

## **THE IMPACT OF e-HRM PRACTICES IN ENHANCING JOB SATISFACTION AMONG PRIVATE BANK EMPLOYEES**

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### **ABSTRACT**

*Electronic Human Resource Management (e-HRM) signifies a transformation in how HR departments, particularly in the banking industry, manage human capital and operational processes. By integrating advanced information technologies, e-HRM replaces paper-based systems with digital platforms, enhancing efficiency, accessibility, and decision-making. This study explores how demographic variables—such as age, tenure, work experience, and gender—influence employee satisfaction with e-HRM in private sector banks. Data was collected from 50 employees through a structured questionnaire and analyzed using statistical methods including chi-square tests, ANOVA, and t-tests. Results show that service quality and ease of data access are key drivers of satisfaction. Notably, satisfaction varies significantly with age, tenure, and work experience, but not gender. Understanding these variations is critical for the successful adoption and customization of e-HRM systems.*

### **INTRODUCTION**

In today's rapidly evolving digital landscape, organizations across industries are increasingly leveraging technology to optimize operational efficiency and workforce management. Within the domain of Human Resource Management (HRM), the adoption of Electronic Human Resource Management (e-HRM) has emerged as a transformative trend. e-HRM refers to the integration of web-based technologies and information systems into traditional HR functions, including recruitment, training, payroll, performance appraisal, and employee communication. By automating routine administrative tasks and enabling real-time access to HR data, e-HRM streamlines processes, reduces manual workload, and improves the strategic capabilities of HR departments.

The private banking sector, known for its dynamic work environment and high service standards, faces constant pressure to innovate and enhance workforce productivity. As such, the sector presents a compelling context for evaluating the impact of digital HR interventions on employee-related outcomes. Among these outcomes, job satisfaction—a key determinant of

employee performance, engagement, and retention—has become a critical area of focus. e-HRM offers employees more autonomy and convenience through self-service portals, better access to personal and organizational information, and faster resolution of HR queries. However, its effectiveness in actually enhancing job satisfaction remains subject to various influencing factors such as user-friendliness, employee age, tenure, experience, and digital literacy. Despite the growing implementation of e-HRM tools in Indian private banks, there is a notable research gap in understanding how these systems are perceived by employees and whether they positively contribute to their job satisfaction. The transition from conventional HR practices to digital platforms can be challenging, particularly for employees who may be less familiar with technology. Therefore, examining the demographic variables that influence satisfaction levels is essential for tailoring e-HRM systems that accommodate a diverse workforce.

This study seeks to explore the effectiveness of e-HRM in enhancing job satisfaction among employees in the private banking sector. By analyzing employee perceptions and satisfaction across different demographic segments, the research aims to provide actionable insights for HR practitioners and banking institutions looking to maximize the benefits of e-HRM implementation. Ultimately, this investigation contributes to a deeper understanding of the human-technology interface in the digital HR era and its implications for employee well-being and organizational performance.

## **REVIEW OF LITERATURE**

1. Azam et al. (2024). This study explored how e-HRM practices affect job satisfaction and environmental performance in Sri Lankan banks. Using SEM on data from 176 employees, it found that e-HRM performance and job satisfaction partially mediate the positive relationship between e-HRM and environmental performance. The findings emphasized the role of digital HR systems in green banking through paper reduction and energy efficiency. Enhanced satisfaction among employees was also shown to boost their eco-conscious behaviors. This study highlights the dual impact of e-HRM: improving internal HR satisfaction and contributing to broader environmental goals.

2. Rashida Adamu Oyoru (2023). This Nigerian study examined how e-HRM practices like e-recruitment and e-compensation affect organizational performance in banks. Using a

survey of 351 employees and SPSS analysis, results showed that e-recruitment improved hiring efficiency, while e-compensation enhanced transparency and productivity. The study concludes that digital HR practices enhance service delivery and recommends incorporating online interviews and real-time compensation platforms. The findings underscore that successful e-HRM adoption is key to boosting both employee satisfaction and overall bank efficiency in developing economies.

