., Kurdi, B., Alzoubi, H., Hamouche, S., & Al-Hawary, S. (2022). The effect of electronic human resources management on organizational health of telecommunications companies in Jordan. *International Journal of Data and Network Science*, 6(2), 429-438.
- Wiradendi Wolor, C., Solikhah, S., Fidhyallah, N. F., & Lestari, D. P. (2020). Effectiveness of e-training, e-leadership, and work-life balance on employee performance during COVID-19. *Journal of Asian Finance, Economics and Business*, 7(10).
- Alqahtani, M. M., Almomani, H. M., Al-Hawary, S. I. S., Al-Hawajreh, K. M., Mohammad, A., Alkhalaf, M. I. G., ... & Al-Qudah, S. H. (2023). The influence of electronic human resource management on intention to leave: an empirical study of international NGOs in Jordan. In *The effect of information technology on business and marketing intelligence systems* (pp. 977-992). Cham: Springer International Publishing.
- Al Shobaki, M. M., Naser, S. S. A., Amuna, Y. M. A., & El Talla, S. A. (2017). The Efficiency of Information Technology and its Role of e-HRM in the Palestinian Universities. *International Journal of Engineering and Information Systems*, 1(5), 36-55.