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## ADOPTION OF E-HRM IN HIGHER EDUCATION INSTITUTIONS: A STUDY OF DIGITAL HR PRACTICES

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**Abstract:** The digital transformation of administrative functions within higher education has expedited the integration of Electronic Human Resource Management (E-HRM). This research investigates the degree, application, and advantages of E-HRM in higher education institutions, with an emphasis on recruitment, training, performance management, and employee data management. By utilizing secondary data sourced from research reports, academic journals, and institutional case studies, the paper concludes that E-HRM improves operational efficiency, facilitates data-driven decision-making, and alleviates administrative burdens. Nevertheless, obstacles such as insufficient digital skills, gaps in infrastructure, and resistance to change continue to hinder comprehensive adoption. The study wraps up with suggestions aimed at enhancing E-HRM implementation and outlining future research.

**Keywords:** E-HRM, Higher Education, Digital HR Practices, HR Technology, HRIS, Digital Transformation

### INTRODUCTION

Digital transformation is altering the operations of higher education institutions worldwide. Administrative tasks that were once manual and labor-intensive are now transitioning to automated systems. Human Resource Management (HRM) stands out as a key area where digital systems have made a notable difference, resulting in the rise of Electronic Human Resource Management (E-HRM). E-HRM denotes the application of web-based technologies to streamline HR processes such as recruitment, onboarding, payroll, training, performance evaluation, and employee communication. Within higher education institutions, E-HRM has become increasingly significant due to the expanding workforce, the rising demand for transparency, and the necessity for effective service delivery. Nevertheless, in spite of the potential

advantages, numerous higher education institutions, particularly in developing regions, encounter obstacles in implementing E-HRM due to technological, financial, and organizational limitations. This study investigates the adoption of E-HRM in higher education and examines the digital HR practices that are currently being utilized.

### REVIEW OF LITERATURE

Dr. Jangam Ratna Prabhakar according to his article title

‘Electronic Human Resource Management (EHRM) in India: Challenges and Prospects’ This article examines the execution, difficulties, and advantages of utilizing digital human resources management in businesses operating in India. Digital human resources management incorporates modern technologies into human resources tasks with the goal of improving how well things work, making sure it lines up with the company's plan, and boosting how well the company does overall. The research points out major technical issues, like making sure digital human resources management works with older systems and worrying about keeping data safe. It also stresses that cultural opposition and employees not having the right skills are major obstacles to successfully using digital human resources management. Solid leadership and backing from management, along with strong plans for handling changes, are needed to get past these challenges. The article underlines how important it is to have ongoing training to close the skills gap and ensure employees are good at using digital human resources management systems. Furthermore, the strategic advantages of digital human resources management, like making operations more efficient, cutting costs, and improving the ability to make decisions, are talked about. The results suggest that a carefully thought-out, strategic way of doing things, including putting money into training, keeping data safe, and having management support, is vital for effectively putting digital human resources management into action.

Previous studies highlight that E-HRM increases efficiency, reduces paperwork, and improves HR service delivery (Stone & Dulebohn, 2013). Research also indicates that digital HR enhances strategic HR roles by enabling data analytics and improving decision-making (Marler & Fisher, 2017).

In higher education, E-HRM supports automation of leave management, payroll, employee records, and recruitment, leading to time and cost savings (Khera & Gulati, 2012). However, studies also reveal challenges such as poor ICT infrastructure, lack of digital literacy, resistance from faculty, and financial constraints (Kumar & Sharma, 2019).

### RESEARCH OBJECTIVES

- To assess the level of adoption of E-HRM in higher education institutions.
- To study the digital HR practices used in colleges and universities.
- To identify the benefits and challenges of E-HRM adoption.
- To suggest measures to strengthen E-HRM implementation.

### RESEARCH METHODOLOGY

This research relies on secondary data gathered from academic journals, government publications, institutional websites, and earlier studies concerning E-HRM and the digitalization of HR. The methodology encompasses a comparative analysis of the digital HR practices implemented by different higher education institutions. Results are interpreted using tables, literature findings, and case illustrations. As no primary data has been collected, the focus of the study is on qualitative analysis.

#### Digital HR Practices in Higher Education

##### • Online Recruitment

Many institutions use online portals for:

- Job posting
- Application submission
- Screening and shortlisting
- Interview scheduling

This reduces recruitment time and ensures transparency.

##### • Employee Records & HRIS

HR Information Systems (HRIS) are used for:

- Maintaining employee profiles
- Service records
- Attendance and leave
- Payroll automation

Digital databases eliminate duplication and ensure accuracy.

##### • Online Training & Development

Higher education institutions increasingly use:

- LMS platforms
- Online workshops
- Webinars
- Digital skill development modules

This promotes continuous learning.

##### • Performance Management Systems

Digital tools help in:

- Self-appraisal
- Annual performance reviews
- Workload calculations
- Goal setting

E-HRM ensures fairness and transparency.

##### • Employee Self-Service (ESS) Portals

Employees can:

- Apply for leave
- Download salary slips
- Update personal details
- Track service requests

This reduces HR workload.

### FINDINGS

The adoption of E-HRM is generally moderate to high across most universities, although it tends to be lower in smaller colleges. Institutions gain advantages such as enhanced efficiency, accuracy, and transparency.

Digital HR practices are extensively implemented in areas such as payroll, leave management, and recruitment.

While training and performance management systems are utilized, their adoption is not consistent across the board.

Challenges faced include gaps in digital skills, constrained budgets, and resistance to the implementation of new systems.

## DISCUSSION

The findings suggest that E-HRM has facilitated a transition for institutions from manual operations to automated processes, thereby alleviating administrative burdens. Institutions possessing more robust ICT infrastructure demonstrate higher levels of adoption. Nevertheless, numerous institutions continue to depend on hybrid systems owing to technical constraints. Compared with past studies, this paper supports the idea that E-HRM significantly enhances HR effectiveness but requires strong leadership support and digital literacy among staff.

## CONCLUSION

The adoption of E-HRM in higher education institutions is on the rise, yet it has not reached its full potential. Although digital tools have enhanced HR functions, obstacles persist regarding infrastructure, expenses, and employee acceptance. To bolster E-HRM adoption, institutions need to invest in digital training, enhance technology, and foster a culture of innovation.

## RECOMMENDATIONS

- Conduct regular digital literacy training for staff.
- Improve ICT infrastructure in colleges.
- Adopt cloud-based HRMS for cost efficiency.
- Strengthen cybersecurity measures.
- Encourage leadership support for digital initiatives.

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