



EMPLOYEE PERCEPTIONS ON THE INTEGRATION OF INFORMATION TECHNOLOGY IN HR OPERATIONS: EVIDENCE FROM MANUFACTURING UNITS IN IIE, PANTNAGAR

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Abstract: This research investigates employee perceptions on the incorporation of Information Technology (IT) in Human Resources (HR) activity in manufacturing units at IIE, Pantnagar. Using primary data from 184 employees, the study investigated; awareness, perceived usefulness, easiness, and how they affected satisfaction and HR service delivery. Findings suggest that the IT-based HR tools are being used moderately well and were perceived to be useful, particularly by employees who were trained. Barriers were no training and anti-change behaviours; While enablers, such as management support and intuitiveness, positively influenced. The ideas were supported by strong correlations we found between the tracking of IT usage and employee satisfaction in our SPSS analysis. This study offers an evidence base for human resources to embrace digital HR transformations in industrial sectors of emerging economies.

Keywords: IT Integration, HR Operations, Employee Perception, Manufacturing Sector, HRIS.

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Introduction:

The advance and implementation of Information Technology (IT) in Human Resources (HR) enabled HR departments operate with an increased capacity for managing the workforce at an operational level and contribute strategically for organizations (Bondarouk & Ruël, 2009). In Industry 4.0, organizations have become more reliant on digital platforms such as Human Resource Information Systems (HRIS), e-recruitment, and attendance managements systems. In manufacturing industries particularly, we rely on IT and processing to engage in productive processes and positively managing employees. IT engenders better rates of employee engagement, better performance management, improved employee talent acquisition processes, fewer redundancies, and provides actionable data (Marler & Fisher, 2013).

In Uttarakhand, Pantnagar's Integrated Industrial Estate (IIE) is home to mid-sized and large-scale manufacturing units, and this geographical area is experiencing a growing use of digital platforms in HR. Yet, people argue that the added value of successful IT integration is not merely a technical issue, but a human issue. The success of an IT-driven HR process will depend

largely on employees' perceptions and acceptance and readiness to follow suit with a technological change initiative (Dery et al., 2013), as employees' perceptions of IT processes as useful and easy to use are determinants of whether they choose to engage with IT-driven HR solutions (Venkatesh & Davis, 2000).

Even with the ongoing digital transformation process, the literature identifies a gap in understanding how individuals in manufacturing contexts view such changes (Strohmeier, 2007). This gap in the literature is particularly meaningful considering the difference in technological readiness and digital literacy in India across various segments of the workforce. This necessitates an understanding of the experiences and perceptions of employee experiences and attitudes toward IT in the HR operations space.

The study's focus is on manufacturing units located in the Industrial Estate of IIE, Pantnagar, and seeks to explore perceptions from employees regarding IT integration into Human Resource Management (HRM), facilitators and barriers to adoption, and overall implications of the adoption of IT into HRM on HR effectiveness and employee satisfaction.



The goal of our research is to present evidence-based recommendations to HR leaders when it comes to IT approach in HR functions, and to ultimately contribute to the general discussion around digital transformation in the industrial sectors of emerging economies.

Review of Literature:

The role of Information Technology (IT) in Human Resource Management (HRM) has been heavily debated in recent literature, particularly through electronic HRM (e-HRM) systems. Bondarouk and Ruël (2009) characterize e-HRM as the use of web-based technologies to support HR strategies, policies and practices. They highlight that e-HRM is fundamentally about administrative efficiency but should also be seen as a valuable resource for strategic envoy for organizations in terms of talent management and organizational development. They acknowledge that the acceptance of employees is one of the critical success factors in the use of e-HRM, as in any technology initiative.

Strohmeier (2007) provided a conceptualisation of e-HRM which included three pillars: technology, human actors and organizational context. His studies suggested that employees' acceptance to use IT-enabled systems will depend largely on the culture of the organization and the ownership of their engagement with digital tools. Venkatesh and Davis's (2000) Technology Acceptance Model (TAM) reiterates that perceived usefulness and perceived ease of use are the leading indicators of whether technology will be accepted in the workplace. This longitudinal study revealed that employee trust in the use of technology and the perceived ease of interactions with the technology were decisive factors in acceptance.

Within the manufacturing context in India there are still inconsistencies in the rate of adoption to digital HR systems. Marler and Fisher (2013) note that larger companies tend to deploy HR technology more quickly compared to organizations that are mid-sized, where challenges associated with infrastructure, change management and the preparedness of employees in mid-sized organizations prevent them from adopting faster. The implications of this inconsistency are important for the manufacturing units in Pantnagar, as employee views about IT in HR processes may be affected by the digital divide.

