E-HRM Practices in IT Companies: Need for Training & Development

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Abstract: The paper objective is to evaluate the work-life balance and quality of work life (QWL) of Hyderabad employees who work in a variety of public and private sectors. Both industries have a significant growth in employment opportunities, and for workers to be productive, their needs must be satisfied. This study identifies the sector that is performing well and the areas that need development. The sample consists of 120 persons. The results were analyzed using a T-test to ascertain how both industry employees felt about the key factors affecting their quality of work life (QWL). It has also been highlighted that there haven't been many studies done that account for the different kinds of work in each industry. In this study, 12 different employment types were taken into account for the aim of controlling the variable. These were classified into two main categories: desk jobs and field jobs. The study's findings and recommendations show that public sector workers have substantially better work-life balance than their private sector counterparts. The study's conclusions will be used as a guide for additional research and will be beneficial to academics, politicians, and administrators in government.

Keywords: Work-Life Balance-Ehrm Practices-Employee Job Satisfaction

I. INTRODUCTION

The use of technology in HR is believed to be an opportunity for HR professionals to become strategic partners of the business. The assumption is that e-HR would allow HR to become more efficient and provide accurate information for decision making when and where they are needed. The association between e-HR and strategic partnering of the human resource function is that the e-HR system has the potential to allow HR department's time to focus on more strategic initiatives. If HR services can be delivered through the use of technology, HR has access to data of strategic importance so that HR can contribute towards developing and implementing strategies. It is believed that the adoption of this new technology has gradually evolved over the years and as a result will shape the typical HR job shifting the focus from administration to strategy development.

II. REVIEW OF LITERATURE

From the HR manager perspective, factors like perceived ease of use and attitude are very important for theeffective use of E-HRM. It indicates that training programs to increase the usefulness, clarity of E-HRM goals and user satisfaction builds a positive attitude towards E-HRM practice (Yusliza & Ramayah, 2012).In large German companies, use of automated system in recruitment process saved the time and cost involved in processing the application, however, this process does not ensure the quality of selected candidate (Eckhardt et al., 2012). On the other hand Shiri (2012) found that integration of E-HRM practice in multiple sectors like manufacturing and service sectors increased the efficiency of different HR functionlike identification of potential applications, recruitment process, planning of training modules, maintenanceof employee records, improved payroll, etc. Digital HR practice was effective in replacing the manual processing and also reduced the cost of HR process.

Objectives of the study

RM is a way of thinking about and implementing HRM strategies, policies, and practices. Organizations attempt to achieve certain objectives by following a specific E-HRM direction.

- To offer an adequate, comprehensive and on-going information system about people and jobs at a reasonable cost.
- To facilitate monitoring of human resources and training and Development Process.
- To automate employee related information.
- To provide support for future planning and also for policy formulations.
- To enable faster response to employee related services and faster HR related decisions.
- To offer data security and personal privacy.

Hypothesis:

Ho: There is no significant impact of E-HRM adoption in IT/ITES companies
H1: There is a significant impact of E-HRM adoption in IT/ITES companies

THE RESEARCH DESIGN:

Every research study would always require a proper blueprint that would always enable the researcher to identify the process and approach for efficient collection and analysis of the desired information, which is called as the research design. The research design would combine the theoretical, methodological, and the ethical considerations relevant to any particular research study. This work has been adopted by a suitable descriptive research design for investigating the research problem in our study.

METHODOLOGY:

Any descriptive research design could always be used in this study. The primary data for the research study was collected from IT companies of Hyderabad, Telangana. On the ground of previous research review, a set of items were generated for each human resource intervention. A self-designed questionnaire having about 22 items with five-point Likert scale has been employed as a research tool for the aggregation of different elementary data in our research study.

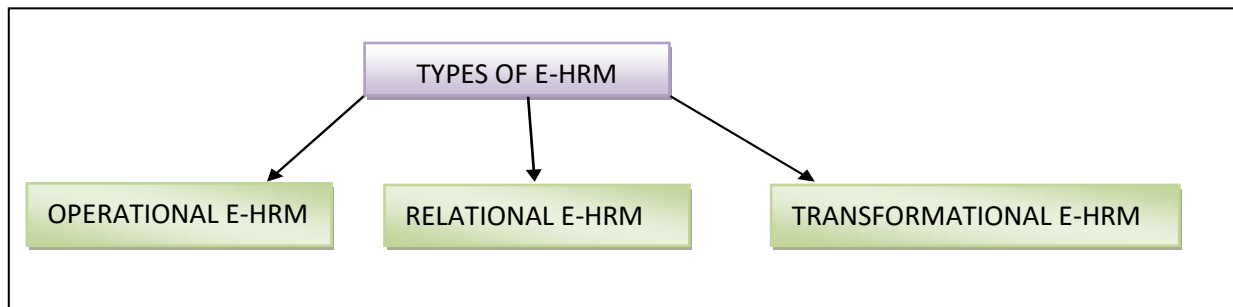**Sample:** *The study had taken* IT companies *in the selected sample area of Hyderabad, Telangana.*

