

E-HRM Attributes and Internal Stakeholders' Satisfaction: A Quantitative Study in Select Indian Organizations

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Abstract

In the present times, businesses have a lot of stakeholders, but the internal stakeholder, that is, the employees are the most important stakeholders as they are the deciding factor and determine the direction and level of success a business attains, especially in a knowledge economy, where services are high in demand. A higher satisfaction level of an employee does not guarantee high level of performance, but is desirable for an organization to remain competitive in business. Some organizations proactively, and few with the rapid development of e-commerce and significant rise of the virtual, networked organizations, have compelled HR professionals to sail in the digital world and offer services on an electronic platform, resulting in the emergence of the electronic human resource management (e-HRM). E-HRM is an integration of information and communication technology (ICT) and HR mechanism, content, and processes to provide services to different stakeholders and simultaneously provides a competitive edge to the organization. There are several e-HRM attributes which determine the satisfaction level of an employee. To measure the present level of e-HRM attributes and also to examine a difference in the level of e-HRM attributes based on employees' demographic variables, and increase in internal stakeholders' satisfaction, a questionnaire was formulated, and responses were sought from operatives, supervisors, and managers of selected Indian organizations and one-sample *t*-test, one way ANOVA, and regression analysis were used respectively as a statistical tool of measurement in the present study.

Keywords : stakeholder, e-commerce, digital, ANOVA, regression, electronic human resource management, e-HRM

JEL Classification : M10, M12, M15

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Workforce, the most important asset of any organization, becomes a liability if the employees are not provided prerequisite attributes of satisfaction that align with corporate goals and visions. According to Ghosh (2002), in an organization, the most valuable input is the human element. The success or failure of an organization depends, to a large extent, on the persons who manage and run the organization. In business, the greatest asset is the human resource of the enterprise and not the plant, equipment, or the big buildings it owns. The committee Rijn (2001, cited in Maatman, 2006) concluded that in contemporary times, there is a shortage of qualified employees, and the employees have become at least as important as the customers. The committee suggested that the employees should be kept satisfied and motivated, and improving the services provided by the HR department was mentioned as a part of the solution. It is, therefore, expected that the adoption of e-HRM technologies is driven by need for client service improvements.

Empowerment of employees in availing HR services is one of the substantial breakthroughs in HRM to navigate it to higher levels. HR services offered in an organization must be easy to access, easy to use, and simultaneously, should be useful to use. HR service delivery should facilitate role clarity, internal communication, and must act as a decision support system. Manpower satisfaction level increases if there is flexibility and transparency in the HR service delivery.

Traditional HRM is paper intensive, people intensive, time intensive, whereas e-HRM is use of computer systems, interactive electronic media, and telecommunication networks to carry out the functions of the human resource management department. E- HRM managers always strive to provide a seamless integration of all HRM services with a common goal of internal stakeholders' satisfaction. According to Gowan (2001), e-HRM is a web-based solution

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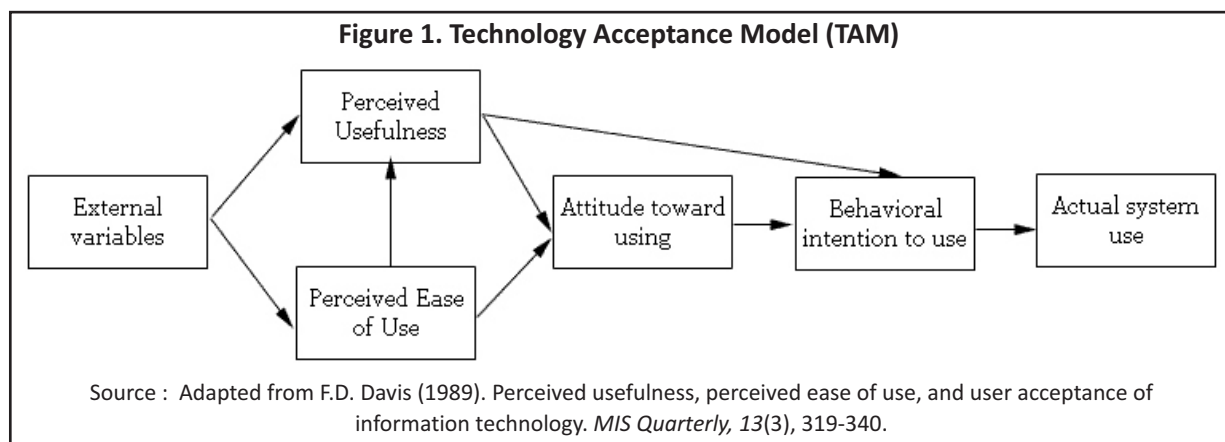
that takes advantage of the latest web application technology to deliver an online real-time human resource management solution. According to Pratheepan and Arulrajah (2012), e-HRM is the application of IT for HR practices, which enables easy interactions between employees and employers. It stores information regarding payroll, employee personal data, performance management, training, recruitment, and strategic orientation. It decreases the paperwork considerably and allows easy access to a large volume of data. The employee can also keep track of his/her achievements without having manual procedures. It can also be used for execution of different HR strategies in an organization.

