

Impact of E-HRM Practices and the Challenges of Building a Digital-Ready Workforce in Indian IT

#1Dr. Jyothi Pawar, #2Dr. Archana Patil and #3Ms. Shreya Shetty

^{#1} Associate Professor, PES's Modern Institute of Business Management, Pune-05
Email- jyothipawar.mibm@gmail.com

^{#2} Assistant Professor, MES'S Institute of Management and Career Course, Pune-38
Email- archanahdixitpatil@gmail.com

^{#3} MBA 2nd year Student, MES'S Institute of Management and Career Course, Pune-38
Email- shreyashetty14@gmail.com

Abstract:

Electronic Human Resource Management (e-HRM) signifies a paradigm shift in HR practices, leveraging technology to enhance efficiency and streamline processes. In this digital era, e-HRM encompasses recruitment through online platforms, automated onboarding procedures, and data-driven performance management. While fostering employee engagement through social collaboration tools, it also facilitates self-service features like online leave management and benefits enrolment.

E-Human Resource Management (E-HRM) revolutionizes traditional HR practices by leveraging technology to streamline processes, enhance efficiency, and drive strategic decision-making. This executive summary outlines the key components and benefits of adopting E-HRM in contemporary organizational settings.

This study explores the impact of Electronic Human Resource Management (e-HRM) practices on building a digital-ready workforce in the Indian IT sector. While e-HRM offers significant advantages, such as streamlined processes, data-driven decision making, and improved employee engagement, challenges like data security and change resistance persist. Focusing on the Indian IT industry, this paper examines how e-HRM can empower organizations to cultivate a workforce equipped for the digital age. It explores the key benefits of e-HRM practices while acknowledging the challenges that need to be addressed for successful implementation.

1.1 Background of the study:

E-HRM, or electronic Human Resource Management, refers to the use of information technology and internet-based tools to manage various HR functions. In the Indian IT sector, e-HRM has emerged as a crucial area for automating processes, improving efficiency, and enhancing employee experience.

Human resources are the most valuable assets of an organization. These include the aptitude, creative ability, talent, knowledge and total skill of employees working in an organization along with the aptitude, values, beliefs and approaches of the individuals in an organization. Human resource management involves everything related to the employer-employee relationship and deals with managing and supporting the organization's people and related processes. It is essential for business function and important to the organization's effective performance. There are so many organizations in the private and public sector that have designated HR department of their own. The work of the HR department in the organization is the recruitment, selection, training, performance management, compensation etc. E-HRM leverages information technology and internet-based tools to streamline HR functions like recruitment, training, and performance management. This automation of tasks not only improves efficiency within the HR department but also enhances the overall employee experience. This shift towards e-HRM presents a crucial opportunity for the Indian IT sector. By embracing e-HRM practices, organizations can cultivate a digital-ready workforce equipped with the skills and adaptability necessary to navigate the ever-evolving IT landscape.

1.2 Drivers of E-HRM trends

The Indian corporate landscape is undergoing a significant transformation in the realm of e-HRM, driven by few key factors like

1. Technological Advancements emerging technologies like AI, Big Data, and Cloud computing are facilitating deeper automation, data-driven insights, and personalized experiences for employees.
2. Talent Acquisition and Management are key drivers in e-HRM solutions are enabling efficient recruitment through online portals, skill-based assessments, and AI-powered candidate matching. They are also promoting talent retention through personalized learning paths, career development programs, and virtual engagement initiatives.
3. Performance Management move beyond traditional annual reviews, e-HRM tools are facilitating continuous feedback mechanisms, goal alignment, and real-time performance tracking.
4. Employee Experience in companies are prioritizing employee satisfaction by offering self-service portals for leave management, payroll access, and benefits administration. Additionally, internal communication platforms and employee engagement tools are fostering a more connected and collaborative work environment.
5. Data Security and Privacy as e-HRM adoption increases, concerns around data security and privacy are paramount. Companies are investing in robust security measures, data encryption, and employee training to ensure compliance and ethical data use.
6. AI in Talent Management, AI-powered chatbots are being used for career counseling, virtual onboarding, and personalized learning recommendations.
7. Data-Driven HR Decision Making in Companies are leveraging HR analytics to predict talent gaps, optimize workforce planning, and identify high-potential employees.
8. Remote Work and Mobility in e-HRM solutions facilitate seamless collaboration and communication for remote workforces, improving flexibility and work-life balance.
9. Focus on Employee Wellbeing in Companies are prioritizing mental health initiatives, digital wellness programs, and stress management resources to ensure employee well-being.
10. Rise of Gig Economy in e-HRM platforms are adapting to manage gig workers efficiently with flexible contracts, on-demand work allocation, and performance evaluation tools.

