



## EMPLOYEE PERCEPTIONS TOWARDS E-HRM SYSTEMS IN INDIA

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### **Abstract**

*There are more theoretical foundations on the technical effect of web-based human resource management than there are actual evidence to support the statements of HRM in the past, which has relied solely on theoretical outcomes to back up its assertions. Human resource management strategies designed for countries such as the United States do not perform effectively in other countries as a result of this phenomenon. With this study, the researchers sought to determine how easy it would be for employees in India to adopt web-based human resource management systems by examining their present attitudes. Thirty different public and private sector organisations that use web-based human resource management systems as a stand-alone automated framework to serve the HRM needs of employees belonging to the service and manufacturing sectors operating in India were polled for the purpose of conducting the research. According to the conclusions of the study, the device is used very regularly, although user satisfaction is only moderately high.*

**Keywords:** *Human Resource Management, Information Technology, System Usage, Use Satisfaction, Web-Based HRM.*

### **Introduction**

Companies nowadays are searching for ways to improve the efficiency with which they manage their human resource operations. Electronic human resource systems have grown exponentially as a result of the combination of the need to work more effectively and, on the other hand, the opportunities offered by new information and communication technologies (Stanton and Coover, 2004; Fletcher, 2005). It is intended that the usage of E-HRM would increase the efficacy of human resource practitioners while also allowing them to have a more strategic perspective on their profession (Gardner et al., 2003; Shrivastava and Shaw, 2003). When it comes to creating and delivering human resource services, electronic human resource management (E-HRM) may be characterised as a technique that makes use of internet-based technologies. While the definition above includes the portion about the human resource management system, it does not address the part about technology. This article addresses not only the in-depth HR strategy that is outlined in this article, but also the shift in the content and positioning of HR functions that occurs in parallel with the adoption of E-HRM technology, which is also addressed in this article. The multi-factor framework is the most common method of looking at the electronic human resource management system.

### **Theoretical Background and Research Model**

As described by Tannenbaum (1990), an employee information system (HRMIS) is a technology-based system that is used to collect vital information on workers and associated facts about the company, categorise it, change it, assess it, retrieve it, and distribute it. Similarly to how information technology influences a company's route, it is believed that the major driving forces behind human resource management would be comparable to how it influences an employee's performance (Shrivastava and Shaw, 2004; Snell et al, 2002).



As a result of the incorporation of information technology into human resource processes, HRM expectations are being established on the basis of concepts such as the limitless potential of information technology in human resource processes and the limitless ability of HRM to incorporate information technology into its operations. According to a recent research, more than half of all new technologies deployed by firms fail to create revenues within the first year of implementation (Aiman-Smith and Green, 2002). For this reason, it is likely that teaching the company's employees about their rights and responsibilities will be the most detrimental and demoralising from a business viewpoint. Fisher and Howell (2004) developed a formalised formalised formalised formalised formalised (Fisher and Howell, 2004). Recognition of the fact that employees use the internet as a beneficial tool for human resource management is important.

### **User Satisfaction and System Usage**

As a result of the widespread use of blogs as a primary resource, businesses are increasingly incorporating human contact into their problem-solving processes. Employees, on the other hand, may consider traditional communication strategies to be a suitable alternative to one-on-one contact in some situations. It is especially evaluated to guarantee that the employee is a major priority for the system's development, including user retention and device usage, as well as the ease of using a web-based human resources management system (HRMS). It is the purpose of this study to determine whether or not the use of a web-based human resource management process was beneficial in the practise of this literature review by examining the frequency with which it was used and how pleased users were with their overall experience with the system. According to any research, the use of the framework may be quantified in terms of web site usage, for example, by collecting the sum of hits from device logs, papers read, clicks, and single visits on the entire site in order to more accurately represent individuals.

### **Organizational Characteristics**

The strategy was more productive for our organization's customer loyalty efforts when we focused on completing a literature research. A customer's degree of satisfaction might be influenced by several factors, including the organization's presence, the society's or business environment's restrictions, and the current technology. Hiring people to work in a big business without making them accessible and without having a way to offer a suitable service is challenging (Haines and Petit, 1997; Ruta, 2005; Shrivastava and Shaw, 2004). The original study was limited to three factors: workforce size, industrial sector, and the age of the web-based human resource management procedure. It was the initial part of a larger inquiry. IT and HRM solutions are linked to workforce size, which is the organisational size defined as the number of workers employed (Ball, 2001; Haines and Petit, 1997; Laukkanen et al., 2007; Shrivastava and others, 2007; 2004, Shaw). An organisation may also identify a particular set of clients as members (Armenakis and Bedeian, 1999). In addition to these two points, this research is rather distinct. A person's job satisfaction and retention might be influenced by the "age of the web-based HRM architecture," which refers to the duration of time the software has been operational. Usage.

