An Analysing the impact of Electronic Human Resource management (E-HRM) systems on Organizational performance: A study of the Information Technology (IT) industry in Delhi/NCR (Based on Research study)

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Abstract:
The E-HRM means whole the things are connected through internet. It is different from digitalization because it is the part of Human resource which is used very frequently in organizations. Work force can be done through internet services so it became E-HRM. In current Era the main aim of E-HRM helps to do better in the strength and capability of each employee in the organisation to do any task of the HRM with the help of technology. Whenever having such a new innovations, on that time few people are got confused and irritated because they felt to increase the burden of work so some time we don't realize that new technology became in real innovation or irritation for the working peoples, but after that they adopted it and feel free to do work with it. In simple word I can say that E-HRM studied having like banking, hotels, manufacturing plants but it missed out in IT sector so I decided to do research study in Delhi/NCR region because that area known as the Hub of technology and also technology became the important part of human life and E-HRM access their functions typically via internet and other web technology. By the use of SPSS software analyse the data and it pointed out that E-HRM users management is a new development that supports to the people in both the terms such as managerial work and HR activities.
Key words: E-HRM, IT, NCR, SPSS

Introduction:
In an increasingly digital world, the adoptability of technology into everyday e-platform processes has become paramount, particularly in managing human resources. By numerous HRM functions such as recruitment, payroll management, and employee performance tracking, these systems promise significant improvements in organizational productivity. This study specifically examines the impact of e-HRMS on companies within the Information Technology sector in Delhi/NCR, a region known for its burgeoning tech industry. The research aims to elucidate the connections between the implementation of electronic systems and IT sector performance metrics, providing insights into how these technological advancements can potentially reshape HR practices. Ultimately, understanding these dynamics can empower organizations to harness technological capabilities effectively, paving the way for innovative HR strategies that align with their business goals.

Overview of Electronic Human Resource Management (E-HRM) systems and their relevance in the IT industry:
In emerging years, Electronic Human Resource Management Systems (E-HRM) have become vital tools within the Information Technology (IT) industry, reshaping how organizations manage their human resources. Through the use of technology, e-HRM systems increase efficiency by enabling various IT functions such as recruitment, training, performance management and employee engagement. This change is especially important for IT companies that need to have a competitive advantage in an evolving environment. Electronic HRM systems not only facilitate effective communication between management and employees, but also support the information from the decision-making stage through analysis, improving user experience and product satisfaction and employee performance. Studies show that organizations that use strong e-HRM practices have better employee performance, which in turn is associated with customer satisfaction (Salahat et al.). Therefore, the integration of E-HRM with the IT department is not only about increasing efficiency; it is an important idea to create a fast, efficient and high-performance environment.

Literature review:
In recent studies, such as those exploring HRM practices in the information system sector, a strong correlation exists between effective HRM and overall customer satisfaction, which reinforces the importance of operational efficiency for improved performance (Salahat et al 2018). Furthermost, as evidenced by the research on IT sector are employability skills, underlines the necessity of aligned training programs that are more effectively managed through E-HRM platforms (Agarwal et al.2016). Thus, the advent of E-HRM not only optimizes internal processes but also cultivates a workforce that is better equipped to meet organizational goals, ultimately driving performance and satisfaction. There are many scholars like Strohmeier (2007), Bondarouk and Brewster

(2016), Shane (2009) these are shows that practice has proven that the introduction of electronic management can be improve people management performance by reducing the number of employees, speeding up the process, reducing the costs and improving employee performance in IT sector.

