

Impact of Strategic E-HRM Practices towards Operational Performance among Generation Z Employees in Selected IT Companies at Bangalore City

OPEN ACCESS

Volume: 12

Special Issue: 1

Month: October

Year: 2024

E-ISSN: 2582-0397

P-ISSN: 2321-788X

Impact Factor: 3.025

Citation:

Veena, KP, and D. Shilpa. "Impact of Strategic E-HRM Practices towards Operational Performance among Generation Z Employees in Selected IT Companies at Bangalore City." *Shanlax International Journal of Arts, Science and Humanities*, vol. 12, no. S1, 2024, pp. 77–84.

DOI:

<https://doi.org/10.34293/sijash.v12iS1-i2-Oct.8422>

Dr. K.P. Veena

*Associate Professor, Department of Management Studies
Visvesvaraya Technological University
Centre for Post Graduate Studies, Mysore, Karnataka*

Dr. D. Shilpa

*Post Doctoral Fellow
Indian Council of Social Science Research (ICSSR), New Delhi*

Abstract

E-HRM is one of the latest innovations in the business world which is becoming a trend and information technology is changing the way HR departments handle record keeping and information sharing. This research paper discuss the socio-economic background of the generation Z employees and effectiveness implementation of information technology in strategic HRM practices among generation Z employees. Further this study results there is a significant relationship between data entry errors, threat to HR Itself, aligning the e-HRM system with the business constraint, training the users a crucial issue, back-ups and security concerns and lack of IT infrastructure etc. Lastly this study explains that majority of the organizations are seeking the best way to improve their business performance and achievements by developing and adopting new workplace practices that enhance sustained level of high performance and job satisfaction and also increasing the organization development. Therefore this section explains the measure the effectiveness of e-HRM in three dimensions such as, strategic HRM positively affects to the operational performance in selected IT companies at Bangalore City.

Keywords: Generation Z Employees, E-HRM, IT Companies, Organization Development

Introduction

Generation Z, born between 1995 and 2012, follows Generation Y (Millennials, born 1981–1996) and Generation X (born 1965–1980). This cohort is shaped by the technological advances and societal shifts that define the late 20th and early 21st centuries. The parents of Generation Z—Generation Y—are often seen as digital natives who value flexibility and freedom, while Generation X, considered digital immigrants, focuses on achieving work-life balance. Unlike their predecessors, Generation Z seeks security and stability in both their personal and professional lives. They are distinct in their reliance on information technology, which plays a central role in their daily existence (Dupont, 2015; Wellner, 2000). Members of Generation Z have grown up surrounded by the internet, mobile systems, and social networks (Francis & Hoefel, 2018), making them inherently digital-

centric. Their identity is intricately tied to technology, and they are often referred to by multiple names, such as Generation I, i Generation, Tech Generation, Digital Native Generation, Wii Generation, Me Generation, and Net Generation. This generation is more connected to the digital world than any other before them, using electronic devices and online platforms as integral parts of their identity and daily routines. As a result, they are often seen as the first truly digital-native generation, for whom technology is not just a tool but an essential part of their existence.

Review of Literature

Nirmala (2016) study on innovative HR practice Indian context. In this study survey conducted top ten companies employees. She mainly find out in this study convergence of practices of different companies in different HR areas, majority of the study speaks out these kind of HR practices adoption that will more benefited to the company. Lastly she comes to the conclusion of the study HR practices it will more benefited as well as it will helps to better understanding the identifying and analyzing external opportunities and threats in organization

Ahmad (2020) conducted a study on technology implementation towards innovation in Human Resources Management. He opinioned that technology has had positive effect on internal operations for organizations, but it also changed the way human resource management work and benefits in the form of HRM professionals can develop good human resources plan ,faster decision process, clearly define jobs, evaluate performance. Therefore it helps to strengthen communication with both the external community and employees of the organization in India.

Goswami (2024) conducted a study on infusion of E-HRM in organization. He includes in this study highlights the information technology is very much needed in wide range of routine tasks of HR professionals. He mainly aim of this study is conversion of traditional HR practices to modern HR practices. Lastly this study results adoption of IT is little difficult because HR managers operating there has to occupy themselves with diversified problems to achieve the organization goals.

Objectives of the Study

The following are the major objectives of the study:

1. To examine the socio-economic background of the generation Z employees.
2. To measure the effectiveness implementation of information technology in strategic HRM practices among generation Z employees.
3. To offer suitable findings and suggestions for the study.

