

Impact Of E-Hrm Practices on Employee Satisfaction: An Empirical Study in The E-Commerce Sector

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Abstract— The rapid adoption of Electronic Human Resource Management (E-HRM) practices has significantly transformed HR functions in technology-driven industries such as the e-commerce sector. This study examines the relationship between E-HRM practices and employee satisfaction in the e-commerce sector. The present study is descriptive and analytical in nature and utilizes both primary and secondary data sources. Primary data were collected from 345 respondents using a structured questionnaire through a simple random sampling technique. Statistical tools such as percentage analysis, mean score analysis and Pearson correlation analysis were employed for data interpretation. The findings reveal that employees possess positive perceptions toward E-HRM practices, especially regarding accessibility, ease of use and time-saving benefits. The study further identifies a significant positive relationship between E-HRM practices and employee satisfaction. The study concludes that effective implementation of digital HR systems enhances employee convenience, operational efficiency and overall employee satisfaction in the e-commerce sector.

Index Terms— Electronic Human Resource Management (E-HRM), Employee Satisfaction, Digital HR Practices, E-Commerce Sector, HR Technology.

I. INTRODUCTION

The rapid advancement of digital technologies has transformed organizational operations and managerial practices across industries, especially in the field of Human Resource Management (HRM). In the modern business environment, organizations are increasingly adopting Electronic Human Resource Management (E-HRM) systems to enhance efficiency, accuracy and employee management processes. E-HRM refers to the application of internet-based technologies and digital systems in carrying out HR activities such as recruitment, selection, training and development,

performance appraisal, compensation management, attendance monitoring and employee communication. These digital HR practices help organizations reduce paperwork, save time, improve decision-making and provide faster HR services to employees.

The e-commerce sector is one of the fastest-growing industries and operates in a highly competitive and technology-driven environment. Since the sector depends heavily on digital platforms and online operations, effective management of human resources through technological systems has become essential. E-HRM practices support e-commerce organizations in managing a large workforce efficiently, improving communication, simplifying HR procedures and enhancing employee work experiences.

Employee satisfaction is considered one of the most important factors influencing organizational success, productivity, employee retention and commitment. Satisfied employees are more motivated, engaged and likely to contribute positively toward organizational goals. In recent years, organizations have realized that effective E-HRM practices can significantly influence employee satisfaction by improving convenience, communication, work efficiency and overall employee experience.

Although several studies have examined the relationship between E-HRM practices and employee-related outcomes such as performance, engagement and organizational commitment, limited research has focused specifically on employee satisfaction within the e-commerce sector. Moreover, the growing adoption of digital HR practices in technology-oriented industries highlights the need to understand their effectiveness from employees' perspectives. Therefore, the present study aims to examine the impact of E-HRM practices on employee satisfaction in the e-commerce sector and to understand how

digital HR practices influence employees' overall satisfaction and workplace experience.

II. LITERATURE REVIEW

Existing studies indicate that E-HRM practices positively influence employee satisfaction by improving HR efficiency, accessibility and employee experience. Dr. Rupa Rathee and Ms. Renu (2021) found that e-recruitment, e-training, e-compensation and e-performance management significantly improve employee satisfaction, with e-performance having the strongest effect. Similarly, Aisha Mirghani Shibeika et al. (2025) reported that digital HR systems enhance employee engagement, work-life balance and satisfaction. E-HRM contributes to higher employee engagement and stronger organizational commitment. Katarína Stachová et al. (2024) concluded that digital HR innovations support employee engagement, although outcomes depend on supportive managerial practices. Similarly, Olufemi Epebinu et al. (2024) found that job satisfaction mediates the relationship between E-HRM and organizational commitment, indicating that satisfied employees are more committed to organizations using digital HR practices. Several studies highlight the positive role of E-HRM in improving employee performance and productivity. Nasika Lakshmi (2024) reported that E-HRM strategies increase productivity, improve retention, and reduce turnover by enhancing work processes. Likewise, Theppithak Kaewkhamnuan and Siriluck Rotchanakitumnuai (2022) showed that increased use of E-HRM systems improves employee performance, decision-making, and efficiency. Further, Musa Nyathi and Ray Kekwaletswe (2024) emphasized that employee satisfaction and performance strengthen the effectiveness of E-HRM practices. Effectiveness of E-HRM depends on organizational support, employee readiness and technological infrastructure. Abdul Kadar Muhammad Masum et al. (2020) identified leadership support, organizational culture and IT skills as major factors influencing E-HRM adoption. Similarly, N. Nurlina et al. (2020) emphasized organizational readiness and employee support for successful implementation. Challenges such as resistance to change, training needs and system complexity were also highlighted by Nader Sheikholeslami Kandelousi and Reza Nodrati (2025). Examined the impact of E-HRM functions on

organizational performance in the Indian banking sector and found that employee satisfaction and performance act as important mediating factors between E-HRM practices and organizational success. Roopa Shettigar et al. (2023) concluded that organizations implementing effective digital HR practices experience better employee productivity and higher satisfaction levels.

