

Perception of Employees towards Electronic Human Resource Management in Hotel Industry of National Capital Region (NCR), India

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ABSTRACT

This study investigates the adoption and impact of Electronic Human Resource Management (E-HRM) within the luxury hospitality sector of India's National Capital Region (NCR). As the industry undergoes digital transformation, understanding the perception of both the workforce and administrative functions is critical for strategic alignment. Utilizing a dual-perspective empirical approach, data was collected from 1,747 employees and 55 HR professionals across 38 five-star hotels. Exploratory Factor Analysis (EFA) identified six core dimensions of E-HRM: e-Hiring, e-Payroll, e-Learning and Development (L&D), e-Performance Management, e-Employee Self-Service (ESS), and e-Rewards and Recognition. For the employee segment, these factors explained 76.36% of the variance ($KMO = 0.951$), while the HR model explained 99.03% of the variance. Multiple regression analysis confirms that E-HRM practices are potent predictors of individual and organizational outcomes. E-HRM accounts for 48.5% of the variance in employee effectiveness ($R^2=0.485$), with the e-Payroll process emerging as the strongest individual predictor ($\beta=0.793$). From an organizational standpoint, E-HRM practices predict 74.2% of performance variance ($R^2=0.742$). Among performance indicators, Talent Retention was the most significant factor, explaining 40.8% of the variance. The study highlights a distinct "comfort gap" between modules. While employees and HR staff are highly comfortable with e-Hiring (Mean: 3.84) and e-Payroll (Mean: 3.83 and 4.36), both groups reported significant discomfort with e-Rewards and Recognition (Mean: 2.19 and 1.84, respectively). Regarding platform efficiency, employees prioritized cross-platform functionality (Mean: 4.24), whereas HR personnel identified data security (Mean: 4.30) as the paramount factor. Despite these benefits, only 47.3% of hotels are fully automated, with 41.8% remaining partially automated. The findings suggest that while administrative automation is successful, the digital integration of "human-centric" functions like rewards requires further refinement. This research provides a strategic framework for hospitality leaders to leverage E-HRM to enhance operational agility, innovation, and talent retention in a competitive landscape.

Keywords: E-HRM, Hospitality Industry, Employee Effectiveness, Organizational Performance, Exploratory Factor Analysis, India NCR.

Introduction

In the contemporary globalized economy, the hospitality industry has emerged as a cornerstone of the service sector, characterized by its intense reliance on human capital to deliver superior guest

experiences. The management of this capital, traditionally known as Human Resource Management (HRM), is fundamentally a process for developing and unleashing human proficiency through organizational progress and workforce training to enhance overall performance. However, the conceptualization of HRM has evolved significantly, with modern frameworks recognizing it as a systemic and intersectional process that must adapt to diverse organizational needs (Rodriguez & Cavallo, 2025). As the industry navigates an era of rapid technological advancement, the traditional "human-centric" approach is being augmented by Information and Communication Technologies (ICT), which encourage innovation in virtual organizational activities.

The integration of technology into HR functions has led to the emergence of Electronic Human Resource Management (E-HRM). E-HRM is defined as the application of technology that enables employees and managers direct access to HR services, including communication, performance appraisal, and knowledge management (Kamboj & Nayna, 2022). Unlike traditional HR systems that relied on clerical processing, E-HRM serves as a strategic tool to align, manage, and renovate the HRM function entirely (Sheikh et al., 2025). By providing computer-based support, E-HRM facilitates better decision-making and contributes significantly to organizational performance by enhancing the efficiency of HR practices. From a macro perspective, E-HRM results in well-regimented business processes where operations become more effective, work repetition is eliminated, and HR professionals are freed from daily clerical tasks to focus on strategic decision-making and tactical planning.

In the context of the hospitality sector—specifically the luxury 5-star hotel segment—the importance of HR cannot be overstated. This is a "people-centered" industry that values employees as a vital component in providing care and enhancing consumer experiences (Okoye & Ogunyemi, 2022). The intellectual abilities and work-related understanding of staff are critical assets in high-stakes hospitality environments. Consequently, for an organization to achieve a competitive advantage, it is indispensable to establish a global network that can swiftly convey personnel and product information across all connecting points (Van Dijk, 2020). For Indian hotels, investments in E-HRM sub-systems, such as e-compensation, e-recruitment, and performance appraisal software, have been shown to directly improve employee productivity and system efficiency (Kataria et al., 2018).