3. Muhammad Arshad et al. (2023). Focusing on banks in Pakistan, this study evaluated the impact of e-HRM components—e-recruitment, e-training, and e-HR evaluation—on institutional performance. With responses from bank managers analyzed using SPSS, findings revealed strong positive effects of these practices. E-recruitment improved talent quality, e-training enhanced employee skills, and e-HR evaluation facilitated performance tracking. The research emphasized that e-HRM not only improves satisfaction by simplifying HR tasks but also contributes to competitive advantage. It highlights how digital transformation in HR supports strategic growth in the banking sector.

4. Mohammad Milon et al. (2022). This study investigated the replacement of traditional HR practices with e-HRM in Bangladesh's private sector. Surveying 108 HR professionals, it identified popular e-HRM practices like e-communication, e-recruitment, and e-training. Using Garrett ranking, it concluded that digital HR tools were more cost-effective and strategically beneficial than conventional methods. The research highlighted a shift toward employee self-service portals, which improved data accuracy and engagement. However, the study noted limitations including sample size and reluctance in participation. Despite this, it confirmed that e-HRM significantly boosts HR efficiency and employee satisfaction.

5. Muhammad Ramdhan (2022). This Indonesian study linked e-HRM systems, work environment, job satisfaction, and employee performance in banks. Surveying 500 employees through Google Forms and analyzing data via SEM, the results confirmed that e-HRM systems and favorable work environments significantly improve job satisfaction, which in turn enhances performance. It also found that motivation moderates the relationship between work conditions and outcomes. This comprehensive model emphasized the centrality of e-HRM in fostering employee engagement and productivity, especially in environments undergoing rapid technological transformation.

6. Ali Mohammed Almashyakhi (2022). Conducted in Saudi Arabia, this review explored evidence-based e-HRM and its impact on strategic human resource management in private and government sectors. Based on responses from 150 participants and SPSS analysis, it revealed that e-HRM enhances HR strategy by improving decision-making, training, and performance evaluation. With a demonstrated 50% impact on strategic outcomes, the study positioned e-HRM as a pivotal tool for aligning HR functions with organizational goals. It recommends broader adoption of e-HRM for its strategic and operational benefits.

7. Namrata Shah et al. (2020). This research in Tanzanian private commercial banks employed PLS-SEM to analyze the effects of operational, relational, and transformational e-HRM on HR efficiency. The results confirmed that all three dimensions positively influenced HR outcomes. The study integrated the Technology Acceptance Model (TAM) and emphasized employee readiness as key to successful implementation. It stressed the need for IT training and infrastructure to support digital HR transitions. The study's unique contribution lies in offering a structured framework to understand e-HRM's multifaceted impact in developing nations.

8. Škudienė et al. (2020). This chapter analyzed how multinational companies create value through innovative e-HRM practices. It found that digital transformation in HR is not just operational but also strategic, enabling alignment with global business goals. The study emphasized the value of e-HRM in knowledge management, cultural structuring, and leadership development. It concluded that e-HRM acts as a catalyst for organizational agility and innovation, significantly influencing employee satisfaction and long-term engagement. This aligns with the growing trend of digitization in global HR management.

9. Aityassine (2022). This study evaluated how operational, relational, and transformational e-HRM practices affect HR service effectiveness, emphasizing the role of user training. Findings revealed that without proper training, e-HRM adoption is limited in impact. Conversely, trained employees reported higher satisfaction and improved usage of digital HR tools. The research concluded that employee readiness is a critical enabler for successful e-HRM. By addressing the human side of digital transformation, the study underlined the importance of continuous learning and support.

10. Nurshabrina & Adrianti (2020). This paper examined the effect of e-HRM on cost efficiency and employee productivity in Indonesian companies. Using a quantitative approach, it showed that automation in HR tasks like payroll, leave management, and performance appraisals led to significant reductions in HR operational costs. Employees also appreciated the transparency and responsiveness of the digital system, reporting increased job satisfaction. The study recommends broader e-HRM implementation across industries to drive efficiency while improving employee morale and satisfaction.

