



E-HRM PRACTICES OF INDIAN SERVICE AND MANUFACTURING INDUSTRIES

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Abstract: *The study aims to measure the e-HRM practices of service and manufacturing industries of India using the survey method. Total 753 employees comprising 400 from manufacturing and 353 from service industry were contacted and survey forms got filled. One sample t-test and one-way Anova was used to measure the impact of nature of industries on the employees' perception towards the e-HRM practices. It was found that effectiveness of the E-HRM practices are average or moderate in service and manufacturing companies of India, based on the perceptions of the employees. Employees of service and manufacturing companies believe that the E-HRM practices mainly helps in building confidence among employees as the private information of the employees get secured and protected well. It was found that type of company has a significant impact on the employees' perception towards the effectiveness of Training and learning practices of the companies. Type of company, has no significant impact on the employees' perception towards the effectiveness of E-HRM practices of the companies. It was found that service industries were making effective utilization of the ICT based tools to make its E-HRM practices better and useful, when compared to manufacturing companies. Null hypothesis gets rejected that assumes that E-HRM practices of both the service and manufacturing industry are equally effective.*

Keywords: *E-HRM, service industry, manufacturing industry, recruitment, selection, training, development etc.*

Introduction:

Prior to 1960 the presence of information technology (IT) in organizations was in the form of computers which basically handled a limited amount of HR systems such as employee records and payroll functions. These were stand-alone systems which were used by the concerned HR staff with no facility of sharing or data transfer. Moreover, at that time the computer systems were very costly and not many people were trained enough to use them. However, the improvement in technology and increase in usage not only made them user friendly but also lead to decrease in cost. As a result, more and more companies started using it. As the technology advanced further it not only started becoming relevant for use in all the industries but also started percolating into the various departments within the organizations. With the adaption of technology organizations witnessed a drastic transformation in the way they used to keep records, functions and carry out their routine tasks. The traditional

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way of keeping the records in files, tagging them, storing them in record rooms and also the manual process of retrieving got replaced with updating in electronic forms and storing in hard disk. Now since within the organization HR is one of the most complex function as it needs to keep huge amount of records and data, this is the place where IT has been used the most Use of technology here also becomes important due to the fact that HR plays the most important role in driving the performance of the organization and securing the competitive advantage a firm enjoys (e.g., Porter, 1985; Ulrich, 1987). In fact, it has been established that for an organization to deliver a sustained performance in the market the management of the work force is the most important factor as against technology, patents and strategic position (Pfeffer (1995). As has been said famously that it is not the machine but the man behind it who has the most important role. So though quality of manpower is the most important factor for an organization but next comes the information technology as a tool to gain edge over competition as agreed by most of the business community (Jenkins and Lloyd, 1985). This competitive edge is reflected in the form of reduced cost of doing business and efficient management of the human assets. Realizing the importance of information technology and its tools organizations across the world started adapting information technology as a tool to manage the various tasks performed by the HR managers such as employee records. Employee recruitment, induction, attendance, payroll etc. So this whole system of using information technology for carrying out the various functions of HR was defined as Human resource information system (HRIS). Thereby, HRIS developed as a system based on technology using mainly computers, to store, retrieve, distribute and analyze all information related to the human resources of an organization and their activities. This transformation lead to informational efficiencies as the required data or information could not only be retrieved in a fraction of time as compared to traditional system where all information was stored in files but also could be worked upon faster. Additionally, it also leads to cost saving as in traditional system where a room was required to store file along with clerks to maintain same now information of an even bigger size could be stored on a computer system with negligible maintenance cost. This in turn made available enough quality time with the HR personnel which they could use in analyzing the available information in depth enabling them to have better planning, administration and control. In addition to that easy retriability of data supported them in taking information based strategic decisions for the overall performance enhancement of organization. Thus basically it can be said that HRIS provides information to the users related to various aspects of manpower which helps them in planning, administration, decision making & having better control on the human assets (De Sanctis, 1986).With more and more organizations using HRIS and the advancement of technologies in the form of web portals, intranet etc. the scope got widened to include planning related to carrier growth, recruitment scheduling, productivity evaluation, promotion decisions, job allocation, training etc. (Hyde &Shafritz, 1977).Thus, it can be observed that there has been a lot of change in the way IT is utilized in relation to HR functions(Kovach et al.; 2002).Now apart from supporting the organization in storing the HR information related to employees, the stored information is increasingly being utilized by managers and employees to perform their HR tasks. This transformation has been made possible by the support of technologies such as internet, web based systems, and mobile based communication technologies etc. leading to emergence of E HRM. Overall it has been observed

