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A STUDY ON IMPACT OF E-HRM ON ORGANISATION EFFECTIVENESS IN IT/ITES INDUSTRY

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Abstract: *This research article aims to study the impact of E-HRM on organisation effectiveness. As the prevalence of technology has been increasing in workplace, organisations have started shifting their focus towards electronic human resource management (E-HRM) system in order to improve performance of employees and overall organisational effectiveness. E-performance management is an important component of E-HRM which impacts the effectiveness of an organisation. However, the impact of individual components of system such as e-performance management were largely subsumed. Hence, the main purpose of the study was to examine the impact of e-performance management on organisation effectiveness. The study involves a comprehensive review of existing literature, analysing the influence of e-performance management on organisation effectiveness, including job satisfaction, employee productivity, employee engagement and organisational productivity. The research methodology adopted for the study involves a systematic literature review of peer-reviewed articles, books and relevant academic sources. The findings suggest that e-performance management has a positive impact on organisation effectiveness as the system helps the organisations to streamline the performance evaluation process, establish proper and clear performance goals, timely review and feedback and facilitating continuous improvement. The research also highlights potential challenges and limitations like resistance to change. The implications of this study are significant for both practitioners and scholars. The research concludes that there is a positive impact of e-performance management on organisation effectiveness and by implementing proper e-performance management system organisations can optimise performance of employees and enhance job satisfaction. However, it is important for an organisation to address potential challenges and limitations associated with this system in order to obtain maximum benefit out of it.*

Keywords: *Technology, E-HRM, Organisation Effectiveness, E-Performance Management*

Introduction

Electronic Human Resource Management

Organisations worldwide are striving for success and competing against the same industry in the market. In today's world, competition is very high and hence in order to stay in the market, it is very important for every organisation to utilise human resource in an effective manner. Organisations need to be aware and should always work towards keeping their human resource up-to-date. Organisations need to pay a special attention to all the core functions of human resource management because they play a very important role in organisational, social and all other areas which influence the attainment of organisational goals.

In today's time, technology plays a very important role in our day to day lives. Information technology provides innovative ways of carrying out routine organisational activities in virtual environment. Over the last few years, with the help of these technologies new wave of human resource has been emerged known as electronic human resource management (E-HRM).

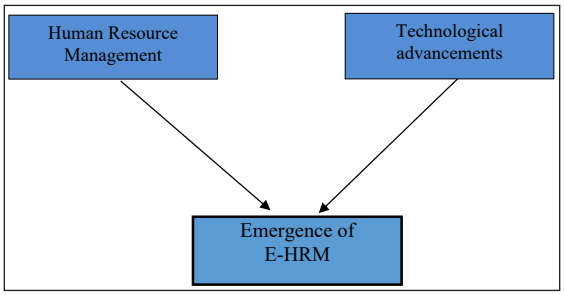

Fig. 1

E-HRM is a type of HR software called an HRMS (Human Resource Management System) enables the of various HR tasks with the use of information technology. An HRMS aims to increase business productivity and efficiency by automating manual and repetitive tasks-HRM is relatively a new term for the IT supported HRM in every sector. The E-HRM has a significant impact on organisational performance. There are lot of IT possibilities for human resource because every HR processes can be supported by IT. E-HRM helps in improving quality of human resource management, increasing its contribution to company performance and freeing staff from administrative loads in various organisations.

E-HRM enables company's employees and manager's access HR information and increase connectivity of all parts of the company and outside the organisations. Connectivity allows forcommunication on a geographic level in order to share information and create virtual teams'-HRM enables standardisation, and with standardisation procedures this can ensure that organisation remains compliant with HR requirements, this also allows precise decision-making.

E-HRM includes various activities such as e-recruitment & selection, e-compensation management, e-performance management and e-training & development.

E-Recruitment and Selection

E-recruitment or electronic recruitment is process in which technology, particularly the internet is used to advertise vacancies of jobs, screen and select candidates and communicate with them in the entire recruitment process.

There are various advantages of e-recruitment which includes: Easy Access to data, Cost-effective, Fast Process and Wider reach.

E-selection is a method which is used to facilitate the selection and hiring process for job applicants. It includes the use of applicants tracking system, job postings pre-employment assessments, etc., that helps in streamlining the hiring process and allowing the employers to quickly screen candidates. E-selection helps in reducing cost and time which is associated with the traditional hiring methods which helps in allowing for a more objective and consistent evaluation of candidates and enhancing overall candidate experience.

E-Compensation Management

E-compensation is a method of managing and administering employee's compensation and benefit program. It includes use of various software application or online platforms which automates the process of tracking employee's attendance, calculating pay and benefits and managing various other aspects of compensation such as commission, bonuses, etc. E-Compensation helps in streamlining the process of administering compensation and benefit programmes, reducing errors and inconsistencies and improving data accuracy and security.

