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E-HRM Practices in Karnataka Context

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Abstract

Despite the numerous advantages of using digital technologies in the field of HRM, adoption is still limited. The underdeveloped and emerging countries' scarce resources make E-HRM a must to lower the operational costs of the company. The road ahead must be clear and the obstacles to E-HRM must be removed before it can be successfully adopted. The adoption of E-HRM is hindered by societal, cultural, infrastructural, and economic constraints, despite the fact that Karnataka is on the route to embracing the digital revolution in all domains of administration and management. The goal of this study is to provide policy makers and organisations with a roadmap for understanding the current status, challenges, and potential of E-HRM in Karnataka.

Keywords: *E-HRM, Human resource management, Digital technologies.*

1 Introduction

Electronic Human Resource Management (E-HRM) refers to the use of digital technologies to manage and streamline human resources processes within an organization. This includes activities such as recruitment, talent management, employee performance evaluation, and compensation management. The goal of E-

HRM is to enhance the efficiency, accuracy, and accessibility of HR operations, while reducing manual effort and errors. With the rise of cloud-based systems and mobile devices, E-HRM has become a popular option for organizations looking to optimize their HR processes and stay competitive in a rapidly changing business environment.

We currently live in a "digital age" where information and communication technologies (ICTs) have drastically altered businesses. Nearly all of the administrative and Digital technologies have significantly altered management, and human resource management (HRM) is no exception. According to Strohmeier (2007), "E-HRM is the planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities."

The employment of digital technologies in the HR field has increased significantly in recent years. These technologies help HR professionals to streamline recruitment processes, manage employee data, and provide online learning and development opportunities, and offer employee benefits and perks, among other things. Examples of digital technologies used in HR include:

- ❖ Applicant Tracking Systems (ATS)
 - ❖ Human Resource Information Systems (HRIS)
 - ❖ Electronic Performance Management Systems
 - ❖ Online Learning Management Systems (LMS)
 - ❖ Virtual Reality and Simulation Tools
 - ❖ Employee Self-Service Portals
 - ❖ Chat bots for HR support and information
- The use of these technologies has greatly improved the efficiency and accuracy of HR processes and has made it easier for HR professionals to focus on more strategic initiatives.

2 Benefits of Digitalization In Hr

Digitalization in HR can bring several benefits, including:

- ❖ Increased efficiency and automation of HR processes such as on boarding, time and attendance tracking, and performance evaluations.
- ❖ Improved data management and analysis, leading to better decision-making and HR strategy formulation.
- ❖ Better communication and collaboration between HR and employees, through online portals and employee self-service platforms.
- ❖ Enhanced employee engagement and experience, through the use of Gamification and personalized HR experiences.
- ❖ Improved work-life balance and flexible working arrangements, through remote HR systems and online tools.
- ❖ Increased cost savings and reduced administrative burden, through the

elimination of manual processes and paper-based systems.

3 Literature Review

Hooi(2006) The study found that comprehend HRM methods in Malaysian small- and medium-sized businesses. There is a correlation between the viability of implementing E-HRM and the availability of financial resources, expertise, and technical infrastructure. Both primary and secondary data were used, but the primary data survey was the main methodology. But the absence of these resources is not thought to be the fundamental obstacle to the implementation of E-HRM.

Stone et al.(2006) To find the factors affecting the acceptance and effectiveness of E-HRM system in organisation. Secondary research was carried out to purpose model that relates the antecedents to the consequences, blended HR system that is combination of traditional HR and e-hr system that should be deployed in organization. eHR systems may even result in dysfunctional consequences, if they are not properly implemented.

Olivas-Lujan etal(2007)To investigate how Mexican businesses are utilising E-HRM to their advantage and how other

businesses might benefit from E-HRM to gain a competitive edge. Mexican company case studies are presented in an effort to advance the field of E-HRM in developing nations. The adoption of E-HRM in the businesses of emerging countries' social and cultural contracts is significantly influenced by regional quirks, the infrastructure, local institutions, etc. of different nation's present E-HRM adoption with differing degrees of difficulty.

Sharma and Shukla (2013) The study reveals that the latest developments in Karnataka in organisations' use of IT for HR operations. Case study approach was used in an exploratory study. Software that is difficult to use, such as payroll and performance appraisal, is a key barrier to E-HRM adoption. The degree of automation is independent on the type of industry. Organizations should improve the HR professionals' working knowledge of e-HR applications.

Narendra and Bhor (2014) The study Examine the current situation of E-HRM in the Karnataka in sugar business and how it functions as a differentiating tool in the current competitive market. 13 sugar plants in the Western District of Maharashtra, Karnataka, provided the information. The Karnataka in sugar sector has a huge potential for E-HRM and

mobile apps. Untrained employees, a lack of interaction between different business modules, and other issues are among the obstacles it now confronts and need to be resolved.