The sample data were collected through the ***stratified random sampling*** method. A real effort was made in this study towards the reciprocal representation of different respondents (i.e. the employees at the different cadres, paramedical and the supportive staffs). *A total of about 80 responses from the employees who have been included in the survey.* The information was collected and has been analyzed using different statistical methods like the descriptive statistics, the reliability, the factor analysis, the correlation and the multiple regression analysis using the statistical software SPSS 20 version and the inferences were drawn based on the study.

GOALS OF E-HRM AND TRAINING & DEVELOPMENT:

The main goals of e-HRM are as followed:

- E-HRM is seen as offering the potential to improve services to HR department clients (both employees and management).
- Improve efficiency and cost effectiveness within the HR department, and allow HR to become a strategic partner in achieving organizational goals.
- With e-HRM there is a **fourth goal** added to the three categories and that is the improvement of global orientation of human resource management.
- E-HRM has increased efficiency and helped businesses reduce their HR staff through reducing costs and increasing the overall speed of different processes.

Types of E-HRM

TYPES OF E-HRM	DESCRIPTION
Operational E-HRM	The first area, operational E-HRM, concerns the basic HR activities in the administrative area. One could think of salary administration (payroll) and personnel data administration.
Relational E-HRM	The second area, relational E-HRM, concerns more advanced HRM activities. The emphasis here is not on administering, but on HR tools that support basic business processes such as recruiting and the selection of new personnel, training, performance management and appraisal, and rewards. For relational e-HRM there is the choice between supporting recruitment and selection through a web-based application or using a paper-based approach (through advertisements, paper based application forms and letters etc.).
Transformational E-HRM	Transformational e-HRM, the third area, concerns HRM activities with a strategic character. Here we are talking about activities regarding organizational change processes, strategic reorientation, strategic competence management, and strategic knowledge management. In terms of transformational e-HRM, it is possible to create a change-ready workforce through an integrated set of web-based tools that enables the workforce to develop in line with the company's strategic choices.

III. RESULTS AND DISCUSSION

Table 1. Descriptive Statistics for E-HRM practice and job satisfaction

E-HRM Practices	Mean	Std. Deviation
E-Hiring practices have enhanced my job satisfaction.	4.194	0.749
E-Hiring	4.167	0.679
E-Rewards and Recognition (e-RR)	4.097	0.7
E-Payroll Process	4.159	0.691
E-Performance Management	4.114	0.71
E-Employee Self-Service	4.141	0.701
E-Learning and Development	4.085	0.743

The impact of E-HRM practice on the job satisfaction of employees is tabulated in Table. The R^2 value of 0.597 indicates that 59.7% of the variance in the job satisfaction of the human resources will be explainedby the E-HRM practices. Multiple regression analysis showed a significant impact of E-HRM measures onthe prediction of job satisfaction, ($F(6, 677)=167.003$, $p<0.01$).

Table 2. Model Summary for impact of E-HRM practices on the job satisfaction

				Change Statistics				
R	R Square	djusted RSquare	. Error of theEstimate	R Square Change	F Change	df1	df2	Sig. F Change
.773ᵃ	0.597	0.593	0.478	0.597	167.003	6	677	0.000

Among all the measures of E-HRM, e-hiring and e-performance management significantly predicted thejob satisfaction. The positive beta coefficient (B) value of 0.429 suggests that every unit increase in e-hiring will increase the job satisfaction by 0.429 times. Likewise, the B value of 0.153 on e-performance management indicates that every 1-unit increase in this variable will increase job satisfaction by 0.153 times. Other measures of E-HRM such as e-rewards and recognition, e-payroll process, e-employee self service and e-learning and development had no significant impact on the job satisfaction of human resources(Table 3)

