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Factors Influencing E HRM Practices and Organisational Performance in it and it Es Industries

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Abstract: ***The purpose of this study was to assess the effectiveness of electronic H RM practices (E-HRM) in IT and IT ES companies from a multifaceted perspective. Global workers are increasingly seeking features such as excellent working conditions, sufficient opportunities for training and growth, and effective performance management systems. The long-term objectives of the company and employee expectations are balanced by human resource management... The importance of this study lies in the IT/IT ES sector's need to implement E-HRM practices, specifically focusing on aspects such as payroll processing, employee self-service, recruitment, performance management, rewards, and learning and development, as these significantly influence organisational performance. E-HRM practices have become preferable to manual HR processes due to their time efficiency, reduced storage and manpower demands, and improved process consistency. The IT sector has reaped numerous benefits from various applications, including HR practices, which have driven the adoption of electronic human resource management (E-HRM) practices. These practices are more straightforward, cost-effective, and require fewer resources and time, offering advantages such as accuracy, consistency, and centralised information storage. Both employers and employees have found E-HRM practices beneficial, and the quick accessibility of data and documents from remote locations further facilitates swift decision-making in business operations.***

Keywords: E H RM, Employees, Organisational Performance, Exploratory 'FACTOR ANALYSIS', Confirmatory 'FACTOR ANALYSIS'

I. INTRODUCTION

'E-H RM' is a phrase used to refer to H RM procedures made easier by technology. 'Human Resource Information System (HRIS)', on the other hand, is a similar term that specifically refers to the information system established to support human resources management functions. In a broader sense, E-HRM therefore encompasses both HRIS and the HRM procedures that rely on the HRIS for support.

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Wen (2013) claims that 'E-HRM' first appeared in 1990, at a time when e-commerce was already dominating the commercial sector. The words virtual H RM, HR intranet, computer-enabled H RM, and HR portals were also used interchangeably at the time.

A. E-H RM in IT and IT ES Sector

"E-Human Resource Management, also known as E-HRM, entails the utilisation of digital or electronic technologies for the management of human resources. The growing prevalence of digitization is fundamentally transforming how HR departments operate and support organizations. The implementation of E-HRM practices empowers HR departments to enhance workforce performance, thereby contributing to overall organisational effectiveness. Accenture's report titled 'The digitization of Human Resources – E-H RM technology comes of age' identifies five prominent trends in the adoption of these solutions, which encompass 'Digitalization of HR processes,' 'Decentralization of HR functions,' 'HR's deep understanding of business operations,' 'HR's value. Addition,' and 'Reviving HR from monotony.'

B. STATEMENT OF THE PROBLEM

Approximately four decades ago, research into the adoption of e-HRM technology began as organisations sought to reap both administrative and strategic benefits through technological integration. However, studies focusing on the impact of ICTs at the organisational level have predominantly centred on developed nations, leaving a significant research gap regarding developing countries, such as India. Currently, India is actively navigating the digital revolution, where various management disciplines, including e-HRM, hold the potential to reshape organisations and business operations profoundly. Nevertheless, the implementation of e-HRM practices in the Indian context poses substantial challenges due to a dearth of research, resulting in inadequate comprehension and categorisation, particularly in terms of technology, organisation, and knowledge, among various stakeholders within organisations.

II. REVIEW OF LITERATURE

In **Laumer et al.'s (2010, [1])** research, they conducted a study involving 144 HR professionals in Germany to assess the effectiveness of E-H RM in the business context. The findings indicated that E-H RM served two primary purposes: filling job vacancies and optimizing limited resources.

Additionally, they conducted research in five Dutch companies, concluding that international firms have adopted E-HRM to reduce costs and standardise HRM policies. In a separate study, Shane (2009) gathered data from 104 HR/line managers in South Africa, revealing that E-HRM enhanced communication among HR managers, line managers, and potential employees. The study cited cost reduction, time savings, and reduced paperwork as the main reasons for E-HRM adoption in private companies. The study also explored the adoption of E-HRM and its benefits in multinational corporations.

According to **Martin and Reddington (2018, [3], [10]),** e-HR involves using the internet and web-based systems, including Web 2.0 social media and mobile communication technologies, to transform interactions among HR staff, managers, and employees from in-person to technology-mediated.

Wiblen et al. (2020, [4]) investigated the consequences of transitioning to a new HRIS through a single in-depth case study. They applied the SCOT (Social Construction of Technology) approach, emphasizing that technology does not dictate human actions but is shaped by them. The study highlighted that when organisations decide to upgrade or replace technology, they must consider the potential implications for talent and talent management.

