

E- HRM Practices in view of Organizations' Sustainability and Employees' Retention

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Abstract

The word; E-HRM refers to internet-supported Human Resource Management. Nowadays the, IT sector employs its workers using the strength of web-based technology; it is relatively new to India. It has significantly altered how conventional HRM tasks are carried out. This study sought to determine the essential E-HRM practices for organizational sustainability and employee retention. A standardized questionnaire and a five-point Likert scale were utilized to collect data from the 314 employee respondents, including all Associates, senior officers, and professionals. The sample respondents were reached using a straightforward random sampling procedure. The collected data has been analyzed through Percentage Analysis, Descriptive Statistics, Regression Analysis, and ANOVA to determine the relationship between E- HRM practices, Organizational Sustainability and Employee Retention.

Keywords – E- HRM Practices, Employee Retention, Organizations' Sustainability

I. INTRODUCTION

The notion of prioritizing talent management, which arose in the late 1990's, must be adopted by every company. When compared to foreign companies or corporations, managing talent within domestic enterprises is a little bit simpler. Any successful business must be able to hire, develop, and retain competent staff. Human beings are a company's most valuable resource. The work group, however, would be the resource that Organisations would find most difficult to manage. Contrary to physical resources, people have their own needs that must be satisfied and habits that an employer must control as long as they are

promoting the growth and improvement of the company. Retaining an employee for a longer period of time in an Organisation is referred to as employee retention. According to Herman (2005), the action taken by enterprises to create and preserve a work environment that inspires people to remain with the company is known as employee retention. Additionally, Khalid et al., (2016) described employee retention as a collection of actions taken by a company to keep personnel. Due to the competition and change in the market, today every firm struggles to sustain both its business and workforce. For firms, it's crucial and difficult to maintain employee satisfaction over the foreseeable future. According to the constitution, everyone has the right to liberty, which entitles them to the freedom to transfer from one place to another and from one Organisation to another where they can find adequate employment. Many Organisations have determined the factors that influence retention, but relatively few are making an effort to execute them since they are more concerned with their immediate financial gains. Every company needs to retain employees because hiring and training new hires costs money, and Organisations realize that skilled employees know better ways to operate inside their Organisations and can produce the best results. Every firm implements policies relating to hiring, on boarding, training, evaluation, and promotion in an effort to reduce attrition. A correct management structure must be followed, and there is a precise system for all HR responsibilities. These days, the HR department is more formal, and organizations are focused on experts to hire the best candidates. Because of the increased globalization of business and the easing of restrictions on foreign investment, organizations now face increased rivalry, which drives them to be technologically advanced in order to thrive in a cutthroat market and maintain employee satisfaction. This results in the development of E-HRM. E-HRM is one of the cutting-edge solutions that allow an Organisation to advance technologically and improve performance. In the 20th century, where being technologically advanced is necessary to compete, this instrument is extensively employed. This paper focuses on E-HRM practices in the IT industry with a view to employee retention, which can assist businesses and human resource professionals in developing guidelines and procedures for keeping personnel.

E-HRM practices in India

India's Globalization, Liberalization, and Privatization have caused the Organisation to place a strong priority on developing cutting-edge technology across the board. The introduction of E-HRM is being driven by intense competition, rising employee expectations, changing working conditions, and the fight for supremacy. The majority of businesses, both public and private, use E-

HRM. To fulfill their HR requirements, they employ a variety of IT solutions. Foreign businesses are investing easily in India as a result of the liberalization of foreign policy. The adoption of E-HRM facilitates easy communication and engagement inside and among enterprises. There are a number of E-HRM tools that the organizations in India are utilizing, including: e-recruitment, which is the online calling of potential candidates to apply for the job; e-selection, which uses web-based tests and other selection procedures online; e-training, which conducts training programmes by using web-based innovation, making it accessible "anytime" and "anywhere"; e-employee profile: keeping and amending employees' information online; other tools include electronic tracking, electronic learning, electronic performance evaluation, and electronic grievance processing. E-HRM is a trustworthy and user-friendly solution that lowers HR costs and other administrative workload, according to several studies conducted by researchers in the past on the subject. For any industry, this procedure could be essential. When online-based technologies are used to deliver HRM services inside of employing IT corporations and other organizations, it is considered the use of information-provided technology. It includes e-learning and e-recruitment, are the first in the aspect of human resources management to heavily rely on Information, communication and web-based technology systems.

