A Study of E-HRM Practices in Information Technology Industry

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Abstract :*The Information Technology Has Been Developed And Advanced Over A Time. Therefore Several Organizations Are Endeavour Towards Development And Demonstrate Their Visions In Effective Manner. Due To Rapid Growth Of Electronic Management Revolution It Has Become A Necessary To Create Efficient And Effective Relationship With Human Resource Management. The Human Resource Management Department Is Considered As The Most Significant Functions In All Types Of Organizations As It Considered Greatly With Intellectual Skills.More Companies Have Been Replacing Face To Face Human Resource Administration Exercises With Electronic Human Resource Administration, E-HRM For Short. E-HRM Encourages The HR Capacity To Make Alert And Operational Abilities And Contributes Incredibly On HRM Adequacy. This Article Explains On E-HRM In Subtle Element On The Accompanying Viewpoints: Introduction Of E-HRM, This Article Explains The Cost Benefit For The Companies By Implementing E-HRM Practice And As Well As To Candidates To Search Job From Remote Area. This Article Clearly Explains The Role Of E-HRM Practice To Improve Quality Of Work Life In A IT companies Which Are Located In Bengaluru And Mysuru Region .*
Keywords- *E-HRM, Quality Ofwork life*

I.   Introduction

The Information Technology Has Been Developed And Advanced Over A Time. Therefore Several Organizations Are Endeavour towards Development and Demonstrate Their Visions In Effective Manner. Due To Rapid Growth Of Electronic Management Revolution It Has Become A Necessary To Create Efficient And Effective Relationship With Human Resource Management. The Human Resource Management Department Is Considered As The Most Significant Functions In All Types Of Organizations As It Considered Greatly With Intellectual Skills.

HRM Has Got Prime Importance In Today's Business Organizations. There Is An Adequate Supply Of Labour In The Labour Market, But Question Arises In Terms Of 'Skilled Labour'. Hence, The Importance Is Given To The Selection Of Right Employees For The Right Positions. Firms Are Now Realizing the Value Of Good Employees Because They Make A Difference THRough Their Job Performance

Although The Human Resource (HR) Function Was An Early Adopter Of Computing Technology, It Spent The Last Decade Playing Catch-Up To Other Business Functions In Terms Of Integrating Information Technology (It) Into Their Processes (Hendrickson; 2003). During The 90's, Organizationsbecame Experienced in Using It for Human Resource Management (HRM). Although, A Little Later As Within Other Business Functions, It Retailers Offered More And More New Solutions For HRM Problems. As Within Other Business Functions, It Has Become An Important Tool For Supporting The Processes Of The HR Function And The HR Function Is Now Closing The Gap In Terms Of Applying New It Capabilities To Traditional Functions. To Be Able To Explain How Some Of The New It Solutions Work For Supporting The HR Function, It Is Important To Know What Is Meant With HR Function.

E-HRM Is A Good Way Of Implementing HR Strategies, Policies, And Practices In An Organization THRough Continue And Directed Support By Full Use Of Web Technology-Based Channels And Networks.Human Resource Planning Is One Of The Complex Functions In An Organization. It Is A Process Of Planning For Human Resources With Intellectual Skill. Human Resource Planning May Be Viewed As Forecasting The Human Resources Requirements Of The Organizations. As Human Resource Planning Is Based On Data Relating To Human Resources, The Same Is Not Maintained In A Proper Manner In Some Of The Industrial Organizations. Then, In The Absence Of Reliable Data, It Becomes Difficult To Develop Effective Human Resource Plans. Human Resource Planning Focus On Recruitment, Selection, Induction, Training And Development And Performance Appraisal.

