Digital Transformation in Hrm: An Empirical Analysis of E-Hrm Dimensions Among Healthcare Employees

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Abstract—**The rapid digitalization of Human Resource Management (HRM) has led to widespread adoption of electronic HRM (e-HRM) systems across organizations, including the healthcare sector. This study examines employee perceptions of five key e-HRM dimensions—e-Recruitment and Selection, e-Compensation, e-Training, e-Communication, and e-Performance Appraisal—and investigates the influence of demographic factors such as gender, age, marital status, family type, educational qualification, nature of work, work experience, and income. The study analyzes data from 286 healthcare employees. The results indicate generally positive perceptions toward all e-HRM dimensions, with strong intercorrelations suggesting an integrated and mutually reinforcing digital HR environment. Significant differences were observed across several demographic groups, particularly work experience, income, and family type, while education and job role showed limited but meaningful effects. The findings highlight the importance of considering employee background in the implementation and optimization of e-HRM systems. This study contributes to the growing body of knowledge on digital HR practices and offers practical insights for developing inclusive and effective e-HRM strategies in healthcare organizations.**

Index Terms—**e-HRM, Employee Perception, Digital HR Practices, Healthcare Sector**

I. INTRODUCTION

Human Resource Management (HRM) has undergone a significant transformation with the rapid integration of digital technologies into organizational processes. The emergence of electronic Human Resource Management (e-HRM) has enabled organizations to streamline recruitment, compensation, training, communication, and performance appraisal functions through technologically driven platforms. These advancements offer improved efficiency, greater transparency, and enhanced employee engagement, making e-HRM an essential component of modern organizational strategies. In the healthcare sector, where operational demands are high and workforce management is complex, the adoption of e-HRM systems has become increasingly relevant for ensuring seamless HR operations and supporting better employee outcomes.

Despite the widespread implementation of e-HRM, employee perceptions toward these digital systems vary, influenced by factors such as age, education, job role, work experience, income, and personal background. Understanding these perceptions is critical, as employee acceptance directly impacts the effectiveness, utilization, and sustainability of e-HRM practices. Prior research has emphasized the importance of user attitudes in determining the success of technology-driven HR initiatives; however, limited studies have explored these dynamics within the healthcare context, especially among diverse professional groups such as doctors, nurses, and administrative staff.

This study aims to examine employee perceptions across five key dimensions of e-HRM—e-Recruitment and Selection, e-Compensation, e-Training, e-Communication, and e-Performance Appraisal and to investigate how demographic variables influence these perceptions. Additionally, the study explores the interrelationships among e-HRM dimensions to understand the integrated functioning of digital HR systems. By offering empirical insights into the factors that shape employee engagement with e-HRM, the research contributes to both academic literature and practical HRM implementation, supporting healthcare organizations in designing more inclusive, effective, and employee-centric digital HR strategies.

II. LITERATURE REVIEW

Digital transformation has become a critical imperative for healthcare organizations worldwide, fundamentally reshaping how human resource management functions operate. Electronic Human Resource Management (e-HRM) represents the planning, implementation, and application of information technology for networking and supporting multiple actors in their shared performing of HR activities [1]. In healthcare settings, where workforce management directly impacts patient care quality and organizational performance, the adoption of e-HRM systems has gained urgency.

Digital channels and targeted campaigns are increasingly proposed to attract younger clinicians and address talent shortages, particularly in surgical departments and specialized medical fields [1]. Research emphasizes the importance of digital visibility and online employer branding in competitive healthcare labour markets. Remote and digital training formats have emerged as essential, particularly accelerated by the COVID-19 pandemic. Studies highlight digital training as critical for ongoing skills development, surgical training, and continuous professional education [1, 4].

Human Resource Information Systems (HRIS) rollout and mobile/self-service functions are described as core to reducing administrative burden and improving access to HR services. These systems form the technological backbone of e-HRM implementation [4, 5]. Recent studies link digital HRM to enhanced hospital agility and resilience, especially in contexts facing rapid environmental changes or crises. This theme has gained prominence post-pandemic [6, 7].

III. OBJECTIVES OF THE STUDY

- To study the demographic characteristics of the respondents.
- To examine the perception of healthcare employees toward various dimensions of e-HRM Practices.
- To identify whether demographic variables significantly influence e-HRM perceptions.
- To examine the relationship among the five e-HRM dimensions.

