



# “Strategic Role of e-HRM in Corporate Transformation: Shaping Corporate Practices in the Global Digital Era”

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## Abstract

The swift adoption of digital technologies has transformed Human Resource Management (HRM) into a strategic, technology-driven function known as Electronic Human Resource Management (e-HRM). This paper examines the strategic role of e-HRM in corporate transformation, detailing its evolution, key practices, and future trajectory within the digital economy. We begin by reviewing literature that chronicles e-HRM's shift from a tool for administrative efficiency to a facilitator of data-driven decision-making and workforce analytics.

The paper analyzes key e-HRM practices—such as e-recruitment, e-onboarding, e-performance management, and self-service platforms—to demonstrate how organizations can streamline processes, improve accuracy, and empower their employees. It highlights the strategic importance of e-HRM in reducing costs, enhancing transparency, and shifting the HR function from an administrative to a strategic role. Simultaneously, the study identifies significant challenges, including high implementation costs, employee resistance, data privacy concerns, and the risk of reduced human interaction. In conclusion, the paper argues that the future of e-HRM will be shaped by emerging technologies like artificial intelligence, predictive analytics, and cloud-based systems. However, this evolution will require organizations to carefully address ethical and legal considerations. Ultimately, e-HRM is positioned as a powerful catalyst for corporate transformation, capable of creating sustainable value for both businesses and their employees in the global digital era.

**Keywords:** e-HRM, digital transformation, strategic HRM, workforce analytics, employee empowerment, challenges, future of work.

## 1. Introduction

The twenty-first century has witnessed a paradigm shift in the way organizations manage their workforce. The twin forces of **globalisation** and **digitalisation** have reshaped corporate strategies, compelling businesses to rethink traditional approaches to human resource management (HRM). In this context, **electronic Human Resource Management (e-HRM)** has emerged as a critical driver of organizational transformation, enabling companies to integrate technology with HR functions to achieve greater efficiency, transparency, and strategic value.

Traditionally, HRM was perceived as an administrative and support function, focused on payroll, record-keeping, compliance, and basic employee management. While these functions were essential, they often limited the scope of HR professionals to routine, paper-based tasks. The advent of globalisation in the 1990s, coupled with rapid advancements in information and communication technologies, fundamentally altered this scenario. Organizations began to explore technology-driven solutions not only to automate HR operations but also to align human capital strategies with broader business goals. This development gave rise to the concept of e-HRM, which leverages web-based platforms, HR portals, and digital applications to deliver HR services and facilitate decision-making across all levels of management. The strategic role of e-HRM extends beyond cost savings and efficiency gains. It is increasingly recognized as a tool for **corporate transformation**, enabling firms to reshape their practices in line with global competition, workforce diversity, and the demands of the digital economy. By integrating tools such as **e-recruitment, e-performance appraisal, e-training, and e-compensation**, organizations can streamline operations, empower employees through self-service platforms, and free HR professionals to focus on high-value strategic initiatives such as talent management, leadership development, and workforce analytics.

Moreover, the global digital era has accelerated the adoption of e-HRM. The rise of **remote work, hybrid models, virtual collaboration, and artificial intelligence-driven HR solutions** has transformed employee-employer relationships. In multinational corporations, e-HRM provides a unified platform to integrate diverse workforces, manage cross-cultural teams, and ensure compliance across multiple jurisdictions. For domestic firms, it offers scalability, agility, and access to global talent pools. Thus, e-HRM is no longer just a supporting function—it is a strategic enabler of organizational competitiveness and resilience.

## 2. Literature Review

The academic discourse on Electronic Human Resource Management (e-HRM) has evolved significantly over the past two decades, mirroring its transformation from a purely administrative tool to a strategic organizational function. Early research, such as that by **Lengnick-Hall and Moritz (2003)** and **Bondarouk and Ruel (2004)**, focused on e-HRM's role in delivering HR services through digital platforms, emphasizing efficiency and cost savings. This foundational perspective, supported by surveys like **Watson Wyatt (2007)**, established e-HRM as a time-saving solution that reduced the need for traditional HR intermediaries. Over time, the conversation shifted to e-HRM's strategic role. **Strohmeier (2007)** and **Voermans and van Veldhoven (2007)** argued that digital HR

