A study about the factors influencing acceptance of E-HRM in universities

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Abstract:

This paper means to explore the connection between clarity of E-HRM objectives, user compatibility, social impact, and facilitating conditions such as IT infrastructure, industry pressure, management support that can influence the acceptance of E-HRM.   A study was done to obtain information from 150 respondents from five private universities of Jaipur region. Results demonstrate that all constructs has a phenomenal relationship.

1.Introduction:-

E-HRM" is typically defining as the use of computer systems, interactive electronic media, and telecommunication networks to carry out the functions of the human resources management department. E-HRM is a way of implementing HR strategies, policies, and practices in organizations through conscious and directed support of and/or with the full use of web-based channels.

It can be defined as the application of information technology for networking and supporting at least two individuals or collective actors in their shared performance of HRM activities (Strohmeier, 2007).

E-HRM is defined as interrelated components working together to collect, process, store, and disseminated information to support decision making, coordination, control, analysis, and utilization of an organization's human resources management activities (Laudon and Laudon,1998).

The purpose of adopting or implementing e HRM differs according to the demand of the organization. Largely four types of goals were identified for implementation of e HRM technologies in an organization (Ruel, et al. 2004): Reduce cost and improving efficiency, Improving client service or facilitating management and employees, improving the strategic orientation of HRM, allowing the integration of HRM aspects i.e. Content of E-HRM, Implementation of e- HRM, Targeted employees and managers, and E-HRM consequences.

The Higher Education sector is one of the major contributors to the GDP of the Indian economy. The higher education scenario in India shows that several central, state, deemed and private universities are entering into the education sector. The government is also facilitating the growth of this sector by giving various grants and facilities to the researchers and budding entrepreneurs.

The focus of the economy towards building human capital has also contributed towards the rise of this sector through the introduction of a skill development program. In making higher education sector a success the major role player is faculty involved in higher education. The quality and potential of higher education faculty influence the quality of the workforce available in the future.

Faculty shortages and the inability of the state educational system to attract and retain well-qualified teachers have been posing challenges to quality education for many years. The quality of teaching is also often poor and there are constraints faced in training the faculty as well. Hence the quality of education is deteriorating due to the unavailability of trained faculty. Many institutes pay less attention to basic issues like E-HRM and talk of cutting-edge human strategies. In the absence of appropriate information flow, many faculty related decisions are taken in a subjective and ad-hoc manner. Due to this, institutes not only fail to realize their human potential but also de-motivate their employees with subjective and unsystematic decisions**.**

Nowadays, higher education institutions face significant tasks of improving the learning environment at the same time, reducing administrative operating costs. The ability to effectively manage different categories of academicians and non-academicians, their recruitment and retention require full integration of HR data with student information systems. So with so many demands, higher education institutions need a powerful business solution that will help them in managing students (graduates and postgraduates both), employment information, and financial data. Applications of E-HRM in higher educational institutions provide the utmost updating, use of resources, speed, compatibility, accessibility, data integrity, privacy, and security.

2.Review of Literature: -

Watson Wyatt (2002, p. 3) "The application of any technology, enabling managers and employees, to have direct access to HR and other workplace services for communication, performance reporting, team management, knowledge management, learning, and other administrative applications. E-HR encompasses similar applications of technology but being more confined to those activities that typically fall within the HR function "

Lengnick-Hall and Moritz (2003, p. 365) "e-HR (or online HRM) refers to the use of a wide range of Internet-based applications for conducting HRM-related transactions".

Kettley and Reilly (2003, p. 3) "The application of conventional, web and voice technologies to improve HR administration, transactions, and process performance

Ruel, Bondarouk, and Looise (2004, pp. 365-366) "e-HRM is a way of implementing HR strategies, policies, and practices in organizations through conscious and directed support of and/or with the full use of web-technology-based channels".

Strohmeier (2007, p. 20) "e-HRM is the (planning, implementation and) application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities

Voermans and van Veldhoven (2007, p. 887) "E-HRM could be narrowly defined as administrative support of the HR functions in organizations by using internet technology". "The composite of databases, computer applications and hardware and software used to collect, store, manage, deliver, present and manipulate data for Human Resources

Bondarouk and Ruel(2009, p. 507) "An umbrella term covering all possible integration mechanisms and contents between HRM and information technologies, aimed at creating value for targeted employees and managers".