Now A Days The Success Of Any Organization Depends On Their Ability Of Proper Selection Of Candidates For The Organization, To Bring Innovative Ideas And To Improve Quality Of Work Life. Selection Of A Right Candidate Is One Major Challenge For The Human Resource Function. From The Last Two Decades Selection Procedure Of Various Organizationsare Tuning According To Their Requirements With The

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Help Of Automation And Digitisation. Every Organization Capitalizes The Human Resource Asset With Diverse Talents THRough Proper Selection Strategies With The Help Of Information Communication Technology. Interview Is One Of The Major Aspects In Selection Process It Aims To Procure Information Uncovered By Application Form And Tests. Method Of Interview Undergoing Several Change Because Of Advanced Technology And No Geographical Barriers. Due To Technology Advancement And Application Of E-HRM Organizationsconduct Different Interview THRough Electronic Media.

Some Consequences Of The Introduction Of Electronic In The World Of HR Are The Following
➢ It Destroys Traditional, Intensive Manual Labour, But Gives Birth To New Jobs (Webmasters, Media Brokers, Htmlprograms.)
➢ Teleworking And Flexible Consideration Of Time And Space Are Part Of The Job's Description. Privacy Has Also Become A Relevant Issue, Since The Distinction Of Personal And Professional Related Information Is Blurred, As Well As Blending Personal Time And Working Hours.
➢ Geographical Barriers Disappear, Up To The Point In Which Some Business Are Working 24 Hours A Day By Using Time Zones Appropriately.
➢ Multifunctional Skills And Team Working Are Required Abilities For New Economy's Employees.
➢ Modern Organizational Structures, Flat And Team-Based, Are Taking Over Traditional Forms (Virtual Organizations Being The Epitome Of This Phenomenon).

II. Meaning
E-HRM Costs Money, But Ignoring E-HRM Costs A Fortune. Modern Technology Can Be Helpful In Creating A Strategic HRM-Policy, Reducing Costs, Higher Productivity, Increasing Quality Of Your Labour Force And More Responsibility Of Managers And Employees In The Execution Of HRM-Tasks.

Selection Is A Long Process Commencing From The Preliminary Interview Of The Applicants Ending With The Employment. In This Long Process Interview Is One Of The Essential Step To Select Right And Efficient Candidate For The Said Job In The Organization.In This Step Interviewer Matches The Information Obtained About The Candidate THRough Various Means To The Job Requirements And To The Information Obtained THRough His Own Observation During Interview.

An **Interview** Is A Conversation Between Two Or More People Where Questions Are Asked By The Interviewer To Elicit Facts Or Statements From The Interviewee. Interview Is Focusing On Extraction Of Information From Candidate Which Is Not Covered In Application [3]. After The Preliminary Screening Process An Interview Sessions Will Come To Consideration. An Applicant Will Be Asked To Describe Personal Information, Required Skills And Work Related Experience Or Tested For The Attitude And Professionalism Towards Position.

There Are Different Types Of Interview In Organization But Several Organizations Conduct Interview According To The Need Of The Organizations Requirements.
1. Preliminary Interview- A Preliminary Interview Is An Initial Meeting To Gather Information How An Applicant's Goals Skills And Qualification Can Be Benefited An Organization Need. It Is By Informal Interview Or Unstructured Interview.
2. Core Interview- This Interview Comprises Of Extracting The Core Skills Of An Applicant To Execute The Said Job Like Background Information Interview, Job And Probing Interview, Stress Interview, Group Discussion Interview, Formal And Structured Interview, Panel Interview And Depth Interview.
3. Decision Making Interview- After Applicant Examined By The Experts The Interviewer Examines The Interest Of The Candidate In The Job, Organization, Reaction, Adaptability To Working Condition, Career Planning, Work Adjustments And Allotment.