Despite the clear theoretical benefits, the actual implementation of E-HRM in the Indian National Capital Region (NCR) presents a complex picture. The region, which includes major hubs like Delhi, Gurugram, Noida, Faridabad, and Ghaziabad, serves as a primary site for the luxury hospitality trade. While the industry has entered the "age of information," the level of application varies significantly based on the substance of the HR function (Lin et al., 2023). Current data indicates a diverse range of automation levels; while a significant portion of hotels (89.1%) utilize some form of technology, only 47.3% of 5-star hotels are "fully automated," leaving 41.8% in a state of partial automation and 10.9% still relying on manual processes. This discrepancy suggests that while the industry recognizes the need for digital transformation, hurdles such as reluctance to change and concerns over data security persist.

Furthermore, the effectiveness of E-HRM is largely dependent on the perception and comfort level of the users—both the employees who utilize self-service portals and the HR administrators who manage the platforms. While technology reduces work complexities through timely communication, the "comfort gap" remains a critical barrier. For instance, while payroll and learning modules see high adoption and comfort, modules like e-Rewards and Recognition often report lower comfort levels (Mean: 2.19 for employees), indicating that the digital transition of "soft" HR functions remains a challenge.

This study addresses these gaps by conducting a multidimensional assessment of E-HRM practices within 38 five-star hotels in the NCR. It seeks to identify the core performance indicators of E-HRM, ranging from e-Hiring and e-Payroll to e-Learning and Development. By analyzing a robust sample of 1,747 employees and 55 HR personnel, the research investigates how these digital practices impact two critical outcomes: employee effectiveness and organizational performance.

The primary objectives of this research are fourfold: (1) to identify the specific E-HRM measures currently employed in the NCR luxury hotel sector; (2) to assess the impact of these practices on organizational performance indicators such as talent retention and profitability; (3) to evaluate the association between E-HRM adoption and individual employee effectiveness; and (4) to provide strategic recommendations for hotel management to optimize their digital HR ecosystems. By exploring these dimensions, the study contributes to the broader academic discourse on digital transformation in hospitality while providing actionable insights for practitioners aiming to leverage technology for strategic positioning and operational agility in a competitive post-digital landscape.

Literature Review

• Evolution from Traditional HRM to E-HRM

The conceptualization of Human Resource Management (HRM) has undergone a paradigm shift, transitioning from a purely administrative function to a strategic pillar of organizational development. HRM is fundamentally defined as a process for developing and unleashing human proficiency through organizational progress and workforce training, aiming for sustained performance improvement. However, alternative definitions proposed over decades emphasize that HRM is not a static set of rules but a systemic and intersectional framework that must adapt to modern socio-economic pressures. Rodriguez and Cavallo (2025) argue that modern HRM must incorporate supportive work-life initiatives and intersectional frameworks to remain effective in diverse work environments.

The integration of technology into this sphere began in the late 20th century with basic database management in the banking sector. Today, this evolution has culminated in Electronic Human Resource Management (E-HRM), a term first coined in the 1990s as e-commerce began to dominate the business landscape. E-HRM is conceptualized as the application of information technology to enable managers and employees direct access to HR services, including communication, performance appraisal, and knowledge management. Unlike traditional systems, E-HRM is viewed as a means to align, manage, and renovate the entire HR function. Sheikh et al. (2025) highlight that E-HRM is essential for building resilient and adaptable organizations, particularly in the pursuit of long-term sustainability. By providing computer-based support, E-HRM facilitates higher-quality decision-making and reduces the clerical burden on HR professionals, allowing them to focus on tactical planning and strategic decision-making.

• E-HRM in the Global and Indian Hospitality Sectors

The hospitality industry is inherently "people-centered," valuing employees as the primary vehicle for delivering service quality and enhancing consumer experiences. In such a labor-intensive sector, managing intellectual capital and work-related understanding is a critical competitive advantage. Technology serves as a catalyst in this environment, reducing work complexities through timely communication and stimulating employee effectiveness. Van Dijk (2020) notes that to achieve a competitive edge, organizations must establish global networks capable of conveying personnel and product information swiftly across all touchpoints.

In the Indian context, the adoption of E-HRM has been particularly transformative for luxury hotels. Kataria et al. (2018) found that Indian hotels investing in E-HRM sub-systems, such as e-recruitment and e-compensation, experienced marked improvements in employee performance and system efficiency. This is further supported by Lin et al. (2023), who observe that while high-category hotels have entered the "age of information," the depth of E-HRM application varies by functional area. For example, while digital recruitment significantly reduces hiring expenses, it still faces limitations regarding specific job positions. Recent evidence from the sources confirms this trend, showing that in India's National Capital Region (NCR), E-HRM adoption is widespread, though only 47.3% of 5-star hotels are "fully automated," indicating a phased transition toward digital maturity.

• Dimensions and Performance Indicators of E-HRM

Scholars and practitioners have identified several core dimensions of E-HRM that drive organizational success. According to the sources, these include e-Hiring, e-Rewards and Recognition, e-Payroll, e-Performance Management, e-Employee Self-Service, and e-Learning and Development.