Title	Author(Year)	Journal details	Description
(A) E-HRM research application and its impact on industrial of Using e-HRM on the **Research Gap:** industry in implementation	MHD. Tanjil Ahmed (2019) In the Bangladesh economy and their In manufacturing industry and specific scope during that period.	European journal of E-commerce ,business and management	**Aim:**Despite the link between E-hrm application and industrial outcomes, this Based on these two dimensions is scarce. **Findings:** (A) This study is to gain a deeper understanding of e-HRM practices impact on organizational performance. Incremental activity: A study Benefits (B) Excitement about the benefits and potential of e-HRM may lead to negative outcomes. manufacturing e-HRM innovation newly formed the attitude of employee's changes Bangladesh towards the
(B) The impact of e- can also HRM on applications. organizational efficiency. performance: HRIS and e-payment are positively related to company financial performance selective service . sector of Bangladesh	MHD. SAJJAD HOSAIN (2018)	International Journal of Human Resource Management [IJHRM] Research Gap: From previous research, it is concluded that e-applicant tracking, e-selection,	Aim: The real impact of e-HRM applications on company performance. This study help decision makers who want to use e-HRM applications instead of traditional Finding: Reduce operating costs and increase operational Evidence from
(c) E-HRM implementation and resource management adoption in cloud Technologies University **Research gap:** Low-level research has not been a leader in the in-depth study of the subject in Valencia, Spain	Rob Christian Ziebell,	International Capital Human Resources Journal Information Professionals Volume effects,	**Aim:** Defines HRM as an integrated process to recruiting, developing and managing people based on a variety of perspectives and viewpoints. The need of human its contribution to research work. environments: A Polytechnic **Findings:** Special emphasis is given to application management, how to use technology and its review study project management, implementation and legal and security issues. of Valencia, 10* the discipline.
(D) Electronic resource management: A integration should be considered and organizations should define the each goal they want to achieve with regard to e-HRM prefix of embarking on adoption. outcomes 120	By Emma Parry and Elfi 2	https://doi.org/10.1080 /0958192.2016.124567 Adoption management and factors affecting successful adoption.	This aims to introduce the theoretical model of e-HRM by reviewing research studies to human Identify key elements under the e-HRM in organizations and report on emergence of e-HRM. Trade-offs between local forty-year study of adoption and Page no.78-

Objective of the study:

A) Explain the impact of e-HRM on employee performance, job satisfaction and performance management.

B) Identify how employee performance, job satisfaction and performance management affect the use of e-HRM and the benefits of e-HRM. Overview IT provides support to organizations with multiple departments.

C) To identify demographic profile of the respondents on E-HRM in IT and IT enabled organizations with various departments.

D) To know the preference on E-HRM applications among HR executives and Non-HR executives.

E) To know the recommendation on E-HRM practices among categories of organisations.

Research methodology:

Research Design: Research planning is the direction and systematic approach in the research study. It is the plan, structure, and planning for investigation conceived, to receive the answer to the research equations and some hypothesis. The Aim of study was to collect factual information and explore more in data analytic terms. So research design is a descriptive study in nature.

Universe: The first is developing any sample design which is defining clearly their objectives and then set their hypothesis for the research. The universe for the study consists of the IT sector of Delhi/NCR (The Indian industry).

Sample size and sampling method: Here simply used a simple random sampling method and selected 490 respondents from the seven reputed NCR region IT industry and by the used of weighted average method, research should be fulfilled their all criteria.

Tool and data collection: Primary data can be collected through online Google form (Questionnaire) and secondary data can be collected through the internet, company broachers, journals etc.

Data Analysis and interpretation

Electronic HRM practices adopted by companies listed by the IT Companies like Promatics

Technologies, Accenture, Genpact, Oracle India pvt ltd, SitusAmc, Tech Mahindra Americas, and Rolta are the seven selected companies and few of them are other IT sector. In my research, Data can be based as primary as well as secondary and collected by the used of simple random sampling method and total sample size is 600 from these IT companies. On the other hand I received only 490 respondents through my questionnaire, means 110 are non-respondents. Below Table and charts shows that the gender proportions of the respondents:


Table: Respondents by each department of seven organizations in Delhi/NCR

Sr. no.	Departments	Promatics tech company	Accenture company	Genpact Company	Oracle company	SitusAmc company	Tech Mahindra Americas	Rolta company	Total Respondents
01	Legal/Cyber security Dept.	08	06	07	08	05	04	02	40
02	Customer service Dept.	11	09	05	05	06	03	06	45
03	Research and development Dept.	07	05	04	06	09	10	08	49
04	IT support/help desk Dept.	18	11	09	07	04	15	05	69
05	Sales Dept.	06	08	06	06	07	03	09	45
06	Marketing Dept.	08	07	08	12	10	09	10	64
07	Finance and Accounting Dept.	09	06	05	09	03	10	02	44
08	Human Resource Dept.	06	09	06	09	11	08	05	54
09	Company administratio n Dept.	03	07	06	04	05	05	05	35
10	Technician	05	02	04	03	05	04	03	26
11	Software Dept.	02	04	03	02	04	02	02	19
	TOTAL								490

Organisation respondents: In this pie diagram I collect the data from seven IT industries in Delhi/NCR .It shows that from each organization how much respondents I received like from Promatics tech (11.6%), Accenture (10.8), Genpact (17.1%), and Oracle (16.7%), SitusAmc (14.3%), Tech Mahindra Americas (15.5%) and Rolta (9.8%) respondents.

select your organization in Below options: (IT)
490 responses
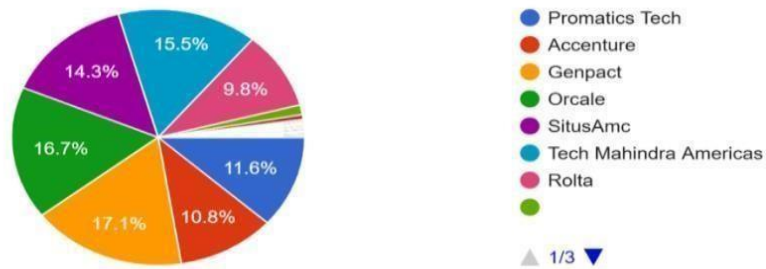
Department –wise respondents: In this pie diagram each department wise respondents I had received like company administration and functions (11.6%), Accenture (10.8%), Genpact (17.1%), Oracle (16.7%), SitusAmc (14.3%), Tech Mahindra Americas (15.5%) and in Rolta (9.8%).These responses are shows that how many employee are easily adopted E-HRM and due to that organization performance is increased rapidly.

In which department you do work ?
490 responses

1. **Demographic profile-**
   1.1 **Gender of respondents:**

Sr. no.	Companies Name	Sample size (each)	Received respondents	Respondents male	Respondents female
1	Promatics Tech.	80	57	33	24
2	Accenture	70	53	30	23
3	Genpact	95	84	45	39
4	Oracle	90	82	49	33
5	SitusAmc	85	70	45	25
6	Tech Mahindra Americas	85	76	44	32
7	Rolta	65	48	30	18
8	Other IT company	30	20	04	16
	Total	600	490	280	210

SECTION A: (DEMOGRAPHICS) Tick appropriate space/box 1. Gender
490 responses
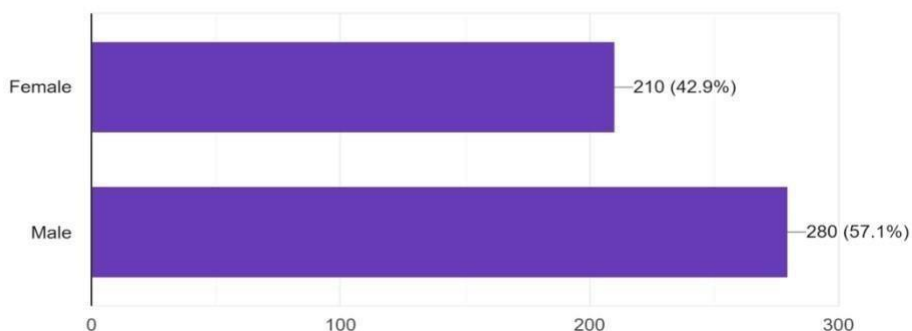
1.2 Age of Respondents:

