E-HRM : A Paradigm Shift in HR Practices and its Effects on Perception of Employees Towards Accepting This New Technology

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Abstract

Since 1990, the perspective of administration towards its representatives started changing, part and commitment of human resource (HR) as an ability to pool additional outcome from an individual became vital to the point that a large number of industries began to center their vision and mission around the general population who work for them. The part and obligations of human asset administration changed because of progress in government arrangements, associations, work enactments, and innovation. Organizations put up a noteworthy attention on human capital instead of money related capital. Organizations predicted that business needs workforce that can give a firm a decisive competitive advantage over other organizations. This paper attempted to identify the effect of e-HRM practices as a shift in paradigm of HR practices, its effect on functional and interpersonal variables in employees' perception in information technology enabled services companies, that is, ITES companies of Ghaziabad.

Keywords : e-HRM, information and communication technology (ICT), technology acceptance model (TAM)

JEL Classification : C12, C83, L86, M10, M15

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Labor, without a doubt, is a basic component in any business procedure. It is the 'physical capital' utilized alongside cash and machines to accomplish the predefined hierarchical objectives. In any case, a minor work of individuals, cash, and different assets cannot guarantee the acknowledgment of authoritative objectives. These assets should be appropriately sent, tuned, coordinated, and checked on. Amid the early phases of business activities, the hiring of individuals was not done on the basis of their qualification, they were dealt with like a worker or representative to fill some constrained needs. Back then, performance of individuals was only considered to serve the interests of the business owners. However, advanced and dynamic business conditions brought a discernible change in the dedication of individuals in an association. Their endeavors are contracted and composed to serve clients, investors, workers, and network. This increased workload of the representatives is

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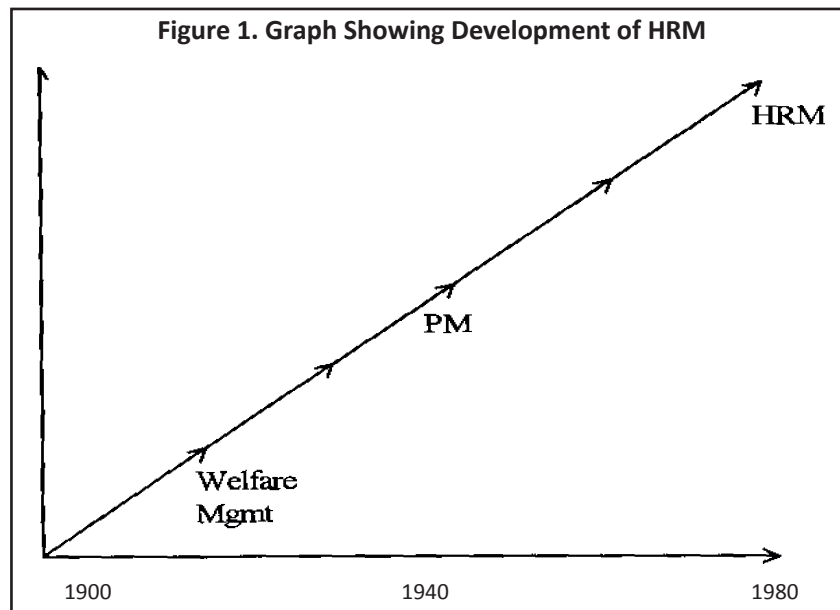E-mail : d.yadaviaf@gmail.com
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Figure 1. Graph Showing Development of HRM

what made them 'assets' or 'hierarchical assets'. The end goal to direct and control these assets to the desired targets depends on the methods of HR management (HRM).

As shown in Figure 1, the evolutional procedure of HRM can be considered as management to personnel management (PM), and personnel management to human resource management. There are a lot of differences between PM and HRM. These terms inconvenience the standard individuals as well as disturb the brains of undergraduates, educators, experts in this branch, and those who make a fuss over the degree and elements of these terms. There exists sharp distinction of suppositions between the administration specialists with respect to these two terms. A few tell that these terms are synonymous, and the change is just ostensible. They portray HRM as an 'old wine in a new container'. Be that as it may, some others completely expressed that despite the fact that speculations are the same, one can separate from the other by watching their method of activity. The standardized ideas of PM gained extensive significance during the Second World War to inspire the general population during war. After the war, the standardized ideas of PM were taken off to different nations adding to the connection amongst managers and employees. In any case, a steadily authoritative atmosphere changed and this idea neglected the use of potential advantages of successful administration of individuals. The new idea of HRM developed in the 1980s. It is altogether not quite the same as PM. It regards work as social capital instead of a variable cost. The fundamental focal point of PM is towards administration and exchange of association relations. It considers specialists all in all. Be that as it may, the principal focal point of HRM is administration representative relations. It considers laborers separately. After the rise of the HRM idea, human asset is currently perceived and is used as the most important authoritative resource, and it incorporates workforce approaches with business arrangements.