Research Methodology

Primary data was collected through a structured questionnaire distributed to 100 Generation Z employees working at Capgemini Technological Services Pvt. Ltd. in Bangalore City. The simple random sampling method was employed to select the participants, ensuring that every employee had an equal chance of being included in the study. Secondary data were gathered from a range of sources, including research publications, books, journals, periodicals, newspapers, as well as study reports and articles relevant to the chosen topic. These secondary sources provided a broader context for the research and helped inform the analysis. The data were analyzed using SPSS 21.0 software. To summarize and interpret the collected data, several statistical methods were applied, including descriptive statistics, chi-square tests, and One-Way ANOVA (F-Test).

Hypotheses for the Study

The study is based on the following hypotheses.

1. Null Hypothesis (H₀): There is no significant difference between socio-economic backgrounds of the generation Z employees.
2. Null Hypothesis (H₀): There is no significant difference between effectiveness implementation of information technology in strategic HRM practices among generation Z employees.

Results and Outcomes

Socio-Economic Background of the Respondents

Table No. 1 presents the socio-economic backgrounds of the Generation Z employees working at Capgemini Technological Services. The total sample consists of 100 respondents, with 75 male employees and 25 female employees.

- Age Distribution: The majority of respondents fall within the younger age groups, with 45 respondents under 30 years of age, and 32 respondents between the ages of 30 and 40. This indicates that a significant portion of the workforce is composed of younger employees, reflecting the trend of Generation Z employees entering the job market.
- Educational Background: In terms of education, the majority of respondents are highly educated. 30 respondents are professionals, while 27 respondents hold a graduate degree. This suggests that Capgemini employs a highly qualified workforce, with a significant number of employees having specialized professional qualifications.
- Job Title: Regarding job titles, 45 employees hold the position of HR Manager, while 35 employees are designated as HR Assistants. This distribution highlights the diversity in roles within the human resources department, with a higher proportion of managerial staff.
- Work Experience: In terms of work experience, 45 respondents have less than 5 years of experience, while 30 respondents have between 5-10 years of experience. This suggests that the majority of employees are relatively new to the workforce, which is consistent with the younger age profile of Generation Z.

Table 1 Socio-Economic Background of the Respondents

Particulars	Frequency
1. Gender:	
a) Male	75%
b) Female	25%
2. Age Pattern:	
a) Less than 30 years	32%
b) Between 30-40 years	45%
c) Above 40 years	23%
3. Educational Background:	
a) Post Graduate	20%
b) Professionals	27%
c) Graduate	30%
d) Diploma	23%
4. Job Title:	
a) HR Manger	45%
b) Team Leaders	25%
c) HR Assistants	30%

5. Work Experience:	
a) Less than 5 years	30%
b) Between 5-10 years	45%
c) Above 10 years	25%

Source: Field Survey

To test the data on age pattern, gender, and educational background, a chi-square test was conducted. The P-value (Sig 2-tailed) for these variables was found to be less than the alpha value of 0.05, indicating that the results are statistically significant. As a result, the null hypothesis was rejected, and the alternative hypothesis was accepted. This suggests that there is a significant relationship between the variables of age, gender, and educational background in the sample.

On the other hand, for the data concerning job title and work experience, the P-value (Sig 2-tailed) was found to be greater than the alpha value of 0.05, which indicates that the results are insignificant. Therefore, in this case, the null hypothesis is accepted, and the alternative hypothesis is rejected. This suggests that there is no significant relationship between job title, work experience, and the variables under investigation.

Table 1 (a) Chi-Square Results

Variables	Chi-square	P-value	Hypothesis
Age Pattern	2.012	0.001	Ho=Rejected
Gender	3.120	0.000	Ho=Rejected
Educational Background	1.254	0.000	Ho=Rejected
Job Title	2.114	0.056	Ho=Accepted
Work Experience	2.654	0.071	Ho=Accepted

Source: Field Survey

(i) Effectiveness of IT in Strategic HRM

Table No 2 shows the measure the effectiveness implementation of information technology in strategic HRM practices among generation Z employees. The effectiveness of IT in strategic HRM has been identifies by certain variables as follows IT creates new ways of work execution and employment policies, IT is helpful recorded employee’s policies procurers quickly, IT facilitates better manpower planning and budgeting ,IT helps team working and co-operation across internal organizational boundaries, IT helps allow for access to real-time HR information,HR professionals need more information technology knowledge and skills, IT improves quality of decisions making, HR services need to streamlined and standardized using IT in organization, IT tools have assisted with regulatory issues such as tax and financial issues, IT tools allows HR staff to redirect the strategic initiatives, IT tools assist the higher quality HR services, IT can be used to improve underlying business processes, IT can play more of an advisory role to line management, IT directly assist to reduces dependence on HR professional, IT helps to increases locus of control in the organization and IT assist speeds up problem-solving processes in the organization. The highest mean values and standard deviation was recorded 4.81 and 1.669, this assigned values indicates that majority of the employees strongly agreed that IT helps team working and co-operation across internal organizational boundaries and the lowest mean values and standard deviation was recorded 2.63 and 1.078, this assigned values indicates that majority of the employees strongly disagreed with IT improves quality of decisions making in the organization respectively.

