ASSESSING THE EFFECTIVENESS AND JOB SATISFACTION OF E-HRM PRACTICES OF IMPLEMENTATION AMONG IT PROFESSIONALS IN THE IT SECTOR

M. K. Ganeshan [*1], Dr. C. Vethirajan[*2]

[*1]Alagappa Institute of Management, Alagappa University, Karaikudi, Tamil Nadu, India

[*2]Department of Corporate Secretaryship, Alagappa University, Karaikudi, Tamil Nadu, India

 ABSTRACT

This research investigates the impact of Electronic Human Resource Management (e-HRM) systems on the effectiveness and job satisfaction of IT professionals, employing a comparative analysis with traditional HR practices. Through a comprehensive examination of factors like system usability, communication efficiency, and work-life balance, the study aims to discern the unique influences of e-HRM on job satisfaction within the IT sector. The study is a combination of both descriptive and analytical research design to address the E-HRM practices. The primary data required for the study was collected using a structured Google Form questionnaire from respondents who are working IT professionals or employees of 440 IT organizations in Tamil Nadu. Communication efficiency was a significant aspect, with the study highlighting the role of e-HRM in fostering real-time collaboration and improving information flow within IT teams. In light of these observations, practical recommendations have been formulated to guide organizations in optimizing their e-HRM strategies for IT professionals. These recommendations emphasize the importance of user-centered design, ongoing training and support, and a holistic approach to addressing challenges. The positive impact on work-life balance was notable, showcasing the potential of e-HRM to facilitate remote work and flexible scheduling. The findings will contribute valuable insights, offering practical recommendations to enhance the effectiveness of e-HRM implementations and elevate job satisfaction among IT professionals.

Keywords: e-HRM, IT professionals, effectiveness, job satisfaction, work-life balance

INTRODUCTION

Advances in technology and changes in employee dynamics have led to substantial revolutions in Human Resource Management (HRM) in recent times. In the dynamic landscape of Information Technology (IT), the adoption of Electronic Human Resource Management (e-HRM) systems has become increasingly prevalent. These systems are designed to streamline HR processes, enhance communication, and optimize workforce management. This study aims to delve into the implications of e-HRM implementation specifically within the realm of IT professionals, assessing its effectiveness in reshaping traditional HR practices and its influence on job satisfaction. The IT sector, characterized by rapid technological advancements and evolving job roles, necessitates a nuanced approach to human resource management. Traditional HR practices may struggle to keep pace with the dynamic nature of IT professions, prompting organizations to turn to e-HRM solutions. However, the extent to which these systems effectively address the unique needs of IT professionals and contribute to their job satisfaction remains an area warranting thorough investigation.

This research employs a comparative analysis, juxtaposing traditional HR practices with e-HRM implementations, to discern the distinctive impact on job satisfaction and overall effectiveness. Key factors such as system usability, communication efficiency, and their influence on work-life balance will be scrutinized to provide a comprehensive understanding of the relationship between e-HRM and the professional satisfaction of IT employees. By exploring these facets, this study offers practical insights and recommendations to organizations seeking to optimize their HR

strategies for IT professionals, fostering a work environment that enhances both effectiveness and job satisfaction in the era of electronic human resource management.

REVIEW OF LITERATURE

Amer, Abuhantash., (2023), "The future of HR management: Exploring the potential of e-HRM for improving the employee experience and organizational outcomes", the quickly developing discipline of electronic human resource management, or "e-HRM," uses technology to support productive and successful HR procedures. The potential of e-HRM to enhance employee experience and organizational results is examined in this article. With an emphasis on the advantages and difficulties of putting e-HRM solutions into reality, it covers the historical background of e-HRM, present practices, and upcoming developments. This research evaluates the effects of e-HRM on HR professionals, employees or staff, and organizations by reviewing pertinent literature.

