

# E-HRM Practices in Indian Small and Medium Hospitality Enterprises: An Empirical Study

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**Abstract** *Recently the government has recognized and appreciated small and medium size hospitality enterprises (SMHEs) as a socio-economic tool for the development especially in terms of GDP, social upliftment and employment generation in the country. However, globalization has created both opportunities and threats for the local entrepreneurs. Many multi-level transformations were needed, so they will be able to adapt in the new technological era. Indeed, the COVID-19 is the most demoralizing one and still damaging the world and has also forced organizations to change business models. In most cases these transformations had several difficulties to be accepted by Indian SMHEs. The aim of this paper is to investigate and report the importance and usage of E-HRM in Indian small and medium hospitality enterprises and to identify the major barriers that are experienced by Indian SMEs in the hospitality industry in their efforts to adopt E-HRM practices in their businesses. Empirical data were collected through a structured questionnaire over 385 Indian small and medium hospitality enterprises. The findings suggested that e-HRM practices have a great impact on different firm's aspects especially on cost reduction and service quality improvement. Further results indicate the major obstacles for application of e-HRM practices in Indian SMHEs relating to ownership & size characteristics and extensive high cost.*

**Keywords:** E-HRM, Small and Medium Scale, Hospitality Enterprises, India

## INTRODUCTION

Today, electronic-human resource management (e-HRM) system is considered a breakthrough tool in the hospitality industry, with the potential to improve the work commitment, service quality and organizational performance. Although recent researches offer hints regarding possible contributing elements to adoption of e-HRM in the hospitality industry especially small and medium scale enterprises, no specific study has addressed this topic. Electronic-human resource management (e-HRM) system is evolving constantly, in response to global, national and workplace changes to reflect new empirical evidence from research studies and to accommodate the diverse criticism of their practical

relevance. Much criticism and debate has centered on the difference between traditional human resource management practices and contemporary HRM practices in relation to their application, goals and outcomes. The management literature used to denote e-HRM as e-HR, virtual HR(M), digital HRM, HR intranet, web-based HR, computer-based human resource management systems (CHRMS), and HR portals, HRM data mining, HRM cloud computing etc. (Bondarouk & Ruël, 2009, p. 507).

Recently, the e-HRM has also been shown to be of significant importance for competitiveness and efficiency not only within nations/regions, but in a globalized world. Globalization along with several advancements in

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technology has substantially transformed the environment in which businesses operate. As a result, it is now even more critical that hospitality business enterprises in India have appropriate e-HRM practices in place such that these enterprises may compete effectively in this changing environment especially post COVID-19. According to Marler and Parry (2015, p. 2) e-HRM a set of 'configurations of computer hardware, software and electronic networking resources that enable intended or actual HRM activities (e.g. policies, practices and services) through coordinating and controlling individual and group-level data capture and information creation and communication within and across organizational boundaries'.

Many authors have emphasized that e-HRM adoption assists organizations in achieving administrative and strategic benefits and also promised to provide cost reduction, service improvements, and reorientation of HR professionals (Marler & Parry, 2015; Strohmeier, 2007; Ruël et al., 2012). On the other hand, many researchers increasingly call for more empirical studies to conceptualization the e-HRM and its adoption & outcomes (Bondarouk & Ruël, 2009; Haines & Lafleur, 2008; Kovach et al., 2002; Strohmeier, 2007). Thus, more empirical researches should be conducted in the field of e-HRM from different perspectives. Although e-HRM system can provide many benefits to the small and medium hospitality enterprises and is recognized as a disruptive innovation system that changes the whole HR processes in the industry. The hospitality enterprises are still hesitant and adopt wait-and-see attitudes regarding whether to adopt e-HRM system.

The human resource management literature indicates that some scholars have conducted quantitative research, most have focused on e-HRM in non-hospitality enterprises (Guechtouli, 2010; Guest, 2011; Haines & Lafleur, 2008). Some scholars have investigated the application and usefulness of e-HRM practices (Marler & Parry, 2015), a few studies have explored the determinants of e-HRM adoption in the other industries (Sagie & Weisberg, 2001; Pe' rez et al., 2002).

