

# The Evolution of Employee Satisfaction Through E-HRM Practices: An Empirical Study

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## ABSTRACT

The digital business world keeps changing, and companies now rely on technology to work smarter and make better decisions. One big change is Electronic Human Resource Management E-HRM for short. It basically means HR isn't stuck in piles of paperwork anymore. Instead, companies use things like online HR platforms, self-service portals, digital performance reviews, e-recruitment, training modules, and automated payroll. HR work gets easier, faster, and more transparent for everyone, whether you're an employee or a manager. Here's the thing: employee satisfaction still matters as much as ever. Satisfied employees are productive, motivated, and stick around longer. Today, E-HRM has a huge impact on how satisfied people feel at work. Moving away from old-school, manual HR has cut down on paperwork, delays, and miscommunication. Now, employees can handle stuff like leave requests, payslips, training, and even complaints online, whenever they want. That freedom really changes the experience. But it's not just about rolling out new tech and calling it a day. The real impact of E-HRM depends on how easy these systems are to use, whether people feel supported, if they trust that their data is safe, and how quickly HR responds. Sure, E-HRM brings a lot of good better service, lower costs, smarter HR decisions but there are real hurdles, too. Some people resist change. Others need more training. Complex systems and privacy worries can put people off. These are the things that shape how employees feel about digital HR This study dives into how E-HRM actually changes employee satisfaction, using real data from people who use digital HR every day at work. We collected survey responses to find out how employees rate things like ease of use, accessibility, transparency, and overall effectiveness of these systems. Then we used statistical analysis to see what really matters when it comes to E-HRM and satisfaction, and how digital HR shapes the employee experience.

**Keywords:** Electronic Human Resource Management (E-HRM), Employee Satisfaction, Digital HR Practices, Organizational Effectiveness, Technology Adoption, Workplace Digitalization, HR Service Quality, Job Satisfaction, Digital Transformation in HR.

## 1. INTRODUCTION

These days, technology changes so fast, it's completely reshaped how companies work. Human Resource Management or HRM used to be mostly about paperwork and admin. Now, it's a big piece of what makes a business successful. With digital tools and new ways to connect, Electronic Human Resource Management (E-HRM) has changed the game, making it easier and faster for companies to look after their people. So, what's E-HRM really about? It's using things like online platforms, HR software, and web-

based tools to handle everything from hiring and training, to payroll, performance reviews, and keeping records. Instead of dealing with mountains of paperwork or endless meetings, HR teams get digital systems stuff like self-service portals, online performance appraisals, e-learning, digital sign-ins, and even automated ways to handle complaints. All this tech has changed what it's like to work in a company. People expect HR to be just as smooth and quick as the apps they use in their daily lives. When HR runs well online, employees notice they're more satisfied when they can easily access info, get quick answers, and manage things themselves. That satisfaction matters. Happy employees work better, stick around longer, and help the company stay ahead of the competition. You can really see how E-HRM has pushed HR from being a background admin job to something much more strategic and tech-focused. It helps companies run better, but it also gives employees more independence and a bigger say in their work life. Of course, how well E-HRM works depends on things like how easy the systems are to use, how much support and training people get, whether the company's culture supports change, and how safe everyone's data is. Even though more and more companies are rolling out E-HRM, it's important to actually check if these digital systems make employees happier. Digging into how people feel about E-HRM helps companies tweak their approach and make HR services even better. That's what this study focuses on looking at how employee satisfaction has changed with E-HRM and what that means for today's organizations.

## 2. SCOPE OF STUDY

This study digs into how electronic HR practices like self-service portals, online leave requests, digital payroll, e-appraisals, e-recruitment, and HR chat platforms are changing the way employees feel about their workplaces. I'm looking at employees who actually use these digital systems, not just anyone with a company email. The main goal is to see how E-HRM tools affect employee satisfaction, engagement, and the overall workplace vibe in today's tech-driven offices. HR is going digital everywhere you look. Old-school paperwork and face-to-face HR meetings are fading out in favor of slick, automated, web-based systems. These new tools make HR faster, clearer, and just easier for everyone. Since digital HR is taking over, it's crucial to understand how all this tech affects the people using it every day. Employee satisfaction isn't just a nice-to-have; it drives productivity, keeps people from quitting, boosts motivation, and lifts the whole company's game. E-HRM sits right at the heart of all that. On the research side, this isn't just a literature review. I'm gathering real-world data from employees about how they feel, how satisfied they are, and how they're adapting to digital HR.