1.3. Challenges and Opportunities in e-HRM

1. Bridging the digital literacy gap among employees is crucial for effective e-HRM adoption and user experience.
2. Companies must ensure robust data governance and cybersecurity measures to protect sensitive employee information.
3. Seamless integration of e-HRM solutions with existing HR systems is essential for data accuracy and operational efficiency.
4. Companies need to carefully consider the costs of e-HRM implementation and ensure a positive return on investment.

1.4. Objectives:

- i. To identify the key practices and challenges of e-HRM implementation.
- ii. To provide insights and recommendations for future e-HRM implementation
- iii. To analyse and understanding the latest technological advancements and innovative practices that are shaping the future of e-HRM in the Indian IT sector.

2. History of e-HRM in India

The 1990s and onwards witnessed a technological revolution, particularly with Industry 4.0. The IT sector, at the forefront of this change, rapidly adopted newer software for employee development. This continuous technological evolution necessitated a parallel shift in HR practices. e-HRM emerged as a response to this paradigm shift. It revolutionized employee management, managerial initiatives, and the overall organizational environment. Today, e-HRM facilitates a wide range of HR functions, from recruitment and training to payroll and benefits administration, all in a paperless, efficient manner. It empowers both employees and management through access to HR functions via the internet and other communication networks.

2.1. *Early Beginnings: The Seeds of Automation (1960s - 1970s)*

The roots of e-HRM can be traced back to the **1960s**, with the introduction of **mainframe computers**. These early systems laid the foundation for **HR Information Systems (HRIS)**, primarily focusing on automating routine tasks such as payroll processing and employee recordkeeping. This initial wave of automation helped streamline administrative processes and improve efficiency.

2.2. *Personal Computers and Decentralization (1980s - 1990s)*

The **1980s** saw the widespread adoption of **personal computers**, ushering in a new era of user-friendly HR technology. This period witnessed the development of standalone HR modules for various functions like recruitment and training, allowing for greater flexibility and accessibility. The **1990s** further propelled the evolution of e-HRM with the rise of the internet. **Web-based HR platforms** emerged, offering a centralized repository for HR data and enabling self-service functionalities for employees. This shift towards a more user-centric approach empowered employees and enhanced transparency within organizations.

2.3. *Emergence of HR information System (HRIS) – EARLY 1990s*

In the early 1990s, the first wave of HR technology involved the development of HR Information System (HRIS). These systems were primarily focused on automating basic HR functions such as payroll processing, employee records, and benefits administration. While not fully integrated, they laid the foundation for more advanced e-HRM solutions.

2.4. *Internet Adoption and Intranets- late 1990s*

With the widespread adoption of the internet, organization began to explore ways to leverage online platform for HR processes. Intranets emerged as internal networks that allowed employees to access HR information and services electronically. This marked a shift towards more user friendly and accessible HR solutions.

2.5. *Integrated e-HRM solutions -early 2000s*

The early 2000s saw the development of integrated e-HRM solutions that combined various HR functions into a single platform. These systems encompassed recruitments, performance management, training, and employee self-service. Companies started to recognize the potential of e-HRM in enhancing efficiency and improving overall HR managements

2.6. *Cloud- based solutions-Mid 2000s*

The mid-2000s witnessed the advent of cloud computing, which revolutionized the way software solutions were delivered. Cloud based e-HRM systems emerged, providing organization with scalable, cost-effective, and easily accessible HR solutions. This allowed for greater flexibility, especially for organizations with remote or geographically dispersed workforce.