'e-HRM' as a word began in the early 1990s. It manages the HRM exercises by using the Internet or intranet. e-HRM is a wide term which covers the amalgamation of human resource management (HRM) and information technology (IT), chiefly centered around making the incentive for representatives and directors of the organization. It is an efficient exertion through which web innovation is utilized in actualizing human resource strategies. Idea for usage in e-HRM does manage the surrounding of approaches as well as in its more extensive sense. It implies how viably a specific strategy can function with a specific end goal to get bigger advantages. e-HRM is in this way, a thought and a method of HRM.

Review of Literature

HR practices must be understood in a way that should always be adequate and should give a steady transformation in human resources by updating its arrangement or outsourcing the whole human resource department. The work of the human resource department is never considered essential in the industry. However, advanced thinking administrative experts started doing an adjustment in the transformation at the administration level with the support of managers and workers in staff related issues together with the human resource matter experts. Thus, HRM change was the change that grew alongside with the assistance of people in human resource facility, which influenced human resource management to emphasize important matters to fulfill the objectives of businesses (Bennett, 2009, 2010).

Innovation helped the HR office in its journey to accomplish more extensive hierarchical key objectives. HR directors are relied upon to be more effective executives. Innovation is vital in incrementing the office's effectiveness, fascination, and maintenance. It decreases authoritative work and cuts variable expenses. Accordingly, utilization of e-HRM is essential in accomplishing both effectiveness and in arranging the repetitive authoritative work, keeping in mind the end goal to achieve more vitality and productivity. This would assist workers in appreciating the utilization of innovation, that is, e-HRM and give them an advantage. Business associations worldwide are implementing IT to wind up their old formats. e-HRM permits the HR capacity to make tracks in an opposite direction from the excesses of looking after printed material. This sober move provides HR a higher feeling of similarity and gives it a key significance inside the organization. Innovation progresses are making new courses for organizations to oversee and decide. Noteworthy inward and outer powers have driven HRM to develop to a great extent to upkeep and boost its work to a wellspring of feasible upper hand for associations.

Learning is the cash of the new economy and subsequently, data is control. The quick improvement of e-HRM has come about because of the merger of work and the conceivable outcomes of existing information along with innovation. Innovation has an impact on six key zones of HR forms, to be specific, HR arranging, securing HR, HR assessment, correspondence, remunerating HR, and creating HR. e-HRM is a tool for implementing HRM procedures, arrangements, practices, and coordination, as well as application of web-technology software. There is an impact for broad utilization of information technology on HR experts. Information based on IT lessens the burden on regular jobs, and permits improved data correspondence, which results in the transformation of opinion among HR experts.

As per Gupta and Saxena (2011), without workers' fulfillment, easy running of an association is not conceivable. Sinha and Mishra (2014) said that businesses have a lot of stakeholders, but the internal stakeholders - the employees - are the most important stakeholders as they are the deciding factor in determining 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 are proactive, and few with the rapid development of e-commerce have given significant rise to the virtually networked organizations that have compelled HR professionals to sail in the digital world and offer services on an electronic platform resulting in the emergence of 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, it provides a competitive edge to the organization. There are several e-HRM attributes which determine the satisfaction level of an employee. To enhance the fulfillment, associations require to research sentiments of clients on the framework where short focuses lie. Till date, a couple of endeavors have been made to capture the general assessment by clients on utilization of software, alongside forerunner aspects that frame fulfillment as explained by Aggelidis and Chatzoglou (2012).

According to Ibrahim and Yusoff (2013), in Malaysia, the anticipated fulfillment towards e-HRM with regards to government was having an originator project - a model whereupon three essential theories were suggested to try later on. The consequences of exploration would offer bits of knowledge into the e-HRM region, particularly in the Malaysian setting. A survey of e-HRM showed that implementation of e-HRM required a lot of money, but companies that had implemented e-HRM were making a fortune and those companies that ignored e-HRM were losing their fortune. So, in the present day, innovations can be useful in making key human resource management strategies, diminishing costs, higher profitability, expanding the nature of work power, and greater obligation of chiefs and representatives in the fulfillment of undertakings. No association could miss these additional qualities. As per Brewster and Mayrohfer (2013), organizations that create, maintain, measure, and leverage intellectual capital remain the main sources of competitive advantage. Providing employees with specific personalized applications through HRM portals means that e-HRM could be a key method in the adoption of competitive advantage through intellectual property.