Problem Statement

The review of existing literature reveals that several studies have examined the relationship between Electronic Human Resource Management (E-HRM) practices and employee-related outcomes such as employee satisfaction, engagement, organizational commitment, productivity and organizational performance. Previous research has mainly focused on sectors like banking, IT, education and manufacturing, while limited attention has been given to the e-commerce sector, which is highly dependent on digital technologies and technology-driven HR systems. Although studies have highlighted the importance of E-HRM practices such as e-recruitment, e-training, e-performance appraisal and e-compensation, there is limited empirical research focusing specifically on employee satisfaction towards E-HRM practices in the e-commerce sector, particularly in the context of Nagpur region. Moreover, few studies have examined the collective impact of different E-HRM practices on employee satisfaction. Therefore, the present study attempts to fill this research gap by analyzing the practices of E-HRM and examining their impact on employee satisfaction in the e-commerce sector.

III. OBJECTIVES

- To understand the practices of E-HRM.
- To examine the level of employee satisfaction towards E-HRM practices.
- To analyze the impact of E-HRM practices on employee satisfaction.

IV. HYPOTHESIS

H1: E-HRM practices have no significant relationship with employee satisfaction.

H2: Employees' awareness of E-HRM has no significant relationship with employee satisfaction.

V. RESEARCH METHODOLOGY

The present study is descriptive and analytical in nature and aims to examine employee satisfaction toward E-HRM practices adopted in the e-commerce sector in Nagpur. Both primary and secondary data have been used for the study. Primary data were collected through a structured questionnaire from 345 employees working in the e-commerce sector, selected using a simple random sampling method in the Nagpur region. Secondary data were gathered from research journals, books, company websites, newspapers and other online sources related to e-commerce and E-HRM practices. The collected data were organized, classified and analyzed using percentage analysis and tabular presentation to draw meaningful conclusions.

VI. DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic Profile of Respondents

Demographic Factors	No. of Respondents	Percentage
Age Group		
21–25	193	56%
26–35	110	32%
36–45	21	6%
Above 45	21	6%
Total	345	100%
Gender		
Male	262	76%
Female	83	24%
Other	0	0%
Total	345	100%
Year of Service		
Less than 1 year	138	40%
1 to 3 years	124	36%

Table 2: Mean Score Analysis of Perception towards Digital HR Practices (E-HRM)

Perception of Digital HR Practices (E-HRM)	Mean Score	Interpretation
Digital HR platforms are easy to navigate and use	4.04	High Agreement
Digital HR tools are accessible whenever needed	4.02	High Agreement
Digital HR processes save time compared to traditional methods	4.13	Very High Agreement
Digital HR tools facilitate effective communication with HR	3.87	High Agreement
Employees can easily access HR information digitally	4.04	High Agreement
Digital HR platforms provide training and development resources	3.91	High Agreement

The above table presents the mean score analysis of employees’ perceptions towards Digital HR Practices (E-HRM). The findings indicate that employees hold positive perceptions regarding digital HR systems

4 to 6 years	41	12%
Above 6 years	42	12%
Total	345	100%
Department Distribution		
Operations	124	36%
Logistics	97	28%
HR	55	16%
IT	41	12%
Customer Service	28	8%
Total	345	100%

The above table presents the demographic profile of respondents working in the e-commerce sector. The age-wise distribution shows that the majority of respondents, 56%, belong to the 21–25 years age group, followed by 32% in the 26–35 years category. Only 6% each belong to the 36–45 years and above 45 years age groups. This indicates that the e-commerce sector is largely dominated by young employees. In terms of gender distribution, male respondents account for 76% of the total respondents, while female respondents represent 24%, indicating higher male participation in the selected organizations.

The table further reveals that 40% of respondents have less than one year of work experience, while 36% have 1 to 3 years of service. Employees with 4 to 6 years and above 6 years of service each account for 12%, showing that the sector mainly consists of employees with relatively lower work experience. Regarding departmental distribution, the highest number of respondents belong to the Operations department (36%), followed by Logistics (28%), HR (16%), IT (12%) and Customer Service (8%). This reflects that operational and logistics functions form the major workforce in the e-commerce sector.

implemented in the organization. The highest mean score was recorded for “Digital HR processes save time compared to traditional methods” (Mean = 4.13), indicating that employees strongly believe E-HRM

practices improve operational efficiency and reduce administrative workload.