Sahay and Mona (2022, [5]) conducted a comprehensive investigation into the effectiveness of electronic H RM practices (E-HRM) within IT and IT ES companies, examining various dimensions. In response to global employee demands for quality work environments, robust training and development opportunities, and efficient performance management systems, organisations strive to align their human resource management practices with both employee expectations and long-term organisational objectives. The significance of their study lies in the imperative for the IT/IT ES sector to adopt E-HRM practices, with a focus on critical areas such as payroll processing, employee self-service, recruitment, performance management, rewards, and learning and development, all of which profoundly influence organisational performance. E-HRM practices are preferred over traditional manual HR practices due to their efficiency and cost-effectiveness, offering advantages such as accuracy, consistency, and centralised information management.

Sahay and Mona (2022, [2]) also highlighted the pivotal role played by training and development in enhancing employee performance, with organisations consistently increasing their investment in training programs to gain a competitive edge. The primary aim of their study was to scrutinise the impact of training and development on both employee performance and the competitive advantage of organisations in the Nigerian banking industry. Utilising descriptive research methods, they analysed data from 223 valid questionnaires collected from selected banks in Lagos State, Southwestern Nigeria. Their findings underscore a robust correlation between training and development, employee performance, and competitive advantage, highlighting the importance of ongoing employee training in fostering innovation and enhancing performance.

Wiblen et al. (2010, [6]) emphasized the critical importance of talent management for organizational performance, especially during periods of transformation, particularly in technology-driven large-scale projects. They presented a case study that examined an organisation's transition from a proprietary HRIS system to an integrated vendor system, a move that reshaped talent requirements within both the HR and IT functions. Employing a social construction of technology-based approach (SCOT), they underscored the need for careful consideration of talent-related implications during technological transitions.

Martin et al. (2010, [7]) developed a model of e-human resources (e-HR) that centres on the interplay between HR strategy, e-HR goals and architectures, and the positive and negative outcomes of e-HR adoption. They also delved into key 'FACTORs influencing this relationship, such as the organizational structure of HR functions, absorptive capacity, the skills of HR professionals, technology acceptance, and change models. They partially validated their model using data from a case study involving an international oilfield services provider. Their findings underscore the importance of understanding e-HR variables and acceptance among line managers within the context of their dynamic environment.

Maindola et al. (2022, [8]) brought attention to the influence of technology on performance management, particularly in the education sector. They explored the use of technology and software for performance management and evaluated its effectiveness using various criteria. In an era where technology significantly impacts HR functions, they examined how employees perceive the effectiveness of digitalized performance management systems. Their work sheds light on the evolving role of technology within H RM systems and its effects on employee engagement and performance.

Wen and Xiaoli (2013, [9]) addressed the utilization of information technology (IT) in Chinese organizations' H RM practices, often referred to as e-H RM. They identified challenges associated with the readiness and feasibility of implementing e-HRM. They conducted case studies to assess the extent of e-HRM practices in various facets of human capital management. Additionally, they provided recommendations to enhance the effectiveness of e-HRM systems within Chinese organisations. Their study highlights the significance of technology readiness in HRM and its influence on organisational practices.

Dulkadir and Berkant (2013) delved into the Information Revolution and the emergence of enterprise resource planning (ERP) in response to IT innovations. ERP aimed to consolidate departmental systems into a single, integrated software program, facilitating improved information sharing and communication. They emphasized the significance of this development within the context of organizational change and the adoption of information technology.

Raval and Dharmesh (2014, [11]) focused on the IT/IT ES industry in India, conducting an in-depth examination of human resource management (H RM) practices and systems within this sector. Employing a mixed-method approach, including detailed discussions with senior HR executives and questionnaires from selected IT/IT ES companies in Vadodara city, their findings

revealed structured and rationalized H RM systems in IT/IT ES organizations.

They shed light on specific practices such as recruitment, performance appraisal, training and development, and compensation. This study provides valuable insights for both academics and practitioners and suggests avenues for further research into H RM systems and practices within the Indian IT/ITES industry."

III. RESEARCH METHODOLOGY

A compilation of IT/IT ES firms operating within Chennai was assembled for research purposes. To conduct the study, organizations with a workforce exceeding 150 employees were chosen as the target units. The sampling population for this study was determined through a convenient random sampling method, with senior HR personnel serving as the respondents. Data collection involved interactions with these respondents, which encompassed extensive discussions and the completion of self-administered questionnaires. Considering the criteria above, only 10 companies met the eligibility requirements to participate in this study. Consequently, the sample size consisted of 10 companies situated in Chennai. Although a multitude of commendable HRM practices exist, it is impractical to cover all policies simultaneously. Therefore, the researcher concentrated on a select set of seven H RM practices. An organisation committed to ensuring employment security must prioritise the selective hiring of new staff, necessitating a precise plan regarding human resource requirements, demand, and supply—a crucial element of effective Human Resource Planning. Employees are further encouraged to prioritise long-term organisational performance over short-term gains when an organisation introduces performance-contingent compensation, provided that the employer guarantees employment security. Employers who place a high priority on employment security intend to retain their staff for more extended periods, which justifies investing more in their training and development. When contemplating a longer time horizon, spending on training should be strategically assessed and viewed as an investment in human capital rather than merely a cost of doing business. In addition to governmental provisions, organisations also bear the responsibility of ensuring the well-being, comfort, and overall improvement of their resources, both intellectually and socially. This extends beyond mere compliance with Employee Welfare standards and is deemed an essential aspect of the industry.