Age Group	No. of Respondents	Percentage
18-30 Years	148	30.20
31-40 Years	198	40.40
41-50 Years	90	18.36
51-60 Years	42	08.6
Above 60	12	02.44
Total	490	100

2. Age
490 responses
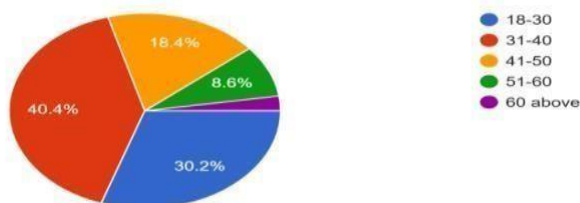
1.3 The frequency distribution of respondents on the basis of experience- Classification of respondents based on experience:

Experience	No. of Respondents	Percentage
Less than 2 years	46	9.4
2-5 years	137	27.95
6-10 years	170	34.7
11-15 years	75	15.30
16-20 years	38	7.75
More than 20 years	24	4.9
Total	490	100

CLASSIFICATION OF RESPONDENTS BASED ON EXPERIENCE:

1.4 E-HRM applications respondents-

3. For how long have been working for your current organization?
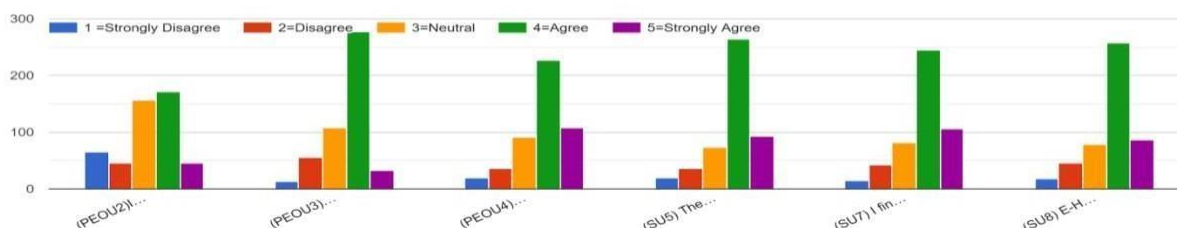490 responses
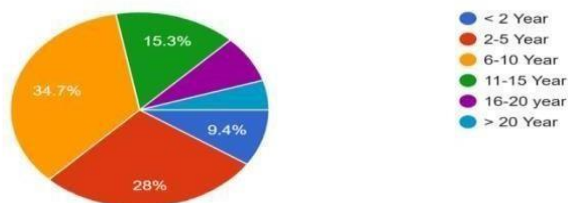
which HRM applications do you use in work?
490 responses

Section B- : Scope of E-HRM application (What is the scope and frequency of e-HRM application in the organization?)

In this picture, all employees express their satisfaction that E-HRM is beneficial to the organization. Most of the participants said that it is easy to use and technology is more effective in increasing performance. Employees are more likely to agree because they have no difficulty in using new technologies in their daily work. Here are a few - (PEOU2 = I had main information to use E-HRM, PEOU3 = Using E-HRM application does no need to be much effort, PEOU4 = E-HRM system is easy to use and understandable. To understand, SU5 = E-HRM system helps me a lot to do better work in my job, SU7 = I see E-HRM program in my daily work with low cost, SU8 = E-HRM enables employees to work regarding action quicker).

1) Perceived Ease Of Use (PEOU) 2) System usefulness (SU)

So there are total 39 respondents are disagree that E-HRM is easy to use and system is useful in their industry.

