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Comparative analysis of effectiveness between E-HRM and traditional HRM

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ABSTRACT

The study is focused on the process of E-HRM and its implications on employees with special reference to the Education Department (DIOS Office and BSA Office), Moradabad. In the present scenario, paperless offices are required to save the environment. For this purpose, E-HRM has taken a place of HRM introduced and processed in blue chip organizations. The traditional method of HRM is not a need of time in the world of ICT enabled services. The most of the organizations are moving from a traditional model of HRM to E-HRM that will lead to stoppage of paper wastage to make HR more effective and transparent. E-HRM also proposed by the present government. To study the effectiveness and implications of E-HRM, researchers formulated the questionnaire to draw the opinion on the effectiveness of E-HRM.

Keywords— E-HRM, HRM, ICT enabled services, DIOS (District Inspector of Schools), BSA (Basic Siksha Adhikari)

1. INTRODUCTION

E-HRM refers to the planning, implementation and applications of information technology for networking and supporting collective actors in their shared performing of human resource activities.

E- HRM has divided into three parts: operational, Relational, and transformational. Operational E-HRM concerned with the administrative functions – payroll and employee data personal data, etc. Relational E- HRM concerned with the supporting business process such as training, recruitment, selection, etc. Transformational E-HRM is concerned with the HR strategies and its activities such as knowledge management, strategic orientation. E-HRM emphasis certain activities that could be performed online are recruitment, selection, training, performance management, and compensation.

The activities of E-HRM consist of:

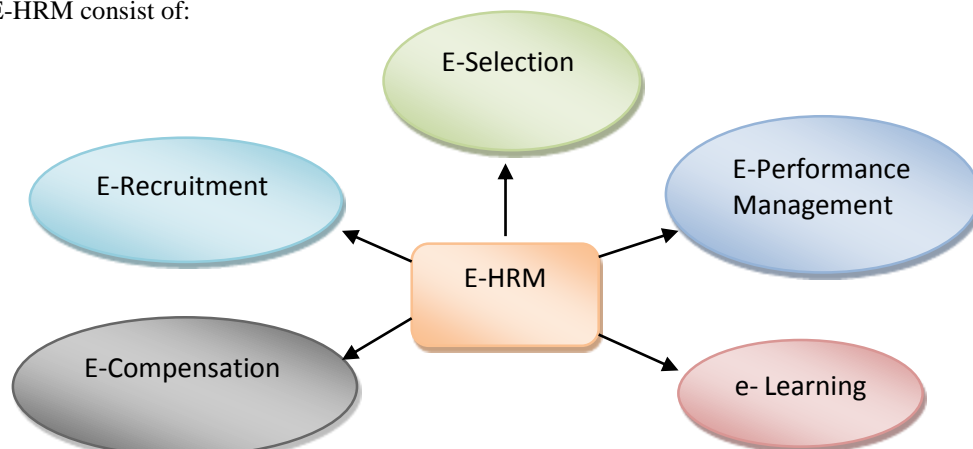


Fig. 1: Activities of E-HRM

2. ROLE OF E-HRM

According to Strohmeier (2007), E-HRM is the application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities. As per Shrivastava et al., (2003), HRM helps to achieve higher performance through the rapid development of technological innovation. Technology innovation could serve as an approach to enable HR function to focus more on value-added activities so as to realize the full potential of technology and organizational strategy.

Ruel (2001) elaborates on the clarity of spirit of office technology. The spirit of the technology should lead to the right user behaviour of end-users of the technology. There is also a positive relationship between perceived ease of use and attitude towards E-HRM. Perceived ease of use reflects the extent of difficulty in understanding, learning, or applying the technology. It also reflects the extent to which a new technology is perceived as better than the substitutes. In this context, the HR professional’s perception that using E-HRM will include minimum effort or that E-HRM will be easy to deal with is an important factor in E-HRM adoption. There is also a positive relationship between facilitating conditions and attitude towards E-HRM. Venkatesh et al. (2003) describe the facilitating conditions as the extent to which an individual thinks that an organizational and technical infrastructure exists to support the use of the system.

The human resource is considered the most expensive resource in any organization; therefore, they need careful management. The goal of human resources management is to make sure that an organization has the right number of people with the required knowledge, skills, abilities and competencies, in the right place, at the right time, at an affordable cost and who are motivated and determined to achieving the current and strategic need of a firm. E-HRM practice provides a more efficient and strategic way of working to reach the goals. E-HRM facilitates human resource functions with the chance to create new avenues for committing to organizational success.