IV. METHODOLOGY

The target population consisted of doctors, nurses, and other healthcare employees across various hospitals. A total of 286 respondents participated in the study, selected using a purposive sampling technique to ensure representation of diverse job roles and experience levels. Data were gathered through a structured questionnaire distributed both physically and electronically. Participation was voluntary, and confidentiality of responses was assured.

DATA ANALYSIS

Table 1: *Demographic Characteristics of the Respondents (Frequency and Percentage Distribution)*

Variable	Category	Frequency	Percent
Gender	Male	157	54.9
	Female	129	45.1
Age	Up to 25 Years	135	47.2
	26 – 35 Years	82	28.7
	36 – 45 Years	46	16.1
	Above 45 Years	23	8.0
Marital Status	Married	116	40.6
	Unmarried	170	59.4
Education Qualification	Dip/B.Sc/M.sc Nursing	65	22.7
	MBBS	79	27.6
	MD	28	9.8
	Others	114	39.9

Nature of Hospital	Private	247	86.4
	Public	39	13.6
Nature of Work	Doctor	98	34.3
	Nurse	56	19.6
	Others	132	46.1
Work Experience	0– 5 Years	179	62.6
	6 – 10 Years	62	21.7
	Above 10 Years	45	15.7
Income	Up to Rs. 40,000	130	45.5
	Rs.40,001 – 60,000	57	19.9
	Rs. 60,001 – 80,000	36	12.6
	Above Rs. 80,000	63	22.0
Family Type	Joint family	157	54.9
	Nuclear family	129	45.1

(*n=286*)

The demographic profile of the respondents indicates a balanced representation across several characteristics. In terms of gender, 54.9% of the participants were male and 45.1% were female. The majority of respondents were young, with 47.2% belonging to the age group of up to 25 years, followed by 28.7% in the 26–35 years category, 16.1% aged 36–45 years, and 8.0% above 45 years. Regarding marital status, 59.4% were unmarried and 40.6% were married. With respect to educational qualifications, 39.9% reported "Others," followed by 27.6% MBBS, 22.7% Diploma/B.Sc./M.Sc. Nursing, and 9.8% MD. Most respondents were employed in private hospitals (86.4%), while 13.6% worked in public institutions. In terms of job role, 46.1% were classified under "Others," 34.3% were doctors, and 19.6% were nurses. Work experience varied, with 62.6% having up to 5 years of experience, 21.7% having 6–10 years, and 15.7% having more than 10 years. Monthly income distribution showed that 45.5% earned up to Rs. 40,000, while 22.0% earned above Rs. 80,000, 19.9% earned Rs. 40,001–60,000, and 12.6% earned Rs. 60,001–80,000. Finally, most participants belonged to joint families (54.9%), whereas 45.1% were from nuclear families. Overall, the sample predominantly consisted of young, early-career employees working in private hospitals, with diverse educational backgrounds and income levels.

Table 2: *Descriptive Statistics (Mean and Standard Deviation) for Statements Under Each e-HRM Dimension*

Statements	Mean	Std. Deviation
e-Recruitment and e-Selection		
Usage of electronic model in selection process may bring transparency in recruitment & selection process	3.95	1.011
Presence of online recruitment and selection policy in my organization	4.04	.990
Advanced tools & techniques will enhance success rate of recruitment & selection process	4.10	.912
e-Compensation		
e-HRM tools enable increased integration of HR processes	4.01	1.005
I agreed that salary calculation is no longer done manually	3.95	1.058
The use of electronic devices for salary calculation enhances speed and accuracy	3.99	1.033
e-Training		
I prefer using e-learning tools to traditional methods in order to learn	4.02	1.000
Use of Online Training Facilities	3.95	1.067
Most of the training and development in my organization is done through eLearning	4.02	.962

e-Communication		
e-HRM tools have allowed me to better communication through my colleague (more analytical information)	4.02	.942
Having a publicly accessible website and intranet is available to all employees in my organization	3.89	1.072
Use of electronic communication systems for Employees	3.94	1.060
e-Performance Appraisal		
Use of online portal for my performance reviews	4.01	.988
My organization is using performance appraisal software for evaluation purposes	3.97	1.042
Provision of employee self-service to keep employee personal files in an electronic form	3.97	.980