Bondarouk et al.(2017)The author explores that the connection between HRM service quality and E-HRM. An empirical investigation was carried out, and the data was gathered using standardised scales. HRM strength is a crucial antecedent of the quality of HRM services, so if an organization's HRM system is weak to begin with, the E-HRM system will fail.

Neema (2015) The study suggests that E-HRM practises in Karnataka's public and private service industries. Data was gathered from banking, telecom, and insurance organisations using a structured questionnaire. Between public and private sector banks, there were considerable disparities in all aspects of E-HRM practises, with private sector institutions being more transformational in this regard. Comparatively speaking to their public sector counterparts, the private insurance and telecom sectors have adapted to E-HRM practises more.

Marler and Parry (2016) The authors explore that for the purpose of determining whether the deployment of E-HRM is a

forerunner of strategic HR involvement or merely a tool to execute strategic decisions, data were gathered from 5,000 companies across 32 countries over the course of 18 months in 2003 to 2005. Strategic HR involvement and increased E-HRM capability are not mutually exclusive and are directly and reciprocally related to one another.

Sinha (2017)The study found to assess the effects of E-HRM on costs, employee empowerment, the ease with which HR managers must manage their administrative responsibilities, etc. and to assess the extent of its applicability in Karnataka in enterprises. There has been descriptive study using primary data. The development of an organization's strategic capabilities is considerably aided by E-HRM. Applications of E-HRM tools vary significantly, showing that the penetration and depth of these technologies vary among Karnataka in enterprises. Employees who lack digital literacy should receive pertinent training to make the most of E-HRM equipment.

Roy and Jegan (2019) The study conducted to investigate the implementation of E-HRM in banks and its effect on bank workers' organisational commitment. Data was gathered from 14 public sector and 16 private sector bank

employees in the Kanyakumari area of Karnataka using a descriptive research design. Banks have embraced E-HRM practises to a moderate extent, with private sector banks adopting them at a higher rate than public sector banks. Employees of private sector banks are more committed to their organisations than those of public sector banks. E-HRM methods such as e-training, e-recruiting, and e-information sharing all affect commitment. Employees of private sector banks have a greater influence than those of public sector banks.

4 Objectives of the Study

- ❖ To identify and analyse the key challenges faced by organisation in implementing E-HRM in Karnataka
- ❖ To study the current trends and future prospectus for E-HRM in Karnataka
- ❖ To identify gaps in knowledge and understanding of E-HRM in Karnataka.

5 Theories for E-HRM Adoption

- ❖ There are several theories that support the adoption of electronic human resource management (E-HRM):
- ❖ Technology Acceptance Model (TAM): This theory explains how people come to accept and use technology by considering factors such as perceived

usefulness, perceived ease of use, and attitude towards technology.

- ❖ Innovation Diffusion Theory (IDT): IDT suggests that the adoption of new technology, including E-HRM, spreads through a population over time, driven by factors such as relative advantage, compatibility, complexity, and trialability.
- ❖ Social Cognitive Theory (SCT): SCT explains how individuals adopt technology by observing others, considering the technology's alignment with their values, and evaluating the outcomes of using it.
- ❖ Resource-Based View (RBV): RBV suggests that firms can gain a competitive advantage by using E-HRM to enhance their human capital and other resources, leading to improved organizational performance.
- ❖ Human Capital Theory (HCT): HCT suggests that investing in technology and processes, such as E-HRM, can improve the quality of human capital, leading to improved organizational performance.

6 The Technology- Organization-Environment (Toe) framework is a theory that helps explain the adoption and implementation of new technology in

organizations. It considers the interplay between three main factors:

- ❖ **Technology:** This refers to the technology itself, including its characteristics, capabilities, and the degree to which it is perceived as being useful and usable.
- ❖ **Organization:** This refers to the internal factors within an organization, such as its structure, culture, policies, and processes.
- ❖ **Environment:** This refers to the external factors that impact an organization, such as competition, regulation, market trends, and technological advances.

The TOE framework suggests that organizations must carefully consider the interplay between these three factors in order to successfully adopt and implement new technology, including E-HRM. If any one of these factors is not aligned, the technology may not be adopted or may not be adopted effectively, leading to reduced organizational performance.

7 Software Application for E-HRM

Electronic Human Resource Management (E-HRM) practices are typically supported by various types of software, including:

- ❖ **SAP Success Factors:** SAP Success Factors is a cloud-based E-HRM

software that offers a range of HR solutions, including talent management, core HR, and employee engagement.