### **3. RESEARCH METHODOLOGY**

This section outlines the systematic approach adopted to investigate the relationship between employee demographic characteristics and satisfaction with Electronic Human Resource Management (e-HRM) systems in the private banking sector. A quantitative research design was employed to ensure objectivity, statistical rigor, and generalizability of findings.

#### **3.1.1 Research Design and Approach**

The study follows descriptive research. The research design enables hypothesis testing and provides empirical evidence to support conclusions about the effectiveness and acceptance of e-HRM across different employee groups.

#### **3.1.2. Population**

The target population for this study consists of employees working in private sector banks who actively engage with e-HRM platforms.

#### **3.1.3. Sampling Technique**

A non-probability purposive sampling technique was used to select participants who have direct experience with e-HRM systems, ensuring the relevance and reliability of responses.

- ❖ **Sample Size:** 50 respondents
- ❖ **Selection Criteria:** Employees must be active users of e-HRM for core HR functions such as leave management, payroll, training, performance appraisal, etc.
- ❖ **Sector Focus:** Private banking institutions in India

While the sample size is modest, it is considered adequate for exploratory research and statistical testing within the defined scope.

### 3.3. Data Collection Instrument

A structured questionnaire was developed and distributed in physical and electronic format. The questionnaire included both closed-ended and Likert-scale questions to assess. The questionnaire was pre-tested for clarity and relevance before full deployment.

### 3.4. Statistical Tools and Techniques

To analyze the collected data, the following statistical methods were applied using SPSS and Microsoft Excel:

- **Descriptive Statistics:** To summarize the demographic profile of respondents and overall satisfaction levels.
- **One-Sample T-Test:** To test whether the mean satisfaction score differs significantly from the neutral midpoint.
- **Analysis of Variance (ANOVA):** To examine differences in satisfaction across demographic groups.
- **Chi-Square Test:** To determine the association between categorical demographic variables and satisfaction levels.
- **Skewness and Kurtosis Tests:** To check data normality for validating inferential test results.

These tools allowed the researcher to evaluate not just the overall satisfaction, but also how significantly it varied with different employee characteristics.

### 3.5. Objectives of the Study

- ❖ To assess the satisfaction with e-HRM systems in private sector banks.
- ❖ To analyze the impact of job satisfaction on job productivity.
- ❖ To find the ways by which e-HRM systems are effective.

### 3.6. Scope

This study is focused exclusively on private sector banks, with a particular emphasis on examining the experiences of internal users—namely, the employees who actively interact with e-HRM systems. It does not extend to public sector banks or external stakeholders such as job

applicants or third-party service providers. The research is limited to understanding how internal employee demographics influence satisfaction with e-HRM functionalities within the private banking environment.

### 3.7. Limitations

- ❖ Small sample size may limit generalizability
- ❖ Limited to respondents who voluntarily participated and may already be e-HRM users
- ❖ Geographic and institutional diversity within the private banking sector not exhaustively represented

## 4. ANALYSIS AND INTERPRETATION

The data collected from the study has been meticulously analyzed and interpreted using a range of relevant statistical tools to ensure the accuracy and reliability of the findings.

Table 1. Factors Affecting Bank Employees' Use of e-HRM

Factors	Yes	No	Total	Percentage
e-HRM aids in database creation	37	13	50	74
e-HRM reduces administrative burdens	35	15	50	70
e-HRM helps easy interactions between employees and employer	25	25	50	50
Real-time measuring techniques are provided by e-HRM.	32	18	50	64
e-HRM enhances services and facilitates data access	38	12	50	76