III. Review Of Literature
All Employers Are Searching For The Very Best Employees Available, But Very Few Know Exactly How To Increase Their Odds Of Finding Just The Right Person (Mills, 2007). Human Resources Are Critical For Effective Organizational Functioning (Griffin, 2006). Its Importance Stems From Increased Legal Complexities, The Recognition That Human Resources Are Valuable Means For Improving Productivity, And The Awareness Today Of The Costs Associated With Poor Human Resource Management (Wright And Mcmahan, 1992). Indeed, Managers Now Realize That The Effectiveness Of Their HR Function Was A Substantial Impact On The Bottom Lines Performance Of The Firms. With Very Low Unemployment Levels, Competition For The Best Employees Is Extremely Keen **(Berkson, Ferris & Harris, 2003).**

Whetton And Cameron (2002) Cite A Six-Step Process Of Conducting An Interview, What They Named As People-Oriented Selection Interview Process. Here The Word 'People' Clearly Explains The Interview Process: P = Prepare, E = Establish Rapport, O = Obtain Information, P = Provide Information, L = Lead To Close, And

E = Evaluate. Several Contradictions Arise Among The Scholars Regarding Effective Interview Techniques Such As What Type Of Questions Will Be Asked? What Kind Of Interview Will Be Applied I.E. Individual Or Panel? Will It Be The Traditional Or Behavioural Interviewing? And So On.

E-HRM Is A Web Based Solution That Uses The Latest Web Based Application Technology. It Is Online And Real Time Human Resource Management Solution Is Possible THRough E-HRM. The World Wide Web Has Helped In Several Ways To Modify The HR Process Including HR Planning, Recruitment, Selection, Performance Management And Compensation (K Reddy Swaroop 2012).At The Same Time The New System Have Enabled HR Professionals To Provide Better Service To All Their Stakeholders(Applicants, Employees, Managers)

The E-HRM Is Considered As One Of The Key Factors That Every Organization Need To Focus. Everything Will Be Performed Via Electronic Solutions And, As A Result, It Can Help An Organization To Move Forward Quickly. An Online Job Application Starts With Downloading Of An Online Application Form With Regard To Preferred Position And Qualification Required For The Job. It Is Required To Submit The Online Application From Via System, In Which System Will Begin To Perform Preliminary Screening Process. After Preliminary Screening Process An Interview Session Will Come Into Consideration. The Applicant Will Be Asked To Describe And Demonstrate Skills And Work Experiences And Analysis Of Attitude THRough Several Way Of Interview The Final Step Of The Online Recruitment System Concern Greatly With Schedules And Appointments (Kitimapornchoochote, Kitsirichochiang),Which Can Quickly Be Confirmed Via E-Mail, SMS Or Phone.

Need For the Study

Globalization Has Made The Business World Very Competitive. Firms Are Now Fighting Beyond The National Boundaries Which Pose A Challenge To Them To Survive. The Success Of Today's Business Firms Ultimately Calls For Utilizing The Resources Effectively. Griffin (2006) Stated That Management Is The Process Of Managing The Resources Of The Organization. He Mentioned, In His Book 'Management', Four Kinds Of Resources: Financial Resources, Physical Resources, Information Resources, And Human Resources. Undoubtedly The Utilization Of Other Resources Depends On The Calibre Of Human Resources. Therefore, The Firms Are Now Fighting For Skilled Human Resources.

The Main Purpose Of The Interview Is To Select The Right Candidate For The Right Job. The Importance Of Conducting An Effective Interview Is Also Rising. No Consensus Was Found Among The HR Experts Regarding The Effective Interview Techniques. There Are A Number Of Existing Literatures Regarding The Techniques Of An Effective Interview, But Very Few Literatures Exist Regarding A Systematic Approach Of Conducting An Effective Interview. This Study Attempts To Develop A Systematic Approachof E-HRM Practices To Conduct An Effective Interview In It Industries.

