

Effect Of E-Hrm Practices For The Satisfaction Of Employees'

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Abstract:

Service industry paved the way to the growth of the Indian economy. In the present scenario technology plays an important role in human resource management. This research paper is to study the role of e-HRM practices in employee satisfaction. IT has made possible the processes inside the organization very faster. E-HRM has played important role in developing the efficiency of an organization. E-HRM practices like performance, learning, technology, rapid adoption, and innovation as independent variable and employees' satisfaction as dependent variable. The data has been collected through a well drafted questionnaire and the sample size is 150 from the employees in service industry. Simple random sampling technique was used and the result shows that employees are having higher level of satisfaction as good place to work and e-learning, technology, innovation is highly contributed to the employees' satisfaction.

Keywords: employee satisfaction, e-hrm, practices, information technology, innovation

Introduction:

In the context of development of any nation is constituted by its Human Resources which is a worthy asset. Contributions made by the human's action are compared with the performances as indexes between corporate organization, industrial performances, economy of a nation. Technology up gradation which helps the organizations for gaining superior advantages solely depends on human factor with corresponding skills and their attitude. Kavanagh and Thite (2008) define as "the system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization's human resources. Electronic human resource management (e-HRM) are widely used by organization profit and non-profit organizations. Technology is playing a crucial role in every aspect, particularly in integrating all activities associated with in an industry. (Fisher, Schoenfeldt, & Shaw, 2007). Winarto (2017) investigated into 4 characteristics which influence the adoption, like System and technology, Organizational characteristics, User/individual characteristics, and

Environmental and contextual characteristics. Md. Mohabbat Hossain (2015) has made his study regarding electronic human resource management (e-HRM) in optimizing the entire HR functions. The main importance in using technology is that to find gap in the core functions of human resources management between the expectation level and existing level. E-HRM is adopted mainly to eliminate Human Resource staff intervention or at least minimize their efforts in performing with the help of self-service tools. Parul Deshwal (2015) has mentioned that e-HRM practices are transforming the functions of Human Resources into a very flexible and efficient process without the use of paper so that it helps the organizations improve upon their employee competencies. This has resulted in the lessening of administrative burden and in the cost reduction for the organization as well. Hopkins & Markham (2006) have in their study quoted that application of technology in the human resource management is electronic – human resource management or in otherwise e-HRM. E-HRM applies web based technologies in the functions of the human resource system.

Review of literature:

Stefan Strohmeter (2007) evaluated the empirical work on e-human resource management has said in his study about the theoretical implications in the practices of e-HRM and supported the research progress for the future benefits.

Puja Saronet., al. (2015) Studied the relationship between demographic variables and employees satisfaction level towards e-HRM system of their respective organizations. It found that the demographic variables except gender have a positive relationship with the satisfaction levels toward e-HRM system for end users of selected organizations.

Mehdi Abedi (2015) evaluated the e-HRM and its impact on the effectiveness of human resources. The data were collected from the directors and staff of human resources in municipality. It found that e-HRM has significant positive relationship with the effectiveness of human resource technically and strategically.

Huub J.M. Ruelet. al., (2015), have studied the effectiveness of e-HRM and they found that individual assessment of e-HRM applications influences the technical and strategic aspects of human resources functions. [This is implied in the perceived quality of the content and the structure of e-HRM applications which have a crucial and beneficial effect on the technical and strategic HRM effectiveness.

Sajad Hosain (2017) has analyzed thirteen e-HRM functions and the sample were considered from the supervisory and top level managers of private and public sector service industry. Convenience sampling method was adopted for collecting the data from the

respondents. He found that positive relationship between financial performance and e-learning, selection, performance management, compensation benefit, application tracking, personal profile and leave.

TapasyaJulka Malhotra(2017) studied the role of e-HRM and its effect on the banks profitability and employee satisfaction. It found that strategies framed for better utilization of e-resources would be beneficial to the organization as well as management. It will reduce the stress of the employees and improves the employee satisfaction with improved performance of the organization.

Paul Posiatet., al.(2017) determined the status of e-HRM. They examined the link between the e-HRM and organizational productivity. It found that implementation of e-HRM improves the organizational productivity and effectiveness.