- **e-Hiring:** This dimension is critical for talent acquisition in the competitive hospitality market. Research by Milon et al. (2022) suggests that digital hiring practices attract global applicants and streamline background checks. The sources indicate that e-Hiring accounts for a massive 50.9% of the variance in E-HRM effectiveness from an HR perspective, highlighting its role as the gateway to organizational talent.
- **e-Payroll:** Accurate and timely compensation is a fundamental employee expectation. E-payroll systems enhance transparency, simplify tax calculations, and ensure the accurate issuance of salary slips. In the NCR study, e-Payroll was the strongest predictor of employee effectiveness ($\beta=0.793$), suggesting that administrative efficiency in compensation is a prerequisite for workforce trust.
- **e-Learning and Development (L&D):** The hospitality sector requires continuous skill upgrades. E-learning platforms allow for interactive, synchronous, and asynchronous

learning modules tailored to specific skill sets. Rusilowati et al. (2024) emphasize that optimizing HR planning through advanced management information systems facilitates the continuous improvement of the workforce.

- **e-Performance Management (PM):** Digital PM systems allow managers to rate performance in real-time and retrieve historical scores for objective appraisals. Lawler et al. (2004) argue that HR metrics and analytics provided by such systems are vital for tracking goal achievement and suggesting corrective actions.
- **e-Employee Self-Service (ESS):** ESS portals empower employees by providing remote access to office documents and reducing the need for personal HR visits. This autonomy is linked to increased job satisfaction and operational agility.
- **e-Rewards and Recognition (RR):** This dimension aims to boost morale through instant, personalized recognition. However, unlike administrative tasks, digital RR often faces adoption challenges. The sources reveal a significant "comfort gap," where both employees and HR staff report the **lowest comfort levels with digital rewards** (Mean: 2.19 and 1.84, respectively), suggesting that human-centric appreciation is difficult to automate.

• **User Perception, Comfort, and Adoption Barriers**

The success of E-HRM is not merely a matter of software installation; it is contingent upon user acceptance and perceived efficiency. Perception is a key driver of how technology impacts the work environment. Karadag and Dumanoglu (2009) found that the productivity of IT in hotels is directly linked to the competency and perception of the managers using it. Woods (1999) previously noted that predicting HR trends requires an understanding of how technology reshapes the human experience.

A critical factor in user perception is platform efficiency, which is defined by cross-platform functionality, data security, and regular training. The sources highlight that while employees prioritize cross-platform functionality (Mean: 4.24), HR administrators view data security (Mean: 4.30) as the most vital efficiency indicator. Furthermore, demographic factors such as gender and experience influence comfort levels. Pearson Chi-Square tests in recent studies show a significant association between gender and comfort with e-Hiring ($p=0.029$) and experience and comfort with Employee Self-Service ($p=0.018$). Despite the positive trends, hurdles such as reluctance to change and worries about data security remain significant barriers to universal adoption in the Indian hospitality sector.

• **Impact on Individual and Organizational Outcomes**

The ultimate goal of E-HRM is to enhance performance at both the employee and organizational levels. At the individual level, E-HRM has been found to enable continuous innovation at work (Mean: 4.19) and facilitate remote access, thereby enhancing work-life balance. Regression analysis shows that E-HRM practices explain 48.5% of the variance in employee effectiveness.

At the organizational level, E-HRM is a powerful driver of talent retention, profitability, and process effectiveness. The sources demonstrate that E-HRM practices account for 74.2% of the variance in organizational performance. Within this construct, Talent Retention is the most significant indicator (explaining 40.8% of variance), followed by Competitive Position (21.5%). By reducing cycle times for HR processes and eliminating redundancies, E-HRM directly contributes to the organization's bottom line and market readiness. Nayak et al. (2022) caution, however, that organizations must be mindful of the "dark side" of digital HR, such as potential deviant workplace behaviors in virtual environments, necessitating a balanced and secure implementation.

• **Gaps in Literature**

In conclusion, the literature establishes E-HRM as a transformative force that renovations the HRM function from administrative to strategic. In the "people-centered" hospitality industry, digital integration across hiring, payroll, and development is essential for maintaining a competitive advantage. While the Indian luxury hotel sector has made significant strides, particularly in the NCR, a gap remains in the full automation of HR processes. Furthermore, the discrepancy in comfort levels—specifically the discomfort associated with digital rewards and recognition—indicates that more research is needed to humanize digital HR tools. This study builds upon these theoretical and empirical foundations to provide a comprehensive assessment of E-HRM's multidimensional impact in a high-stakes service environment.