2.7. *Advanced analytics and AI- late 2000s to present*

In the recent years, e-HRM has evolved with the integration of advanced analytics and Artificial Intelligence (AI). These technologies enable organization to derive actionable insight from HR data,

enhance decision-making, and automated certain HR processes. AI is also being applied to areas like talent acquisition and employee engagement

3. Types of e-HRM

There are three classifications that help describe the different levels and purposes of Electronic Human Resource Management (e-HRM) within an organization. Here's a brief overview of each:

- 1) *Operational e-HRM*
- 2) *Relational e-HRM*
- 3) *Transformationale-HRM*

1. *Operational e-HRM*

- i. Automated and streamlined HR processes: Operational e-HRM streamlines HR processes by automating tasks such as payroll, recruitment, and benefits administration. This can free up HR professionals to focus on more strategic initiatives.
- ii. Improved efficiency and cost savings: Operational e-HRM can improve efficiency and reduce costs by eliminating manual errors and redundancies.
- iii. Enhanced data management: Operational e-HRM can improve data management by providing a centralized location for HR data. This can make it easier to track trends and make informed decisions.

2. *Relational e-HRM*

- i. Improved employee communication and engagement: Relational e-HRM can improve employee communication and engagement by providing employees with easy access to HR information and services. This can also help to create a more connected and collaborative work environment.
- ii. Empowered employees: Relational e-HRM can empower employees by giving them more control over their HR processes. This can make them feel more valued and appreciated.
- iii. Enhanced employer brand: Relational e-HRM can enhance an employer brand by creating a positive employee experience. This can attract and retain top talent.

3. *Transformational e-HRM*

- i. Increased innovation and agility: Transformational e-HRM can increase innovation and agility by enabling businesses to quickly adapt to changing market conditions.
- ii. Improved decision-making: Transformational e-HRM can improve decision-making by providing businesses with real-time HR data and insights.
- iii. Competitive advantage: Transformational e-HRM can give businesses a competitive advantage by helping them to attract, develop, and retain top talent.

4. Innovative practices of e-HRM

Let's explore the various activities of the e-HRM like e-recruitment & e-selection, e-training & e-learning, e-performance management and e-compensation.

4.1. *E-Recruitment*

Electronic recruitment, also known as online recruiting, is the process of using technology to attract, screen, and hire candidates for open positions. E-recruitment can be used to reach a wider pool of candidates, reduce the time and cost of recruitment, and improve the overall hiring process.

Common e-recruitment tools and methods include:

- Job posting sites

- Applicant tracking systems (ATS)
- Social media
- Video interviewing
- Online assessments

4.2. E-Selection

Electronic selection, also known as online selection, is the process of using technology to assess candidates for open positions. E-selection can be used to collect data about candidates, evaluate their skills and abilities, and make hiring decisions.

Common e-selection tools and methods include:

- Online applications
- Skills tests
- Personality assessments
- Video interviews

4.3. E-Training

Electronic training, also known as online training, is the delivery of training and development programs using electronic means. E-training can be delivered through a variety of methods, including:

- Web-based training (WBT)
- Mobile learning (mLearning)
- Virtual reality (VR)
- Augmented reality (AR)

Benefits of e-training include:

- Flexibility and accessibility
- Cost-effectiveness
- Scalability
- Customization

4.4. E-Learning

Electronic learning, also known as online learning, is a type of education that is delivered electronically. E-learning can be used to deliver a wide range of courses, including:

- Degree programs
- Professional development courses
- Continuing education courses

Benefits of e-learning include:

- Flexibility and accessibility
- Self-paced learning
- Cost-effectiveness
- Customization

4.5. E-Compensation

Electronic compensation, also known as online compensation, is the process of managing compensation and benefits electronically. E-compensation can be used to:

- Automate payroll processes
- Manage benefits enrollment
- Track compensation data
- Generate reports

Benefits of e-compensation include:

- Efficiency
- Accuracy
- Compliance
- Cost savings

4.6. E-Performance Management

Electronic performance management, also known as online performance management, is the process of managing performance electronically. E-performance management can be used to:

- Set performance goals
- Track performance progress
- Provide feedback
- Conduct performance reviews

Benefits of e-performance management include:

- Consistency
- Transparency
- Accountability
- Improved communication

5. Practices of e-HRM in IT industry

In the dynamic landscape of the Informational Technology (IT) industry, the strategic implementation of Electronic Human Resource Management (e-HRM) practices has become integral, revolutionizing traditional HR functions to foster efficiency, talent acquisition, and workforce development in innovative ways.

Here are some of the specific ways that e-HRM can be used in the IT industry:

Sr. No.	HRM practices	e-HRM for IT organization	e-HRM for IT employees
1.	Recruitment and Selection	<ul style="list-style-type: none"> i. Overview job vacancy ii. Online application letters imported automatically iii. Job interview scheduling iv. Job interviews results are reported v. Employee's registration automatically vi. Employees' contact information 	<ul style="list-style-type: none"> i. Detail description of job vacancy on job portals ii. Scheduling job interviews iii. Result of the job interviews iv. Registration of all employees automatically v. Contact information of all employees
2.	Training and learning	<ul style="list-style-type: none"> i. Course enrolment ii. Learning platform iii. Summary of finalized courses for related employees 	<ul style="list-style-type: none"> i. Course enrolment ii. Learning patterns iii. information and skills sharing platform
3.	Compensation and performance	<ul style="list-style-type: none"> i. Online pay slips ii. Receiving dates salary iii. Keeping Record online 	<ul style="list-style-type: none"> i. Online pay slips ii. Receiving dates salary iii. Keeping record online
4.	Performance appraisal	<ul style="list-style-type: none"> i. Meetings with the staff for assessment ii. Details of the all employees with yearly progress 	<ul style="list-style-type: none"> i. Meetings with subordinates for appraisal ii. Keeping records of the personal data and information
5.	Employee participation	<ul style="list-style-type: none"> i. Survey/polls online (intranet) ii. Supervisor/employee meetings for improvements without the company iii. Overview of teams: members plus competencies 	<ul style="list-style-type: none"> i. Survey /polls online ii. Supervisor/employee meetings for improvements within the company iii. Forum (for surveys discussions)

Source: Tiwari & Saxena, 2012

6. HR Innovation: Major IT Companies in India Embrace e-HRM

In today's competitive IT landscape, staying ahead of the curve requires innovative approaches to human resource management. Recognizing this, major IT companies in India are embracing e-HRM solutions, transforming the way they attract, develop, and retain their talented workforce.

Major IT Companies in India using e-HRM Solutions and their Specific Uses

Sr. No	Company Name	e-HRM	Specific Uses
1	Tata Consultancy Services (TCS)	Ultimatix	<ul style="list-style-type: none"> I. e-Recruitment: Online job postings, applicant tracking, online assessments. ii. e-Learning: Online courses, self-paced learning, performance support tools. iii. e-Performance Management: Goal setting, performance tracking, feedback, 360-degree reviews. iv. e-Compensation: Payroll processing, benefits administration, tax management. v. e-Employee Self-Service: Accessing pay stubs, updating personal information, requesting leave
2	Infosys	Sparsh	<ul style="list-style-type: none"> i. e-Recruitment: Online talent pools, social media recruiting, gamified candidate assessments. ii. e-Learning: Personalized learning paths, mobile learning apps, microlearning modules. iii. e-Performance Management: Continuous feedback, real-time performance dash boards, development planning. iv. e-Compensation: Flexible compensation plans, online pay statements, tax planning tools. v. e-Employee Self-Service: Managing leave requests, tracking benefits, updating personal information.
3	Wipro	PeopleSoft	<ul style="list-style-type: none"> i. e-Recruitment: Global talent acquisition, social recruiting, AI-powered candidate screening. ii. e-Learning: Content curation platforms, blended learning programs, virtual classrooms. iii. e-Performance Management: Performance coaching, individualized development plans, goal cascading. iv. e-Compensation: Global payroll processing, variable pay management, statutory compliance. v. e-Employee Self-Service: Onboarding portal, career development tools, benefits enrolment.

