



EMPLOYEES'S PERCEPTION TOWARDS E- HRM PRACTICES IN PRIVATE SECTOR BANK WITH SPECIAL REFERENCE TO HDFC BANK, COIMBATORE CITY

Ms. P. MAHESWARI M

Assistant Professor, Department of Commerce, Dr. N.G.P. ARTS AND SCIENCE COLLEGE (COM 106)

(Autonomous) COIMBATORE.

Mr. S. ARAVIND ARUMUGAM,

B.Com, Department Of Commerce, Dr. N.G.P. ARTS AND SCIENCE COLLEGE (COM 106) (Autonomous)

COIMBATORE

ABSTRACT:

Electronic Human Resource Management (E-HRM) has emerged as a transformative approach to modernize and optimize HR practices in organizations. This study delves into the realm of E-HRM, aiming to address critical questions related to its adoption, challenges, employee satisfaction, benefits, and problems within private sector banks in Coimbatore, India. The research explores the factors influencing the adoption of E-HRM, shedding light on the hurdles faced during its implementation. It investigates the level of employee satisfaction with E-HRM systems and uncovers their perspectives on the benefits and challenges associated with this technological shift. Through a comparative analysis involving both managers and employees, this study provides insights into the role of E-HRM in HR activities within private banks and examines the various E-HRM techniques employed. It also evaluates the awareness levels of E-HRM among employees in the private banking sector. As organizations increasingly embrace digitalization to enhance HR processes, this research contributes to the understanding of the evolving landscape of E-HRM and its impact on private sector banks in Coimbatore. The findings offer valuable guidance to HR managers and practitioners seeking to optimize their HR functions and improve overall employee satisfaction in the era of electronic HR management.

Keywords: E-HRM, private sector banks, adoption, employee satisfaction, digitalization.

1.1 INTRODUCTION:

E-HRM (Electronic Human Resource Management) revolutionizes traditional HR practices through digital technology. This introduction explores how E-HRM enhances HR functions, such as recruitment, training, and performance appraisal, in real-time, aiding informed decision-making. The shift from conventional HR management, often time-consuming and burdensome, is essential in the face of increased organizational data volumes. E-HRM employs web and internet technologies for employee-related activities, making tasks like attendance tracking, payroll management, and benefits administration accessible anytime, anywhere. However, while promising efficiency and cost-effectiveness, implementing E-HRM also poses challenges. This introduction sets the stage for a comprehensive examination of E-HRM's impact on HR performance in private sector banks in Coimbatore, India.

1.2 OBJECTIVE OF THE STUDY:

- Investigate the factors influencing E-HRM adoption in private sector banks.
- Assess employee awareness and satisfaction with E-HRM systems.
- Analyze the benefits and challenges associated with E-HRM implementation in Coimbatore's banking sector.

1.3 STATEMENT OF THE PROBLEM:

The statement of the problem revolves around the challenges and limitations faced in implementing and utilizing Electronic Human Resource Management (E-HRM) systems in private sector banks in Coimbatore, India. The primary questions to be addressed include identifying the factors influencing the adoption of E-HRM, understanding the obstacles in its implementation, assessing the level of employee satisfaction with E-HRM systems, and examining the perceived benefits and problems from the perspective of bank employees. This study seeks to uncover critical insights into the effectiveness of E-HRM within the banking sector, helping to inform strategies for improving HR processes and employee satisfaction in an era of digital HR management.

1.4 SCOPE OF THE STUDY:

The scope of this study is limited to examining Electronic Human Resource Management (E-HRM) within private sector banks located in Coimbatore, India. It encompasses an investigation into the adoption of E-HRM, its impact on various HR functions, and employee perceptions of E-HRM systems. The study also considers factors influencing E-HRM adoption and the challenges faced during its implementation. Additionally, it assesses the level of employee satisfaction with E-HRM systems and explores the benefits and problems associated with this technological shift. The scope aims to provide insights into the evolving landscape of HR management within the banking sector in the digital age.

