



Attitude towards E-HRM: An empirical study

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Abstract

Purpose: The purpose of this research paper is to give a research project on attitude towards electronic human resource management (E-HRM). Impact of e-HRM on organisational effectiveness has been studied.

Design/methodology/approach: The personnel who work with the e-HRM Practices have been interviewed in order to gain a better understanding about how the e-HRM Practices is planned. The study used an online questionnaire, in which 25 managers and 75 employees within IT sector participated. Managers and employees answered questions as to their previous experiences with regard to IT systems in general, their preferred HR roles, and their attitude towards E-HRM systems.

Findings: Proves that there is significant difference between E-HRM Practices and Organisational Effectiveness of Select IT firms.

Originality/value: The paper demonstrated the organisational effectiveness has been impacted to moderator extent by e-HRM practices.

Keywords: human resource management, E-profile, E-recruitment, E-training, E-PMS, E-collaborative, green HRM

Introduction

E-HRM is the planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities. This concept highlights several crucial aspects of e-HRM. At the outset, e-HRM utilizes information technology in a twofold manner: First, technology is necessary to connect usually spatially segregated actors and enable interactions between them irrespective of their working in the same room or on different continents, i.e. technology serves as a medium with the aim of connection and integration. Second, technology supports actors by partially – and sometimes even completely – substituting for them in executing HR activities.

E-HRM could be narrowly defined as the administrative support of the HR function in organizations by using Internet technology. The composite of databases, computer applications and hardware and software used to collect, store, manage, deliver, present and manipulate data for Human Resources. There was a positive relation expected between reported ease of use, usability, user support and output quality of an IT system and the attitude towards e-HRM. Virtual HR is a network based structure built on partnerships and typically mediated by information technologies to help the organization acquire, develop, and deploy intellectual capital. A Computerized Human Resource Information System (CHRIS) consists of a fully integrated, organization-wide network of HR related data, information, services, databases, tools and transactions. Such a system can be described as e- HR, meaning the application of conventional, web and voice technologies to improve the HR administration, transactions

and process performance.

With e-HRM, managers can access relevant information and data, conduct analyses, make decisions, and communicate with others - and they can do this without consulting an HR professional unless they choose to do so. Hours of processing are reduced to minutes, and much paperwork is avoided by the use of this technology. For the HR function, e-HRM has the potential to affect both efficiency and effectiveness. Efficiency can be affected by reducing cycle times for processing paperwork, increasing data accuracy, and reducing HR staff. Effectiveness can be affected by improving the capabilities of both managers and employees to make better, timelier decisions. E-HRM also provides the HR function the opportunity to create new avenues for contributing to organizational effectiveness through such means as knowledge management and the creation of intellectual and social capital.

E-HRM and its self-service characteristics can be the cheapest and fastest way to provide specific HR activities. E-HRM is a web-based solution that takes benefit of the latest web application technology to transport an online real-time human resource management solution. It is wide-ranging but easy to use, feature-rich yet bendable enough to be customized to your specific needs. E-HRM as HR portal is a vehicle through which HR information and applications can be channelled effectively and efficiently. Through HR portals, administrative activities could be updated by users and may have the access to customized and personalized news, resource applications, and e-commerce options. Through HR portals managers are able to generate reports, examine employee activities and manage their own activities.

E-HRM as an umbrella term covering all possible integration mechanisms and contents between HRM and Information Technologies aiming at creating value within and across organizations for targeted employees and management. E-HRM also offers customized portal for every individual user. Users, under certain security level, are able to visit the documents, process daily work and participate in related projects. E-HRM is the basis of business collaboration. Besides traditional HRM functions, e-HRM gives all employees access to information systems via Internet. E-HRM is advance business solution which provides a complete on-line support in the management of all processes, activities, data and information required to manage human resources in a modern company.