IV. ANALYSIS AND INTERPRETATIONS

A. Reliability Statistics

'TABLE 1 shows the reliability ANALYSIS' using Cronbach's Alpha of the data for further ANALYSIS.

'Table 1. 'Reliability Analysis'

Source:

Cronbach's Alpha	No of Items
0.790	38

The reliability value. The overall average of the entire data is 0.790, which is above the recommended value of 0.50 (Nunnally, 1978; Hair et al., 2006).

B. Descriptive Statistics

'TABLE. 2. Mean, Standard Deviation & Validity Measures

'FACTORs	X̄	S.D.	AlphA	C R	AV E	1	2	3	4	5	6	7	8	9	10
REW&REC	3.55	0.96	0.980	0.940	0.757	**0.870**									
HIR	3.79	0.94	0.896	0.931	0.730	0.706	**0.854**								
CONTINV	3.95	0.89	0.847	0.909	0.715	0.154†	0.109	**0.845**							
TALR	3.18	0.96	0.832	0.894	0.684	-0.090	0.016	0.017	**0.827**						
PERFMGMT	3.03	0.81	0.967	0.876	0.643	0.297	0.234	-0.022	-0.002	**0.802**					
EMPSS	3.68	0.95	0.935	0.955	0.876	-0.104	-0.050	-0.014	0.033	-0.036	**0.936**				
PRL	3.00	0.99	0.874	0.970	0.914	-0.042	0.007	-0.025	0.625	0.043	0.022	**0.956**			
L&D	3.13	0.93	0.821	0.826	0.555	0.063	-0.113	0.072	0.047	-0.064	-0.063	0.093	**0.745**		
COMPADV	3.69	0.93	0.987	0.933	0.824	-0.076	0.049	0.007	0.162†	-0.043	-0.078	0.004	-0.043	**0.907**	
PRFT	3.67	0.90	0.998	0.748	0.521	-0.025	-0.112	-0.043	-0.005	0.077	0.097	0.003	-0.044	-0.102	**0.722**

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TABLE 3. Item-Total Statistics

Particulers	Scale. Mean if Item Deleted	Scale. Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
HIR1	137.77	185.070	.497	.779
HIR2	137.77	182.816	.468	.778
HIR3	137.83	183.935	.450	.779
HIR4	137.74	184.195	.447	.779
HIR5	137.85	182.866	.495	.778
REW&REC1	137.89	181.738	.450	.778
REW&REC2	137.83	182.394	.489	.777
REW&REC 3	137.54	184.347	.464	.779
REW&REC 4	137.81	185.736	.462	.780
REW&REC5	137.71	185.763	.409	.781
L&D1	137.72	193.548	.101	.791
L&D2	137.77	190.594	.187	.789
L&D3	137.65	191.785	.141	.790
L&D4	137.93	193.509	.077	.793
PERFMGMT 1	137.77	186.986	.317	.784
PERFMGMT 2	137.86	188.389	.262	.786
PERFMGMT 3	137.92	186.535	.299	.784
PERFMGMT 4	138.18	187.315	.270	.785
PRL1	137.70	185.071	.330	.783
PRL2	137.58	184.523	.355	.782
PRL3	137.63	184.930	.331	.783
EMPSS 1	138.51	191.571	.098	.794
EMPSS 2	138.66	190.045	.150	.791
EMPSS 3	138.62	190.807	.117	.793
TALR 1	137.61	187.114	.331	.783
TALR 2	137.63	185.706	.365	.782
TALR 3	137.52	186.640	.350	.783
TALR 4	137.63	188.846	.213	.788
PRFT 1	137.74	195.445	.023	.794
PRFT 2	137.74	192.289	.136	.790
PRFT 3	137.84	191.801	.146	.790
COMPADV 1	137.90	191.755	.143	.790
COMPADV 2	137.98	191.965	.127	.791
COMPADV 3	138.08	191.959	.117	.792
CONTINV 1	137.83	193.033	.135	.790
CONTINV 2	137.83	187.421	.305	.784
CONTINV 3	137.85	189.782	.232	.787
CONTINV 4	137.76	190.684	.210	.788

C. Exploratory Factor Analysis'

The KMO and Bartlett's test of sphericity evaluate the suitability of the sample and measure the degree of intercorrelation between the variables. KMO ranges in value. From 0 to 1. The value of KMO should be larger than 0.50, and the Bartlett test of sphericity should be significant ($p < 0.000$), according to Hair et al. (2006).