39 responses

Section c- Employee Performance Scale (Do you ready or unready with the following aspects about the job performance?) –

(EP4=I help another peoples when workload more, EP5=I help others meet their responsibilities, EP6=I innovate and suggest ways to improve the department as a whole, EP14=I want to get the output I need, EP15=My department doesn't get more breaks, EP16=We don't spend much time talking, EP17=I meet my work goals, EP18=I meet performance standards well, EP20=I make sure I meet all job requirements) All indicate the activities of employees in seven organizations known for their effectiveness

1) contextual performance= EP4, EP5, EP6 2) Contextual performance (conscientiousness)= EP14, EP15, EP16 3) Task performance = EP17, EP18, EP20
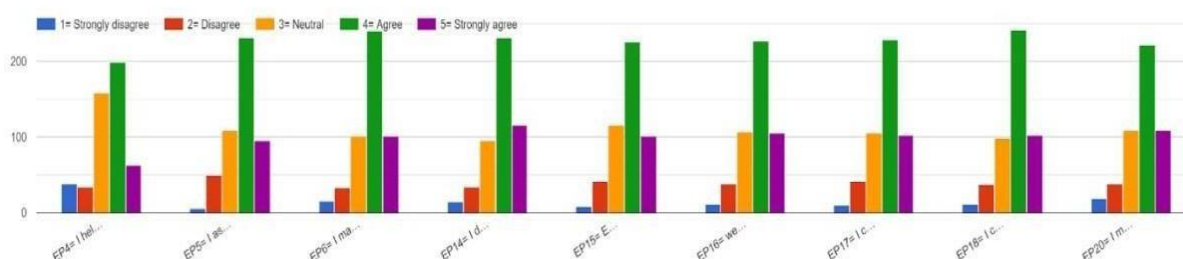
Section D- (Job Satisfaction (How satisfied are you with the following jobs?)

In this diagram there are two types of context JS define job satisfaction, it can be shown that employee is happy with their job and work with the adaptation of E-HRM technology. Firstly JS2, JS3, JS9 are shown that intrinsic job satisfaction means employee are genuinely happy with their job and there is no irritation regarding their work or top management support. Secondly, JS13, JS17, JS19 can be shown that the extrinsic job satisfaction, this can be related from the employee personal life. Job satisfaction is the necessary part of each employee because if employee are happy internally as well as externally it would help more to the organisation to grow rapidly because in that stage employee is capable to do more performing task and give their best strength to improve the image of the organisation. In this agree respondents are more and least number of respondents are disagree.

1) Intrinsic job satisfaction =JS2, JS3, JS9 2) Extrinsic job satisfaction= JS13, JS17, JS19
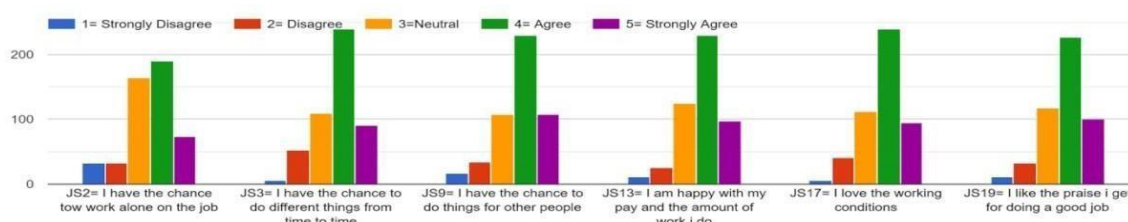
Section E: E-HRM Adaptation (Find out the E-HRM adaptation in IT sector is innovation or irritation for the employees?)

In this diagram Go along to get along means to agree with someone without any disagreements or problems, it clearly shows that the adopt or accept the majority opinion. This can be related the behaviours of managers, admin and top management support system, if these are kind in nature and be polite with employees so performance of employees are automatically increased and they are always ready to accept the majority decisions. The aspects are-(A16= Fewer error occurs when employees using E-HRM applications,A17=Working experience of computers and software has helped to you use E-HRM applications, A18=I appreciate that the HR activities are provided using EHRM- payroll, appraisal,application,communication, A12= I Find out E-HRM practices (E-recruitmenttraining) having less time consuming activities which helps to increase the productivity of sector, A13=I find out sector having such growth strategies-financial worthiness, customer focus, innovation and technology, A14= I predict would use E-HRM technology in the future).

