A study on employee's perceptions towards E-HRM in Private Sector Banks of Coimbatore District.

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ABSTRACT

Human Resources Management (HRM) is a crucial part of every organization as it deals with a vital resource: human capital. In the past 10 years, HRM has been going through a transformation adopting technological tools to improve its performance ,the combination of information technology (IT) tools in HRM processes has been named "electronic Human Resources Management".

E-HRM strives to implement all theoperational activities that HRM is concerned with, with the help of technological tools in a fast and accurate way. Nowadays, technology is an inherent part of our daily lives. People have been simplifying some routine tasks and problems with the use of computers and the Internet. It has speed up some processes and increased the efficiency of performed assignments.The purpose of this study is to know the employee's perceptions towards e-HRM in Private Sector Banks of Coimbatore District.

Keyword : - *E-HRM, Information technology, Operational activities*

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1. Introduction

Technology advancement is one of the powerful driving forces which paved the way for E-HRM. It has reshaped the way we play, communicate, live, work and also the way business is conducted. The technology and digital business communications improvement have changed various organisational activities. The way that organisations' perform their task is currently associated to contemporary concepts such as digital business, e-commerce, customer relationship management, human resource management etc. Nowadays, digital business services are being considered as pertinent and prominent parts of the organisation.

In other words, the trend of business in service industry is moving towards knowledge or digital based economy. Computers have simplified the task of analyzing vast amounts of data and they can be invaluable aids in HR management, from payroll processing to record retention. With computer hardware, software, and data bases, organisations can keep records and information better as well as retrieve them with greater ease

1.1 Need of the study

The Banking sector has been immensely benefited from the implementation of superior technology during the recent past, almost in every nation in the world. Productivity enhancement, innovative products, speedy transactions seamless transfer of funds, real time information system, and efficient risk management are some of the advantage derived through the technology. Information technology has also improved the efficiency and robustness of business processes across banking sector. A study on employee's perceptions towards E-HRM in Private Sector Banks of

Coimbatore District is to analyse the perception of Bank employees on E-HRM as Information technology is dynamic and also to know how far Banks using IT for its employees.

1.2 Objectives of the study

1. To study the employee's perceptions towards e-HRM .
2. To suggest some measures for better E-HRM practice.

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2. Methodology

To undertake this study a sample of 120 Bank employees from Private sector Banks of Coimbatore District have been selected as respondents by applying simple random sampling technique. A structured questionnaire has been administered to the respondents and primary data have been collected .Statistical tools namely simple percentage analysis ,Chi Square and T-test have been used to analyse the primary data. Secondary data for the study have been collected from various publications in journals, magazines, websites and books

3.Review of literature

- The human resource management function has changed dramatically over time evolving Walker (2001) A.J. (2001). Web-Based Human Resources: The Technologies and Trends That Are Transforming HR. New Delhi: Tata McGraw Hill.
  If HR technology is to be considered successful, it must change the work performed by the Human Resources Personnel by dramatically improving their level of service, allowing more time for work of higher value and reducing their costs. Many systems have been implemented by cutting HR staff, outsourcing and imposing new technology.

- According to Prasad (2003) Human Resource Management. New Delhi: Sultan Chand & Sons,
  The concept of computerized HRIS is derived as an organized method of providing information about human resources, their functioning, external factors relevant to managing human resources. Large organisations generally install e-HR because it enables them to collect, store, process and manipulate large amount of data inputs, reduce costs of maintaining human resource data and provide accurate information about human resources anytime and anywhere.

- In the view of Armstrong (2006). A Handbook of Human Resource Management Practice.New Delhi: Kogan
  e-HR provides the information required to manage HRprocesses. 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 and at any time. The information provided by the e-HR process can be communicated across organisations.

- Kettley and Reiley (2003) P. (2003). E-HR: An introduction. IES Report states that a computerized human resource information system consists of "a fully integrated, organisation wide-network of HR-related data, information, services, databases, tools and transactions. Technology has only recently developed in a way that enables e-HR to make its mark, especially the introduction of corporate intranets and web-enabled HRIS. The nature of the development path, however, varies considerably from organisation to organisation.