Table 1 shows that the primary factors influencing bank employees' acceptance and use of e-HRM are the enhancement of services and the facilitation of easy data access. A significant majority of respondents (74%) believe that e-HRM aids in database creation, highlighting its role in organizing and managing HR data efficiently. Additionally, 70% of employees agree that e-HRM reduces administrative burdens, underscoring its capacity to streamline routine HR tasks and improve operational efficiency. The study also shows that 64% of respondents recognize e-HRM's ability to provide real-time measuring techniques, which is crucial for timely decision-making and performance tracking. However, opinions are divided when it comes to the ease of

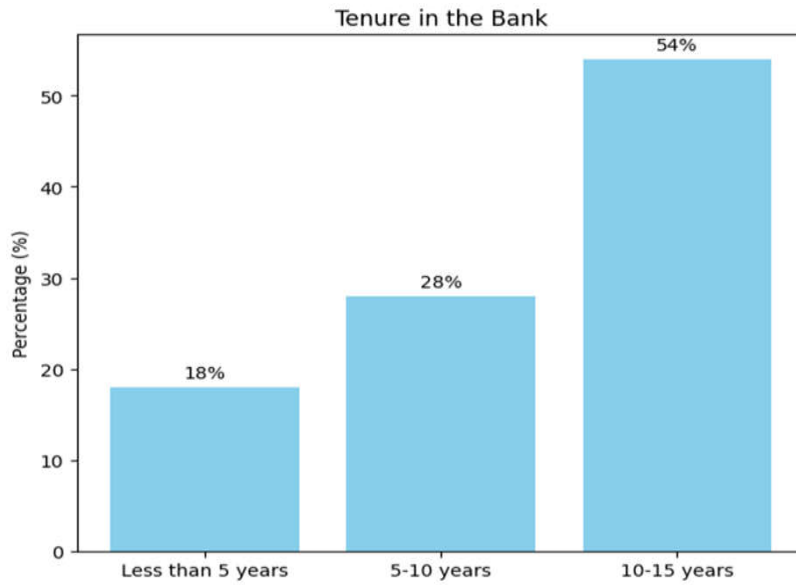
interactions between employees and employers, with only 50% affirming this benefit, suggesting room for improvement in communication features within e-HRM systems. Notably, 76% of respondents acknowledge that e-HRM enhances services and facilitates easier data access, indicating strong overall satisfaction with the system's contribution to improving service quality and accessibility. These findings suggest that while e-HRM is generally perceived positively, particularly in areas like database management, administrative efficiency, and service enhancement, there could be opportunities to further develop its capabilities in fostering employee-employer interactions.

Table 2. Demographic makeup of bank employees and end users

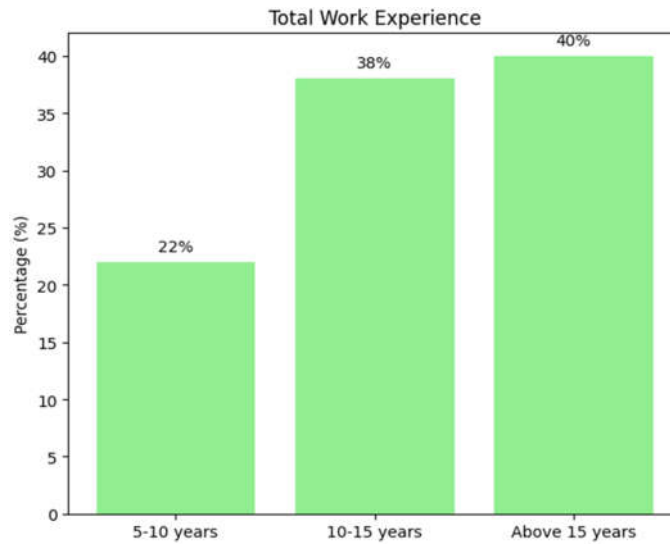
Variables	Number of Respondents	Frequency (% age)	
Tenure in the Bank	Less than 5 years	09	18
	5-10 years	14	28
	10-15 years	27	54
	Total	50	100
Total Work Experience	5-10 years	11	22
	10-15 years	19	38
	Above 15 years	20	40
	Total	50	100
Gender	Male	35	70
	Female	15	30
	Total	50	100
Age	Below 30 years	10	20
	30-40 years	27	54
	Above 40 years	13	26
	Total	50	100

