

E-HRM Adoption and Job Satisfaction among Millennials and Generation Z Employees: An Empirical Study

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ABSTRACT

In the backdrop of E-HRM adoption in India's National Capital Region (NCR), the study aimed to investigate how satisfied millennial and Gen Z employees are with their jobs. The study used a qualitative methodology based on a descriptive and analytical framework. A total of 200 employees were surveyed using a structured, closed-ended questionnaire that was selected using stratified and purposive sampling approaches. Perceptive statistics and regression analysis were employed in the evaluation of the collected data by SPSS 27. Findings corroborated the hypothesis that there is a significant positive relationship between E-HRM adoption and job satisfaction among millennial and Generation Z employees, that an association between E-HRM adoption and job satisfaction existed. The study also indicated that the adoption of E-HRM systems was inversely correlated with obstacles and barriers ($\beta = -0.198$, $p = 0.048$), lending credence to the statement that E-HRM adoption challenges and barriers significantly influence the adoption of E-HRM systems among millennial and Generation Z employees. The results highlighted the need of digital HR systems that are easy to use, providing employees with training and digital skills, being prepared as an organization, and having the backing of management in order to successfully deploy E-HRM and increase employee satisfaction.

Keywords: E-HRM Adoption, Job Satisfaction, Millennials, Generation Z, Digital HR Practices.

Introduction

In the era of digitalization, companies are increasingly relying on digital technologies to provide and run HR processes, which makes the adoption of E-HRM an important part of modern human resource management. E-HRM encompasses various practices, including online recruitment, digital onboarding, electronic performance assessment, e-training, employee self-service portals, digital communication, and online payroll and leave management (Roul, et al., 2024). These technologies can speed up HR services and be more readily available, transparent, and convenient for employees. As a digitally savvy generation, millennials and Generation Z have come to expect technology in the workplace that is convenient, flexible, always communicating and easy to access (Kempa, 2026). A positive employee experience can thus be achieved by implementing effective E-HRM practices, which can minimize administrative hassles, enhance communication, facilitate employee growth and development, and boost employee engagement. In this context, job satisfaction is defined as the overall positive attitude of employees toward their job, which consists of job satisfaction towards working conditions, organizational support, career opportunities, communication, and job practices. The introduction of E-HRM in the context of younger employees has thus gained in significance over the last years, in order to design satisfying, efficient and digitally oriented working environments (Abuhantash, 2023).

• **E-HRM Adoption and Digital HR Practices**

E-HRM adoption involves the application of digital technology and electronic systems to oversee different HR-related processes including recruitment, employee records, payroll, performance management, training and communication (Jimoh, 2025). Compliments organizations to automate the repetitive HR tasks, minimize paperwork, improve accuracy, and deliver quicker access to HR services. E-HRM also allows workers to easily gain access to HR data online, fostering transparency, communication, and efficiency (Vijai, C., & Mariyappan, 2023).

Digital HR practices refer to the implementation of modern technologies and tools, like cloud-based HR systems, HR Analytics, artificial intelligence, mobile apps, and other solutions, that help manage the modern workforce. These practices are used to inform decision making, boost employee engagement, support learning and development, and help with the management of employee performance. Implementing HR in a digital way can then enhance the employee experience as well as HR processes, making them more efficient, flexible and focused (Bindra, et al., 2025). Khattak, et al., (2025) analysed the impact of the introduction of digital technologies on the traditional HRM practices. It emphasized technologies like Cloud platforms, big data and Blockchain in recruitment, selection, training, and performance management and employee development. The result showed that e-HRM was able to boost efficiency, transparency, employee experience, and strategic HRM, and that cyber security, privacy, resistance to change, digital competency, and ethical issues still posed significant issues.

Hassan, et al., (2025) studied the HRM strategies in the private sector in the period 1995 – 2024 and its impact on employee satisfaction and retention. It identified the use of digital platforms, flexible working arrangements, wellness programs and employee-focused practices as key drivers within the mixed methods to enhance employee satisfaction and helped to achieve a 15-20% retention rate increase. The study also emphasized how Millennial and Gen Z are setting the tone for HR in the present day.