Likewise, Dery et al. (2013) examine the challenges of HRIS implementations from the perspective of Actor-Network Theory and argue that employees are intermediaries of the changes associated with IT integrations in HR. When employees resist or support changes associated with IT integrations in HR the consequences is largely determined by these actors. As such, employee training, communication, and participation in the decision-making process are important factors that shape a positive view about the changes being made in HR to align with technology and mitigate resistance to implementation.

Recent studies have responded to aligning IT adoptions with the expectations of the workforce. For example, Yusliza et al. (2020) found that the components of digital literacy, organizational support, and user participation improve employee satisfaction with HR technology implementation in developing economies.

This body of literature points to a need for region specific studies - especially in the context of Indian industry - which provides the

empirical framework for the present study to assess employee perceptions toward IT integration in HR in practice.

Research Gap:

Despite the growing focus on digital transformation in Human Resource Management (HRM), there is still a long way to go in understanding employee views towards IT integration - especially in the manufacturing sector of an emerging economy like India. While the existing literature by Bondarouk and Ruël (2009) and Strohmeier (2007) have heavily examined the strategic importance of e-HRM, most of the research tends to value highly, large enterprises or service industries, often neglecting smaller-sized manufacturing units which faced different technology, financial, and manpower challenges.

In the Indian scenario, particularly in industrial contexts like the Integrated Industrial Estate (IIE), Pantnagar, research focus on how employees act, perceive and adopt IT-enabled HR systems is rather limited. Although research from Venkatesh and Davis (2000) and Marler and Fisher (2013) clearly mention factors, such as perceived usefulness and ease of use, their study conclusions were predominantly based on western, organizational contexts which did not fully contextualize the Indian manufacturing environment.

Moreover, while Dery et al. (2013) provided some insight into employee roles in influencing IT implementation success outcomes, there remains a lack of empirical evidence documenting employee-level engagement with digital HR practices in semi-urban industrial clusters, building trust and satisfaction. This analysis will bridge this gap to understand employee perceptions in manufacturing units of IIE, Pantnagar - an unstudied yet developing and growing industrial cluster - hence contributing to both theory and practice in HR digitalisation in developing economies.

Objectives of the Study:

The objectives considered for this research study are as follows:

1. To examine the level of awareness and usage of IT-enabled HR tools among employees in manufacturing units of IIE, Pantnagar.
2. To analyse employee perceptions regarding the usefulness and ease of use of IT-integrated HR systems.
3. To evaluate the impact of IT integration in HR operations on employee satisfaction and HR service delivery.
4. To identify the barriers and enablers influencing the effective adoption of digital HR practices from the employee perspective.

Hypotheses of the Study:

The following hypotheses have been developed according to the objectives stated above:

H₁₁: There is a degree of awareness of and use of IT-enabled HR tools by employees in the manufacturing units of IIE, Pantnagar.

H₁₂: Employee perceptions of IT-integrated HR systems have significant relationships to their perceived usefulness and perceived ease of use.

H₁₃: The use of IT in HR processes has a significant positive influence on employee satisfaction and the perceived quality of HR services provided.

H₁₄: There is a significant relationship between perceived barriers/enablers and the adoption of digital HR practices, from an employee perspective.

Employee Perceptions on Digital HR in Industry:

In the last several years, human resource attitudes toward technology-based human resource management systems among manufacturing firms in India have depicted a significant change in attitude among employees. Srivastava and Bagga (2014) noted that while manufacturing SMEs were behind IT/ITES in terms of HRIS usage, the employees interacting with HRIS felt greater levels of transparency with management and work autonomy. Srivastava and Bagga (2014) noted that "initially there was resistance due to perception of losing the human factor in interacting with HR", but once workers recognized that self-service portals would expedite the process from "3 hours to 3 minutes" for leave requests and payslip downloads (Studocu, 2024), a shift in attitude began.

In a case study of Kaleesuwari Refinery Pvt Ltd, Lavanya and Rathika (2024) noted that HRIS provided employees with greater awareness and satisfaction of systems, and they noted, "70% found it easy to navigate the HRIS for HR-related tasks", within the first six months they noted a reduction in administrative mistakes (Lavanya & Rathika, 2024). Furthermore, the case study noted similar findings suggesting that improvements were reflected in employers' views of HR service delivery, improving from employees noting "the process was slow" towards viewing "HR systems as a reliable way to support employee information needs faster to support existing employees". More broadly, a household appliance manufacturer identified their employee satisfaction improved from 66% to 84% post-implementation of HRIS, with the further positive impact being employee satisfaction in error rates dropping, in addition to reduced training time to onboard on new systems. Improvements positively ground total impression of HR service delivery for employees seemed to emerge as executives expressed employees enjoyed faster delivery of support services and access to applicable information.