The shift from traditional HRM to e-HR practices gives rise to several effects on the role of HRM. e- HRM, apart from substantial reductions in cost and time and transition of administrative activities from the HR department to the employees themselves, can bring about an increased emphasis on HR as a strategic business partner whose primary challenge is to recruit, develop and retain talented employees for the organizations. The concept of Electronic Human Resource Management known as e-HRM means that the adoption of technology in delivering Human Resource HR practices due to the digital revolution in the world is such a tool that organizations can employ to manipulate the performance and behavior of the people on whom they rely on to achieve business success. E-HR refers to conducting human resource transactions using the internet technology.

Scope of the study

This research attempts to focus thrust areas of recent global environment to get an insight of e-HRM - its types, organizational effectiveness. It also identifies different practices that would give competitive advantage. The geographical area of study is Bangalore because the city has innumerable information technology multi-national companies from different countries of the world.

Objectives of the study

1. To identify the factors causation e-HRM practices.
2. To analyse the impact of e-HRM on the organisational effectiveness of select sample IT firms.

Literature Review

Nagendrababu K, Girisha M C, (2018) in the research paper published have expressed the information technology has been developed and advanced over a time. Therefore several organizations are endeavour towards development and demonstrate their visions in effective manner. Due to rapid growth of electronic management revolution it has become a necessary to create efficient and effective relationship with human resource management. The human resource management department is considered as the most significant functions in all types of organizations as it considered greatly with intellectual skills. More companies have been replacing face to face human resource administration exercises with electronic human resource administration, e-hrm for short. E-HRM encourages the HR capacity to make alert and operational abilities and contributes incredibly on HRM

adequacy. Explains on e-HRM in subtle element on the accompanying viewpoints: introduction of e-HRM, explains the cost benefit for the companies by implementing e-HRM practice and as well as to candidates to search job from remote area. Clearly explains the role of e-HRM practice to improve quality of work life in an IT companies which are located in Bengaluru and Mysuru region.

Manoj Kumar Behera (2017) ^[1] In this transforming business world, technology is become an integral part of every individuals and the organisations. The usage of technology particularly information technology and web technologies (computers and internet) helps the individuals and the organisations to simplifying the daily tasks and solve the problems arises in day to day activities. It helps the organisations in some business processes and enhances the efficiency of organisational performance. In this contemporary business, information technology tools are essential to make the business processes effectively and efficiently. Increasing competition in the current business world, pressurise every organisations to start realising the importance of information technology in the business and implement new innovative ideas to stay alive in the cut throat competition market.

Every department of an organisation plays an important role in the success story of the company, especially the human resource management department. The implementation of information technology to this department in an organisation will develop a new concept as E-HRM. According to some researchers, the implementation of IT in HRM has various effects on the traditional way of human resource management processes either positive or negative. The main focus of this paper is on the positive side of E-HRM and its application to reduce the cost in an organisation. In this research paper, the researcher tries to represent the facts in two different themes such as one is the available definitions in the existing literature so far and other theme will be to represent how the application of E-HRM will leads to reduce cost.

Stamatis Kontsas (2016) ^[3] analyzed in the article Human resource is a major source for organization to obtain competitive advantage and can be very important in obtaining long-term performance.

The limits of recruitment process are the cost, the choice made, time and legislation. Any organization looks for minimizing the human resources recruitment, selection and employment costs. The importance of cost in choosing the best practices of recruitment, selection, employment and integration of new employees in the organization, though, the cost is an important variable for analysis. All the above variables contribute significantly to the adoption of developmental strategies and policies among the cognitive behaviour models of enterprises and organizations.

Haines and Lafleur, (2010) ^[4] A survey was conducted in Canada between HR managers to assess the relationship between the degree IT supported HR activities and HR managers perceptions of HR's technical and strategic effectiveness. For the purpose of this study across 210 firms was surveyed. Study found a positive relationship between the degree of IT support of HR activities and HR manager's perceptions of the organization's HR strategic effectiveness, and with the quality of HR's strategic and change agent roles.