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that the face to face relationship of yester years between the managers, employees and HR staff is being replaced or complimented by technology mediated relationship (Ruel et al., 2004). This has led to emergence of various new terms such as virtual HRM, web-based HR, e-HR, e-HRM, HR intranet computer - based human resource management systems (CHRIS) and HR portals.

Review of Literature:

Zareena (2018) New inventions in technology have brought the changes in the working environment of mankind in various types of organization starting from the small business to the large organization. The implementation of technology has improved the way of working of many people. This is an era of information and technology which has spread like air all around; we don't see traditional methods of managing various kinds of data and resources of an organization. The adoption of E-HRM has totally changed the way of performing various kinds of activities of HR. Zareena has undergone a study with an objective to find out the adoption of E-HRM in multinational companies. Rastogi (2017) There is not even a single field where the technology is not used. Technology and internet together make a very strong combination to improve the overall structure of a work place. The use of E-HRM in banking sector has brought tremendous changes as the management of the main asset of any organization i.e. human capital has become easy with the help of E-HRM practices. The paperless work, automated activities, data sharing and centralized control are certain features which the banking sector can experience. Pual Poisat (2017) The main objective of the study was to provide a theoretical overview of the understanding, the nature and relevance of e-HRM to find the related areas of e-HRM Research and to find out the relationship between e-HRM and organisational productivity. The data was collected from the secondary sources. Around hundred articles, journals and other research material was used to collect the relevant data. The findings of the research showed that e-HRM practices can increase the performance of HR activities in an organisation. It can improve HR Services and can contribute to the advantages to the organisation. e-HRM can reduce the cost and increase the speed of HRM processes. From the findings it was clear that a greater understanding of the implementation of e-HRM practices is required. Technology and internet helps in improving the overall performance of the organization. if the practices are implemented and accepted in an efficient way then it can lead an organization to achieve the desired goals. Nadeem (2017) E-HRM is nothing but the automation of human resource management and digitizing the activities using technology. There are various stages of HRM which are affected by the environment of a particular organization. Nadeem undergone a study with the objective to find out the impact of environment on the implementation of E-HRM practices and how does it helps to build a positive work atmosphere for the employees, and also to explore that the change in environment affects the technology and up to what extent. In order to conduct the study, the researcher has gathered secondary data from twelve published research papers of banks, universities and multinational companies throughout the world. The e-hrm model suggested by Rule's and a honey comb model used by the Kietzmann's, were used as a tool to find out the environmental effect on E-HRM. The findings of the study

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showed that adoption of new technology, competitive environment and ability of people are certain environmental variables which have effect on E-HRM. If a supportive environment is provided for the implementation of E-HRM practices, then it enhances the work attitude among employees. Thus can be said that environment has effect on E-HRM. Hameed (2016) main objective of the study was to find out the impact of e-HRM practices in an organisation and its influence on the performance of the employees in hospitals. The findings of the data showed that there are various HRM practices which are performed in an organisation including selection, recruitment, training and compensation which have positive effect on the performance of employees in an organisation. If e-HRM practices are implemented in efficient way, it will result into the improvement in organisational as well as individual performance of the employees.

Research Objective: To study the e-HRM practices of the service and manufacturing industries of India and employees' perception towards the effectiveness of the e-HRM practices.

Research Design: Study was empirical in nature, which mainly focused on the perceptions of the employees towards the e-HRM practices of the service and manufacturing industries. Total sample of the study was 753, out of which 400 employees from manufacturing and 353 from service industry. Further, the mode of the survey filling process was emails, google docs, and personal interaction with the employees. One sample t-test and one-way Anova was used for the analysis purpose.