TABLE 4. KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.730
Bartlett's Test of Sphericity	Approx. Chi-Square	4831.035
	Df	703
	Sig.	.000

Based on Table 4, it is evident that the KMO and Bartlett's test of sphericity confirm that the sample adequacy is valid, as indicated by the KMO value. It is 0.730, which is above 0.50; it quantifies the intercorrelation between the variables.

TABLE 5. Communalities

Particulars	Initial	Extraction
HIR1	1.000	.876
HIR2	1.000	.812
HIR3	1.000	.828
HIR4	1.000	.824
HIR5	1.000	.755
REW&REC1	1.000	.733
REW&REC2	1.000	.854
REW&REC 3	1.000	.861
REW&REC 4	1.000	.808
REW&REC5	1.000	.828
L&D1	1.000	.742
L&D2	1.000	.776

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L&D3	1.000	.758
L&D4	1.000	.587
PERFMGMT 1	1.000	.802
PERFMGMT 2	1.000	.767
PERFMGMT 3	1.000	.806
PERFMGMT 4	1.000	.699
PRL1	1.000	.943
PRL2	1.000	.935
PRL3	1.000	.926
EMPSS 1	1.000	.915
EMPSS 2	1.000	.914
EMPSS 3	1.000	.924
TALR 1	1.000	.776
TALR 2	1.000	.862
TALR 3	1.000	.801
TALR 4	1.000	.621
PRFT 1	1.000	.792
PRFT 2	1.000	.766
PRFT 3	1.000	.549
COMPADV 1	1.000	.879
COMPADV 2	1.000	.918
COMPADV 3	1.000	.846
CONTINV 1	1.000	.782
CONTINV 2	1.000	.859
CONTINV 3	1.000	.782
CONTINV 4	1.000	.814

Extraction Method: Principal Component ANALYSIS.

It is clear from the communalities that all 38 variables have extraction values greater than 0.7. Thus, 38 variables are chosen to continue the 'FACTOR ANALYSIS' of the study. All 38 elements are subjected to 'FACTOR ANALYSIS' using these overall indicators. Communities show the proportion of a variable that is explained by all of the underlying components.

As shown in the TABLE. 5. The EFA yielded three separate factors, each comprising all study variables, with eigenvalues above 1. The differences between the data from the questionnaire have been investigated using a Maximum Likelihood with Varimax rotation.

From the 'FACTOR ANALYSIS', 10 constructs, namely HIR, REW&REC, L&D, PERFMGMT, PRL, EMPSS, TALR, PRFT, COMPADV and CONTINV, were explored.

TABLE 6. Total Variance Explained

Component	Initial Eigenvalue.s			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.193	18.929	18.929	4.247	11.177	11.177
2	4.809	12.656	31.585	3.881	10.214	21.390
3	3.311	8.714	40.299	3.193	8.402	29.792
4	3.046	8.017	48.315	3.185	8.382	38.175
5	2.810	7.394	55.709	3.052	8.030	46.205
6	2.654	6.985	62.695	2.841	7.478	53.683
7	2.401	6.317	69.012	2.839	7.471	61.154
8	1.975	5.196	74.208	2.758	7.257	68.411
9	1.364	3.589	77.797	2.714	7.142	75.553
10	1.157	3.045	80.842	2.010	5.289	80.842

From Table 6, it is evident that the 10 constructs, comprising 38 items that were extracted cumulatively, explain 80.842% of the total variance.

TABLE 7. Rotated Component Matrix

Particulars	Component									
	1	2	3	4	5	6	7	8	9	10
REW&REC 3	.887	.219	.086		.113					
REW&REC2	.848	.306			.093	-.137		.103		
REW&REC5	.835	.300		-.094	.139				-.087	
REW&REC1	.786	.301			.101					.087
REW&REC 4	.784	.391	.103	-.103	.075					.075
HIR3	.150	.881		.124	.077					
HIR4	.361	.820			.085	-.095				
HIR2	.355	.813			.139					
HIR1	.432	.812			.076			-.134		
HIR5	.416	.752	.085						.077	
CONTINV 2	.092	.077	.899		.084		-.083	.133		
CONTINV 4			.891		-.094					
CONTINV 1			.873	-.074						
CONTINV 3			.870	.073			.107			
TALR 2		-.087		.869		.104	.285			
TALR 3				.827			.308		.133	
TALR 1				.806			.342			
TALR 4	-.112	.121		.763						
PERFMGMT 3	.118	.091			.880					-.073
PERFMGMT 1	.169	.088			.864					.119
PERFMGMT 2	.102				.850				-.072	.138
PERFMGMT 4		.077			.823					-.077
EMPSS 3	-.080					.954			-.075	
EMPSS 1						.953				
EMPSS 2						.953				
PRL3				.299			.910			
PRL1	-.079			.332			.907			
PRL2				.344			.902			
L&D2	.097							.869		
L&D3			.077				.088	.848		.086
L&D1						-.114	.097	.846		
L&D4	-.129			.212		.159	-.126	.677	-.138	
COMPADV 2				.095					.949	
COMPADV 1				.074					.932	
COMPADV 3						-.073		-.070	.908	
PRFT 1			-.074						-.120	.871
PRFT 2				.142	.080			-.092		.852
PRFT 3	.183		.084	-.229				.124		.658

Extraction Method: Principal Component ANALYSIS.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

'TABLE. 7

From the 'FACTOR ANALYSIS', 10 constructs, namely Hiring, Rewards and Recognition, Learning and Development, Performance Management, Payroll, Employee Self Service, Talent Retention, Profitability, Competitive Advantage and Continuous Innovation, were explored.