At ABC Automotive, employees viewed digital HR instances such as performance management and learning platforms as increased engagement; employees expressed that formal feedback fast-tracked their career development (Phi EDGE, 2023). This indicates that perceived usefulness (ease and outcomes) creates a positive view when forming attitudes that mirror the Technology Acceptance Model (Davis, 1989). However, there are obstacles to consider: complexity, lack of training, etc., in using technology for

HR may be barriers to full adoption. A systematic review of HRIS was conducted in various types of manufacturing and service firms in India, which revealed 86% of firms used phased implementation of HRIS systems, whereby most firms viewed timely access to external experts as imperative for overcoming initial rejection (Nashik study, 2024). In the Pantnagar industrial context, a phased and supported rollout of HRIS is likely to mitigate resistance and develop skills as they go. In summary, the evidence is real-world that while employees appear to initially resist HR technology, in the presence of obvious benefits related to autonomy, errors, and service quality; attitudes towards the technologies quickly shifted positively if access to adequate training and support was available.

Research Methodology:

This study employed an exploratory-cum-descriptive design to investigate employees' perceptions of IT-enabled HR operations in manufacturing units at the IIE, Pantnagar. A structured, self-administered, questionnaire was developed using five-point Likert scales. The questionnaire was based on validated constructs developed in prior HRIS research (Marler & Fisher, 2013; Venkatesh & Davis, 2000). A pilot test was completed by thirty respondents to confirm that the content was clear and that constructs had valid measures, removing any constructs that resulted in a low item-total correlation (< 0.2).

The study employed non-probability convenience sampling techniques to collect responses from 184 employees. As suggested by Saharan and Jafri (2012), demographic information included variables such as age, education, experience, and IT training to allow for subgroup analysis. The data was analysed using IBM SPSS Statistics software. Descriptive statistics calculated mean scores and variation of awareness, usefulness, satisfaction, and perceived barriers/enablers.

To determine scale reliability, we conducted a Cronbach's alpha analysis ($\alpha \geq .70$), which was evidence for internal consistency (Cortina, 1993; Sijtsma, 2009). Normality was assessed through skewness and kurtosis (Field, 2013). To test the hypotheses, we conducted t-tests of group comparisons (e.g., trained versus untrained), ANOVA of group comparisons across experience and education, and chi-square data analysis to identify associations among categorical data. To assess the relationships between the different constructs like IT-integration and satisfaction, we used Pearson's correlation, while regression analysis was conducted to evaluate predictive associations. Using various methods for this project resulted in an increased reliability of the results and a greater understanding of the insights related to the technological transformation of HR functions.

Findings & Interpretations:

A. Demographic Analysis:

TABLE 1 DEMOGRAPHIC ANALYSIS

Variable	Category	No.	%
Gender	Male	126	68.50%
	Female	58	31.52%
Age Group	18-25	28	15.20%
	25-34	78	42.40%
	35-44	52	28.30%
	45-54	20	10.90%
	55 +	6	3.20%
Education	Diploma/ITI	55	29.90%
	UG	89	48.40%
	PG	32	17.40%
	Others	8	4.30%
Experience	0-1	18	9.80%
	1-3	64	34.80%
	4-6	42	22.80%
	7-10	38	20.70%
	10 +	22	12.00%
IT Training	Yes	112	60.90%
	No	72	39.10%

- ✓ **Gender:** Of the 184 respondents, 126 (68.50%) were male and 58 (31.52%) were female.
- ✓ **Age Group:** The largest group of respondents was (42.40%) in the 25-34 age category, followed by 35-44 years (28.30%), and 18-25 years (15.20%). Only a small minority were age 45 or older (14.10% combined.).
- ✓ **Educational level:** Most respondents have completed undergraduate qualifications (48.40%), followed by Diploma/ITI holders (29.90%) and postgraduates (17.40%). The remaining respondents (4.30%) were categorized as 'Others'.
- ✓ **Work Experience:** Experience levels depict a large proportion of respondents with 1 to 3 years (34.80%) of experience, followed by 4 to 6 years (22.80%) of experience, and 7 to 10 years (20.70%) of experience. A small proportion (9.80%) of the respondents had less than one year of experience, and another small proportion (12.00%) had 10+ years of experience.
- ✓ **IT Training:** Of the 184 respondents, 112 (60.90%) had undergone formal or informal IT training while 72 (39.10%) had not undergone any.