In other words, organizations in the hospitality industry know little about adopting e-HRM practices. Therefore, a more in-depth research is required to identify the determinants that influence e-HRM adoption in the hospitality industry. Moreover, the enormous changes during the last ten years in service operations and information technology have dramatically affected the environment of human resource management practices. Also recent researches (Marler & Parry, 2015; Chand, 2015; Omran & Anan, 2018) have introduced new measuring and reporting concepts that, in turn, have created an expanded role of HRM in service organizations especially small and medium size hospitality enterprises. These developments required that more exploratory studies should be conducted in the area of

e-HRM practices. Thus, small and medium size hospitality enterprises in India are an important driving factor for the flourishing Indian economy. In fact, these enterprises not only provide the employment opportunities but also help in the process of industrialization in rural and hill areas along with reducing the unequal income distributions amongst its residents. Thus, in order for survival, growth and success to continue, this industry requires a professional management approach especially in the area of electronic human resource management. This approach is crucial and significant in attracting, developing and retaining talent being acute skill shortage, labour market trends and high level of employees' turnover.

## REVIEW OF LITERATURE AND HYPOTHESIS DEVELOPMENT

During the recent past a number of studies have been appeared in the field of human resource management practices for example (Chand & Katou, 2007; Sparrow & Budhwar, 1997; Budhwar et al. 2006; Sani & Budhwar 2004; Som, 2008; Anastassova & Purcell, 1995; Watson & D'Annunzio-Green, 1996; Buick & Muthu, 1997; Chand, 2010 a and Chand 2010). These studies revealed the application of HRM practices in different countries. In other words, these studies have identified some of the HRM practices in a broader sense which are widely used globally such as manpower planning, recruitment & selection, job analysis, compensation etc. However, recent changes in the business environment have emphasized to adopt technology led HR system to accelerate the efficiency and effectiveness of the organization especially in tourism and hospitality industry. Many authors (Khalil, 2000; Cron in et al., 2006; Wallace, 2004; Matsui, 2002; McCole et al., 2001; Sagie & Weisberg, 2001; Pe' rez et al., 2002; Lepak & Snell, 1998; Balon & Trkman 2003; Woods, 1999; Harel & Tzafir, 2001) have demonstrated that information technology has a profound impact of HRM practices such as HR planning, recruitment and selection, training & development, rewards & compensation and performance appraisal. Further, these studies suggested that technology led HRM practices will assist management to review organizational objectives, increase the preferred skill and knowledge among the staff, decides the level of both mental and physical contribution of the employees, encourage the efficiency and create enthusiasm among the employees, develop cordial relationship between management & employees and also shape the overall operational structure of the organization. Similarly, Burke and Ng (2006) suggested that technology is an essential aspect to enhance staff skills, improve communication system and the performance of the business. In similar vein Jackson and Sloane (2007) acknowledged that technology has a profound effect on HRMS, organizational culture, organizational procedures and management style etc.

Karakanian (2000) found e-HR as the overall HR strategy used to shift as trusted business partners which integrates HR activities with corporate strategies. Ruel et al. (2004) found evidence that one of the main goals of e-HRM was to gain efficiency or cost reductions by reducing headcount and removing administration. Voermans and Veldhoven (2007) examined the attitude of management towards electronic human resource management (E-HRM) and suggested a multi-factorial framework that can help organizations in understanding and solving difficulties of implementation with E-HRM systems. Emma Parry (2011) suggested that e-HRM may help HR to increase its value by becoming more strategic but found no evidence of cost savings due to reductions in HR headcount. Further the study found the organisations using e-HRM will be more strategic and value added functions of HR.

Interestingly, many scholars have emphasized that e-HRM practices help organization(s) in improvement of quality services, cost reduction, work environment, administrative and strategic benefits and reorientation of HR professionals (Kovach et al., 2002; Marler & Parry, 2015; Strohmeier, 2007; Ruël et al., 2009). On the other hand, many researchers increasingly call for more empirical studies to conceptualization the e-HRM practices and their outcomes (Lin, 2011; Masum, 2015; Panayotopoulou et al., 2007; Chand, 2015; Strohmeier, 2007). Thus, more empirical researches should be conducted in the field of e-HRM practices from different perspectives.