Table 2 and Figure 3 present the demographic distribution of the bank employees surveyed. Among the respondents, a significant proportion (54%) have been with the bank for 10-15 years, indicating a relatively experienced workforce. This is further supported by the fact that 78% of respondents have more than 10 years of total work experience, with 40% having over 15 years. The gender distribution shows a male-dominated workforce, with 70% of the respondents being male and 30% female. Age-wise, the majority of respondents (54%) fall within the 30-40 years age group, with a smaller proportion (26%) being above 40 years, and 20% below 30 years. This demographic data suggests that the workforce is largely experienced, middle-aged, and predominantly male. These factors could potentially influence the levels of satisfaction with e-HRM systems, as different age groups, levels of experience, and gender may have varying levels

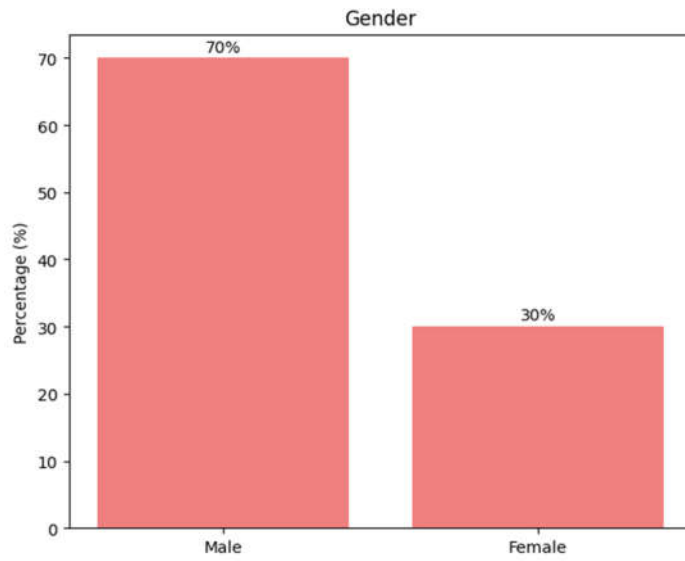
of comfort and acceptance of digital HR technologies. Understanding these demographic variables is crucial for tailoring e-HRM systems to meet the needs and preferences of different employee groups, thereby enhancing their effectiveness and overall satisfaction.



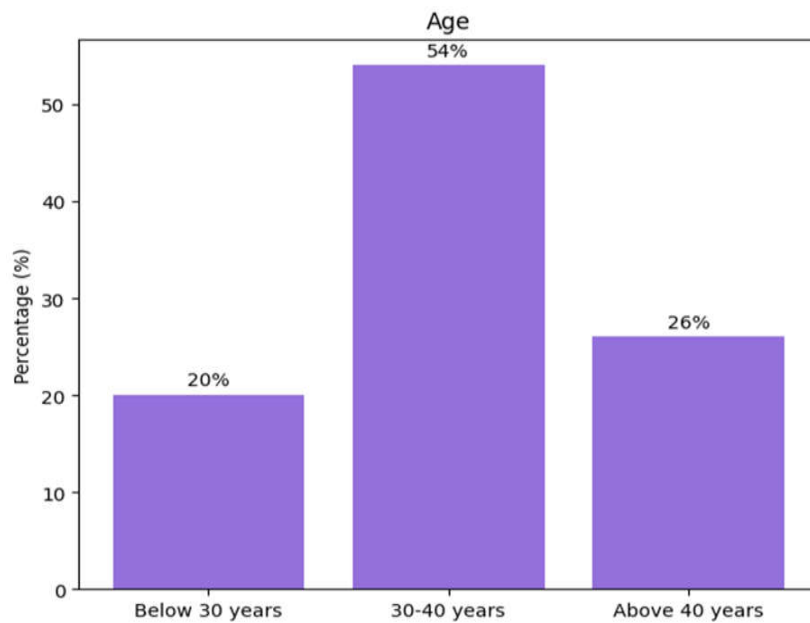
(a) Tenure in bank



(b) Total work experience



(c) Gender



(d) Age

Figure 3. Demographic makeup of bank employees and end users

Table 3. Statistics Skewness and Kurtosis 'End-Users'

