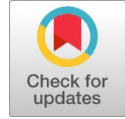# Factors Influencing E HRM Practices and Organisational Performance in it and it Es Industries

M. M. Shanmugapriya, D. Venkatramaraju

Abstract: The purpose of this study was to assess the effectiveness of electronic H RM practices (E-H RM) in IT and IT ES companies from a multifaceted perspective Global worker are increasingly looking for things like excellent working conditions, sufficient opportunity for training and growth, and effective PERFMGMT systems. The long-term objectives of the company and employee expectations are balanced by human resource management... This study's importance lies in the IT/IT ES sector's necessity to implement E-H RM practices, specifically focusing on aspects such as payroll processing, employee self-service, recruitment, PERFMGMT, rewards, and L&D, as these significantly influence organizational performance. E-H RM 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, driving the adoption of E-H RM practices. These practices are simpler, cost-effective, and require fewer resources and time, offering advantages like accuracy, consistency, and centralized information storage. Both employers and employees have found E-H RM 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 particularly refers to the information system actually put in place to assist human resources management functions. In a wider sense, E-H RM therefore includes both HRIS and the H RM procedures that rely on the HRIS for assistance.

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Wen (2013) claims that 'E-H RM' first appeared in 1990, at a time when e-commerce dominated 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-H RM, entails the utilization 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-H RM practices empowers HR departments to enhance workforce performance, thereby contributing to overall organizational 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-H RM technology commenced as organizations sought to reap both administrative and strategic advantages through technological integration. However, studies focusing on the impact of ICTs at the organizational level have predominantly centered on developed nations, leaving a significant research gap concerning developing countries such as India. At present, India is actively navigating the digital revolution, wherein various management disciplines, including e-H RM, hold the potential to reshape organizations and business operations profoundly. Nevertheless, the implementation of e-H RM practices in the Indian context poses substantial challenges due to a dearth of research, resulting in inadequate comprehension and categories, particularly in technology, organization, and knowledge, among the various stakeholders within organizations.

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 embraced E-H RM to reduce costs and standardize H RM policies. In a separate study, Shane (2009) gathered data from 104 HR/line managers in South Africa, revealing that E-H RM enhanced communication among HR managers, line managers, and potential employees, citing cost reduction, time-saving, and reduced paperwork as the main reasons for E-H RM adoption in private companies. The study also explored E-H RM adoption and its benefits in multinational corporations.

According to **Martin and Reddington (2018, [3], [10])**, e-HR involves using 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 emphasized that when organizations decide to upgrade or replace technology, they must consider the potential implications on talent and talent management.

Sahay and Mona (2022, [5][15][16]) conducted a comprehensive investigation into the effectiveness of electronic H RM practices (E-H RM) 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, organizations aim to align their human resource management practices with both employee expectations and long-term organizational goals. The significance of their study lies in the imperative for the IT/IT ES sector to embrace E-H RM 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 organizational performance. E-H RM practices are preferred over traditional manual HR practices due to their efficiency and cost-effectiveness, offering advantages like accuracy, consistency, and centralized information management.

Sahay and Mona (2022, [2]) also highlighted the pivotal role played by training and development in enhancing employee performance, with organizations consistently increasing their investment in training programs to gain a competitive edge. The primary aim of their study was to scrutinize the impact of training and development on both employee performance and the competitive advantage of organizations in the Nigerian banking industry. Utilizing descriptive research methods, they analyzed data from 223 valid questionnaires collected from selected banks in Lagos State, South-West Nigeria. Their findings underscore a robust correlation between training and development, employee performance, and competitive advantage, emphasizing the significance of ongoing employee training in fostering innovation and improving 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 delved into an organization's transition from a proprietary HRIS system to an integrated vendor system, a move that reshaped talent requirements within both 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 centers 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 its dynamic environment.

Maindola et al. (2022, [8][12][13][14]) 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-H RM and conducted case studies to assess the extent of e-H RM practices in various facets of human capital management. Additionally, they offered recommendations to enhance the effectiveness of e-H RM systems within Chinese organizations. Their study underscores the importance of technology readiness in H RM and its impact on organizational 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 to facilitate 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/IT ES 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 aforementioned criteria, only 10 companies met the eligibility requirements to participate in this study. Consequently, the sample size consisted of 10 companies situated in Chennai. Although there exists a multitude of commendable H RM practices, it is impractical to cover all

policies simultaneously. Therefore, the researcher concentrated on a select set of seven H RM practices. An organization committed to ensuring employment security must prioritize the selective HIR 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 put long-term organisational performance ahead of short-term gains when an organisation introduces Performance contingent Compensation, provided that the employers guarantee employment security. Employers who place a high priority on employment security intend to keep their staff for longer periods of time, which justifies spending more money on 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, organizations also bear the responsibility of looking after 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. Reliabillity Statistic