B. Objective I:

Objective: To examine the level of awareness and usage of IT-enabled HR tools among employees in manufacturing units of IIE, Pantnagar.

TABLE 2 DESCRIPTIVE STATISTICS

Variable	Mean	Std. Deviation	Min	Max
Awareness of IT Tools	3.89	0.87	1	5
Frequency of Usage	3.56	0.92	1	5

Interpretation: Employees have a moderately high awareness (M = 3.89) and usage (M = 3.56) of IT-enabled HR tools.

TABLE 3 INDEPENDENT-SAMPLES T-TEST

Grouping Variable: Gender	N	Mean (Awareness)	Std. Deviation
Male	126	3.92	0.81
Female	58	3.83	0.91

Interpretation: Levene's Test for Equality of Variances: $F = 0.692$, Sig. = 0.407. T-test for Equality of Means: $t = 0.654$, Sig. (2-tailed) = 0.514. No significant gender difference in awareness level ($p > 0.05$).

TABLE 4 ONE-WAY ANOVA

Age Group	N	Mean Awareness
18–25	28	3.71
25–34	78	4.01
35–44	52	3.85
45–54	20	3.79
55+	6	3.33

TABLE 5 ANOVA TABLE

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.376	4	0.594	0.774	0.543
Within Groups	136.089	179	0.76		

Interpretation: No statistically significant difference in awareness levels across age groups ($p = 0.543 > 0.05$).

TABLE 6 CHI-SQUARE TEST

IT Training	Never	Rarely	Sometimes	Often	Always	Total
Yes	4	8	18	40	42	112
No	10	18	22	14	8	72

Interpretation: Chi-square Value = 34.98, df = 4, p-value < 0.001. There is a statistically significant relationship between IT training and frequency of IT tool usage. Employees with training use tools more frequently.

Conclusion: The analysis shows that employees have a moderately high level of awareness and usage of IT-enabled HR tools. However, no significant differences were found in awareness levels based on gender or age groups. IT training emerged as a significant factor influencing usage frequency. Hence the alternative hypothesis has been accepted.

C. Objective II:

Objective: Employee perceptions of IT-integrated HR systems have significant relationships to their perceived usefulness and perceived ease of use.

TABLE 7 DESCRIPTIVE STATISTICS

Variable	N	Mean	Std. Deviation	Min	Max
Perceived Usefulness	184	4.02	0.66	2	5
Perceived Ease of Use	184	3.89	0.71	2	5

Interpretation: Employees generally agree that IT systems are useful and easy to use (means > 3.5).

TABLE 8 RELIABILITY TEST (CRONBACH'S ALPHA)

Scale	Number of Items	Cronbach's Alpha
Perceived Usefulness	5	0.81
Perceived Ease of Use	5	0.79

Interpretation: Both scales are reliable ($\alpha \geq 0.7$), confirming internal consistency.

TABLE 9 INDEPENDENT SAMPLES T-TEST

a. Perceived Usefulness

IT Training	N	Mean	SD	t-value	p-value
Yes	112	4.18	0.59	3.987	0.000
No	72	3.76	0.69		

b. Perceived Ease of Use

IT Training	N	Mean	SD	t-value	p-value
Yes	112	4.05	0.64	3.056	0.003
No	72	3.63	0.76		

Interpretation: Employees with IT training have significantly higher perceptions of usefulness and ease of use than those without ($p < 0.05$).

TABLE 10 ONE-WAY ANOVA

Education	N	Mean PU
Diploma/ITI	55	3.84
UG	89	4.01
PG	32	4.25
Others	8	4

TABLE 11 ANOVA TABLE

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.384	3	1.128	2.667	0.05
Within Groups	76.629	180	0.426		

Interpretation: There is a marginally significant difference in perceived usefulness based on education level ($p = 0.050$).

Conclusion: The findings support the alternative hypothesis. Employees perceive IT-integrated HR systems as both useful and easy to use, especially when IT training is provided.

D. Objective III:

Objective: To evaluate the impact of IT integration in HR operations on employee satisfaction and HR service delivery.