Parul Deshwal (2015) ^[5] Information technology is changing

the way HR departments handle record keeping and information sharing. It decreases the paperwork substantially and allows easy access to voluminous data. The processing and transmission of digitalized HR information is called Electronic Human Resource Management (E-HRM). E-HRM is the relatively new term for this IT supported HRM, especially through the use of web technology. E-HRM technology is a way of aligning and coping up with organization HR strategies, policies and practices. The main objective of the study is to measure the effectiveness of E-HRM for Sustainable Development of the organization in this fast competitive world. This study further shows that E-HRM aims at transforming the HR functions into paperless, more flexible and resource efficient and also helps the organization to improve employee competences, which resulted in cost reduction and reduction of the administrative burden as well.

Research Gap

Many research articles have been published on topic of e-HRM and organisational effectiveness. They have discussed the tread bare problem of integration of e-HRM and Organisational Effectiveness requirements. E-HRM practices and its effectiveness on organisational effectiveness all require a thorough research in the present ever changing global scenario. Hence, the present study was under taken.

Research Methodology

The present study was conducted using survey and analytical methods. The sample respondents were selected using stratified random sampling and data have been collected using administered questionnaire to the respondents. Thereafter, data have been analyzed using suitable statistical tool using SPSS 24. The research results are noted down in relation to expatriate training prevailing at sample organizations. For the study Likert Scale was used and consists of 10 items on a 5point scale. The IT Companies operating in Bengaluru city was selected. In the companies both executive and non-executives were selected as respondents for the study.

Analysis of primary data

The main focus of the paper is e-HRM practices and organisational effectiveness, which is a potential tool for enhancing the performance employees as well as the organization. Firstly, demographic profile of respondents was studied in detail.

Table 1: Gender of Respondents

SL. No.	Gender	No. of Respondents	Percentage
1	Male	48	48
2	Female	52	52
	Total	100	100

Source: Primary Data

In the study more than half of sample respondents were male & the remaining were females. Gender does not hinder the effectiveness of an organisation. Efficiency may vary from person to person, now a day even in information technology firm increasingly women are working independently. Out of 100 respondents 52 percent of the respondents were female

and 48 are percent male.

In the present study, both male and female employees are working nearest to equal in number. Effective implementation of e-HRM tries to enhance the quality work of both men and women. A woman plays multiple roles in the family and as well as in an organisation. But in India majority of youths are attracted toward IT firms to share their knowledge and to achieve company objectives. Thus it can be interpreted that both men and women are controlled by HR policies and also by the e-HRM.

Table 2: Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.758	
Bartlett's Test of Sphericity	Approx. Chi-Square	3039.972
	df	15
	Sig.	0.000

The KMO measures the sampling adequacy Table 2 is showing that the responses given by the sample respondents are adequate and satisfactory in factor analysis with the value.758. Bartlett's test result indicates the strength of the relationship among the Factors of e-HRM Practices and Organisational Effectiveness variables.

Table 3: E-HRM Practices

Sl. No.	Factors	Mean	SD
1	e-Profile	4.12	0.812
2	e-Recruitment	4.25	0.915
3	e-Training	3.58	1.253
4	e-PMS	4.36	0.264
5	e-Collaborative	3.95	0.451
6	Green HRM	4.03	0.587

Source: Primary Data

Analysis

The sample companies are practicing best e-HRM for the organisational effectiveness. Most of the respondents agreed that these practices surely enhance performance of the organisations in the global context. Overall, 85 percent of them strongly agreed that e-profile, e-recruitment, e-training, e-PMS and e-Collaborative strategies were robustly heighten cherish of IT firms to gain competitive advantages.

Technology has a lot more to offer. It is in the court of HR professionals to decide what they want and how they want it in order to upgrade their services and enhance their role.

It is believed that still there will be many more developments in the e-HRM practices should be implemented in order to be more beneficial in the future. Organisations must be aware that there is a need for flexibility and dynamism to cope with the increasingly rapid changes in the way the workforce is managed.

HR managers should increase awareness for the benefits that stem from e-HRM practices among their employees. This increases the likelihood that the wants and needs of the very basis of the organisation are understood and can be communicated to the headquarters through the managers. On the whole, it is important not only to welcome e-HRM with open arms, but to actively approach it in order to stay competitive.