- ❖ **Oracle HCM Cloud:** Oracle HCM Cloud provides a comprehensive suite of E-HRM solutions, including HR analytics, talent management, and payroll management.
- ❖ **Workday:** Workday is a cloud-based E-HRM software that offers a range of HR solutions, including talent management, core HR, and financial management.
- ❖ **ADP:** ADP provides a range of E-HRM solutions, including payroll, benefits administration, and HR management.
- ❖ **Paychex:** Paychex is a provider of E-HRM solutions that offers payroll, benefits administration, and HR management services.
- ❖ **Cornerstone OnDemand:** Cornerstone OnDemand provides a cloud-based E-HRM software that offers a range of HR solutions, including talent management, performance management, and learning management.
- ❖ **PeopleSoft:** PeopleSoft is a comprehensive HR management software solution that provides features

for payroll, benefits administration, and talent management.

- ❖ **Ultimate Software:** Ultimate Software provides a cloud-based HR management software solution that includes features for payroll, benefits administration, and talent management.
- ❖ **Workday:** Workday is a cloud-based software that provides a comprehensive suite of HR management solutions, including payroll, benefits administration, and talent management.
- ❖ **Zoho People:** Zoho People is a cloud-based HR management software that provides solutions for payroll, benefits administration, and talent management.

- ❖ **BambooHR:** BambooHR is a cloud-based HR management software that provides solutions for talent management, payroll, and benefits administration.
- ❖ These are just a few examples of E-HRM software commonly used by companies. The best E-HRM software for a specific company will depend on various factors, including the size and type of the organization, as well as the specific needs and requirements of the organization. And below the table provides a concise overview of each E-HRM software application and its key features.

Software Application	Key Features
SAP SuccessFactors	Cloud-based E-HRM with talent management, core HR, and employee engagement solutions.
Oracle HCM Cloud	Comprehensive suite offering HR analytics, talent management, and payroll management in the cloud.
Workday	Cloud-based E-HRM software covering talent management, core HR, and financial management.
ADP	Provides E-HRM solutions including payroll, benefits administration, and HR management.
Paychex	Offers payroll, benefits administration, and HR management services.

Cornerstone OnDemand	Cloud-based E-HRM software with solutions for talent management, performance management, and learning management.
PeopleSoft	Comprehensive HR management software with features for payroll, benefits administration, and talent management.
Ultimate Software	Cloud-based HR management software solution with features for payroll, benefits administration, and talent management.
Workday	Cloud-based suite covering HR management solutions including payroll, benefits administration, and talent management.
Zoho People	Cloud-based HR management software with solutions for payroll, benefits administration, and talent management.
BambooHR	Cloud-based HR management software offering solutions for talent management, payroll, and benefits administration.

Table 1:E-HRM Software (Created by Researcher)

8 Present Status of E-HRM in Karnataka

The adoption of electronic human resource management (E-HRM) has been growing rapidly in Karnataka in recent years, driven by several factors including increased access to technology, a growing economy, and the need for more efficient HR processes.

In many organizations, E-HRM has become an integral part of their HR strategy, and is used for tasks such as recruitment, employee performance management, and benefits administration. In addition, many organizations in

Karnataka have started using cloud-based E-HRM solutions, which offer cost-effective and flexible solutions that can be easily scaled as the organization grows.

However, despite the growing adoption of E-HRM in Karnataka, there are still some challenges that need to be addressed. For example, many organizations are still using manual and paper-based HR processes, and there is a need for increased awareness about the benefits of E-HRM. In addition, there are concerns about the security and privacy of employee data, which need to be addressed

to ensure the successful adoption and implementation of E-HRM in Karnataka.

Overall, the present status of E-HRM in Karnataka is one of growth and development, with increasing numbers of organizations adopting and implementing E-HRM solutions to improve the efficiency and effectiveness of their HR processes.

The HR function, also known as human resources, is a department within an organization responsible for managing and executing various tasks related to the management of employees. The main responsibilities of the HR function typically includes Recruitment and selection, learning, compensation, Performance management, Compliance and regulations, Training and development etc. which can be carried out effectively with IT-based processes, have currently been embraced by Karnataka in enterprises to varied degrees, and the following section outlines the level of their adoption.

e-Recruitment refers to the process of using electronic methods and technologies to recruit employees. This typically involves the use of online platforms and tools to advertise job vacancies, receive and manage job applications, and conduct various stages of

the recruitment process, such as screening and interviewing.