Shahi, et al., (2024) examined the impact of digital human resource management on the happiness and productivity of millennial workers. Digital performance evaluation and training were its primary foci, with work satisfaction serving as a mediator. The findings demonstrated that digital performance evaluation had a favourable influence on both work satisfaction and performance, and that digital training also significantly affected both. The job satisfaction significantly mediated the employee performance, suggesting its mediation role. The study findings overall indicated that good HRM practices in the digital age improved employee satisfaction and productivity among the Gen Z employees.

Priyashantha, K. G., & Chandradasa, A. I. (2023) synthesized the current state of the literature on the adoption of e-HRM and uncovered gaps in empirical knowledge. A selection of 20 papers from the Scopus-indexed literature on the subject has been examined, using the criteria of the PRISMA guidelines. Six major themes were identified through the findings: adoption factors and outcomes, value creation, relationship between employees and HR, the dark side of e-HRM, virtual organizations, and strategic business value.

Al-Alawi, et al., (2023) examined the elements influencing the adoption of electronic human resource management systems and the digital transformation of human resources in Bahrain during the COVID-19 pandemic. Findings from a quantitative study of HR professionals and workers' responses indicate that the following are critical: funding, IT infrastructure, technical support, digital skills, company culture, employee pushback, and support from upper management. The findings revealed that all factors were positively associated with digital transformation and positively affecting the organizational performance.

De Alwis, et al., (2022) applied a qualitative approach to study the effect of implementing E-HRM on the evolving HRM role in Sri Lanka. The results revealed that HR practitioners were not familiar with E-HRM but used digital HR tools more in their workday. E-HRM helped HR professionals move from an administrative role to a strategic role, helped to reduce the administrative burden, and helped to concentrate on strategic planning.

Myllymäki, D. (2021) highlighted that previous e-HRM research did not consider all the theoretical approaches to information technology. It suggested a sociomaterial approach focusing on the interaction of human action and technological artifacts in the development of e-HRM practices. The study recommended a discursive study on organizational context, various actors, and new digital practices, in order to gain insight into the impact of technology on HRM practices and results.

Al-Harazneh, Y. M., & Sila, I. (2021) evaluated the 282 replies from employees of two Jordanian telecom businesses to determine the influence of e-HRM implementation on the efficacy of the HRM system. Using these three theories as a framework, the study were able to determine that e-HRM adoption and utilization were positively correlated with performance expectancy, facilitating conditions, support from upper management, and the HRM responsibilities of line managers. A substantial effect of real e-HRM usage on HRM system efficacy was observed.

- **E-HRM and Job Satisfaction among Millennials and Generation Z**

E-HRM and Job fulfillment among Millennials and Generation Z delves at how the adoption of digital HR practices affects the career fulfillment and work experiences of younger employees. The use of E-HRM in the recruitment process, online onboarding, electronic performance appraisal, e-learning, digital communication, online leave and payroll systems can help HR administration to be faster, accessible, transparent and convenient (Hasibuan, 2025). These features are especially important to Millennials and Generation Z, who are typically more comfortable with digital technologies and are looking for digitally enabled, flexible and responsive places of work. E-HRM systems can minimize administrative challenges, enhance communication with management, boost HR information accessibility, and foster a positive employee experience, potentially contributing to increased job satisfaction (Tathavadekar, V. P., & Mahankale, 2025). But poorly designed digital systems or too much reliance on technology, inadequate training, privacy concerns and insufficient human interaction could make for frustration and less satisfaction. The expectations and demands of younger generations in the workplace are different from those of previous generations, so it's important to study how E-HRM affects job satisfaction among Millennials and Gen Z (Parker, S. K., & Grote, 2022).