E-Performance Management

E-performance management is a process which uses electronic tools and systems in order to manage employee performance. It uses various software applications in order to automate and streamline various aspects of performance management process which includes setting goals, performance evaluation, feedback and reporting. Performance management system helps organisations in streamlining and automating their performance management process, reducing workload, improving consistency and accuracy ofperformance evaluation and reporting.

E-Training and Development

E-training and development also known as electronic training and development is a process which provides online training and development opportunities to individuals or employees which will help them in enhancing their knowledge, skill and performance in a particular area. Programmes of e-training and development can be delivered through different platforms which includes online courses, webinars, virtual workshops, etc. E-training and development allows individuals to access materials and resources of training from anywhere and anytime which makes it more flexible and convenient compared to traditional in-person training. E-training and development helps in up skilling and staying competitive in today's rapidly changing job market.

Organisation Effectiveness

The term "Organisational effectiveness" can be defined as an extent to which an organisation achieves its pre-

established objectives with the given quantity of resources and means without placing any excess strain on its members. Organisational effectiveness (OE) can be considered as a business strategy which is designed in order to increase the efficiency of a company without compromising the quality of the products and services.

OE denotes the degree of attaining goals of organisation, which is related to strategic goals of an organisation. With the adjustment of the strategy, the enterprise should assess the effectiveness of the organisation in time, and innovate and advance the organisation, in order to serve the enterprise strategy. Different organisations have different organisational settings, strategies and organisational operations. There is no ready-made evaluation model which can be used directly as reference when enterprises evaluate the operational effectiveness of organisational structures. It is necessary to develop the organisational operational effectiveness evaluation technology which adapts to the strategy by combining the organisational strategic requirements, business characteristics and future development needs of organisation.

OE is about individuals performing things they know how to do and doing it well; in other words, it is the capacity of an organisation in order produce the expected results with a minimum expenditure of energy, money, time and human and material resources. The desired effect will depend on the organisation's goals,which could be, for example, creating a profit by producing and selling a product. If an organisation functions effectively it reduces or even eliminates wastes. Highly effective organisations exhibit strengths across five areas: culture, leadership, decision-making and structure, people, work processes and systems.

Conceptual Framework

The Technology Acceptance Model (TAM) was first proposed by Fred Davis in 1986. Fred Davis, an information systems researcher and professor, developed the TAM model as part of his doctoral dissertation at the Massachusetts Institute of Technology (MIT).

The TAM is a widely used conceptual framework in the field of research that aims to explain and predict acceptance of users and adoption of new technologies. It provides a theoretical foundation for understanding the factors that influence individuals' attitudes and intentions towards using technology.

The TAM model consists of two main constructs:

- *Perceived Usefulness (PU):* This construct refers to the degree to which an individual believes that using a specific technology will enhance their performance or productivity in achieving their goals. It reflects the individual's perception of the benefits and advantages derived from using the technology.
- *Perceived Ease of Use (PEOU):* This construct refers to the degree to which an individual believes that using a specific technology will be effortless, easy to understand and free from complexity. It reflects the individual's perception of the ease with which they can learn and use the technology.

According to the TAM model, users' attitudes towards technology adoption and their behavioural intentions are influenced by these two constructs. The model suggests that PU and PEOU directly impact users' attitudes towards using the technology, which in turn influences their intention to adopt or reject it.

TAM also suggests that external factors can influence users' perceptions of usefulness and ease of use. These external factors include:

Perceived Compatibility, Perceived Social Influence, Perceived Facilitating Conditions. The extent to which the technology is perceived to be compatible with the user's existing systems, processes and values.

The TAM model can be applied in research studies to examine users' acceptance and adoption of various technologies, such as software applications, mobile apps or digital platforms. Researchers can use the TAM model to develop hypotheses and test the relationships between the constructs using quantitative data collection methods, such as surveys or experiments.

By understanding the factors that influence users' acceptance and adoption of technology, the TAM model provides valuable insights for organisations and policymakers in designing and implementing technology interventions that are more likely to be accepted and successfully adopted by users.