• Objectives

In this study, authors have attempted to learn about the perception of hotel employees towards various aspects of Electronic Human Resource Management (E-HRM) in 5 Star hotels of the National Capital Region, India. The objectives of this study are:

- To find out the processes/ measures of E-HRM practices followed in 5 Star hotels of NCR, India.
- To determine the association between level of comfort of using E-HRM practices and socio-demographic characteristics of hotel employees in 5 Star hotels of NCR, India.

Methodology

This study utilizes a quantitative research design to explore the multidimensional impact of Electronic Human Resource Management (E-HRM) within the luxury hospitality sector of India. The investigation focuses on the National Capital Region (NCR), covering 38 five-star hotels across Delhi, Gurugram, Noida, Faridabad, and Ghaziabad.

A dual-perspective sampling strategy was implemented, targeting both the general workforce and HR administrators to ensure a holistic assessment of digital HR integration. The final sample consists of 1,747 employees and 55 HR personnel. Data were gathered through non-probability convenience sampling, a method deemed appropriate for exploratory hospitality research where respondent availability is a primary consideration.

The primary data collection tools consisted of two structured, pre-tested questionnaires. The instruments measured six core E-HRM dimensions: e-Hiring, e-Payroll, e-Learning and Development (L&D), e-Performance Management, e-Employee Self-Service (ESS), and e-Rewards and Recognition. Responses were captured on 5-point Likert scales, measuring levels of agreement and user comfort. Instrument reliability was confirmed with high internal consistency, evidenced by a Cronbach's alpha of .942 for the level of comfort scales.

Statistical processing was conducted using SPSS software. Descriptive statistics first established the demographic profile and automation levels within the hotels. To validate the underlying constructs, Exploratory Factor Analysis (EFA) with Varimax rotation and Principal Component Analysis was performed. Sampling adequacy was confirmed via Kaiser-Meyer-Olkin (KMO) values (e.g., 0.951 for the employee model) and Bartlett's Test of Sphericity ($p < .001$). Finally, multiple regression models were developed to analyze the impact of E-HRM practices on employee effectiveness and organizational performance indicators, such as talent retention and profitability.

Analysis and Results

The following analysis draws on data collected from 1,747 employees and 55 HR personnel across 38 five-star hotels in the Indian National Capital Region (NCR).

• Demographic Profile of Respondents

Understanding the demographic composition of the workforce is essential for evaluating the diversity and expertise of the luxury hospitality sector.

Table 1: Demographic Profile of Hotel Employees

<u>Attribute</u>	<u>Category</u>	<u>Frequency</u>	<u>Percentage (%)</u>
<u>Gender</u>	Male	715	40.9
	Female	1,032	59.1
<u>Age</u>	20–25	435	24.9
	26–30	710	40.6
	31–40	541	31.0
	Above 40	61	3.5
	< 1 Year	233	13.3
<u>Experience</u>	1–5 Years	744	42.6
	6–10 Years	567	32.5
	> 10 Years	203	11.6
<u>Education</u>	Graduate	766	43.8
	Post Graduate	661	37.8

Source: Authors Own

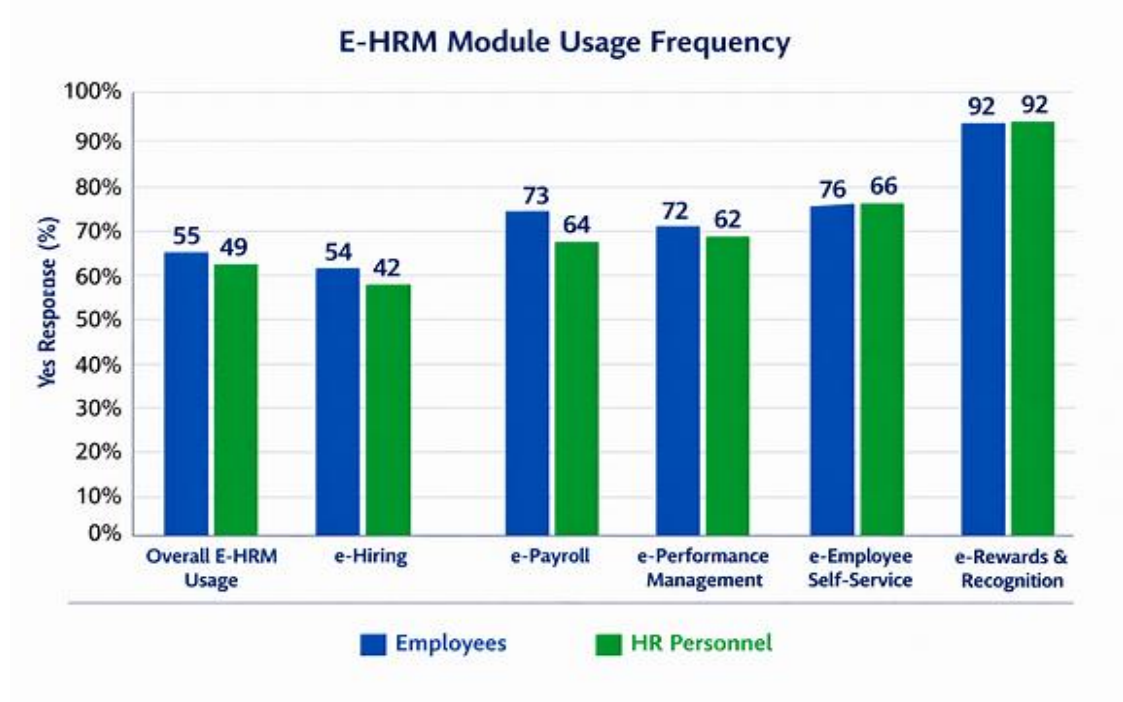
Interpretation: The workforce is predominantly female (59.1%) and remarkably young, with 65.5% of staff under the age of 30. The high concentration of graduates and post-graduates (81.6%) reflects a preference for a formal academic background in the luxury segment.