Findings and Discussion:

This section explains the difference in the perception of employees from service and manufacturing industries, towards effectiveness of various E-HRM practices prevailing in their companies. The analysis has been done using one-way Anova method and results have been discussed in the below section.

RECRUITMENT AND SELECTION PRACTICES

This section comprises the difference in the effectiveness of the recruitment and selection practices of service and manufacturing industries of India using independent sample t-test and one-way Anova method.

Table 1: Nature of company and Recruitment and selection practices

Group Statistics							
	Nature of organisation	N	Mean	Std. Deviation	Std. Error Mean	t-test	p-value
Companies using their own web sites for posting vacancies.	Service Industry	353	3.3909	1.29252	.06879	11.653	.000
	Manufacturing Industry	400	2.3450	1.15295	.05765		
Sharing job description and	Service Industry	353	3.5892	1.07851	.05740	12.861	.000

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other details on portals to filter potential candidates	Manufacturing Industry	400	2.5650	1.10400	.05520		
Sourcing of potential candidates from company web site and job portals to get more options.	Service Industry	353	3.6402	1.07040	.05697	12.350	.000
	Manufacturing Industry	400	2.6650	1.09351	.05468		
Using automated tools offered by job portals for quick recruitment.	Service Industry	353	3.6431	1.13446	.06038	11.475	.000
	Manufacturing Industry	400	2.7000	1.11495	.05575		
Using web portals for communication with potential candidates at screening stage	Service Industry	353	3.5666	1.18067	.06284	11.028	.000
	Manufacturing Industry	400	2.6350	1.12914	.05646		

Interpretation: Result of independent sample t-test applied to measure the difference in the mean values of the employees' perception towards the effectiveness of recruitment and selection practices of the service and manufacturing companies given in the above table. It showed that for all the five statements used under recruitment and selection practices of companies; t-value was found to be significant at one percent level of significance which signifies that the perception of the service and manufacturing companies' employees significantly differ related to the recruitment and selection practices. Analysis based on the mean value showed that the employees working in the service industry found the recruitment and selection practices of their companies more effective than the employees of the manufacturing companies. Hence, service industries were making effective utilization of the ICT based tools to make its recruitment and selection practices when compared to manufacturing companies.

Table 2: Nature of company and Recruitment and selection practices

	N	Mean	Std. Deviation	Std. Error
Service Industry	353	3.5660	1.08951	.05799
Manufacturing Industry	400	2.5820	1.04844	.05242
Total	753	3.0433	1.17486	.04281
f-value = 159.216 p-value = 0.000				



Interpretation: Researcher has applied one-way Anova to measure the difference in the mean values of the employees' perceptions working in service and manufacturing companies, towards the overall effectiveness of the recruitment and selection practices. The mean value of the service industry employees were found to be higher than the mean value of the manufacturing industry employees, which indicates that recruitment and selection practices of service industry were found to be more effective than manufacturing industry. Further, the value of f was found to be 159.216, which is significant at one percent level of significance and null hypothesis gets rejected that assumes that recruitment and selection practices of both the service and manufacturing industry are equally effective.

PERFORMANCE APPRAISAL PRACTICES

This section comprises the difference in the effectiveness of the performance appraisal practices of service and manufacturing industries of India using independent sample t-test and one-way Anova method.

Table 3: Nature of company and performance appraisal practices

Group Statistics								
	Nature of organisation	N	Mean	Std. Deviation	Std. Error Mean	t-test	p-value	
Using appraisal tools to appraise subordinate without a physical meeting.	Service Industry	353	4.3229	1.13215	.06026	16.028	.000	
	Manufacturing Industry	400	2.9100	1.28687	.06434			
Using E-HRM tools for expediting the appraisal process.	Service Industry	353	4.3343	.98937	.05266	16.364	.000	
	Manufacturing Industry	400	3.0550	1.15556	.05778			
Using past data available on portal to make incentive programs for employees.	Service Industry	353	4.3626	.92255	.04910	16.032	.000	
	Manufacturing Industry	400	3.1850	1.09259	.05463			
Planning training based on skill gaps analysis identified from past appraisals data available on portals.	Service Industry	353	4.2181	.91111	.04849	15.158	.000	
	Manufacturing Industry	400	3.1650	.99511	.04976			
Offering a transparent system which can be trusted by employees in the form of shared appraisal portals.	Service Industry	353	4.2040	.89079	.04741	14.844	.000	
	Manufacturing Industry	400	3.1650	1.02977	.05149			