- Foster, Hawking and Stein (2004) (2004). E-HR and Employee self service: A
  Case Study of a Victorian public sector organisation. www.google.com
  describe that the application of the internet to the Human Resource function (e-HR) combines two elements: one is the use of electronic media while the other is the active participation of employees in the process. These two elements drive the technology that helps organisations lower administration costs improve employee communication and satisfaction, provide real-time access to information while at the same time reducing processing time. This technology holds out the promise of challenging the past role of HR as one of payroll processing and manual administrative process to one where cost efficiencies can be gained, enabling more time and energy to be devoted to strategic business issues.

4. Analysis and Interpretations

Table 1:Personal profile of the respondents

Particulars	Variables	No	%
Gender	Male	93	77.5
	Female	27	22.5
	Total	120	100
Age	20-30	79	65.8
	30-40	23	19.2
	40-50	9	7.5
	Above 50	9	7.5
	Total	120	100
Marital Status	Single	107	89.2
	Married	13	10.8
	Total	120	100
Education	UG Degree	92	76.7
	PG Degree	27	22.5
	Others	1	0.8
	Total	120	100
Salary	Less than 15000	15	12.5
	16000-20000	53	44.2
	21000-25000	26	21.7
	Above 25000	26	21.7
	Total	120	100.0
Experience	Less than 5 years	79	65.8
	6-10 years	39	32.5
	11-15 years	2	1.7
	Total	120	100.0
Name of the bank	HDFC	19	15.8
	ICICI	16	13.3
	Axis	17	14.2
	LVB	13	10.8
	KVB	13	10.8
	Yes Bank	8	6.7
	Kotak Mahindra Bank	8	6.7
	ING Vysya BanK	7	5.8
	Karnataka Bank	7	5.8
	Federal Bank	6	5.0
	Dhanalakshmi Bank	3	2.5
	South Indian bank	3	2.5
	Total	120	100.0

From the above table it is evident that
- Majority(77 per cent)of the respondents are male and 23 percent of the respondents are female.

- 66 percent of respondents are in the age group of 20-30, 19 percent are in the age group of 30-40 , 8 percent of them are in the age group of 40-50 and remaining 7 percent are above 50 years
- 89 percent of the respondents are single and 11 percent of the respondents are married.
- 77 percent respondents have completed UG degree and 28 percent have completed their PG degree and 1 percent have done other ie school level.
- Majority (53 percent) of respondents salary is from 16000-20000, 26 percent of respondents salary is from 21000-25000 , 26 percent respondents salary is above 25000 and 15 percent of the respondents salary is below 15000
- Majority(79 percent) of the respondents are having less than 5 years of experience,39 percent of them are having 6-10 years of experience and only 2 percent of the respondents are having 11- 15 years of experience.
- 19 percent respondents are working in HDFC bank, 17 percent respondents are working in Axis bank,16 percent working in ICICI bank, 13 percent respondents are working in LVB bank ,13 percent respondents are working in KVB bank ,8 percent respondents are working in YES Bank ,8 percent respondents are working in Kotak Mahindra Bank,7 percent respondents are working in ING Vysya Bank, 7 percent respondents are working in Karnataka Bank, 6 percent respondents are working in Federal Bank, 3 percent respondents are working in Dhanalakshmi Bank and 3 percent respondents are working in South Indian bank.