- **Generational Differences in E-HRM Perception and Adoption**

The generational divide has a significant effect on the rate of E-HRM system adoption among employees. The digital competence, technological self-confidence, professional expectations, and communication preferences of people could vary across different generations due to their differing levels of exposure to digital technologies, as well as their differing attitudes, values, and preferences toward digital technologies (Stef, A., & Crişan, 2025). For millennials, who have grown up in an era where digital technology has been a rapidly growing phenomenon, electronic HRM (e-HRM) can be seen as a convenient and efficient alternative to human resource management (HRM) for accessing services including recruitment, training, performance management, leave applications and employee information (Jasmine, et al., 2025). The youngest generation, Z, is more digitally-focused than any other, and might hold even more importance for mobile-friendly platforms, ability to communicate instantly, personal service, and seamless digital experiences. Older staff, for instance, might need more training and organizational support with new systems in HR digitalization. These differences could affect how E-HRM technologies are seen in terms of their utility, usability, trustworthiness, and adoption (Khurana, A., & Girdhar, 2024).

Employees' attitudes toward technological change and expectations about workplace interaction also affect the adoption of E-HRM. However, younger workers might be more at ease using self-service HR systems and digital communication due to their ease with utilizing smartphones, social media, and online applications (Shankar, A., & Nigam, 2022). But the acceptance of E-HRM is not merely dependent on age as the digital skills, practices, previous experience, education, culture within the organization, and training opportunity can also affect the employee's perception. Hence, understanding about generational diversity should be considered while designing E-HRM systems for the organizations by offering user-friendly interfaces, comprehensive training, technical assistance, and various communication channels. Organizations can use the knowledge of these generational differences to build inclusive digital HR practices that foster acceptance and satisfaction among employees, their engagement, and the overall effectiveness of implementing EHRM (Zervas, I., & Stiakakis, 2025).

The study set out to answer the question, "How does the adoption of E-HRM practices affect employee satisfaction with their jobs?" from the viewpoints of two generations: Millennials and Generation Z. Researchers in India's Delhi National Capital Region looked at how happy workers were with their jobs, how often they used E-HRM, and what problems people had when trying to use digital HR systems. Employees' generation, age, gender, level of education, job function, years of experience, and employer type were also included of the data set. As such the scope was focused on gaining an understanding of the experiences of younger generations in relation to digital HR practices and the potential impact of barriers on their use of E-HRM systems.

Research Gap

Although some studies have been conducted to examine the role of E-HRM in enhancing HR efficiency, employee satisfaction and organizational performance, some gaps are still found. While highlighting the advantages and difficulties of using digital HR technologies, Khattak et al. (2025) failed to consider generational differences. Hassan et al. (2025) highlighted employee satisfaction and retention with the workforce changing but they did not look at E-HRM and the employee's sense of satisfaction across generations. Shahi et al. (2024) established that digital training and performance appraisal did positively affect job satisfaction and performance of Generation Z but did not make any comparison of Generation Z with Millennials. Priyashantha and Chandradasa (2023) recognized the absence of empirical studies on E-HRM, and Al-Alawi et al. (2023) emphasized organizational factors affecting digital transformation. Likewise, De Alwis et al. (2022), Myllymäki (2021) and Al-Harazneh and Sila (2021) discussed HR transformation, theoretical perspectives and system effectiveness but did not consider generational differences. As a result, there is limited research that has focused on the issue of E-HRM adoption and job satisfaction comparatively between Millennials and Generation Z, which entails further empirical studies.