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

'Table. 1. 'Reliablility Analysis'

Source:

Cronbach's Alpha	No of Items
0.790	38

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

B. Descriptive Statistic

'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**

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

'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 test of sphericity evaluates the suitability of the sample and measures the degree of inter correlation 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 above 0.000, or significant, 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 the above 'TABLE. 4, it is evident that the KMO and Bartlett test of Sphericity check the sample adequacy is valid as KMO value. is 0.730 which is above 0.50 it quantifies the inter-correlation 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

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 of the variables have extraction value.s that are higher than.7. Thus, 38 variables are chosen in order 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 'TABLE. 5, the EFA performed with all study variables produced three separate 'FACTORS with an Eigen value. 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 the 'TABLE. 6 it is evident that, the 10 constructs, comprising of 38 items that are extracted cumulatively explains 80.842 percent 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, Pay Roll, Employee Self Service, Talent Retention, Profiability, 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	

6

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 the construct are treated as same and there is exogenous or endogenous variable. The present model yielded poor fit indices. Therefore, the model requires modification in order to get better fit. The results of present model are shown below.

'Table. 9. Fit Indices for Initial Model

Model	Value.s	Cutoff Value.s
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 accep'TABLE. (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.
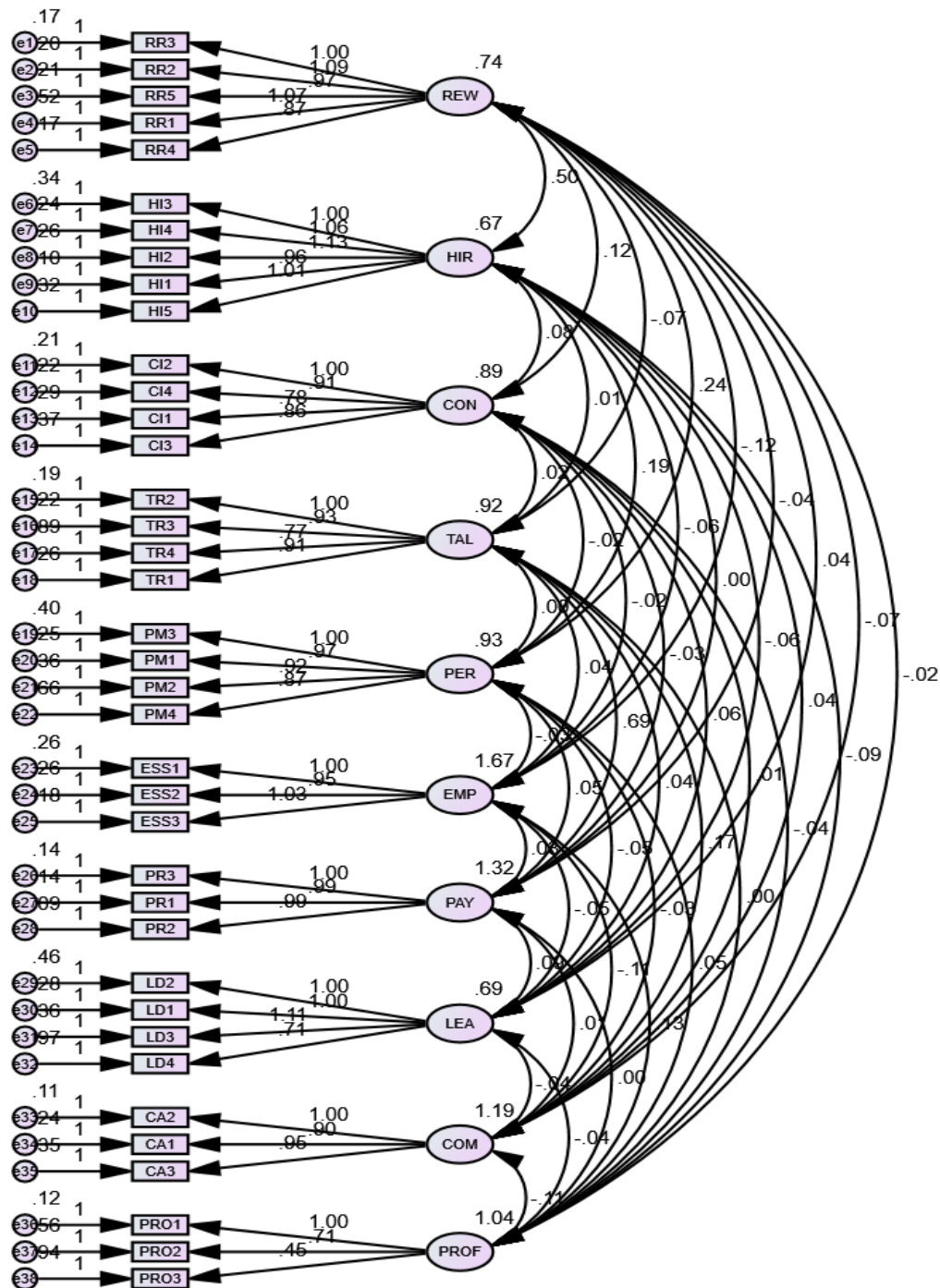
Chart 1