Bank employee's satisfaction level relating to E-HRM	
Number of responses	50
Mean or Averages	0.6234
Standard Deviation	0.3253
Skewness	0.1077

Standard Error of Skewness	0.0494
Kurtosis	-0.296
Standard Error of Kurtosis	0.098

The statistical analysis of the satisfaction levels of bank employees with e-HRM, as presented in Table 3, indicates that the data exhibit a near-normal distribution. The mean satisfaction level is 0.6234, with a standard deviation of 0.3253, suggesting a moderate level of satisfaction with some variation among responses. The skewness value of 0.1077 and the kurtosis value of -0.296, both falling within the acceptable range of +1 and -1, confirm that the data distribution is close to normal. This indicates that the satisfaction levels are symmetrically distributed around the mean, with a distribution that does not significantly deviate from the normal curve. These findings provide confidence in the reliability of the data and suggest that the overall employee satisfaction with e-HRM is relatively stable, with no extreme biases or outliers affecting the results.

Table.4. One Sample t-test: 'End-Users' (Bank Employees)

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Bank employee's satisfaction level with the use of E-HRM	7.102	49	0.000	0.623	0.576	0.670

The results of the one-sample t-test, as shown in Table 4, indicate a statistically significant difference in the satisfaction levels of bank employees with the use of the e-HRM system. The test was conducted with a test value of 0, and the resulting t-value of 7.102, with 49 degrees of freedom, suggests that the mean difference in satisfaction levels is highly significant, with a p-value of 0.000. This p-value, being well below the threshold of 0.05, confirms that the observed difference is not due to random chance but reflects a genuine effect. The mean difference of 0.623 further suggests that employees generally report a positive level of satisfaction with the e-HRM system. Additionally, the 95% confidence interval for the mean difference, ranging from 0.576 to 0.670, reinforces the reliability of these findings, indicating that the true mean satisfaction level lies within this range. These results highlight that bank employees are

significantly satisfied with the e-HRM system, underscoring its effectiveness in the banking sector. This positive reception among employees is crucial for the successful implementation and continued use of e-HRM systems in enhancing HR management practices within banks.

Table 5. ANOVA ‘End- Users’

<b>Bank Employees Satisfaction Level with the Use of E-HRM</b>					
	<b>Total of squares</b>	<b>df</b>	<b>Mean/ Average Square</b>	<b>F</b>	<b>Significance Value.</b>
Between different Groups	7.238	0.56	3.169	28.127	0.000
Within Groups	5.267	49.17	0.035		
Total	12.505	49.73			

The ANOVA results presented in Table 5 provide a clear indication of significant differences in the satisfaction levels of bank employees with the use of e-HRM systems. The analysis yielded an F-test significance value of 0.000, which is well below the conventional threshold of 0.05, indicating that the observed differences in satisfaction among the different groups of respondents are statistically significant at a 95% confidence level. This result suggests that there are meaningful variations in how different employee groups perceive and experience the e-HRM system, which could be attributed to factors such as tenure, work experience, age, or other demographic variables. The high F-value of 28.127 further supports the presence of significant disparities in satisfaction levels. These findings highlight the importance of considering demographic differences when implementing and managing e-HRM systems to ensure that they meet the diverse needs and expectations of all employees, thereby enhancing overall satisfaction and effectiveness within the organization.