Table 2: Showing Employees satisfaction towards the System Design Quality

Particulars	Variables	No	%
Interface	Highly satisfied	94	78.3
	Satisfied	26	21.7
	Not satisfied	0	0
	Total	120	100.0
Screen	Highly satisfied	81	67.5
	Satisfied	39	32.5
	Not satisfied	0	0
	Total	120	100.0
Site design	Highly satisfied	68	56.7
	Satisfied	52	43.3
	Not satisfied	0	0
	Total	120	100.0
Entry guidance	Highly satisfied	81	67.5
	Satisfied	39	32.5
	Not satisfied	0	0
	Total	120	100.0
Website structure	Highly satisfied	81	67.5
	Satisfied	39	32.5
	Not satisfied	0	0
	Total	120	100.0
Layout	Highly satisfied	107	89.2
	Satisfied	13	10.8
	Not satisfied	0	0
	Total	120	100.0
Aesthetic design	Highly satisfied	81	67.5
	Satisfied	26	21.7
	Not satisfied	13	10.8

	Total	120	100.0
Visual appeal	Highly satisfied	91	75.8
	Satisfied	15	12.5
	Not satisfied	14	11.7
	Total	120	100.0

- Majority (78.3%) of the respondents are highly satisfied with E HRM system's Interface and (21.7%) of the respondents are satisfied with E HRM system's Interface.
- Majority (67.5%) of the respondents are highly satisfied with E HRM system's screen layout and (32.5%) of the respondents are satisfied with E HRM system's screen layout
- Majority (56.7%) of the respondents are highly satisfied with E HRM system's Site design and (43.3%) of the respondents are satisfied with with E HRM system's Site design.
- Majority (67.5%) of the respondents are highly satisfied with E HRM system's entry guidance and (32.5%) of the respondents are satisfied with E HRM system's entry guidance .
- Majority (67.5%) of the respondents are highly satisfied with E HRM system's website structure and (32.5%) of the respondents are satisfied with with E HRM system's website structure .
- Majority (89.2%) of the respondents are highly satisfied with E HRM system's layout and (10.8%) of the respondents are satisfied with with E HRM system's layout.
- Majority (67.5%) of the respondents are Highly satisfied with E HRM system's aesthetic design ,(21.7%) of the respondents are satisfied with with E HRM system's aesthetic design and(10.8%) of the respondents are not satisfied with E HRM system's aesthetic design.
- Majority (78.3%) of the respondents are highly satisfied with E HRM system's Visual appeal , (21.7%) of the respondents are satisfied with with E HRM system's Visual appeal and remaining (11.7%) of the respondents are not satisfied.

Table 3:Opinion of Respondents towards E-HRM

Particulars	Variables	No	%
Self service	Strongly agree	26	21.7
	Agree	94	78.3
	Neither agree nor disagree	0	0
	Disagree	0	0
	Strongly disagree	0	0
	Total	120	100
Commitment	Strongly agree	28	23.3
	Agree	79	65.8
	Neither agree nor disagree	0	0
	Disagree	0	0
	Strongly disagree	13	10.8
	Total	120	100
Friendly	Yes	105	87.5
	No	15	12.5
	Total	120	100
Clear format	Yes	93	77.5
	No	27	22.5
	Total	120	100
Updated	Yes	80	66.7
	No	40	33.3
	Total	120	100.

Confidentiality	Yes	93	77.5
	No	27	22.5
	Total	120	100.0
Security	Yes	79	65.8
	No	41	34.2
	Total	120	100.0
Attendance	Strongly agree	14	11.7
	Agree	106	88.3
	Neither agree nor disagree	0	0
	Disagree	0	0
	Strongly disagree	0	0
	Total	120	100.0
Payroll	Strongly agree	13	10.8
	Agree	79	65.8
	Neither agree nor disagree	28	23.3
	Disagree	0	0
	Strongly disagree	0	0
	Total	120	100.0
Administrative practice	Strongly agree	68	56.7
	Agree	0	0
	Neither agree nor disagree	52	43.3
	Disagree	0	0
	Strongly disagree	0	0
	Total	120	100
Accurate Data	Strongly agree	14	11.7
	Agree	93	77.5
	Neither agree nor disagree	13	10.8
	Disagree	0	0
	Strongly disagree	0	0
	Total	120	100
Opportunities	Strongly agree	39	32.5
	Agree	54	45.0
	Neither agree nor disagree	27	22.5
	Disagree	0	0
	Strongly disagree	0	0