GO along to get along = A16, A17, A18, A12, A13,A14
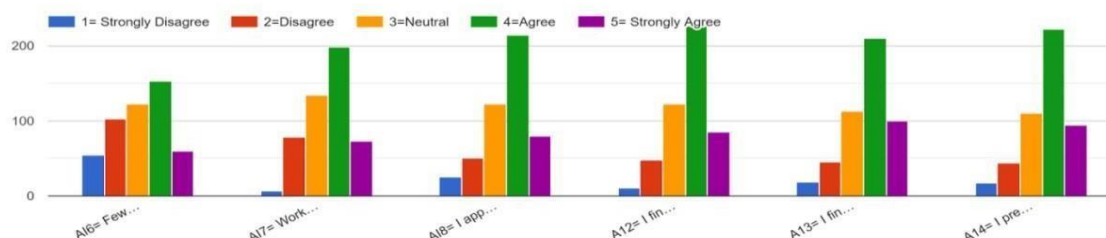
Section F: E-HRM macro level result scale (The following results have been recorded since E-HRM was implemented.)

Among them, E-HRM has three types of models such as work, relationships and change. Many of them - (OC2 = Standardization of HR procedures, OC4 = I increased efficiency in most departments, OC5 = Employees save time spent on daily work, RC13 = Provide improved HR services to employees, RC14 = Improve the responsibility of the line manager on HR responsibility, RC15 = Improve responsiveness to employees, TC17 = E-HRM technology give permission HR departments to give more efforts on HRM functions, TC18 = E-HRM give permission to HR employees, change time on strategic planning, TC20 = E-HRM provides higher value on HR professionals in my organization.

1) operational consequences = OC2, OC4, OC5 2) Relational consequences= RC13, RC14, RC15 3) Transformational consequences= TC17, TC18,TC20
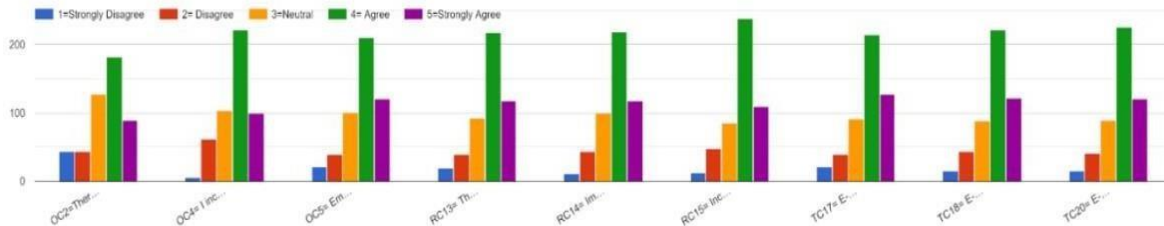
Result Findings:

(A) Demographic Profile ❀ Among the respondents of 490, received total 210 (42.9%) are females and total 280 (57.1%) are male.

❀At the age respondents are, between 31-40 years are more employees (40.40%) in these IT organizations. At the age of 18-30 years having employee responses (30.2%) , 41-50 years are (18.4%), 51-60 years (8.6%) and above the age of 60 years total respondents are (2.6%).These are shows that the mature age like 31-40 years are very active and more capable to do task easily in every work situations.

❀At the basis of experiences respondents are, less than two year (9.4%), 2-5 years experienced employees are (28%), 6-10 years are (34.7%), 11-15 Years (15.3%),16-20 years are (8.2%) and the least respondents are the above the experience of 20 years are (4.4%).This is shows that how much experienced peoples worked in IT sector.

