



## DIGITAL TRANSFORMATION: LEVERAGING E-HRM PRACTICES FOR ENHANCED PRODUCTIVITY

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### ABSTRACT

E-HRM redefined HRM in the contemporary high-speed advanced world. It connects HR with other traditional functions such as recruitment, training, performance management, or compensation, and enhances transparency and efficiency to derive more individualized employee experiences through the online medium. This study has extended E-HRM practices in the Chennai IT sector toward employee productivity. Surveyed IT employees specifically worried about employee self-service, e-training, e-recruitment and e-compensation activities. Analysis results showed a positive correlation between E-HRM implementation and productivity improvements. Most employees consider E-HRM systems to be effective and user-friendly. Thus, the strategic adoption of E-HRM enhances the performance of an organization as well as the engagement of employees. It recommends further investing in state-of-the-art E-HRM platforms to sustain these benefits.

**Keywords:** E-HRM, E-HRM implementation, Employee Productivity, and Digital HR innovation.

### Introduction

Currently, all over the world, organizations are changing the way they manage human capital. This redefinition is mainly on the concept of Human Resource Management (HRM) which, previously, focused on functional administrative and transactional tasks that have been undertaken during the past with technology. The most typical development in this domain includes Electronic Human Resource Management (E-HRM). E-HRM is usually defined as the use of web-based and digital technologies in human resource functions like recruitment, learning and development, performance appraisal, compensation management, or employee service. It gives organizations a lot of advantages such as improved operational efficiency, paperless activities, faster decision-making, greater transparency, and more enriched employee experiences.

Moreover, the practice of implementing E-HRM within the organization benefits organizations in several ways, such as operational efficiency, reduced paperwork, quicker decision-making, enhanced transparency, and enriched experiences for the employee. E-HRM

might help to empower both HR as well as employees by automating routine tasks and providing real-time access to HR information, thus encouraging a more agile and responsive workforce.

E-HRM is importance now especially for the IT sector since it relies very heavily on the innovation, speed, and talent management. In a city like Chennai, one of the major hubs for India's IT industry, effective deployment of E-HRM can give an organization such competitive advantage-it to manage a huge dynamic workforce efficiently, align its HR strategies with business objectives, and encourage a learning and performance-improvement ambiance.

Nevertheless, the increasing digitalization of HR carries the demand to hierarchically and comprehensively examine how E-HRM practices have been instituted, how they impact employee productivity at work, and how employees view these digital systems in terms of usability and effectivity.

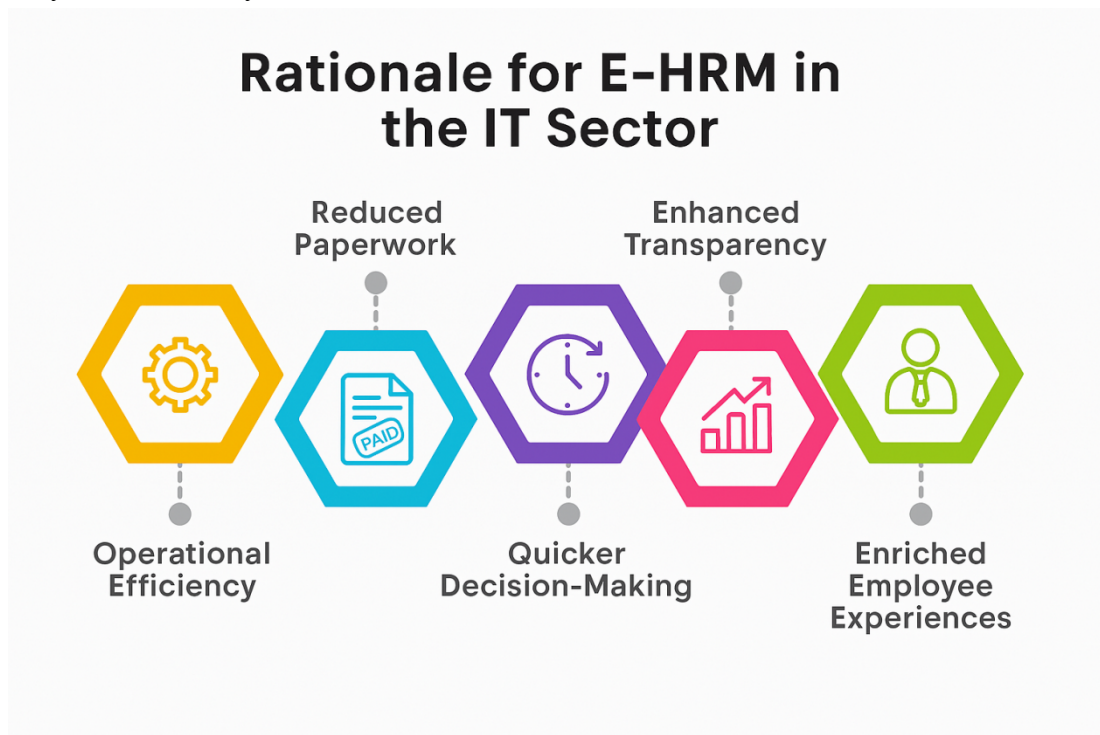


Figure 1: Rationale for Adopting E-HRM in the IT & ITES Sector

### I. NEED FOR THE STUDY

The use of E-HRM practices is on the rise, however many problems are still being experienced when actually incorporated into IT organizations. Many companies spend a great deal of money on electronic HR instruments and often do not critically examine them regarding the point of view of employee performance and overall organizational performance. At the same time, there is also greater demand for an appraisal of the extent to which E-HRM systems have been deployed and utilized effectively in Chennai fast-changing and competitive IT industry, characterized by rapid technological advancement and agile workforce.