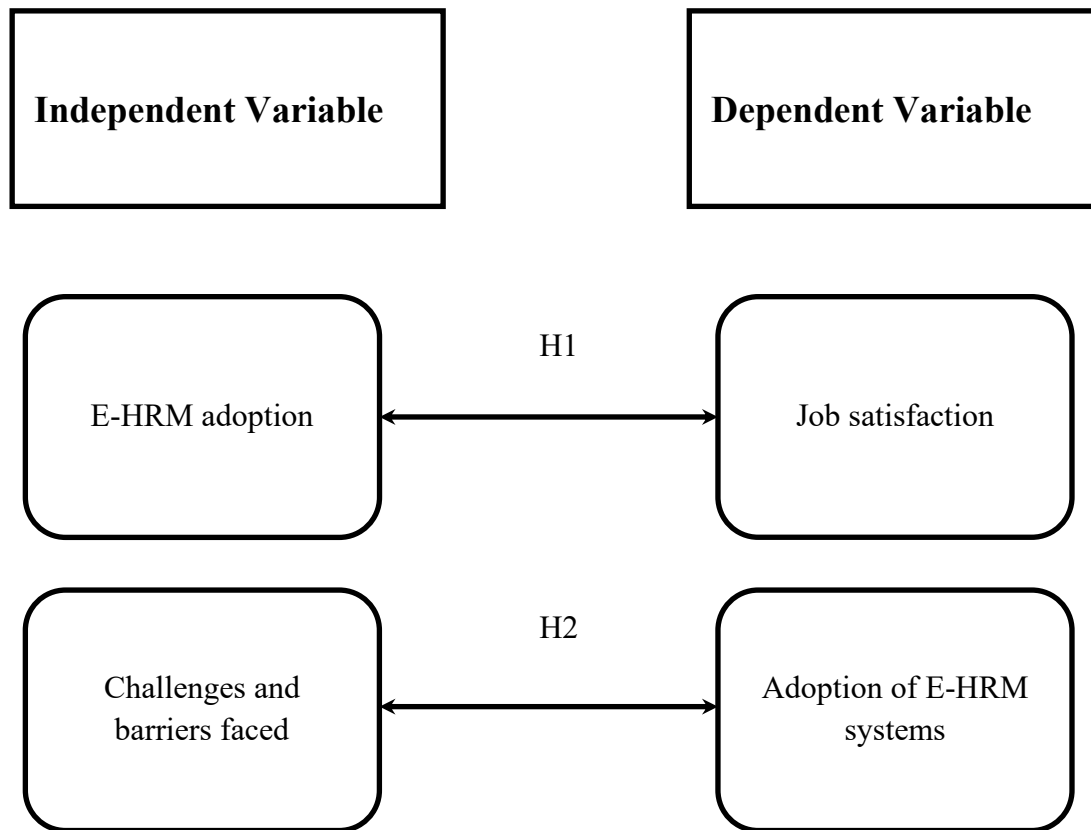
The digital technologies are revolutionizing HR functions into technology-infused E-HRM practices, especially with regard to recruitment, training, performance evaluation, communication, and employee services. But the experience of E-HRM is not consistent for all employees as various workplace factors such as digital skills, technological familiarity, organizational support, training, and expectations can affect the acceptance and satisfaction from E-HRM. While there have been studies on the effectiveness of E-HRM, digital transformation and employee outcomes, there is less research on Millennials and Generation Z as separate cohorts of employees, especially in the context of India. Hence, the present study took up the issue of understanding the nature of association between E-HRM adoption and job satisfaction along with the challenges and barriers that could engender difficulties in the domain of E-HRM adoption for these younger employees.

Research Methodology

The quantitative study sought to answer several questions about E-HRM implementation and its effects on Millennial and Gen Z employees' happiness on the workplace in the National Capital Region (NCR) of India. By combining descriptive and analytical research methods, the study was able to characterize the respondent's perspectives on the issue at hand and examine the interrelationships between the key study variables. Members of Generation Z and Millennials working for different companies in the Delhi NCR area were the intended recipients of this message. To guarantee that the study's goals were met and that respondents from the appropriate generational groups were chosen, stratified and purposive selection techniques were employed. Two hundred people were chosen at random for the study. To acquire a thorough picture of the research issue, researchers studied both primary and secondary sources of information. To collect primary data, the study employed a closed-ended structured questionnaire; to get secondary data, the study combed thru scholarly articles, research papers, and other reputable sources. First hypothesis (H1): E-HRM adoption was the independent variable, while work satisfaction was the dependent variable. To test the second hypothesis (H2), the study looked at the adoption of E-HRM systems as the dependent variable and the issues and barriers experienced as the independent factors. For data tabulation and analysis, it used Excel and SPSS version 27. The study conducted a study of the data using descriptive and inferential statistics such as standard deviation, correlation, regression, and means to identify patterns in the relationships and effects of the variables.

Objective of the study

- To examine the relationship between E-HRM adoption and job satisfaction among Millennial and Generation Z employees.
- To identify the challenges and barriers experienced by Millennial and Generation Z employees in adopting E-HRM systems.

