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### An Exploratory Study on e-HRM: A Comparison of Indian and Multinational Organizations

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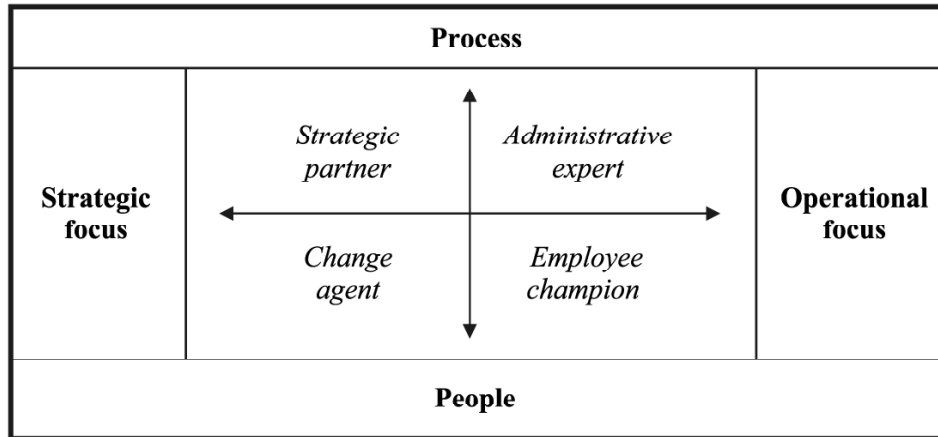
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**Abstract:** Recent times have been witnessing Human Resource Management (HRM) at the proverbial crossroads. It is walking on a fine line between signifying strategic value to business and providing operational HR services. The business environment is increasingly becoming global and complex. As a result, the pressure on organizations to excel is increasingly multifold and has resulted in organizational introspection to find the ways to excellence. The key is in developing the HRM function in the organization to yield competitive advantage. The advent of the global economy, over-capacity industries, massive improvements in the field of technology, the growth of knowledge economy are among the key forces that have led to a vital change in the way the HR activities are designed. Recent times are witnessing the technology integration in HR function to move from administrative roles to strategic roles of HRM. Integration of technology with the HRM function not only means symphonic co-existing, but also lays down a strong footing of the organizational journey towards a robust business model. This research included an in-depth study of the e-HRM (Electronic Human Resource Management) systems of selected Indian as well as Multinational companies operating in India. The present research has explored factors involved in the perceptions of 'End-users' (employees of selected organizations) towards their respective e-HRM systems and applications. These factors and the variables studied within them, give a clear picture of the various benefits, limitations and facilitating conditions as perceived by the respondents. The comparative study between Indian and Multinational companies with regard to these perceptions, highlight the differences between them as far as e-HRM adoption and practice is concerned.

**Key words:** HRM, e-HRM, Technology, End-users

#### INTRODUCTION

Today's HRM follows an organization science approach which focuses more on the 'total organization' and less on the 'individual' centric policies. So, HRM, as practiced today, grew out of organizational science trend and combines learning from previous movement's namely, scientific management and human relations, with current research in various behavioural sciences [1]. HRM has now become a partner with other management functions and is increasingly responsible to cultivate the requisite culture that is conducive of required behaviour. HR professionals are considered as architects in the growth of viable organizational social-systems. Over a period of time various researches have been done on the roles of HR. Dave Ulrich gave the four HR roles which have been widely used in literature. In Figure 1.1, the Ulrich (1997) model is represented [2].



**Figure 1: HR Roles: Ulrich (1997) model**

Source: Ulrich (1997)

1. In the role of “*strategic partner*”, HR must ensure that its practices, policies and processes are aligned with company policies.
2. As a “*change agent*”, HR helps the organization to change in line with long term targets and assists in developing and facilitating change management.
3. The role of “*administrative expert*” is the sum of transactional processes with regard to the personnel and the administrative support needed by the organization in these transactions.
4. In the role of “*employee champion*”, HR focuses on operational, short-term problem solving and support to employees and managers in day-to-day matters. The HR should know the employees well and must promote communication in the organization.

The challenges facing HRM has been changing and so is the role of HR managers. The challenges include increasing globalization of economy, competitive work environment, prime focus on quality, emergent workforce diversity, outsourcing developments and foreseeable supremacy of information technology to gradually transform the function of HRM [3]. The HR professionals have to meet the growing demands of their profession. For this it is imperative that they become strategic business partners, teach core HR competencies to line managers, be change agents and most importantly, effectively use technology in the provision of HR services to its internal customers, i.e. employees. To facilitate these roles, moving towards e-HRM (integrating technology in HR functions) is the most apt solution.

To sum up the changing role of HR; to survive, HR department has to prove its value time and time again and technology can be its best partner in doing so. HR must also possess technology acumen like never before. HR professionals must recommend and provide the right tools that not only give access to personal information but also aid in workforce productivity and value creation. It is necessary that the workforce related decisions are based on the real-time information so that there is a quick response to changes in business. It is evident that electronic human resource management is gaining importance in today’s business and the use of web-based technologies for HR practices, policies and processes is enhancing within organizations [4]. Literature uses several terms such as Human Resource Information system(HRIS), electronic Human Resource Management (e-HRM) or electronic Human Resource (e-HR) referring to technology integration into the HR function [33]. e-HR is mainly concerned with the use of internet technology, web-based structures and mobile communication technology which will change the characteristics of interactions among HRM staff, the line managers and end-users (employees) from a purely face-to-face relationship to a technology-enabled one [5].