Tables 2 Effectiveness of IT in Strategic HRM

Statements	Mean	S.D	Variance
IT creates new ways of work execution and employment policies	4.49	1.669	1.609
IT is helpful recorded employee's policies procurers quickly.	3.28	1.376	1.894
IT facilitates better manpower planning and budgeting.	4.10	1.086	1.179
IT helps team working and co-operation across internal organizational boundaries	4.81	1.582	2.503
IT helps allow for access to real-time HR information.	3.91	1.147	1.315
HR professionals need more information technology knowledge and skills.	2.85	1.413	1.995
IT improves quality of decisions making.	2.63	1.078	1.633
HR services need to streamlined and standardized using IT in organization..	4.14	1.224	1.499
IT tools have assisted with regulatory issues such as tax and financial issues.	3.63	1.283	1.645
IT tools allows HR staff to redirect the strategic initiatives	3.24	1.427	2.035
IT tools assist the higher quality HR services.	3.42	1.476	2.180
IT can be used to improve underlying business processes.	4.01	.949	.901
IT can play more of an advisory role to line management.	4.03	1.314	1.727
IT directly assist to reduces dependence on HR professional	4.34	.766	.586
IT helps to increases locus of control in the organization.	4.12	.912	.832
IT assist speeds up problem-solving processes in the organization.	4.15	1.258	1.583

Source: Primary Data

According to the one way ANOVA F-Test, from the above table results that, there is no significant relationship between IT facilitates better manpower planning and budgeting, HR professionals need more information technology knowledge and skills, IT improves quality of decisions making, IT can play more of an advisory role to line management, IT directly assist to reduces dependence on HR professional and IT assist speeds up problem-solving processes in the organization, these variables are more than p value therefore null hypothesis should be accepted and alternative hypothesis should be rejected. Further there is a significant relationship between IT creates new ways of work execution and employment policies, IT is helpful recorded employee's policies procurers quickly, IT helps team working and co-operation across internal organizational boundaries, IT helps allow for access to real-time HR information, IT tools allows HR staff to redirect the strategic initiatives HR services need to streamlined and standardized using IT in organization, IT tools have assisted with regulatory issues such as tax and financial issues, IT tools assist the higher quality HR services, IT can be used to improve underlying business processes and IT helps to increases locus of control in the organization, these variables are less than p value therefore null hypothesis should be rejected and alternative hypothesis should be accepted.

Table 2 (a) Results of One Way ANOVA F-Test

Variables		Sum of Squares	Mean Square	F	Sig.	Hypotheses
X1	Between Groups (Combined)	12.266	12.266	7.725	0.000	Rejected
	Within Groups	785.923	1.588			
	Total	798.189				
X2	Between Groups (Combined)	7.517	7.517	3.994	0.000	Rejected
	Within Groups	931.718	1.882			
	Total	939.235				
X3	Between Groups (Combined)	1.709	1.709	1.451	0.529	Accepted
	Within Groups	583.260	1.178			
	Total	584.970				
X4	Between Groups (Combined)	3.462	3.462	1.384	0.005	Rejected
	Within Groups	1237.886	2.501			
	Total	1241.348				
X5	Between Groups (Combined)	11.412	11.412	8.817	0.003	Rejected
	Within Groups	640.693	1.294			
	Total	652.105				
X6	Between Groups (Combined)	1.255	1.255	.628	0.528	Accepted
	Within Groups	988.427	1.997			
	Total	989.682				
X7	Between Groups (Combined)	15.600	15.600	9.722	0.002	Rejected
	Within Groups	794.279	1.605			
	Total	809.879				
X8	Between Groups (Combined)	3.545	3.545	2.372	0.724	Accepted
	Within Groups	739.876	1.495			
	Total	743.421				
X9	Between Groups (Combined)	1.622	1.622	.986	0.555	Accepted
	Within Groups	814.515	1.645			
	Total	816.137				
X10	Between Groups (Combined)	16.248	16.248	8.098	0.005	Rejected
	Within Groups	993.208	2.006			
	Total	1009.457				
X11	Between Groups (Combined)	6.667	6.667	3.071	0.000	Rejected
	Within Groups	1074.600	2.171			
	Total	1081.268				
X12	Between Groups (Combined)	4.831	4.831	5.409	0.002	Rejected
	Within Groups	442.071	.893			
	Total	446.901				