Similarly, employees expressed favorable opinions regarding ease of use, accessibility and digital access to HR-related information. The availability of digital training and development resources also received positive responses, reflecting employees' acceptance of technology-driven HR systems. Overall, the mean scores indicate a high level of agreement towards the effectiveness and usefulness of E-HRM practices within the organization.

Table 3: Mean Score Analysis of Employee Satisfaction towards E-HRM Practices

Employee Satisfaction	Mean Score	Interpretation
Digital HR practices positively impact overall job satisfaction	3.85	High Satisfaction
Digital HR processes reduce stress related to administrative tasks	4.02	High Satisfaction
Easy access to HR information improves job security feeling	3.89	High Satisfaction
Digital training resources enhance employee satisfaction	3.96	High Satisfaction

The above table highlights employees' satisfaction towards Digital HR Practices (E-HRM). The findings reveal that employees are generally satisfied with the implementation of digital HR systems in the organization. The highest mean score was observed for "Digital HR processes reduce stress related to administrative tasks" (Mean = 4.02), indicating that employees perceive E-HRM systems as effective in minimizing workload and simplifying HR procedures. Employees also expressed positive satisfaction regarding job security, access to HR information and availability of digital training resources. The results clearly indicate that effective implementation of E-HRM practices positively contributes toward employee satisfaction, workplace convenience and overall organizational support.

Table 4: Correlation Analysis between E-HRM Practices and Employee Satisfaction

Variables	Correlation Coefficient (r)	Significance Level (p-value)
E-HRM Practices & Employee Satisfaction	0.782	0.000
Awareness of E-HRM & Employee Satisfaction	0.694	0.001

The above table indicates that the correlation coefficient between E-HRM Practices and Employee Satisfaction is 0.782, which shows a strong positive relationship between the two variables. The significance value (p = 0.000) is less than the standard significance level of 0.05, indicating that the relationship is statistically significant. Therefore, the null hypothesis (H1) is rejected. It is concluded that Digital HR Practices (E-HRM) have a significant positive impact on employee satisfaction.

The correlation coefficient between Employees' Awareness of E-HRM and Employee Satisfaction is 0.694, indicating a moderate to strong positive relationship. The p-value (0.001) is less than 0.05, which confirms that the relationship is statistically significant. Hence, the null hypothesis (H2) is rejected. It is concluded that employees' awareness regarding E-HRM practices significantly influences employee satisfaction.

VII. CONCLUSION

The present study examined the relationship between Electronic Human Resource Management (E-HRM) practices and employee satisfaction in the e-commerce sector. The findings of the study reveal that employees possess positive perceptions toward digital HR practices adopted by organizations. The implementation of E-HRM systems has significantly improved accessibility, communication efficiency, transparency and convenience in HR-related activities. Employees particularly appreciated the time-saving benefits and ease of access associated with digital HR platforms.

The study further identified a significant positive relationship between E-HRM practices and employee satisfaction. The Pearson correlation analysis confirmed that effective utilization of digital HR systems contributes positively toward employee satisfaction levels. Employees who demonstrated greater awareness and understanding of E-HRM practices also reported higher levels of satisfaction within the organization. These findings indicate that technology-driven HR systems play an important role in improving employee experiences, reducing administrative stress and enhancing workplace efficiency.

The demographic analysis additionally revealed that the e-commerce sector is largely dominated by young employees with relatively lower work experience,

highlighting the increasing importance of technologically advanced HR systems in managing a digitally oriented workforce. The study emphasizes that organizations implementing effective E-HRM practices are more likely to achieve higher employee satisfaction, improved organizational efficiency and better workforce management.

Overall, the study concludes that E-HRM practices have become an essential component of modern HR management in the e-commerce sector. Therefore, organizations should continue investing in advanced digital HR technologies, employee training programs and system accessibility to improve employee satisfaction and organizational effectiveness.

VIII. FUTURE SCOPE OF THE STUDY

Future research may be conducted with a larger sample size covering different cities and sectors to improve the generalizability of findings. Comparative studies across industries such as IT, banking and manufacturing can provide broader insights into employee perceptions toward E-HRM practices. Further studies may also use advanced statistical tools such as regression analysis and structural equation modeling to examine the relationship between E-HRM practices and employee-related outcomes more effectively. Additionally, future researchers can explore the impact of specific E-HRM dimensions and emerging technologies such as artificial intelligence and automation in HR management.

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