Sr. No	Company Name	e-HRM	Specific Uses
4	HCL Technologies	MyHCL	<ul style="list-style-type: none"> i. e-Recruitment: Internal talent mobility platform, skills-based matching, referral programs. ii. e-Learning: Adaptive learning platform, gamified learning modules, social learning features. iii. e-Performance Management: Talent reviews, development conversations, performance dashboards. iv. e-Compensation: Total rewards statements, career progression framework, stock options management. v. e-Employee Self-Service: Personalized dashboards, learning recommendations, career development resources.
5	Tech Mahindra	Twingo	<ul style="list-style-type: none"> i. e-Recruitment: AI-powered candidate sourcing, behavioral assessments, video interviews. ii. e-Learning: Microlearning modules, mobile learning app, performance support tools. iii. e-Performance Management: Goal alignment, 360-degree feedback, talent analytics. iv. e-Compensation: Global payroll processing, variable pay plans, employee stock purchase plan. v. e-Employee Self-Service: Leave management, benefits enrollment, performance reviews.

7. Importance of e-HRM

e-HRM, has become increasingly important in today's business world. It enables organizations to automate and streamline their HR processes, leading to a number of benefits, including:

1. *Improved Efficiency and Cost Savings*

- e-HRM systems can automate many HR tasks, such as payroll, benefits administration, and performance management. This frees up HR staff to focus on more strategic activities.
- e-HRM can also reduce costs associated with paper-based processes, such as printing, postage, and storage.

2. *Increased Employee Engagement*

- e-HRM systems can provide employees with self-service portals that allow them to access their HR information and complete tasks such as updating their personal information, requesting leave, and enrolling in benefits programs.
- This can help to improve employee satisfaction and engagement.

3. *Enhanced Decision-Making*

- e-HRMs allow for data-driven decision-making by providing HR professionals with access to real-time data and analytics.
- This can help organizations to identify trends, make better informed decisions, and improve their overall HR practices.

4. *Improved Compliance*

- e-HRM systems can help organizations to comply with labor laws and regulations by automating tasks such as recordkeeping and reporting.
- This can help to reduce the risk of fines and penalties.

5. *Greater Flexibility and Scalability*

- e-HRM systems can be easily scaled to accommodate the needs of a growing organization.
- They can also be accessed from anywhere in the world, which is important for organizations with employees in multiple locations.

8. Importance of e-HRM in IT industry in Indian companies

In the Information Technology (IT) industry in India, the adoption of Electronic Human Resource Management (e-HRM) holds particular significance due to the unique challenges and characteristics of the sector. Here are some reasons highlighting the importance of e-HRM in Indian IT companies :

1. *High workforce dynamics :*

The IT industry is known for its dynamic nature, with frequent project changes, team restructuring, and varying skill requirements, e-HRM systems help in managing workforce agility by providing quick access to employee data, facilitating resource allocation, and supporting rapid on boarding processes

2. *Global talent management:*

Many IT companies in India have a global presence with distribution teams across different regions, e-HRM facilitates centralized management of human resources, ensuring consistency in HR processes, compliance with global standards, and seamless coordination among international teams.

3. *Efficient recruitment processes :*

The IT industry competitive, and attracting and retaining top talent is crucial. e-HRM streamlines recruitment processes, from job posting and applicant tracking to interview scheduling and candidate evaluation

4. *Remote work enablement:*

With the rise of remote work, e-HRM systems provide the necessary infrastructure for managing a distributed workforce, including remote onboarding, virtual collaboration tools, and performance tracking.