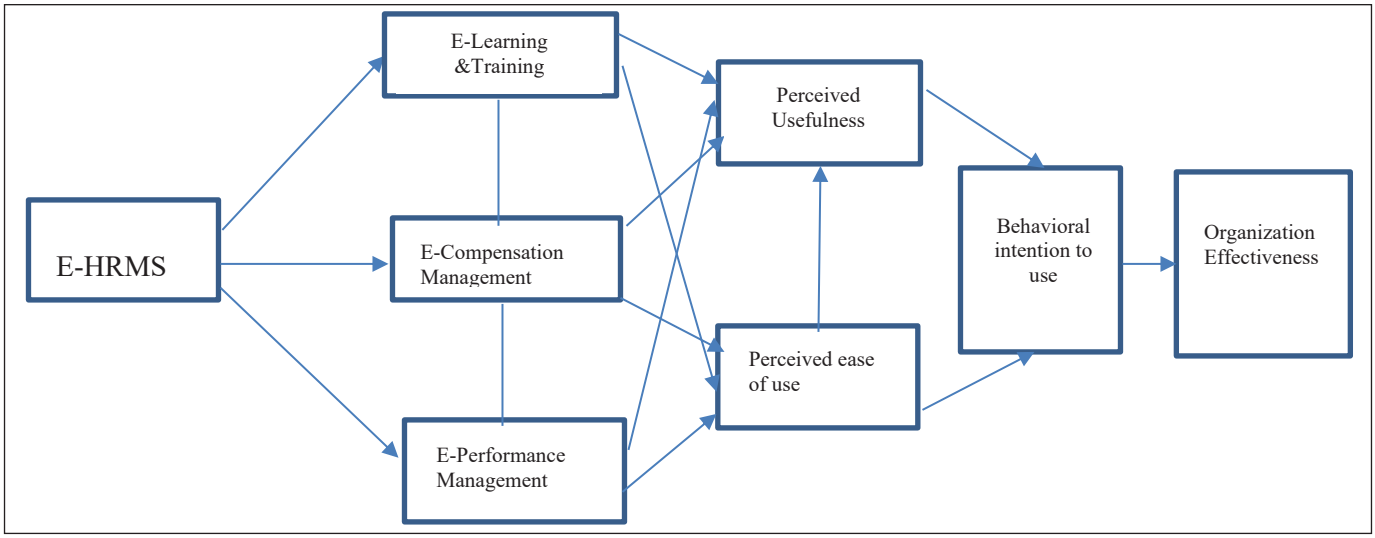

Fig. 2: Conceptual Framework TAM Model

Literature Review

Ms. Nidhi Oswal, Prof. G.L. Narayanappa 2015: Conducted a study on "Evolution of HRM to E-HRM to achieve organisational effectiveness and sustainability" in order to identify the role of HRM in contribution to OE found that E-HRM can enact as ICT tool to achieve sustainable management. E-HRM can help organisations to enhance their function pertaining to HR activities bringing benefits of cost savings, efficiency flexible services and employe's participation Dr. Arunangshu Giri, Dr. Pradip Paul, Satakshi Chatterjee, Manigrib Bag, AbantiAich 2019: Conducted study on the topic titled "Intention to Adopt E-HRM (Electronic - Human Resource Management) in Indian Manufacturing Industry: An Empirical Study Using Technology Acceptance Model (TAM)" in order to analyse the intention of adopting the E-HRM technology by HR Professionals with the help of the TAM model specifically in the manufacturing sector of India found that adoption of E-HRM technology in the manufacturing industry will help HR Professionals in order to do their work in an effective manner and it will also help them in handling immense work pressure. Namrata Shah, Francis Michael, Henry Chalu 2019: The study aims to explore the influence of E-HRM use on organisational success. It covers various aspects of E-HRM and its impact on organisational outcomes. The authors discuss the evolution of HRM practices from traditional to electronic forms and highlight the potential benefits of E-HRM, such as increased efficiency, improved data accuracy and enhanced decision-making. It examines the relationship between E-HRM use and organisational success. The authors discuss previous studies that have found positive associations between E-HRM practices and organisational performance, including increased job satisfaction, higher employee commitment and improved financial performance. Lavanya Iyengar 2019: The study investigated the HR competency level in IT/ITES companies in Chennai, to find out if there are any differences in the HR competencies among the managers in IT/ITES companies in Chennai to identify the relationship between HR competencies and organisational performance, found that interpersonal skill, technical skill, functional skill and leadership skill of an employee plays an important role in measuring the organisational performance. The employees have to enhance their occupational skill to sustain in the job, they need to adapt in themselves in every job situation as industry or employer demand. Naveed Iqbal, Mansoor Ahmad, Muhammad Mustafa Raziq, and Felipe Mendes Borini 2019: The study focused on the perception of line managers regarding the impact of E-HRM practices on organisational outcomes. They conducted empirical analysis to examine the link between E-HRM practices and various organisational outcomes, such as employee performance, job satisfaction, organisational commitment and overall OE. The findings of the study revealed that E-HRM practices had a positive impact on organisational outcomes. The study highlighted the importance of effectively implementing and utilising E-HRM practices to leverage the benefits they offer. The study gap is that it does not extensively explore the influence of contextual factors on the relationship between E-HRM practices and organisational outcomes. Factors such as organisational size, industry type and cultural differences could potentially impact the effectiveness and outcomes of E-HRM practices. Investigating these contextual factors could add depth to the understanding of the relationship. Felix Pratamajaya Kwan, Leonardus Riko Hermawan, Nadhilah Hafizhi 2019: In their research, they studied that

