

A STUDY ON THE IMPACT OF E_HRM PRACTICES ON JOB PERFORMANCE OF EMPLOYEES OF IT SECTOR IN COIMBATORE CITY

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Abstract

The present study analyzed the impact of E_HRM practices on job performance of employees of IT sector in Coimbatore. In this research both primary and secondary data were required using Non-Probability Sampling technique was used in this study. In particular convenience sampling was used to select the employees of IT companies. The study used for the present study, Mean, standard deviation, correlation, regression and factor analysis were used for this present study for analyzing the data. The present study found the impact of e-HRM on various functions in IT companies. In the technological era e-HRM assists in performing HR activities with new innovative ideas. To increase the proficiency level of the HR activities there is need of the e-HRM activities like e-recruitment, e-selection, e-training, e-learning, e-compensation management and e-performance management. It can be said that e-HRM practices are used in the Indian IT organizations for faster process to answer the query, they reduce the administrative burden and have made paperless office a reality.

KEYWORDS: EMPLOYEES, E-HRM, ORGANIZATION, INFORMATION TECHNOLOGY

Introduction

Human resources are the most valuable assets of an organization. These include the aptitude, creative ability, talent, knowledge and total skill of employees working in an organization along with the aptitude, values, beliefs and approaches of the individuals in an organization. Human resource management involves everything related to the employer-employee relationship and deals with managing and supporting the organization's people and related processes. It is essential for business function and important to the organization's effective performance. There are so many organizations in the private and public sector that have designated HR department of their own. The work of the HR department in the organization is the recruitment, selection, training, performance management, compensation etc. In the present scenario, the human resource is quite wide spread so there is need of revision because of profound association of internet technology with HRM. In early 1990s, the term e-HRM was coined. Now the trend is new innovative technological developments, which realized the concept of paperless work at touch of a finger. It is a fact that e-HRM has transformed the traditional HR into a more interactive, informative and realistic format. Everything including demographics, economics, culture, communicating, living, our way of thinking and even society has been affected by these technological changes. Changing technologies have transformed the way of the life. In the new perspectives, industrial relations have also to be judged as changing working scenario has cast its spell on all aspects of life

Human resource management is fundamentally related with evaluating manpower needs of an organization, organizing that manpower through the process of recruiting, selecting and other human resource management practices. It also engages manpower planning to carry out various activities of the organization effectively, efficiently and economically to attain the objectives of the organization. The art and science of managing employees is based on thoughtful strategies, policies and practices aimed at increasing motivation, satisfaction and commitment of employees. Human resource management practices constantly create attention on the part of employees to reach organizational goals in the best possible and ethical ways.

HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) is described as all those activities of organization related with recruitment and selection, work design, training and development, appraisal and rewards, direction, motivation and control of employees. HRM is the framework of philosophies, policies and practices for managing relationship between employer and employees.

INFORMATION TECHNOLOGY (IT) SECTOR IN INDIA

Indian Information Technology (IT) sector is one of the most important growth drivers of the Indian economy and it helps India to move from agriculture-based economy to knowledge-based economy. The IT sector is steadily progressing towards international competitiveness through enhancing capacities, abilities and meeting environment and energy challenges (Nagesh, 2001). After the structural reforms in 1991-92, liberalization of foreign trade, removal of duties on imports of information technology products, reduction of controls on outward as well inward investments and fiscal measures of the Indian Government and state governments particularly for IT and ITES have been main policy measure for growth of IT sector in India and it occupies pre dominant position in offshore services in the world. The Indian government in line with the global practices, norms for use of venture capital funds is liberalized for the growth of IT sector. The Central government also provides liberalized norms for Foreign Direct Investment, fiscal incentives and mobilizing capital in foreign countries. The growth of IT sector in India is reflecting in increasing demand for its IT goods and services and varieties of software applications. Nowadays Indian IT sector or companies face different kind of problems like identifying opportunities & challenges, identifying the factors and attitudes of the employees towards the technology. For all these purposes this study explores different activities that are used in IT companies and investigates the effect of these practices on the employee's satisfaction level. They are satisfied with the technological changes or not. Employees working in the IT company seek growth, promotions and different kind of new opportunities. There are top five companies like TCS, Infosys, Wipro, Tech Mahindra and HCL Tech. These five IT companies use different software's for the growth and development for the organization as well as the employees. For example, TCS is using Ultimatrix software for their employees. In this company there are various departments like HR, finance, engineering, research & development and many other departments. In the HR department there are various sections like employee services, projects delivery & sales, HR, talent & delivery, finance, learning & collaborations, utilities & infrastructure. INFOSYS is using Sparsh software for their employees and for the recruitment and selection they are using (RMS) Recruitment Management System that is developed by the Blueshift. WIPRO is using my Wipro app for their employees' development. TECH MAHINDRA is using TWINGO software for their employees. For the HR department they are using software like core HR, Career and Payroll. In the payroll My Time, PF Helpdesk, Time Tracker and Variable pay are used. For the training learning programs like: DEXT- Get Ahead, My Tube, Library, future skills and NAD. HCL TECH company uses "my HCL" software. For the e-recruitment, smart recruit software is used from where they hire the 16 employees