Although e-HRM practices can provide many benefits to the hospitality industry and is recognized as a disruptive innovation system that changes the whole HR processes in the industry. Indian SMHEs firms are still hesitant and adopt wait-and-see attitudes regarding whether to adopt e-HRM practices. However, some scholars have investigated the application and usefulness of e-HRM practices (Chand, 2015; Teo et al., 2007; Umar et al., 2020; Voermans & van Veldhoven, 2007; Tanya et al., 2017, Shilpa & Gopal, 2011; Ruël et al., 2004; Chand, 2010) and few studies have investigated the factors affecting on e-HRM practices in other industries (Omran & Anan, 2018; Lin, 2011; Chand, 2010a). The human resource management literatures indicate that some scholars have conducted quantitative researches which have focused on e-HRM practices in non-tourism industries (Kundu & Kadian, 2012; Nassoura & Hassan, 2021; Noerman et al., 2021; Panos & Bellou, 2016; Schalk et al., 2013; Guechtouli, 2010; Guest, 2011). In other words, small and medium scale enterprises in the hospitality industry know little about using e-HRM practices.

It is observed that although some aspects of E-HRM practices have been examined for their importance in the context of demographic characteristics, an in-depth analysis is absent in such studies. Furthermore, the usage of E-HRM practices assumes greater significance in the context of hospitality

enterprises because of people centric industry. Moreover, hospitality industry is people-intensive industry, wherein human capabilities are argued to determine the level of service quality and organization performance. There is no published empirical investigation related to this research theme in the Indian context and given the rapid growth of the Indian hospitality sector, such an examination is likely to be insightful to add exploratory data in the existing hospitality management literature.

Based on the findings of above studies, it appears that these obstacles might be encountered during the implementation process are the biggest hindrance to the success.

The study provides three hypotheses in order to analyze the adoption of E-HRM system in Indian Small and Medium Hospitality Enterprises:

H1: There is a positive relationship between the perceived importance of E-HRM practices and usage of E-HRM practices.

H2: There is a positive association between the control variables (demographic) of SMHEs and the adoption of E-HRM practices.

H3: There is a positive association among the different E-HRM practices, their obstacles and their impact on different firm aspects.

## RESEARCH METHODOLOGY

### Research Instrument

#### Sample

Data were collected using mail questionnaires. The questionnaires were addressed to owners/managers of 650 Indian small and medium hospitality enterprises (approved by the Ministry of Tourism, Government of India, 2021) of which 385 (59.23 %) returned the questionnaires. The data were analyzed using SPSS. The questionnaire was tested for reliability and internal consistency using Cronbach, this test calculates the reliability coefficient ( $\alpha$ ) if one variable is removed from the original set of variables in the questionnaire. This test helps determine the set of variables with high reliability based on the  $\alpha$  coefficient above 0.80.

#### Measures

*E-HRM Practices*: We used existence of 33 *E-HRM Practices* (see first column of Table 1) measured on a Likert-type 5-point scale ranging from 1 = never 5 = very often in case of usage and 3-point scale (1 = not important, 2 = moderately important, 3 = important) for importance. For the classification of the *E-HRM Practices* we followed



	Factor-1	Factor-2	Factor-3	Factor-4	Factor-5	Factor-6	Factor-7
<b>Explained Variation (Per cent)</b>	<b>83.12</b>	<b>83.50</b>	<b>80.10</b>	<b>79.70</b>	<b>80.20</b>	<b>82.50</b>	<b>80.10</b>
Decision support						0.62	
Changing environment & organization needs						0.52	
Streamline HR activities						0.55	
Future Role of E-HRM							
Strategic partner							0.45
Changing agent							0.55
Profit center							0.60
Consistent & Proactive results							0.62

## Control Variables

Control variables may influence the use of E-HRM practices as these may exhibit different organizational characteristics and resource deployment. Therefore, this study includes ownership, age, capital, type of enterprise, number of employees variables as control variables to measure potential effects on E-HRM practices (Table 2). The control variables items adapted from Chand and Katou (2007).

Table 2 presents the distribution of the sample organisations according to the controls used in the study. The vast majority of the sample SMHEs were almost hotels/resort/restaurants (50.65%), and 75% of the sample SMHEs were established in the last 15 years. With respect to the size of the organisations, 87% of the sample SMHEs were rather medium organisations with less than 50 million Rs. in operating capital, and 80% of the sample SMHEs were also medium organisations with less than 70 employees. Finally, nearly 36% of the sample SMHEs was individual enterprises.