whether E-HRM is a pain or gain for HRM effectiveness and they found that E-HRM plays a very vital role in increasing HRM practice effectiveness. The variables used in the study were E-HRM, UTAUT, effectiveness and HRM effectiveness. Mohamed Dawood Shamout, Malek B. Elayan, Adnan M. Rawashdeh, Barween Kurdi, and Muhammad Alshurideh 2021: Conducted a study that focuses on how E-HRM practises affected achieving Sustainable Competitive Advantage (SCA). The analysis sought to identify the mediating role of E-HRM PU and E-HRM PEOU, as well as the moderating role of user satisfaction and E-HRM Continuance. They discovered that E-HRM practices have an impact on SCA, E-HRM helps to make HRM practices more effective and E-HRM can improve HRM value generation. Dr. Mona Sahay 2021: The study focuses on the strategic evaluation of E-HRM in the IT and ITES sector. The author takes a multi-dimensional perspective to examine the various dimensions and factors that influence the implementation and effectiveness of E-HRM in these sectors. The study gaps includes that it briefly touches upon the challenges and risks of E-HRM implementation but does not provide an in-depth analysis or strategies for mitigating these challenges. Future research could delve deeper into each challenge and provide practical recommendations for organisations to overcome them, it focuses on the positive aspects of E-HRM implementation but does not extensively explore the potential drawbacks or limitations. Future research could investigate the potential negative consequences of overreliance on E-HRM, such as the loss of personal touch in HR interactions or the potential for bias in algorithmic decision-making. Dr. Mahmoud Mohamed Elsawy, Dr. Mohamed Ahmed Elbadawi Ali 2021: The study focuses on assessing the impact of E-HRM on organisational performance. The authors conduct an empirical study to examine how the adoption and implementation of E-HRM practices influence various dimensions of organisational performance. The study gap is primarily focuses on the empirical findings and does not provide an in-depth analysis of the underlying mechanisms or processes through which E-HRM influences organisational performance. Future research could explore the mediating factors or mechanisms that explain the relationship between E-HRM and organisational performance, providing a more comprehensive understanding of the underlying dynamics. Yaser M. Al-Harazneh,Ismail Sila 2021: The study focuses on the impact of E-HRM usage on HRM effectiveness. The authors examine the roles of top management support, HR professionals and line managers in facilitating the successful implementation and utilisation of E-HRM practices within organisations. The study gap is it primarily focuses on the roles of top management support, HR professionals and line managers but does not extensively explore the perspectives and experiences of employees. Future research could investigate the perceptions and attitudes of employees towards E-HRM, their level of engagement, and the impact of E-HRM on their work experiences and outcomes. Jooss, Stefan; Duggan, James; Parry, Emma (2022): The study provides valuable insights into the use of technology in HR functions, including core systems, emerging trends and algorithmic management. The study gaps are it primarily focuses on the utilisation of technology in HR functions but does not extensively discuss the challenges or barriers faced by organisations in adopting and implementing these technologies. Future research could explore the obstacles organisations encounter during the integration of technology in HR functions and provide strategies for overcoming them, briefly touches upon the emerging trends in HR technology, but it does not provide an in-depth analysis of how these trends are reshaping HR practices or the potential implications for employees and organisations. Future research could delve deeper into the impact of emerging trends, such as AI and ML, on talent management, employee engagement, and HR strategy Future studies should focus on exploring the challenges faced by organisations in adopting and implementing HR technology, delving deeper into the impact of emerging trends on HR practices, and investigating the ethical implications of algorithmic management. By addressing these gaps, researchers can further enhance our understanding of the role and impact of technology in HR functions and develop guidelines for effective and responsible use of technology in HR practices. Mohammad Faleh Ahmmad Hunitie, Samer Hamadneh, Sami Awwad Al-kharabsheh, Abdallah Bader Alzoubi, Mahmoud Odeh Mahmoud Abufares and Sulieman Ibraheem Shelash Al-Hawary 2022: The conducted a study in order to analyse the impact of electronic human resources management on OE through the mediating role of employee engagement found that E-HRM has positive impact on employee engagement and OE, as well as employee engagement has also positive impact on organisation effectiveness. Mohammad Milon, Md. Ashraful Alam, Mahmudul Hasan Pias (2022): The study focuses on comparing the key practices of E-HRM with traditional HRM in the private industry of Bangladesh. The authors explore how E-HRM practices are being adopted and implemented in organisations, and the impact of these practices on HR functions. The study gaps are it focuses on the private industry of Bangladesh, which limits the generalisability of the findings to other industries or countries. Future research could include a more diverse sample of organisations from different sectors and countries to gain a broader understanding of the key practices of E-HRM, focuses on the positive aspects of E-HRM practices but does not extensively explore the potential drawbacks or limitations. Future research could investigate the potential negative consequences of relying heavily on E-HRM, such as decreased personal interaction or potential biases in online