Properly managed e-HRM can act as a communication tool which is flexible 24*7 (anywhere, anyplace), is accurate, timely, complete, directed to all appropriate or required recipients, and is crafted in a way that is understood by the intended audience. Through e-HRM, employees and/or teams may have input into and influence over HR function from high-level strategic decisions to routine day-to-day decisions about how to do their own jobs. Empowerment is about employee participation through increased delegation of responsibility down throughout the organizational chain of command, which is facilitated by the e-HRM application. At the same time, not providing mundane repetitive tasks in self-service mode can be a big drag on the HR function, leaving them with little time to do anything else. Instead of HR executives handling everyday routine tasks such as change in address, pay slip, tax deduction, training and checking holiday entitlements, these tasks can be handled by the employees themselves or by their line managers. E-HRM imbibes a system of transparency and minimizes or eliminates intervention from HR staff, allowing managers and employees to perform HR tasks directly with self-service tools, hence inculcating a sense of empowerment.

The use of web-based technologies for human resource management practices and policies is maturing within organizational life cycles and is facilitating transparency. It is important for each member to understand their role and role overlapping, and ambiguity has to be minimized. The implementation of the e-HRM technology has the consequence that specific HR activities are devolved to managers and employees, and thus, the implementation of e-HRM technology influences the division of HR responsibilities. The organizations' overall strategy has an influence on the division of the responsibilities. However, the link provided and channel of communication assigned somehow facilitates division of authority and responsibilities between managers, employees, and HR professionals, hence providing role clarity.

Literature Review

The Figure 1 depicts the Technology Acceptance Model (TAM), which was developed by Davis (1989), and is an information systems theory that models how users come to accept and use a technology. The model suggests that when users are presented with a new technology, a number of factors influence their decision about how and when they will use it. Perceived usefulness was defined by Fred Davis as, "the degree to which a person believes that using a particular system would enhance his or her job performance." Perceived ease-of-use - was defined by Davis as, "the degree to which a person believes that using a particular system would be free from effort."



According to Maatman (2006), it is expected that when an end-user understands the e-HRM goals and the intended effects of the e-HRM technology, it will positively affect the use of e-HRM technology, which is expected to lead to the intended use of the technology. Venkatesh, Morris, Davis, and Davis (2003) in their study mentioned that usefulness is more strongly linked to behaviour intentions of users and the actual system use than ease of use.

As per Ruel, Bondarouk, and Loosie (2004), the goals that drive parties, stakeholders, and individuals in organizations will set a framework for the real e-HRM applications and approaches to be implemented. Ruta (2005) in his study of implementation of HR employee portal in Italian subsidiary of Hewlett-Packard (HP) demonstrated that usage of HRIS increased when IT user acceptance principles were integrated with change management principles. IT user acceptance model focused on “what” predicted intentions to use the HR portal, while change management theory focused on “how” intentions to use the HR portal could be influenced. Voermans and Veldhoorn (2007) conducted an empirical study at Philips for measuring attitude towards e-HRM using an online questionnaire in which 99 managers and 257 employees employed with Philips Electronics (Netherlands) participated.

Attitudes towards adoption, using TAM as basis, maps against Ulrich's (1997) HR roles, and found variables that might link to support e-HRM. Those with a strategic preference are more likely to have a positive attitude towards e-HRM; employee champion role preferred more negative, and did not find a positive correlation between administration role and e-HRM. A preliminary investigation by Yusoff, Ramayah, and Ibrahim (2011) made on perceived usefulness, perceived ease of use, and attitude towards using e-HRM among 51 HR professionals in Malaysia is illustrated in the research paper titled “HR Roles and e-HRM: Some Initial Evidence from Malaysia”. The authors mentioned that e-HRM provides the human resource function with an opportunity to create new avenues for contributing to organizational success. Literature review shows that TAM into e-HRM studies has resulted in notions that the use of e-HRM by the targeted employees is highly determined by the level of usefulness of HR information technology than by easiness to use.

According to Keebler and Rhodes (2002), to improve the service level for clients of the HR department, it is important to focus on the experience of the clients requiring services of the HR department. Gupta (2008) stated that the leading solution for e-HRM is System Manager, HR Manager, Time Manager, Payroll Manager, and Report Manager. According to Prasad (2003), the concept of computerized HRIS is derived as an organized method of providing information about human resources, their functioning, and external factors relevant to managing human resources. Sacht (2007) observed that web and Internet technologies have already given workers direct access to each other, to HR, and to business information with such ease and intelligence that every worker can contribute more directly to business results. More recently, electronic databases, audio and video recordings, interactive tools, and multimedia presentations have become available to extend the techniques for capturing and disseminating content. As asserted by Kettley and Reiley (2003), today, employees tend to ask for advice rather than administrative assistance. This is the reverse of the situation in the late 90s. Furthermore, the nature of the HR departments has changed because of the development of e-HRM. A few years ago, businesses tended to have more, but less qualified HR staff; whereas today, the reverse applies.