	Total	120	100
Welfare	Strongly agree	2	1.7
	Agree	92	76.7
	Neither agree nor disagree	26	21.7
	Disagree	0	0
	Strongly disagree	0	0
	Total	120	100
Satisfaction	Highly satisfied	42	35.0
	Satisfied	78	65.0
	Not satisfied	0	0
	Total	120	100
Interaction	Yes	94	78.3
	No	26	21.7
	Total	120	100
Expertise	Excellent	0	0
	Good	94	78.3
	Very Good	26	21.7
	Poor	0	0
	Very poor	0	0
	Total	120	100.0

- Majority (78.3%) of the respondents agree that E-Hrm works as self service and the remaining (21.7%) of the respondents strongly agree that E-Hrm serves as self service. Hence it shows that E-HRM performs as self service method and need not depend on others.
- Majority (65.8%) of the respondents agree that E-Hrm creates commitment towards work and the remaining (23.3%) of the respondents strongly agree that that E-Hrm creates commitment towards work. Hence it shows that E-HRM creates commitment towards work .
- Majority (87.5%) of the respondents feel E-HRM is User friendly and remaining a meager(12.5%) of the respondents feel it is not user friendly. Hence we can assume E-HRM is user friendly.
- Majority (77.5%) of the respondents says that E-HRM is in clear format and only few (22.5%) says it is not in clear format. The E-HRM is designed in a clear format.
- Majority (66.7%) of the respondents says that E-HRM is updated and only few (33.3%) says that E-HRM is not updated on routine basis. Mostly E-HRM is updated , as 33% feels its not updated. Hence it may be updated on routine basis.
- Majority (77.5%) of the respondents says that E-HRM is provides confidentiality and only few (22.5%) says that E-HRM is not providing confidentiality .
- Majority (65.8%) of the respondents says that E-HRM is secured and only few (34.2%) says that E-HRM is not secured.
- Majority (88.3%) of the respondents agree that E-HRM is useful in knowing and to track their attendance record and only few (11.7%) of the respondents strongly agree that E-HRM is useful in knowing and to track their attendance record
- Majority (65.8%) of the respondents agree that E-HRM is useful in knowing and to track their payroll record , only few (10.8%) of the respondents strongly agree that E-HRM is useful in knowing and to track their payroll record and a meager(23.3%) Neither agree nor disagree that E-HRM is useful in knowing and to track their payroll record.
- Majority (56.7%) of the respondents strongly agree that E-HRM is supports administrative practice and remaining (43.3%) of the respondents Neither agree nor disagree that E-HRM is supporting administrative practice

- Majority (77.5%) of the respondents agree that E-HRM provides accurate employee , (11.7%) of the respondents strongly agree that E-HRM provides accurate employee data and meager (10.8%) of the respondents Neither agree nor disagree that E-HRM provides accurate employee data.
- Majority (45.0%) of the respondents agree that E-HRM provides opportunities to learn , (32.5%) of the respondents strongly agree that E-HRM provides opportunities to learn and remaining (22.5%) of the respondents Neither agree nor disagree that E-HRM opportunities to learn .
- Majority (76.7%) of the respondents agree that E-HRM supports in welfare measures undertaken by banks , (21.7%) of the respondents neither agree nor disagree that E-HRM supports in welfare measures undertaken by banks and remaining meager (1.7%) of the respondents that E-HRM supports in welfare measures undertaken by banks.
- Majority (65.0%) of the respondents are satisfied with overall performance of E-HRM and (35.0%) of the respondents are highly satisfied with overall performance of E-HRM.
- Majority (78.3.0%) of the respondents feel that   E-HRM creates a plat form for interaction about Bank functions and opportunities and (21.7%) of the respondents feel that   E-HRM is not creating a plat form for interaction about Bank functions and opportunities .
- Majority (78.3%) of the respondents feel that their overall E-HRM system is good and remaining (21.7%) of the respondents feel that their overall E-HRM system is very good.