Activities of E-HRM

E-Recruitment: The business posts job openings on the World Wide Web (WWW) or e-mails relevant information directly to the most qualified candidates. People who meet the employment requirements, graduates, or workers submit their applications online by e-mail. Some of the well-known online employment portals include Monster.com, Naukri.com, and TimesJob.com.

E-Selection: It has become one of the most well-liked online, email, preliminary assessment, and final interview methods. It uses audio and video conferencing. Additionally, the referees send the employers their reference letters or comments via email.

E-Training and Development: The use of the internet or a company intranet to perform an online training process is referred to as e-training. Various software programmers have been created to monitor employee performance and provide recommendations for improvement.

E-Learning -The application of digital and internet-based tools to the creation of human education experiences (Horton, 2001). Employees are constantly seeking for new chances and ideas for their development, therefore e-learning helps to increase performance and productivity. It is a collection of tools and procedures, including computer and web-based learning, virtual classrooms, and online

collaboration.

E-Compensation: This refers to the use of a computer system for salary-related computations, payment, and employee benefits, welfare programmes, and other benefits.

Review of Literature

Being digital in the execution of HR operations is a difficult undertaking in today's competitive industry. IT firms must adopt new innovations and technologies that will streamline and speed up their HR operations. E-HRM might work well to boost performance in the IT industry. The most important factor, to which any business should pay particular attention, is employee happiness and retention. Every company must regularly update and improve its HRM practices in order to not only increase the effectiveness of its operations but also their efficiency. It is both fiercely competitive and market-relevant over the long term.

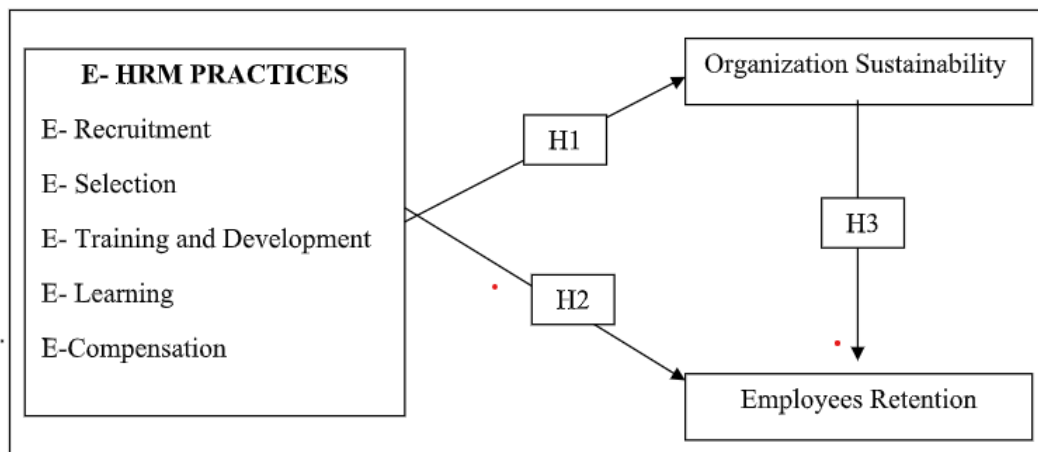
The computerized human resource information system, according to Kettley and Reilly (2003), entails a completely integrated, company-wide network of HR-related data, information, services, databases, tools, and transactions. With the advent of corporate intranets and web-enabled Human resource information system, technology has only lately advanced in a way that makes eHRM viable. However, the nature of the development path differs greatly amongst organizations. According to Kavanagh and Thite (2008), HR departments were under pressure to take use of technology that was becoming more affordable and potent in order to improve efficacy and efficiency in terms of service delivery, cost reduction, and value-added services. Chamaru De Alwis (2010), states that 93% of respondents agreed that with the implementation of e-HR, HRM fulfils the roles of a strategic partner, change agent, and administrative expert. 83% of businesses have adopted e-HR as a result of seeing the benefits for their organisation, and it has been discovered that e-HRM significantly alters the responsibilities that HR plays. An investment in IT has altered how the HR department manages records and shares information. It significantly reduces paperwork and makes access to vast amounts of data simple (Pinki J Nenwani et al., (2013) Ressi Swaroop (2012) claimed that e-HRM is the most effective, trustworthy, and user-friendly tool. It is a method for putting HR strategies, practices, and policies into action inside a business.