Lepak and Snell (1998) stated that HR departments are forced to look for alternative paths for the delivery of HR activities to meet the increasing demands of flexibility and to maintain their role as a service provider to managers and employees. As per Keebler and Rhodes (2002), with MSS and ESS, organizations are trying to meet the HRM needs of managers and employees, and at the same time, support the organizational business objectives. According to Ruta (2005), many of the reporting-type activities, previously performed by HR professionals, can now be performed online by managers and employees.

Scott (2008) observed that if one would separate the HR function into two broad components, namely transactional and non-transactional activities, then it is easy to envisage the transactional components being e-enabled. In most of the non-transactional HR activities, a continuum of e-possibilities exists. The conservative point on the continuum would suggest that no electronic mechanisms should be used to replace “people” activities, while the radical view of the continuum would suggest that technology could replace all direct human interactions with the HR customer, resulting in empowerment of internal customers. The first Cedar Crestone Asia Pacific-APAC HR Systems Survey (2008) discovered that the number one business initiative for APAC survey respondents is a focus on metrics and analytics, and self service and moving to an HR service centre approach enables organizations to serve more employees with their HR staff.

As per Prabakaran (2012), recently, a second wave of ESS shifted the focus from these purely efficiency based applications towards empowering employees and managers to take more responsibility for their jobs and development. Career planning, skills profiles, learning, objective settings, appraisals, and more and more analytics are increasingly popular ESS applications. As per web interface face - employee self service portal / Mystro HR and Payroll (2013), empowering employees in their day-to-day functioning requires giving them anytime, anywhere access to basic employee facing processes as well access to information about the people in their teams. In the absence of these, employees are left wondering and waste time chasing people and paper.

As per Sanayei and Mirzaei (2008), on their own desktops, line managers nowadays perform appraisals, evaluate employee costs, generate HR reports (turnover, absenteeism), process training requests, and oversee competence management. Employees have access to everything they need to change and manage their personal files, plan their development, process financial documents, and apply for new jobs. HRM professionals are facing a digital future. As per Yao, Wang, and Xing (2010), e-HRM facilitates openness and transparency and most of the information is just only far away from one mouse click, it supports individuals as well as group members in making decisions, especially in case of group decision making. E-HRM tools are used in information dissemination, opinion sharing, and they facilitate the complete decision mechanism. According to Armstrong (2006), e-HR provides the information required to manage HR processes. These may be core employee database and payroll systems, but can be extended to include such systems as recruitment, e-learning, performance management, and reward. The system may be web-based, enabling access to remote or online system, and at any time. The information provided by the e-HR process can be communicated across organizations. Sadagopalan (2004) observed that information systems to support the personnel function have once again taken the record keeping view rather than the decision support view, particularly in the Indian context. It is limited to creating large databases often of questionable value and accuracy. Slowly, this trend is changing, at least in more enlightened companies.

According to Mittal and Kumar (2006), with ICT, the desired data is being replicated online between various information centres from time to time. As a result, the consolidated information is available to the management for effective decision making instantaneously, and they need not wait for collection, compilation, and consolidation of information, which used to take a lot of time earlier. As per Yao et al. (2010), if e-HRM is implemented and used correctly, it can improve the quality of group decision making significantly by minimizing the negative effects of group decision-making and by maximizing the benefits of group collaboration and decision-making. E-HRM uses different information communication tools for providing HR services; these tools are more concerned with providing and compiling relevant data and information. These tools acts as an information support system.

As per Awwal (2009), ICT enables a plethora of criteria and alternatives for any decision and extends the decision; historical data keeps on getting updated with time so that the decision environment remains current. Segregation of data through applications and adequacy of hardware to meet user's required performance criteria today across a wide area network is providing new dimensions to decision-making processes. According to Mittal and Kumar (2006), e-HRM minimizes the lead time and saving of resources both in terms of manpower, paper movement, and cost on communication and operations. The system has helped in early consolidation of accounts, particularly in case of employees' expenses, salary, income tax returns, provident fund, and so forth.

According to Keebler and Rhodes (2002), the e-HRM technology should not only be designed to make the HR processes as efficient and cheap as possible, but the e-HRM technology should be made useable too, to increase the service experience of the managers and employees. In this way, a client service improvement of the HR system can be achieved. According to Watson (2000), web technology is the predominant method for delivering HR-related services to employees and managers, and offers significant opportunities to improve communication, knowledge sharing, and HR delivery systems. E-HRM also involves many more stakeholders besides personnel in the HR department and the business, and also includes job applicants and employees from all levels.

Kettley and Reiley (2003) stated that a computerized human-resource information system consists of a fully integrated, organization wide network of HR-related data, information, services, databases, tools and transactions. As per Sacht (2007), e-HRM tools are not yet available everywhere in the developing world; they are spreading rapidly and present a unique opportunity for developing countries to benefit most from the technological revolution now unfolding: Low-cost telecommunications systems can help countries to leapfrog ahead through distance education, distance health services, and provide much better access to markets and private sector partners abroad.