HRM AND INFORMATION TECHNOLOGY (IT) SECTOR

Human resource management includes the activities of planning, organizing, directing, compensation, integration and managing of human resources for achieving goals of individual, organizational and society. The aim of human resources management department in IT sector is to contribute in accomplishing the objectives of IT company to assure that each and every employee give maximum contribution to the success of company, to achieve maximum growth of individual and group and to make pleasant work relationship among employees in IT company. As competition increases in the IT sector, managing business is highly complicated, specifically in the situation of expansion of role of talented and skilled employees. In IT companies, the role and contribution of talented employees is on the rise and IT companies are continuously making efforts to improve technical and non technical skills of their employees through effective human resource management practices. IT companies will increasingly be built around core competencies and capacities and raised by their talented employees. In such circumstances, it is important for all managers, particularly human resource professionals to know issues of employees and accordingly they adopt human resource management strategies and practices. The Indian IT sector is witnessing exceptional growth because of availability of highly skilled and cost competitive IT professionals. IT sector has generated employment opportunities abroad for Indian IT professionals and has attempted the mission of managing and holding IT professionals in India which is complex and challenging

OBJECTIVES OF THE STUDY

1. To explore the various innovative e-HRM practices being used by IT organizations in Indian context.
2. To study the Human Resource Planning (HRP) practices and Human Resource Management (HRM) practices in IT sector.
3. To investigate the effect of e-HRM practices on employees' satisfaction level.
4. To find out the factors affecting e-HRM in IT organizations.
5. To identify the employee's factors and organizational factors for effective implementation of Human Resource (HR) practices in IT sector.

SCOPE OF THE STUDY

The main aims of this study are to (a) examine Human Resource Planning (HRP) practices and Human Resource Management (HRM) practices in IT sector, (b) find out employee's factors and organizational factors for effective implementation of Human Resource (HR) practices in IT sector and (c) study the impact of Human Resource Management (HRM) practices and role of top management in effective execution of Human Resource Management (HRM) practices in IT sector. This research will help to formulate and execute appropriate human resource management strategies in order to increase

the effectiveness of execution of HR practices and in turn it would enhance the job performance and satisfaction of employees in IT sector. The scope of study is limited to the employees of core IT companies located in Coimbatore city only.

RESEARCH DESIGN

The descriptive research design is chosen for the present study. It is selected to know the direction and degree of relation between employee’s and organizational factors for effective implementation of Human Resource (HR) practices and influence of employee’s factors and organizational factors on overall execution of Human Resource (HR) practices in IT sector.

DATA COLLECTION

There are mainly two types of data collection one is primary and other secondary. In this research both primary and secondary data were required. Secondary data was collected from online journal, research papers, online articles, books, magazines and newspapers. Secondary data was used in the research in the form of literature review. Primary data comprises the data that are gathered for a specific purpose of the research and the collection of data was through structured questionnaire and survey technique. A structured questionnaire was designed according to the research objectives.

SAMPLING PROCEDURE

Coimbatore city is selected for the present study IT companies are chosen for the present study based on the number of employees. Non-Probability Sampling technique was used in this study. In particular convenience sampling was used to select the employees of IT companies.