The main benefits of e-Recruitment are increased efficiency, wider reach, and improved candidate experience. By using online platforms and tools, organizations can quickly and easily advertise job vacancies to a large and diverse pool of candidates, and can streamline the recruitment process by automating repetitive and time-consuming tasks, such as resume screening and scheduling interviews. In addition, e-Recruitment can provide a more user-friendly and convenient experience for candidates, allowing them to apply for jobs and track the status of their applications online.

E-Selection refers to the use of electronic methods and technologies to support the selection process of new employees. This typically involves the use of online platforms and tools to advertise job vacancies, receive and manage job applications, and conduct various stages of the selection process, such as resume screening, online assessments, and virtual interviews.

The main benefits of e-Selection are increased efficiency, wider reach, and improved candidate experience. By using online platforms and tools, organizations can quickly and easily advertise job

vacancies to a large and diverse pool of candidates, and can streamline the recruitment process by automating repetitive and time-consuming tasks, such as resume screening and scheduling interviews. In addition, e-Selection can provide a more user-friendly and convenient experience for candidates, allowing them to apply for jobs and track the status of their applications online.

However, e-Selection also has its challenges, such as ensuring the fairness and validity of online assessments and ensuring the security and privacy of candidate data. Organizations using e-Selection should be aware of these challenges and take steps to mitigate them, such as using validated and reliable online assessments and implementing appropriate security measures to protect candidate data.

E-Learning refers to the use of electronic technologies, such as the internet and computers, to deliver educational content and support learning. It encompasses a wide range of activities, including online courses, virtual classrooms, and digital learning resources, and can be used for both formal and informal learning.

The main benefits of e-Learning are convenience, flexibility, and cost-effectiveness. E-Learning allows individuals to access learning content and

resources at any time and from any location, and can be more affordable than traditional forms of education. In addition, e-Learning can be more engaging and interactive than traditional methods, allowing learners to interact with multimedia content, simulations, and virtual environments.

E-Learning is increasingly being used by organizations as a way to up skill and reskill employees, and to provide training and development opportunities that are accessible and flexible. In addition, e-Learning is being used to support formal education, with many universities and colleges offering online degrees and courses.

However, e-Learning also has its challenges, such as ensuring the quality and effectiveness of online courses and ensuring that learners have the necessary skills and technology to participate in online learning activities. Organizations using e-Learning should be aware of these challenges and take steps to mitigate them, such as using high-quality online course content and providing support for learners who need help with technology or online learning skills. e-Compensation Management refers to the use of electronic methods and technologies to support the process of designing, administering, and communicating compensation and benefits

programs within an organization. This typically involves the use of software and online platforms to manage and automate tasks related to compensation and benefits, such as setting pay grades and salary structures, tracking employee pay and benefits, and communicating compensation and benefits information to employees.

The main benefits of e-Compensation Management are increased efficiency, accuracy, and transparency. By using electronic methods and technologies, organizations can automate repetitive and time-consuming tasks, such as data entry and reporting, and can ensure that compensation and benefits information is accurate and up-to-date. In addition, e-Compensation Management can provide employees with access to their pay and benefits information online, increasing transparency and helping to build trust.

However, e-Compensation Management also has its challenges, such as ensuring the security and privacy of employee compensation and benefits information and ensuring that compensation and benefits programs are compliant with relevant laws and regulations. Organizations using e-Compensation Management should be aware of these challenges and take steps to mitigate them, such as implementing

appropriate security measures and seeking expert advice on compliance issues.

E-Performance Management refers to the use of electronic methods and technologies to support the process of setting performance expectations, evaluating employee performance, and providing feedback and coaching to employees. This typically involves the use of software and online platforms to manage performance-related tasks, such as setting performance goals, tracking employee progress, and providing feedback and coaching through virtual means.

The main benefits of e-Performance Management are increased efficiency, consistency, and accessibility. By using electronic methods and technologies, organizations can automate repetitive and time-consuming tasks, such as data entry and reporting, and can ensure that performance evaluations are conducted consistently and in a timely manner. In addition, e-Performance Management can provide employees with access to their performance information online, allowing them to track their progress and receive feedback and coaching in a more timely and convenient manner.

However, e-Performance Management also has its challenges, such as ensuring the validity and reliability of online performance evaluations and ensuring that

performance information is used for its intended purpose and not for other purposes, such as making employment decisions. Organizations using e-Performance Management should be aware of these challenges and take steps to mitigate them, such as using validated and reliable online performance evaluations and implementing appropriate security measures to protect employee performance information.