recruitment and selection processes. Pooja Singh, Dr Kalpana Koneru 2022: Studied the impact of E-HRM practices on achieving SCA in the Hyderabad Industrial Sector, as well as the mediating role of E-HRM PU and E-HRM PEOU. TAM model was used in order to study the topic in detail. Eliza Sharma and Junaid Ahmad 2022: Conducted a study in order to highlight the current scenario of E-HRM practices in the service and manufacturing sector of India and provides insights regarding the technology adoption into HRM practices in India they used TAM model and found that he that employee attitude is influenced by factors of benefits to employees and ease-of-use; while employer attitude is influenced by the benefit to employers, IT infrastructure and cost. Additionally, organisational characteristics like size and type of company are also significant in decision making regarding technology adoption for HRM practices. Vui, Chok Nyen; Keong, Lai Mun; Biju, Seena; Shazana, Nur; Rani, Abdul; Masrie, Ridxuan 2022: Conducted a study in order to find the fundamental determinants which will impact the particular ownership associated with E-HRM because recognised simply by workers within the Technology (IT) business. The study platform is created in line with the Technologies Approval Design (TAM) within highly relevant to the research environment info Technological innovation (IT). Suryanarayan Iyer, Ashis K. Pani, L. Gurunathan 2022: Conducted a study in order to study the factors influencing eHRM adoption in terms of "intention to use" and "actual usage behavior." The study also enriches our understanding of organisational context factors; scope of implementation influencing Image Usefulness relationship and post implementation stage influencing Ease of use-Intention to use relationship. Arthi Purushotham (2022): The study focuses on the impact of digital technology on HR practices and the challenges that arise from this evolution. The author explores the various ways in which digital technology is transforming HR functions and processes. The study gap is it primarily focuses on the positive impact of digital technology on HR practices but does not extensively discuss the potential drawbacks or limitations. Future research could explore the potential negative consequences of overreliance on digital technology in HR, such as the loss of personal touch or the potential for bias in algorithms. Asamoah-Appiah William, Kesari Singh (2023): Investigated the effect of the usage of E-HRM on HRM system effectiveness and OE, and found that there is a positive relationship between policy-level effectiveness and OE and between strategic-level effectiveness and OE. The study's gap is it has primarily focused on multi-national companies in Ghana and Bangladesh. The generalisability of the findings to other contexts and industries remains uncertain. Future research should aim to include a more diverse range of organisations and countries to capture a broader understanding of the impact of E-HRM and AI on organisational outcomes. Rashid, Hamim AI (2023): Conducted a study with the objective to examine how E-HRM practices affect OE in Bangladesh, they found that E-HRM has a significant impact on OE. Organisations that implement E-HRM practices in a strategic and planned manner can expect to see improved efficiency and effectiveness. The study gap is that the potential challenges and barriers faced during the implementation of E-HRM and AI in HR practices. Future research should focus on identifying and addressing these challenges to ensure successful integration and maximise the benefits of these technologies. Lalita Mohan Mohapatra, A. V. S. Kamesh and Javashree Roul (2023: The study sheds light on the challenges associated with AI adoption in HRM. However, there are still gaps in the research that need to be addressed. Future studies should focus on providing comprehensive frameworks or guidelines to overcome the identified challenges, exploring the perspectives and experiences of HR professionals and employees and examining the potential benefits and opportunities that AI can bring to HRM practices. By addressing these gaps, researchers can further enhance our understanding of the challenges and potential solutions for implementing AI in HRM. Musa Nyathi, Ray Kekwaletswe (2023): The study focuses on the configuration of E-HRM systems for organisational success and the inclusion of employee outcomes as contextual variables. The authors examine the relationship between the configuration of E-HRM systems and organisational success, with a specific focus on the impact of employee outcomes as contextual variables. It provides valuable insights into the configuration of E-HRM systems for organisational success and the inclusion of employee outcomes as contextual variables. However, there are still gaps in the research that need to be addressed. Future studies should focus on providing comprehensive frameworks or guidelines for configuring E-HRM systems to optimise employee outcomes, exploring the challenges faced during implementation and configuration and investigating the impact of specific E-HRM modules or functionalities on employee outcomes and organisational success. By addressing these gaps, researchers can further enhance our understanding of the configuration of E-HRM systems for organisational success. Nasar, Nasreen, Ray and Sumati 2023: Conducted a study in order to derive an acceptance model that can predict the acceptability and the factors affecting the acceptance of E-HRM systems in IT and Non-IT organisations" and the also used TAM model in their study and found that he acceptability of E-HRM systems by the end users in IT firms is much higher than in other service organisations because of the significant difference in presence of external factors, PU, PEOU, user attitude and behaviour between the IT and non-IT groups of organisations.

