

Adoption of E-HRM Practices in the IT Industry: With Reference to IT Companies in Bengaluru

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***Abstract---** IT industry all over the world is considered as the early adopters of IT based systems in their respective organization and particularly in their Human Resource departments. This was not done overnight, rather it is out of compulsion that the most developed systems in any of the industry is the result of IT companies, hence it is the responsibility of IT industries to become the pioneers of E-HRM implementation in their respective organization. This present study is based on the evaluation of adoption of E-HRM and effect of the same on the performance of employees working at the middle level of management, in the selected IT companies of Bengaluru. The respective sample of the study is 100 respondents. Chi square test is used to analyze the results and SPSS Ver. 20.0 is analyzing the results.*

***Keywords---** E-HRM, Adoption, Performance.*

I. INTRODUCTION

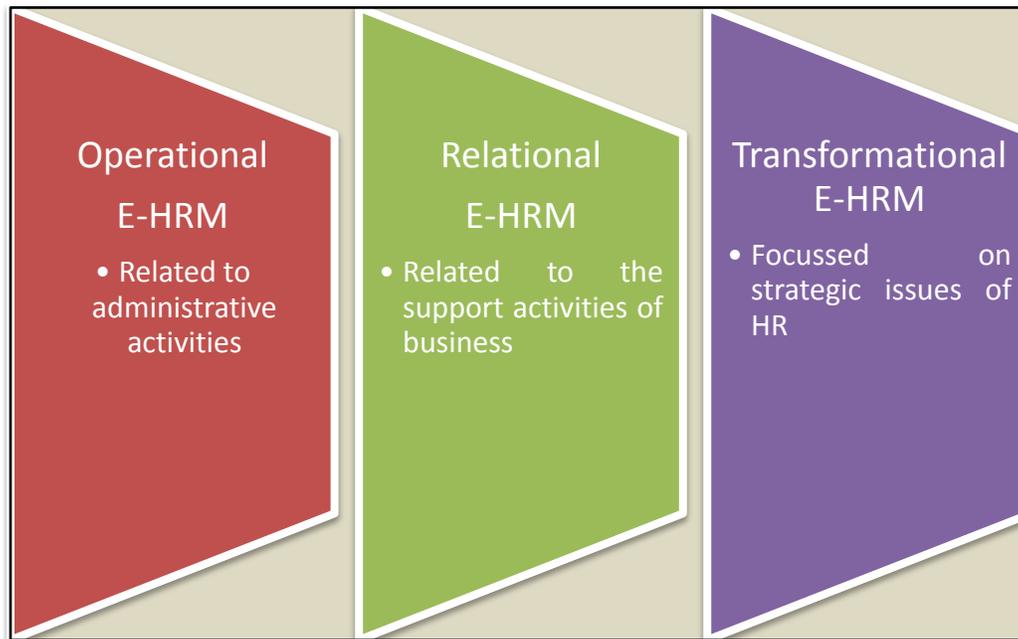
Organizations believe that employees are the core competency for them and will be ready to formulate strategies for the wellbeing of employees. As such, Human Resource (HR) Practices is a part of Human Resource Management (HRM) activities in an organization. Organizations believe and frame policies and strategies for the employees that it would improve business performance and achieve organizational goals by way of their employees' effort with the aid of technology. HRM Practices are the bridge between the employees and organization. It is not uncommon to have an individual as HR manager to manage the human resources using HRM Practices. Any given organization tries to implement best of the HR Practices as an agent to improve the productivity of the employees and make them believe on the ideology of the organization. On the other side employees feel the support from their respective organization in the name of motivation, training & development and other services. HRM Practices comprise of processes like acquiring, maintaining, motivating and developing the employees.