JomaMahfodet.,al.(2017) examined the relationship between human resource employees' attitude towards e-HRM system in human resource departments. Questionnaire was used to find their perceptions about e-HRM system. It concludes that understanding employee attitude about e-HRM is important for organizational improvement.

NEED FOR THE STUDY

Through this research an effort has been made to identify the challenges involved in achieving administrative/service excellence by companies through e-HRM and also the challenges of moving towards performance excellence. By understanding and overcoming these challenges, companies can be successful in achieving the primary objective of any e-HRM venture i.e. to diminish costs of HR transactions, condense time value and make resources easily available for utilization.

Statement of the problem:

A research framework is designed in order to determine how far the primary designs of the e-HRM solutions work in an organization. How well it has established its significance among the employees of such an organization which makes use of the e-HRM technology. With the determination of these facts the researcher can come to a conclusion whether e-HRM technology has achieved the promises made.

Objectives:

1. To know the employees' satisfaction about the application of e-HRM

2. To find the relationship between the innovation in e-HRM and employees' satisfaction.
3. To examine the effect of e-HRM practices on the employees' satisfaction.

Hypothesis:

1. e-HRM practices do not influence the employees' satisfaction.
2. There is no relationship between innovation in e-HRM and employees' satisfaction.

Research Methodology:

This research is descriptive in nature. Primary data and secondary data were collected. Primary data were collected from structured questionnaire. Secondary data from various published and unpublished industry reports, journals, periodicals, books, newspapers, etc. Websites of several companies were searched to hunt out case studies which would be relevant to the context of the study. This was done with a view to enabling an in-depth examination of the issue under consideration and to generate new ideas and suggestions. A careful examination of the e-HRM systems in various organizations has helped in widening the arena and an objective analysis of the issue under consideration.

Sample size:

Questionnaire was distributed to 150 respondents and the simple random sampling method were adopted to collect the data from the employees in service industry.

Statistical Tools Used

The collected data were fed to the statistical software called SPSS to analyze. Simple statistical tools like, mean, standard deviation, regression and correlation analysis.

Table 1: Effect of e-HRM practices on Employees' satisfaction

Employees' Satisfaction	Mean	Std. Deviation
How satisfied are you working for the company	3.50	1.23
"I would recommend this company as a good place to work?"	3.86	1.47
"I feel like I'm a part of the company"	3.53	1.24
"There is a good communication between the reporting manager and employees"	3.05	1.11
"There is a good communication between the employees and reporting manager"	3.58	1.36
"The e-HRM implementation reduces paper work"	3.57	1.31
"The e-HRM implementation reduces human work"	3.37	1.17
"The e-HRM implementation consumes less time"	3.51	1.26
How satisfied are you with the current e-HRM practices	3.07	1.16

Table 1 indicates the effect of e-hrm practices towards employees' satisfaction. Employee satisfaction is analyzed with nine statements. Further, mean and standard deviation values are calculated. The calculated mean values are ranged from 3.05 to 3.86.

From the mean values, it is inferred that employees are having higher level of perception towards employees' satisfaction as good place to work has been clearly defined in the e-HRM (3.86) followed by other performances are good communication between employees and reporting manager (3.58), reduces paper work (3.57), I'm a part of company (3.53), consumes less time (3.51), satisfied in working of company (3.50), reduces human work (3.37), of e-HRM practices (3.07).

It is found that the employees are having higher level of satisfaction as good place to work.

Table 2- Relationship between innovation and employees' satisfaction

Innovation	Employee satisfaction	
	r- value	P-value
Employee Self Services (ESS)	0.867	0.001 *
Management Self Services (MSS)	0.359	0.001 *
Web 2.0 Technology (Blogs/Forums/Social Networking)	0.837	0.001 *
Intranet	0.011	0.001 *
E-Learning Portal	0.889	0.001 *

The above table shows that the relationship between innovation and employees' satisfaction.

HO: There is no significant relationship between innovation in e- HRM and employees' satisfaction.