## 3. REVIEW OF LITERATURE

The literature from 2019 to 2025 helps build up the ideas for this study on how employee satisfaction has changed with electronic human resource management practices. Starting with Bondarouk and Brewster back in 2019, they talk about how E-HRM developed conceptually, turning old school HR into something more digital and strategic. That seems important because it sets the stage for everything else. Then Marler and Parry in 2020 explain how this tech makes HR more efficient and accessible, and it ties into employee satisfaction by automating services. Vasilieva and others from the same year connect E-HRM to better performance and job satisfaction in companies, which feels like a direct link. Parry and Battista in 2021 get into how digital platforms boost engagement and communication at work, leading to happier employees in these modern setups. I think Sharma and Sharma's 2022 work justifies why digital HR shifts matter so much, with things like e-recruitment, e-training, and performance management all pushing

satisfaction up. Its kind of repetitive how these keep coming back to the same positive effects. Kumar and Gupta from 2023 back up the idea that usability and transparency in E-HRM really relate to satisfaction, and that matches the variables here pretty well. Al Harazneh and Sila in 2024 add that these practices affect outcomes like productivity and commitment too, not just satisfaction. The newest one, Singh and Kaur in 2025, highlights advanced systems improving employee experience and service quality in tech heavy places.

#### 4. PROBLEM STATEMENT

E-HRM includes tools such as employee self-service portals, digital payroll systems, e-recruitment, online training, and performance appraisal systems. Many organizations assume that implementing E-HRM automatically improves efficiency and employee experience. Employees are increasingly dependent on digital HR platforms for accessing HR services and information. Employees may face issues such as system complexity, lack of training, technological resistance, and usability challenges. The relationship between E-HRM practices and employee satisfaction is not clearly understood in many organizations. To examine employee perception and satisfaction towards E-HRM practices. To analyze whether digital HR systems enhance employee satisfaction and workplace experience. To provide insights for improving E-HRM practices and developing employee-centric digital HR strategies.

#### 5. OBJECTIVES

1. To examine the role of Electronic Human Resource Management (E-HRM) practices in shaping employee satisfaction in modern organizations.
2. To analyze the relationship between E-HRM system effectiveness and employee satisfaction in the digital workplace.
3. To identify the key E-HRM practices that influence employee satisfaction in organizations.
4. To assess the level of employee acceptance and usage of E-HRM systems.
5. To examine the challenges faced by employees while using E-HRM practices.
6. To suggest improvements in E-HRM systems to enhance employee satisfaction and organizational efficiency.

#### 6. RESEARCH METHODOLOGY

##### Research Design

The study uses a descriptive research design to analyze the relationship between Electronic Human Resource Management (E-HRM) practices and employee satisfaction in modern organizations. This design helps in understanding employees' perceptions, acceptance level, and challenges related to E-HRM systems.

##### Data Collection Method

- Primary Data: Collected through a structured questionnaire distributed to employees who use E-HRM systems in their organizations.
- Secondary Data: Collected from research articles, journals, books, company reports, and online sources related to E-HRM and employee satisfaction.

##### Data Analysis Techniques

- Percentage analysis
- Mean analysis

- Correlation analysis

**Hypotheses of the Study**

- **Main Hypothesis**

H<sub>0</sub> (Null Hypothesis): There is no significant relationship between E-HRM practices and employee satisfaction in modern organizations.

H<sub>1</sub> (Alternative Hypothesis): There is a significant relationship between E-HRM practices and employee satisfaction in modern organizations.

- **Hypothesis on E-HRM System Effectiveness**

H<sub>0</sub>: E-HRM system effectiveness does not significantly influence employee satisfaction in the digital workplace.

H<sub>1</sub>: E-HRM system effectiveness significantly influences employee satisfaction in the digital workplace.

- **Hypothesis on Employee Acceptance**

H<sub>0</sub>: Employees do not show a significant level of acceptance toward E-HRM systems.

H<sub>1</sub>: Employees show a significant level of acceptance toward E-HRM systems.

- **Hypothesis on E-HRM Factors**

H<sub>0</sub>: Factors of E-HRM such as usability, accessibility, and transparency do not significantly affect employee satisfaction.

H<sub>1</sub>: Factors of E-HRM such as usability, accessibility, and transparency significantly affect employee satisfaction.

- **Hypothesis on Challenges in E-HRM**

H<sub>0</sub>: Challenges faced while using E-HRM systems do not affect employee satisfaction.