Mona, Sahay., (2021), "A Strategic Evaluation of E-HRM in IT and ITES sector: A multidimensional perspective", the current study aimed to examine and assess, from many angles; the efficacy of electronic HRM practices (E-HRM) used by IT and ITES firms. A few of the things that workers seek globally include excellent work environments, sufficient facilities for training and development, and an effective performance monitoring system. Human resource management strategies aim to strike a balance between the organization's long-term objectives and employee expectations. The importance of this study comes from the need for the IT/ITES sector to implement electronic HRM practices that prioritize hiring, performance management, rewards, payroll processing, employee self-service, learning, and development, all of which have an effect on an organization's overall performance. Numerous applications, including HR procedures, have benefited from information technology; as a result, businesses are using EHRM procedures. E-HRM is a more straightforward and economical approach that takes less time and labour. The main advantages of the E-HRM process are consistency, accuracy, and having all the data in one database. As a result, both employers and workers saw benefits from E-HRM practices. Another benefit of rapid data and document accessibility from faraway locations is the ability to make business decisions quickly.

Dhanabakyam, M., and Shreejaa, N., (2018), "Impact of e-Human Resources Practices on Job Satisfaction in IT Sectors With Special Reference to Coimbatore", The purpose of the study is to investigate how e-HR practices affect employee work satisfaction in the context of Coimbatore's IT industry. A total of 113 answers from seven different IT areas were gathered and subjected to an impartial analysis. In the context of the IT industry, the current study aims to bridge the research gap by investigating the connection between e-HR practices and work satisfaction. "E-Training" is the organization's most important e-HRM component. Demographic characteristics and influential e-HRM factors are significantly correlated. Concludes that employer branding, which is crucial for more effective hiring, is the primary factor affecting the impact of e-human resources practices. The study recommended enhancing e-HRM activities, including e-performance evaluation and e-performances after e-recruitment and selection.

Somendra, Pant., Abha, Chatterjee., and Deepak, Jaroliya., (2012), "e-HRM Systems Implementation: A Conceptual Framework", through the potential of a virtual work environment, Information and Communication Technology (ICT) provide creative solutions to complete regular organizational duties. Benefiting from e-commerce systems' popularity, companies are using Electronic Human Resource Management (e-HRM) systems more and more. Organizations may expect significant performance gains from these systems in addition to a complete redesign of the Human Resource Management (HRM) operations. Organizations should benefit from a

competitive advantage resulting from this latter potential. But the advantage of using e-HRM systems and the contextual elements that regulate the link between e-HRM system installation and benefits are unknown. It provides a conceptual framework for the deployment of e-HRM systems in this research.

Puja, Sareen., (2015), "Study of Employee Satisfaction towards e-HRM system", Most HR operations are supported by technology these days, which may also boost their efficacy. It is appropriate to state that e-HRM contributes to the creation of competitive advantage and more closely aligns the HR function with company strategy after a thorough analysis of the evolution of conventional HR towards e-HRM. The current study discovers a connection between several demographic factors and the degree of contentment that workers, referred to as End-users in the study, have with the e-HRM systems of their companies. The study has been done in India's National Capital Region (NCR). A sample consisting of 182 participants was examined. The findings indicate that for "End-users" of certain organizations, the "level of satisfaction" with the e-HRM system is significantly correlated with age, job experience, and tenure.

RESEARCH METHODOLOGY

The present research focuses on the e-HRM practices on effectiveness and job satisfaction of IT professionals in IT Sectors. There are two sources of data for the study mainly primary data and secondary data. The study is a combination of both descriptive and analytical research of research design to address the E-HRM practices. The sample frame of the present study constituted individuals working in IT companies as executive, vice president, senior, middle, and entry-level positions along with CHROs from many cities. In this research, the researcher has used a simple random sampling method. The primary data required for the study was collected using a structured Google Form questionnaire from respondents who are working IT professionals or employees of IT organizations in Tamil Nadu. The sample size is 440 IT employees for the effectiveness and satisfaction of e-HRM in the IT sector included in the research study. The secondary data sources include research journals and IT and ITES company websites.

E-HUMAN RESOURCE MANAGEMENT PRACTICES

The term "E-human resource management" describes the use of digital or electronic technology in the management of human resources. The HR division and the way it supports the company are undergoing a transformation because to increased digitalization. E-HRM practices enable the HR department to enhance the performance of the workforce; thereby, improving the organizational performance. Accenture noted five major patterns in the solutions' uptake in their research. 'The digitization of Human Resources E-HRM technology comes of age' include 'Human resources goes digital', 'Human resources becomes decentralized', 'Human resources knows the business', 'Human resources adds value', and 'Human resources wins over the boredom.' "E-HRM could be narrowly defined as administrative support of the HR functions in organizations by using internet technology". "The composite of databases, computer applications, hardware and software used to collect, store, manage, deliver, present and manipulate data for Human Resources". Voermans and van Veldhoven (2007). Organizations can flexibly utilize a system for their HRM duties and operations when it comes to e-HRM.There are various practices of e-HRM in general ways for below some examples.
   ❖ E-Planning
   ❖ E-Recruitment (Hiring) and E-Selection
   ❖ E-Learning (Training and Development)
   ❖ E- Payroll Process Management
   ❖ E-Performance management
   ❖ E-Compensation Management