E-HRM Applications uses-

• At the basis of E-HRM applications uses respondents like E-recruitment 28(5.7%),E-learning 38(7.8%),performance system 51(10.4%),Time management system 49(10%),scheduling of work 55(11.2%),employee service delivery system 64(13.1%),manager service delivery system 47(9.6%), electronic payroll 56(11.4%),IT benefits systems 54(11%), Business intelligence and IT system 30(6.1%) and other applications E-training 18(5.7%) etc.

(B) E-HRM Use scale: Majority of the respondents 99.21% are agree to use the E-HRM frequently and rest of them only 39 (0.79%)respondents are disagree.

(C) Employee performance scale: There are three types of performance like –contextual, conscientiousness and task performance, most of the respondents' more than 350 are agree and few of them are disagreed

(D) Job satisfaction: More than 82% are agreed to be have their own job happiness and rest of them approx. 18% are disagreed**.**

(E) GO along to get along: Mostly 85% are agreed with the majority opinion without nay disagreement and approx. 15% are having some issues with the mangers behaviours and top management support system.

(F) Mode of consequences: There are three modes- operational, relational and transformational. Most of the respondents 64 % are agreed, 26% are neutral and 20 % are disagreed from the implementations of those consequences in E-HRM.

Conclusion and Summary of the study
Advantages of E-HRM:

1) Good for multiple tasks
2) Improving record keeping
3) Organization system supportive
4) Maintain transparency and accuracy
5) Easy controlling approaches
6) Advancement of technology
7) Standard provider
8) Time and resource saver
9) Integrated all HR functions

10) Less risk oriented system

Limitation of the study:
1) Subject to corruption/hacking and data losses
2) In India, employee and employer are prefer to face-to-face interactions rather than any online tool
3) Not much useful for small scale industry
4) Sometime it became danger to Compromised with security.

Future perspectives of the study:

The flagship department of the Ministry of Information Technology of India introduced it through Digital India; the e-HRM is a path towards a paperless and data-driven workplace, in a hurry to establish standard process.

Conclusion:

At the same period, the role and need of HRM applications has also flexible, not only human behaviour has changed but also the form of technology has changed as it always has to provide the foundation for the business. In recent times, the development of this capability is supported by IT. For example, daily HR activities such as attendance, absence, vacation, annual leave, payroll etc. fringe benefits, motivation, training, performance targets, monitoring and tracking of performance and achievement records are initiated by IT and electronic systems. Employee contracts, key personnel planning related to organizational performance and more are done faster, more accurately and easier than ever before. In short, this research using HRM techniques had been useful for all the activities on these organizations because its use ensures the good functioning of the IT business. It is important to improve the organizational performance of IT sector in Delhi/NCR. As can be seen, this process supports many HR processes, thus increasing efficiency, employee satisfaction and ultimately customer satisfaction. The importance of job satisfaction, especially in a stressful environment such as the IT industry, emphasizes the importance of meeting employee needs with effective e-HRM strategies.

Summary of findings and implications for the future of E-HRM on the IT sector in Delhi/NCR:

The study reveals significant advancements in E-HRM systems on the IT sector in Delhi/NCR, underscoring their transformative impact on organizational performance. The findings indicate a marked improvement in recruitment efficiency, employee engagement, and performance management due to the integration of innovative E-HRM tools. As firms increasingly adopt automated systems, the potential for data analytics enhances decision-making processes, enabling HR departments to align more closely with strategic business goals. However, challenges such as resistance to change and data security concerns necessitate ongoing evaluation and training efforts. Looking ahead, the future of E-HRM in this dynamic sector hinges on the continuous evolution of technology and the ability of organizations to foster a culture of adaptability. By prioritizing both technological investment and employee training, IT companies in Delhi/NCR can leverage E-HRM not only as a tool for operational efficiency but also as a catalyst for sustainable organizational growth.

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