The descriptive statistics for the e-HRM dimensions indicate consistently positive perceptions among respondents toward digital HR practices. Under e-Recruitment and e-Selection, all three statements reported mean scores above 3.90, suggesting strong agreement, with the highest mean (M = 4.10, SD = .912) reflecting belief that advanced tools and techniques enhance recruitment success. Statements related to e-Compensation also showed favorable responses, with means ranging from 3.95 to 4.01, indicating that employees perceive e-HRM tools as effective in integrating HR processes and improving the speed and accuracy of salary calculations. Within e-Training, the preference for e-learning tools (M = 4.02, SD = 1.000) and the prevalence of online training facilities (M =

3.95, SD = 1.067) demonstrate a strong inclination toward digital learning practices. Similarly, in the e-Communication dimension, respondents expressed positive views regarding the role of e-HRM tools in enhancing communication (M = 4.02, SD = .942) and the availability of digital platforms such as intranet and electronic communication systems. Lastly, the e-Performance Appraisal dimension also received high ratings, with means ranging from 3.97 to 4.01, indicating favorable employee perceptions toward online performance review portals, appraisal software, and electronic self-service systems. Overall, the results suggest that employees perceive e-HRM practices across all dimensions as beneficial, efficient, and supportive of organizational HR processes.

Table 3: *Independent Samples t-test Comparing Male and Female Employees Across e-HRM Dimensions*

Variable	Male (M ± SD)	Female (M ± SD)	t	df	p
e-Recruitment and e-Selection	3.98 ± .787	4.07 ± .849	-0.855	284	0.393
e-Compensation	3.95 ± .776	4.02 ± .934	-0.667	284	0.505
e-Training	3.94 ± .800	4.04 ± .882	-1.086	284	0.278
e-Communication	3.83 ± .865	4.05 ± .858	-2.185	284	0.030
e-Performance Appraisal	3.96 ± .791	4.00 ± .905	-0.453	284	0.651

The independent samples t-test was conducted to examine whether male and female employees differ significantly across the five e-HRM dimensions. The results indicate that there were no significant gender differences in e-Recruitment and e-Selection (t = –0.855, p = .393), e-Compensation (t = –0.667, p = .505), e-Training (t = –1.086, p = .278), or e-Performance Appraisal (t = –0.453, p = .651), suggesting comparable perceptions between male and female employees in these areas. However, a significant difference was

observed in the e-Communication dimension (t = –2.185, p = .030), with female employees (M = 4.05, SD = .858) reporting higher agreement than male employees (M = 3.83, SD = .865). This indicates that female employees may perceive digital communication tools and platforms as more effective or supportive compared to their male counterparts. Overall, gender does not appear to influence most e-HRM dimensions, except for communication-related factors.

Table 4: *Independent Samples t-test Comparing Married and Unmarried Employees Across e-HRM Dimensions*

Variable	Married (M ± SD)	Unmarried (M ± SD)	t	df	p
e-Recruitment and e-Selection	4.09 ± .820	3.98 ± .822	1.049	284	.295
e-Compensation	4.10 ± .889	3.91 ± .841	1.905	284	.058
e-Training	4.12 ± .852	3.91 ± .835	2.032	284	.043
e-Communication	4.15 ± .839	3.82 ± .863	3.182	284	.002
e-Performance Appraisal	4.12 ± .875	3.89 ± .829	2.295	284	.022

The independent samples t-test was performed to assess differences between married and unmarried employees across the five e-HRM dimensions. The findings reveal that married employees reported significantly higher perceptions than unmarried employees in three areas: e-Training ($t = 2.032$, $p = .043$), e-Communication ($t = 3.182$, $p = .002$), and e-Performance Appraisal ($t = 2.295$, $p = .022$). These results suggest that married employees may be more receptive to or more experienced with digital HR processes related to training, communication, and performance assessment. Although married employees also showed higher mean scores in e-Recruitment and e-Selection and e-Compensation, these differences were not statistically significant ($p = .295$ and $p = .058$, respectively). Overall, marital status appears to influence perceptions of several e-HRM dimensions, with married employees expressing more favorable views, particularly regarding communication, training, and performance appraisal systems.