The study used for the present study. Mean, standard deviation, correlation, regression and factor analysis were used for this present study for analyzing the data.

LIMITATIONS OF THE STUDY

- The present study is carried out in Coimbatore city only.
- The present study is based on the primary data gathered from the employees of the IT sector only

REVIEW OF LITERATURE

Rahman and Hosain (2021) aimed to ascertain the relationship between organizational sustainability and e-HRM practices. Both primary and secondary data was used for the study. Data was collected from 387 respondents using structured questionnaire. The data was analysed using correlation and regression analysis applied through SPSS. It was found that there was significant and positive correlation between organizational sustainability and e-HRM practices

Ahmed and Ogalo (2019) elaborated on the growing shift from HRM to e-HRM and why it's miles becoming inevitable for businesses to understand and accept it. The discussion also highlighted certain explanation of the capabilities and possibilities of e-HRM and its forte in evaluation with conventional HRM practices. In parallel, the object additionally expounds on HRM as a strategic idea while unleashing on factors referring to technological primacy

Malhotra and Jain (2017) analysed the impact of e-HRM policies on employees, focused on the impact on the implementation of these policies on the satisfaction level of the employees. Primary and secondary data was collected for the research. A questionnaire was designed for the research. The study found that there was a significant relationship between e-HRM practices and employee satisfaction. They also found that employees feel satisfied while using the e-HRM in the organization and money spent on e-HRM was a good investment.

Abubakar and Pangil (2016) revealed that human resource management practices namely job autonomy, job rotation and career planning were significantly and positively influencing performance of employees

Hassan (2016) concluded that human resource management practices namely career planning, compensation, training, performance appraisal and employee involvement were positively impacting performance of employees.

Mutembei and Tirimba (2014) concluded that effective human resource management practices improved performance of organization and employees. Human resource management practices varied among organizations based on their business strategy or product and market conditions. Human resource management practices had very significant role in formation of organizational strategy and success of organization.

Narang (2013) revealed that there was a good relation between human resource management practices and retention of employees. Employees were highly expected that human resource management practices should concentrate more on their growth and development, rewards and better work environment and these would satisfy employees and increased their performance

Stewart and Brown (2011) found that efficient human resource management practices got best employees and motivated them to increase performance and assisted meet their wants and needs. Besides, effective human resource management practices provided job satisfaction to employees and it was important for organization to retain its quality employees and made them committed through best human resource management practice

RESULTS AND DISCUSSION

FACTORS INFLUENCING EFFECTIVE IMPLEMENTATION OF HUMAN RESOURCE PRACTICES IN INFORMATION TECHNOLOGY (IT) SECTOR

HUMAN RESOURCE PLANNING (HRP) PRACTICES

Sl. No.	Human Resource Planning (HRP) Practices	Mean	Standard Deviation
1.	Job analysis practices	4.68	0.28
2.	Skill inventories practices	3.79	0.69
3.	Management inventories practices	3.77	0.68
4.	Recruitment sources practices	4.70	0.28
5.	Compensation level practices	4.71	0.15
6.	Retirement planning practices	3.78	0.55
7.	Outsourcing practices	3.41	0.96
8.	Turnover analysis	3.43	0.66
9.	Plan to interval mobility	3.73	0.55
10.	Plan to adjust the organizational plan	3.75	0.91

From the above table, it is clear that the employees of IT sector opined that job analysis practices, recruitment sources practices and compensation level practices are very high, while, they opined that skill inventories practices, management inventories practices, retirement planning practices, plan to interval mobility and plan to adjust the organizational plan are high. Meanwhile, they also opined that outsourcing practices and turnover analysis are moderate.

HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES

Sl. No.	Human Resource Management (HRM) Practices	Mean	Standard Deviation
1.	Recognition of positive contribution	4.72	0.14
2.	Appreciation of good work	4.62	0.12
3.	Corrective approach towards mistakes	4.29	0.24
4.	Quality training transfer climate	4.30	0.32
5.	Guidance by supervisors on career planning and development	3.63	0.41
6.	Effective job rotation programmes	4.73	0.15
7.	Communication of future plans	3.77	0.84
8.	Guidance of seniors to juniors	4.02	0.79
9.	Environment for employee development	4.06	0.57
10.	Initiatives to understand strengths and weakness	4.77	0.15

From the above table, it is apparent that the employees of IT sector opined that recognition of positive contribution, appreciation of good work, effective job rotation programmes and initiatives to understand strengths and weakness are very high, while, they opined that corrective approach towards mistakes, quality training transfer climate, guidance by supervisors on career planning and development, communication of future plans, guidance of seniors to juniors and environment for employee development are high.

EMPLOYEE'S FACTORS FOR EFFECTIVE IMPLEMENTATION OF HUMAN RESOURCE (HR) PRACTICES

Factor	Item	Rotated Loadings	Factor Eigen Value	% of Variation	Factor Name
I	Risks to accomplish bjectives	0.72	2.93	26.17	Efficiency
	Significant external customer contact	0.68			
	Participation in decision making	0.79			
	Technical knowledge	0.85			
II	Leadership qualities	0.78	2.46	19.44	Enhancement
	Learning attitude	0.80			
	Training needs	0.70			
	Safety and health	0.69			
III	Quality of HR services	0.75	1.22	16.76	Comfortability
	Manpower planning and flexibility	0.68			
	Benefits and services	0.73			
	Performance appraisal	0.65			
IV	Teamwork	0.72	1.04	13.92	Intimacy
	Communication skills	0.86			
	Interpersonal relations	0.63			
	Cumulative % of Variation	-	-	76.29	-
	Cronbach's Alpha	-	-	-	0.83

Factor - I: consists of risks to accomplish objectives, significant external customer contact, participation in decision making and technical knowledge. Hence, this factor is named as **“Efficiency”**.

Factor - II: includes leadership qualities, learning attitude, training needs and safety and health. Therefore, this factor is named as **“Enhancement”**.

Factor - III: comprises of quality of HR services, manpower planning and flexibility, benefits and services and performance appraisal. Thus, this factor is named as **“Comfortability”**.

Factor - IV: encompasses teamwork, communication skills and interpersonal relations. So, this factor is named as **“Intimacy”**.

Cronbach's Alpha of the scale is 0.83 indicating that each measure is at acceptable level of internal consistency. It is inferred that efficiency, enhancement, comfortability and intimacy are employee's factors for effective implementation of Human Resource (HR) practices in IT sector

ORGANIZATIONAL FACTORS FOR EFFECTIVE IMPLEMENTATION OF HUMAN RESOURCE (HR) PRACTICES

Factor	Item	Rotated Loadings	Factor Eigen Value	% of Variation	Factor Name
I	Advanced technologies	0.76	4.34	28.15	Work Environment
	Technical proficiency	0.81			
	Organizational culture	0.80			
	Organizational values	0.76			
	Evaluation and feed back	0.74			
	Incentives and reward	0.79			
II	Competitiveness	0.69	3.10	18.70	Effectiveness
	HR department and its expertise	0.77			
	Proactive HR practices	0.80			
	Encouraged skills sharing	0.74			
III	Effective leadership	0.67	2.50	12.47	Coordination
	Information processing	0.71			
	Communication facilities	0.76			
	Interaction with employees	0.71			
IV	Morale and motivation	0.75	1.53	10.32	Job Security
	Compensation	0.73			
	Recruitment and selection	0.82			
V	High job security	0.60	1.22	8.46	Innovativeness
	Transparency in HR practices	0.76			
	Creativity and innovation training	0.74	-	78.10	-
	Cumulative % of Variation	-	-	-	0.86
	Cronbach's Alpha	-	-	-	0.86

Factor - I: includes advanced technologies, technical proficiency, organizational culture, organizational values, evaluation and feed back and incentives and reward. Therefore, this factor is named as **“Work Environment”**.

Factor - II: consists of competitiveness, HR department and its expertise, proactive HR practices, encouraged skills sharing and effective leadership. Thus, this factor is named as **“Effectiveness”**.

Factor - III: comprises of information processing, communication facilities, interaction with employees and morale and motivation. Hence, this factor is named as **“Coordination”**.