**Table 2: Distribution of Sample According to SMHEs Characteristics (N = 385)**

	Number	Percentage
Category of SMHEs		
Travel agency/tour operation	120	31.17
Hotels/resorts/restaurants	195	50.65
Transport operators/local operator	50	12.98
Others (amusement parts, leisure organisations etc.)	20	5.19
Age (in years)		
≤ 5	70	18.18
6 – 10	115	29.87
11 – 15	105	27.27
16 – 20	75	19.48
≥ 21	20	5.19
Capital (in million Rs)		
≤ 10	140	36.36
11 – 30	120	31.17
31 – 50	75	19.48
51 – 70	35	9.09
≥ 71	15	3.89
Employees (numbers)		
≤ 10	105	27.27
11 – 30	115	29.87
31 – 50	80	20.78
51 – 70	70	18.18
≥ 71	15	3.89
Type of enterprise		
Individual	140	36.36
Others (joint, partnership)	245	63.64

## RESULTS AND DISCUSSION

To find out the extent to which Indian small and medium hospitality enterprises applied e-HRM practices to provide more accurate accounting HR data for decision making, respondents were asked to indicate importance and usage of E-HRM practices. Further to structure the discussion of the findings we ranked the 33 E-HRM practices according to their usage and importance in Table 3. Seven factors of 33 E-HRM practices items have been identified based on exploratory principal components factor analysis and are indisputably widely used and important in the Indian SMHEs such as E-Job Design and E-Job Analysis, E-HRP, E-recruitment & selection', 'E-training & development, E-rewards & compensation', e-HRM (others) and future role of e-HRM. Ranking of these practices higher in terms of their importance (1-5 ranks) such as appreciation &

empowerment, career planning, work culture, E-payroll and work schedules. Similarly, as per usages the first five ranks are purpose HRP, interview, learning core & fundamental value and E-payroll. The results revealed that only one e-HRM practice i.e. E-payroll is at same rank in both cases i.e. importance and usages. However, in other variables of e-HRM practice there is no uniformity between usage and importance in Indian SMHEs. The low ranking of usage of strategic partner and change agent of e-HRM practices suggest that such practices can assists firms in contemporary settings characterized by intense global competition, rapid technological change and better service quality in future.

Thus, the analysis provides a strong indication that traditional HRM practices are 'alive and well' in the Indian SMHEs. Therefore, H1 rejects as there is significantly difference on usage and importance of E-HRM practices in Indian small and medium hospitality enterprises.

**Table 3: Ranking and Descriptive Statistics of E-HRM Practices in Indian Small and Medium Hospitality Enterprises**

	Importance*			Usage**		
	Mean	S.D	Ranking	Mean	S.D	Ranking
<b>E-Job Design and E-Job Analysis</b>						
e-jobbing environment	2.40	.697	08	1.08	1.60	29
work schedules	2.50	.927	05	1.18	.902	25
flexi work	2.08	.890	30	1.29	.905	17
multi skilling	1.85	.801	31	1.19	.809	24
Broad job banding	1.30	.974	33	1.05	.904	30
<b>E-HRP</b>						
e-programmes	2.33	.807	12	2.03	1.80	06
Purpose HRP	2.21	.845	23	2.15	1.85	01
Requirements	2.20	.826	24	2.01	.926	08
Trends of e-HRP	2.32	.781	13	2.02	.981	07
Outsourcing	1.31	.853	32	1.02	.553	32
<b>E-recruitment &amp; Selection</b>						
Work culture	2.70	.812	03	2.00	.800	09
Compensation	2.43	.723	07	1.23	.705	20
Career planning	2.71	1.021	02	1.24	.921	19
Appreciation & empowerment	2.78	.944	01	1.15	.900	26
Interview	2.25	.670	19	2.10	.570	02
<b>E-Training &amp; development</b>						
learning core & Fundamental value	2.22	.877	22	2.09	.780	03
Changing environment	2.31	.974	14	1.85	.650	10
Effectiveness of training	2.38	.807	09	2.05	.808	05
Cross-culture training	2.17	.845	27	1.25	.545	18
<b>E-rewards &amp; Compensation</b>						
E- payroll	2.54	.826	04	2.08	.805	04
bonus details	2.14	.974	29	1.35	.570	15