Table 5: *Independent Samples t-test Comparing Employees from Joint and Nuclear Families Across e-HRM Dimensions*

Variable	Joint Family (M ± SD)	Nuclear Family (M ± SD)	t	df	p
e-Recruitment and e-Selection	4.14 ± .771	3.90 ± .864	2.419	284	.016
e-Compensation	4.11 ± .793	3.84 ± .927	2.665	284	.008
e-Training	4.09 ± .752	3.88 ± .938	2.176	284	.030
e-Communication	4.07 ± .767	3.81 ± .959	2.467	284	.014
e-Performance Appraisal	4.10 ± .804	3.83 ± .894	2.660	284	.008

The independent samples t-test was conducted to compare employees from joint and nuclear families across the five e-HRM dimensions. The results indicate significant differences across all dimensions, with employees from joint families reporting consistently higher perceptions of e-HRM practices than those from nuclear families. Significant differences were observed in e-Recruitment and e-Selection ($t = 2.419$, $p = .016$), e-Compensation ($t = 2.665$, $p = .008$), e-Training ($t = 2.176$, $p = .030$), e-Communication ($t = 2.467$, $p = .014$), and e-Performance Appraisal ($t = 2.660$, $p = .008$). These findings suggest that employees from joint family backgrounds may be more positively inclined toward or more comfortable with digital HR systems, possibly due to greater social support, shared responsibilities, or exposure to collaborative environments. Overall, family structure appears to play a meaningful role in shaping perceptions of e-HRM effectiveness and adoption.

Table 6: *Descriptive Statistics (Mean ± SD) of e-HRM Dimensions Across Age Groups*

e-HRM Dimensions	Upto 25 Years (M ± SD)	26 – 35 Years (M ± SD)	36 – 45 Years (M ± SD)	Above 45 Years (M ± SD)
e-Recruitment and e-Selection	3.90 ± .903	4.03 ± .762	4.28 ± .663	4.29 ± .654
e-Compensation	3.85 ± .910	3.97 ± .843	4.30 ± .677	4.17 ± .858
e-Training	3.83 ± .895	4.02 ± .841	4.27 ± .662	4.32 ± .693
e-Communication	3.72 ± .924	4.05 ± .793	4.28 ± .704	4.30 ± .696
e-Performance Appraisal	3.77 ± .897	4.10 ± .792	4.20 ± .775	4.38 ± .654

Table 6a: *One-Way ANOVA Results for e-HRM Dimensions Across Age Groups*

e-HRM Dimension	F	df (Between, Within)	p
e-Recruitment and e-Selection	3.455	(3, 282)	0.017
e-Compensation	3.583	(3, 282)	0.014
e-Training	4.513	(3, 282)	0.004
e-Communication	7.439	(3, 282)	0.000
e-Performance Appraisal	6.321	(3, 282)	0.000

The descriptive statistics indicate a clear upward trend in mean scores across all e-HRM dimensions as age increases, suggesting that older employees perceive e-HRM practices more positively than younger employees. Employees aged 36–45 years and above 45 years consistently reported the highest mean scores across e-Recruitment and e-Selection, e-Compensation, e-Training, e-Communication, and e-Performance Appraisal, whereas respondents aged up to 25 years showed the lowest agreement levels.

The one-way ANOVA results presented in Table 6a further support these observations. Significant differences across age groups were found for all five e-HRM dimensions—e-Recruitment and e-Selection ($F = 3.455$, $p = .017$), e-Compensation ($F = 3.583$, $p = .014$), e-Training ($F = 4.513$, $p = .004$), e-Communication ($F = 7.439$, $p = .000$), and e-Performance Appraisal ($F = 6.321$, $p = .000$). These findings suggest that age plays an important role in shaping employee perceptions of e-HRM systems, with older employees demonstrating stronger acceptance, familiarity, and positive evaluation of digital HR processes. The results imply that targeted orientation or digital capability-building initiatives may be particularly beneficial for younger employees to enhance their engagement with e-HRM tools.

Table 7: *Descriptive Statistics (Mean ± SD) of e-HRM Dimensions Across Educational Qualifications*

e-HRM Dimensions	Dip/B.Sc/M.Sc Nursing (M ± SD)	MBBS (M ± SD)	MD (M ± SD)	Others (M ± SD)
e-Recruitment and e-Selection	4.07 ± .832	3.94 ± .828	4.32 ± .467	4.00 ± .869
e-Compensation	4.05 ± .786	3.96 ± .688	4.23 ± .781	3.91 ± 1.021
e-Training	4.15 ± .710	3.93 ± .771	4.37 ± .583	3.86 ± .980
e-Communication	4.08 ± .829	3.90 ± .829	4.25 ± .658	3.84 ± .940
e-Performance Appraisal	4.09 ± .787	3.95 ± .785	4.30 ± .583	3.86 ± .968