Despite the strong technical capabilities of IT organizations, they often witness some inconsistency in the system adoption and employee engagement, eventually leading towards inefficient outcome. The problems like resistance from users and the absence of synchronization between E-HRM systems, and other organizational processes, will gradually

lead to the insufficient importance given to employee-centric design features, and hence jeopardize the expected advantages from the digital HR transformation.

Thus, it becomes necessary to methodically characterize the patterns of E-HRM practice adoptions, assess their concrete impact on employee productivity, and consider employee perceptions toward the effectiveness and usability of such systems. An understanding of these dimensions is crucial for IT organizations in Chennai to harness the digital HR transformation in maximizing competitive advantage and nurturing a highly engaged, productive workforce.

## **II. OBJECTIVES OF THE STUDY**

This study is undertaken with the following primary objectives:

- To examine the various E-HRM practices implemented in IT organizations in Chennai City.
- To analyze the impact of E-HRM practices on employee productivity among IT employees.
- To assess employee perceptions towards the effectiveness and user-friendliness of E-HRM systems.

## **III. RESEARCH QUESTIONS**

The research seeks to address the following key questions:

- What are the different types of E-HRM practices being employed by IT organizations in Chennai?
- How do these E-HRM practices influence the productivity and performance of employees?
- What are the perceptions of IT employees regarding the effectiveness, efficiency, and user-friendliness of the E-HRM systems they use?

## **IV. SIGNIFICANCE OF THE STUDY**

This study encompasses relevance in practical as well as academic demands. To HR practitioners and organization leaders, this introduces ideas on optimizing E-HRM systems for driving employee engagement and productivity. For IT organizations, the results will guide strategic investments in digital HR platforms, better aligning their functions to employee needs and organizational goals. Besides this, this study will enrich academic research on E-HRM in that it will bridge such knowledge gaps concerning its implementation and outcomes in a rapidly changing technological environment.

## **V. DELIMITATION OF THE STUDY**

This study is delimited to IT organizations in Chennai City. The research is aimed actually at exploring the use of E-HRM practices such as e-recruitment, e-training and learning, e-selection, e-performance management, e-compensation, employee self-service, and rewards and recognition modules. Even while this study captures perceptions and productivity impacts specifically within the IT sector, it does not extend to non-IT industries or regions beyond Chennai.

## **VI. Research Methodology**

### **❖ Research Design**

This study adopts an analytical research design to systematically explore the implementation of E-HRM practices and their impact on employee productivity in Chennai IT sector. A quantitative approach was selected to gather measurable data on employee experiences, perceptions, and performance outcomes associated with E-HRM systems.

#### ❖ **Population and Sampling**

The target population for this study consists of employees working in various IT organizations across Chennai City. A purposive sampling method was employed to select participants who have experience using E-HRM platforms within their organizations. A total of 250 questionnaires were distributed, out of which 173 valid responses were received and used for final analysis.

#### ❖ **Data Collection Method**

Primary data was collected through a structured questionnaire designed specifically for this study. The questionnaire consisted of closed-ended questions based on key dimensions such as e-recruitment, e-training, e-selection, e-performance management, e-compensation, employee self-service, and e-rewards and recognition. A 5-point Likert scale was utilized to capture the degree of agreement or disagreement with various statements related to E-HRM practices. Secondary data was gathered through an extensive review of academic journals, industry reports, and previous research studies related to digital HR transformation and E-HRM practices.

#### ❖ **Tools for Data Analysis**

The collected data was analyzed using SPSS (Statistical Package for the Social Sciences). Descriptive statistics (such as mean, standard deviation) were used to summarize the data. Inferential statistics, including ANOVA and correlation analysis, were employed to test the relationship between E-HRM practices and employee productivity.

## VII. **REVIEW OF LITERATURE**

**Agarwal and Gupta (2020)** have documented a comprehensive study on the relationship between E-HRM practices and employee productivity in the Chennai IT sector. Their findings indicate that they found a significant positive relationship and went on to emphasize that when digital HR tools are properly integrated into HR processes, they do improve the operational efficiency and performance of employees.

**Bhatia and Kumar (2019)** identified an emerging role for digital HR in promoting employee engagement functions within the IT sector. Their study noted that digital platforms not only aid in HR functions but also provide an interactive and motivating environment for their employees, thereby increasing their satisfaction and retention.