3. RESEARCH METHODOLOGY

Present study incorporated with 45 employees of the Public organization (DIOS office and BSA Office, Moradabad). For the present study, Moradabad place has been selected through convenience sampling. And the respondents have been selected through random sampling and as per availability. In order to analyze the effectiveness of E-HRM and Traditional HRM, a questionnaire was constructed and administered with some relevant and related questions based on five points Likert scale.

3.1 Hypotheses

H₀₁: There is no significant difference between Traditional HRM and E-HRM.

H₀₂: There is no significant satisfaction level among the employees by the implementation of E-HRM

4. DATA ANALYSIS AND INTERPRETATION

Being a qualitative data as in terms of percentage (%) form the collected database based on closed-ended questions, through percentage analysis and the Likert scale was calculated. The findings and interpretations are:

4.1. Do you have basic computer knowledge?



Fig. 1: Indicates the status of basic computer knowledge among employees

Figure 1 depicts that 70% of respondents very well know the basic knowledge of computers. 30% are said that they do not know how to operate a computer system.

4.2. Awareness regarding E-HRM among employees

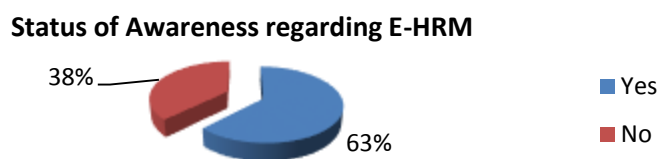


Fig. 2: Depicts the status of awareness regarding E-HRM among employees

Figure 2 indicates that 63% of respondents are very well aware of E-HRM and its features. 38% of respondents are not aware of E-HRM; actually, they do not know what E-HRM is.

4.3. How much you know about E-HRM process of your organization?

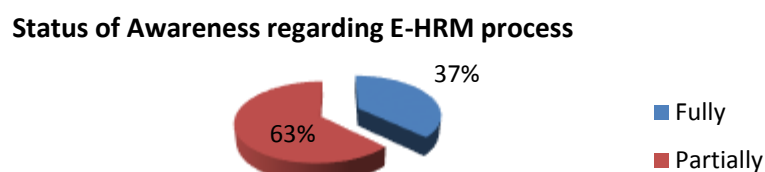


Fig. 3: Indicates the status of awareness regarding E-HRM process among employees

Figure 3 reflects the status of awareness towards E-HRM process in public organizations. 63% of respondents are slight knows about the E-HRM process in their organization. 37% of respondents fully know about E-HRM process means how it works in their organization.

4. Are you satisfied with E-HRM Process?

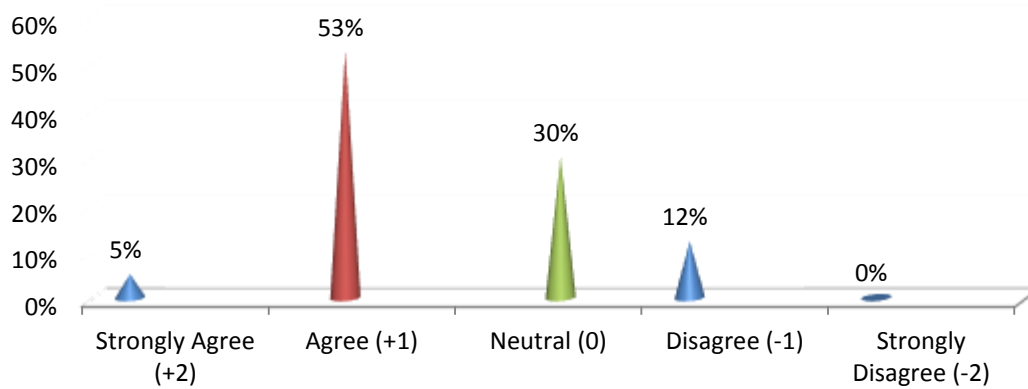


Fig. 4: Indicates the status of satisfaction regarding E-HRM Process among employees

Figure 4 depicts the satisfaction status of employees with the E-HRM process. 53% of respondents are satisfied with the present E-HRM process in their organization. 30% of respondents are neutral, 12% of respondents do not like the present E-HRM process and they don't want to work with E-HRM system. Hardly 5% respondents are very happy with E-HRM process.