10 Challenges

The adoption of E-HRM (Electronic Human Resource Management) brings both benefits and challenges for organizations. Some of the main challenges of E-HRM include:

- ❖ **Technical Issues:** Organizations may face technical challenges when implementing E-HRM systems, such as compatibility issues with existing systems, software malfunctions, and data security risks.
- ❖ **Employee Resistance:** Employees may resist the adoption of E-HRM, particularly if they are not comfortable with using technology or if they prefer traditional HR processes.
- ❖ **Data Privacy and Security:** The handling and storage of sensitive employee data, such as personal information and performance records, pose significant privacy and security risks.
- ❖ **Training and Support:** Ensuring that employees have the necessary skills and knowledge to use E-HRM systems effectively can be a challenge, as can providing adequate support and training to employees.
- ❖ **Integration with Other Systems:** Integrating E-HRM systems with other HR and business processes, such as payroll and benefits administration, can be complex and time-consuming.
- ❖ **Cost:** Implementing and maintaining E-HRM systems can be expensive, and organizations may need to invest in technology, training, and support to ensure their success.
- ❖ **Legal and Regulatory Issues:** Organizations must comply with various laws and regulations related to data privacy and employment, and E-HRM systems must be designed and used in a manner that is compliant with these requirements.
- ❖ **Overall,** while E-HRM has the potential to bring significant benefits to organizations, it is important for organizations to carefully consider the potential challenges and take steps to mitigate them. This may include seeking expert advice, providing

adequate training and support to employees, and implementing appropriate security measures to protect sensitive data.

11 Infrastructural Challenges

Infrastructural challenges are a significant barrier to the successful implementation of E-HRM (Electronic Human Resource Management) in many organizations. Some of the main infrastructural challenges for E-HRM include:

- ❖ **Technical infrastructure:** Organizations may lack the technical infrastructure required to support E-HRM systems, such as a stable and secure network, sufficient computing power, and reliable hardware and software.
- ❖ **Internet connectivity:** In some regions, organizations may face challenges related to internet connectivity, such as slow or unreliable networks, which can impact the effectiveness of E-HRM systems.
- ❖ **Mobile connectivity:** For organizations with a mobile workforce, ensuring that E-HRM systems are accessible and usable on a variety of devices, such as smartphones and tablets, can be a challenge.
- ❖ **Data storage:** Ensuring that large amounts of employee data can be securely stored and backed up can be a

challenge, particularly for organizations with limited data storage capacity.

- ❖ **Technical support:** Providing adequate technical support to employees and ensuring that any technical issues are resolved quickly can be a challenge, particularly for organizations with limited IT resources.

Overall, it is important for organizations to address these infrastructural challenges in order to ensure the successful implementation and use of E-HRM systems. This may involve investing in new technology and infrastructure, seeking expert advice, and providing adequate training and support to employees.

12 Future Prospects

The future prospects of E-HRM (Electronic Human Resource Management) are bright as technology continues to evolve and organizations become more reliant on digital systems and processes. Some of the key future prospects for E-HRM include:

- ❖ **Increased Automation:** E-HRM systems are likely to become more automated and intelligent, allowing organizations to streamline HR processes and improve efficiency.

- ❖ **Greater Integration:** E-HRM systems are likely to become more integrated with other HR and business systems, allowing for real-time access to data and improved decision-making.
- ❖ **Personalized HR Services:** E-HRM systems may allow for the provision of personalized HR services to employees, based on individual needs and preferences.
- ❖ **Improved Employee Experience:** E-HRM systems may provide employees with a more convenient and efficient experience when accessing HR services, such as updating personal information or accessing performance information.
- ❖ **Big Data and Analytics:** E-HRM systems are likely to make use of big data and analytics to provide organizations with insights into employee behavior, preferences, and performance, enabling organizations to make informed HR decisions.
- ❖ **Remote Work:** With an increasing number of employees working remotely, E-HRM systems are likely to play a crucial role in ensuring that HR processes and services are accessible to remote workers.
- ❖ **Increased Mobile Access:** E-HRM systems are likely to become increasingly accessible on mobile

devices, allowing employees to access HR services from anywhere, at any time.

- ❖ Overall, the future prospects for E-HRM are positive, and organizations are likely to increasingly adopt E-HRM systems in the years to come, as they look to improve HR processes, increase efficiency, and enhance the employee experience.

Conclusion

The present status of E-HRM in Karnataka is promising with a growing adoption of technology in HR practices. However, the implementation of E-HRM is still in its early stages and faces several challenges such as lack of technical skills, resistance to change, and privacy and security concerns. Despite these challenges, the future prospects of E-HRM in Karnataka are positive as the advantages of using technology in HR management are increasingly recognized. The development of infrastructure, improved internet connectivity and the increasing importance of data-driven decision-making in HR will likely drive the growth of E-HRM in Karnataka in the future.

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