Table 7a: *One-Way ANOVA Results for e-HRM Dimensions Across Educational Qualifications*

e-HRM Dimension	F	df (Between, Within)	p
e-Recruitment and e-Selection	1.589	(3, 282)	0.192
e-Compensation	1.145	(3, 282)	0.331
e-Training	3.855	(3, 282)	0.010
e-Communication	2.279	(3, 282)	0.080
e-Performance Appraisal	2.452	(3, 282)	0.064

The descriptive statistics in Table 7 show noticeable variations in mean scores across educational groups for all e-HRM dimensions. Employees with an MD qualification consistently reported the highest mean scores across all dimensions, indicating a more favorable perception of e-HRM systems compared to other groups. Respondents with Diploma/B.Sc./M.Sc. Nursing qualifications also demonstrated relatively high levels of agreement, while MBBS and "Others" groups tended to report slightly lower perceptions across most dimensions.

However, the one-way ANOVA results in Table 7a reveal that most of these differences were not statistically significant. Specifically, no significant

differences were found in e-Recruitment and e-Selection (p = .192), e-Compensation (p = .331), e-Communication (p = .080), or e-Performance Appraisal (p = .064). The only dimension showing a statistically significant difference across educational levels was e-Training (F = 3.855, p = .010), suggesting that training-related digital HR practices are perceived differently depending on educational background.

This may indicate that some groups—particularly MD-qualified employees—are more comfortable or experienced with digital learning platforms.

Overall, while the descriptive statistics show visible trends favoring higher-qualified employees, the ANOVA results suggest that educational qualification has limited influence on perceptions of e-HRM practices, apart from the training dimension.

Table 8: *Descriptive Statistics (Mean ± SD) of e-HRM Dimensions Across Nature of Work*

e-HRM Dimensions	Doctor (M ± SD)	Nurse (M ± SD)	Others (M ± SD)
e-Recruitment and e-Selection	3.94 ± .861	4.18 ± .760	4.03 ± .812
e-Compensation	4.00 ± .778	4.17 ± .739	3.90 ± .963
e-Training	3.98 ± .824	4.22 ± .694	3.91 ± .909
e-Communication	3.93 ± .849	4.18 ± .811	3.88 ± .892
e-Performance Appraisal	3.99 ± .833	4.23 ± .719	3.87 ± .905

Table 8a: *One-Way ANOVA Results for e-HRM Dimensions Across Nature of Work*

e-HRM Dimension	F	df (Between, Within)	p
e-Recruitment and e-Selection	1.604	(2, 283)	0.203
e-Compensation	1.992	(2, 283)	0.138
e-Training	2.639	(2, 283)	0.073
e-Communication	2.49	(2, 283)	0.085
e-Performance Appraisal	3.573	(2, 283)	0.029

The descriptive statistics in Table 8 indicate that nurses consistently reported the highest mean scores across all five e-HRM dimensions, followed by doctors and then employees categorized as "Others." This pattern suggests that nurses may have more positive perceptions of digital HR practices, particularly in areas such as e-Training (M = 4.22 ± .694), e-Communication (M = 4.18 ± .811), and e-Performance Appraisal (M = 4.23 ± .719). Doctors also showed generally favorable views, while the "Others" group tended to report comparatively lower mean scores across dimensions.

However, the one-way ANOVA results presented in Table 8a show that most of these differences were not statistically significant. No significant differences were observed for e-Recruitment and e-Selection (p = .203), e-Compensation (p = .138), e-Training (p = .073), or e-Communication (p = .085). The only e-HRM dimension that showed a meaningful difference across nature of work was e-Performance Appraisal (F = 3.573, p = .029), indicating that perceptions of digital performance appraisal systems differ significantly among doctors, nurses, and other employees. This suggests that certain job roles—particularly nurses—may find digital appraisal tools more supportive or relevant to their work.

Overall, while descriptive trends indicate more favorable e-HRM perceptions among nurses, statistical evidence suggests that nature of work influences only the performance appraisal dimension, with limited effects on other e-HRM areas.