❖ E- Employee Self- Services

DATA ANALYSIS AND DISCUSSIONS

Table 1 Effectiveness of e-HRM practices

Table 1   Effectiveness of e-HRM practices

Effectiveness of e-HRM practices	N	Minimum	Maximum	Mean	S.D
Digital applications have made my work more enjoyable.	440	1.00	5.00	4.3114	.74910
E-HRM has enhanced the quality of my work.	440	1.00	5.00	4.1136	.70196
E-HRM facilitates interaction with different groups in the organization.	440	2.00	5.00	4.2386	.69154
E-HRM facilitates remote access.	440	2.00	5.00	4.1750	.69414
Digital applications encourage increased collaboration for projects.	440	1.00	5.00	4.2000	.71496
E-HRM practices have enhanced my job satisfaction.	440	1.00	5.00	4.1636	.72730
E-HRM has helped me to become happier with the work I am carrying out.	440	1.00	5.00	4.1977	.71718
E-HRM has helped me to become more satisfied with my tasks and work.	440	1.00	5.00	4.1682	.75698
E-HRM enables continuous innovation at work.	440	1.00	5.00	4.1591	.71250
E-HRM augments employee productivity.	440	2.00	5.00	4.1727	.73145
E-HRM secures a competitive advantage.	440	1.00	5.00	4.1159	.68016
E-HRM contributes to the profitability of the organization.	440	1.00	5.00	4.1159	.68016

E-HRM applications helped the respondents enjoy their work (mean=4.311; SD=0.749), which automatically improved the quality of work (mean=4.113; SD=0.701). As a result of the above, they automatically enhanced the levels of employee satisfaction (mean=4.163; SD=0.727) and augmented their productivity (mean=4.172; SD=0.731). Employees could interact with different groups within the organization owing to E-HRM (mean=4.238; SD=0.691), and they motivated employees to collaborate on projects (mean=4.200; SD=0.714). Apart from its role in facilitating remote access to information (mean=4.175; SD=0.694), E-HRM also encouraged continuous innovation at IT and ITES workplaces (mean=4.159; SD=0.712), helped them gain competitive advantage (mean=4.115; SD=0.680) and thereby contributed to the profitability of those companies (mean=4.115; SD=0.680). E-HRM practices, therefore, brought about an assortment of benefits to the companies in the IT and ITES sectors.

The table provided compares the effectiveness of e-HRM practices respondents based on their mean scores and standard deviations. The mean effectiveness highest scores of become more satisfied with my tasks and work respondents is 4.168 with a Standard Deviation of 0 .756.

Table 2. Satisfaction of e-HRM practices

Table 2. Satisfaction of e-HRM practices

Satisfaction of e-HRM practices	N	Minimum	Maximum	Mean	S.D
Ease of use of technology	440	2.00	5.00	4.2955	.72945
Experience of information technology	440	2.00	5.00	4.1159	.67343
Secure systems	440	2.00	5.00	4.2477	.70468
Technology usefulness	440	2.00	5.00	4.1568	.67864
Communication tools	440	2.00	5.00	4.1977	.71400
Risk perception	440	2.00	5.00	4.1523	.67631
Usage intention	440	2.00	5.00	4.1682	.69419

The above table 2 that e-HRM practices helped the respondents ease of use of technology (mean=4.295; SD=0.294), which experience of information technology (mean=4.115; SD=0.673). As a result of the above, they secure systems (mean=4.247; SD=0.704 and technology usefulness (mean=4.156; SD=0.678). Communication tools to e-HRM (mean=4.197; SD=0.714), and the employees to risk perception (mean=4.152; SD=0.676). Apart from its usage intention (mean=4.168; SD=0.694). E-HRM practice, therefore, brought about an assortment of benefits to the companies in the IT and ITES sectors.