TABLE 12 DESCRIPTIVE STATISTICS

Variable	N	Mean	Std. Deviation
IT Integration	184	4.01	0.58
Employee Satisfaction	184	3.89	0.65
HR Service Delivery	184	4.03	0.61

Interpretation: Respondents reported high IT integration, satisfaction, and positive perceptions of HR service delivery.

TABLE 13 RELIABILITY TEST (CRONBACH'S ALPHA)

Scale	Number of Items	Cronbach's Alpha
IT Integration	6	0.83
Satisfaction	4	0.78
HR Service Delivery	4	0.81

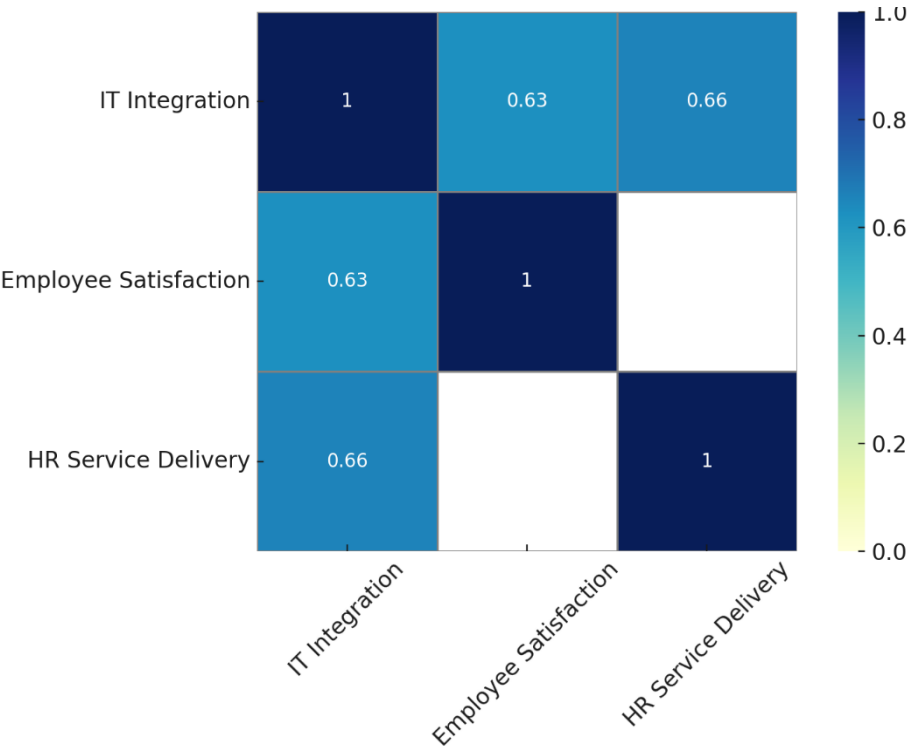
Interpretation: All scales are reliable ($\alpha > 0.7$), indicating consistency in responses.

TABLE 14 CORRELATION ANALYSIS (PEARSON'S R)

Variables	r	Sig. (2-tailed)
IT Integration ↔ Satisfaction	0.627	0.000
IT Integration ↔ HR Service Delivery	0.659	0.000

Interpretation: There is a strong and statistically significant positive correlation between IT integration and both i.e. Employee satisfaction ($r = 0.627$) and HR service delivery ($r = 0.659$).

FIGURE 1 HEATMAP: BETWEEN IT INTEGRATION, SATISFACTION & HR SERVICE DELIVERY



Interpretation: The above heatmap has visualized the Pearson correlation between IT Integration, Employee Satisfaction, and HR Service Delivery. The darker blue shades represent stronger positive correlations, confirming significant associations between these variables. Let me know if you need it in a publication-ready format or with labels/statistics embedded.

TABLE 15 SIMPLE LINEAR REGRESSION

a. IT Integration → Employee Satisfaction

Coefficients	B	Std. Error	t	Sig.
Constant	1.56	0.24	6.5	0
IT Integration	0.58	0.053	10.91	0

b. IT Integration → HR Service Delivery

Coefficients	B	Std. Error	t	Sig.
Constant	1.49	0.23	6.48	0
IT Integration	0.63	0.053	11.82	0

Interpretation: IT integration significantly predicts employee satisfaction (39.3% of variance explained). IT integration also significantly predicts perceived quality of HR service delivery (43.4% of variance explained).

Conclusion: IT Integration positively and significantly impacts both employee satisfaction and HR service delivery quality. Correlation and regression results support the hypothesis.