F. Confirmatory 'FACTOR ANALYSIS' (Modified Model)

In the revised model, some item is deleted which is problematic in yielding the 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, 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.

'TABLE. 10. Fit Indices for Modified Model

Model	Value.s	Cutoff value.s
χ²/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
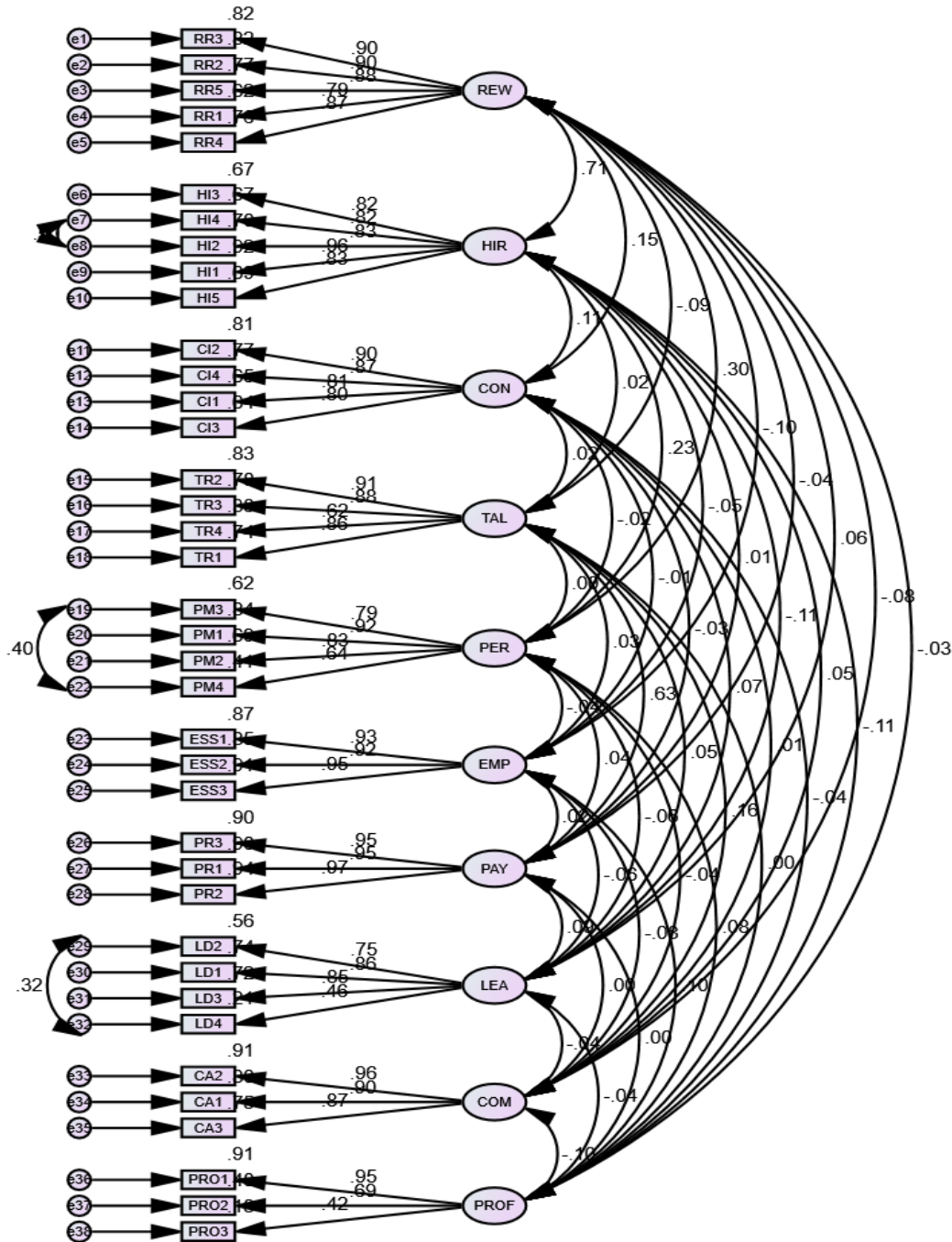
Chart 2