### **System Conditions and Performance**

To accomplish rapid decisions, the FDA sometimes neglects the well-being of the customer and based its selections on other concerns (Fisher and Howell, 2004). The system's user-friendliness is enhanced by the fact that many functions may be changed, as many features have an influence on the user's familiarity with the system. We might say that within the system is a device that grades vendors based on their technical capability, the satisfaction of workers with their products, the technological resources required to run and provide the software, etc (Ball, 2001; Fisher and Howell, 2004; Shrivastava and Shaw, 2004; Grant et al., 2006). In addition to the processing power of computers, complexity is

evident. Complex designs such as those seen in bureaucratic or legal contexts might benefit from the improved documentation capabilities which give a more thorough picture of a patient's health.

### **The Purpose of Web-Based Hrm System and Devolvement of Hrm Workload to Employees**

The declared and inferred purposes of the system are both included in the system's overall goal (Fisher and Howell, 2004). Organizations should be clear about the objective of the web-based human resource management system, as well as any consequences that may arise, such as the system producing the perception of more labour or load for an employee, before implementing it.

### **Methodology**

#### **Sample**

The study sample consisted of a variety of businesses that are utilising the web-based human resource management platform as a stand-alone solution to handle the HRM demands of their employees. The nature of the system referred to in this study as web-based HRM was explained, despite the fact that this exclusion excluded firms where web-based HRM is a component of a broader ERP presence Users who are directly engaged in human resources (HR) activities are not found in the HR department or unit, on the other hand, when the term "user" is used for the purposes of the study, according to the findings of the literature review, which revealed two categories of users.

There were two unique methods of sample collection used. Initially, a telephone directory was used to identify a sample of private sector companies that met the selection criteria, which were as follows: 1) an organisation should have a web-based human resource management system that meets the HRM needs of employees and should have been in operation for at least one year; 2) should have implemented at least four web-based human resource management mobile systems; and 3) should have implemented at least four web-based human resource management mobile systems.

#### **Measurement of variables, instrument and the methods of data analysis**

As the most significant component of the study, the questionnaire was administered in a unique self-reported fashion, which was considered to be the most effective method. The HR survey questionnaire was developed to address the concerns identified in the preceding section that are relevant to the web-based human resource management system. In the Likert-style of five-point answer scale, the vast majority of the replies received were recorded and analysed. We chose a certain sort of data to show in this presentation. The gender of the variable is coded as either "Male" or "Female," with numbers denoting the difference between the two occurrences. The age variable is specified as being greater than 35 years or less than that age. Then, these factors are classified in such a way that individuals who have had prior experience with computerised human resource management systems are coded as "No" and "Yes," respectively. Both the variables for business size and workplace field have been coded as "Service" and "Manufacturing," and the variable for the software's product form has been labelled with the phrase "Appendix 1 contains the measurements that were utilised in the computation of the variable...." The questionnaire that was used was written in English because the target population was literate, and the proper topic was selected from a large number of options. An initial set of ten workers was pre-tested prior to the transmission of the questionnaire surveying employees in order to confirm that the questionnaire survey was accomplishing its intended objective of researching the employees' attitudes and behaviours. After some adjustments, a set of participants completed the survey questionnaire that had been pre-tested before to collection. In order to ensure that the questionnaires were up to date with the study's objectives, they were updated before being distributed to participants, and their replies were officially kept confidential. In light of the fact that the data from the survey was

analysed using SPSS, could you kindly provide me with some recommendations on how to correctly interpret my data? In addition to descriptive statistics, independent examinations were utilised, as well as correlations, the stepwise regression analysis, and even multiple regressions, which were all carried out. Because of the small number of respondents, factor analysis has not been done or has been deemed impossible to perform in order to investigate the underlying dimensions of the variables. After multiple linear regression has been used to determine the relationship between the independent and dependent variables, we may do regression analysis on the dependent variable, which is based on the independent variable. The first stage of the regression method involves calculating the total of the independent (i.e., variables) contributions of each variable (i.e., covariate) for each variable (i.e., covariate). In the following phase, the statistical significance of each of these contributions is determined concurrently. Now, there is a reasonable weighting of point figures, in addition to a degree of standardisation along the approximation values' lengths.

### **Result**

The study looked at the availability of 18 web-based human resource management plugins, as well as how they may be used. Businesses use five systems that receive a lot of attention during information management sessions. On the list above, four of these modules have a high level of use (knowledge management, employee relations software, employee participation software, and management reports). The fifth module of a company's decision support system is responsible for at least 85 percent of the company's business. The usage of e-learning modules ( $X = 4.23$ ), document management ( $X = 4.66$ ), and performance management ( $X = 3.94$ ) is widespread throughout the sector, although only approximately 40% ( $X = 0.56$ ) of the industry is using these modules at a high level. In contrast, while information sharing modules ( $X = 3.98$ ) and job assessment modules ( $X = 2.62$ ) were found to be in use in around 60% of organisations, the usage of these modules did not appear to be widespread. Increased HRM-related workload for line managers and increased workload for employees are all indicators that X will perform poorly on the three dependent variables (dependence on HR department, increased HRM-related workload for line managers, and increased workload for employees), but perform well on the independent variable, "web-based HRM system contribution to transition of HRM workload to employees."