Research Objectives and Methodology

The literature review reveals very little about empirical study exclusively conducted on e-HRM attributes for improving stakeholder satisfaction. The limited research that has been undertaken in this area is mostly based on western countries, and are not from emerging countries like India, which is all together different from western countries, so there is a possibility of getting different results. The objectives of the present research study are as follows :

- ✎ To assess the present level of e-HRM attributes in context of internal stakeholders' satisfaction.
- ✎ To analyze the difference in level of e-HRM attributes based on employees' demographic variables.
- ✎ To assess the impact of e-HRM attributes in Indian organizations in terms of increase in internal stakeholders' satisfaction.



Research Hypotheses

- ✎ **H0A : The present level of e-HRM attributes in context with internal stakeholders' satisfaction is at mean (test) value.**
- ✎ **H0B : There is no difference in e-HRM attribute levels based on employees' demographic variables.**
- ✎ **H0C : e-HRM attributes have no significant impact on internal stakeholders' satisfaction levels.**

- ✎ **Research Model :** The research model developed from the literature survey envisages that the HRM function

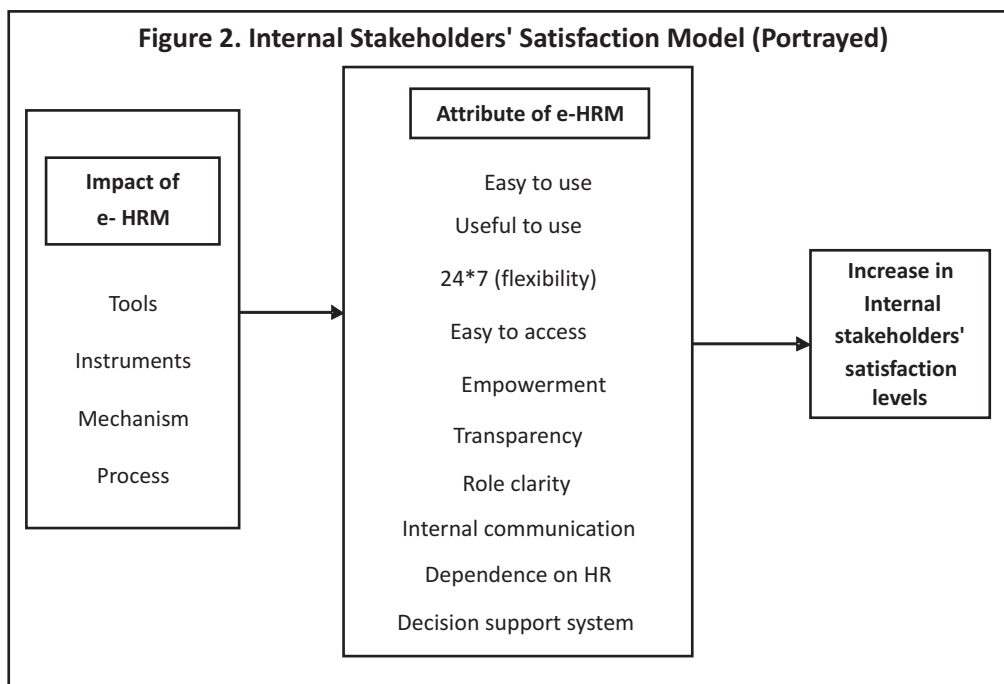


Table 1. Nature of Business

Sample Organization	Manufacturing/Mining	Services
Public	1.Power generator	3. Bank
	2.Mining	4. Insurance
Private	5. Automobile manufacturer	7. Bank
	6. Tech-manufacturing company	8. Software developer

delivered in the electronic form supported by web based, wireless, multimedia, software, and hardware tools and instruments generates mechanisms and processes resulting in e-HRM attributes or power of the HR function, leading to an increase in the internal stakeholders' satisfaction as the final output. From the literature review, a total of ten e-HRM attributes have been identified (see Figure 2), and a model has been portrayed, taking an increase in internal stakeholders' satisfaction as a dependent variable.

✎ **Sample Unit and Sample Size :** We selected eight Indian organizations as sample organizations and the sample consists of public and private organizations both from the manufacturing /mining sector and services sector in equal numbers. The Table 1 depicts the nature of business of the sample organizations. These blue-chip organizations are having sound HR practices and are market leaders in their particular segments. The target respondents are operative, supervisors, and managers of these organizations. The sample size of the research consists of 400 employees. The time period of the study was from April to August 2013.

✎ **Data Collection:** A structured questionnaire with a 5-point response scale (*not at all, very little, to some extent, to great extent, very much*) was used as the research instrument. The statements included in the questionnaire are as follows :

- ✎ To what extent do you consider e-HRM is easy to use?
- ✎ To what extent do you consider e-HRM is useful to use?
- ✎ To what extent do you consider e-HRM supports 24*7 (flexibility) service deliveries?
- ✎ To what extent do you consider that e-HRM is easy to access?
- ✎ To what extent do you consider e-HRM empowers the personnel?
- ✎ To what extent do you consider e-HRM improves transparency?
- ✎ To what extent do you consider e-HRM facilitates role clarity?
- ✎ To what extent do you consider e-HRM improves internal communication?
- ✎ To what extent do you consider e-HRM reduces dependence on HR professionals?
- ✎ To what extent do you consider e-HRM acts as decision support system (DSS) in taking timelier and better decisions?
- ✎ To what extent does e-HRM increases your satisfaction as an employee?