5. *Compliance and security:*

The IT sector is subject to various regulations, both in India and globally. e-HRM systems help in ensuring compliance with labor laws, data protection regulations, and industry standards.

Robust security features protect sensitive HR data, which is especially important in an industry where confidentiality and data security are paramount.

9. Findings & Suggestions

9.1. Findings

1. *Objective No 1: To identify the key practices and challenges of e-HRM implementation.*

- i. As per the finding for the objective 1, it was observed that Social networking platforms have become increasingly important for e-recruitment strategies, offering several benefits for both employers and candidates. Similarly, online assessments, and video interviews are preferred rather than traditional approach. Thus the data analysis represents that the company majorly uses e-HR practices in their procedures
- ii. Similarly online training courses, and tracking development goal are not preferred rather traditional approaches having human touch is more acceptable among employees. This can involve incorporating more interactive elements, providing personalized learning paths, and integrating feedback mechanisms.
- iii. Key findings revealed that the company extensively utilizes e-HR practices, particularly in recruitment through online portals, assessments, and video interviews. However, traditional methods are preferred for employee training and development tracking. The unanimous adoption of e-payroll systems reflects a commitment to efficient payroll management. Digital tools, such as biometric systems, are highly favored for e-leave management, emphasizing a trend towards efficiency and accessibility. While e-HRM systems for personal information, leave requests, and payroll receive high ratings, performance appraisals show a nuanced response, suggesting potential areas for improvement. Consistent challenges across e-HRM categories include a lack of user training, resistance to change, and concerns about implementation costs. Despite challenges, there is a strong consensus on the myriad benefits of e-HRM practices, highlighting their significant contributions to HR operations and overall employee experience within the organization.

2. *Objective No 2: To provide insights and recommendations for future e-HRM implementation*

- i. Bridging awareness gap through continuous communication and education is crucial for fostering a comprehensive understanding and widespread adoption of e-HRM practices among all respondents.
- ii. The broad consensus on the value of technology reflects a positive organizational attitude towards leveraging digital solutions to optimize and streamline HR functions.
- iii. The findings reveal a generally positive perception of e-HRM practices within the surveyed group, indicating widespread acceptance and recognition of their benefits. However, the presence of neutral responses suggests a subset of respondents who hold a more reserved stance, neither strongly positive nor negative about the impact of e-HRM practices. While the number of respondents with a negative perception is relatively small, their feedback is valuable, providing insights into areas that may require improvement or addressing concerns related to e-HRM implementation. This nuanced perspective underscores the importance of ongoing

communication and responsiveness to ensure continued success and satisfaction with e-HRM practices.

3. *Objective No 3: To analyze and understanding the latest technological advancements and innovative practices that are shaping the future of e-HRM in the Indian IT sector.*

I. The findings indicate positive perceptions toward the future of e-HRM technologies. AI and machine learning receive strong support Blockchain and data analytics also show promise, though with varying degrees of endorsement. Chatbots and virtual assistants elicit mixed opinions, suggesting both interest and reservations within the surveyed population. Overall, the data highlights a generally optimistic outlook on the integration of emerging technologies in HR processes.

6.2. Suggestions

1. *Objective No 1: To identify the key practices and challenges of e-HRM implementation.*

i. IT companies should continue to leverage social networking platforms as a key component of their e-recruitment strategy. This can involve actively engaging on relevant platforms, participating in online communities, and utilizing social media advertising to reach a wider pool of potential candidates. Conduct regular surveys and focus groups to gather feedback from employees on their e-HR experiences and preferences.

ii. To further optimize leave management processes, consider periodic updates and enhancements to the biometric system and remote login. Additionally, explore opportunities to integrate advanced features, such as real-time reporting and analytics, to enhance efficiency and decision-making in leave management.

iii. For performance appraisals, where there is a nuanced response, consider conducting feedback sessions with employees to understand their concerns and expectations. Implement improvements, such as user-friendly interfaces or clear communication on appraisal processes, to ensure a more uniform positive experience. This approach will address any potential concerns and contribute to a seamless and positive perception of e-HRM practices, fostering employee satisfaction and engagement at various small IT firms

iv. To overcome the identified challenges, companies should prioritize comprehensive user training programs and robust support mechanisms to enhance user competence and confidence. Develop a cost-effective strategy by exploring innovative solutions and optimizing existing processes. Address data migration, integration, and security concerns through continuous monitoring and proactive measures. Recognizing and mitigating these challenges will be pivotal in fostering a seamless and effective e-HRM environment, ensuring companies maximizes the potential benefits of its HR systems.

