



Impact of E-HRM system on organizational performance in Indian banking industry-special reference with Thiruvananthapuram district

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Abstract

The present find out about aims to be aware of the have an impact on of e-HRM device on organizational overall performance with regards to banks. It would help to expand the effectiveness of HR practices in banking sector. This find out about will provide large insight to researchers, bankers, top management and HR gurus of Indian banks and different groups of the involved field. While this study served to highlight some of the latest events surrounding the topic of e-HRM device and their impact on performance. This lookup leaves room for in a similar way contrast on the concern remembers. This study's objective is to look at the special e-HRM practices which are adopted via the public, private, overseas and cooperative quarter banks. Secondly to discover out the implementation stage of these e-HRM practices, thirdly to study the effect of e-HRM system and its influence on organizational performance and last is to propose fantastic motion options for effective consequences and implementation of e-HRM structures in the pattern organizations

Keywords: implementation, consequences, organizations, e-HRM

Introduction

Electronic human useful resource management (e-HRM) represents a exceedingly new transformation in the area of human aid management. In a swiftly and extensively changing competitive environment, human resources are necessary supply of competitively sustainable advantage. Human resource structures can make a contribution to maintain aggressive advantage via facilitating the development of skills that are firm specific. Electronic human useful resource is concerned with the function that the Human Resource Management Systems play in company performance, particularly focusing on the alignment of human sources as a skill of gaining aggressive advantage. The e-HRM science supports the human useful resource function comply with the human aid (HR) wants of the business enterprise through internet science based totally channels. It stores facts regarding payroll, employee personal data, overall performance management, training, recruitment and strategic orientation. With electronic human resource management, HR departments deal with recordkeeping and statistics sharing. It decreases the bureaucracy significantly and permits handy get entry to voluminous data. The employee can additionally hold track of his/her achievements without having to go through litigious procedures. It makes use of intranet or different internet science channels. It can also be used for implementation of one of a kind human resource strategy. The authorization of extraordinary HR features can be disbursed through Electronic Human Resource. In addition to saving sources completed through a web-based system, among the things to do that companies can do through the web site are group of workers matters. Electronic human resource administration (e-HRM) is one of human useful resource management science that has been created with the goal of techniques optimizing in order to run faster the

human resources function, reducing costs and liberating scientists from administrative constraints to put into effect the strategic role.

Statement of the Problem

Creating modern solutions to improve methods within corporations is what any employer would like to achieve. Time is money, therefore, any tools that would speed up the compan's activities, improve productivity or cut costs, are being implemented. Additionally, e-HRM makes use of equipment such as Internet and software program which in idea must facilitate the flow of facts and verbal exchange between employees. This lookup is to learn about what is e-HRM (its objective, scope, limitations, functions, benefits, goals, outcomes, and consequences) and how e-HRM is shaping organisation in a science driven surroundings most large groups use e-HRM device to entice Future employees. This study will help in enchancement of HRM. This stud's motive is to measure the effectiveness of e-HRM on organizational performance. This will give the chance to pick out areas of competence and excellence as nicely as any areas of similarly growth and improvement. The purpose of this find out about is to explore how records science seems to be affecting folks and groups communication and behaviors. The exchange in Information Technology is quicker than any different procedures in the organization. One of the important hurdles which the HR branch wants to pass is the altering technological environment. The end result of the study will grant the IT chances for HRM are endless; in precept all HR approaches can be supported by IT. Computers have simplified the task of examining sizeable quantities of statistics and they can be priceless aids in HR management, from payroll processing to file retention.

Objectives of the Study

- To study the e-HRM policies and their practices in banking industry.”
- To identify to what extent of e-HRM system are being implemented in banks.”
- To find out the impact of e-HRM system on overall organizational performance.”
- To suggest appropriate action choices for effective results and implementation of e-HRM systems in the sample organizations.”

Hypothesis

Following Hypotheses were framed on the basis of review of literature and objectives of the study”: Hypothesis for Objective 2: “(To identify to what extent of e-HRM systems are being implemented in Banks)

Null Hypothesis - H0: “There is no significant difference in the implementation of e-HRM practices among the public, private, foreign and cooperative sector banks”.

Alternate Hypothesis - H1: “There is significant difference in the implementation of e-HRM practices among the public, private, foreign and cooperative sector banks”.

Hypothesis for Objective 3: “(To find out the impact of e-HRM system on overall organizational performance)”

Null Hypothesis - H0: “There is no significant impact of e-HRM on organization performance.”