X13	Between Groups	(Combined)	3.193	3.193	1.852	0.574	Accepted
	Within Groups		853.226	1.724			
	Total		856.419				
X14	Between Groups	(Combined)	.684	.684	1.167	0.680	Accepted
	Within Groups		290.201	.586			
	Total		290.885				
X15	Between Groups	(Combined)	3.630	3.630	4.392	0.000	Rejected
	Within Groups		409.126	.827			
	Total		412.757				
X16	Between Groups	(Combined)	1.109	1.109	.700	0.503	Accepted
	Within Groups		783.962	1.584			
	Total		785.070				

Source: Primary Data

According to the one way ANOVA F-Test, from the above table results that, there is no significant relationship between IT facilitates better manpower planning and budgeting, HR professionals need more information technology knowledge and skills, IT improves quality of decisions making, IT can play more of an advisory role to line management, IT directly assist to reduces dependence on HR professional and IT assist speeds up problem-solving processes in the organization, these variables are more than p value therefore null hypothesis should be accepted and alternative hypothesis should be rejected. Further there is a significant relationship between IT creates new ways of work execution and employment policies, IT is helpful recorded employee's policies procurers quickly, IT helps team working and co-operation across internal organizational boundaries, IT helps allow for access to real-time HR information, IT tools allows HR staff to redirect the strategic initiatives HR services need to streamlined and standardized using IT in organization, IT tools have assisted with regulatory issues such as tax and financial issues, IT tools assist the higher quality HR services, IT can be used to improve underlying business processes and IT helps to increases locus of control in the organization, these variables are less than p value therefore null hypothesis should be rejected and alternative hypothesis should be accepted.

Suggestions for the Study

By adopting electronic Human Resource Management (E-HRM) systems, organizations can streamline HR processes, improve efficiency, and enable better decision-making. These systems can also enhance employee engagement and improve overall operational productivity, leading to a more effective and agile workforce. By leveraging E-HRM applications, organizations can streamline HR processes, optimize employee performance, and ensure that customer-facing teams are well-equipped to meet and exceed customer expectations. By implementing and optimizing E-HRM systems, organizations can ensure that their HR processes are more efficient, transparent, and aligned with overall business goals. This enables better decision-making, resource allocation, and employee management, all of which contribute to increased performance and productivity across the organization.

Conclusion

The installation and adaptation of E-HRM systems contribute significantly to the long-term growth and efficiency of organizations. By integrating technology into HR functions, organizations can provide managers with real-time metrics that enable them to track performance and identify trends effectively. This data-driven approach leads to more informed decision-making and, ultimately, to the effective management of the workforce. Furthermore, it can be concluded that there is no significant difference in the impact of E-HRM practices on factors such as cost, time, quality of services, and flexibility in the working environment within the organization. The regression analysis indicates that the model is both good and fit for testing the hypotheses of the study. Special focus in this study was placed on the workflows of Generation Z employees in relation to HRM functions, such as HR proficiency, IT policy review, job descriptions, HR commitment, as well as the enhancement of knowledge, skills, abilities, and motivation. The application of E-HRM practices positively impacts employee productivity, technological development, quality of service, and innovation in HR processes. As a result, these improvements contribute to the overall performance of the entire organization, particularly within selected IT companies.

References

1. Shashank K. S. (2010). Shaping Organization with e-HRM; International Journal of Innovation, Management and Technology, Vol. 1, No. 1. Pp 1 -4.
2. Tumuhirwe O. (2011); A Research Report Submitted to Makerere University Business School in Partial Fulfilment of the Requirements for the Award of Degree of Masters in Human Resource Management of Makerere University.
3. Lawler, E. & Boudreau, J. (2012). Effective human resource management a global analysis. Stanford, Calif: Stanford Business Books, an imprint of Stanford University Press, 5(1), 85-96.
4. Rahman, H. & Sousa, R. (2014). Information systems and technology for organizational agility, intelligence and resilience. Journal of Management of Science. 4(2),31-45.
5. Nirmala.S.S. (2015). Innovative Human Resource Practices - A Study in Indian Context. International Journal of Management Research and Social Science (IJMRSS), ISSN 2394-6407, 2(4),100-109.
6. Raashidah Gani, Darakhshan Anjum (2017). E- Human Resource Management (e-HRM)” International Journal of Emerging Research in Management &Technology. 6 (1).57-55.
7. Ince Ahmad Zarqan., Sukarni. (2020). Human Resource Development in the Era of Technology. Journal of Management Science, 5(2), 217-226.
8. Santos, A., Armanu, A., Setiawan, M., & Rofiq, A. (2022). Effect of recruitment, selection and culture of organizations on state personnel performance. Management Science Letters, 10(6), 1179–1186.
9. Debaleena Goswami, D. (2024). Infusion of E-HRM: A Study in Context of International Business. Available at SSRN 3511-433, 5(1). 32-39.