- **Adoption and Usage of E-HRM Practices**

The adoption levels indicate how technology is integrated into daily HR operations across different establishment sizes.

Table 2: Usage Frequency of E-HRM Modules

Process	Employee Response (Yes %)	HR Personnel Response (Yes %)
Overall E-HRM Usage	55.1	49.1
e-Hiring	53.9	41.8
e-Payroll	73.4	63.6
e-Performance Management	72.4	61.8
e-Employee Self-Service	75.6	65.5
e-Rewards & Recognition	92.3	92.7



Source: Authors Own

Interpretation: While overall E-HRM adoption is reported by roughly half of the respondents, specific modules show high penetration. Notably, e-Rewards and Recognition and e-Employee **Self-Service** are the most widely utilized functions, suggesting that digital interfaces for employee interaction and benefits are industry standards in the NCR.

- **Exploratory Factor Analysis (EFA)**

EFA was conducted to validate the performance indicators of effective E-HRM practices.

Table 3: KMO and Bartlett's Test (Employee Perspective)

Measure	Value
Kaiser-Meyer-Olkin (KMO)	0.951
Bartlett's Test (Sig.)	0.000
Total Variance Explained	76.36 %

Source: Authors Own

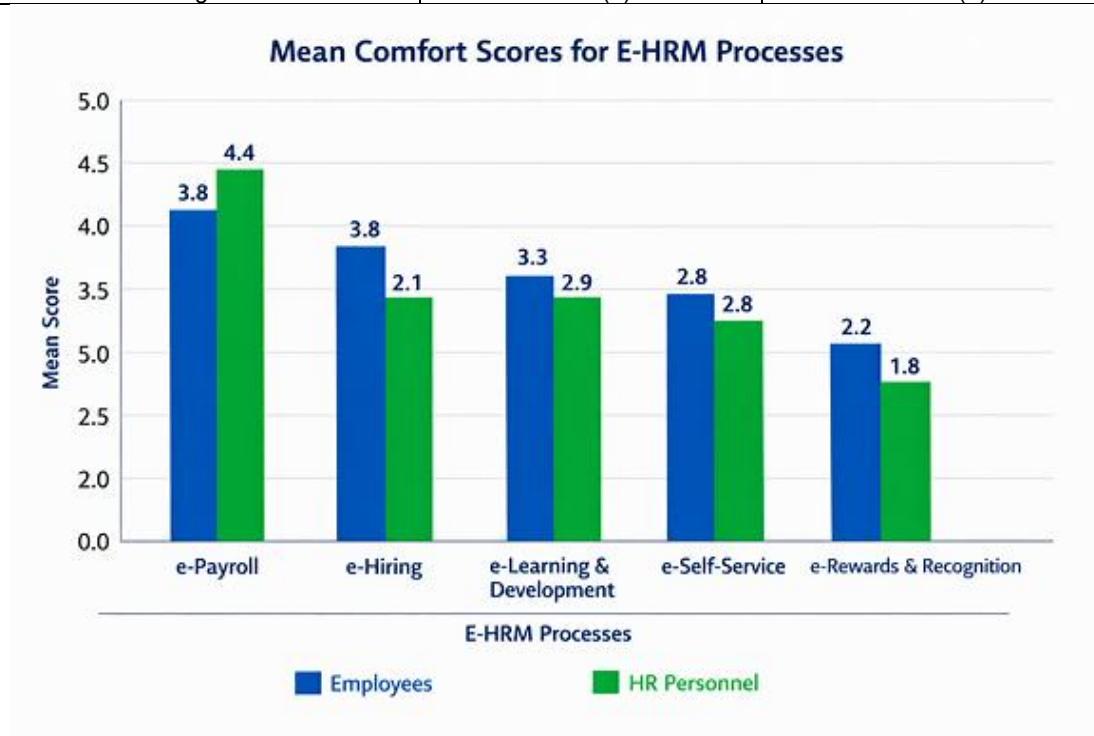
Interpretation: The KMO value of 0.951 indicates excellent sampling adequacy. Six factors were extracted, explaining 76.36% of the total variance. e-Hiring emerged as the most significant factor, accounting for 40.28% of the variance alone.