Table 2. One-Sample t Test of e-HRM Attributes

Attributes	Test Value = 3.5		Degree of freedom = 143
	Mean	t	Sig. (2-tailed)
Easy to use	4.020	6.741	.000*
Useful to use	4.159	9.224	.000*
24*7 (flexibility)	3.916	4.712	.000*
Easy to access	4.027	6.804	.000*
Empowers personnel	3.923	5.028	.000*
Improves transparency	4.118	8.344	.000*
Role clarity	4.083	8.169	.000*
Internal communication	3.951	6.158	.000*
Reduces HR dependence	3.826	4.036	.000*
Decision support system	3.881	4.826	.000*
Improves satisfaction	3.9583	6.79	.000*

Significance level with*- Null hypothesis rejected or else accepted (Table value of t +1.645, one tailed test, df 143, sig 5%)

Table 3. One-way ANOVA of Demographic Variable - Qualification

Att#	Qual#	N	Mean	F	Sig.	Att#	Qual#	N	Mean	F	Sig#
Easy to use	10	2	3.500	4.41	.005*	Role clarity	10	2	4.500	1.24	.298
	10+2	15	3.600				10+2	15	3.800		
	Degree	62	3.838				Degree	62	4.016		
	P. G.	65	4.307				P. G.	65	4.200		
Useful to use	10	2	4.000	2.07	.108	Internal communication	10	2	4.500	1.05	.375
	10+2	15	4.000				10+2	15	3.933		
	Degree	62	4.000				Degree	62	3.822		
	P. G.	65	4.353				P. G.	65	4.061		
24*7(flexibility)	10	2	4.500	1.38	.253	HR dependence	10	2	4.000	.985	.402
	10+2	15	3.600				10+2	15	3.600		
	Degree	62	3.806				Degree	62	3.725		
	P. G.	65	4.076				P. G.	65	3.969		
Easy to Access	10	2	4.000	1.38	.252	Decision support system DSS.	10	2	4.000	.497	.685
	10+2	15	3.600				10+2	15	3.600		
	Degree	62	4.016				Degree	62	3.903		
	P. G.	65	4.138				P. G.	65	3.923		
Empowerment	10	2	3.500	1.99	.118	Satisfaction	10	2	3.500	.494	.687
	10+2	15	3.466				10+2	15	3.866		
	Degree	62	3.854				Degree	62	3.919		
	P. G.	65	4.107				P. G.	65	4.030		
Transparency	10	2	4.500	1.25	.294	(Att# Attributes, Qual# Qualification) Significance level with*- Null hypothesis rejected or else accepted (Table value of F +1.96, df 143, sig 5%)					
	10+2	15	3.733								
	Degree	62	4.112								
	P. G.	65	4.200								

These questionnaires were emailed to the employees and in some cases, the questionnaire in hard copy was also provided. Out of the 160 questionnaires sent online, 28 respondents filled the questionnaire and submitted the same, that is, the response rate was 17.5%, and out of the 240 questionnaires provided to the respondents in hard copy format, 116 questionnaires were returned, that is, the response rate was 48.3%. Hence, in total, 144 responses were received out of a sample size of 400. That is, the overall response rate was 36%. First page of the survey dealt with the introduction, purpose of the study, assurance of confidentiality and anonymity. Second page onwards, the questionnaire dealt with the profile of the respondents and the actual survey.

Data Analysis and Interpretation

Statistical techniques were applied using the Statistical Package for Social Sciences (SPSS) 16.0. One-sample *t*-test was used to test the hypothesis H0A, one way ANOVA was used to test the hypothesis H0B, and regression analysis was used to develop a model and test the hypothesis H0C.

The Table 2 shows that all the attributes of e-HRM have a low significance value of 0.00, which indicates that there is a significant difference between the test value and the observed means. So, the null hypothesis H0A is rejected. With a positive *t* value, it can be concluded that e-HRM attributes of employees in context of e-HRM are positive.

Null hypothesis H0B is accepted for most of the attributes as the significance level is above .05 (see Table 3), but the null hypothesis is rejected for the attribute “easy to use” as the significance level is .005 (Table 3), which is much below the assumed significance level of *F* at 0.05. So, there is a significant difference in the attribute “easy to use”. Hence, it can be concluded that for the demographic variable *Qualification*, the null hypothesis is partially rejected.