H₀: There is no significant difference between E-HRM practices and organisational effectiveness of select IT firms

Table 4: Components of E-HRM practices and organisational effectiveness of select IT Firms correlation analysis

E-HRM Practices		Organisational Effectiveness		
		Profitability	Productivity	Sustainability
E-Profile	r	0.550	0.602	0.696
	Sig.	.013	.000	.010
E-Recruitment	r	0.644	0.625	0.659
	Sig.	.031	.022	.001
E-Training	r	0.660	0.614	0.688
	Sig.	.000	.001	.000
E-PMS	r	0.603	0.636	0.636
	Sig.	.000	0.002	0.002
E-Collaborative	r	0.686	0.644	0.628
	Sig.	.025	.001	.025
Green HRM	r	0.655	0.605	0.619
	Sig.	.041	.016	.017
Total	r	0.622	0.638	0.691
	Sig.	.010	.009	.005

Every organisation seeks better and quality human resource in their firms to gain competitive advantage in the IT sector. Effective implementation of e-HRM heightens the organisational effectiveness such as profitability, productivity and sustainability in the present competitive environment. In the global context, technology interventions change the organisational practices from traditional HRM to e-HRM. More or less, firms can sustain in the global village by adopting new and innovative HR practices and policies which suitable to their organisation.

At Overall, E-HRM Practices depict the relationship with organisational effectiveness because the p-value obtained in correlation analysis is less than 0.05, hence the null hypothesis is rejected. It is concluded that there is a significant relationship between E-HRM practices and Organisational Effectiveness of Select IT firms.

R value of 0.546 and variance of 55.5%. Similarly the fifth variable along with the previous four factors to enter into the equation was 'E-PMS' with combined correlation of 0.755, and squared R value of 0.567 and variance of 55.5%. The sixth variable to enter into the equation was 'E-Training' (along with all other factors previously stated) with combined correlation of 0.762, and squared R value of 0.580 and variance of 56.5%.

Out of six variables, all the six variables of e-HRM Practices best predicted the organisational effectiveness. All together the six variables of e-HRM Practices contributed to 56.5% of the firms' effectiveness and the remaining contribution was unaccounted for.

Conclusions

In the study more than half of sample respondents were female & the remaining were males. Gender does not hinder the effectiveness of an organisation. Effectiveness may vary from person to person, now a day even in information technology firm increasingly women are working independently. Most of the respondents agreed that these practices surely enhance performance of the organisations in the global context. Overall, 85 percent of them strongly agreed that e-profile, e-recruitment, e-training, e-PMS and e-Collaborative strategies were robustly heighten cherish of IT firms to gain competitive advantages.

The correlation coefficients obtained between Organisational Effectiveness of Sustainability and E-Profile, E-Recruitment, E-Training, E-PMS, E-Collaborative, Green HRM, and total e-HRM Practices, were all found to be positive and highly significant.

The findings of the research confirm the view presented by researchers that e-HRM practices is having a positive effect on organisational effectiveness. Finally, our research seems to show that the larger the Field Experience, the more pronounced are the effects of e-HRM. Further research is needed for detailed analysis of the effects of e-HRM and Organisational Effectiveness on the efficacy of implementing of e-HRM practices to complete organisation.

Table 5: Results of step-wise multiple regression

Model	Variables Entered	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	E-Profile	0.585	0.542	0.558	4.145
2	E-Collaborative	0.679	0.461	0.455	5.761
3	Green HRM	0.715	0.512	0.505	5.589
4	E-Recruitment	0.759	0.546	0.555	5.472
5	E-PMS	0.755	0.567	0.555	5.599
6	E-Training	0.762	0.580	0.565	5.557

The first variable to enter into the equation was E-Profile with correlation coefficient of 0.585, squared R value of 0.542 and a variance of 55.8%. The second variable along with the E-Profile to enter into the equation was E-Collaborative with combined correlation of 0.679, and squared R value of 0.461 and variance of 45.5%. The third variable of e-HRM practices to enter into the equation along with the previous two variables was 'Green HRM' with combined correlation coefficient of 0.715, squared R value of 0.512 and variance of 50.5%.

The fourth variable to enter into the equation was 'E-Recruitment' with combined correlation of 0.759, and squared

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