E-HRM aids organisations in talent management, including talent attraction, recruitment, development, and retention, Laumer et al. (2010). E-recruitment, as per Ankita Jain et al. (2014), has made life considerably simpler for both employers and job seekers. It is the simplest and most convincing method

for hiring individuals from around the globe. A direct line of communication between organisations and employees and managers is now possible thanks to the growth of web-based technologies. Organization can make accurate decisions (Ms Menka, 2015). E-HRM is used by the banking industry to manage personnel and build strategic capabilities, according to Steve Foster (2009) it results in both staff attraction and retention within the company. The study by Ruben et al. (2011) discussed how e-HRM was very beneficial to the company. It facilitates uniformity, saves time, and allows for simultaneous contact with a large number of people. The management and planning processes in every industry are significantly impacted by the use of IT tools. It is crucial to the recruitment and development processes (Alok Mishra, 2010). In their study, Manjari agarwal et al (2014), claimed that E-HRM tools boosted the effectiveness, speed, growth, and flexibility of HR. They increase workplace efficiency and foster loyalty.

Employee retention and loyalty will increase as a result of the healthier and more contented workers, Pallavi Badre, (2021). HRM strategies including career advancement, employee participation, employment stability, performance feedback, incentives and recognition, and training and development greatly influence employee engagement (Aktar, 2018). The skills, attitudes, and behaviours of an organization's staff are shaped by HR practises, which in turn influence organisational behaviour. Through the creation of structural and operational efficiency, HR practises can have a direct impact on the performance of an organisation. The three primary research streams - individual-level, organizational-level, and cross or multi level approaches - are combined in this study into a single multilevel framework. Additionally, this study demonstrates how climate contracts affect employee conduct and attitude as well as the effectiveness of the firm (Ostroff, 2000). Studies show a direct correlation between an individual's organisational commitment level and the HR department's high level of dedication to procedures related to hiring and selection, incentives and recognition, and work environment (Mehwish Jawad, 2019). The survey approach was used to collect the data for this investigation. Organizational sustainability and employee retention were the dependent variable, whereas E-HRM practices were independent variables.

Conceptual Model



Hypothesis of the Study

The following hypotheses have been formulated to ensure a investigation process:

H₀₁ = there is no substantial mean difference between E- HRM practices with Organization Sustainability

H₀₂ = the mean difference between E- HRM Practices and Employee Retention does not differ substantially

H₀₃ = there is no significant and positive relationship between Organization Sustainability with Employee Retention

Population of the Study

The population of this study is the IT sector employees of Wipro, Infosys, TCS and Accenture, Chennai. Random sample of 350 employees randomly selected from the various departments. Out of 350 responses, 314 respondents were suitable for the study and remaining 36 responses were incomplete and unsuitable for the study.