Parry & Tyson, 2011 The results emphasized that e-HRM is essential to increase efficiency, service delivery, standardization, and organizational image, to empower managers and transform the HR functions strategically. The transformation of HRto e-HRM is possible because of HR dealing with lots of information related to organization and consumes more time.

Gardner et al., 2003The researchers found that through a survey that "HR professionals spent less time on routine tasks but had to spend additional time on information technology-related activities and on developing information technology-related qualifications

Lengnick-Hall & Moritz, 2003The anticipation of HR departments in different organizations towards e-HRM are "be liberated from administrative shackles and able to focus more on developing intellectual capital, social capital, and managing knowledge to improve an organization's competitive advantage"

Laumer et al., (2010), e-HRM helps an organization in talent management-talent attraction, talent recruitment, talent development, and retention.

Chamaru De Alwis (2010), founds that in an organization 93% agree that after the adoption of e-HR, HRM plays the role of strategic partner, change management, administrative expert. 83% of the companies have adopted e-HR by recognition of business benefits and also found that e-HRM brings a significant change in the roles of HR.

K. Ressi Swaroop (2012) stated that e-HRM is efficient, reliable, and easy to use the tool. It is a way of implementing HR strategies, policies, and practices in an organization.

Nidhi Oswal et al., (2014) e-HRM is a high tech way of performing HRM function. It also helps organizations in saving costs and increasing efficiency.

Ankita Jain et al., (2014) describes that e-recruitment has made the job much easier for both the organization and the jo/b seeker. It is the easiest and convincing way to hire people from any part of world.

3.Development of Hypotheses

3.1 Clarity of E-HRM objectives and acceptance of E-HRM

Fishbein (1975) suggested that e-business and systems' developers should concentrate on improving user preference by improving technology effectiveness and accessibility through educating the consumers, promoting simplicity ,efficiency, authenticity, and clarity of web site content .

H1: There is a positive impact of clarity of E-HRM objectives on acceptance of E-HRM.

.3.2. User compatibility & acceptance of E-HRM

There is a positive relation between user compatibility and adoption of E-HRM. It is required that systems and technology should be user friendly. Users should be able to interact with available technologies for adoption of E-HRM.

H2: There is a positive impact of user compatibility on acceptance of E-HRM.

3.3 Social Influence & acceptance of E-HRM

There is a positive connection between social impact and E-HRM adoption. Venkatesh et al. (2003) characterize Social Influence as "the degree to which an individual sees that significant others accept the person in question should utilize the new framework. Researchers suggested that Social impact has been a significant factor that influences people's mentalities and goals toward the use of any specific product or service .

H3: There is a positive impact of social influence on acceptance of E-HRM

3.4 IT infrastructure and acceptance of E-HRM

Employees should be familiarized with IT infrastructure of concerned organization. They should be provided with resources and facilities so that they become enable to use latest technologies and systems

H4: There is a positive impact of IT infrastructure on acceptance of E-HRM

.3.5 Industry pressure and acceptance of E-HRM

As competition has become rigorous in every industry so to gain competitive advantage organizations are implementing E-HRM system to minimize workload and reducing cost. Competition have forced them to adopt latest E-HRM software otherwise they will be forced to quit the industry.

H5: There is a positive impact of industry pressure on acceptance of E-HRM

3.6 Management support and acceptance of E-HRM

Most importantly it is the decision of management that employee's working pattern should be modified or not. As employees are intangible assets that cannot be imitated easily .Organizations should realize the importance of employees and they should equip their employees with latest technologies for improving productivity.

H6: There is a positive impact of management support on acceptance of E-HRM

4. Research methodology

The study is based on descriptive research design and adopted to know the impact of the chosen variables on adoption of E-HRM system in universities. The data has been collected from five private universities of Jaipur region. These universities are offering various courses such as BA.BBA,BCA,MBA.The chosen six variables were measured on five point Likert type scale with the help of a self-administered structured questionnaire. The variables used in research framework were measured using multi items.