**Choudhury and Saha (2021)** investigated employee perceptions of E-HRM systems in the IT sector in India. The study found that many employees were positive towards E-HRM systems because of their accessibility and transparency, though difficulties in terms of system complexity and insufficient training remained issues affecting overall user acceptability.

**Kumar and Singh (2022)** studied the effects of E-HRM practices on employee performance through a case study of IT firms in Chennai. It was established that strategic adoption of E-HRM produced quantifiable advancement in both individual and team performance, although dissimilar outcomes were derived depending on organizational support and technological infrastructure from their study.

**Ravi and Nair (2020)** studied the usability and functionality of E-HRM systems within IT organizations. The study emphasized that the usability factors, i.e., simplicity of the system, interface design, and technical support training, are extremely important in determining levels of acceptance of any new system by employees.

**Sharma and Gupta (2021)** studied how technology-driven HR transformation initiatives are shaping HR processes in the Chennai IT sector. The authors claimed that digital HR systems have significant potential for strategic transformation but need continuous innovation to keep in step with constantly evolving employee expectations.

## VIII. RESEARCH GAP

While existing studies (Agarwal & Gupta, 2020; Kumar & Singh, 2022) validate the positive effect of E-HRM on productivity and performance, most have mostly concentrated on organizational outcomes while barely considering employee-centric factors like user-friendliness and perception. Though Choudhury and Saha (2021) and Ravi and Nair (2020) covered employee perspectives, their studies did not adequately trace an integrated link between perceptions of E-HRM usability and observable productivity outcomes.

Moreover, these studies generalized the findings across the wide IT sector without paying attention to developing a local and contextual understanding of Chennai dynamic IT industry environment (Sharma & Gupta, 2021). Thus, much research is left to be done in the area of bringing together different dimensions — implementation pattern of the E-HRM, employee perceptions, usability of the system, and direct productivity impacts — into one coherent study supportedly designed for the IT sector of Chennai.

The current research is an attempt at bridging this gap through an all-encompassing study of how E-HRM practices affect employee productivity through employee perceptions and system effectiveness as mediators.

## IX. Result and Discussion

### I. DEMOGRAPHIC VARIABLES

| TABLE - 1                 |           |         |
|---------------------------|-----------|---------|
| Educational Qualification |           |         |
| Particulars               | Frequency | Percent |
| Schooling                 | 11        | 6.4     |
| Undergraduate             | 66        | 38.2    |
| Postgraduate              | 49        | 28.3    |
| Professionally Qualified  | 47        | 27.2    |
| Total                     | 173       | 100.0   |

## Educational Qualification

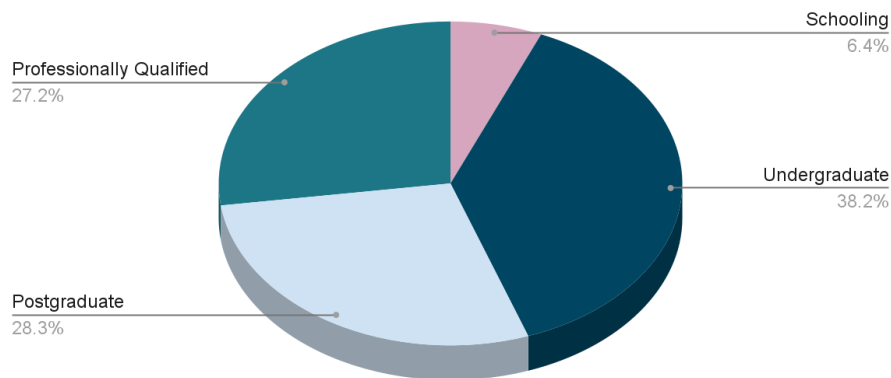


Figure 2: Educational Qualification Distribution of IT & ITES Employees in Chennai

Education is an important parameter among the various profiles of the respondents. Out of the total respondents, 38.2% are undergraduates, whereas 28.3% of the respondents have postgraduate qualifications. Similarly, 27.2% of respondents are professionally qualified; indicating that a large proportion of them hold specialized or advanced professional qualifications. Only 6.4% of the respondents have studied up to School level. This distribution shows that most of the workforce comprises highly educated individuals, thus innately better adapting to the changing digital HRM as well as technological advancements in the IT industry.

| TABLE - 2       |    |           |         |
|-----------------|----|-----------|---------|
| Work Experience |    |           |         |
| Particulars     |    | Frequency | Percent |
| Below 5 Years   | 5  | 12        | 6.9     |
| 11-15 Years     |    | 25        | 14.5    |
| Above 15 Years  | 15 | 136       | 78.6    |
| Total           |    | 173       | 100.0   |