Statement Of Problem

Since The Importance Of An Effective Interview Is Undoubtedly High, There Are A Good Number Of Literatures Exist Regarding The Importance And Effective Interview Techniques. But A Very Few Literatures Exist Regarding A Complete Interview Process That Shows A Clear Path To The Employers For Selecting Right Employees. A Lot Of Techniques Are Available With Applications New Technology, But The Problem Arises Regarding The Use Of These Techniques In A Concrete Manner. A Systematic Approach Of Interview Will Facilitate The Tasks Of HR Managers In Selecting The Right Person For The Right Position. This Study Attempts To Develop A Systematic Approach Of Conducting An Effective Interview With The Help Of Innovative Technology.

Objectives Of The Study

Electronic HRM Is Increasingly Gaining Importance Within Working Organizations And Many Of Its Adherents Assume And Express Its Advantages To Conduct Interviews. Scientific Support, However, Is Scarce And There Is A Lack Of Clarity Regarding The Contribution Of E-HRM Towards Scientific Interview Methods.

1. To Determine The Importance Of Various Benefits Of E-HRM Practices In It Industry.
2. To Evaluate The Significant Association Between Benefits Of E-HRM And The Demographic Profile Of Respondents

Results Of The Analyses Indicate That The Appreciation Of E-HRM Is Associated With Interviews Effectiveness, And Reveals Differences In The Use Of E-HRM Between Line Managers And Employees. Based On The Results We Emphasize The Importance Of A Multi-Stakeholder Perspective In E-HRM Research.

Hypothesis for The Study

1. H0: The Benefits of E-HRM Practices In It Industries Are Mutually Un-Correlated (Factor Analysis)
3. H0: There Is No Significant Association Between E HRM Practices And The Demographic Profile Of The Respondents.

IV. Research Methodology

The Relevantprimary Data Will Be Collecting Field Survey tHRough Questionnaires. The Data Collection Will Be On E-HRM Applications in It Industries. People Involving In This Research Are Human Resource Managers And Other Personnel Including Employees Of It Industriesbelong To Different It Industries In Karnataka. Purposive Sampling Method Is Used To Identify The Respondents And Administer The Online Survey. The Questionnaire Was Mailed To 150 Pre Identified Soft- Ware/It Professionals And Only 38 Respondents Reciprocated And Their Feedback Were Found To Be Useful For Further Analysis.

V. Analysis And Interpretations
### Table 1. Frequency Distribution Gender Wise

Gender	Frequency	Percent
Male	26	68.4
Female	12	31.6
Total	38	100.0
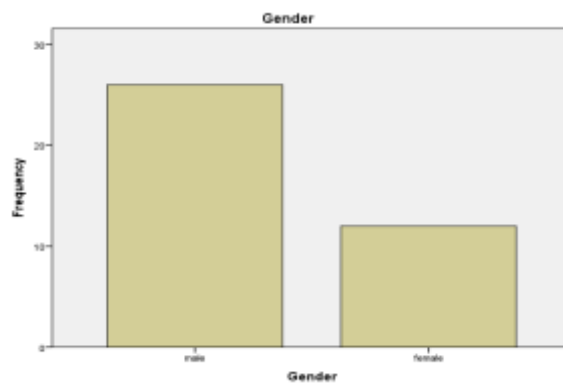
Above Table Reveals That Most Of The Respondents Belongs To Male I.E. 68 % And Female Respondents Were 32%. These Respondents Belong To Bangalore And Mysore IT companies.