5. Data analysis and interpretation

First ,the demographic profile of respondents were analyzed by descriptive statistics .Second the chosen variables were evaluated through mean, standard deviation and reliability test .Lastly the hypothesis were tested using correlation analysis.

5.1. Descriptive statistics**:**

Sample size is 150 which include principals, administrators, office bearers, departmental heads and faculty members of these universities .Males are 70 and females are 80.Further 80% use computers daily at work place.36% are having master's degree,25% have phds,20% have bachelors degree,9% are diploma holders. In experience,30% have less than 5 years of experience,40% have 10-15 years of experience,5% have 16-20 years of experience, rest 25% having 5-7 years of experience.

5.2. Mean, standard deviation and reliability test:

Table 1 shows mean and standard deviation values for each variable. Based on the 150 responses received, all variables scores ranged from one to six with means ranging from 4.70 to 5.72, and standard deviations were between 0.93 and 1.32. All variables scored moderate .

The reliability of the variables was tested using Cronbach's alpha test and each variable has four items to measure. The values of alpha were found to be between 0.72 and 0.88. Hence all the values were found to be above the threshold value of 0.7. This means constructs were reliable enough.

5.3Hypotheses testing

Six hypotheses were tested with correlation analysis. A correlation was used between each of the variables and acceptance of using E-HRM to identify the significant effect of the construct. The strength of linear relationship between two variables was measured through Pearson's coefficient of correlation. All hypotheses were significant in the expected as given in Table 1.

Correlation results indicate that clarity of E-HRM goals was positively correlated with acceptance of E-HRM; so, H1 (r=0.59, p<0.01) holds. Consistently with H2 (r=0.67, p<0.01) user compatibility was positively correlated with acceptance of E-HRM . Hypothesis 3 (r=0.73, p<0.01), positing that social influence is positively correlated with adoption of E-HRM , was supported. H4 (r=0.76, p<0.01).states requirement of IT infrastructure support was positively related to acceptance of E-HRM, and thus H5 (r=0.452, p<0.01) holds that industry pressure is correlated with acceptance of E-HRM As expected, H6(r=0.46, p<0.01) management support is also correlated with acceptance of E-HRM .

variables	Mean	Standard deviation	Cronbach's Alpha	Correlation
1.Clarity Of E-HRM Objectives	5.06	1.32	0.85	0.59
2.User Compatibility	5.34	1.05	0.83	0.67
3.Social Impact	5.58	1.00	0.88	0.73
4.IT Infrastructure	4.70	0.93	0.72	0.76
5.Industry Pressure	4.93	1.25	0.84	0.45
6.Management Support	5.72	1.20	0.82	0.46

p<0.01

6. Conclusion

From a managerial Point of view, findings have important inference in managing E-HRM systems. Managers and trainers must consider that all factors are important determinants for HR professionals in the adoption of E-HRM system. Most importantly, clarity of E-HRM objectives, industry pressure and user compatibility are critical to develop a positive attitude towards using E-HRM, denoting that user training and support are required stake for E HRM implementation.

 This information has important implication for effective implementation of E- HRM system and change management strategies, as interventions need to be designed specially to meet the company's requirement. This research is also act as a guide especially for the HR department in planning change management strategies in collaboration with other departments in university education.

To sum up,the findings of the present study explicitly addressing factors that supports the acceptance of E-HRM in universities and thereby reducing costs and obtaining benefits.E-HRM is not a universal practice: it is appropriate for a certain type of organization and inappropriate for others. The above findings hence contribute to our understanding of the basic factors influencing adoption of E-HRM. The limitation of the research derives, from the

fact that the sample was small to allow us to consider the results of research applicable to the overall population.So the ultimate purpose   was to extend this research to a larger number of HR professionals. E-HRM can reduce administrative tasks, freeing up HR professionals for more value-added roles. More importantly, they offer the potential for HR to think strategically about adoption of E-HRM.There are some more factors influencing E-HRM adoption so further study should is required .

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