Objective of the Study

- To study the adoption of E-HRM practices in the IT industry.
- Exploring the impact of E-HRM on OE.
- To develop a model and analysing the factor structure and internal reliability of an E-HRM measure.
- To study the relationship between E-HRM and demographic factors.
- To study the relationship between OE and demographic factor variables.

Data Analysis

The key features of four components impacting employee change readiness towards the influence of E-HRM on OE have been studied using EFA with SPS software.

The data were determined to be suitable for EFA using the Kaiser-Mever-Olkin measure ofsampling adequacy (MSA) (0.847). As can be seen in table, the final factor structure resulting from factor analysis was established.

Researchers developed the following four elements that affect the influence of E-HRM on organisation effectiveness.

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx.Chi-Square	1852.840
	Df	190
	Sig.	<.001

PU is an aspect of relative advantage that involves that using E-HRM made the work easier, it helped improve performance and productivity in the job, and software has become useful. E-HRM system helps us to accomplish task more quickly and also provides several information like regarding tax and compensation, etc.

PEOU, which is included, is that we can use E-HRM without any problem; it helps me to learn and gain various kinds of training; it doesn't require lots of mental effort; it helps to know my performance ratings; and it helps to enhance my professional development.

Behavioural intention to use is a part of relative advantage like attendance marking; it helps us stay updated with our KRAs and KPIs and gain training by using this system very frequently.

OE is an important part of effective use of the E-HRM system to know the growth, which includes what kind of change we can see after using the E-HRM systemin the organisation as well as in the employees' work. When using the E-HRM system, do you need help at the time of a problem or do you solve it on your own. Are the employee and company value the same or not. Can employees achieve their goals after using the e-HRM system? Did employees find any chance for future growth in the same company.

Nonetheless, there are four elements in this initial EFA. (i.e., OE-1: Do you find any changes after using the EHRM system in your organisation.) Significantly failed to load on any dimension. Hence, the one thing was taken out of further examination. We did not include these items in the EFA. The one-dimensional structure suggested in the research was supported by the results of this new investigation (see Table 2). The Kaiser-Meyer-Olkin MSA was 0.847. The Bartlett sphericity test proved significant, and all commonality exceeded the necessary threshold of 0.400.

The four elements included in this EFA were consistent with the research's theoretical premise and were as follows:

- PU elements PU1-PU5 are motioned in Factor 1.
- PE elements PE1-PE5 are motioned in Factor 2.
- BI elements BI1- BI3s are motioned in Factor 3.
- OE elements OE2-OE6 are motioned in Factor 4.

Table 2: Exploratory Factor Analysis

Perceived Usefulness	Factor Loading	Commonalities
Using E-HRM made it easier to do my work (PU1)	.672	.678
Using E-HRM helps in improving my performance & Productivity In my job (PU2)	.669	.674
I find E-HRM Software to be useful in my job (PU3)	.740	.542
Using the E-HRM System helps me to accomplish tasks more quickly (PU4)	.721	.607
Using E-HRM Software helps in providing up to date information &notification (every Month Related Tax Document) regarding Tax, Compensation etc. (PU5)	.624	.606
Perceived Ease of Use		
I am able to use E-HRM easily without facing any problem (PE1)	.667	.503

Perceived Usefulness	Factor Loading	Commonalities
E-HRM help for leaning & gaining Various training. (PE2)	.738	.509
E-HRM helps me to know my rating (PMS) and My performance (PE3)	.641	.529
I use E-HRM System for Attendance Marking. (PE4)	.704	.575
Using E-HRM does not require a lot of my mental effort (PE5)	.695	.563
E-HRM helps to enhance my Professional development. (PE6)	.638	.589
Behavioral Intention to Use		
I use E-HRM system to keep updated with My KRA & KPIS(BI1)	.676	.567
I use E-HRM system for gaining Training. (BI2)	.781	.525
I use E-HRM software very frequently (many times per week) (BI3)	.749	.540
Organisational Effectiveness		
After implementing E-HRM system do You find any changes in your work. (OE2)	.715	.557
When you have a problem related to your wok do you still required a help or You are able to solve by yourself. (OE3)	.724	.538
I find that my values & the organization values are very similar. (OE4)	.742	.578
After using E-HRM system I'm able to achieve my goals. (OE5)	.780	.603
Chance for the future growth with current company. (OE6)	.597	.561

Demographic Study

In our research, we have collected a total of 314 responses, in which we mention different demographics like respondent's age, educational background, income, professional and personal experience and employment type. As per our data collection, most of the 18–25-year-old respondents we have got (29.3%), the responses are in education and background. Most of them are graduates (27.7%). Most of the people are full-time employees (77.4%). Similarly, we collected the data from a small company, whose ratio is 34.4% (an IT company). Most of the employees have their annual income criteria between 3 and 10 lakh (24.2%).