Table 2. Frequency Distribution Age Wise
Age In Years

		Frequency	Percent	Valid Percent	Cumulative Percent
	20-30 Years	24	63.2	63.2	63.2
Valid	31-40 Years	10	26.3	26.3	89.5
	41-50 Years	4	10.5	10.5	100.0
	Total	38	100.0	100.0	
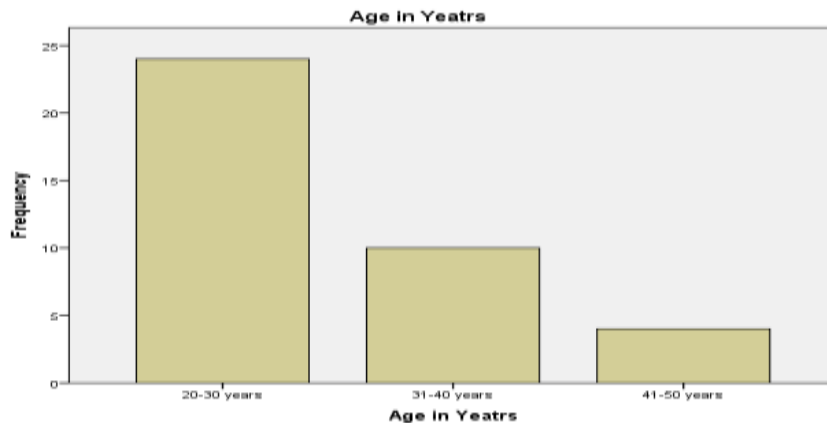
Above Tables Clears Out That 38 Sample Respondents Were Responded For This Study. In These Frequency Distribution Majority Respondents Belongs To 20 To 30 Years Age I.E. 63.2% And Followed By 31-40 Years, 26.3%. And Remaining Respondents Belongs To 41-50 Years I.E. 10.5%.

Table 3. Ranking Of Interview Methods In It Industries By Using E-HRM

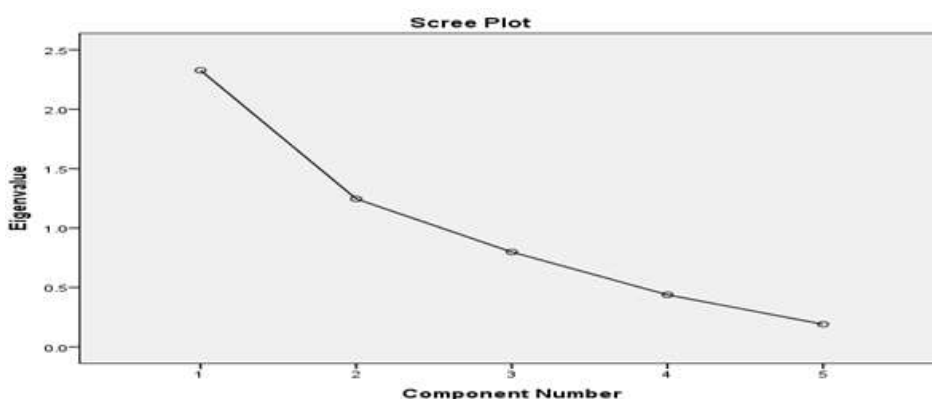| Component Matrixª			
	Component		
	1	2	
Video Conferencing		.506	
Telephonic Interview		.431	
Head Hunting	.823		
Campus Interview	.786		
Reference From Friends		.848	
Variance	**46.55**	**24.91**	
Loadings(Eigen Value)	**2.32**	**1.24**	
Kmo	**Alpha**	**0.493**	
	Sig	**0.000****	

Table 3 Is Exhibit Of Factor Analysis Results To Determine The Best Interview Methods In It Industries By Using E-HRM As A Tool. Two Components Are Extracted With The Total Variance Of 71.46% And The Eigen Values Are Sufficiently More Than 1.

As The First Priority Of Interview Methods Component One Is The List Of Interview Methods Such As Head Hunting And Campus Interview Selection. As A Second Priority Of Interview Methods Video Conferencing, Telephonic Interview And Reference From Friends Are Found To Be Extremely Reliable At 99% Of Confidence Interval.

In An Aggregate Combining Component One And Component Two It Can Conclude That Head Hunting, Reference From Friends And Campus Interview Methods Are Found To Be The Best Interview Methods That Can Be Selected With The Help Of E-HRM As A Tool. The Scree Plot Diagram Provides Substantial Evidence In Support Of The Findings Of Component One And Component Two.Null Hypothesis Gets Rejected Or Not Accepted (P<0.01) Therefore In General It Can Be Stated That There Exists A Strong Mutual Correlation Among The E-HRM Practices And Demographic Profile.