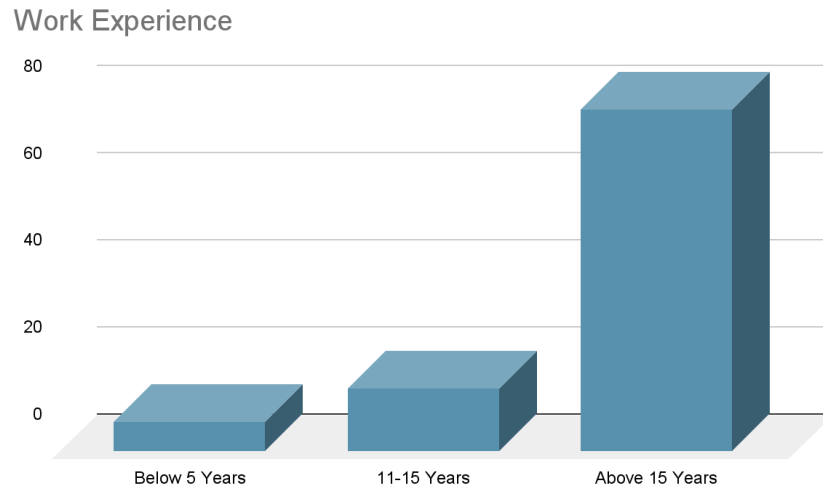


Figure 3: Work Experience Profile of Respondents in the IT & ITES Sector

From the data on work experience, it is apparent that good majority of respondents (78.6%) have more than 15 years of working experience, implying a workforce that is seasoned with both industry knowledge and leadership exposure. About 14.5% of the respondents fall under the mid-experience category of 11 to 15 years, whereas only 6.9% have less than 5 years of experience. These experienced individuals would be expected to have further insights into organizational needs, as well as the strategic significance of E-HRM practices in ameliorating productivity and achieving business objectives.

| TABLE - 3         |           |         |
|-------------------|-----------|---------|
| Designation       |           |         |
| Particulars       | Frequency | Percent |
| Entry Level       | 63        | 36.4    |
| Middle Level      | 27        | 15.6    |
| Managerial Level  | 55        | 31.8    |
| Senior Management | 28        | 16.2    |
| Total             | 173       | 100.0   |

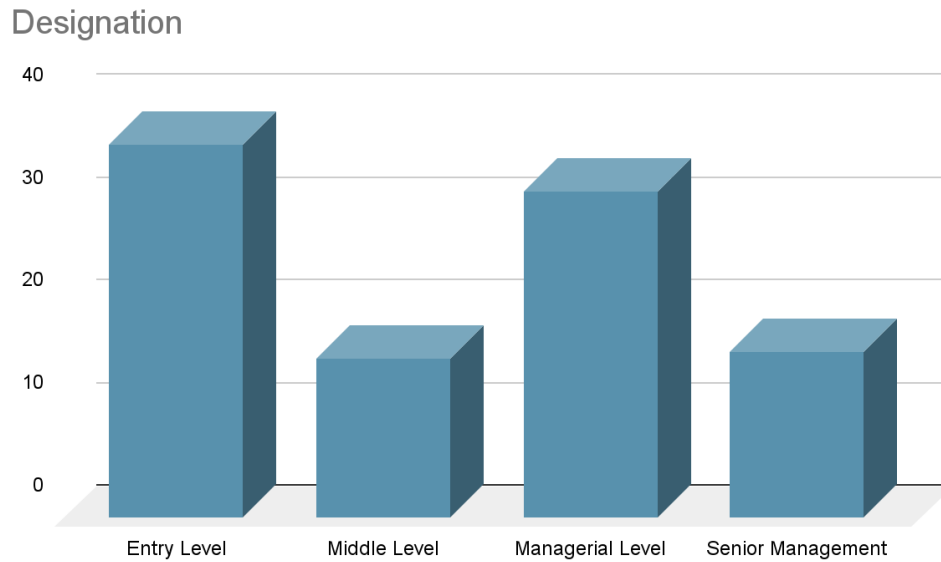


Figure 4: Designation-Wise Distribution of Employees in the Chennai IT Sector

The above data indicates that the largest proportions of respondents (36.4%) are in entry-level positions, followed by 31.8% in managerial positions. People in middle organizational levels make up 15.6% of the sample, while the remaining 16.2% are in senior management. Such a distribution shows a healthy representation of the different strategic organizational levels but has a substantial concentration among entry and managerial levels. This demographic includes a diversity of organizational perspectives regarding E-HRM practices, thus providing a holistic understanding of its effectiveness across hierarchical levels in the city. This means that the results were derived based on a broad spectrum of organizational perspectives that have, indeed, illustrated the effectiveness of the IT sector in Chennai in E-HRM practices.

## II. E-HRM PRACTICES IMPLEMENTED IN IT ORGANIZATIONS IN CHENNAI

$H_0$ : There is no significant difference between E-HRM practices implemented in IT organizations and Designation.