systems contribute to enhanced decision-making and organizational innovation, with employee adoption being tied to user-friendliness and system credibility. This strategic view was further solidified by **Marler and Fisher (2013)** and **Shrivastava and Shaw (2003)**, who demonstrated how e-HRM allows HR departments to focus on strategic activities like workforce planning and talent management, thereby providing a competitive advantage. Recent literature has focused on the integration of advanced technologies and the broader context of digital transformation. **Parry and Strohmeier (2014)** and **Marler and Parry (2016)** explored the challenges and opportunities of e-HRM in the digital age, while **Bondarouk and Brewster (2016)** highlighted the importance of cultural and organizational readiness. In the Indian context, studies have shown that IT companies are leaders in e-HRM adoption, particularly for recruitment and performance management, despite facing common barriers like employee resistance and skill gaps (**Agarwal and Garg, 2012; Singh and Sharma, 2019**). In the wake of the global pandemic, research has underscored e-HRM's critical role in supporting remote and hybrid work models. Reports from **Deloitte (2021)** and **KPMG (2022)** have pointed to the increasing reliance on **cloud-based** systems, AI, and predictive analytics to manage distributed teams and enhance the employee experience. Additionally, scholars like **Panayotopoulou et al. (2010)** have stressed that e-HRM's success depends on its deep integration into the overall business strategy, rather than a simple automation of existing processes. This body of work collectively shows that e-HRM has evolved from a tool for efficiency to a strategic driver of corporate transformation, requiring careful attention to ethical and data security concerns as it continues to integrate with cutting-edge technologies.

### **3. Evolution of e-HRM in the Post-Globalisation Era**

The evolution of Human Resource Management (HRM) into electronic Human Resource Management (e-HRM) is closely linked to advancements in technology and the dynamics of globalisation. Understanding this transition is essential to appreciate how e-HRM has become a strategic enabler of corporate transformation.

#### **3.1 Early Stages: Pre-Globalisation HRM**

Before the 1960s, HR activities were primarily administrative and manual. Employee records, payrolls, and compliance documents were maintained in physical files. These processes were time-consuming, prone to errors, and resource-intensive. Early computing systems in the 1960s and 1970s allowed limited automation, mostly in payroll processing and record-keeping. However, these systems were stand-alone, costly, and lacked integration, restricting their widespread use (**De Cenzo & Robbins, 1996**).

#### **3.2 Rise of HRIS: 1980s–1990s**

The 1980s saw the emergence of Human Resource Information Systems (HRIS), which digitized employee records and streamlined routine HR tasks. With the rise of the internet in the 1990s, HR functions began to migrate online, marking the birth of e-HRM. Lengnick-Hall and Moritz (2003) first defined e-HRM as the use of internet-based platforms to conduct HR transactions. This coincided with the era of globalisation, which forced organizations to

manage cross-border operations and diverse workforces. Studies show that by the late 1990s, nearly 60% of Fortune 500 companies had adopted some form of HRIS or e-HRM system to manage large-scale HR processes (**Bondarouk & Ruel, 2004**).

### 3.3 Expansion of e-HRM: 2000s

In the early 2000s, e-HRM expanded from being an administrative aid to becoming a relational tool. Web-based platforms, employee self-service portals, and HR intranets enabled managers and employees to access and update information independently. A global survey by Watson Wyatt (2007) found that organizations using HR portals reported a 20–30% reduction in administrative costs and significantly faster decision-making. For multinational corporations, e-HRM became a way to align global HR policies, ensure compliance across geographies, and attract international talent (**Marler & Parry, 2016**).

### 3.4 The Digital Era: 2010s Onwards

The 2010s marked the transformation of e-HRM into a strategic asset. With the rise of cloud-based solutions, big data analytics, and artificial intelligence, HR departments began to play a direct role in shaping business strategies. Research shows that firms adopting digital HR systems experienced 40% higher efficiency in recruitment and 25% improvement in employee engagement (**Johnson, Lukaszewski, & Stone, 2017**). Virtual learning platforms and gamified training programs further enhanced workforce capability.

### 3.5 Post-COVID Acceleration

The COVID-19 pandemic (2020 onwards) dramatically accelerated e-HRM adoption. According to **Deloitte (2021)**, 75% of organizations globally accelerated their HR digital transformation plans due to the need for remote work and virtual collaboration. Companies with robust e-HRM systems managed workforce disruptions more effectively, while others rapidly implemented digital HR tools for survival (PwC, 2021). This period confirmed that e-HRM is not just a support mechanism but a strategic necessity for business continuity and resilience.