Table 4. One - way ANOVA of Demographic Variable - Position

At#	Position	N	Mean	F	Sig	At#	Position	N	Mean	F	Sig
Easy to use	Operative	25	3.560	3.89	.023*	Role clarity	Operative	25	4.040	.159	.853
	Supervisor	46	4.108				Supervisor	46	4.043		
	Manager	73	4.123				Manager	73	4.123		
Useful to use	Operative	25	4.000	.521	.595	Communication	Operative	25	3.880	1.082	.342
	Supervisor	46	4.195				Supervisor	46	4.108		
	Manager	73	4.191				Manager	73	3.876		
24*7(flexibility)	Operative	25	3.480	1.95	.044*	HR dependence	Operative	25	3.840	.184	.832
	Supervisor	46	3.978				Supervisor	46	3.891		
	Manager	73	4.027				Manager	73	3.780		
Easy to Access	Operative	25	3.560	4.01	.020*	DSS.	Operative	25	3.800	.220	.803
	Supervisor	46	4.152				Supervisor	46	3.847		
	Manager	73	4.109				Manager	73	3.931		
Empowerment	Operative	25	3.400	4.36	.014*	Satisfaction	Operative	25	3.800	.646	.526
	Supervisor	46	3.978				Supervisor	46	3.956		
	Manager	73	4.068				Manager	73	4.013		
Transparency	Operative	25	4.000	.549	.579	(At# Attribute) Significance level with*- Null hypothesis rejected or else accepted (Table value of F +1.96, df 143, sig 5%)					
	Supervisor	46	4.065								
	Manager	73	4.191								

Table 5. One-way ANOVA of Demographic Variable - Area

Att#	Area	N	Mean	F	Sig.	Att#	Area	N	Mean	F	Sig.
Easy to use	Mktg#	13	4.615	1.54	.183	Role clarity	Mktg#	13	4.308	.485	.787
	HR	13	3.846				HR	13	4.231		
	IT	16	3.750				IT	16	3.938		
	Finance	20	3.900				Finance	20	4.000		
	Oper#	61	4.032				Oper#	61	4.033		
	Others	21	4.047				Others	21	4.191		
Useful to use	Mktg#	13	4.384	1.16	.334	Internal communication	Mktg#	13	4.308	2.08	.048*
	HR	13	4.154				HR	13	4.308		
	IT	16	3.937				IT	16	3.563		
	Finance	20	3.850				Finance	20	3.600		
	Oper#	61	4.279				Oper#	61	3.984		
	Others	21	4.143				Others	21	4.048		
24*7 (flexibility)	Mktg#	13	4.231	1.24	.293	HR dependence	Mktg#	13	3.923	1.45	.211
	HR	13	4.000				HR	13	3.846		
	IT	16	3.563				IT	16	3.438		
	Finance	20	4.100				Finance	20	3.500		
	Oper#	61	3.771				Oper#	61	3.9180		
	Others	21	4.191				Others	21	4.0952		
Easy to Access	Mktg#	13	4.539	1.92	.094	Decision support system (DSS)	Mktg#	13	4.1538	.819	.538
	HR	13	3.923				HR	13	3.8462		
	IT	16	3.750				IT	16	3.5000		
	Finance	20	4.100				Finance	20	3.9000		

Empowerment	Oper#	61	3.885	.701	.624	Satisfaction	Oper#	61	3.9508	.744	.592
	Others	21	4.333				Others	21	3.8095		
	Mktg#	13	4.154				Mktg#	13	4.1538		
	HR	13	4.231				HR	13	4.2308		
	IT	16	3.813				IT	16	3.8125		
Transparency	Finance	20	3.700	1.33	.256	(Att#- Attribute, Mktg# Marketing, Oper# Production / Operation) Significance level with*- Null hypothesis rejected or else accepted (Table value of $F + 1.96$, df 143, sig 5%)	Finance	20	3.9500		
	Oper#	61	3.869				Oper#	61	3.8689		
	Others	21	4.048				Others	21	4.0476		
	Mktg#	13	4.000				Mktg#	13	4.1538		
	HR	13	4.385				HR	13	4.2308		
	IT	16	3.875				IT	16	3.8125		
	Finance	20	4.000				Finance	20	3.9500		
	Oper#	61	4.066				Oper#	61	3.8689		
	Others	21	4.476				Others	21	4.0476		

Table 6. One-way ANOVA of Demographic Variable -Experience

Att#	Exp#	N	Mean	F	Sig	Att#	Exp#	N	Mean	F	Sig
Easy to use	1-5	51	3.960	.235	.918	Role clarity	1-5	51	3.882	1.252	.292
	5-10	21	3.952				5-10	21	3.857		
	10-15	21	4.095				10-15	21	4.047		
	15- 20	23	4.000				15- 20	23	4.130		
	> 20	28	4.142				> 20	28	4.607		
Useful to use	1-5	51	4.176	.379	.823	Internal communication	1-5	51	3.902	1.252	.292
	5-10	21	4.000				5-10	21	3.904		
	10-15	21	4.190				10-15	21	3.714		
	15- 20	23	4.087				15- 20	23	3.956		
	> 20	28	4.285				> 20	28	4.250		
24*7 (flexibility)	1-5	51	3.980	1.97	.102	HR dependence	1-5	51	4.019	1.285	.279
	5-10	21	3.619				5-10	21	3.571		
	10-15	21	4.142				10-15	21	3.571		
	15- 20	23	3.521				15- 20	23	3.782		
	> 20	28	4.178				> 20	28	3.892		
Easy to Access	1-5	51	3.960	1.22	.307	Decision support system (DSS)	1-5	51	3.725	.956	.434
	5-10	21	3.857				5-10	21	4.142		
	10-15	21	4.047				10-15	21	3.809		
	15- 20	23	3.913				15- 20	23	3.869		
	> 20	28	4.357				> 20	28	4.035		
Empowerment	1-5	51	3.803	.765	.550	Satisfaction	1-5	51	3.862	1.010	.405
	5-10	21	4.000				5-10	21	4.000		
	10-15	21	3.952				10-15	21	3.761		
	15- 20	23	3.782				15- 20	23	4.087		
	> 20	28	4.178				> 20	28	4.142		
Transparency	1-5	51	4.019	2.78	.029*	(Att#-Attribute, Exp# Experience) Significance level with*- Null hypothesis rejected or else accepted (Table value of $F + 1.96$, df 143, sig 5%)	1-5	51	3.862		
	5-10	21	3.857				5-10	21	4.000		
	10-15	21	4.190				10-15	21	3.761		
	15- 20	23	3.956				15- 20	23	4.087		
	> 20	28	4.571				> 20	28	4.142		