| TABLE - 4                                                                     |                |                |     |             |        |        |
|-------------------------------------------------------------------------------|----------------|----------------|-----|-------------|--------|--------|
| ANOVA BETWEEN E-HRM PRACTICES IMPLEMENTED IN IT ORGANIZATIONS AND DESIGNATION |                |                |     |             |        |        |
|                                                                               |                | Sum of Squares | df  | Mean Square | F      | Sig.   |
| E-Recruitment                                                                 | Between Groups | 7.046          | 3   | 2.349       | 11.125 | .000** |
|                                                                               | Within Groups  | 35.682         | 169 | .211        |        |        |
|                                                                               | Total          | 42.728         | 172 |             |        |        |
| E-Training & Learning                                                         | Between Groups | 6.518          | 3   | 2.173       | 10.208 | .000** |
|                                                                               | Within Groups  | 35.968         | 169 | .213        |        |        |
|                                                                               | Total          | 42.486         | 172 |             |        |        |



|                           |                |        |     |       |        |        |
|---------------------------|----------------|--------|-----|-------|--------|--------|
| E-Selection               | Between Groups | 6.861  | 3   | 2.287 | 4.975  | .002** |
|                           | Within Groups  | 77.694 | 169 | .460  |        |        |
|                           | Total          | 84.555 | 172 |       |        |        |
| E-Performance Management  | Between Groups | 3.828  | 3   | 1.276 | 5.598  | .001** |
|                           | Within Groups  | 38.519 | 169 | .228  |        |        |
|                           | Total          | 42.347 | 172 |       |        |        |
| E-Compensation            | Between Groups | 2.671  | 3   | .890  | 3.361  | .020** |
|                           | Within Groups  | 44.774 | 169 | .265  |        |        |
|                           | Total          | 47.445 | 172 |       |        |        |
| E-Employee Self Service   | Between Groups | 10.512 | 3   | 3.504 | 12.826 | .000** |
|                           | Within Groups  | 46.170 | 169 | .273  |        |        |
|                           | Total          | 56.682 | 172 |       |        |        |
| E-Rewards and Recognition | Between Groups | 21.247 | 3   | 7.082 | 15.599 | .000** |
|                           | Within Groups  | 76.730 | 169 | .454  |        |        |
|                           | Total          | 97.977 | 172 |       |        |        |

The above table suggests that the P-value for E-Recruitment ( $< 0.01$ ), E-Training & Learning ( $< 0.01$ ), E-Employee Self Service ( $< 0.01$ ), and E-Rewards and Recognition ( $< 0.01$ ) are lesser than the probability value (0.01). Hence, the null hypothesis ( $H_0$ ) is rejected at the 1% level of significance, indicating that there is a significant difference between designation levels and the implementation of E-HRM practices in these areas within IT organizations.

Similarly, the P-value for E-Selection (0.002) and E-Performance Management (0.001) are also lesser than the probability value (0.01). Therefore, the null hypothesis is rejected at the 1% level of significance, showing significant differences across designation levels concerning E-Selection and E-Performance Management practices.

The P-value for E-Compensation (0.020) is lesser than the probability value (0.05). Hence, the null hypothesis is rejected at the 5% level of significance, indicating a significant difference between designation levels and the perception of E-Compensation practices among employees in IT organizations.

Thus, it can be concluded that employees at different hierarchical levels experience and perceive the implementation of E-HRM practices differently, suggesting the need for more tailored and designation-specific digital HR strategies in IT organizations.

### III. IMPACT OF E-HRM PRACTICES ON EMPLOYEE PRODUCTIVITY AMONG IT EMPLOYEES.

**H<sub>0</sub>:** There is no significant relationship between E-HRM practices implemented and Employee productivity in IT organizations.

| <b>TABLE - 5</b>                                                                                      |                     |               |                       |             |                          |                |                         |                           |
|-------------------------------------------------------------------------------------------------------|---------------------|---------------|-----------------------|-------------|--------------------------|----------------|-------------------------|---------------------------|
| <b>CORRELATIONS BETWEEN E-HRM PRACTICES IMPLEMENTED AND EMPLOYEE PRODUCTIVITY IN IT ORGANIZATIONS</b> |                     |               |                       |             |                          |                |                         |                           |
|                                                                                                       |                     | E-Recruitment | E-Training & Learning | E-Selection | E-Performance Management | E-Compensation | E-Employee Self Service | E-Rewards and Recognition |
| User-friendly                                                                                         | Pearson Correlation | .586**        | .587**                | .690**      | .601**                   | .589**         | .531**                  | .870**                    |
|                                                                                                       | Sig. (2-tailed)     | .000          | .000                  | .000        | .000                     | .000           | .000                    | .000                      |
|                                                                                                       | N                   | 173           | 173                   | 173         | 173                      | 173            | 173                     | 173                       |
| Reduced paperwork and manual efforts                                                                  | Pearson Correlation | .423**        | .423**                | .397**      | .609**                   | .364**         | .544**                  | .747**                    |
|                                                                                                       | Sig. (2-tailed)     | .000          | .000                  | .000        | .000                     | .000           | .000                    | .000                      |
|                                                                                                       | N                   | 173           | 173                   | 173         | 173                      | 173            | 173                     | 173                       |
| Improve knowledge and skills                                                                          | Pearson Correlation | .379**        | .554**                | .545**      | .598**                   | .463**         | .583**                  | .679**                    |
|                                                                                                       | Sig. (2-tailed)     | .000          | .000                  | .000        | .000                     | .000           | .000                    | .000                      |
|                                                                                                       | N                   | 173           | 173                   | 173         | 173                      | 173            | 173                     | 173                       |
| Efficient work accomplishment                                                                         | Pearson Correlation | .503**        | .486**                | .421**      | .707**                   | .663**         | .817**                  | .589**                    |
|                                                                                                       | Sig. (2-tailed)     | .000          | .000                  | .000        | .000                     | .000           | .000                    | .000                      |
|                                                                                                       | N                   | 173           | 173                   | 173         | 173                      | 173            | 173                     | 173                       |
|                                                                                                       | Pearson             | .660**        | .651**                | .545**      | .783**                   | .353**         | .539**                  | .668**                    |