4.5. Is E-HRM supports work proficiency?

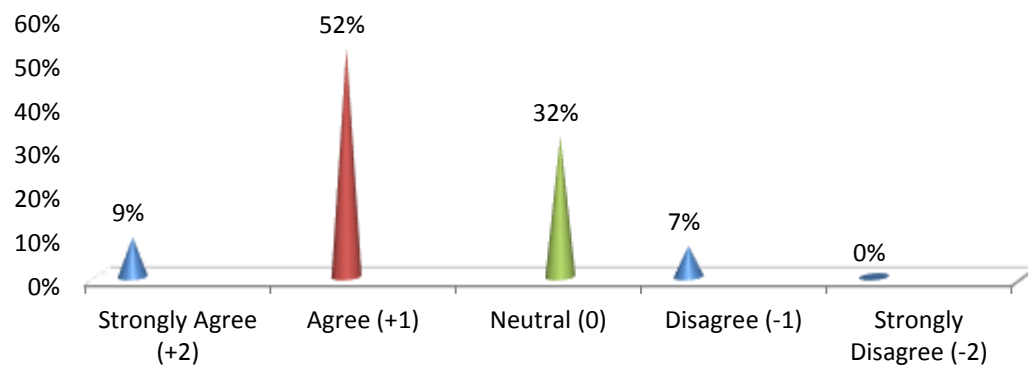


Fig. 5: Depicts that E-HRM supports work proficiency of employees

Figure 5 infers that E-HRM supports the work proficiency of employees in public organizations. 52% of respondents have agreed that E-HRM process supports their work proficiency and helped them to do work effectively and efficiently. 32% of respondents are neutral, 9% of respondents are strongly agreed and 7% of respondents disagree with E-HRM functions and activities.

4.6. Is E-HRM function enhances your work ability?

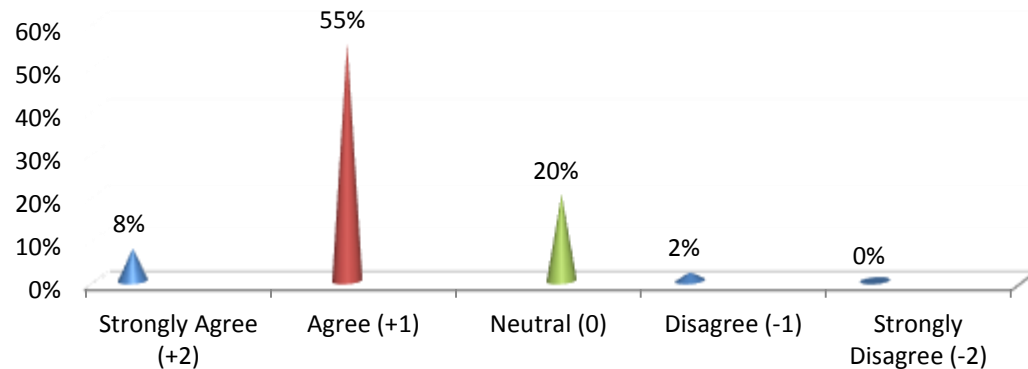


Fig. 6: Indicates the effectiveness of E-HRM function towards workability of employees

Figure 6 infers the status of E-HRM effectiveness towards workability of employees in public organizations. 55% of respondents are agreed and said that E-HRM function helped them and enhances working ability. 20% of respondents are neutral, 8% of respondents are strongly agreed that E-HRM enhances their workability.