### 3.6 Current Landscape

Today, e-HRM operates on three levels: operational, relational, and transformational (**Bondarouk, Parry, & Furmueller, 2017**). It not only automates HR tasks but also shapes organizational culture, supports global workforce integration, and enhances decision-making. In fact, Gartner (2022) estimates that 80% of large enterprises now use AI-driven HR applications for recruitment, performance evaluation, and workforce planning. As businesses enter the global digital era, e-HRM continues to evolve with cloud technologies, predictive analytics, and blockchain, positioning itself as a central driver of corporate transformation.

## **4. Theoretical Foundations of e-HRM**

The development and adoption of electronic Human Resource Management (e-HRM) can be better understood by exploring its conceptual underpinnings and theoretical frameworks. Scholars have defined e-HRM as the application of web-based technologies to perform HR functions, enhance communication, and integrate organizational strategies with employee management. Lengnick-Hall and Moritz (2003) emphasized that e-HRM provides a platform for implementing HR strategies and policies through the internet, enabling efficiency in transactions and strategic value creation. Similarly, Bondarouk and Ruel (2004) highlighted that e-HRM allows communication between employees, managers, and HR professionals, freeing HR managers to focus on long-term strategic roles. Building on these definitions, several theoretical perspectives explain the significance of e-HRM in corporate transformation:

### **4.1 Technology Acceptance Model (TAM)**

The Technology Acceptance Model (TAM) (Davis, 1989) argues that the adoption of any digital system, including e-HRM, depends on two key perceptions: ease of use and usefulness. If employees and managers perceive e-HRM portals as convenient and beneficial, they are more likely to adopt them. Studies confirm that user-friendly HR portals enhance employee satisfaction and increase willingness to participate in self-service HR processes (Voermans & van Veldhoven, 2007).

### **4.2 Resource-Based View (RBV)**

The Resource-Based View (RBV) of the firm suggests that competitive advantage arises from resources that are valuable, rare, and difficult to imitate (Barney, 1991). e-HRM can be seen as a strategic resource because it enhances organizational efficiency, improves decision-making, and builds knowledge-sharing systems that competitors may find difficult to replicate. By using e-HRM for talent management, training, and performance analytics, organizations can create a sustainable competitive advantage through human capital development (Marler & Fisher, 2013).

### **4.3 Strategic HRM Theory**

Strategic HRM emphasizes aligning HR practices with organizational goals. e-HRM plays a critical role in this alignment by shifting HR from a transactional function to a transformational partner. Watson Wyatt's HR technology survey (2007) found that organizations using e-HRM tools reported greater HR involvement in strategic planning and improved organizational performance. By automating routine processes, e-HRM frees HR professionals to focus on leadership development, succession planning, and long-term workforce strategies.

## 4.4 Unified Theory of Acceptance and Use of Technology (UTAUT)

The UTAUT model (Venkatesh et al., 2003) extends TAM by identifying factors such as social influence, facilitating conditions, and performance expectancy that affect technology adoption. Applied to e-HRM, this suggests that employees are more likely to embrace digital HR tools if organizational culture promotes innovation, adequate training is provided, and senior management endorses technology adoption.

## 5. Dimensions of e-HRM

The scope of e-HRM extends beyond the automation of basic HR processes. Scholars generally categorize e-HRM into three dimensions: operational, relational, and transformational (**Bondarouk & Ruël, 2006**). These dimensions demonstrate how digital tools move HR from administrative functions to a strategic driver of corporate transformation.

### 5.1 Operational e-HRM

Operational e-HRM focuses on administrative and routine HR functions, such as payroll management, leave tracking, employee records, and compliance reporting. In traditional HRM, these activities were paper-based and required significant manpower. With e-HRM, these processes are automated through self-service portals and HR information systems, allowing employees to update their own data and managers to authorize transactions digitally. This leads to time savings, cost reduction, and accuracy in data management. For example, Infosys and Wipro use automated HR portals where employees can manage leave requests, salary slips, and tax documentation without HR intervention.

### 5.2 Relational e-HRM

Relational e-HRM relates to HR activities that directly support business processes, including recruitment, training, performance management, and employee communication. Online recruitment platforms, applicant tracking systems, and AI-driven job-matching tools enable organizations to attract and select the right talent efficiently. Similarly, e-learning platforms and Learning Management Systems (LMS) allow continuous training and upskilling of employees. Performance management systems offer real-time feedback and 360-degree appraisals. By digitizing these relational functions, e-HRM strengthens the link between HR practices and operational effectiveness.