|                          |                     |        |        |        |        |        |        |        |
|--------------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|
| Able to reach the target | Correlation         |        |        |        |        |        |        |        |
|                          | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   |
|                          | N                   | 173    | 173    | 173    | 173    | 173    | 173    | 173    |
| Develop strategic goals  | Pearson Correlation | .486** | .484** | .640** | .687** | .519** | .448** | .710** |
|                          | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   |
|                          | N                   | 173    | 173    | 173    | 173    | 173    | 173    | 173    |
| Increased satisfaction   | Pearson Correlation | .660** | .651** | .545** | .783** | .639** | .800** | .668** |
|                          | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   |
|                          | N                   | 173    | 173    | 173    | 173    | 173    | 173    | 173    |

The following statements shows the relationship using spearman test, which indicates the value to be significant as it is less than (0.01),

- There is a **moderate positive correlation** between the **User-friendly** nature of E-HRM practices and **E-Recruitment** ( $r = 0.586$ ,  $p = < 0.01$ ), **E-Training & Learning** ( $r = 0.587$ ,  $p = < 0.01$ ), **E-Performance Management** ( $r = 0.601$ ,  $p = < 0.01$ ), **E-Compensation** ( $r = 0.589$ ,  $p = < 0.01$ ), **E-Employee Self Service** ( $r = 0.531$ ,  $p = < 0.01$ ), and a **very strong positive correlation** with **E-Selection** ( $r = 0.690$ ,  $p = < 0.01$ ) and **Rewards and Recognition** ( $r = 0.870$ ,  $p = < 0.01$ ).
- There is a **moderate positive correlation** between **Reduced paperwork & manual efforts** and **E-Recruitment** ( $r = 0.423$ ,  $p = < 0.01$ ), **E-Training & Learning** ( $r = 0.423$ ,  $p = < 0.01$ ), **E-Selection** ( $r = 0.397$ ,  $p = < 0.01$ ), **E-Performance Management** ( $r = 0.609$ ,  $p = < 0.01$ ), **E-Employee Self Service** ( $r = 0.544$ ,  $p = < 0.01$ ), and a **strong positive correlation** with **Rewards and Recognition** ( $r = 0.747$ ,  $p = < 0.01$ ), but a **low positive correlation** with **E-Compensation** ( $r = 0.364$ ,  $p = < 0.01$ ).
- There is a **moderate positive correlation** between **Improvement of knowledge and skills** and **E-Recruitment** ( $r = 0.379$ ,  $p = < 0.01$ ), **E-Training & Learning** ( $r = 0.554$ ,  $p = < 0.01$ ), **E-Selection** ( $r = 0.545$ ,  $p = < 0.01$ ), **E-Performance Management** ( $r = 0.598$ ,  $p = < 0.01$ ), **E-Compensation** ( $r = 0.463$ ,  $p = < 0.01$ ), **E-Employee Self Service** ( $r = 0.583$ ,  $p = < 0.01$ ), and a **strong positive correlation** with **Rewards and Recognition** ( $r = 0.679$ ,  $p = < 0.01$ ).
- There is a **moderate positive correlation** between **Efficient work accomplishment** and **E-Recruitment** ( $r = 0.503$ ,  $p = < 0.01$ ), **E-Training & Learning** ( $r = 0.486$ ,  $p = < 0.01$ ), **E-Selection** ( $r = 0.421$ ,  $p = < 0.01$ ), a **strong positive correlation** with **E-**

**Performance Management** ( $r = 0.707$ ,  $p = < 0.01$ ), **E-Compensation** ( $r = 0.663$ ,  $p = < 0.01$ ), **Rewards and Recognition** ( $r = 0.589$ ,  $p = < 0.01$ ), and a **very strong positive correlation** with **E-Employee Self Service** ( $r = 0.817$ ,  $p = < 0.01$ ).