Factor - IV: deals with compensation, recruitment and selection and high job security. So, this factor is named as **“Job Security”**.

Factor - V: covers transparency in HR practices and creativity and innovation training. As a result, this factor is named as **“Innovativeness”**.

Cronbach's Alpha of the scale was 0.86 indicating that each measure shows acceptable level internal consistency. It reveals that work environment, effectiveness, coordination, job security and innovativeness are the organizational factors for effective implementation of Human Resource (HR) practices in IT sector

INFLUENCE OF EMPLOYEE'S FACTORS ON OVERALL EXECUTION OF HUMAN RESOURCE (HR) PRACTICES

To analyze the influence of employee's factors on overall execution of Human Resource (HR) practices in IT sector, the multiple linear regression is done and the results are shown in Table 4.48. The coefficient of multiple determination (R²) is 0.67 and adjusted R² is 0.65 indicating the regression model is good fit. It shows that 65.00 per cent of the variation in dependent variable is explained by the independent 163 variables. The F-value of 47.438 is significant at one per cent level indicating the model is significant.

INFLUENCE OF EMPLOYEE'S FACTORS ON OVERALL EXECUTION OF HUMAN RESOURCE (HR) PRACTICES

Employee's Factors	Regression Co-efficients	t-Value	Sig.
Intercept	1.197**	9.749	.000
Efficiency (X1)	.413**	8.563	.000
Enhancement (X2)	.427**	9.130	.000
Comfortability (X3)	.389**	9.725	.000
Intimacy (X4)	.416**	9.652	.000
R ²	0.67	-	-
Adjusted R ²	0.65	-	-
F	47.438	-	.000

The results imply that efficiency, enhancement, comfortability and intimacy have significant and positive influence on overall execution of Human Resource (HR) practices in IT sector at one per cent level. So, the null hypothesis is rejected.

FACTOR ANALYSIS

The present study examined the factors affecting e-HRM in IT organizations. In this the reliability of all obtained factors was above .7 which showed that the scale chosen was reliable for measuring the chosen factor. These factors have been discussed below.

Reliability Statistics

Cronbach's Alpha	N of Items
.897	32
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.853
Approx. Chi-Square	13265.489
Df	465
Sig.	.000

Table 7.3 shows KMO measure of sampling adequacy, which generally varies between 0 & 1, here the value was 0.853. If two variables share a common factor with other variables, their partial correlation will be small, indicating the unique variance they share. Less partial correlation leads KMO approach towards 1. KMO value ranging in between 0.5 to 1 indicated suitability for Factor analysis. Bartlett's test of sphericity was the test for null hypothesis, that correlation matrix has an identity matrix. Bartlett's test of sphericity having significance value less than 0.05, further recommend to proceed for factor analysis.

The Cronbach's alpha of 32 statements was .897. The results showed that the thirty-two statements converged into eight factors. One item had to be excluded as the factor loading was less than 0.5 and failed to meet recommended level of internal consistency for scale development. The reliability of all obtained factors was above .7 which showed that the scale chosen was reliable for measuring the chosen factor

CONCLUSION

The present study found the impact of e-HRM on various functions in IT companies. In the technological era e-HRM assists in performing HR activities with new innovative ideas. To increase the proficiency level of the HR activities there is need of the e-HRM activities like recruitment, e-selection, e-training, e-learning, e-compensation management and eperformance management. It can be said that e-HRM practices are used in the Indian IT organizations for faster process to answer the query, they reduce the administrative burden and have made paperless office a reality. The findings of this study show that efficiency, enhancement, comfortability and intimacy are the employees' factors for effective implementation of Human Resource (HR) practices in IT sector. The results indicate that there is a significant difference between socio-economic characteristics of the employees and employees' factors for effective implementation of Human Resource (HR) practices except type of family of employees and employees' factors for effective implementation of Human Resource (HR) practices.

Human Resource Management (HRM) practices in IT sector, the employees of IT sector perceived that effectiveness, work efficiency and quality of work are very high, while, they perceived that innovativeness and competitiveness are high. The results indicate that there is a significant difference between socio-economic characteristics of the employees and impact of Human Resource Management (HRM) practices

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