Thus, after technology adaptation HR becomes E-HR, where the HR services are offered to employees electronically on the whole. It shall be E-recruiting, E-maintaining, E-motivating and E-Training & Development. E-HRM tools come into existence with the people and organization, when someone tries to apply for a job position in an organization and till his resignation. HRM Practices traditionally offered to employees with the help of an HR executive who is present in the organization to support the employees' concern. Technology has changed the way HR Practices were offered. There is always a gap between people and technology; it is the generation, which creates the difference. Implementation of technology in an organization in any form leads to organizational change. And especially, the tremendous growth of BPO (Business Process Outsourcing) industry urges the researcher to study the Job performance of employees working in the sector and takes this unique dimension to research. This research tries to underline the role E-HRM in BPO organizations. People familiar with technology feel normal when they need to

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depend on technology tools to get some services from organizations. Especially, if it is HR services in the organization using technology (E-HRM TOOLS) how does an employee feel if he is not familiar with technology to receive HR services? Present study is focused on evaluating the association in E-HRM and Job performance by analyzing how E-HRM affects employees' Task, Contextual and Adaptive performance when there is a variable mediates (perceived organizational support) with these two variables.

II. TYPES OF E-HRM



As can be seen from the above diagram that there are basically three types of E-HRM practices, the details of the same are given below:

Operational E-HRM: This is one of the basic levels of E-HRM function related with the operational functions of HR department, like salary and wages of the employees, maintaining the data base of the present and prospective employees of the organization. If this function is made electronic then it will certainly save the time and energy of the HR personals and even save some amount of cost as well.

Relational E-HRM: this is another important function of HR department and if processed electronically then the activities like training of new and existing employees, recruitment process and even keeping the track of the performance of employees working at all level will become easier. This will certainly provide a competitive edge over the other similar companies in the market.

Transformational E-HRM: apart from the activities mentioned above, the strategic formulation and implementation of the same in the field of human resource is another important function of the HR department. Now at the initial level a high cost is involved in implementing software and training all the concerned people for the same is a tedious task, but once installed then it will certainly change the face of strategic orientation of HR department forever.

III. LITERATURE REVIEW

Marler (2009) E-HRM is capable of integrating the internal and external environment of a given organization; this is done with a view to increase the confidence of employees in the policies and strategies of the organization. On the other hand it can also be used as a tool to retain the skilled employees and reduce the attrition level in the respective organization. He conducted a study on the IT companies of the European states and find that the drive of E-HRM is based on the web based technology and the use of web based technology has eliminated the geographical boundaries. As a result best of the skilled employees are within the reach of the organization and even the use of physical setup has taken a back bench. The findings of the research stated that more than 80 percent of the IT companies are using E-HRM.

Nagendrababu et al. (2018) conducted research in this area wherein data was collected from one hundred and forty four HR professionals in Germany. The study investigated the utility of EHRM in business environment. It was found the E-HRM was mainly used for two purposes; one is to fill up the vacancies, and the other is to make best use of scarce resource.

Patel et al. (2011) The study investigated the reasons for adoption of E-HRM in private companies. The study identified three main reasons namely (i) cost reduction, (ii) time saving, and (iii) paper work reduction. Adoption of E-HRM and its benefit in multi-national companies is explored in the present study.

IV. RESEARCH OBJECTIVES

- To evaluate the impact of E-HRM on the level of employee's motivation.
- To study the different adoption challenges faced by organizations while implementing electronic human resource management
- To study the advantages of adopting E-HRM in Organizations.

Hypothesis of the Study

Hypothesis 1

H₀: there is no significant relation between the implementation of E-HRM practices and specialization of the employees.

H₁: there is a significant relation between the implementation of E-HRM practices and specialization of the employees.

Hypothesis 2

H₀: There is a weak/no relation between the implementation on E-HRM and position of the respondent in the organization.

H₁: There is a strong relation between the implementation on E-HRM and position of the respondent in the organization.

V. RESEARCH METHODOLOGY

Sources of Data

In order to get a clear and fair scenario of any issue, it is very important that all the available avenues of data are explored. In this present study the researcher had followed the trail of secondary data in relation to E-HRM and also collected primary data on real time basis.