Khera and Gulati (2012) said that being an information system of human resources, information technology based services can store voluminous data about employees, which not only helps in identifying occupied and unoccupied positions, but also helps to gauge whether the person at a particular position is fit for the job or not. Web-based technologies have become a prominent means of recruiting employees for organizations. Internet recruitment is nowadays a hot approach for hiring talent. Online recruitment and the use of new emerging technologies have many advantages for the modern recruiter. It makes the process of finding candidates and new business opportunities quicker, cheaper, and more efficient. The Internet has brought about the largest change to the recruitment process in the past decade by acting as a link between employers and job seekers (Dhamija, 2012).

Ramaprasad, Prabhu, Lakshminarayanan, and Pai (2017) discussed about the relationship between HRM practices and organizational commitment (OC). They adopted a comprehensive review that covered empirical research on the HRM - OC relationship, which was published between 2001 and 2016 in international peer-reviewed journals. A total of 63 empirical articles were included in their review. They adopted the content analysis method to synthesize the empirical findings on HRM - OC relationship, and research methods adopted. Majority of the studies provided evidence of a positive association between HRM practices and OC. Their review found support for an indirect relationship between HRM practices or systems, and OC was mediated by organizational environment characterized by factors such as work engagement, satisfaction with work, person - organization fit, and providing an enabling organizational climate.

Organizations are trying to develop a more advanced version of the web to maintain sustainability. Joshi, Sunny and Vashisht (2017) brought out the recent trend in human resource management by qualitatively analyzing data using AHP. AHP is a technique for analyzing diverse opinions in order of their endorsement by various experts. It is also used in analyzing complex group decision making and is based on the principles of mathematics and psychology. For this purpose, opinions of four industry experts were analyzed using AHP. They found that the present economic changes had acted as catalysts for the introduction of new HR practices across organizations. So, the changing Indian economic scenario made it important to analyze changes in HRM trends in India.

Research Objective

To find out the effect of employee perception about accepting e-HRM in ITES organizations of Ghaziabad.

Research Methodology

The technology acceptance model (TAM) has been opted as the primary model of the study. TAM is useful in understanding the objectives of HR team employees for acceptance of modern IT applications. E-HRM refers to

the computerization of human resource practices using IT software on intranet or the Internet. TAM was opted as the framework for this study. The questionnaires were circulated to collect the data on variables. As the conceptual model is based on TAM, all the variables were tested accordingly. Some of the variables were acquired and gathered on the basis of earlier studies, and some others were adopted from the TAM model and modified a bit for this study. For easy understanding of the brief profile of the respondents, the analysis with respect to respondents' age, experience, and size of the organization was carried out. A total of 92 questionnaires were distributed, total responses received were 79, out of which only 58 responses were fully filled, and responses from these 58 respondents constituted the primary data for the current study. SPSS was used for the analysis. The type of scaling used to compile the data from the employees of the ITES sector of Ghaziabad is a Likert - type scale. The period of the study is from January to April 2018.

✤ Types of Tools Used for the Analysis

(i) ANOVA : Analysis of variance (ANOVA) is an extremely useful technique concerning research in the fields of economics, biology, education, psychology, sociology, business/industry, and in research of several other disciplines. This technique is used when multiple sample cases are involved. ANOVA stands for Analysis of Variance, the generic name given to a set of techniques for studying case-and-effect of one or more factors (independent variables) on a single dependent variable. ANOVA is used when the independent variables are of nominal scale (categorical), and the dependent variable is metric (continuous).

(ii) One Way Analysis of Variance : It is used to know the significant difference among the groups (more than two) with regard to a particular factor. In one way (or single factor), one can consider only one factor and then observe the reason for the said factor to be important.

(iii) Friedman's Test : For the data collected in the rank form and to test the ranking given by the respondents across groups, Friedman's test is used. As the groups and the number of respondents become larger, the hypothesis testing of Friedman's test can be used.

(iv) Regression : Regression is a statistical tool used to find out the relationship between two or more variables. One variable is caused by the behaviour of the other. The former variable is defined as independent and the latter variable is defined as dependent. When there are two or more independent variables, the analysis that describes the relationship between the two is called multiple regression analysis. The main objective of using this technique is to predict the variability of the dependent variable based on its covariants with all the independent variables. It is useful to predict the level of dependent phenomenon through multiple regression analysis.

(v) One Sample t - Test : One sample t - test is a statistical procedure that is used to know the mean difference between the sample and the known value of the population mean. We draw a random sample from the population and then compare the sample mean with the population mean and make a statistical decision as to whether or not the sample mean is different from the population. The study used one sample t - test to test the significant difference between test value and observed mean.

Hypotheses

✤ **H_{01}:** The functional outcome of e-HRM does not have a significant relationship with e-HRM acceptance.

✤ **H_{02}:** Interpersonal outcome of e-HRM does not project a significant relationship with acceptance of e-HRM.