Table 4: Private Sector Banks and the employees satisfaction

Private Banks	Employees satisfaction towards E-HRM			Total
	Highly satisfied	Satisfied	Not satisfied	
HDFC	5 (4.2%)	14 (11.7%)	0	19 (15.8%)
ICICI	7 (5.8%)	9 (7.5%)	0	16 (13.3%)
AXIS	7 (5.8%)	10 (8.3%)	0	17 (14.2%)
LVB	6 (5%)	7 (5.8%)	0	13 (10.8%)
KVB	4 (3.3%)	9 (7.5%)	0	13 (10.8%)
YES Bank	2 (1.7%)	6 (5 %)	0	8 (6.7%)
Kotak Mahindra Bank	3 (2.5%)	5 (4.2%)	0	8 (6.7%)
ING Vysya BanK	2 (1.7%)	5 (4.2%)	0	7 (5.8%)
Karnataka Bank	2 (1.7%)	5 (4.2%)	0	7 (5.8%)
Federal Bank	2 (1.7%)	4 (3.3%)	0	6 (5%)
Dhanalakshmi Bank	1 (.8%)	2 (1.7%)	0	3 (2.5%)
South Indian bank	1 (.8%)	2 (1.7%)	0	3 (2.5%)
Chi Square Value=2.909	Table Value=.992		df=11	120

- H$_o$: There is no significant relationship between Private Sector Banks and the employees satisfaction .

- As the calculated value(0.002) is less than the table value(0.227),the hypothesis is accepted so it is concluded that there is no significant relationship between Private Sector Banks and the employees satisfaction.

Table 5: E-HRM application serve as self-service influence level of expertise in HR using E –HRM.

E-HRM application serve as self-service	Level of expertise in HR using E -HRM					Total
	Excellent	Good	Average	Poor	Very poor	
Strongly agree	26 (21.7%)	0	0	0	0	26 (21.7%)
Agree	68 (56.7%)	26 (21.7%)	0	0	0	94 (78.3%)
Neither agree nor disagree	0	0	0	0	0	0
Disagree	0	0	0	0	0	0
Strongly disagree	0	0	0	0	0	0
	94 (78.3%)	26 (21.7%)	0	0	0	120 (100%)
Chi Square Value=0.002			Table Value=0.227		df=1	

- H$_o$: There is no significant relationship between E-HRM application serve as self-service and level of expertise in HR using E –HRM.
- As the calculated value(0.002) is less than the table value(0.227),the hypothesis is accepted so it is concluded that there is no significant relationship between E-HRM application serve as self-service and level of expertise in HR using E –HRM.

Table 6: Is there any difference between Experiance of employees using EHRM & Performance.

Paired Samples	Mean	Std. Deviation	Std. Error Mean	t	df	Sig. (2-tailed)
Experiance – Performance using EHRM	-20833	.79806	.07285	-2.860	119	.005

As the calculated value 0.005 is more than the table value -2.860.of 95% Confidence Interval of the Difference , Hence we conclude that there is no significant difference between Experience of employees using EHRM & Performance

Table 7: Is there any difference between Performance of EHRM with Administrative practice

Paired Samples	Mean	Std. Deviation	Std. Error Mean	t	df	Sig. (2-tailed)
Performance of EHRM with Administrative practices	-.867	.744	.068	-12.761	119	.000

As the calculated value 0.000 is more than the table value -2.860.of 95% Confidence Interval of the Difference, Hence we conclude that there is no significant difference between Performance of EHRM with Administrative practice

Suggestions

The employees has a positive impact on E-HRM as it can be accessed from outside the work place also . As now the smart phones have become popular and used by most of the people , the Banks can launch a special mobile application for its employees as they already have mobile application for his customers for mobile banking functions.

Conclusion

The banking today is re-defined and re-engineered with the use of Information Technology and it is sure that the future of banking will offer more sophisticated services to the customers with the continuous product and process innovations at the same time its making a better place for its employees

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