Alternate Hypothesis - H1:” There is significant difference in the impact of e- HRM practices on organization performance”

Data Collection

Data were collected from the primary sources. A Likert scale is the most widely used scale in survey research.

Primary Sources of Data Collection For the collection of primary data: Questionnaires and discussions tools were used. Bank employees belonging to top level; middle level and lower level were the source of information. “For the making of meaningful study, interviews with HR managers of Banks, HR professors have been conducted. Human resource managers in banks always touch with new practices of human resource management and latest e-HRM practices....

Study Area and Banks Under Research Study

The number of employees belonging to top level, middle level and lower level of different banks (i.e. SBI, PNB, CBI, ICICI, AXIS, HDFC, CITI BANK, HSBC, SYNDICATE BANK, Kerala STATE COOPERATIVE, IOB, Thiruvananthapuram district cooperative bank) of different public, private, foreign and cooperative sectors in Thiruvananthapuram district.

Sampling Techniques and Sample Size

Researcher has used the Stratified Random Sampling – Proportionate was applied for division of sample population. In this technique, the population is stratified into a number of no overlapping subpopulations or strata. And sample items are selected from each stratum. If the items selected from each stratum was based on simple random sampling the entire procedure. First stratified on the basis of selected sector banks and then simple random sampling used from each stratum”. In this study the total sample size is only 384, but the availability of the branches is more that the sample size so, the researcher has taken 10% (ratio) of the total

branches to represent the branch population.

Scope of the Study

It has vast scope in the location of human resource management. It regularly helps personnel and employers modify their work to supply superb response. It additionally helps the business enterprise to coordinate to accomplish its imaginative and prescient and mission related to human resource. The scope of the study is a decisive step closer to a paperless workplace and greater velocity of retrieval and processing of data. It also contributes to the problem fixing by means of information/report generated and speedy response to reply queries. There is additionally want to recognize the importance of a greater internal profile for HR leading to better work culture. The learn about will furnish excessive stage education and perception about e-HRM and have an effect on on performance.

Literature Review

Mahmud and Idrish (2011) ^[1] carried out in Bangladesh banks a study on worker intention depart (EIL) and HR practices. Information had been accumulated through the questionnaires. The effects indicated that the job analysis, profession development, compensation, sensible job data variables have been negatively and extensively correlated with EIL. Interestingly work household balance was once no longer negatively correlated with EIL. These six variables could jointly provide an explanation for 67% of the variance in EIL. Results of regressing the HR practices on EIL confirmed that compensation and job analysis had been sturdy predictors of EIL”.

Moideenkutty *et al.* (2011) ^[2] surveyed Sultanate of Oman, an Arabian Gulf country. Companies listed in the Muscat Securities Market in the Sultanate of Oman to locate out the relation between HR practices and Performance. Correlations have been used and to test the have an effect on regression used to be applied. They conclude performance can be increased to enforcing HR practices rather than cultural issues”.

“Sardar *et al.* (2011) ^[3] carried out a learn about in banks of Pakistan to inspect the overall performance of employees. Five-point likertscale was used for the responses. The sample size used to be 250.SEM and t take a look at was once applied. The result was once that training and development, overall performance appraisals, compensation was positively associated with performance”.

“Zaitouni *et al.* (2011) ^[4] examined the affect of HR practices on effectiveness in banks of Kuwait. The pattern was personnel of 5 personal sector banks of Kuwait. Regression and Exploratory Factor Analysis (EFA) tools had been used for the study and hierarchical regression analyses were used to draw the relationship between these variables. They concluded that 50% variables were having an effect on their effectiveness”.

“Sani (2012) ^[5] studied the affect of HR practices on organizational performance in Nigeria. The pattern was once insurance plan companies. There was one greater objective of this find out about that is to check the efficiency of HR practices on performance. 18 agencies had been taken for the analysis, regression and correlation tools were used. They found that HRM alignment, line management training, profession planning gadget and job definition were the practices which influenced performance of the organization”

Data analysis

Descriptive statistics of the level of implementation of electronic recruitment and selection practices in all the public, private, foreign and cooperative sector banks is displaying and ANOVA test results. "This table shows that all the four sector banks are implementing to moderate level but less than high extent, yet, the PRIVATE SECTOR BANK is implementing these practices at the highest level with a mean score of 3.4459 when compared among all the other sector banks. However, the lowest scoring sector is the cooperative whose mean score is 3.4354. There is a difference among public, private, foreign and cooperative sector banks in the implementation of these electronic human resource practices but ANOVA test has been applied to check the significance of the results". These results depict that there exists significant difference between the Implementation of ERecruitment and selection practice among different sectors. As P value < 0.05. This show there is significant difference in implementation of E-Recruitment and selection practice, proves the acceptance of the alternate H1 hypothesis and proves the rejection of H0 hypothesis.