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

Model	χ²/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

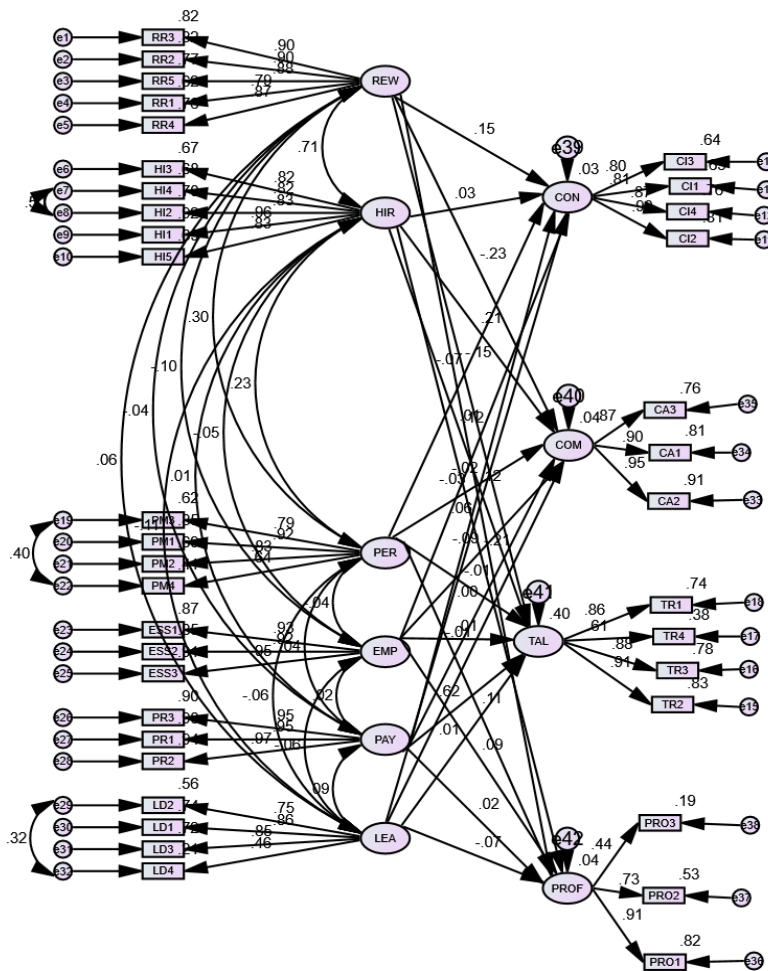| Model	'FACTORs	χ²	df	χ²/ df	RM SEA	RMR	CF I	TL I	G FI
Baseline Model	Ten 'FACTOR Model	1037.780	617	1.682	0.069	0.064	0.909	0.896	0.751

10
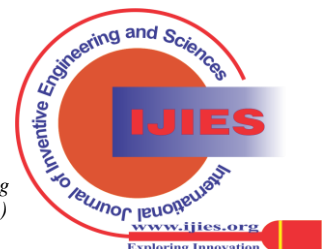
Chart 3

From the 'TABLE. 12, The following are the result of tested hypotheses through structural equation modeling.

- REW&REC & EMPSS has a significant effect over COMPADV.
- REW&REC & HIR has a significant effect over PRFT.
- L&D has a significant effect over 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-H RM functions can be very beneficial for small and medium-sized businesses, but this difficult task requires the backing of organisational and governmental authorities. The current study is successful in providing direction to organisations and policymakers regarding the adoption and application of e-H RM practises in India. Launching e-H RM services can benefit businesses in many ways, including cost savings, time savings, improved HR task efficiency, and quicker decision-making. However, we must solve the aforementioned issues if we are to make significant progress in H RM-related activities. Only then can investments in e-HR practises result in gains to quality and efficiency.

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Authors Contributions	All authors have equal participation in this article.

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