So, basically here we have seven demographic so for that we are using different type of test to justify our research report.

H0: There is no significant difference between use of E-HRM and age group.

H1: There is significant difference between use of E-HRM and age group.

Table 3

Sum of Squares		Df	Mean Square	F	Sig.
Between Groups	15.449	4	3.862	1.923	.107
Within Groups	618.756	308	2.009		
Total	634.204	312			

To interpret the ANOVA results, we look at the p-value associated with the F-test. In this case, the p-value is 0.107, which is greater than the typical significance level of 0.05. Therefore, we fail to reject the null hypothesis, indicating that there is not sufficient evidence to conclude a significant difference in E-HRM across age groups in the organisation.

H0 - There is no significant difference between use of e-HRM and level of education.

H1 - There is significant difference between use of e-HRM and level of education.

Table 4

Sum of Squares		df	Mean Square	F	Sig.
Between Groups	4.226	4	1.057	3.390	.010
Within Groups	96.004	308	.312		
Total	100.230	312			

To examine and demonstrate the differences in the mean values of a continuous variable across multiple groups or categories, the ANOVA test is a suitable statistical analysis.

So as a result, we were able to find out that p-value of 0.010 < 0.05 which indicates negative association between the level of education & use of E-HRM so in this case our H0 will be selected.

H0 - There is a no significant difference between use of E-HRM & size of company.

H1 - There is a significant difference between use of E-HRM & size of company.

Table 5

Sum of Squares		Df	Mean Square	F	Sig.
Between Groups	5.264	3	1.755	2.677	.047
Within Groups	202.532	309	.655		
Total	207.796	312			

The p-value associated with the F-test is 0.047, which is less than the typical significance level of 0.05. Therefore, we reject the null hypothesis and conclude that there is a significant difference between the company fit categories and E-HRM. This means that the variation in E- HRM scores is not solely due to chance or random variation, but rather there is evidence to suggest that the company fit categories have an impact on E-HRM.

H0 - There is a no significant difference between employment contract and impact onorganisation effectiveness.

H1 - There is a significant difference between employment contract and impact on organisation effectiveness.

Table 6: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One- Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
I use E-HRM system for gaining training.	Equal variancesas-sumed	2.104	.148	-1.932	311	.027	.054	-.15167	.07849	-.30611	.00277
	Equal variances not assumed			-1.875	109.451	.032	.063	-.15167	.08089	-.31198	.00863

The *t*-test results show that the t-value is -1.932, and the corresponding p-value is 0.027 (one- sided) or 0.054 (two-sided). Since the p-value is less than the significance level of 0.05, we canreject the null hypothesis and conclude that there is a statistically significant difference between part-time and full-time employees in terms of organisation effectiveness.

H0 - There is no significant difference between the current working experience ofemployees and their usage of E-HRM.

H1 - There is a significant difference between the current working experience of employeesand their usage of E-HRM.

Table 7

Sum of Squares		Df	Mean Square	F	Sig.
Between Groups	7.475	2	3.738	3.022	.050
Within Groups	383.368	310	1.237		
Total	390.843	312			

Since the p-value (0.050) is less than the conventional significance level of 0.05, we have enough evidence to reject the null hypothesis. Therefore, we can conclude that there

is a significant relationship between the current working experience of employees and their usageof E-HRM.

H0 - There is no significant difference between the years of professional experience and theeffectiveness of E-HRM in the organisation.

H1 - There is a significant difference between the years of professional experience and the effectiveness of E-HRM in the organisation.

Table 8

Sum of Squares		Df	Mean Square	F	Sig.
Between Groups	21.182	3	7.061	2.598	.052
Within Groups	839.808	309	2.718		
Total	860.990	312			

In this case, the p-value is 0.052, which is marginally higher than the typical significance level of 0.05. This suggests that there is not enough evidence to reject the null hypothesis. Therefore,based on the data, we would conclude that there is no significant difference between the years of professional experience and the effectiveness of E-HRM in the organisation.

H0 - There is a no significant difference between income and impact on organisation effectiveness.

H1 - There is a significant difference between income and its impact on organisation effectiveness.

Table 9

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.464	1	15.464	8.685	.003[b]
	Residual	553.763	311	1.781		
	Total	569.227	312			

Dependent Variable: Iincome

Predictors: (Constant), After using E-HRM system I'm able to achieve my goals.