### 5.3 Transformational e-HRM

Transformational e-HRM deals with the strategic role of HR in shaping organizational culture, leadership development, and long-term workforce planning. With administrative and relational tasks increasingly automated, HR professionals can focus on strategic initiatives such as succession planning, talent analytics, and aligning workforce capabilities with corporate strategy. Transformational e-HRM leverages advanced technologies like

predictive analytics, AI, and cloud platforms to provide insights into employee behavior, turnover trends, and skill gaps. This enables organizations to prepare for future challenges and achieve sustainable competitive advantage.

## **6. e-HRM Practices**

e-HRM practices show how technology is applied in human resource functions. These practices replace paper-based processes with digital platforms, making HR more efficient, transparent, and strategic. The major practices include:

### **6.1 e-Recruitment**

e-Recruitment involves the use of online platforms, job portals, and digital applications to source, attract, and hire employees. Unlike traditional recruitment, which relied heavily on paper applications and in-person interviews, e-recruitment allows companies to reach a global talent pool at reduced cost and time. Advanced Applicant Tracking Systems (ATS), AI-driven screening tools, and professional networking platforms such as LinkedIn are increasingly being used to filter resumes, conduct video interviews, and assess candidate fit. For instance, TCS and Infosys use AI-based recruitment systems to screen thousands of applications efficiently, ensuring faster and more accurate hiring decisions.

### **6.2 e-Onboarding**

Digital onboarding helps new employees complete joining formalities online, such as document submission, digital signatures, and orientation sessions. Companies also use virtual onboarding portals to introduce new hires to organizational culture and policies. TCS has developed an e-onboarding platform that allows employees to complete formalities before their first working day, ensuring a smooth entry into the workplace.

### **6.3 e-Performance Appraisal**

Performance appraisal in the digital era has shifted from annual reviews to continuous and data-driven evaluation. e-Performance appraisal systems allow managers and employees to set goals, track progress, and provide real-time feedback through digital dashboards. Tools such as Workday, SuccessFactors, and BambooHR enable 360-degree feedback and performance analytics. This enhances transparency, minimizes bias, and creates a culture of accountability. Organizations like Wipro have adopted digital appraisal systems that provide employees with regular performance updates and personalized development recommendations.

### **6.4 e-Training and e-Learning**

Training and development have been transformed through e-learning platforms and Learning Management Systems (LMS). Employees can now access training modules, webinars, and virtual simulations anytime and anywhere. Gamification, virtual reality (VR)-based learning, and AI-driven personalized training paths have further enhanced learning outcomes. For example, Infosys' Lex platform provides employees with AI-curated learning paths that

align with emerging digital skills. e-Training not only reduces training costs but also ensures continuous skill development in alignment with organizational needs.

## 6.5 e-Compensation and Reward

Compensation management has also been digitalized through e-compensation systems, which automate salary administration, benefits management, and rewards distribution. Cloud-based payroll systems ensure accuracy and compliance with legal standards. Moreover, AI-driven tools can design personalized compensation packages based on employee performance and market benchmarks. Many Indian IT firms now provide employees with self-service access to their payslips, tax details, and benefit claims, ensuring greater transparency and efficiency in compensation management.

## 6.6 e-Welfare and Self-Service

e-HRM has introduced self-service portals where employees can update personal details, apply for leave, or check organizational policies. These systems reduce HR's administrative workload and empower employees to manage their own needs. For instance, Infosys' HR portal allows employees to manage welfare-related services without direct HR intervention.

## 6.7 e-Communication and Collaboration

Digital communication platforms help HR departments share policies, announcements, and updates with employees in real time. Tools like Microsoft Teams, Slack, and Yammer support collaboration across departments and geographies, making them especially useful for remote and hybrid working models.

## 6.8 e-Talent Management

Talent management systems supported by AI and analytics identify high-potential employees, predict attrition risks, and highlight skill gaps. These systems also assist in succession planning and leadership development. For example, Wipro uses talent analytics to ensure a steady pipeline of future leaders.