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Interpretation: Result of independent sample t-test applied to measure the difference in the mean values of the employees' perception towards the effectiveness of performance appraisal practices of the service and manufacturing companies given in the above table. It showed that for all the five statements used under performance appraisal practices of companies; t-value was found to be significant at one percent level of significance which signifies that the perception of the service and manufacturing companies' employees significantly differ related to the performance appraisal practices. Analysis based on the mean value showed that the employees working in the service industry found the performance appraisal practices of their companies more effective than the employees of the manufacturing companies. Hence, service industries were making effective utilization of the ICT based tools to make its performance appraisal practices when compared to manufacturing companies.

Table 4: Nature of company and performance appraisal practices

	N	Mean	Std. Deviation	Std. Error
Service Industry	353	4.2884	.88774	.04725
Manufacturing Industry	400	3.0960	1.05278	.05264
Total	753	3.6550	1.14520	.04173
f-value = 278.227 p-value = 0.000				

Interpretation: Researcher has applied one-way Anova to measure the difference in the mean values of the employees' perceptions working in service and manufacturing companies, towards the overall effectiveness of the performance appraisal practices. The mean value of the service industry employees was found to be higher than the mean value of the manufacturing industry employees, which indicates that performance appraisal practices of service industry were found to be more effective than manufacturing industry. Further, the value of f was found to be 159.216, which is significant at one percent level of significance and null hypothesis gets rejected that assumes that performance appraisal practices of both the service and manufacturing industry are equally effective.

TRAINING AND LEARNING PRACTICES

This section comprises the difference in the effectiveness of the training and learning practices of service and manufacturing industries of India using independent sample t-test and one-way Anova method.



Table 5: Nature of company and training and learning practices

Group Statistics								
	Nature of organisation	N	Mean	Std. Deviation	Std. Error Mean	t-test	p-value	
Using virtual classroom concept under E-HRM to save training costs.	Service Industry	353	2.8584	1.03204	.05493	11.158	.000	
	Manufacturing Industry	400	1.9950	1.08993	.05450			
Conducting E-training for those employees who are slow learners.	Service Industry	353	3.3569	.88070	.04688	12.621	.000	
	Manufacturing Industry	400	2.4600	1.06829	.05341			
Companies trying to achieve consistency in training style by using E-training concept.	Service Industry	353	3.3881	.85916	.04573	11.795	.000	
	Manufacturing Industry	400	2.5400	1.10972	.05549			
Companies trying to reduce requirement of trainers by implementing E-training.	Service Industry	353	3.2436	.76695	.04082	11.277	.000	
	Manufacturing Industry	400	2.5400	.94373	.04719			
Companies replacing their training centres by virtual classrooms.	Service Industry	353	3.0935	.79757	.04245	10.416	.000	
	Manufacturing Industry	400	2.4250	.96265	.04813			

Interpretation: Result of independent sample t-test applied to measure the difference in the mean values of the employees' perception towards the effectiveness of training and learning practices of the service and manufacturing companies given in the above table. It showed that for all the five statements used under training and learning practices of companies; t-value was found to be significant at one percent level of significance which signifies that the perception of the service and manufacturing companies' employees significantly differ related to the training and learning practices. Analysis based on the mean value showed that the employees working in the service industry found the training and learning practices of their companies more effective than the employees of the manufacturing companies. Hence, service industries were making effective utilization of the ICT based tools to make its training and learning practices when compared to manufacturing companies.