**Figure 1: Conceptual Framework**

Source: Author's Own Compilation

Data Analysis and Interpretation

- Results based on demographic profile of the respondents

Table 1: Demographic Characteristics

S. No.	Demographic Variables	Categories	N	%
1.	Generation	Generation Z	112	56.0
		Millennials	88	44.0
2.	Age	18–22 years	38	19.0
		23–27 years	56	28.0
		28–32 years	46	23.0
		33–38 years	36	18.0
		39–45 years	24	12.0
3.	Gender	Male	96	48.0
		Female	104	52.0
4.	Educational Qualification	Diploma	24	12.0
		Undergraduate Degree	78	39.0
		Postgraduate Degree	70	35.0
		Professional Qualification	28	14.0
5.	Occupational Role	Junior/Entry-Level Employee	52	26.0
		Middle-Level Employee	66	33.0
		Senior-Level Employee	40	20.0
		HR Professional	24	12.0
		Managerial/Administrative Staff	18	9.0

6.	Years of Work Experience	Less than 1 year	42	21.0
		1–3 years	64	32.0
		4–6 years	46	23.0
		7–10 years	28	14.0
		More than 10 years	20	10.0
7.	Type of Organization	Private Sector	92	46.0
		Public Sector	48	24.0
		IT/Technology Organization	34	17.0
		Service-Based Organization	26	13.0

According to the demographic profile of the 200 respondents, the larger share of the respondents were babies boomers or Generation Z (112 respondents representing 56%) and the smaller share were Millennials (88 respondents or 44%). Regarding age, the largest number of people were aged from 23 to 27 years (28%), 28 to 32 years (23%) and 18 to 22 years (19%). There were slightly more female respondents (52%) than male (48%). In terms of educational qualification, the majority of respondents had an undergraduate degree (39%) followed by a postgraduate degree (35%). Looking at the occupational role, middle level employees made up the largest group (33%), with junior/entry-level employees being the second largest group (26%). When it comes to work experience, most (32%) workers had 1–3 years of experience, which suggests a relatively young workforce. Finally, the largest group were private-sector workers (46%), followed by public-sector workers (24%), IT/technology organizations (17%) and service-based organizations (13%). The overall demographic profile was a relatively young, educated and digitally connected workforce suitable for exploring the topic of E-HRM adoption and job satisfaction amongst Millennials and Generation Z.

H1: There is a significant positive relationship between E-HRM adoption and job satisfaction among Millennial and Generation Z employees.

Table 2: Correlation Table

Hypothesis	Factor			Correlation		Hypothesis Result
		Mean	SD	Pearson Correlation (r)	Sig value	
H1	E-HRM Adoption	10.2000	2.66667	.205*	.041	Supported
	Job satisfaction	9.8300	2.98500			

*. Correlation is significant at the 0.05 level (2-tailed).

Generation Z and millennial workers reported higher levels of job satisfaction after implementing E-HRM, and this correlation was statistically significant (H1). There was a standard deviation of 2.99 for job satisfaction and a mean of 10.20 for E-HRM, whereas the latter had a standard deviation of 2.67. There was a weak but positive correlation between E-HRM adoption levels and job satisfaction ($r = 0.205$). The p-value ($= 0.041$) was lower than the 0.05 level of significance, indicating a statistically meaningful connection. Employees from Generation Z and Millennials reported higher levels of job satisfaction after E-HRM implementation, confirming the acceptance of H1.

H2: E-HRM adoption challenges and barriers significantly influence the adoption of E-HRM systems among Millennial and Generation Z employees.

Table 3: Regression Table

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	t-value	p-value	Hypothesis Result
H2	Challenges and Barriers faced > Adoption of E-HRM systems	-.198	.039	3.992	-1.998	.048	Supported

In order to determine the hurdles that millennial and Gen Z employees encountered when trying to implement an E-HRM system, the study ran a regression analysis for H2. The regression results showed that the adoption of E-HRM systems was negatively impacted by the obstacles and barriers, with a regression weight of -0.198. The model's R^2 value was 0.039, and the beta coefficient was 0.039, therefore the difficulties and roadblocks accounted for 3.9% of the variation in E-HRM adoption. There was a statistically significant link at the 5% level, as shown by the F-value of 3.992, t-value of -1.998, and

p-value of 0.048. Millennials and Generation Z workers were encouraged to embrace E-HRM systems after research showed that these generations faced substantial hurdles when trying to do so in the workplace.