Conclusion

In conclusion, the study from the survey of various secondary resources provide valuable insights into the company's current state of e-HRM practices. The results suggest a commendable level of adoption and acceptance of digital solutions in various HR functions.

Firstly, the overwhelming preference for online job portals in recruiting processes indicates the effectiveness and efficiency of e-recruitment, on the other hand, challenges emerge in the realm of online training courses and tracking development goals. The data suggests that some employees prefer traditional approaches with a human touch in these areas. Companies can address this by enhancing the user experience of online training, incorporating interactive elements, personalized learning paths, and feedback mechanisms. Balancing technological advancements with a human-centric approach may lead to greater employee satisfaction in these aspects.

The unanimous adoption of an e-payroll system showcases a strong commitment to technology-driven payroll management, emphasizing efficiency and accuracy. This widespread acceptance signifies a

positive trend in embracing digital solutions, potentially reducing administrative costs. It is crucial for companies to maintain and continuously improve this e-HRM practice to maximize its benefits.

Similarly, the unanimous agreement on the effectiveness of digital methods for e-leave management indicates a prevailing preference for modern, technology-driven approaches. Companies should continue leveraging these tools for streamlined and contemporary leave management processes, enhancing efficiency, accuracy, and accessibility.

The high accessibility ratings for e-HRM practices related to employee personal information, leave requests, and payroll information are promising. However, the nuanced response to performance appraisals suggests potential areas for improvement. Companies should address any concerns, improve communication, and ensure a uniform positive experience across all aspects of e-HRM.

Consistent challenges identified across e-HRM categories, such as a lack of user training and support, resistance to change, and concerns about implementation costs, underscore the need for strategic interventions. Companies should prioritize addressing these challenges to foster a seamless and effective e-HRM environment, ensuring successful implementation and sustained maintenance.

Lastly, the robust consensus among respondents regarding the benefits of e-HRM practices, including heightened efficiency, reduced costs, improved self-service, enhanced communication, and increased employee satisfaction, is encouraging. IT companies should capitalize on these advantages, continually refining and expanding their e-HRM practices to maximize their impact on HR operations and overall employee experience.

Bibliography

Links :

1. www.researchgate.net
2. <https://scholar.google.com/>
3. www.academia.edu
3. <https://www.infiloom.com/>
4. <https://economictimes.indiatimes.com/small-biz/hr-leadership/hr-technology-in-transformation-what-to-expect-in-2023/articleshow/97219278.cms?from=mdr>
5. *Research paper :*
 1. *Book interpretation: Summary of, "The Brave New World of e-HRM 2.0"* by Dulebohn and Dianna L. Stone
 2. Rathee, R., & Bhuntel, R. (2022). "Innovative e-HRM Practices in IT Organizations." Research Paper.
 3. Marler, J. H. "Making Human Resource Strategic by Going to the Net: Reality or Myth?" Research Paper.
 4. Researcher 2020. "Role of Internet in Electronic Human Resource Management." Research Paper.
 5. Research paper titled, "Role of Artificial Intelligence in human resource management" (Priya Dr.)
 6. "Influence of e-HRM Practices on Employees' Satisfaction Level" research paper published in PENSEE Journal, Volume 51, Issue 03, March-2021, a Scopus indexed journal.
 7. "Factors Affecting e-HRM In It Organizations" research paper published in SCMS Journal, Vol 18, No.1, January-March 2021, Scopus indexed journal.