	Importance*			Usage**		
	Mean	S.D	Ranking	Mean	S.D	Ranking
Seek information	2.30	.807	15	1.45	.607	14
benefit plans	2.16	.845	28	1.09	.445	28
<b>E-HRM (others)</b>						
E-HRM Records	2.47	.826	06	1.55	.326	12
E-Performance Management	2.29	.781	16	1.50	.681	13
source of deep expertise	2.18	.974	26	1.70	.774	11
Decision support	2.28	.807	17	1.30	.905	16
Changing environment & organization needs	2.19	.845	25	1.21	.902	22
Streamline HR activities	2.23	.826	21	1.10	.826	27
<b>Future Role of E-HRM</b>						
Strategic partner	2.36	.781	10	1.00	.881	33
Changing agent	2.27	.826	18	1.04	.886	31
Profit centre	2.34	.781	11	1.23	.903	21
Consistent & Proactive results	2.24	.826	20	1.20	.902	23

\*Based on 3-point scale (1 = not important, 2 = moderately important, 3 = important).

\*\* Based on 5-point scale (1= never, 2 = rarely, 3 = sometimes, 4 = often, 5 = very often).

In this section of the questionnaire we explored the impact of E-HRM practices on SMHEs aspect, respondents were presented with a list of four critical outcomes extracted from the existing literature identifying those that believed to be critical to the performance of hospitality enterprises. Moreover, Indian SMHEs are facing problem of cost and as well as service quality to compete at even local market due to the entry of multinational companies. As it is shown in Table 4, E-HRM practices have great impact on cost reduction and service quality improvement. Further, results indicate that there is a little impact of E-HRM practices on work environment and time alignment.

**Table 4: Impact of E-HRM Practices on SMHEs Aspects**

Impact of E-HRM Practices n Firm Aspects	No. of Cases	Mean	Std. Deviation
Cost reduction	385	3.78	1.31
Service Quality improvement	385	3.90	1.15
Work environment	385	2.20	0.98
Time scheduling alignment	385	2.22	1.10

Likert type scale ranging from 1(great impact) to 5(no impact).

The obstacles facing Indian small and medium hospitality enterprises in implementation of E-HRM practices are shown in Table 5. The most crucial obstacle in the implementation process is high cost and the least one is firm size. It indicates that the Indian SMHEs are unable to afford the huge cost involved in installation of E-HRM system. On the other

side, Indian SMHEs need more professional people to look after the HRM function which is not possible due to finance crunch. Thus, the major obstacle is high cost for the application of E-HRM practices in Indian SMHEs.

**Table 5: Implementation of Obstacles**

Obstacles	No. of Cases	Mean	Std. Deviation
Size of SMHEs	385	2.21	1.30
Technical immaturity	385	2.57	1.16
Personnel shortage	385	2.50	1.01
High cost	385	1.90	1.10

Likert type scale ranging from 1(most frequent) to 5(least frequent).

In order to assess the relationship between some of the controls (or demographic variables) and usages of E-HRM practices, or in other words to be able to test Hypothesis 2, one-way ANOVA were performed. The results of this analysis are summarised in Table 6, which presents the corresponding F-values. The findings in this table are informative. In column 'mean scores' the average scores of the corresponding control variables are reported. It is seen that all means are much above level 4 in the 5-level Likert scale. The dimensions of 'SMHEs category' and 'type of enterprise' found to be statistically significant on all E-HRM practices. Moreover, it is found that SMHEs were using E-HRM practices when they were belonging in a medium size. On the contrary, the dimensions of 'age', 'capital' and 'no. of employees' have not found statistically significant with respect to the E-HRM practices.

In the light of these results, regarding Hypothesis 2, we found that there is a positive relationship between E-HRM practices and SMHEs category and type, and there is no relationship between E-HRM practices and SMHEs age and

size (capital or employees). In other words, if SMHEs are to achieve higher performance levels and compete in tourism marketplace, they should preferably increase the application of E-HRM practices.

**Table 6: F-Values from the One-Way ANOVA on E-HRM Practices**

E-HRM Practices		Control Variables				
Measures	Mean Scores	Ownership	Age	Capital	No. of Employees	Type of Enterprise
E-Job Design and E-Job Analysis	4.35	4.235**	1.230	1.860	1.580	5.432**
E-Human Resource Planning (HRP)	4.75	4.360**	1.680	1.436	0.760	5.752***
E-recruitment & Selection	4.70	4.403**	1.540	0.340	1.183	4.921**
E-Training and Development	4.45	4.075**	0.726	0.840	0.980	3.723*
E-rewards & Compensation	4.20	4.760**	1.263	0.634	0.832	2.351
E-HRM (others)	4.40	4.205**	0.875	0.720	0.789	2.230
Future Role of E-HRM	4.50	4.100*	0.758	0.590	1.250	3.053**

Significance at level \* p<(0,1), \*\* p<(0,05), \*\*\* p<(0,01), \*\*\*\* p<(0,001).