In order to examine the above stated hypothesis Pearson correlation test was applied. The calculated p-values are found to be 0.001. Hence, the stated hypothesis is rejected. It is found that innovation factors are having relationship with employees' satisfaction. The calculated r-values are ranged from 0.011 and 0.889. It shows that innovation factors of e-learning portal provide higher level employees' satisfaction

It is explained that the innovation is having relationship with employees' satisfaction. From the r-values, it is shown that the E-learning portal is having strong relationship with

employees' satisfaction(0.889) followed by employee self service(0.867), web 2.0 technology(0.837), management self services(0.359), and intranet(0.011).

It is found that the innovation factors are having positive relationship with organizational climate. E-learning portal is having strong relationship with employee satisfaction.

Table 3- e-HRM practices on Employees' satisfaction

R	R Square	Adjusted Square	R	Std. Error of the Estimate	F-value	Sig
0.999	0.997	0.997		0.05755	8902.537	0.001

	Unstandardized Coefficients		Standardized Coefficients	t-value	P-Value
	B	Std. Error	Beta		
(Constant)	.122	.036	0.00	-3.372	.001*
e-Performance	-.257	.030	-.205	-8.652	.000*
e-Innovation	.108	.032	.092	3.394	.001*
e-learning	.808	.103	.747	7.865	.000*
e-rapid adoption	.099	.066	.098	1.494	.138
e-technology	.280	.048	.263	5.851	.000*

Table3- explained that the effect of e-HRM practices on employees' satisfaction. Here, e-performance, e-innovation, e-learning, e-rapid adoption, e-technology are considered as independent variables and employee satisfaction is taken as a dependent variable.

HO: e-HRM practices are not influences the employees' satisfaction.

To verify the above stated hypothesis, regression analysis is applied. From the regression result, the p-value is 0.001 (F-8902.53). It is inferred that e-HRM practices are influencing the employees' satisfaction at 99.7 percent level. Hence, E-learning is highly contributed to the employees' satisfaction followed by e-technology and innovation.

It is inferred that the e-HRM practices are significantly influencing employees' satisfaction. Further the adjusted R square value is found to be 0.997. it is inferred that the

independent variable e- performance, e-innovation, e-learning, e-rapid adoption, e-technology are influencing the employees' satisfaction at 97.7 percent level. Further, the unstandardized beta coefficient explains the strength of independent variables on the dependent variables. It is expressed by the following equation.

$$\text{Employees' satisfaction} = 0.122 - 0.257(\text{e-performance}) + 0.108(\text{e-innovation}) + 0.808(\text{e-learning}) + 0.280(\text{e-technology}).$$

From the regression equation, it is inferred that performance, innovation, learning, technology are the factors influencing the employees' satisfaction. But rapid adoption is not influencing the employees' satisfaction.

Based on the unstandardized beta coefficient and its correspondents significant p-values, it is inferred that performance, innovation, learning, technology are the factors positively influencing the employees' satisfaction. However, Rapid adoption is the factor negatively influencing the employees' satisfaction.

Findings:

1. E-learning is highly contributed to the employees' satisfaction followed by e-technology and innovation.
2. Employees are having higher level of satisfaction as good place to work.
3. Innovation factors of e-learning portal provide higher level employee satisfaction.
4. Performance, innovation, learning, technology are the factors positively influencing the employees' satisfaction. However, rapid adoption is the factor negatively influencing the employees' satisfaction.

Suggestions:

1. Employee satisfaction is very crucial for increased performance of any organization. Innovation factors provide higher level of employee satisfaction. Hence the organization could implement full-fledged e-HRM practices there by satisfaction of employee as well as improving performance.
2. Employee satisfaction and their performance contribute to the welfare of the organization. Adopting latest technology not only helps in improving their skills but also makes the place of work a worship.

Scope of further research:

This study can be extended to other service industries like manufacturing, banking, insurance industries, etc.

Conclusion:

e-HRM has become an inseparable part of the functioning of almost all the large business players in the current scenario. It helps in integrating the widespread activities of organizations by enabling connectivity between different organizational functions and providing accurate and timely personnel information on-line and round the clock. The ultimate result is a substantial elimination and cutting down of redundant activities and a boost to the profit margins of the organizations. e-HRM phenomenally reduces dependence on the time consuming and error-prone Human Resource paper trail.

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