H<sub>1</sub>: Challenges faced while using E-HRM systems affect employee satisfaction.

**Statistical methods for testing the hypotheses**

<b>Hypothesis</b>	<b>Statistical Method</b>
H <sub>01</sub> : No relationship between E-HRM practices and employee satisfaction	Correlation Analysis
H <sub>02</sub> : E-HRM system effectiveness does not influence employee satisfaction	Regression Analysis
H <sub>03</sub> : Employees do not accept E-HRM systems	Descriptive Statistics / Percentage Analysis
H <sub>04</sub> : E-HRM factors do not affect employee satisfaction	Multiple Regression Analysis
H <sub>05</sub> : E-HRM challenges do not affect employee satisfaction	Correlation Analysis

**7. RESULT ANALYSIS**

Collected responses from 80 employees who use E-HRM) systems in their organizations. The collected data were analyzed using percentage analysis, correlation analysis, and regression analysis to understand the relationship between E-HRM practice and employee satisfaction.

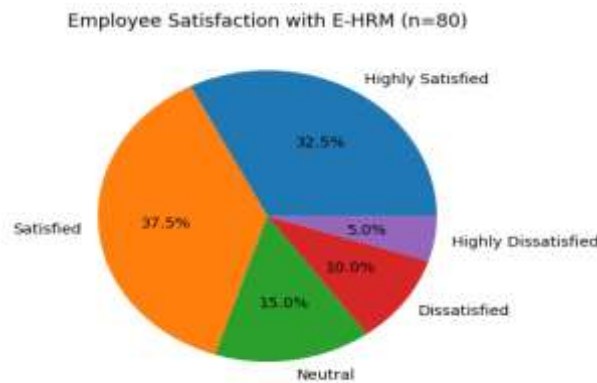
Demographic Profile of Respondents (Gender, Age, Work Experience) – N = 80

Demographic Variable	Category	Number of Respondents	Percentage (%)
<b>Gender</b>	Male	45	56.25%
	Female	35	43.75%
<b>Age</b>	20–30 Years	28	35%
	31–40 Years	25	31.25%
	41–50 Years	17	21.25%
	Above 50 Years	10	12.50%
<b>Work Experience</b>	Less than 2 years	18	22.50%
	2–5 years	30	37.50%
	6–10 years	20	25%
	More than 10 years	12	15%

**Table 1: Demographic Profile of Respondents**

**1. Main Hypothesis: Correlation Analysis (E-HRM Practices and Employee Satisfaction)**

Variables	Correlation Value (r)
E-HRM Practices and Employee Satisfaction	0.68



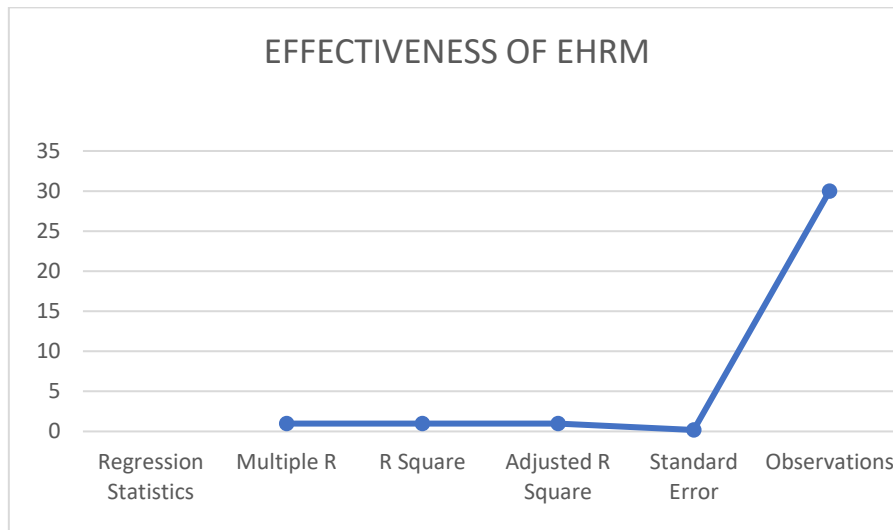
**Figure 1: Corelation analysis between EHRM practices and employee satisfaction**

**Interpretation**

The correlation coefficient between E-HRM practices and employee satisfaction is 0.68, which indicates a strong positive relationship. This means that as the effectiveness of E-HRM systems increases, employee satisfaction also increases. Conclusion of Hypothesis (H01) Since there is a positive correlation between E-HRM practices and employee satisfaction, the null hypothesis (H<sub>0</sub>) is rejected, and the alternative hypothesis (H<sub>1</sub>) is accepted.