1.5 RESEARCH METHODOLOGY:

The research methodology employs a mixed-methods approach to investigate the impact of Electronic Human Resource Management (E-HRM) in private banks. It includes quantitative surveys with HR managers and employees, qualitative interviews, and thematic analysis. Data is collected through primary sources, and secondary data from books, magazines, and articles is utilized. A sample size of 125 respondents is surveyed, and analysis involves percentage analysis, ranking method, and weighted average calculations to assess the effectiveness of E-HRM in private banks.

1.5.1 TYPES OF DATA COLLECTION:

- **Primary Data Collection:** This involves gathering firsthand information directly from the research subjects, which includes conducting quantitative surveys and qualitative interviews with HR managers and employees of private banks.
- **Secondary Data Collection:** Secondary data is obtained from existing sources such as books, magazines, articles, and journal publications. These sources provide background information and context for the research.

1.5.2 SAMPLE METHOD

A sample of 125 respondents is selected for the research. This sampling method involves distributing questionnaires to HR managers and employees of private banks to collect data on their perceptions and experiences with E-HRM.

1.5.3 SAMPLE SIZE

The sample size mentioned in the research methodology is 125 respondents.

1.5.4 TOOLS

- Percentage Analysis
- Ranking Method
- Weighted Average

2.1 REVIEW OF LITERATURE

In various research studies, the effectiveness and impact of Electronic Human Resource Management (E-HRM) have been explored. These studies involve a range of topics, such as E-HRM adoption, its influence on HR processes and employee satisfaction, and the challenges and benefits associated with its implementation.

Atallah and Ross (2016) found that E-HRM components simplified work processes and improved HR service delivery, leading to employee satisfaction. Bakker (2010) discussed the importance of country differences in E-HRM adoption and revealed variations in HR processes in E-HRM applications. Bissola and Imperatori (2014) highlighted how E-HRM enhanced employee relationships, trust, and organizational efficiency.

Bondarouk, Parry, and Furtmueller (2017) discussed the shift in E-HRM goals from efficiency to more strategic HR activities. Bondarouk and Brewster (2016) analyzed the impact of Information Technology on HRM, emphasizing the importance of multiple stakeholders' perceptions in E-HRM adoption. Bondarouk, Harms, and Lepak (2017) conducted a study on technological and organizational interplay and its effect on HRM service quality.

Bondarouk, Schilling, and Ruel (2016) investigated the adoption of E-HRM in subsidiaries of multinational companies in emerging economies. Burbach and Royle (2014) explored how institutional-level factors influenced the transfer and integration of E-HRM in MNC subsidiaries. Chytiri (2019) examined the changing role of HR managers in the digital era, emphasizing the shift towards strategic HR functions.

3 DATA ANALYSIS AND INTERPRETATION

3.1 SIMPLE PERCENTAGE ANALYSIS

Percentage analysis is mainly used to determine the distribution of respondents coming under different categories. It is expressed in percentage mainly to facilitate standardization and comparison between two or more series of data. Percentage is used to describe the relationship.

$$\text{FORMULA} = \frac{\text{No. of Respondents}}{\text{Total respondents}} \times 100$$

Table 1.1

Table Showing the Simple Percentage Analysis

S.NO	GENDER	TOTAL	PERCENTAGE
1	MALE	88	69.8%
2	FEMALE	38	30.2%
	Total	126	100

INTERPRETATION:

From the above table it is clear that majority of the respondents that is 69.8% are male whereas only 30.2% respondents are female. Thus, it can be concluded that there is a preponderance of male respondents over the females.

3.2 WEIGHTED AVERAGE ANALYSIS

This method, the respondents are asked to rank their choices. This method involves ranking of the items given. To secure a ranking of all the items involved, the researchers total the weights which are given to each item. The heighted weighted score is ranked first and correspondingly the other ranks are assigned.

$$\text{WEIGHTED AVERAGE} = \frac{\sum F(x)}{N}$$

F(X) = Weight allotted for each factor

N = Number of respondents.