D. Confirmatory Factor Analysis'

'TABLE. 8. Confirmatory 'FACTOR ANALYSIS'

Particulars	Alpha	Standardised Loading	Reliabillity	Variance	AVE
HIR	0.896				0.730
HIR1		0.883	0.779	0.221	
HIR2		0.882	0.778	0.222	
HIR3		0.883	0.779	0.221	
HIR4		0.883	0.779	0.221	
HIR5		0.882	0.778	0.222	
REW&REC	0.980				0.940
REW&REC1		0.882	0.778	0.222	
REW&REC2		0.881	0.777	0.223	
REW&REC 3		0.883	0.779	0.221	
REW&REC 4		0.883	0.78	0.22	
REW&REC5		0.884	0.781	0.219	

L&D	0.821				0.826
L&D1		0.889	0.791	0.209	
L&D2		0.888	0.789	0.211	
L&D3		0.889	0.79	0.21	
L&D4		0.891	0.793	0.207	
PERFMGMT	0.967				0.876
PERFMGMT 1		0.885	0.784	0.216	
PERFMGMT 2		0.887	0.786	0.214	
PERFMGMT 3		0.885	0.784	0.216	
PERFMGMT 4		0.886	0.785	0.215	
PRL	0.970				0.970
PRL1		0.885	0.783	0.217	
PRL2		0.884	0.782	0.218	
PRL3		0.885	0.783	0.217	
EMPSS	0.935				0.955
EMPSS 1		0.891	0.794	0.206	
EMPSS 2		0.889	0.791	0.209	
EMPSS 3		0.891	0.793	0.207	
TALR	0.832				0.894
TALR 1		0.885	0.783	0.217	
TALR 2		0.884	0.782	0.218	
TALR 3		0.885	0.783	0.217	
TALR 4		0.888	0.788	0.212	
PRFT	0.998				0.748
PRFT 1		0.891	0.794	0.206	
PRFT 2		0.889	0.79	0.21	
PRFT 3		0.889	0.79	0.21	
COMPADV	0.987				0.933
COMPADV 1		0.889	0.79	0.21	
COMPADV 2		0.889	0.791	0.209	
COMPADV 3		0.890	0.792	0.208	
CONTINV	0.890				0.909
CONTINV 1		0.889	0.79	0.21	
CONTINV 2		0.885	0.784	0.216	
CONTINV 3		0.887	0.787	0.213	
CONTINV 4		0.888	0.788	0.212	

E. Confirmatory ‘FACTOR ANALYSIS’ (Initial Model)

In the present study, to further confirm the ‘FACTORs obtained after Principal Component ANALYSIS’ (PCA), confirmatory ‘FACTOR ANALYSIS’ was carried out using Amos 22 software. Confirmatory FACTOR ANALYSIS is a distinct form of FACTOR ANALYSIS, primarily used in social research (Kline, 2011).

In the measurement model, all constructs are treated equally, and there is either an exogenous or endogenous variable. The present model yielded poor fit indices. Therefore, the model requires modification to achieve a better fit. The results of the present model are shown below.

‘Table. 9. Fit Indices for Initial Model

Model	Value.s	Cutoff Value.
χ^2/df	1.768	< 5
G FI	0.744	> 0.70
AGF I	0.694	> 0.70
CFI	0.897	> 0.80
TL I	0.883	> 0.80
NFI	0.794	> 0.80
IF I	0.899	> 0.80
RMSEA	0.073	< 0.10
RM R	0.064	< 0.05

In the initial model, the results yield a lack of fit between the model and the data. The other fit statistics indicated the model was not acceptable. (χ^2/df = 1.768, GFI = 0.744, AGFI = 0.694, CFI = 0.897, TLI = 0.883, NFI = 0.794, IFI = 0.899, RMSEA = 0.073, RMR = 0.064 shown in ‘TABLE. 9). Thus, the model was modified.