A clear picture is displayed that public sector banks are the leaders in the implementation of electronic training and development with highest mean score 3.4726 among all surveyed sector. Conversely, the lowest mean value 2.0568 is of cooperative sector banks. The following table displaying that there is existence of difference in the mean value of all four sector banks. "However, claiming that these differences are due to some facts will be statistically wrong". The ANOVA results showed that the null hypothesis will be rejected as p-value significant. It means that the electronic training and development practices are being implemented at high level among all the surveyed banks.

The E-Performance management mean scores and standard deviations of all the surveyed sector banks. the results as per of this table, the highest mean score is of private sector banks which reveal that private sector banks are implementing E-performance management practice very well among all the surveyed sector banks. Co-operative sector banks again lacking in the race with the score 1.9661. In the level of implementation of these practices, there is still variations among all the surveyed sector banks. The results of ANOVA in this study. These results depict that there exists significant difference between the Implementation of E-Recruitment and selection practice among different sectors. As P value < 0.05. This show there is significant difference in implementation of E-Recruitment and selection practice, proves the acceptance of the alternate H1 hypothesis and proves the rejection of H0 hypothesis.

Statistically descriptive result of the surveyed sector banks for the electronic compensation management practices. Private sector banks are the leading among other sector banks with highest mean value 3.4909. On the other side, cooperative sector again is at bottom level with mean score 1.9661. The results of ANOVA in this study these results depict that there exists significant difference between the Implementation of Electronic Compensation Management Practices among different sectors. As P value < 0.05. This show there is significant difference in implementation of Electronic Compensation Management Practices, proves the acceptance of the alternate H1 hypothesis and proves the rejection of H0 hypothesis.

Descriptive statistics reveal that private sector is implementing the employee motivation and communication practice electronically with mean value 3.4706. The results of ANOVA in this study results depict that there exists significant difference between the Implementation of Employee Motivation and communication Practices among different sectors. As P value < 0.05. This show there is significant difference in implementation of Electronic Compensation Management Practices, proves the acceptance of the alternate H1 hypothesis and proves the rejection of H0 hypothesis.

In this the descriptive statistics reveals that Private sector banks are leading sector with a Mean score 3.4825 among all the surveyed sector banks. ANOVA has been applied for the statistically analysis of the difference. As P value < 0.05. This show there is significant difference in implementation of Innovative Employee Security Practices, proves the acceptance of the alternate H1 hypothesis and proves the rejection of H0 hypothesis.

Findings

1. Electronic Recruitment (Process of personnel recruitment) " 95% of personnel agreed that public banks have this practice implemented. 93.5% of Private sector employees have been conscious of the E-recruitment practice in their bank. In foreign banks 81.2% employees agreed to the presence of this practice. However, in cooperative banks, only 10% of the personnel were aware that e-Recruitment used to be present in the business enterprise
2. With regards to statement „Training (Anywhere, anytime coaching delivered over the Internet) 87.30% of personnel agreed that public banks have this practice implemented. 87.00% of Private quarter personnel were aware of the E-Training practice in their bank. In foreign banks a hundred percent personnel agreed to the presence of this practice. However, in cooperative banks, only 17.50% of the personnel have been aware that E-Training was existing in the organization.
3. The statement „Performance administration (Appraisal process) " 97.70% of employees agreed that public banks have this exercise implemented. 97.20% of Private quarter personnel were conscious of the E-Performance Management exercise in their bank. In foreign banks a hundred percent personnel agreed to the presence of this practice. However, in cooperative banks, solely 15.00% of the personnel had been aware that E-Performance administration was present in the organization.
4. For „Payroll (Electronic profits switch and processing) one hundred percent of personnel agreed that public banks have this practice implemented. 90.70% of Private sector employees had been aware of the E-Payroll exercise in their bank. In overseas banks 93.80% employees agreed to the presence of this practice. However, in cooperative banks, only 52.50% of the employees have been conscious that E-Payroll was once existing in the organization.
5. In context of Leave administration (apply for leave online) one hundred percent of personnel agreed that public banks have this practice implemented. 98.10% of Private quarter employees had been aware of the E-Leave administration practice in their bank. In overseas banks 100% employees agreed to the presence of this