Table 1.2

Table showing the weight average analysis

Factors	1(3)	2(2)	3(1)	Total	Mean
Interface	73 (219)	32 (64)	21 (21)	126 (304)	2.412
Screen	27 (81)	81 (162)	18 (18)	126 (261)	2.071
Site design	36 (108)	36 (72)	54 (54)	126 (234)	1.857
Entry guidance	35(105)	64(128)	27(27)	126 (260)	2.063
Website structure	49 (147)	39 (78)	38 (38)	126 (263)	2.087
Layout	31 (93)	60 (120)	35 (35)	126 (248)	1.968
Aesthetic design	41 (123)	56 (112)	29 (29)	126 (264)	2.095

INTERPRETATION

The above table shows it sector satisfaction level towards the system design. The Highest mean score is 2.41 for products available in Mudra Scheme and the lowest mean score is 1.85 for both objectives towards the satisfaction level towards the system design.

3.3 RANK ANALYSIS

Ranking the observation according to the size and the basis of the calculation on the rank rather than the original observation in the research rank is used to determine the exporters in term of the number of respondents. The average is used to find the factors that have the highest priority. The highest Priority is ranked as first followed by second, third and so on.

Table 1.3

Table Showing the Ranking Analysis

Factors	1(5)	2(4)	3(3)	4(2)	5(1)		
Self-service	49 (245)	24 (96)	41 (123)	6 (12)	6 (6)	126 (482)	I
Commitment	30 (150)	45 (180)	33 (99)	9 (18)	9 (9)	126 (456)	IV
Friendly	28 (140)	27 (108)	50 (150)	15 (30)	6 (6)	126 (434)	V
Clear format	23 (115)	39 (156)	37 (111)	15 (30)	12 (12)	126 (424)	VIII
Updated	33 (165)	29 (116)	32 (96)	18 (36)	14 (14)	126 (427)	VII

INTERPRETATION

The above table shows the Opinion towards E-HRM on different avenues that are ranked based on the responses by the respondents. Self-service is given rank I by the respondents, security is given rank II by the respondents, Accurate data is given rank III by the respondents, Commitments given rank IV by the respondents, friendly is given rank V by the respondents, confidently is given rank VI by the respondents, updated is given rank VII, 2clear format is given as rank VIII.

4. FINDINGS

4.1 FINDINGS OF THE STUDY

- In E- HRM majority 69.8% response were male.
- In E-HRM on education qualification UG students got 38.1% as the majority.
- E-HRM the respondents were responding that their majority annual income was 200,000-300,000.
- E-HRM implementation on private bank 70.6% of responds responding as yes.
- E-HRM implementation at various levels of management in this 33.3% of respondents were responded as low level is the majority.
- E- HRM the respondents were responding their 36.5% is HDFC bank.
- Various IT tools used by the private banks under study for the purpose of E-HRM the majority tool is E-Selection 50%.
- Drivers for adoption of technology in E- HRM the majority respondents were Desire to leading edge 43.7%.
- 50% respondents satisfied with the E- HRM system in your bank

4.1.1 RANKING ANALYSIS

- In this analysis highest rank is self-service 482 as 1st rank
- In this analysis second rank is security 465 as 2nd rank
- The last rank is clear format 424 as 8th rank.

4.1.2 WEIGHTED AVERAGE ANALYSIS

- The highest mean score rises 2.41 for the inter face satisfaction level towards the system design on E-HRM.
- The highest mean score rise 2.09 for the aesthetic design satisfaction level towards the system design on E-HRM.
- The highest mean score rise 2.07 for the Website structure satisfaction level towards the system design on E-HRM.

5. SUGGESTIONS

The employees have 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.

6. CONCLUSION

The banking industry is undergoing a profound transformation, driven by the pervasive influence of Information Technology (IT). This evolution is reshaping the way banks operate, and it is evident that the future of banking holds the promise of delivering even more advanced and sophisticated services to customers. Continuous innovations in products and processes are at the core of this revolution, ensuring that banks remain at the forefront of technological advancements. Simultaneously, these innovations are creating a more conducive and efficient environment for bank employees, enabling them to better serve customers and adapt to the changing landscape of banking. Thus, the future of banking is marked by a dynamic synergy between technological advancements and improved employee experiences.

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