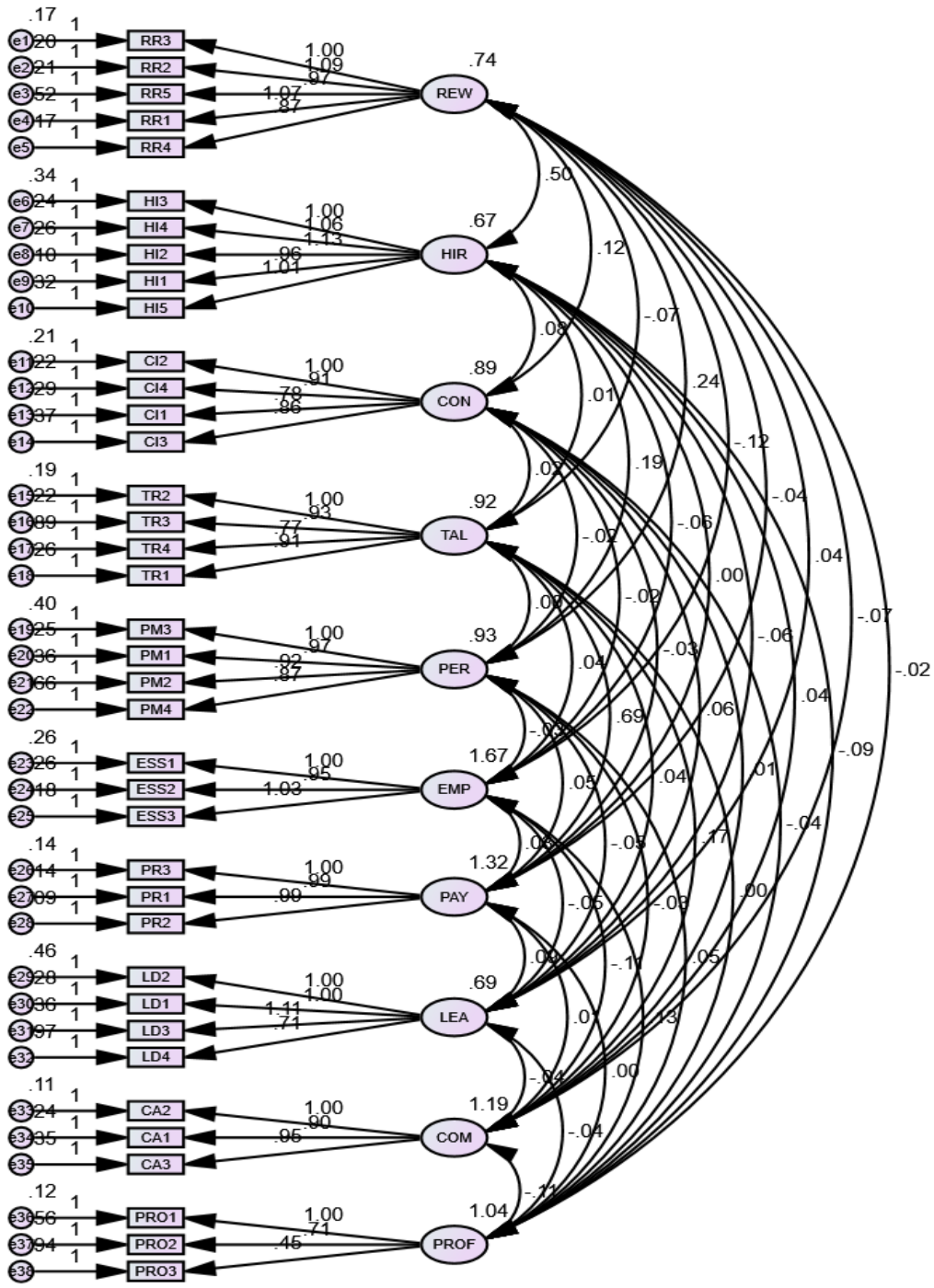

Chart 1

F. Confirmatory 'FACTOR ANALYSIS' (Modified Model)

In the revised model, some items are deleted, which is problematic in terms of yielding a measurement fit. The modification of the model is done based on the suggestion of Modification Indices (MI). According to the modification indices, there is a correlation between the error terms for items 7 and 8, 11 and 23, and 29 and 32 when taken individually. These observed variables are all connected to the same individual concept. Therefore, it appears to be theoretically and statistically appropriate to permit the correlation of their error terms. Following the initial model's adjustment, the outcome offers a higher level of acceptance in fit indices. (See "TABLE. 10" for details; 2df = 1.682, GFI = 0.751, AGFI = 0.702, CFI = 0.909, TLI = 0.896, NFI = 0.805, IFI = 0.911, RMSEA = 0.069, RMR = 0.064). The model produces a level of acceptability that is satisfactory.