Table 1. Classification of Respondents Based on Gender

Type	Number of Respondents	%
Female	17	29.32
Male	41	70.68
Total	58	100.0

Table 2. Classification of Respondents Based on Age

Age Group (Years)	Number of Respondents	%
20-29 Years	20	34.48
30-39 Years	25	43.10
40-49 Years	7	12.06
Above 50 Years	6	10.34
Total	58	100.0

Table 3. Classification of Respondents Based on Size of the Organization

Size of Organization	Number of Respondents	%
0-150 Employees	6	10.32
151-350 Employees	10	17.26
351-499 Employees	15	25.86
Above 500 Employees	27	46.55
Total	58	100

Table 4. Classification of Respondents on the Basis of Experience

Experience (in Years)	Number of Respondents	%
1 - 9 years	24	41.37
10-19 years	14	24.15
20 - 29 years	12	20.71
Above 30 years	8	13.78
Total	58	100

Analysis and Results

✣ **Demographic Profile of the Respondents :** As per Table 1, of the 58 respondents, 17 were female and 41 were male employees working in ITES companies of Ghaziabad city.

✣ **Frequency Distribution of Respondents on the Basis of Age of the Respondents :** According to Table 2, out of a total of 58 respondents, 20 employees were in the age group of 20-29 years. The maximum strength of the respondents was from 30-39 years of age ; whereas 7 were in the age group of 40 - 49 years, and the least strength was from the age group of above 50 years.

Table 5. Bivariate Correlation Between Independent and Dependent Variables (Ghaziabad)

		FVG	IVG	TVG	PSG	PCG	Accpt G
FVG	Pearson Correlation	1	0.448*	0.294	0.515*	0.020	0.672**
	Sig. (2-tailed) N		0.048	0.208	0.020	0.934	0.001
		58	58	58	58	58	58
IVG	Pearson Correlation		1	-0.068	0.320	-0.062	0.267
	Sig. (2-tailed) N			0.777	0.169	0.796	0.248
			58	58	58	58	58
TVG	Pearson Correlation			1	0.472*	0.797**	0.565**
	Sig. (2-tailed) N				0.036	0.000	0.007
				58	58	58	58
PSG	Pearson Correlation				1	0.241	0.870**
	Sig. (2-tailed) N					0.300	0.000
					58	58	58
PCG	Pearson Correlation					1	0.303
	Sig. (2-tailed) N						0.850
						58	58
Accpt G	Pearson Correlation						1
	Sig. (2-tailed) N						58

Note. *Correlation is substantial at 0.05 (2-tailed) ; ** Correlation is substantial at 0.01 (2-tailed).

✤ **Frequency Distribution of Respondents on the Basis of Size of Organization :** The number of respondents from various organizations is as shown in Table 3.

✤ **Frequency Distribution of Respondents on the Basis of Experience :** Table 4 shows the respondents based on experience. The maximum number of respondents had an experience of 1 - 9 years.

Taking acceptance of e-HRM as the dependent variable, bivariate correlation analysis was carried out for the data collected from Ghaziabad city. Functional outcome, interpersonal outcome, transformational outcome, perceived simplicity of use, and perceived convenience were taken as independent variables. In the correlation Table 5, *N* represents the size of the sample, which is taken as 58 for the city of Ghaziabad. The middle diagonal column of Pearson correlation '1' represents the correlation between the same variables.

In Table 5,

✤ FVG stands in respect of paradigm shift in HR practices for functional variable in Ghaziabad city based on Part II of the questionnaire (see Appendix).

✤ IVG stands in respect of perception of employees for interpersonal variable in Ghaziabad city based on Part III of the questionnaire (see Appendix).

✤ TVG stands in respect of perception of employees for transformational variable in Ghaziabad city based on Part IV of the questionnaire (see Appendix).

✤ PSG stands in respect of perception of employees for perceived simplicity of use in ITES companies of Ghaziabad towards e-HRM acceptance based on Part V of the questionnaire (see Appendix).

✤ PCG stands in respect of perception of employees for perceived convenience towards using e-HRM in ITES industries of Ghaziabad based on Part VI of the questionnaire (see Appendix).

Table 6. Results of Multiple Linear Regression Between Independent Variables and Dependent Variables for Ghaziabad City

Model		Unstandardizd Coefficients		Standardized Coefficients	t	Sig.
		B	SE	Beta		
1	Constant	0.234	0.694		0.338	0.740
	FVG	0.393	0.167	0.342	2.350	0.033
	IVG	0.071	0.128	0.072	0.550	0.589
	TVG	0.187	0.290	0.145	0.655	0.521
	PSG	0.665	0.151	0.623	4.431	0.001
	PCG	0.024	0.222	0.024	0.137	0.891

Note. [a.] Dependent Variable: Acceptance Ghaziabad

Here 'G' represents the data collected from Ghaziabad city and N represents the number of respondents. The questionnaire is given in the Appendix .