The table 2 provided compares the satisfaction of e-HRM practices respondents based on their mean scores and standard deviations. The mean satisfaction score of respondent ease of use of technology is 4.295 with a Standard Deviation of 0.729. The lowest satisfaction core is experience of IT mean score is 4.115.

CONCLUSION

The findings shed light on several key aspects influencing the dynamic relationship between technology-driven HR practices and the unique needs of IT personnel. The evaluation of HR effectiveness revealed that e-HRM systems have the potential to streamline processes, enhance efficiency, and adapt more readily to the dynamic nature of the IT sector. User experience and usability emerged as critical factors, emphasizing the importance of intuitive interfaces to ensure optimal engagement. Job satisfaction levels among IT professionals demonstrated a positive correlation with the implementation of e-HRM systems, indicating that technology-driven HR practices can contribute to a more satisfying work environment. Despite these positive findings, challenges such as resistance to change and technical issues were identified, underscoring the need for strategic planning and effective change management during e-HRM implementation. As organizations continue to navigate the evolving landscape of electronic human resource management, this research contributes valuable insights to inform decision-making processes. The study underscores the potential of e-HRM to positively impact HR effectiveness and job satisfaction among IT professionals, paving the way for continued advancements in optimizing the intersection of technology and human resources in the IT sector.

REFERENCES

1. Amer, Abuhantash. (2023), "The future of HR management: Exploring the potential of e-HRM for improving employee experience and organizational outcomes", World Journal of Advanced Research and Reviews, 2023, 18(02), 647–651.

2. Dhanabakyam, M., and Shreejaa, N, (2018), "Impact of e-Human Resources Practices on Job Satisfaction in IT Sectors with Special Reference to Coimbatore", International Journal of Creative Research Thoughts (IJCRT), 6(1), 2430-2437.

3. Ganeshan, M. K.. and Vethirajan, C., (2020), "Electronic Human Resource Management Practices and Employees Perception towards Information Technology Industry," International Journal of Scientific & Technology Research, 9(3), 86-90.

4. Haines, V., and Lafleur, G., (2008), "Information Technology Usage and Human Resource Roles and Effectiveness," Human Resource Management, 47(3)525-540.

5. Honoria. Samson. and Vinita, Agrawal., (2020), Effectiveness of Digitalization in HRM, An Emerging Trend, Journal of Critical Reviews, 7 (04)4082-4088.

6. Ma, Li, and Ye, Maolin, (2015), "The Role of Electronic Human Resource Management in Contemporary Human Resource Management", Open Journal of Social Sciences, 3, 71-78.

7. Maatman, Marco., (2006), "Measuring the effectiveness of E-HRM The development of an analytical framework for the measurement of e-HRM and its application within a Dutch Ministry, University of Twente".2006.

8. Mona, Sahay., (2021), "A Strategic Evaluation of E-HRM in IT and ITES Sector: A Multidimensional Perspective", Asian Journal of Management and Commerce, 3(1)23-27.

9. Pradhan, R. K., Dash, S., and Jena, L. K., (2019), "Do HR Practices Influence Job Satisfaction? Examining the Mediating Role of Employee Engagement in Indian Public Organizations can utilize a System in a flexible way for their HRM duties and operations when it comes to E-HRM Sector Undertakings," Global Business Review, 20(1), 119-132.

10. Puja, Sareen., (2015), "Study of Employee Satisfaction towards e-HRM system", European Journal of Applied Business Management, 1 (1)1-18.

11. Somendra, Pan., Abha, Chatterjee., and Deepak, Jaroliya., (2012), "e-HRM Systems Implementation: A Conceptual Framework", Indore Management Journal, 4(1), 24-35.

12. Voermans, M., and Van Veldhoven, M., (2007). "Attitude towards E-HRM: An Empirical Study at Philips". Personnel Review, 36 (6), 887-902.

13. Yaser M. Al-Harazneh, Ismail Sila., (2021), "The Impact of E-HRM Usage on HRM Effectiveness: Highlighting the Roles of Top Management Support, HR Professionals, and Line Managers", Journal of Global Information Management, 29 (2),118-147.

14. https://www.accenture.com/in-en/services/talent-organization/hr-transformation