Table 9: *Descriptive Statistics (Mean ± SD) of e-HRM Dimensions Across Work Experience Levels*

e-HRM Dimensions	0–5 Years (M ± SD)	6–10 Years (M ± SD)	Above 10 Years (M ± SD)
e-Recruitment and e-Selection	3.88 ± .855	4.20 ± .745	4.39 ± .608
e-Compensation	3.82 ± .879	4.17 ± .802	4.39 ± .708

e-Training	3.83 ± .845	4.18 ± .853	4.39 ± .656
e-Communication	3.76 ± .875	4.18 ± .796	4.41 ± .667
e-Performance Appraisal	3.81 ± .859	4.19 ± .795	4.39 ± .721

Table 9a: *One-Way ANOVA Results for e-HRM Dimensions Across Work Experience Levels*

e-HRM Dimension	F	df (Between, Within)	p
e-Recruitment and e-Selection	9.326	(2, 283)	0.000
e-Compensation	10.187	(2, 283)	0.000
e-Training	10.342	(2, 283)	0.000
e-Communication	14.203	(2, 283)	0.000
e-Performance Appraisal	11.273	(2, 283)	0.000

The descriptive statistics in Table 9 show a clear and consistent trend across all e-HRM dimensions: employees with greater work experience report higher levels of agreement with e-HRM practices. Mean scores rise progressively from the 0–5 years group to the 6–10 years group and are highest among those with more than 10 years of experience. This pattern is observed for e-Recruitment and e-Selection, e-Compensation, e-Training, e-Communication, and e-Performance Appraisal, suggesting that employees with longer tenure are more familiar with, comfortable using, or more positively inclined toward digital HR systems.

The one-way ANOVA results in Table 9a confirm these differences statistically. Significant effects of work experience were found across all five e-HRM dimensions: e-Recruitment and e-Selection (F = 9.326, p < .001), e-Compensation (F = 10.187, p < .001), e-Training (F = 10.342, p < .001), e-Communication (F = 14.203, p < .001), and e-Performance Appraisal (F = 11.273, p < .001). These highly significant results indicate that employees' perceptions of digital HR practices differ substantially based on their experience levels, with more experienced employees expressing markedly stronger endorsement of e-HRM practices. Overall, the findings suggest that work experience is a major determinant shaping the acceptance and perceived effectiveness of e-HRM systems. Organizations may consider providing additional orientation or digital readiness support for early-career employees to improve their engagement with e-HRM tools.

Table 10: *Descriptive Statistics (Mean ± SD) of e-HRM Dimensions Across Income Groups*

e-HRM Dimensions	Up to Rs. 40,000 (M ± SD)	Rs. 40,001–60,000 (M ± SD)	Rs. 60,001–80,000 (M ± SD)	Above Rs. 80,000 (M ± SD)
e-Recruitment and e-Selection	3.87 ± .866	4.05 ± .758	4.17 ± .701	4.25 ± .794
e-Compensation	3.83 ± .904	4.00 ± .829	4.23 ± .656	4.15 ± .873
e-Training	3.88 ± .879	4.04 ± .763	4.01 ± .754	4.19 ± .877
e-Communication	3.74 ± .947	4.04 ± .701	4.21 ± .586	4.16 ± .878
e-Performance Appraisal	3.84 ± .869	4.01 ± .838	4.14 ± .634	4.16 ± .914

Table 10a: *One-Way ANOVA Results for e-HRM Dimensions Across Income Groups*

e-HRM Dimension	F	df (Between, Within)	p
e-Recruitment and e-Selection	3.559	(3, 282)	0.015
e-Compensation	3.227	(3, 282)	0.023
e-Training	1.993	(3, 282)	0.115
e-Communication	5.18	(3, 282)	0.002
e-Performance Appraisal	2.591	(3, 282)	0.053

The descriptive statistics in Table 10 indicate that mean scores for all e-HRM dimensions tend to increase with higher income levels. Employees earning above Rs. 80,000 consistently reported the highest mean scores across e-Recruitment and e-Selection, e-Compensation, e-Training, e-Communication, and e-Performance Appraisal, followed by those in the Rs. 60,001–80,000 and Rs. 40,001–60,000 categories. Respondents earning up to Rs. 40,000 reported the lowest perceptions across all dimensions, suggesting that higher-income employees hold more favorable views of e-HRM practices.

The one-way ANOVA results in Table 10a demonstrate that income level significantly influences perceptions of several e-HRM dimensions. Significant differences were found in e-Recruitment and e-Selection (F = 3.559, p = .015), e-Compensation (F = 3.227, p = .023), and e-Communication (F = 5.180, p = .002), indicating that employees with higher income report stronger endorsement of digital HR processes in these areas. However, no significant differences were observed for e-Training (p = .115) or e-Performance Appraisal (p = .053), although mean scores still showed an upward pattern with increasing income.