Methodology

The methodology is a systematic strategy for gathering data, information, or facts as part of a study. Investigating the impact of E-HRM practices on Organisational Sustainability and Employee retention is the goal of this descriptive study. Both primary and secondary data were used in this investigation. Questionnaires were used to collect primary data; there were questions on the five-point scale about E-HRM Practices, Organisational Sustainability, and Employee

Retention, as well as demographic data about the employees. A questionnaire was given during the month of December 2022 in order to gather information. Secondary data, which was acquired from published sources such as magazines, books, journals, etc., was thoroughly understood in order to better understand E-HRM Practises, Organisational Sustainable development goals, and Employee Retention. Data were analyzed using appropriate statistical techniques, such as Percentage Analysis, Descriptive Statistics, Multiple Regression, and ANOVA

Table 1
Demographic Profile of the Employee

Profile of The Employee		Frequency	%
Gender	Men	205	65.3
	Women	109	34.7
Age	Below 25years	41	13.06
	Between 25-35 years	147	46.81
	Between 35-45 years	88	28.03
	Above 45	38	12.10
Educational Qualification	Graduate	174	55.4
	Post Graduate	83	26.4
	Diploma	41	13.1
	Others	16	5.1
Professional Status	Associate	78	24.84
	Senior Associate	85	27.07
	Executive	63	20.06
	Senior Executive	54	17.20
	Manager	34	10.83
Monthly Income	Less than Rs.30,000	58	18.47
	Rs.30,000- Rs.40,000	98	31.21
	Rs.40,000- Rs.50,000	73	23.24
	Rs.50,000 –Rs.60,000	45	14.33
	Rs.60,000 and above	40	12.74
Marital Status	Unmarried	162	51.59
	Married	152	48.41
Total		314	100
Source – Primary data			

Table 1 depicts that 65.3% of the respondents are male and 34.7% of employee are female. Out of 314 respondents, 46.81% of the respondents were between 25 and 35 years where 28.03% of respondents were between 35 and 45 years, 13.06% of employees were below 25 years and 12.10% of respondents were over 45 years range. In the estimation of education level, Graduate were 55.4%, Post Graduates were 26.4%|, Diploma were 13.1% and remaining 5.1% of the employees have done Doctorates, Professional courses like CA, CMA. Similarly, 27.07% of the employees were Senior Associate, which is followed by Associate (24.84%), Executive (20.06%), Senior Executive (17.20%) and Manager (10.83%). Majority 31.21% of the respondent fall under the income group of Rs.30,000 – Rs. 40,000. 51.59% of respondents were single while married accounted for 48.41%.

Table 2
Descriptive Statistics and Normality Test for E- HRM Practices

E-HRM Practices	Mean	Std. Deviation N	Variance	Skewness Statistic (Std. Error = 0.089)	Kurtosis Statistic (Std. Error = 0.179)	Kolmogorov v Smirnov ^a		Shapiro-Wilk	
						Statistic (df = 305)	Sig.	Statistic (df = 305)	Sig.
E-Recruitment	16.599	2.661	7.079	-1.539	5.149	0.197	0.000	0.852	0.000
E- Selection	15.332	2.992	8.950	-0.556	0.413	0.131	0.000	0.954	0.000
E-Training and Development	16.000	2.772	7.684	-0.683	0.655	0.115	0.000	0.944	0.000
E-Learning	12.358	2.093	4.380	-0.690	0.511	0.170	0.000	0.916	0.000
E- Compensation	12.791	1.741	3.030	-0.911	3.099	0.194	0.000	0.868	0.000
a. Lilliefors Significance Correction									
Source: Generated by SPSS									

Table 2 demonstrates that mean values in descriptive statistics for E-HRM activities including E-Recruitment, E-Selection, E-Training and development, E-Learning, and E-Compensation are greater than standard deviation values (S.D. is less than 1/3rd of Mean), demonstrating the robustness of the selected elements in the study's distribution. When using the Shapiro-Wilk and the Kolmogorov-Smirnov tests to determine whether the data are normally distributed, p values of less than 0.05 indicate that the data are normally distributed for factors like E-Recruitment, E-Selection, E-Training and development, E- Learning and E-

Compensation. The small negative skewness of E-HRM practises is less than the required value of 1. Additionally, the Kurtosis values for these variables are below 3, supporting the notion that the measuring scale used in the study has a normal distribution.