Table 4. E-HRM Benefits For IT Industries

Component Matrixª			
	Component		
	1	2	3
Does The E-HRM Interviews Becoming Obstacles For Rural Side Candidates To Access For The Job			.486
For IT companies To Select Proper Candidates Online Interview Method Is Appropriate	.583	.744	
E-HRM Practice In Interview Improves Quality Of Work Life In IT companies?		.511	.756
E-HRM Interview Practice Is Save The Time Factor For IT companiesHR Managers	.886		
Designing Of E-HRM Process Is Cost Benefit For The IT Industries.	.915		
Proper Implementation Of E-HRM In Interview Process THRows Light On Selection Of Bright Candidates For IT companies			.599
Do The Job Seekers Show Interest In The E-HRM Practice		.437	
The Adoption Of E-HRM Practices Really Help The Job Seekers In Terms Of MonFey Saving.			
Design Of Company Website Plays Vital Role For E-Recruitment		.662	

Variance		40.948	27.990	16.805
Loading(Eigen Value)				
Kmo	Alpha	.493		
	Sig	.000		
	Chi Squire	56.744		
	Df	10		

Table 4 Depicts That Factor Analysis For Cost Benefits For It Industries By Using E-HRM As A Tool. Three Components Are Extracted With The Total Variance Of 85.743% And The Eigen Values Are Sufficiently More Than 1.The Benefits Of E-HRM For The It Industries By Using Component List One Is Design Of E-HRM Process-HRM Practices By Managers And Online Interview Methods. As The Second Priority In This Analysis By Second Component List Is Online Interview, Design Of Websites And E-HRM Practices In Companies To Improve Quality Of Work Life. As The Third Priority Of Component List Is E-HRM Practices In Companies To Improve Quality Of Work Life, Proper Implementation Of E-HRM Practice And E-HRM Become Obstacles To Rural Candidates.

In An Aggregate Combinationof Component of One, Two and Three It Can Be Conclude That E-HRM Practices Increases the Interest of Job Seekers, Online Interview Is One Of The Most Effective Method In E-HRM Process For The IT companies As It Appears In Both Component List. And In A Way That E-HRM Practices Improves Quality Of Work Life In It Industries.

The Scree Plot Diagram Provides Substantial Evidence In Support Of Findings of Component One, Two andThree With High Level Of Significance
Null Hypothesis Gets Rejected Or Not Accepted (P<0.01) Therefore In General It Can Be Stated That There Exists A Strong Mutual Correlation Among The Benefits Of E-HRM.

Findings
➢ Majority Of The Respondents I.E. 63.2% Belongs To The Age Group Of 20-30 Years And Have An Experience Of E-HRM Benefits For Their Recruitment In IT companies, They Also Agree That E-HRM Practices Are Significantly Helpful For The Companies In Saving Time As Well As Reduce The Cost.
➢ Online Interview Is One Of The Best Methods To Find Right Candidate For The IT companies And This Leads To The Improvement In The Quality Of Work Life In An Industry.
➢ The Job Seekers Are Much Influenced By The Design And Contents Of The Companies'website Which Indicates The Proper E-HRM Practice Of The IT companies.

VI. Conclusion
E-HRM Provides New Phenomenon For The IT companies. This Enables The Managers And Candidates To Access The Details Regarding HR Practices And To Find Right Candidate At Right Time. Irrespective Of Demographic Profile Of Candidate Every Job Seekers Can Easily Access For The Job To Attend Recruitment Process. Proper Implementation Of E-HRM Practices In IT companies Improves Quality Of Work Life. E-HRM Technology Is A Way Of Implementation Of HR Strategies And This Can Be Altered According To Need. According To This Study, The Objective Of E-HRM Practice Mainly Improve The Quality Of Work Life And Reduce The Cost For The Companies.

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