Table 3. Coefficients for impact of E-HRM practices on the job satisfaction

UnstandardizedCoefficients			Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.604	0.115		5.239	0.000
E-Hiring	0.473	0.116	0.429	4.064	0.000
E-Rewards and Recognition	-0.015	0.070	-0.014	-0.217	0.828
E-Payroll Process	0.179	0.106	0.165	1.682	0.093
E-Performance Management	0.162	0.057	0.153	2.819	0.005
E-Employee Self-Service	0.081	0.079	0.076	1.019	0.308
E-Learning and Development	-0.015	0.055	-0.015	-0.280	0.780

Correlation analysis showed a strong and positive correlation between all the measures of E-HRM practiceat a significance level of $p<0.01$ (Table 4). The Pearson Correlation Coefficient at r=0.825 indicate a stronginterrelation between DPP and DESS. Likewise, r value of 0.796 and 0.790 reflected a strong relation between DLP and DESS, and DRR and DPP, respectively. Overall from the data it can be inferred that allthe measures of E-HRM practice leads to job satisfaction.

Table 4. Correlation between measures of E-HRM practices.

	Mean	STD	DH	DRR	DPP	DPM	DESS	DLD
DH	4.195	0.643	1					
DRR	4.104	0.696	.690**	1				
DPP	4.178	0.663	.757**	.790**	1			
DPM	4.127	0.691	.645**	.580**	.638**	1		
DESS	4.142	0.700	.715**	.761**	.825**	.647**	1	
DLD	4.085	0.743	.748**	.733**	.775**	.579**	.796**	1
**. Correlation is significant at the 0.01 level (2-tailed).								

Note: DH: Digital hiring; DRR: Digital Rewards and Recognition; DPP: Digital Payroll Process; DPM: Digital Performance Management; DESS: Digital Employee Self Service; DLP: Digital Learning and Development

FINDINGS AND CONCLUSION

- In IT companies mainly three E-HRM training portals are used: success factors and PMS.
- It seems that employees are quiet well aware about EHRM system running in their organization.
- The employees irrespective of their age, gender, department, designation and tenure use this system daily.
- They are almost completely aware about E-HRM system running in their organization.
- Majority of employees find it user friendly and easy to use.
- Training on how to use E-HRM portals is also given to some extent. However it has also been found that training is given majorly and rest of them are given to only selected people.
- In this organization, E-HRM portals are sufficient enough to provide accurate information time to time.

- E-HRM system in corporate world is aimed at improving HR functions and here majority of employees agree on this statement.
- Reimbursement approvals are well practiced through these portals, but the process seems to be more cumbersome to the employees rather than traditional one.
- Travel approvals are also practiced through portals.
- For demanding and granting the leave, E-HRM portals are very wisely used by all in this organization.
- E-recruitment is practiced through EHRM portals specially known as success factors, used by recruitment department of Human Resources.
- E-selection has not been implemented in this organization to a fair extent.
- E-Training is under implementation process named as LMS (Learning Management System) in this organization.
- Employees are satisfied with E-HRM portals and according to them these portals are updated regularly.

Analysis of all the facts & figures, the observations and the experience during the training period gives a very positive impression regarding the E-HRM used by IT companies in India.

SUGGESTIONS

- Training should be given for this system.
- More automization is required.
- Needs to introduce some advance technology.
- Day to day updation in system should be done.
- More speed required to execute one page.
- Improvement in reimbursement approval is required.
- Include more functions in it.
- Provide more training of EHRM.
- Should be available as android application for mobile users.
- Make it more useful.
- Awareness training required for E-HRM, training sessions should be conducted for new- joiners' or during updation of software regarding E-HRM.
- Make it user friendly.
- Should be updated for travelling detail, other resource for employee development.
- Make it less complicated.
- Should be updated for fast response.
- For regularity functions frequent teleconference and group meeting needs to be conducted, it would be helpful.
- Should be more interactive.
- Working efficiency should be improved.
- Need to switchover to any other advance portals.
- Attendance needs to be display directly on page rather than in excel sheet.
- Needs to develop common system, common login id and password for different system.

CONCLUSION

The Use of technology and Information systems have been a blessing in disguise in making the business processes more effective and efficient, along with saving costs and making the tasks more accurate and less time consuming. Most of the modern day business houses prefer to use the state of the art technological infrastructure and applications. Though the uses of technological updation have benefited the organizations but it can be disastrous as the easily accessible data can be collected without authorization and can be misused. Also at times the rigid mindsets of people can pose a great challenge to the application of E-HRM. Therefore the mindsets of employees and line managers need to be changed, they have to comprehend and recognize the usefulness of E-HRM and its tools.

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