Correlation coefficient r, also known as Pearson correlation, indicates strength between the variables. Correlation table for the city of Ghaziabad shows that perceived simplicity of use (PSG) has the highest 'correlation coefficient' (r is 0.850), indicating a solid positive relationship with the acceptance of e-HRM in the ITES sector in the city of Ghaziabad. As the significance value for PSG is 0.000, the relation between PSG and acceptance of e-HRM in the ITES sector of Ghaziabad is significant. The value of r for PSG shows that 71% of variation in PSG is explained by the acceptance of e-HRM. Similarly, the functional variable (FVG) has a strong positive association with the acceptance of e-HRM in Ghaziabad's ITES sector with r value of 0.672 and significance value of 0.001. The r value of transformational variable (TVG) is 0.565, indicating a strong relationship with the acceptance of e-HRM. The significance value of TVG is 0.007, that is, significant at 0.01 level of 2-tailed test. Hence, the relationship between TVG and acceptance of e-HRM is positively related. The 'correlation coefficient' r for interpersonal variable (IVG) and perceived convenience variable (PCG) is 0.267 and 0.303, respectively. These values show a positive relationship of IVG and PCG with the acceptance of e-HRM in Ghaziabad's ITES sector. The significance values for IVG and PCG are 0.248 and 0.182. These values of IVG and PCG are statistically not significant as both are greater than 0.05. Thus, IVG and PCG are not significantly connected to the acceptance of e-HRM in Ghaziabad's ITES sector.

The Table 6 indicates the unstandardized beta coefficient, which speaks about the impact of an independent variable on the dependent variable. Standardized beta coefficient gives proportionate input to every variable. Huge effect on the criterion variable is seen on the predictor variables for the bigger values ; p -value and t-value show rough sign of effect on every predictor variable. Large t - value (absolute) and lesser value of p implies that the predictor variable has a huge effect on the criterion value. Here 'G' indicates data collected from Ghaziabad city.

$$Accpt\ G = 0.234 + (.391)\ (FVG) + (0.071)\ (IVG) + (0.187)\ (TVG) + (0.665)\ (PSG) + (0.024)\ (PCG)$$

As shown above, 'Accpt G', that is, acceptance of e-HRM is a dependent variable which depends upon various variables. Alpha constant is 0.234. The value of b_1 is 0.391, which is the beta coefficient for X_i, this is taken as the first independent variable - functional outcome (FVG) ; 0.071 is value of b_2 for the next second independent variable : interpersonal outcome (IVG) ; 0.187 is for b_3 as a third independent variable - transformational outcome (TVG) ; 0.665 is for b_4 with perceived simplicity of use (PSG) as the fourth independent variable, and at last, 0.024 is the beta coefficient b_5 with perceived convenience (PCG) as the fifth variable.

Table 7. Model Summary Between Independent & Dependent Variables (Ghaziabad)

Model	r	R^2	Adjusted R^2	Std. Error of Estimate
1	0.915[a]	0.839	0.783	0.27382

Note. [a] Predictors: PCG, FVG, IVG, PSG, TVG, Constant

Table 8. Analysis of Variance Between Independent and Dependent Variables (Ghaziabad)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.500	5	1.100	14.672	0.000[a]
Residual Total	1.050	74	0.075		
	6.550	79			

Note. [a] Predictors: PCG, FVG, IVG, PSG, TVG, Constant

[b] Dependent Variable: Acceptance Ghaziabad

Beta standardized coefficient measures the influence of predictor variable on dependent variable. Herein, the dependent variable is acceptance of e-HRM. Higher the beta value, greater will be its impact on acceptance of e-HRM. High beta values too give high t-value. It is clear from the regression table that PSG has maximum beta value of 0.623 and t-value of 4.431. When beta value and t-values are high, the significance p-value (significance) is low. The p - value for PSG is obtained as 0.01, indicating a higher significant effect of PSG on the acceptance of e-HRM practices. It is also visible from the Table 6 that PSG is the single variable that has a significant effect on acceptance of e-HRM in Ghaziabad city's ITES sector. Other predictor variables like FVN has beta value of 0.241 and t - value of 2.395 ; IVG has beta value of 0.070 and t-value of 0.550; TVG has beta value of 0.145 and t - value of 0.521 ; PCG has beta value of 0.024 and t - value of 0.891. The p - value for FVG is 0.033 and for IVG, it is 0.589, for TVG it is 0.521, and for PCG, it is 0.891. These values are greater than 0.0, suggesting that these variables have no major effect on acceptance of e-HRM in ITES sector of Ghaziabad city.