- There is a **strong positive correlation** between **Ability to reach the target** and **E-Recruitment** ( $r = 0.660$ ,  $p = < 0.01$ ), **E-Training & Learning** ( $r = 0.651$ ,  $p = < 0.01$ ), **E-Performance Management** ( $r = 0.783$ ,  $p = < 0.01$ ), **Rewards and Recognition** ( $r = 0.668$ ,  $p = < 0.01$ ), and a **moderate positive correlation** with **E-Selection** ( $r = 0.545$ ,  $p = < 0.01$ ), **E-Employee Self Service** ( $r = 0.539$ ,  $p = < 0.01$ ), and **low positive correlation** with **E-Compensation** ( $r = 0.353$ ,  $p = < 0.01$ ).
- There is a **moderate positive correlation** between **Developing strategic goals** and **E-Recruitment** ( $r = 0.486$ ,  $p = < 0.01$ ), **E-Training & Learning** ( $r = 0.484$ ,  $p = < 0.01$ ), **E-Performance Management** ( $r = 0.687$ ,  $p = < 0.01$ ), **E-Compensation** ( $r = 0.519$ ,  $p = < 0.01$ ), **E-Employee Self Service** ( $r = 0.448$ ,  $p = < 0.01$ ), and a **strong positive correlation** with **E-Selection** ( $r = 0.640$ ,  $p = < 0.01$ ) and **Rewards and Recognition** ( $r = 0.710$ ,  $p = < 0.01$ ).
- There is a **strong positive correlation** between **Increased satisfaction** and **E-Recruitment** ( $r = 0.660$ ,  $p = < 0.01$ ), **E-Training & Learning** ( $r = 0.651$ ,  $p = < 0.01$ ), **E-Performance Management** ( $r = 0.783$ ,  $p = < 0.01$ ), **E-Compensation** ( $r = 0.639$ ,  $p = < 0.01$ ), **E-Employee Self Service** ( $r = 0.800$ ,  $p = < 0.01$ ), and **Rewards and Recognition** ( $r = 0.668$ ,  $p = < 0.01$ ), and a **moderate positive correlation** with **E-Selection** ( $r = 0.545$ ,  $p = < 0.01$ ).

These findings indicate that various e-HRM practices are significantly and positively correlated with organizational outcomes such as efficiency, strategic goal development, and employee satisfaction. Implementing and enhancing these practices can lead to substantial improvements in organizational performance and employee well-being.

#### IV. EMPLOYEE PERCEPTIONS TOWARDS THE EFFECTIVENESS AND USER-FRIENDLINESS OF E-HRM SYSTEMS

**H<sub>0</sub>:** There is no significant difference between Employee perceptions towards the effectiveness and user-friendliness of E-HRM systems and Experience level.

| TABLE-6                                                                                                                   |                |                |     |             |        |      |
|---------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-----|-------------|--------|------|
| ANOVA BETWEEN EMPLOYEE PERCEPTIONS TOWARDS THE EFFECTIVENESS AND USER-FRIENDLINESS OF E-HRM SYSTEMS AND EXPERIENCE LEVEL. |                |                |     |             |        |      |
|                                                                                                                           |                | Sum of Squares | df  | Mean Square | F      | Sig. |
| The E-HRM system in my organization helps me complete my tasks efficiently.                                               | Between Groups | 22.716         | 2   | 11.358      | 49.765 | .000 |
|                                                                                                                           | Within Groups  | 38.799         | 170 | .228        |        |      |
|                                                                                                                           | Total          | 61.514         | 172 |             |        |      |
| The E-HRM system improves the                                                                                             | Between Groups | 20.695         | 2   | 10.348      | 51.653 | .000 |

|                                                                                                          |                |        |     |        |        |      |
|----------------------------------------------------------------------------------------------------------|----------------|--------|-----|--------|--------|------|
| accuracy of HR processes.                                                                                | Within Groups  | 34.056 | 170 | .200   |        |      |
|                                                                                                          | Total          | 54.751 | 172 |        |        |      |
| Using the E-HRM system saves me a significant amount of time.                                            | Between Groups | 25.861 | 2   | 12.930 | 54.717 | .000 |
|                                                                                                          | Within Groups  | 40.174 | 170 | .236   |        |      |
|                                                                                                          | Total          | 66.035 | 172 |        |        |      |
| The E-HRM system effectively supports my performance management activities (e.g., appraisals, feedback). | Between Groups | 21.165 | 2   | 10.582 | 31.209 | .000 |
|                                                                                                          | Within Groups  | 57.644 | 170 | .339   |        |      |
|                                                                                                          | Total          | 78.809 | 172 |        |        |      |
| The E-HRM system provides timely updates and information.                                                | Between Groups | 24.827 | 2   | 12.413 | 63.174 | .000 |
|                                                                                                          | Within Groups  | 33.404 | 170 | .196   |        |      |
|                                                                                                          | Total          | 58.231 | 172 |        |        |      |

The above table suggests that the P-value for the statements "The E-HRM system in my organization helps me complete my tasks efficiently" ( $< 0.01$ ), "The E-HRM system improves the accuracy of HR processes" ( $< 0.01$ ), "Using the E-HRM system saves me a significant amount of time" ( $< 0.01$ ), "The E-HRM system effectively supports my performance management activities (e.g., appraisals, feedback)" ( $< 0.01$ ), and "The E-HRM system provides timely updates and information" ( $< 0.01$ ) are all lesser than the probability value (0.01).

Hence, the null hypothesis ( $H_0$ ) is rejected at the 1% level of significance, indicating that there is a significant difference between employees' experience levels and their perceptions towards the effectiveness and user-friendliness of E-HRM systems.

Thus, it can be concluded that employees with different levels of experience perceive the effectiveness, efficiency, and user-friendliness of E-HRM systems differently. This highlights the need for experience-level specific adjustments and enhancements in the implementation and training for E-HRM systems to ensure better acceptance and optimized utilization across the workforce.