Overall, the results suggest that income level plays an important role in shaping employees' perceptions of specific e-HRM dimensions, particularly recruitment, compensation, and communication. Higher-income employees appear to be more positively inclined toward digital HR systems, possibly due to greater exposure to technology or higher expectations for system efficiency and transparency.

Table 11: *Pearson Correlation Matrix among e-HRM Dimensions*

Variable	1	2	3	4	5
1. e-Recruitment and e-Selection	1				
2. e-Compensation	.693**	1			
3. e-Training	.712**	.751**	1		
4. e-Communication	.704**	.702**	.740**	1	
5. e-Performance Appraisal	.659**	.715**	.741**	.749**	1

The Pearson correlation matrix presented in Table 11 reveals strong and positive relationships among all five e-HRM dimensions. e-Recruitment and e-Selection shows substantial correlations with e-Compensation (r = .693, p < .01), e-Training (r = .712, p < .01), e-Communication (r = .704, p < .01), and e-Performance Appraisal (r = .659, p < .01), indicating that improvements in one dimension are associated with higher perceptions in the others. Similarly, e-Compensation demonstrates strong correlations with e-Training (r = .751, p < .01) and e-Performance Appraisal (r = .715, p < .01), suggesting interdependence between compensation-related systems and other HRM practices. The strongest correlations in the matrix appear between e-Training and e-Performance Appraisal (r = .741, p < .01) and between e-Communication and e-Performance Appraisal (r = .749, p < .01), implying that communication effectiveness and digital training practices may play a central role in shaping perceptions of overall HR performance systems. Collectively, the results highlight a highly integrated e-HRM environment, where each digital HR function positively reinforces the others.

V. FINDINGS

- The study revealed that employees generally expressed positive perceptions toward all e-HRM dimensions, including e-Recruitment and Selection, e-Compensation, e-Training, e-Communication, and e-Performance Appraisal. The descriptive analysis showed consistently high mean scores across statements, indicating strong acceptance and perceived usefulness of digital HR tools among healthcare employees. Furthermore, the correlation analysis demonstrated strong and significant interrelationships among all e-HRM dimensions, suggesting that improvements in one digital HR function are likely to reinforce positive perceptions of others, reflecting an integrated and mutually supportive e-HRM system.

- Demographic analyses highlighted several notable differences in employee perceptions. Gender showed a significant difference only in

the e-Communication dimension, with female employees reporting more positive experiences. Marital status significantly influenced e-Training, e-Communication, and e-Performance Appraisal, with married employees showing higher endorsement of these digital HR practices. Family type emerged as an important factor, with employees from joint families consistently reporting significantly higher perceptions across all e-HRM dimensions. Meanwhile, work experience and income were strong differentiators: employees with higher experience levels and higher income groups consistently reported stronger positive perceptions of digital HR systems, with ANOVA results confirming significant differences across most e-HRM dimensions.

- Educational qualifications and job role demonstrated more selective effects. While descriptive means suggested that MD-qualified individuals and nurses reported comparatively higher perceptions of e-HRM systems, ANOVA results showed that educational qualification produced a significant difference only in e-Training, and job role influenced only e-Performance Appraisal. These findings indicate that although differences exist across groups, experience, family type, and income exert a stronger and more consistent influence on e-HRM perceptions compared to education level or nature of work. Overall, the results suggest that demographic context meaningfully shapes how employees engage with and perceive digital HR practices, providing valuable insights for tailoring e-HRM implementation strategies.

VI. CONCLUSION

The findings of the study demonstrate that employees hold generally positive perceptions toward all dimensions of e-HRM, highlighting the growing acceptance and relevance of digital HR systems in healthcare organizations. Significant demographic influences particularly work experience, income level, and family type indicate that employees' backgrounds shape their readiness and responsiveness to e-HRM initiatives, while other factors such as education and job role show limited but meaningful effects. The strong intercorrelations among e-HRM dimensions further emphasize the integrated nature of digital HR practices, suggesting that strengthening one component can enhance the overall effectiveness of the system. Overall, the study underscores the importance of adopting a holistic and employee-aware approach to implementing e-HRM, ensuring that digital HR strategies are inclusive, user-friendly, and aligned with workforce diversity to maximize organizational efficiency and employee engagement.

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