In Table 7, r is the degree of correlation among predicted and observed value of criterion variable. R^2 is square of degree of correlation which shows proportional value of variance in criterion variable. Adjusted R^2 is frequently used to summarize the fit as it takes total variables. In general, R^2 less than 0.2 is considered a weak value, 0.2 to 0.4 are considered as moderate, 0.4 and above is considered strong. Table 7 gives value for r as 0.915 and R^2 as 0.839. Adjusted R^2 tells us that the model is moderate and has constant predictors that account for 83.90% of variance with significance at 0.00 levels.

Table 8 shows the analysis of variance which evaluates the overall significance of our selected model. It mainly shows that the equation of regression describes a statistically substantial percentage of inconsistency in the dependent variable from the variability in independent variables. F-statistic (in ANOVA) is a correlation between Y and other predictors. It may be considered that the ratio between MS regression and MS residual is null hypothesis. Table 8 displays that all of the five predictor variables have a noteworthy relation with acceptance of e-HRM, which is a dependent variable. The p-value obtained is 0.00, which is less than 0.05. The corresponding F-value is 14.672. It shows that our model is significant and it supports the hypothesized framework.

✣ **Interpretation of Variables :** The interpretation of bivariate correlation, multiple linear regression, and ANOVA for each of the independent variables with dependent variable have been discussed next.

(i) Functional Outcome : As per the correlation Table 9, the FVG and acceptance of e-HRM in ITES sector in Ghaziabad city show that the value of 'correlation coefficient' is 0.672. A positive value indicates a correlation between two variables in the same direction. The value of p for the test is 0.001 (below 0.05). It signifies that 'correlation' is significant at the 0.01 level. The acceptance of e-HRM decreases the administrative tasks that are

Table 9. Bivariate Correlation Between Functional Outcome and Acceptance of e - HRM (Ghaziabad)

		Accpt	FVG
Accpt	Pearson Correlation	1	0.672**
	Sig. (1-tailed)		0.001
	Sample size	58	58
FVG	Pearson Correlation	0.672**	1
	Significance (1-tailed)	0.001	
	Sample size	58	58

Note. ** Correlation is substantial at 0.01 (2-tailed).

Table 10. Multiple Linear Regression Between Functional Outcome and Acceptance of e-HRM (Ghaziabad)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Significance
	B	SE	Beta		
1(Constant)	0.234	0.694		0.338	0.740
FVG	0.393	0.167	0.342	2.350	0.033

Note. [a.] Dependent Variable: Acceptance Ghaziabad

Table 11. Bivariate Correlation Between Interpersonal Outcome and Acceptance of e-HRM (Ghaziabad)

		Accpt	IVG
Accpt	Pearson Correlation	1	0.267
	Sig. (1-tailed) N		0.248
		58	58
IVG	Pearson Correlation	0.267	1
	Sig. (1-tailed) N	0.248	
		58	58

overloaded on HR professionals most of the time. With the implementation of e-HRM, there is reduction in overall costs because of the number of people required for HR tasks is reduced. This has resulted in increase of productivity for HR employees. Thus, the acceptance of e-HRM.

The Table 10 shows multiple regression, that is, the regression between the functional variable outcome (FVG) and acceptance of e-HRM gives a beta value of 0.342. The *t*-value is found to be 2.348 and the *p*-value is 0.033, which is less than 0.05. This shows substantial effect of functional outcome on the acceptance of e-HRM.

(ii) Interpersonal Outcome : As indicated in Table 11, correlation test for interpersonal outcome variable and acceptance of e-HRM in ITES sector in Ghaziabad city shows that the value of correlation coefficient is 0.267. The *p*-value is 0.248, which is greater than 0.05. This indicates that there is no substantial relationship among the two variables - interpersonal outcome variable and acceptance of e-HRM. The reason for this is the small size of the city with relatively smaller IT organizations.

The Table 12 indicates various regression results between IVG and the acceptance of e-HRM in ITES sector of

Table 12. Multiple Linear Regression Between Interpersonal Outcome and Acceptance of e-HRM (Ghaziabad)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SE	Beta		
1(Constant)	0.234	0.694		0.338	0.740
IVG	-0.071	0.128	-0.072	-0.550	0.589

Note. [b.] Variable (Dependent): Acceptance Ghaziabad

Table 13. Bivariate Correlation Between Knowledge of IT and Acceptance of e-HRM (Ghaziabad)

		KIT G	Accept G
KIT G	Pearson Correlation	1	1.000**
	Sig. (2-tailed) N		0.000
		58	58
Accept G	Pearson Correlation	1.000**	1
	Sig. (2-tailed) N	0.000	
		58	58

Note. **. Correlation is significant at the 0.01 level (2-tailed).