4.7. E-HRM system made things easier and smoother

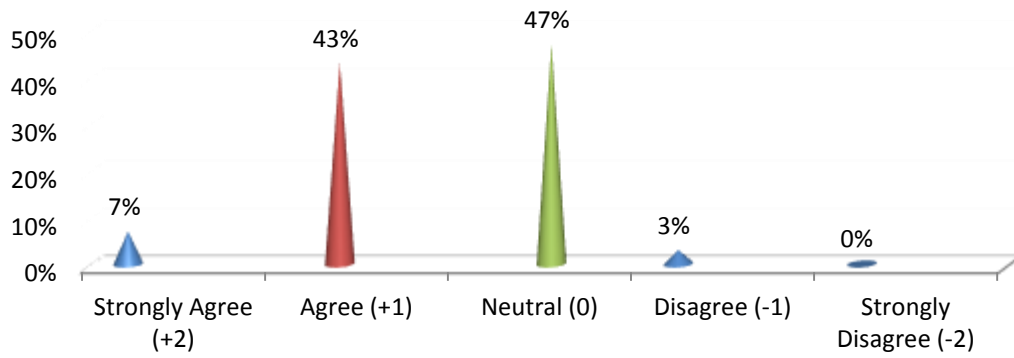


Fig. 7: Depicts the status of E-HRM system merits

Figure 7 infers the pros of E-HRM for any public organization. As per data analysis, 47% of respondents are neutral, 43% respondents are agreed and they have accepted that E-HRM made things easier and smoother. 7% of respondents are strongly agreed with the above statement.

4.8. Do you need any moderation in the present E-HRM system?

Modification towards present E-HRM system



Fig. 8: Depicts the status of moderation in the present E-HRM system

Figure 8 depicts the status of the need for moderation in the present E-HRM process in the organization. 55% of respondents have agreed that it needs some modification. 45% of respondents are disagreed and said that there is no need to change or modify in present E-HRM system.

5. RESEARCH FINDINGS

The general objective of the present study is to find out the comparative analysis of effectiveness between E-HRM and traditional HRM in public organization.

A. There is no significant difference between traditional HRM and E-HRM

As per the hypothetical analysis, it is revealed that there is a significant difference between HRM and E-HRM. It is cleared from the analysis, the calculated value of $t = (0.792)$ is greater than the tabulated value (0.511) at 5% level of significance, therefore, hypothesis H_01 is rejected.

It is found that there is a significant difference between traditional HRM and E-HRM. Traditional HRM basically emphasized functional activities such as human resource planning, job analysis, recruitment & selection, employee relation, performance appraisal, and training & development. Whereas E-HRM focuses on internet & intranet, strategically involved, self-service, replaced paperwork, speedy communication channel, objective appraisal system, cost reduction, improve employee connectivity with each other, changed with operational and strategic management, reducing dissatisfaction among employees, achieving more competitive advantage.

It has been proved that E-HRM is more effective and convenient as compare traditional HRM for any organization.

B. There is no significant satisfaction level among the employees by the implementation of E-HRM

According to the hypothetical analysis, it is revealed that there is significant satisfaction level among the employees by the implementation of E-HRM. It is cleared from the hypothetical analysis, the calculated value of $t = (1.40)$ is greater than the tabulated value (0.394) at 5% level of significance, therefore, hypothesis H_02 is rejected.

It is proved that employees are happy and well satisfied by the implementation of E-HRM in public organizations with special reference to the education department. They are satisfied with E-HRM functions and process; this leads to greater work proficiency and workability that made things easier as well as smoother.

6. CONCLUSION

The study focused on two parameters one is traditional HRM and second is E-HRM. The present study emphasized the effectiveness of E-HRM and its implications on employees who are working in public organizations with special reference to the education department. As per the results, it is concluded that there is a significant difference between traditional HRM and E-HRM. The activities, policies, procedures, and work system of E-HRM is different and effective that enhances the workability of employees.

As per the data analysis, it is also concluded that employees of a public organization are happy and satisfied with the present work system, paperless work system that is E-HRM. They are well known about E-HRM system and process that helping them to enhance working ability, coordination with other departments and employees, made work easier and smoother, cost reduction, reduce employee dissatisfaction, and more usage of internet & intranet. A positive response is found among employees regarding E-HRM process.

The public sector employees are usually working with traditional HRM policies but as per modern era, the E-HRM is implemented everywhere to improve work efficiency of employees and made things easier and smoother. At the same time, it is also known as paperless work system which is easier to coordinate work and employees with each other through internet and Intranet. Employee satisfaction, high work proficiency, unbiased appraisals, strategic and operational management process, cost reduction is also increased by the implementation of E-HRM in organizations.

Challenges in E-HRM with special reference to the education department

Employees of the education department are satisfied and happy with the E-HRM process and functions but at the same time, they are facing lots of challenges such as less computer knowledge, less awareness regarding E-HRM process, less system and improper equipment facility, the problem in the usage of internet, the habit of paperwork that cannot easily change.

7. SUGGESTIONS

For the present study researcher have been given few suggestions to overcome the problems faced by employees such as proper training of using internet and intranet should be given by the government to the employees of the education department, proper facility of internet connection, proper equipment should be there such as (computer system, user friendly software).

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