## 7. Significance of e-HRM

The shift to e-HRM represents a fundamental transformation of Human Resource Management from a traditional support function to a strategic business partner. The digitization of HR activities enables organizations to achieve significant benefits in cost reduction, operational efficiency, and enhanced decision-making. These benefits are evident in several key areas. Firstly, e-HRM optimizes operational efficiency and reduces costs by automating routine processes like payroll and recruitment, significantly cutting down on paperwork and delays. For example, Infosys's HR portal has reduced the processing time for employee services by over 30%. Secondly, it enhances transparency and data integrity by giving employees direct, secure access to their own information, which minimizes

bias and builds trust. The self-service portals at companies like TCS are a prime example of this. Thirdly, e-HRM empowers employees by granting them autonomy to manage their data and tasks without constant HR intervention, thereby improving employee satisfaction. Fourthly, by automating administrative tasks, e-HRM allows HR professionals to focus on strategic initiatives like workforce planning, talent analytics, and succession management. Wipro, for instance, uses HR analytics to align employee skills with business goals. Furthermore, these systems generate real-time data on performance and turnover, enabling data-driven decision-making and the use of predictive analytics to anticipate future challenges. Finally, in an increasingly globalized world, e-HRM provides the essential tools for seamless communication and collaboration, making it possible to effectively manage and connect diverse and geographically dispersed teams.

## **8. Challenges of e-HRM**

While e-HRM has transformed HR practices, its adoption also presents several challenges that organizations must navigate. A significant barrier is the high implementation cost, as setting up e-HRM systems requires substantial investment in software, infrastructure, and training, making it particularly difficult for small and medium enterprises. Another major hurdle is resistance to change from employees and managers who may be more comfortable with traditional methods or fear job displacement due to automation. This necessitates effective change management programs to ensure smooth adoption. Data security and privacy concerns are also critical, as e-HRM systems handle sensitive employee data, requiring robust cybersecurity measures and compliance with data protection regulations. Furthermore, a skills gap is common, as both employees and HR professionals need proper training to utilize new digital tools effectively, and without it, expensive technology can be underutilized. Integration with existing systems is often complex and time-consuming, as new e-HRM platforms may not seamlessly connect with older legacy systems, leading to operational disruptions. Lastly, there's the risk of over-reliance on technology, which can reduce essential human interaction in HR, potentially impacting employee relations, especially in sensitive areas like grievance handling where personal communication is vital.

## **9. Future of e-HRM**

The future of e-HRM is being shaped by rapid technological advances, globalization, and evolving employee expectations. Artificial intelligence and automation will play a central role, with tools like predictive analytics and chatbots streamlining recruitment, performance management, and employee engagement. A growing number of organizations will also adopt cloud-based HR platforms (like Workday and SAP SuccessFactors) for enhanced scalability and flexibility, particularly for global firms. Future e-HRM will be increasingly employee-centric, offering personalized dashboards, wellness apps, and self-service tools to empower employees in managing their own careers and well-being. This shift will make data-driven decision-making a core part of HR, enabling managers to anticipate skills gaps and design strategic succession plans. As hybrid and remote work models become the norm, e-HRM platforms will expand to support seamless global collaboration and virtual training for distributed teams.

However, this evolution also brings new challenges, requiring organizations to address critical issues of privacy, algorithmic bias, and data protection to ensure fairness and compliance. Ultimately, the future of e-HRM lies in its potential to create sustainable value by balancing technological innovation with ethical considerations.

## **10. Conclusion**

The integration of electronic systems has profoundly reshaped Human Resource Management (HRM), redefining how organizations operate in the digital era. e-HRM has evolved from a basic administrative tool into a strategic enabler that directly contributes to organizational growth and competitiveness. By adopting practices such as e-recruitment, e-onboarding, e-performance appraisal, e-learning, and e-compensation, companies are able to streamline processes, reduce costs, and empower employees through self-service platforms. The significance of e-HRM lies not only in efficiency but also in its ability to enhance transparency, accuracy, and employee empowerment. Digital platforms allow HR managers to shift their focus from routine tasks to more strategic functions, such as talent analytics, workforce planning, and global collaboration. However, organizations must also address challenges like high implementation costs, employee resistance, cybersecurity risks, and the need for continuous training. Looking forward, the future of e-HRM will be shaped by artificial intelligence, predictive analytics, and cloud-based systems. As hybrid and remote work models become more prevalent, e-HRM will serve as the essential backbone for communication, collaboration, and talent development across geographically dispersed teams. Still, the ethical and legal implications of data use will require organizations to ensure fairness, privacy, and transparency in their digital HR practices. In essence, e-HRM represents both a significant opportunity and a responsibility. It has the potential to drive corporate transformation by balancing technological innovation with human values. For organizations worldwide, the challenge is not just to adopt e-HRM, but to use it in a way that creates sustainable value for both the business and its employees in the global digital era.

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