Secondary Data

Secondary data is used to get a more clear insight of the chosen topic, in this present study different research papers from a number of national and international journal, IBEF report from 2015 to 2018 were considered, and even some of the articles from various issues of economic times are also considered.

Primary Data

To collect the primary data a structured questionnaire is exercised with the respondents. Most of the questions in the questionnaire are in the form of Likert Scale (*where 1 means highly agreed and 5 means highly disagreed*).

Sampling Area

The area of sampling is Bengaluru and nearby regions, as many of the regional and zonal offices of selected IT companies are situated here.

Sampling Technique

In this study the sampling was Judgmental and purposive, this is because of the reason that the number of senior executives, managers and even junior executives were the population of the study and the researcher had tried to contact each and every such respondent in any of the possible ways. As this is a complete enumeration study but then again some of the respondents did not participate and some others were not available at the desired location, hence this becomes a sample study.

Sample Size

Sample size in the present study is 100 respondents; this sample size is chosen on behalf of some of the earlier (*Indian and Foreign*) studies, conducted at the different time frames. Mainly the sample involves People from Strategic Planning Process and Execution.

Statistical Tools Used

Chi Square (χ^2) is being used to test the hypothesis.

VI. DATA ANALYSIS AND INTERPRETATION

Hypothesis 1

Table 1: Result of Chi Square Test

Job Performance	Specialization Area				Total	Chi Square (χ^2) Value
	Sales	Finance	Logistics	Marketing		
Moderate	8	10	6	17	41	0.9802
High	10	13	11	25	59	
Total	18	23	17	42	100	

VII. FINDINGS

From the above table 1 it is clear that value of chi square test (p) is greater than the significance level, so on behalf of the same the null hypothesis can be accepted and it can be concluded that as far as IT industry is concerned, there is an important association between the performance of middle level managers at different level and application of E-HRM in the same, but it can also be inferred that it is one time activity and in the long run it does not implicate any major variation in the performance of the employees who are specialized in different areas.

Then on the other hand it can also be observed that the managers from the area of marketing operational level are more concerned about following the E-HRM practices in the organization and feel comfortable in working on the grounds laid by the same. Then at the second level there are the managers who are engaged in the finance specialization.

Then managers specialized in sales and marketing are least concerned and effected by the respective E-HRM initiatives, this is the scenario in most of the sampled companies.

So it can be said that application of E-HRM practices in any of the given IT companies is having minimum effect on the performance of managers specialized in different areas.

Hypothesis 2

Table 2: Result of Chi Square Test

Job Performance	Position			Total	Chi Square (χ^2) Value
	Operational	Processes	Development		
Moderate	15	20	10	45	7.621
High	27	21	7	55	
Total	42	41	17	100	

Findings

From the above table 2 it is clear that the value of chi square test (p) is less than the significance level, so on behalf of the same the null hypothesis can be rejected and it can be concluded that as far as IT industry is concerned, there is an important association between the performance of middle level managers at different level and adoption of E-HRM practices in the same.

Then it can also be observed that the managers from the operational level are more concerned about following the E-HRM practices in the organization and feel comfortable in working on the grounds laid by the same. Then at the second level there are the managers who are engaged in the activities related to different processes sales and business development.

As a matter of fact, the number of managers engaged in the development department is comparatively less, this is the scenario in most of the sampled companies. Though the number of managers is less but then again their responses are positive.

So it can be said that application of E-HRM practices in any of the given IT companies is having a positive effect on the performance of managerial level employees.

VIII. CONCLUSION

E-HRM provides new phenomenon for the IT companies. This enables the managers and candidates to access the details regarding HR practices and to find right candidate at right time. Irrespective of demographic profile of candidate every job seeker can easily access the job and be a part of the recruitment process. It is clear from the above given analysis that the respective practices of E-HRM are not easy to adopt for the experienced and middle aged employees but along with proper training and understanding they can leverage these initiatives and are going to benefit from them in the long run. E-HRM also plays an important role as the basis of strategic HR implementation.

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