The results of the investigation revealed that there are no statistically significant differences between the usage of the system and the presence of people in the system, according to the t-test (which is also a fairly frequent statistical test). It has been observed by researchers that there are differences in customer satisfaction between two different types of businesses. According to their findings, there is a link between the business sector and satisfaction, suggesting that levels of satisfaction might vary depending on the type of firm. In comparison to respondents from the service sector, respondents from the manufacturing sector demonstrated a higher level of likely to recommend; respondents demonstrated a higher level of likely to recommend when the system was less than 5 years old compared to respondents who were more than 5 years old when the system was less than 5 years old.

With the complexity of a system's functioning increasing in tandem with its implementation, it is possible to measure the level of sophistication. According to the findings of employment study, the most important benefit of using a time vector such as an EMR is that it makes the use of a time-based system more visible. Although no obvious relationship has been established between the amount of money saved by using e-cigarettes and customer satisfaction, it has been shown that using e-cigarettes does result in some level of satisfaction among those who do use them. A higher level of customer loyalty is associated with factors related to organisational performance, such as faster solutions to challenges and

opportunities, a greater quantity of available information, and faster solutions to challenges and opportunities. A lower level of customer loyalty is associated with factors related to organisational quality, such as reduced quantities of resources required, greater efficiency of resources used, and less expensive resources used. "Whenever a system as a whole is allowed less complexity, users are able to make greater use of the system." "In general, consumers utilise systems more when they are released from complexity, as opposed to systems that are similarly complicated but less freeing," the authors write. (This is an excerpt from an NCAA essay.) In addition, the factors that increased the perceived usefulness of the system also increased the system's application's usefulness perception.

A variety of different models were examined in order to establish how essential certain variables such as the phone provider, handset, network, terminology, and so on may be in predicting consumer happiness in the telephone industry. In a recent study, it was discovered that the "greater amount of available data" accounts for 73 percent ( $R^2_{\text{adjusted}}=0.726$ ,  $r=0.864$ ,  $p<0.01$ ) of the discrepancy in customer satisfaction between countries. It was discovered that "allowing rapid communications" explained 73 percent ( $R^2_{\text{adjusted}}=0.734$ ,  $p<0.01$ ) of the variation in the use of the tool ( $R^2_{\text{adjusted}}=0.869$ ,  $p<0.01$ ) of the variance in the use of the system. It is believed that "enabling rapid communications" and "improved access to essential data" are understood as access to research and obtaining the data very readily and that this has contributed to the development of an epidemic and the use of e-cigarettes by the nation's children and teenagers. A further finding was that 97 percent of the overall explained variation in the device usage was accounted for (adjusted  $R^2 = 0.969$ ), leaving 0.237 percent (or 0.237 percent) of the total variance unaccounted for.

### **Conclusions and Implications**

The study discussed human resource management systems in which the outcome was reliant on the effectiveness of the approach in India. As a result of the scarcity of empirical research studies that have thoroughly explored web-based human resource management systems in Asia, and the fact that this study examined how employees rate web-based human resource management systems in a developing world, the variables that influence employees' experiences, attitudes, feelings, and views are areas of concern to both academics and practitioners alike.

The employees, in contrast to the web-based HRM scheme, did not think that the web-based HRM scheme was a handy means of moving responsibility for HRM tasks from one person to another. Also discovered was that 24 percent of users are happy with the web-based approach, and that it is utilised by others in general, but that the elderly find it less appealing than the traditional way. As time passes, the age of contemporary computers, the number of clients, and the level of pleasure decline as people become accustomed to it and begin to think less and less about its advantages over the manual approach. The findings of the study are intended to explain areas of customer involvement that may be improved. The amount of pleased employees is one measure of organisational success that may be measured using employee involvement surveys.

As a result, although the connection between the two dependent variables was modest, it was significant. A high level of customer happiness does not necessarily transfer into a high level of process utilisation, as seen by this finding. However, we were able to identify between users of the site based on the amount of times they would access the site, and the code may have attempted to discriminate between users who were often present and those who were infrequently present when they would log in or out. "utilisation rate," "period under charge," "visitor/peak") (differentiation of utilizations for unusual users.) All survey respondents, on the other hand, stated that while participating in HRM programmes, they were more

involved in the organization's people activities than they were in the HRM programmes themselves. (This is a distinct point of view than the one expressed by their interrogator.) Those who do not work in human resources. If we discovered that those who were less pleased had a significantly higher incidence of smoking, it would not be unexpected to find out if this was related to the fact that they did not have access to human resource management (tool level users).

The employees, in contrast to the web-based HRM scheme, did not think that the web-based HRM scheme was a handy means of moving responsibility for HRM tasks from one person to another. The majority of healthcare administrators found that the web-based framework exposed them to a minimal degree of additional labour in order to meet the criterion of ensuring that the statutory requirements of the health care laws were met, as opposed to traditional approaches. Aside from that, the students believe that the web-based HR platform has contributed to a reduction in the degree of reliance on the HRM department.' Technology and human resource management are actively collaborating with one another. Despite the fact that the study found evidence of a decreased degree of reliance on the HRM department as a result of the introduction of a web-based HRM system, the development of the HRM department's strategic relevance inside the organisation was outside the scope of this analysis.

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