Table 7. One-way ANOVA of Demographic Variable -Gender

Att#	Gen#	N	Mean	F	Sig	Att#	Gen#	N	Mean	F	Sig
Easy to use	M	127	4.000	.541	.463	Role clarity	M	127	4.102	.529	.468
	F	17	4.176				F	17	3.941		
Useful to use	M	127	4.181	.666	.416	Internal	M	127	3.952	.003	.960
	F	17	4.000				F	17	3.941		
24*7 (flexibility)	M	127	3.937	.394	.531	HR	M	127	3.803	.615	.434
	F	17	3.764				F	17	4.000		
Access	M	127	4.015	.179	.673	DSS	M	127	3.889	.072	.788
	F	17	4.117				F	17	3.823		
Empowers	M	127	3.913	.109	.741	Satisfaction	M	127	3.960	.009	.926
	F	17	4.000				F	17	3.941		
Transparency	M	127	4.102	.334	.564	(Att#- Attribute, Gen#- Gender) Significance level with*- Null hypothesis rejected or else accepted (Table value of $F + 1.96$, df 143, sig 5%)					
	F	17	4.235								

Table 8. One-way ANOVA of Demographic Variable - Age

Att#	Age	N	Mean	F	Sig	Att#	Age.	N	Mean	F	Sig
Easy to use	20-30	52	3.903	.582	.628	Role clarity	20-30	52	3.903	3.384	.020*
	30-40	48	4.083				30-40	48	4.083		
	40-50	21	4.190				40-50	21	4.190		
	50-60	23	4.000				50-60	23	4.000		
Useful to use	20-30	52	4.096	.210	.889	Communication	20-30	52	3.769	1.365	.256
	30-40	48	4.208				30-40	48	4.020		
	40-50	21	4.238				40-50	21	4.000		
	50-60	23	4.130				50-60	23	4.173		
24*7 (flexibility)	20-30	52	3.942	1.189	.316	HR Dependence	20-30	52	3.769	.171	.916
	30-40	48	3.708				30-40	48	4.020		
	40-50	21	4.047				40-50	21	4.000		
	50-60	23	4.173				50-60	23	4.173		
Easy to Access	20-30	52	3.846	2.589	.055	DSS	20-30	52	3.769	.508	.677
	30-40	48	4.041				30-40	48	3.937		
	40-50	21	3.952				40-50	21	4.047		
	50-60	23	4.478				50-60	23	3.869		
Empowerment	20-30	52	3.788	.563	.640	Satisfaction	20-30	52	3.846	1.304	.276
	30-40	48	3.979				30-40	48	3.916		
	40-50	21	4.095				40-50	21	4.238		
	50-60	23	3.956				50-60	23	4.043		
Transparency	20-30	52	4.019	1.957	.123	(Att#- Attribute) Significance level with*- Null hypothesis rejected or else accepted. (Table value of $F + 1.96$, df 143, sig 5%)					
	30-40	48	4.041								
	40-50	21	4.095								
	50-60	23	4.521								

Table 9. Regression Coefficient (Dependent Variable: Increase in Satisfaction Level)

Attributes	Unstandardized Coefficients		t	Sig.
	B	Beta		
Constant	.518		1.866	.064
Easy to use	.030	.035	.419	.676
Useful to use	-.015	-.016	-.198	.843
24*7 (flexibility)	.094	.120	1.973	.042*
Easy to access	-.062	-.071	-.954	.342
Empowers personnel	.293	.366	4.415	.000*
Improves transparency	-.074	-.081	-1.023	.308
Role clarity	.128	.136	1.971	.043*
Internal communication	.048	.052	.764	.446
Reduces dependence	.156	.187	2.737	.007*
Decision support system	.288	.337	5.453	.000*

Significance level with*- Null hypothesis rejected or else accepted (Table value of $t + 1.96$, df 143, sig 5%)

Null hypothesis H0B is accepted for the attributes like "useful to use," "transparency," "role clarity," "communication," "dependency," "DSS (decision support system)," and "satisfaction" as the significance level is much above .05, but the null hypothesis is rejected for the attributes "easy to use," "24*7(flexibility)," "easy to access," and "empowerment" as the significance level is below the assumed significance level of F at 0.05 (see Table 4). So, there is a significant difference in the attributes "easy to use," "24*7 (flexibility)," "easy to access," and "empowerment". Hence, it can be concluded that for the demographic variable *Position*, the null hypothesis is partially rejected.