## X. FINDINGS

### 1. High Adoption of E-HRM Practices:

- The majority of employees **strongly agrees or agrees** that E-HRM practices such as E-Recruitment (100%), E-Training & Learning (100%), and E-Selection (86.7%) are widely implemented and accepted within their organizations.
- Among E-HRM practices, **E-Compensation** (93.6% agree or strongly agree) and **E-Employee Self Service** (93.6%) have the most significant agreement, indicating the strong adoption of these systems for routine HR activities.

## 2. Impact on Productivity and Task Efficiency:

- A substantial portion of the employees **strongly agree** or **agree** that the **E-HRM systems** help them complete tasks efficiently (93.1%), improve the accuracy of HR processes (93.1%), and save time (93.1%).
- Employees **strongly agree** that using the **E-HRM system** saves significant time (48.6%) and helps complete tasks efficiently (38.7%).

## 3. Perception of User-Friendliness:

- The perception of the user-friendliness of the E-HRM system is positive, with 86.1% either **strongly agreeing** or **agreeing** that it is user-friendly.
- Similarly, systems like **E-Rewards and Recognition** (86.1%) and **E-Performance Management** (100%) received high agreement from employees regarding their ability to improve the overall work experience.

## 4. Effectiveness of E-HRM Systems:

- In terms of the **effectiveness** of E-HRM systems, **E-Performance Management** received strong positive responses (42.8% strongly agree, 57.2% agree), suggesting that these systems positively impact employee performance appraisals and feedback.
- The **E-HRM system** also provides **timely updates and information**, with 93.1% of employees agreeing to its effectiveness.

## 5. E-Employee Self Service:

- A considerable proportion of employees **strongly agree** (34.1%) or **agree** (59.5%) that **E-Employee Self Service** helps streamline HR-related processes like leave requests and salary information.

## 6. E-Compensation and E-Selection:

- **E-Compensation** received mixed responses, with 24.3% strongly agreeing that the system is helpful, while 6.4% remained neutral. However, a large portion of employees (69.4%) agreed that the system contributes positively to compensation-related activities.
- **E-Selection** also exhibited a slightly mixed response, but 86.7% of employees still favored its implementation.

# XI. SUGGESTIONS

## 1. Tailor Training and Support:

Since different E-HRM practices received varied responses, organizations should consider conducting **role-based training** to help employees better understand and effectively utilize the system. This training can help address areas where employees are neutral or disagree, like in **E-Compensation** and **E-Selection**.

## 2. Enhance E-HRM Systems' User Experience:

Even though the majority of employees perceive the system as user-friendly, there remains a small segment (6.9%) who finds it difficult to use. It's crucial for organizations to continuously **update and optimize** the E-HRM systems to ensure that they are intuitive and simple for all users, including those less familiar with technology.

## 3. Improve Employee Engagement with E-Compensation:

Since **E-Compensation** had a significant portion of employees who were neutral or disagreed with its effectiveness, IT organizations should focus on improving **employee**

**engagement** with the compensation process. Enhancing transparency and providing a more streamlined process could increase the system's effectiveness.

#### 4. **Enhance Performance Feedback through E-HRM:**

Given that **E-Performance Management** is widely regarded as useful, organizations should explore **advanced features** such as continuous feedback systems, digital appraisals, and integration with career development plans to maximize the impact of these systems.

#### 5. **Focus on Reducing Paperwork and Manual Efforts:**

Although the majority agreed that the systems reduce **paperwork and manual efforts**, continuous improvement in this area could ensure better system efficiency and employee productivity. **Automating administrative tasks** could further enhance the user experience and help employees focus on strategic objectives.

## XII. **Conclusions**

The digital transformation of HR practices through E-HRM systems has found appreciable acceptance within the IT sector of Chennai, as clearly testified to by the study. With considerable organizational commitment toward digital HR initiatives, very high adoption rates of E-Recruitment, E-Training and Learning, E-Compensation, and E-Employee Self Service demonstrate that among all these, E-Compensation and E-Employee Self Service have shown the most significant impact with the successful transformation of routine HR activities.

By and large, findings indicate a direct positive impact on employee productivity and task efficiency, with most respondents claiming that E-HRM systems save time, enhance the accuracy of processes, and allow tasks to be completed in shorter time frames. Another favorable perception about these systems from the employees is the ease of use; tools such as E-Performance Management and E-Rewards & Recognition have contributed toward enriching their overall working experience.

The effectiveness of E-HRM platforms is well corroborated by strong agreement on being timely updated, effective performance management, and automated self-service facilities for HR activities like leave application and salary grievances. A few minor differences were noted in the responses to the E-Compensation and E-Selection modules, but overall acceptance continues to remain high, indicating that trust is still maintained for these digital solutions.

In summation, E-HRM practices have not only modernized HR operations but have also actively contributed to enhanced employee efficiency, engagement, and satisfaction. Those organizations that will keep investing in improving these digital systems and in addressing small user concerns will have a competitive advantage in talent management and employee productivity in tomorrow's ever-evolving IT landscape of Chennai.

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