Table 14. Multiple Linear Regression Between Knowledge of IT and Acceptance of e-HRM (Ghaziabad)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error.	Beta		
1(Constant)	1.000	0.000		5.92457	0.000
KITG	1.000	0.000	1.000	2.01358	0.000

Note. [b.] Dependent Variable : Acceptance Ghaziabad

Ghaziabad. The *t*-value is -0.550 and beta is 0.070. *p* -value is 0.589, suggesting that the value is not higher than 0.05. Therefore, the interpersonal outcome variable does not have any significant effect on the acceptance of e-HRM in Ghaziabad city.

Hence, from the statistical analysis, it is established that the functional outcome of e-HRM has significant relationship with acceptance of e-HRM. Therefore, H_{01} is rejected and the alternate hypothesis is accepted. On the other hand, after interpreting the analysis, it is established that the interpersonal outcome variable does not have any significant effect on accepting e-HRM in Ghaziabad city. Hence, it leads to the acceptance of H_{02}.

(iii) Knowledge of IT Among Professionals : Table 13 indicates correlation between knowledge of IT of HR professionals and the acceptance of e HRM shows that the value of correlation coefficient is 1.000. When *r* is 1, there is perfect correlation between the two variables ; the *p* -value is 0.000, which is significant at the 0.01 level. This indicates that there is perfect positive correlation between the two variables, that is, as the knowledge of IT of HR employees increases, there is a higher agreement for the acceptance of e-HRM. As obvious as it looks, more the knowledge of IT that HR professionals have, greater will be the acceptance of e-HRM. Here, '*KIT G'* refers to respondent's knowledge of IT in Ghaziabad.

Table 14 shows regression between the knowledge of IT of HR professionals and the acceptance of e-HRM of

Table 15. Analysis of Variance Between Size of Organization and Acceptance of e-HRM (Ghaziabad)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.445	1	0.445	1.311	0.267
Within Groups	6.105	56	0.339		
Total	6.550	57			

Table 16. Analysis of Variance Between Work Experience and Acceptance of e-HRM (Ghaziabad)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	. 0.850	3	0.283	0.795	0.514
Within Groups	5.700	54	0.356		
Total	6.550	57			

Table 17. Analysis of Variance Between Gender and Acceptance of e-HRM (Ghaziabad)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.066	1	0.066	0.185	0.673
Within Groups	6.484	56	0.360		
Total	6.550	57			

ITES sector in India. Beta value indicated in the test is 1.000. The t - value is found to be 2.01358 with a significance value of 0.000. The high t - value and low significance value is indicative of the result that the knowledge of IT has an effect on the acceptance of e-HRM.

(iv) Size of Organization : Table 15 shows the analysis of variance for size and acceptance of e-HRM, which shows that the mean square between the groups is 0.445 and that within the groups is 0.339. The F- statistic for the variance is 1.311 with p -value of 0.267, which is greater than 0.05. Thus, the value is statistically insignificant.

(v) Work Experience : According to Table 16, the analysis of variance for experience and acceptance of e-HRM shows that the mean square between the groups is 0.283, and within the groups, the value is 0.356. The F- value for the variance is 0.795 with p-value of 0.514. Since the p-value is higher than 0.05, the value is statistically insignificant.

(vi)Gender : As per Table 17, analysis of variance for gender and acceptance of e-HRM shows that the mean square between the groups is 0.066, and within the groups, the value is 0.360. The F-statistic for the variance is 0.185 with p-value 0.673. Since the p -value is higher than 0.05, there is no significant difference between the groups.

(vii)Age : According to Table 18, the analysis of variance for age and acceptance of e-HRM shows that the mean square between the groups was 0.172 and that within the groups was 0.377. The F-statistic for the variance was 0.457 with p-value of 0.716, which is higher than 0.05. Thus, there is no significant difference between the groups.

Table 18. Analysis of Variance Between Age and Acceptance of e-HRM (Ghaziabad)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.517	3	0.172	0.457	0.716
Within Groups	6.033	54	0.377		
Total	6.550	57			

Conclusion

It is found that functional outcome affects acceptance of e-HRM, and interpersonal outcome does not affect acceptance of e-HRM in Ghaziabad city. For interpersonal outcome, the reason to be noted is that Ghaziabad is a small city having small size IT companies. Therefore, cost effective recruitment is not a key issue here. Effective recruitment and management of quality of services are very important in big cities where large-size commercial ITES companies exist. The focus in these small cities is not on achieving HR transformation. There is a lot to be done in the city of Ghaziabad before the HR departments in such small Indian cities are ready for complete transformation. This change will take time.