Table 3
Multiple regression analysis on E- HRM practices and Dependent variable
Organisational Sustainability

	Unstandardized Coefficients		Standardized Coefficients Beta	T	P.value	Sig
	B	Std. Error				
(Constant)	1.407	0.247		5.690	0.000	
E-Recruitment:	0.226	0.063	0.155	3.588	0.000**	S
E-Selection	0.201	0.035	0.213	5.722	0.000**	S
E –Training and development	0.003	0.052	0.002	0.056	0.955	NS
E –Learning	0.225	0.030	0.312	7.611	0.000**	S
E-Compensation	0.094	0.025	0.138	3.713	0.000**	S
R						0.491
R Square						0.241
Adjusted R Square						0.228
Source: Generated by SPSS						S-Significant **p < 0.05

Table 4
ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	64.109	8	5.828	18.223	0.000**
Residual	201.492	305	0.320		
Total	265.601	313			
Source: Generated by SPSS					
S-Significant **p < 0.05					

It is evident that the Adjusted R Square value of the model, a strong model that accounts for 57.9% of variance, and the Standardized Beta Coefficients, which quantify the relative contributions of each variable to the model is fit. A high number denotes that even a small change in the predictor variable has a large influence on the criterion variable. The impact of each predictor variable, including

E- Recruitment, E- Selection, E- Learning, and E- Compensation, is generally indicated by the t and Sig (p) values. **The null hypothesis is rejected, and the alternative hypothesis is accepted** since the p values for these variables are less than 0.05. According to the above table, **the null hypothesis is accepted and the alternative hypothesis is rejected for the variable E-Training and Development** because the p value is greater than 0.05. Hence there is no relationship between Organisation sustainability and E- Training. It was discovered that the p value indicated that a predictor variable was significantly influencing the criterion variable. As a result, the total ANOVA results (F-26.490, p value- 0.00 at 5% level of significant) assess the overall importance of this model. There is statistical significance to this model.

Table 5
Multiple regression analysis on E- HRM practices and Dependent variable Employee Retention

	Unstandardized Coefficients		Standardized Coefficients Beta	T	P.value	Sig
	B	Std. Error				
(Constant)	1.926	0.159		12.081	0.000	
E-Recruitment:	0.210	0.053	0.175	3.932	0.000**	S
E-Selection	0.245	0.061	0.228	4.048	0.000**	S
E –Training and development	0.089	0.066	0.081	1.344	0.180	NS
E –Learning	0.011	0.062	0.010	0.180	0.857	NS
E-Compensation	0.398	0.052	0.407	7.596	0.000**	S
R						0.491
R Square						0.241
Adjusted R Square						0.228
Source: Generated by SPSS				S-Significant	**p < 0.05	

Table 6
ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	35.265	8	7.053	8.189	0.000**
Residual	253.215	305	0.861		
Total	288.480	313			
Source: Generated by SPSS		S-Significant		**p < 0.05	

It is clear that the model is fit based on the Standardized Beta Coefficients, which describe the relative contributions of each variable to the model and the Adjusted R Square value, a robust model that accounts for 62.7% of variance. A high value means that the criterion variable is significantly impacted by even minor changes in the predictor variable. The t and Sig (p) values typically represent the influence of each predictor variable, including **E- Recruitment, E- Selection, and E- Compensation**, since the p values for these variables are less than 0.05, **the null hypothesis is rejected and the alternative hypothesis is accepted**. Because the p-value for the variables **E-Training & development and E-Learning is higher than 0.05, the null hypothesis is accepted and the alternative hypothesis is rejected**, as shown in the above table. As a result, there is no connection between organizational sustainability and online learning and training. The p value showed that a predictor variable was significantly influencing the criterion variable, it was found. The overall significance of this model is therefore determined by the complete ANOVA findings (F - 8.189, p value -0.000, at 5% level of significant). This model has statistical significance.