Null hypothesis H0B is accepted for most of the attributes as the significance level is much above .05. However, the null hypothesis is rejected for the attribute "communication" as the significance level is .048 (Table 5), which is below the assumed significance level of F at 0.05. So, there is a significant difference in the attribute "communication". Hence, it can be concluded that for the demographic variable *Functional area*, the null hypothesis is partially rejected.

The null hypothesis H0B is accepted for most of the attributes as the significance level is much above .05, but the null hypothesis is rejected for the attribute "communication" as the significance level is .048, which is below the assumed significance level of F at 0.05 (Table 6), so there is a significant difference in the e-HRM satisfaction level of employees based on the attribute "transparency". Hence, it can be concluded that for the demographic variable *Experience*, the null hypothesis is partially rejected.

The null hypothesis H0B is accepted for all the attributes as the significance level is much above .05 (Table 7). Hence, it can be concluded that there is no significant difference in e-HRM attributes when *Gender* is taken as the demographic variable.

The null hypothesis H0B is accepted for most of the attributes as the significance level is much above .05, but the null hypothesis is rejected for the attribute "role clarity" as the significance level is .020 (see Table 8), which is below the assumed significance level of F at 0.05, so there is a significant difference in e-HRM satisfaction level of employees based on the attribute "role clarity". Hence, it can be concluded that for demographic variable *Age*, the null hypothesis is partially rejected.

The Table 9 depicts that the attributes "easy to use," "useful to use," "easy to access," "improves transparency," and "internal communication" are not statistically significant and do not fit in the regression model. Based on the Table 9, the estimated model of e-HRM attributes which increases the satisfaction level significantly is :

.518+.293 (empowers personnel) +.288 (decision support system) + .156 (reduces dependence) + .128 (role clarity) + .094 (24*7 flexibility).

It can be said that 50% of the e-HRM attributes have a significant positive impact on internal stakeholders' satisfaction; hence, the null hypothesis H0C is partially rejected.

Conclusion and Recommendations

The results show that the present level of e-HRM attributes are above the test value; hence, it becomes evident that all the characteristics or attributes of (e-HRM) the electronic form of HRM are present in the sample Indian organizations. For the demographic variable *Gender*, there is no significant difference in e-HRM attributes, but in case of demographic variable *Qualification*, there is a significant difference in the attribute "easy to use". It is obvious that the higher the educational level, the easier it is to use e-HRM. Hence, proper training and awareness programmes should be conducted, especially for the less qualified employees. For the demographic variable *Position*, there is a significant difference in the level of attributes "easy to use," "24*7 (flexibility)," "easy to access," and "empowerment". Sometimes, due to organizational reasons, additional links and authority are provided to those who are higher in hierarchy. Every possible attempt should be made to minimize this so that all the employees are at par in an organization. For the demographic variable *Functional Area*, there is a significant difference in the attribute "communication" and in case of the demographic variable "experience," there is a significant difference in the attribute "transparency". For the demographic variable *Age*, there is a significant difference in the attribute "role clarity".

After analysis, only five attributes or independent variables (empowers personnel, decision support system, reduces dependence, role clarity, 24*7 flexibility) fit in the regression model and show a significant cause and effect relationship. However, surprisingly, independent variables like "easy to use," "useful to use," "easy to access," "improves transparency," and "internal communication" were omitted as per the regression analysis. These variables were not good predictors for the dependent variable - increase in satisfaction level. It is obvious that each attribute of e-HRM does not have the same impact. Out of ten attributes, five have a significant impact on internal stakeholders' satisfaction levels. Therefore, it is recommended to the architects of e-HRM, that while formulating the framework of e-HRM and developing hardware and software, these attributes should not only be inculcated, but also, there should be some special provisions to enhance these. The independent variable which has been omitted in the model may be due to some lacunae in delivery, which has to be verified and accordingly corrected. Sometimes, due to faulty selection of software, hardware, and lack of training to the end user only aggravates the situation. Organizations should take periodic review and feedback from the end user and incorporate their suggestions in the system.

Managerial Implications

It is evident from the results that e-HRM has a significant impact on internal stakeholder satisfaction and there is always chance of a further increase in availing e- HRM services on a digital platform and organizations may further dehumanize the HR function and there will be changes in thinking of line managers regarding the HR department. The HR function is likely to be more process oriented, IT oriented, and lacking a human touch, thereby posing a big challenge for HR as a function. HR managers will show more willingness in acquiring hard IT skills rather than gaining soft man management skills. At times, to safeguard their interests and presence, HR managers may put a hindrance in the digitization of HRM functions. Furthermore, all the HR issues cannot be mechanized and have to be resolved with case to case merit, where HR managers have to take a leaf out of their cap and look beyond electronic solutions.

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