Table 6: Nature of company and training and learning practices

	N	Mean	Std. Deviation	Std. Error
Service Industry	353	3.1881	.78173	.04161
Manufacturing Industry	400	2.3920	.96450	.04823
Total	753	2.7652	.96833	.03529
f-value = 152.233 p-value = 0.000				

Interpretation: Researcher has applied one-way Anova to measure the difference in the mean values of the employees' perceptions working in service and manufacturing companies, towards the overall effectiveness of the training and learning practices. The mean value of the service industry employees were found to be higher than the mean value of the manufacturing industry employees, which indicates that training and learning practices of service industry were found to be more effective than manufacturing industry. Further, the value of f was found to be 159.216, which is significant at one percent level of significance and null hypothesis gets rejected that assumes that training and learning practices of both the service and manufacturing industry are equally effective.

COMPENSATION PRACTICES

This section comprises the difference in the effectiveness of the compensation practices of service and manufacturing industries of India using independent sample t-test and one-way Anova method.

Table 7: Nature of company and compensation practices

Group Statistics								
	Nature of organisation	N	Mean	Std. Deviation	Std. Error Mean	t-test	p-value	
Bringing clarity on compensation structure through utilisation of E-HRM tools.	Service Industry	353	3.5949	1.22830	.06538	19.892	0.000	
	Manufacturing Industry	400	1.7750	1.28003	.06400			
Managers designing and communicating incentive schemes through shared portals.	Service Industry	353	3.7705	1.04231	.05548	18.560	0.000	
	Manufacturing Industry	400	2.3450	1.06245	.05312			

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Employees are able to select their desired incentive program from the list of options provided by managers on shared portal.	Service Industry	353	3.7337	.98709	.05254	18.438	0.000
	Manufacturing Industry	400	2.3900	1.01017	.05051		
Managers are able to automatically track the effectiveness of various incentive programs through company portals.	Service Industry	353	3.7167	1.08930	.05798	18.471	0.000
	Manufacturing Industry	400	2.1950	1.17064	.05853		
Compensations are being decided in a more scientific and transparent way by utilising e-compensation portals.	Service Industry	353	3.6487	1.13623	.06048	17.934	0.000
	Manufacturing Industry	400	2.1100	1.21721	.06086		

Interpretation: Result of independent sample t-test applied to measure the difference in the mean values of the employees' perception towards the effectiveness of compensation practices of the service and manufacturing companies given in the above table. It showed that for all the five statements used under compensation practices of companies; t-value was found to be significant at one percent level of significance which signifies that the perception of the service and manufacturing companies' employees significantly differ related to the compensation practices. Analysis based on the mean value showed that the employees working in the service industry found the compensation practices of their companies more effective than the employees of the manufacturing companies. Hence, service industries were making effective utilization of the ICT based tools to make its compensation practices when compared to manufacturing companies.

Table 8: Nature of company and compensation practices

	N	Mean	Std. Deviation	Std. Error
Service Industry	353	3.6929	1.00351	.05341
Manufacturing Industry	400	2.1630	1.07784	.05389
Total	753	2.8802	1.29284	.04711
f-value = 402.958 p-value = 0.000				

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Interpretation: Researcher has applied one-way Anova to measure the difference in the mean values of the employees' perceptions working in service and manufacturing companies, towards the overall effectiveness of the compensation practices. The mean value of the service industry employees were found to be higher than the mean value of the manufacturing industry employees, which indicates that compensation practices of service industry were found to be more effective than manufacturing industry. Further, the value of f was found to be 159.216, which is significant at one percent level of significance and null hypothesis gets rejected that assumes that compensation practices of both the service and manufacturing industry are equally effective.

Conclusion:

Overall, it can be concluded from the study that effectiveness of the E-HRM practices are average or moderate in service and manufacturing companies of India, based on the perceptions of the employees. Employees of service and manufacturing companies believe that the E-HRM practices mainly helps in building confidence among employees as the private information of the employees get secured and protected well. It was found that type of company has a significant impact on the employees' perception towards the effectiveness of Training and learning practices of the companies. Type of company, has no significant impact on the employees' perception towards the effectiveness of E-HRM practices of the companies. It was found that service industries were making effective utilization of the ICT based tools to make its E-HRM practices better and useful, when compared to manufacturing companies. Null hypothesis gets rejected that assumes that E-HRM practices of both the service and manufacturing industry are equally effective.

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