There is evidence of a significant difference between income and organisation effectiveness, specifically in relation to the ability to achieve goals after using the E-HRM system. This suggests that individuals who report being able to achieve their goals with the E-HRM system may also have higher income levels.

Findings

The ANOVA results suggest that there is not sufficient evidence to conclude a significant difference in E-HRM across age groups in the organisation. The p-value of 0.107 is greater than the typical significance level of 0.05, indicating that we fail to reject the null hypothesis. Therefore, we do not find a significant difference in E-HRM based on age groups.

The ANOVA results indicate a positive association between education and E-HRM, as the p-value of 0.010 is less than the significance level of 0.05. Thus, we reject the null hypothesis and conclude that there is a significant difference between education and E- HRM. This suggests that education level has an impact on the effectiveness of E-HRM in the organisation.

The ANOVA results show that there is a significant difference between company fit categories and E-HRM. The p-value of 0.047 is less than the typical significance level of 0.05, indicating that we reject the null hypothesis. This implies that the company fit categories have an impact on E-HRM, and the variation in E-HRM scores is not solely due to chance or random variation.

The *t*-test results suggest a statistically significant difference between part-time and full-time employees in terms of organisation effectiveness. The p-value of 0.032 (assuming unequal variances) is less than the significance level of 0.05. Therefore, we reject the null hypothesis and conclude that there is a significant difference between employment contract types.

The ANOVA results indicate that there is a significant relationship between the current working experience of employees and their usage of E-HRM. The p-value of 0.050 is less than the conventional significance level of 0.05. Hence, we have enough evidence to reject the null hypothesis and conclude their significant difference.

The ANOVA results suggest that there is no significant difference between the years of professional experience and the effectiveness of E-HRM in the organisation. The p-value of 0.052 is marginally higher than the typical significance level of 0.05. Therefore, we do not find sufficient evidence to reject the null hypothesis.

The ANOVA result indicates a significant difference between income and organisation effectiveness, particularly in relation to the ability to achieve goals after using the E-HRM system. The p-value of 0.003 is less than the typical significance level of 0.05, suggesting that individuals who achieve their goals with E-HRM system which have higher income levels.

Conclusion

This research will contribute to the understanding of the relationship between E-HRM adoption and OE. Through the findings of the study the previous findings are further clarified. Questionnaire of this study was distributed among the employees working in IT companies in Ahmedabad. Hence, this article mainly attempts to investigate the influence of E-HRM on organisation effectiveness in IT Industry. Findings conclude that IT companies agreeably implementing the E-HRM practices such as E-Recruitment, E-Training and development-Performance Management and E-Compensation Management. E-HRM has played a vital role in improving organisation effectiveness'-HRM helps in achieving organisational goals and objectives in more strategic and productive way. In today's world, there is a demand of knowledge base economy for every organisation as it is necessary in order to maximise the potential and productivity of the employees, to which E-HRM can help towards goals. E-HRM role in organisation has helped in changing basic functions related to daily routine and traditional transactional practices of HRM to handle more advanced and transformational activities. Even though this study explored E-HRM in IT sector in Ahmedabad, Gujarat the result will benefit other business as well. This study shows the application of E-HRM takes a useful effect on raising the efficiency of the organisations. Where the E-HRM enhances the measure to run fast functions & process, & as well as reduce the cost. The findings conclude that organisation effectiveness of the IT companies in Ahmedabad was enhanced by practicing E-HRM. The study results have shown the E-HRM positively impact to organisation effectiveness. It means, if organisation increases the E-HRM practices the OE will also be increased.

Limitations and Future Scope

In this study technology element of TAM model for technology adaptation were only considered in this study. In future research, other technology models like UTAUT can be used in the future research. In this research, EFA was carried out in order to determine the association between factors and technological acceptance was significant and all commonalities were more than the required value of 0.400 except Factor 4, OE 1 hence future research can concentrate on that factor. This research only uses EFA and hence further research needs to be collaborated with the model which are developed by other researchers which uses confirmatory factor analysis in order to check its variability and reliability.

Future research can focus on specific mechanism through which practices of E-HRM can positively impact OE in the IT industry. This could involve conducting in-depth case studies, in order to gain deeper understanding of strategies, processes and practices which contribute to positive effects. By identifying and examining the relationship between organisation effectiveness and E-HRM, researchers can provide researchers can provide more detailed recommendations for IT companies and other industries. Researchers can also study the factors such as culture, employee attitude towards technology adoption and resistance to change which could influence E-HRM practices are implemented and impact on organisation effectiveness. Future research can also explore the long-term impact of E-HRM implementation on organisation effectiveness. The current study provides insights into immediate impact of E-HRM practices but it would be valuable to investigate whether these effects are sustained over time and how they may evolve as organisations continue to integrate and adapt E-HRM system.

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