Discussion

There was a favorable and statistically significant relationship between E-HRM practices and the job satisfaction of millennial and generation Z employees ($r = 0.205$, $p = 0.041$). Therefore, employee happiness on the job is directly proportional to the prevalence of E-HRM activities. Consistent with the findings of Benyamine et al. (2024), the results showed a statistically significant correlation between E-HRM and employees' satisfaction with their workplace. In a similar vein, Afif and Benyoucef (2025) demonstrated a correlation between work satisfaction and electronic recruitment, training, and evaluation of performance. Awamleh et al. (2025) made the observation that data analytics and business intelligence strengthened the connection between E-HRM initiatives and employee happiness. The finding from the previous research served as an inspiration for the current study by showing that by creating easy-to-access and effective digital HR services, employees' workplace experience can be enhanced. E-HRM systems were also of special interest to Millennials and Generation Z, who were more likely to use digital platforms than other generations. Thus, it may be concluded that the user friendly and easily accessible E-HRM systems may bring about higher employee satisfaction.

The results for H2 indicated that obstacles and challenges significantly impacted the adoption of E-HRM. With a negative regression weight ($\beta = -0.198$) and a p value of 0.048, this suggests that as obstacles and problems worsen, the adoption of E-HRM reduces. Tomar (2024) came to a similar conclusion, stating that the obstacles to implementing E-HRM are rooted in societal norms, cultural attitudes, physical infrastructure, and financial constraints. A similar call to action to eliminate obstacles and establish enabling conditions for E-HRM deployment was made by Rana and Kaur (2024). According to Hossain et al. (2025), there are a number of factors that could hinder the implementation of digital HR practices, including inadequate training, low levels of digital literacy, connections problems, insufficient budget, and ineffective leadership. In addition, Saha and Minz (2025) discovered that E-HRM is hindered by resistance to change, data-security issues, and high implementation costs. In conclusion, the study revealed that the success of the implementation of E-HRM was not only influenced by digital systems but also other factors such as employee skills, organizational preparedness, infrastructure, security, training and management support.

Conclusion

The study found that job satisfaction of H1 (Millennials & Z Generation) was positively and significantly correlated with E-HRM adoption with $r = 0.205$ and $p = 0.041$. This suggests that the use of digital HR activities was positively correlated with employee job satisfaction. The study also revealed that challenges and barriers significantly affected the adoption of E-HRM with negative regression weight of -0.198 ($p = 0.048$) indicating that the higher the challenges and barriers, the less likely the organization was to adopt E-HRM. In general, the key findings emphasized the significance of ease of use of digital HR systems, appropriate training, digital skill, readiness of the organization and appropriate support to enhance the adoption of E-HRM and increase the positive workplace experience for employees in the Millennials and Generation Z cohorts.

• Limitations, Implications, and Future Research Directions

The study also has some limitations such as the limited sample size of the respondents (only 200 Millennials and Gen Z employees of the Delhi-NCR area) that may restrict the generalizability of the findings to other regions, age groups and organizational settings. The use of a structured, closed-ended questionnaire and purposive sampling also may limit the depth of experiences that respondents have and may create response bias. However, the results of this study have implications for organizations: A user friendly E-HRM system, good digital training, employee support, organizational readiness and management support are required to increase job satisfaction and promote E-HRM adoption. Future studies could include a broader sample from various parts of India across different sectors, a more comprehensive comparison between Millennials and Generation Z, and a larger array of factors, including but not limited to: digital literacy, organizational culture, privacy concerns, technological readiness, employee engagement, and management support. Longitudinal studies and mixed methodology could also give better insights to the impact of E-HRM on employees' satisfaction and workplace experiences in the longitudinal perspective.

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