E. Objective IV:

Objective: To identify the barriers and enablers influencing the effective adoption of digital HR practices from the employee perspective.

TABLE 16 DESCRIPTIVE STATISTICS

Category	N	Mean	Std. Deviation
Barriers Score	184	3.11	0.74
Enablers Score	184	3.98	0.66

Interpretation: Employees agree more with the presence of enablers (mean ≈ 4) than barriers (mean ≈ 3.1), suggesting a favourable climate for IT adoption overall.

TABLE 17 RELIABILITY ANALYSIS (CRONBACH’S ALPHA)

Scale	No. of Items	Cronbach’s Alpha
Barriers	4	0.75
Enablers	4	0.81

Interpretation: Both scales are reliable ($\alpha \geq 0.7$), indicating internal consistency.

TABLE 18 INDEPENDENT SAMPLES T-TEST

a. Barriers

Group	N	Mean	SD	t-value	p-value
Yes	112	2.97	0.72	3.128	0.002
No	72	3.34	0.73		

b. Enablers

Group	N	Mean	SD	t-value	p-value
Yes	112	4.15	0.59	4.106	0
No	72	3.72	0.67		

Interpretation: Employees with IT training perceive fewer barriers and more enablers than those without. Differences are statistically significant ($p < 0.05$).

TABLE 19 ONE-WAY ANOVA

Variable	F-Value	Sig. (p)
Barriers	2.612	0.038
Enablers	3.017	0.031

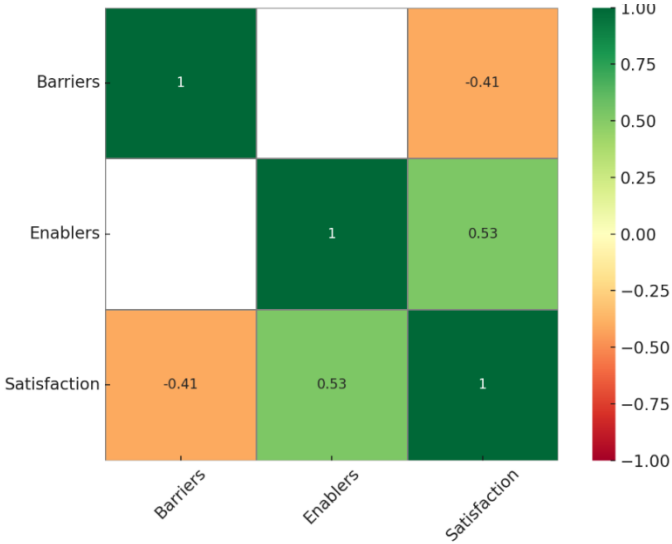
Interpretation: There are significant differences in perceived barriers and enablers based on years of experience.

TABLE 20 CORRELATION ANALYSIS (PEARSON’S R)

Variables	r	Sig.
Barriers ↔ Satisfaction	-0.412	0.000
Enablers ↔ Satisfaction	0.529	0.000

Interpretation: Barriers are negatively correlated with employee satisfaction. Enablers are positively correlated, meaning higher enabler perception → higher satisfaction.

FIGURE 2 HEATMAP: CORRELATION BETWEEN BARRIERS, ENABLERS & SATISFACTION In



Interpretation: The above heatmap is illustrating the Pearson correlation among Barriers, Enablers, and Employee Satisfaction. The colour scale helps highlight the negative relationship of barriers and the positive relationship of enablers with satisfaction. Let me know if you'd like to export or include this in a report.

Conclusion: The results support the alternative hypothesis. Barriers and enablers are not only identifiable but also statistically significant, affecting satisfaction, perception, and IT adoption readiness.

Conclusion:

This study shows that the employees working in manufacturing in IIE, Pantnagar (an Indian university) report positively on the adoption of IT into HR processes. This study indicates high awareness levels and moderate levels of use for digital HR tools, which employees indicated went up when they received relevant IT training. There was also significant correlation with IT adoption, increased satisfaction, and improved service delivery. Other negatively correlated barriers effects were training, resistance, while positively correlated were enablers like management support. The Technology Acceptance Model was validated through the study's findings, notably around perceived usefulness and ease of use. These findings demonstrate possible in-depth strategic investments for training and employee involvement when implementing IT adoption. All in all, the study suggested the approach of more phased, together with increased involvement and communication to enhance IT adoption. The thought that included more employees will increase engagement and ultimately lead to reduced resistance, is a valuable lesson learnt for the new HR digital transformation journey that the study participants adopted in this service industry context.

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