- **User Comfort and Efficiency Rankings**

Mean ranking scores on a 5-point Likert scale identify areas of high performance and potential user friction.

Table 4: Mean Comfort Scores for E-HRM Processes

E-HRM Process	Employee Mean (Rank)	HR Personnel Mean (Rank)
e-Payroll	3.83 (2)	4.36 (1)
e-Hiring	3.84 (1)	2.12 (5)
e-Learning & Development	3.27 (3)	2.93 (2)
e-Self-Service	3.05 (5)	2.81 (3)
e-Rewards & Recognition	2.19 (6)	1.84 (6)



Source: Authors Own

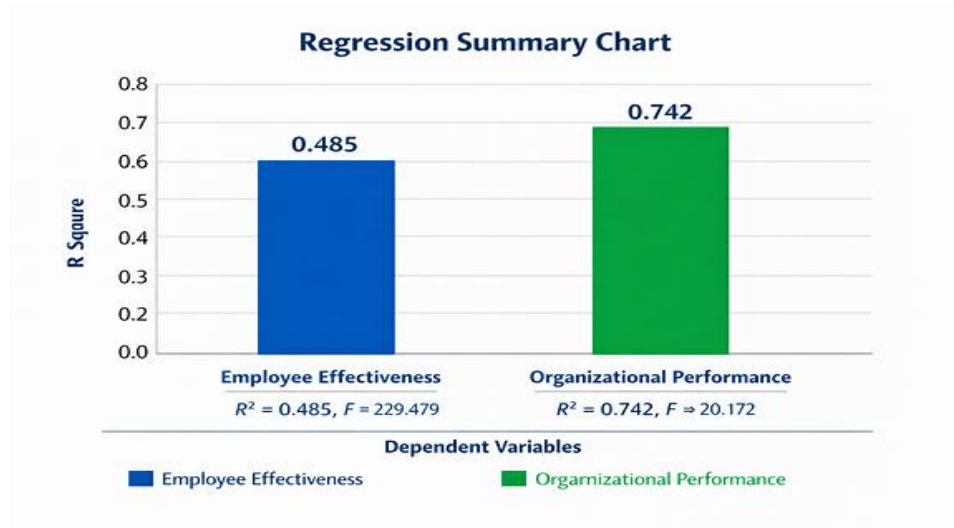
Interpretation: A significant "comfort gap" is evident. While HR personnel are "Highly Comfortable" with e-Payroll, both groups are least comfortable with e-Rewards and Recognition. For employees, e-Hiring provides the highest level of comfort, likely due to the ease of accessing job information and reducing application errors.

- **Regression Analysis: Impact on Performance**

Regression models were developed to test the influence of E-HRM on individual and organizational outcomes.

Table 5: Multiple Regression Summary

Dependent Variable	R Square	Adjusted R Square	F-Value
Employee Effectiveness	0.485	0.483	229.479
Organizational Performance	0.742	0.706	20.172