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TABLE 10. Fit Indices for Modified Model

Model	Value.s	Cutoff value.
χ^2/df	1.682	< 5
GF I	0.751	> 0.70
AGF I	0.702	> 0.70
CF I	0.909	> 0.80
TL I	0.896	> 0.80
NF I	0.805	> 0.80
IF I	0.911	> 0.80
RMSEA	0.069	< 0.10
RM R	0.064	< 0.10

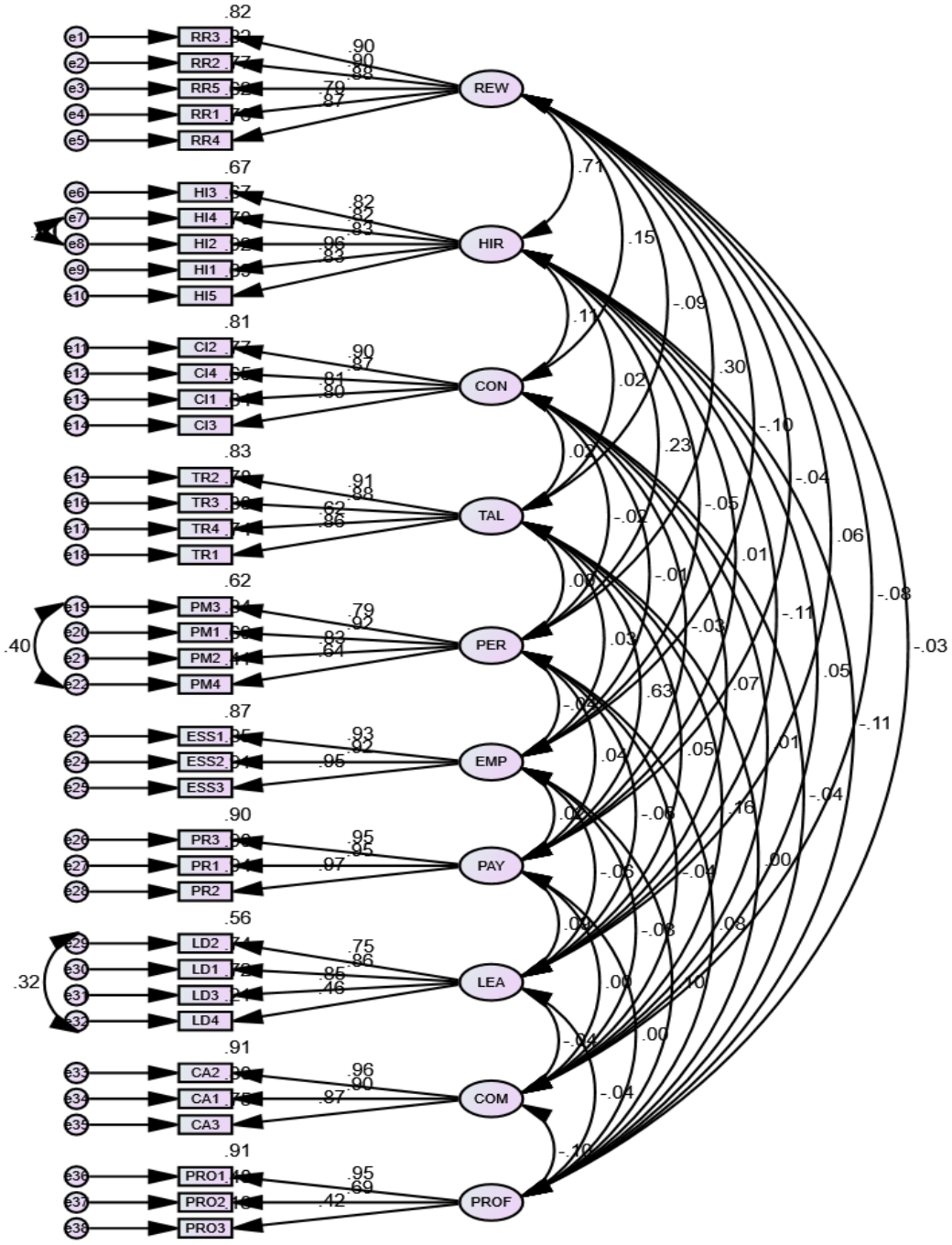

Chart 2

'TABLE. 11. Fit Statistic Change as a Result of Error Correlation

Model	χ^2/df	GF I	AGF I	CF I	TL I	NF I	IF I	RMSE A	RM R
Before Error Correction	1.768	0.744	0.694	0.897	0.883	0.794	0.899	0.073	0.064
After Error Correction	1.682	0.751	0.702	0.909	0.896	0.805	0.911	0.069	0.064

Source: The proposed model in this study is an over-identified model with positive degrees of freedom, as shown in TABLE 11, drawn from the AMOS output.