- practice. However, in cooperative banks, 0.00% of the employees said that they had been no longer conscious about E-Leave exercise presence.
6. For declaration (Learning (use of records technology in education) 46.80% of employees agreed that public banks have this practice implemented. 85.20% of Private region personnel have been aware of the E-Learning exercise in their bank. In overseas banks a hundred percent employees agreed to the presence of this practice. However, in cooperative banks, only 7.50% of the employees were aware that E-Learning was once present in the organization
 7. For statement Retirement (Online record when you pick out to leave employment) 89.50% of employees agreed that public banks have this exercise implemented. 94.40% of Private area employees were conscious of the E-Retirement practice in their bank. In overseas banks 93.80% personnel agreed to the presence of this practice. However, in cooperative banks, 0.00% of the personnel were now not conscious about E-Retirement exercise presence. viii. For announcement Attendance Management (Managing attendance or presence at work) 80.50% of employees agreed that public banks have this exercise implemented. 84.30% of Private region personnel have been conscious of the E-Attendance administration practice in their bank. In overseas banks 93.80% employees agreed to the presence of this practice. However, in cooperative banks, only 20.00% of the personnel had been aware that E Attendance management was once current in the organization.
 8. For statement Communication (Communicate to people electronically), 82.30% of personnel agreed that public banks have this exercise implemented. 91.70% of Private region personnel had been aware of the E-Communication practice in their bank. In overseas banks 100.00% personnel agreed to the presence of this practice. However, in cooperative banks, 52.50% of the employees had been conscious that E-Communication used to be present in the organization.
 9. For announcement Competency Mapping (competency profiles or capabilities profile) 84.10% of employees agreed that public banks have this exercise implemented. 80.60% of Private region personnel have been aware of the E-Competency Mapping recruitment exercise in their bank. In foreign banks 87.50% personnel agreed to the presence of this practice. However, in cooperative banks, solely 7.50% of the personnel have been conscious that E-Competency Mapping was existing in the organization.
 10. In context of Compensation Planning (receive and save compensation information online) 95% of employees agreed that public banks have this exercise implemented. 93.5% of Private area employees had been conscious of the E-Compensation Planning exercise in their bank. In overseas banks 81.2% employees agreed to the presence of this practice. However, in cooperative banks, solely 10% of the employees had been aware that E Compensation Planning once existed in the organization.

Recommendations and Suggestions

1. In Indian economy, the banking area is one of the strongest pillars. It can be said besides doubt that the

implementation of e-HRM gadget is high-quality in most banking sectors. Also, favorable productiveness consequences will lead to attention of the significance of these systems for the common productivity and increase of the banks. These structures can help the banks to emerge as more aggressive and dynamic in the global commercial enterprise environment.

2. The focus ranges of the e-HRM structures can be multiplied at all levels. Currently it is determined that recognition is the perfect at the topmost degree of the employees. All employees should be aware of the e-HRM services so that they can utterly make use of the services for their boom and development.
3. Indian banks are dealing with a variety of challenges, the most widespread being – the high-quality use of their present resources and compete with peers on the foundation of e-HRM practices. The Cooperative area is lagging at the back of in the implementation for e-HRM practices. They want to make good sized investments for up gradation of their e-HRM systems to maximize technological know-how positive aspects and improve the productivity of their employees.
4. The public and non-public quarter banks are discovered to be the the front runners in e-HRM practices. The foreign and cooperative zone banks need to pull up their socks in this regard.
5. “Besides this, a few progressive thoughts ought to be welcomed from the already working personnel of these banks involving e-HRM systems, so that the real implementation can be elevated there. And the practices which are already being implemented in these banks must be practiced at a higher stage preserving in mind the present era of competition the place you cannot suppose of suspending matters because of the thinking of „If now not now, then never“.

Conclusion

In the present economy which is based on competitiveness, the banking region in a creating financial system like India is dealing with a lot of competition, scarcity of intelligence and skill set. Hence, the personnel of the banking enterprise are as important as the customers that they are serving, for desirable functioning of the bank. Every bank is making an attempt to create a favorable working environment for its employees and making an attempt to cut expenditure whilst doing so. e- HRM systems make bigger the effectiveness and effectivity in electronically offering amenities to the employees, as a end result of which it is a win-win situation for each the bank and the employees. There is no 2nd opinion about the reality that the personnel are the most treasured useful resource of an organization. For a Bank, the challenges confronted in the HR management of the personnel are on the whole getting the right people on board, Training/development of these resources, presenting the proper and contemporary amenities like e-learning to these assets and managing the separation of the resources. All these challenges absolutely have an effect on the usual overall performance of the banking organization. Hence, the fundamental center of attention of this study was to understand the notion of e-HRM machine and its impact on organizational performance.

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