In order to test H3: There is a positive association among the different E-HRM practices their obstacles and their impact on different firm aspects, we employed Correlation coefficient.

Correlation coefficients among the different management accounting techniques, their impact on the firm, the obstacles faced, are presented in the Table 7. It is noted that cost reduction and service quality improvement are not related significantly with the degree of easiness in e-HRM practices usages in Indian SMHEs. The degree of easiness in E-HRP is positively and significantly related to work environment impacts. The negative correlation between E-HRM practices (E-Human Resource Planning (HRP),

E-recruitment & Selection, E-Training and Development, E-rewards & Compensation, E-HRM (others) and Future Role of E-HRM and high cost obstacles, confirms that these technique limit high cost factors as obstacles. Relating to hypothesis 3, we found that there is no relationship between E-HRM and cost reduction and service quality improvement and there is a positive relationship between E-HRM and work environment aspect. Further, there is a negative relationship between E-HRM practices (E-Job Design and E-Job Analysis, E-Human Resource Planning (HRP), E-recruitment & Selection, E-Training and Development, E-rewards & Compensation, E-HRM (others) and Future Role of E-HRM) and technological immaturity.

**Table 7: Correlation Coefficients among E-HRM Practices, Their Obstacles and Their impact of Different Firm Aspects**

E-HRM Practices	Obstacles				Impacts on Firm Aspects			
	High Cost	Personnel Shortage	Technological Immaturity	Firm Size	Cost Reduction	Work Environment	Time Scheduling	Service Quality Improvement
E-Job Design and E-Job Analysis	.222 ***	.067	-.043	.075	-.048	.280**	.120	-.025
E-Human Resource Planning (HRP)	-.149	.197*	-.170	.095	.260**	.230**	.240**	.027
E-recruitment & Selection	-.207**	.124	-.201*	.131	-.225***	-.095	-.003	.011
E-Training and Development	-.029	.035	-.196*	.224***	-.001	.125	-.096	-.033
E-rewards & Compensation	.150	.045	-.125	.205**	-.084	.059	-.036	-.028
E-HRM (others)	-.140	.050	-.242	.207	-.201	-.090	-.086	-.043
Future Role of E-HRM	-.153	.061	-.230	.231	-.104	.120	-.046	-.038

Significance at level \* p<(0,1), \*\* p<(0,05), \*\*\* p<(0,01).

## CONCLUSION AND IMPLICATIONS

According to human resource management literature small and medium firms have been facing problems derived from owner-manager and size related characteristics. Moreover, the management of SMHEs' is based on the managerial skills principles and expertise of the owner/manager. Therefore, the decision making process is centralized to SMHEs' owners, so as the initiation and the implementation of E-HRM practices. The statistical analysis revealed that the majority of the Indian SMHEs in the sample appreciate the contribution of E-HRM practices on firms' performance but unable to apply these due to high cost and firm demographic characteristics. The results confirm that E-HRM practices have great impact on different firm's aspects, especially on cost reduction and service quality improvement. This research is a modest attempt to fill a literature gap in the application of E-HRM practices after COVID-19 in Indian SMHEs'. This study used 33 variables (items) of E-HRM practices from the previous researches and examined and reported the importance and usage of E-HRM in Indian small and medium hospitality enterprises, and to identify the major barriers that are experienced by Indian SMHEs in the hospitality industry in their efforts to adopt E-HRM techniques in their businesses. Empirical data were collected through a structured questionnaire over 385 Indian hospitality small and medium enterprises. The findings suggested that e-HRM practices have a profound impact on some firm aspects such as cost control and service quality enhancement. Further, results indicate the major obstacles for application of e-HRM practices in Indian SMHEs relating to ownership & size characteristics and extensive high cost. The findings intended to assist researchers, decision-makers and management in better understanding and addressing future consequences effectively in the Indian SMEs in hospitality industry. This study is not free from pitfalls such as data, sample size and diversity of practices. Thus, more empirical and theoretical studies should be conducted from different perspectives to extend the generalization of the findings in the current study.

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