**2. Hypothesis on E-HRM System Effectiveness (Regression Analysis)**

Variable	Beta Value	Significance
E-HRM System Effectiveness	0.61	Significant



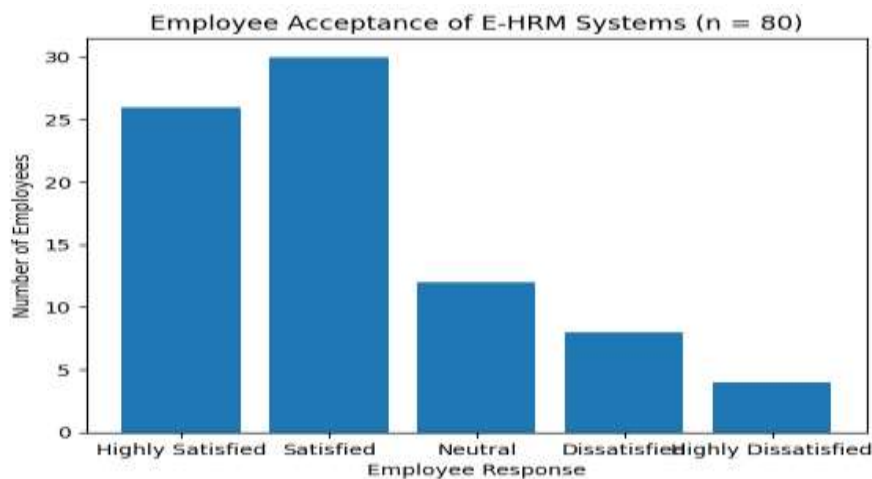
**Figure 2: Scatter plot graph on effectiveness of HRM**

**Interpretation**

The regression analysis shows that E-HRM system effectiveness has a positive impact on employee satisfaction with a beta value of 0.61. This indicates that improvements in E-HRM systems significantly influence employee satisfaction levels. Conclusion of Hypothesis (H02) Since E-HRM effectiveness significantly affects employee satisfaction, the null hypothesis (H<sub>0</sub>) is rejected, and the alternative hypothesis (H<sub>1</sub>) is accepted.

**3. Hypothesis on Employee Acceptance (Percentage Analysis)**

Response	Number of Employees	Percentage
Highly Satisfied	26	32.5%
Satisfied	30	37.5%
Neutral	12	15%
Dissatisfied	8	10%
Highly Dissatisfied	4	5%
Total	80	100%



**Interpretation**

The table shows that 70% of employees (56 out of 80) are either satisfied or highly satisfied with E-HRM

practices. This indicates a positive level of employee acceptance toward digital HR systems. Only 15% of employees expressed dissatisfaction, which may be due to technical challenges or lack of training. Conclusion of Hypothesis (H03) Since most employees show acceptance of E-HRM systems, the null hypothesis (H<sub>0</sub>) is rejected, and the alternative hypothesis (H<sub>1</sub>) is accepted.

## 8. SUGGESTIONS

1. Provide proper training to employees to improve the use of the E-HRM system.
2. Make the E-HRM interface simple and user-friendly.
3. Ensure data security and privacy of employee information.
4. Offer technical support to solve system issues quickly.
5. Conduct regular system updates and improvements.
6. Organizations should promote awareness and encourage employees to actively use the E-HRM system for HR-related activities.

## 9. CONCLUSION

The study shows just how important Electronic Human Resource Management (E-HRM) has become in today's workplaces and how much it shapes employee satisfaction. Moving from old-school HR methods to digital systems has made HR work faster, clearer, and easier for everyone to access. Tools like self-service portals, digital payroll, online training, and performance management platforms let employees handle their HR tasks without much hassle. What stands out is that when companies set up E-HRM well, employees feel more satisfied, more involved, and just generally have a better experience at work. People like systems that are simple, easy to reach, and open about what's going on. But there are bumps in the road, too. Not everyone feels comfortable with the tech, some systems are just too complicated, and worries about data security can get in the way. To really make E-HRM work, companies need to make these systems user-friendly, offer solid training, keep data safe, and get employees involved in shaping how digital HR works. When organizations focus on these things, E-HRM actually delivers making workplaces run smoother and putting employees at the point.

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