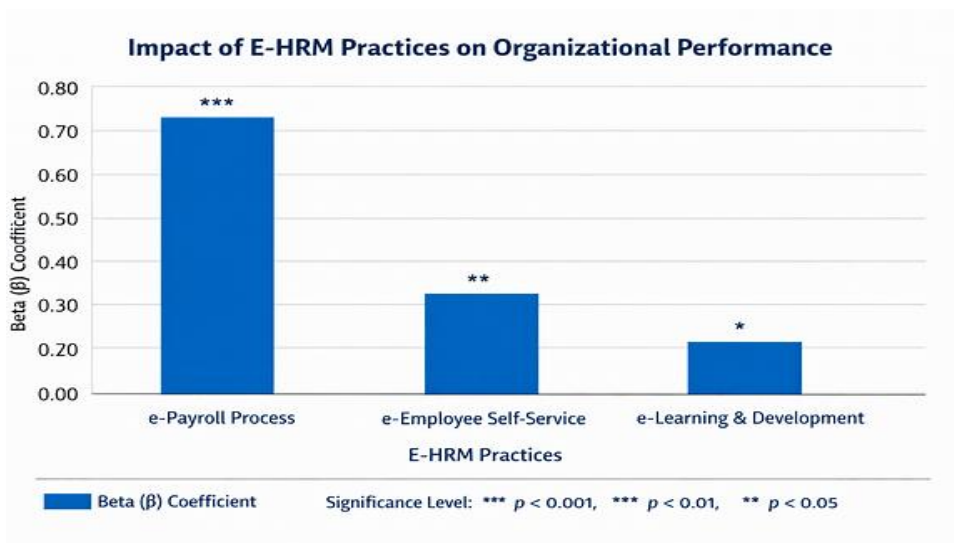
Source: Authors Own

Interpretation

- **Employee Effectiveness:** E-HRM practices explain 48.5% of the variance in effectiveness. The e-Payroll process ($\beta=0.793$) is the strongest predictor, indicating that digital transparency in pay directly enhances employee focus and satisfaction.
- **Organizational Performance:** E-HRM practices predict 74.2% of the variance in organizational performance. Within the performance construct, Talent Retention is the most significant indicator, explaining 40.8% of the variance.

Table 6: Standardized Coefficients (Impact on Organizational Performance)

Predictor (E-HRM Practice)	Beta (β)	T-Value	Sig.
e-Payroll Process	0.758	8.579	0.000
e-Employee Self-Service	0.305	2.934	0.005
e-Learning & Development	0.207	1.773	0.004



Source: Authors Own

Interpretation: The coefficient table confirms that e-Payroll is the most influential driver of organizational performance, followed by Self-Service and Learning modules. This suggests that administrative efficiency and employee empowerment are the primary mechanisms through which E-HRM adds value to 5-star hotel

Findings

The empirical investigation into the perception of 1,747 hotel employees regarding E-HRM practices in 5-star hotels in the NCR yielded several critical findings aligned with the study's primary objectives.

• Objective 1: E-HRM Processes and Measures in 5-Star Hotels

The survey revealed that while E-HRM adoption is widespread, it is not universal across all functional areas. General usage of E-HRM practices was reported by 55.1% of the workforce. When segmented by specific HR functions, the most prevalent digital processes are:

- e-Rewards and Recognition: Utilized by 92.3% of employees.
- e-Employee Self-Service (ESS): Utilized by 75.6%.
- e-Payroll: Utilized by 73.4%.
- e-Performance Management: Utilized by 72.4%.
- e-Learning and Development: Utilized by 69.7%.
- e-Hiring: Utilized by 53.9%.

Exploratory Factor Analysis (EFA) validated these dimensions, extracting six factors that explained 76.36% of the total variance. Notably, e-Hiring emerged as the most significant measure, accounting for 40.28% of the variance, followed by e-Rewards and Recognition (20.07%) and e-Payroll Process (6.76%).

Furthermore, employees' comfort levels varied significantly across these modules. Using a 5-point Likert scale, the mean ranking of comfort revealed that employees are most comfortable with e-Hiring (Mean: 3.84) and e-Payroll (3.83). Conversely, despite its high usage rate, e-Rewards and Recognition reported the lowest comfort level (Mean: 2.19), with employees explicitly categorized as "uncomfortable" with this digital process.

• Objective 2: Association Between Comfort and Socio-Demographic Characteristics

Pearson Chi-Square tests were utilized to determine the relationship between demographic factors and the level of comfort in using E-HRM tools. The analysis identified several significant associations ($p < 0.05$):

- Gender and e-Hiring: A significant association was found ($\chi^2 = 7.106, p = 0.029$). Specifically, 89.5% of male employees reported being comfortable with digital hiring compared to 64.5% of females.
- Gender and e-Performance Management: This showed a highly significant association ($\chi^2 = 13.328, p = 0.001$). Interestingly, 97.4% of females felt comfortable with digital performance appraisals, whereas only 63.0% of males shared this comfort level.
- Experience and Employee Self-Service (ESS): A significant association emerged ($\chi^2 = 15.247, p = 0.018$). Comfort with ESS increased with professional experience: only 57.1% of those with <1 year of experience felt comfortable, rising to 100% for those with >10 years.
- Non-Significant Factors: No significant associations were observed between comfort levels and the employee's age, education, hotel size, or level of employment.

Discussion

The findings underscore a complex landscape for digital HR in the Indian luxury hospitality sector. While the industry is transitioning into the "age of information", the adoption is characterized by a "human-centric friction" in specific modules.

The "Comfort Gap" in Rewards and Recognition: A paradoxical finding of this study is that e-Rewards and Recognition has the highest adoption rate (92.3%) yet the lowest comfort score (2.19). This suggests that while hotels have widely implemented digital platforms for recognition to boost morale and

facilitate retention, employees perceive these systems as impersonal or less effective than traditional "human" appreciation. This aligns with the "people-centered" nature of the hospitality industry, where emotional intelligence and personal care are paramount.