The future of e-HRM in a broader context is a transformation and a step forward where the trip is towards a zone of paperless department where high speeds are ensured. It is ensuring retrieval and evaluation of data, augmented reach-out to the available human resource information, and ease in classified and other types of data, gathering of data as the criteria for refining the strategic course of e-HRM, more consistent and high correctness of data generated report/ information, faster response to queries. A high internal profile for e-HRM leads to an improved work culture, founding of streamlined and standardized procedures, more transparency in system, cost savings through the process of improvements, and reduced duplication of effort. The e-HRM innovation is extremely useful for industries and has been demonstrated as viable for the representatives working in industries as it gives adequate chances to workers' profession in career development and planning. Besides, with the implementation of e-HRM, the representatives can recognize and support their talents as it encourages them to raise their performance. e-HRM is a technique for actualizing human resource methods, strategies, and practices in an industry by potential coordination, and with the full application of electronic channels. More than one-fifth of the big industries have taken substantial steps to support and encourage HR practices and procedures through software based web technology.

Managerial Implications

In identifying the relevant managerial perspectives, this study shows that managers were giving basic information of e-HRM to the employees instead of providing the full information. They were more concentrated on making the employees trained for their job content and putting them on the task, but they were not able to make the employees understand the various outcomes of e-HRM. So, managements should focus on making a new training pattern and give more emphasis on e-HRM training as well as in-depth knowledge of e-HRM should be given to employees. Various factors affecting e-HRM should be taught to both managers and employees for enhancing job performance.

Limitations of the Study and Scope for Further Research

There is always a scope for future research to improve the study. The present study has certain limitations that need to be addressed for any future research. With respect to the research methodology, it is worthwhile highlighting

that given the explorative nature of the research, the analysis has been done on a small city, but a significant group of companies. A larger sample size covering a bigger area can be further carried out. This study was carried out with a well-structured questionnaire on the lines of TAM. Future research can add more variables and can carry on research with those factors.

This study was carried on quantitative data with a well-structured questionnaire on lines of TAM. Researchers can add more variables in the future and can carry on research with the factors that have not been covered due to limitations. In future qualitative studies, researchers can provide useful insights on the acceptance and implementation process of e-HRM in the ITES sector. For qualitative analysis, the researchers can choose few major IT companies in various regions of India to carry out their analysis. The researchers can also examine employee perceptions on acceptance of e-HRM with different facets of an organization.

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APPENDIX

Questionnaire with Scale

Part I of the instrument consisted of questions on the external variables covering gender, age, size of organization, knowledge of IT, and length of experience.

(1) Gender was marked on a scale of 1-2, '1' = female and '2' = male.

(2) The scale used for age was divided as 20 - 29 = 'l', 30 - 39 = '2', 40-49 = '3', and 50 above = '4'.

(3) Size of the organization was based upon the number of employees in the organization and the scale developed for it ranged from 0-150 = '1', 151-350 = '2', 351- 499 = '3', and 500 above = '4'.

(4) Knowledge of Information Technology of HR professional used a 5 point scale ranging from *Very good* = '5', *Good* = '4', *Neutral* = '3', *Poor* = '2', and *Very poor* = '1'.

(5) Length of experience was marked as 1 - 9 years = '1', 10 -19 years = '2', 20 - 29 years = '3', and 30 above years = '4'.

Part II of the questionnaire also had a question on the importance of acceptance of e-HRM which has been marked on a 5 point scale ranging from *Very Important* = '5', *Important* = '4', *Neutral* = '3', *Unimportant* = '2', and *Totally Unimportant* = '1'.

Part II of the questionnaire was on the paradigm shift in functional construct and it consisted of :

(1) Decreasing of managerial load.

(2) Enhancement in way of functioning.

(3) Increase in output of employees.

(4) Going digital by removing traditional way of paper work.

(5) Effects on functioning expenses.

(6) Effect on employees' capacity of work.

The items from Part III to Part VI covered questions with scale ranging from *Strongly agree* = '5', *Agree* = '4', *Neutral* = '3', *Disagree* = '2', and *Strongly disagree* = '1'.

Part III of the questionnaire was on perception of employees in terms of interpersonal variable that consisted of :

(1) Improving quality of HR department provision.

(2) Enabling HR managers and employees to decide and give notice faster.

(3) Giving more response time to employees.

(4) Increasing the effective communication between HR department and employees in a short time.

Part IV consisted of questions on perception of employees in transformational variable that covered :

(1) Increases the stability and accuracy of data.

(2) Helpful in better employee - manager relationship.

(3) Enhancing the vision of managers at the work place.

Part V of the questionnaire was on the perception of employees on perceived simplicity of use in covering e-HRM.

(1) Do the employees have enough knowledge of IT ?

(2) E-HRM functions are easy to perform and understand.

(3) Does e-HRM improve job performance ?

Part VI was based on the questions on the perception of employees on the perceived convenience variable. This construct addressed the questions on how to change paradigm which helps in :

(1) e-HRM giving fast access to individual employee database.

(2) Management giving importance to e-HRM and promoting it.

(3) After implementation of e-HRM, productivity in the company increased.

(4) After implementation of e-HRM, job quality with respect to output services enhanced.

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