G. Structural Equational Modelling

'TABLE. 12. Regression Weights (Group Number 1 - Default Model)

Particulars			Estimate	S.E.	C.R.	P
CON	<---	REW	.163	.153	1.070	.285
COM	<---	REW	-.286	.174	-1.647	.002
TAL	<---	REW	-.166	.126	-1.315	.189
PROF	<---	REW	.132	.163	.809	.018
CON	<---	HIR	.031	.155	.203	.839
COM	<---	HIR	.280	.177	1.581	.114
TAL	<---	HIR	.143	.128	1.113	.266
PROF	<---	HIR	-.252	.167	-1.507	.002
CON	<---	PER	-.071	.100	-.710	.478
COM	<---	PER	-.037	.113	-.324	.746
TAL	<---	PER	-.012	.082	-.152	.879
PROF	<---	PER	.118	.107	1.101	.271
CON	<---	EMP	.004	.064	.059	.953
COM	<---	EMP	-.078	.073	-1.061	.039
TAL	<---	EMP	.008	.053	.144	.886
PROF	<---	EMP	.068	.069	.985	.325
CON	<---	PAY	-.017	.072	-.240	.810
COM	<---	PAY	.002	.082	.023	.982
TAL	<---	PAY	.516	.063	8.173	***
PROF	<---	PAY	.013	.078	.169	.866
CON	<---	LEA	.075	.114	.657	.011
COM	<---	LEA	-.017	.129	-.131	.896
TAL	<---	LEA	.016	.094	.166	.868
PROF	<---	LEA	-.079	.122	-.650	.046

TABLE 13. Measurement Model

Model	'FACTORs	χ^2	df	χ^2/ df	RM SEA	RMR	CF I	TL I	G FI
Baseline Model	Ten FACTOR Model	1037.780	617	1.682	0.069	0.064	0.909	0.896	0.751

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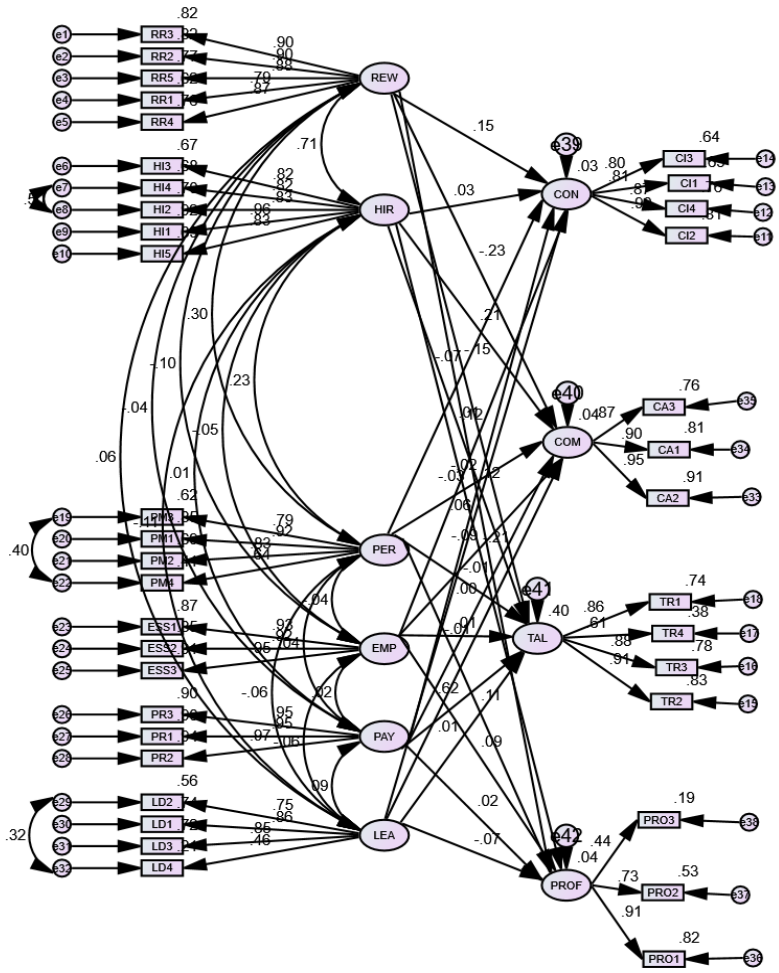

Chart 3

From the 'TABLE. 12. The following are the results of the tested hypotheses through structural equation modelling.

- REW&REC and EMPSS have a significant effect on COMPADV.
- REW&REC and HIR have a significant effect on PRFT.
- L&D has a significant effect on PRFT and CONTINV

V. CONCLUSION

In a developing country like India, companies, particularly HR professionals, face the dual nature of modern digital technology. It represents both an opportunity and a challenge that necessitates careful consideration during adoption. It is possible to refer to the interaction between IT and H RM as symbiotic. While the role of H RM is expected to change as a result of IT integration, H RM also helps technology reach its full potential. Adopting various e-HRM functions can be very beneficial for small and medium-sized businesses, but this challenging task requires the backing of organisational and governmental authorities. The current study successfully provides direction to organisations and policymakers on the adoption and application of e-HRM practices in India. Launching e-HRM services can benefit businesses in many ways, including cost savings, time savings, improved HR task efficiency, and faster decision-making. However, we must address the issues above if we are to make significant progress in HRM-related activities. Only then can investments in e-HR practices yield gains in quality and efficiency.

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Availability of Data and Materials	Not relevant.
Authors Contributions	All authors have equal participation in this article.

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