Gendered Perceptions of Digital HR: The significant difference in comfort levels between genders regarding hiring and performance management is a critical insight for HR practitioners. The fact that 97.4% of female employees are comfortable with digital performance management—compared to only 63% of males—suggests that female staff may perceive digital appraisal systems as more objective or less prone to bias. Conversely, the higher comfort of males in digital hiring (89.5%) vs. females (64.5%) indicates a potential barrier in the digital recruitment journey for female applicants that requires further investigation.

Experience as a Driver of Digital Autonomy: The data confirms that professional maturity significantly influences the acceptance of Employee Self-Service (ESS) portals. The 100% comfort rate among senior staff (>10 years) suggests that experienced employees value the autonomy and reduced "personal HR visits" provided by these systems. For newer employees, however, the lower comfort level (57.1%) implies a need for better digital onboarding and mentorship.

Strategic Impact on Performance: The results reinforce that E-HRM is a powerful driver of organizational agility. E-HRM practices accounted for 74.2% of the variance in organizational performance, with Talent Retention being the most influenced factor. The high predictive value of e-Payroll ($\beta=0.793$) on employee effectiveness indicates that administrative transparency and accuracy in compensation are fundamental prerequisites for a satisfied and innovative workforce. To maintain a competitive position, hotels must bridge the "comfort gap" in rewards and ensure that platforms are functional across all mobile and OS devices, as prioritized by the employees

Conclusion

This research confirms that Electronic Human Resource Management (E-HRM) is a transformative strategic asset within the luxury hospitality sector of India's National Capital Region (NCR). The findings demonstrate that E-HRM adoption is extensive, with 89.1% of surveyed hotels operating at either partial or full automation levels. However, the degree of integration varies significantly across functional modules, with e-Rewards and Recognition and e-Employee Self-Service showing the highest usage rates.

The study establishes a statistically significant positive relationship between E-HRM practices and organizational outcomes, explaining 74.2% of the variance in organizational performance and 48.5% of the variance in employee effectiveness. Among the various dimensions, e-Payroll emerged as the most critical predictor for both individual and organizational success, driving transparency and accuracy in compensation. Furthermore, E-HRM plays a vital role in talent retention, which was identified as the most significant indicator of organizational performance, accounting for 40.8% of its total variance.

Despite these benefits, a notable "comfort gap" exists. While employees and HR personnel are highly comfortable with administrative digital functions like e-Hiring and e-Payroll, they expressed significant uncomfotableness with digital Rewards and Recognition systems. This discomfort suggests that the "human-centric" nature of hospitality is difficult to replicate through pure automation. Additionally, the study reveals that demographic factors—specifically gender and professional experience—significantly influence how comfortable users feel with digital hiring, performance management, and self-service tools. Ultimately, while technology facilitates innovation and remote access, its success in the hotel industry is contingent upon user acceptance and perceived platform efficiency.

Recommendations

Based on the empirical findings, the following strategic recommendations are proposed to optimize E-HRM effectiveness in 5-star hotels:

- **Advance towards Full Automation:** Since only 47.3% of hotels are currently fully automated, management should prioritize the transition from partial to integrated digital ecosystems. Adopting comprehensive platforms such as Zing HR, SAP, or Oracle can streamline administrative burdens and improve real-time data access.
- **Prioritize Data Security and Cross-Platform Accessibility:** To enhance platform efficiency, hotels must ensure robust data security, which HR personnel identified as their top priority. Simultaneously, technical teams should focus on making applications functional across all

operating systems and devices (iOS, Android, etc.) to meet the primary efficiency demand of the general workforce.

- **Humanize Digital Rewards and Recognition:** Given the low comfort levels with digital rewards (Mean: 2.19 for employees), hotels should adopt a hybrid approach. Digital platforms should be used for instant tracking and public acknowledgement, but they must be supplemented with personalized, face-to-face interactions to maintain the "people-centered" essence of hospitality.
- **Targeted Training and Mentorship:** Because comfort with Employee Self-Service (ESS) is significantly lower among new hires compared to senior staff, hotels should implement specialized onboarding training and mentorship programs. This will bridge the digital literacy gap and ensure that entry-level staff can navigate digital office documents and company information effectively.
- **Address Gender-Specific Perception Gaps:** HR departments should investigate and mitigate the comfort disparities identified between genders regarding e-Hiring and e-Performance Management. Ensuring that digital appraisal systems are perceived as objective and bias-free can help increase comfort levels among male employees, while streamlining digital recruitment can support female applicants.
- **Leverage E-HRM for Strategic Talent Retention:** Hotels should utilize E-HRM analytics to proactively manage talent retention and employee turnover, as these were identified as high-impact outcomes of digital HR. Using e-Learning and Development to customize training modules based on individual skill sets can further boost job satisfaction and market readiness

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