Table 7
One-Way Analysis of Organizational Sustainability and Employee Retention

Total variance					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	21.702	4	5.426	6.102	0.000**
Within Groups	274.744	309	0.889		
Total	296.446	313			
Source: Generated by SPSS		S-Significant		**p < 0.05	

Inference

H₀₃: There is no significant and positive relationship between Organization Sustainability with Employee Retention

Table 7 shows, the F value is 6.102, and it is considerable at the significant level of 0.000 with 4 degree of freedom. As the outcome, the significant value in the F test is less than 0.05, so H₀₃ is rejected, hence, **there is a positive relationship between Organizational Sustainability and Employee Retention.**

Managerial Implication of the Study

Finding the ideal candidate for the position could be difficult, but keeping them on board for the sake of the company might be much more difficult. For maintaining personnel, there are no rigid guidelines. While some companies adhere to internal standards that call for enhancing workplace culture, others adhere to external standards that encourage staff retention. Human resource workers must adhere to a number of standard operating procedures, including hiring, to foster organisational and employee growth. When communicating with candidates during the hiring process, HR staff can adopt a number of environmentally friendly practices, such as avoiding paper application forms. New hires go through an induction process after being hired, which has a significant organisational impact. HR professionals might use soft copies of SOPs and other informational documents during induction events. Performance reviews are a crucial stage in employee retention since they determine how long a worker will stay with a company. E- HRM can be used to execute performance reviews. Since any level of employee has the potential to come up with the best ideas, employees must be involved in decision-making. The quality circle concept can also be applied to creative processes, in which people gather to debate a challenge and come up with a variety of effective solutions. Regarding issues like organisational and environmental sustainability, this circle would also support the organization's potential for growth. It cares about the health and safety of the workers. There must be a positive and amicable working relationship between the employer and the employee. A setting that is conducive to health at work will increase productivity. Any new skills that employees acquire in relation to environmental management should be compensated. Recognition is one type of non-cash incentive that encourages future work from employees. Non-monetary rewards, such as extra vacation time and family-appreciation initiatives, are also regarded as non-monetary rewards that foster loyalty and produce outstanding talent retention.

Suggestion

This study's primary goal is to identify the essential E-HRM practices that contribute to organizational sustainability and staff retention in the IT industry. Based on the study's findings above, the following suggestions can be taken into consideration for this purpose:

- Current circumstances should be taken into account while developing policies for employee wellbeing.
- The recognition process should be open and transparent, and E-HRM is more beneficial in this regard than conventional HR procedures
- Digital copies can take the place of paper and other materials.
- The environment needs to be adaptable so that both new and experienced employees have time to become used to the workplace.
- The use of the "e-training method" by our present IT sector to improve the abilities of their current employees across the entire firm is undoubtedly a positive development; nevertheless, this approach must be maintained over time in order to have a lasting impact on employees.
- Every employee should participate in decision-making, whenever new SOPs are developed.
- To encourage workers, reward and recognition programmes should be set up.
- In many IT sector, the "e-selection process" has become a crucial component of hiring decisions, therefore it needs to be handled more carefully to match the right candidate with the right position.

II. CONCLUSION

In a broader sense, future E-HRM's entails a revolution and advancement as it moves closer to a zone of the paperless office where fast speeds are guaranteed. Over one-fifth of the major sectors have made significant investments in software-based online technology to support and promote HR practices and procedures. It may be inferred based on past and present research that employee welfare can be improved by giving extra care to employees, and that transparent recognition and assessment systems make E-HRM practices more reliable and efficient. Furthermore, it is evident that motivated personnel will be the only persons who can contribute their entire attention to the achievement of the strategic goals of the company. Compared to traditional HRM processes, where stationery must be used in bulk, E-HRM practices are also less expensive.

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