Table 6. Summary of Chi-Square Tests and Symmetric Measures ‘End-Users’

<b>Testing Variable</b>	<b>Demographic Variable</b>	<b>Chi-Square test Significant value</b>	<b>Contingency Coefficient Value</b>
Level of satisfaction	Tenure	0.001	0.094
	Work experience	0.000	0.136

	Gender	0.091	0.044
	Age	0.000	0.116

Table 6 presents the results of the chi-square tests and symmetric measures, which reveal important insights into the relationship between employee satisfaction with e-HRM systems and various demographic factors. The analysis shows a statistically significant relationship between satisfaction levels and the demographic variables of tenure ( $p = 0.001$ ), work experience ( $p = 0.000$ ), and age ( $p = 0.000$ ), as indicated by the low p-values. The contingency coefficient values further support the strength of these associations, with work experience (0.136) showing the strongest correlation, followed by age (0.116) and tenure (0.094). In contrast, the relationship between satisfaction levels and gender is not statistically significant ( $p = 0.091$ ), as reflected by the low contingency coefficient value (0.044). These findings suggest that factors such as how long an employee has been with the organization, their overall work experience, and their age play a crucial role in shaping their satisfaction with e-HRM systems. However, gender does not appear to have a significant impact on satisfaction levels. This underscores the importance of considering these demographic factors when designing and implementing e-HRM systems to ensure they meet the diverse needs of the workforce, thereby enhancing overall employee satisfaction and the effectiveness of HR management in the banking sector.

## 5. FINDINGS, SUGGWSTIONS, AND CONCLUSION

### 5.1. Findings

1. 76% of respondents agree that e-HRM enhances services and provides easy access to HR data.
2. 74% say it helps in database creation, and 70% find it reduces administrative burdens — showing that most employees are satisfied with the core features of e-HRM.
3. Only 50% of respondents agree that e-HRM helps with interactions between employees and employers, indicating a need for improvement in the system's communication features.
4. 54% of employees have been in the organization for 10–15 years, and 78% have over 10 years of total work experience.
5. The majority are aged 30–40 (54%) and male (70%).

6. ANOVA and Chi-square tests confirm that tenure, work experience, and age all significantly impact satisfaction levels with e-HRM.
7. Gender does not significantly affect satisfaction.
8. Skewness (0.1077) and Kurtosis (-0.296) values fall within the acceptable range, indicating a reliable, near-normal distribution of satisfaction responses.
9. The one-sample t-test ( $t = 7.102$ ,  $p < 0.001$ ) confirms a significantly positive satisfaction level with e-HRM among employees.
10. Among all demographic factors, work experience shows the highest correlation with satisfaction (contingency coefficient = 0.136).

## 5.2. Suggestions

1. Since only 50% of employees found e-HRM helpful in improving employee-employer interactions, IT firms should enhance communication modules — such as chat support, feedback channels, and AI-assisted HR helpdesks.
2. Satisfaction significantly varies by age, tenure, and experience. Organizations should provide customized interfaces and workflows for different user groups (e.g., simplified dashboards for older or senior employees).
3. Structured training programs should be offered, especially for employees with over 10–15 years of experience, to improve confidence and ease of use in digital HR environments.
4. Implement an integrated feedback mechanism within the e-HRM platform to gather suggestions, address concerns promptly, and refine usability based on real-time employee inputs.
5. Many employees may not be fully aware of all features. Regular awareness sessions and digital HR newsletters can increase usage and satisfaction.
6. Recognize departments or individuals who make efficient use of e-HRM tools, fostering a culture of digital HR engagement and innovation.

## 5.3. Conclusion

The study confirms that Electronic Human Resource Management (e-HRM) systems have been widely accepted in the IT sector, with high overall satisfaction, particularly in areas like data access, administrative efficiency, and database management. However, variations in satisfaction levels based on tenure, age, and experience underscore the need for demographic-sensitive implementation strategies. While younger, tech-savvy employees adapt easily, more

experienced staff may require tailored support. The e-HRM system's success is not solely dependent on its technology but on how effectively it is integrated into the organizational culture and employee workflows. To maximize impact, IT companies must invest in user training, interface design, communication enhancements, and ongoing evaluation. By doing so, e-HRM can become a strategic asset that enhances not only HR efficiency but also employee engagement and retention across the IT workforce.

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