This study is focused to study the role of e-HRM in changing the way Human Resource function is performed in organizations and how a strategic dimension can be added through use of technology in various HR processes. The study is carried out in selected Indian and Multinational companies to find out the key factors of perception of employees towards e-HRM systems being used in their respective organization and then to do a comparative analysis sector wise between these organizations. The study could prove to be useful for organizations using e-HRM systems and how to improve employees' experience towards the same.

## **LITERATURE REVIEW**

Technology is regarded as a critical driver in the transition of HRM function from an administrative function to a key strategic partner in organizations. This new role of HRM will not only add a valuable element to the HRM function but will also change the skills and competencies which define the success of HR professionals. Technology use in the HRM domain has now gone beyond the context of merely managing the payroll system and other administrative operations. There has been a widespread usage of IT in Human Resource Information Systems (HRIS) since the early 1980's. However, HRIS can be distinguished from e-HRM for two main reasons. First, HRIS is focused on automating the systems used by the HR function itself. In this sense, the main clients or users of HRIS have been the HR staff rather than employees or managers. Secondly, HRIS has not been capable enough to create the internal virtual value chain. Since long, HRIS has been used to automate/computerize the HR systems such as payroll processing and employee personal information with very little or hardly no effort to make such data/ information interactive or available to employees in domains other than HR department. Some researchers view HRIS, as falling short of their promised visions during the pre-Windows era [6]. On the other hand, e-HRM is concerned with the application of internet and web-based systems and increasingly, mobile communication technologies. It has helped to change the nature of interactions among HR staff, line managers and employees from a pure face-to-face relationship to one that is increasingly coordinated by these technologies [7] [8].

Of the various definitions available, the most commonly used definition of e-HRM is "An umbrella term covering all possible integration mechanisms and contents between HRM and information technologies, aiming at creating value within and across organizations for targeted employees and management" (Bondarouk & Ruel, 2009, p. 507)[9]. This is a broad definition of e-HRM. Therefore, e-HRM can be rightly defined as an integration of People (Human Resource), Processes (HR processes) and Technology. It uses web-based technology to carry out the HR functions. This definition is embedding all important components of e-HR as well as it links the most commonly known definitions of e-HRM into a consensus understanding.

Many researches pointed that HR departments which primarily had an administrative orientation were more likely to have efficiency (transactional) goals for e-HRM. On the other hand, HR departments which already function as a strategic partner to senior management were more likely to have strategic goals behind their e-HRM adoption. So, the various organizational goals for e-HRM investments include cost reduction through streamlining HRM operations [10] [9], enhanced effectiveness through providing better delivery of HRM services [5] and transformation of the HRM function to a strategic business partner [11].

The literature review has analyzed the various studies that have been undertaken to analyse and understand how the HR processes have successfully established a set of interconnected, business service strategies so as to meet the challenges laid down by the corporate strategies of organizations and meeting the long-range reputational goals of the organizations [12]. A key internal strategy is the re-organization of the HRM function which combines the various HRM transformations[34]. Recent times are witnessing new HRM delivery services which are based on a competitive model of HR shared services, founded by Ulrich and Brockbank [13] with HR processes outsourcing and in few cases also includes off-shoring of the important HR services, specifically the shared HRM service centers [14] [15] [16].

Various studies have highlighted the way in which information and communication technologies (ICT), is being used in blend with HRM transformations and process outsourcing. The main objective of this being to radically change the way HR's internal operations are being carried out [15] [17] [18] [19]. It is found that business process reengineering and the technological solutions are largely inter connected and interdependent [20]. The virtual HRM is an outcome of gradually lowering the numbers of HR specialists who are required to deliver/perform HR services within the organization while focusing on the quality of these services. It also facilitates the developing of new HR business models that lead to emergence of better and more innovative organizations [21]. It could be rightly said that it is the ever growing reach and the benefits of ICT-enabled information which facilitate the various HR transformation models [13]. Therefore, it can be concluded that e-HRM enables business re-organization because technology helps to lower both the physical as well as positional hierarchy distance by centralization of key HR functions. Further, it also helps to create this distance by leading technology facilitation in the earlier face-to-face people relationships in organizations.

## **RESEARCH METHODOLOGY**

### **Research Objectives**

1. To explore the factors, which constitute the perceptions of 'End-users' of e-HRM system (employees) towards the e-HRM system, being used in the selected Indian and Multinational companies.
2. To compare the selected Indian and Multinational companies with respect to the perceptions of 'End-users' of e-HRM system (employees) towards the e-HRM systems.

As HR departments are fast moving towards e-HR adoption, there is an ever increasing need of research, evaluating the use of web-based HR or e-HR. The focus of this study is - to conduct a comparative study on perceptions of 'End-users' (employees) towards the e-HR systems used in their respective organizations.

Based on an in-depth literature review and discussions with various HR experts, it can be established that the e-HRM trend seems to be mounting at a swift rate. It is rightly driven by strong evidence of encouraging HR practices and technology enablement.

### **Procedure and Participants**

The research area is National Capital Region (NCR) of India. The companies using large scale and well-developed e-HRM systems were sent requests for participation. Indian companies were selected from the ET 500, 'List of top Indian companies' for the years 2014 and 2015. The Indian companies, for the purpose of this research are those, in case of which the 'country of origin' is India. Similarly, requests were sent to the top Multinational companies, selected from the Fortune Global 500 list, 'Annual ranking of world's largest corporations' for the years 2014 and 2015. These companies have the 'country of origin' other than India and have been operating worldwide.

The Multinational companies, from the above mentioned list, whose operation was in NCR were shortlisted. Thus, the study compares Indian companies (3) with Multinational companies (3).

Additionally, a sector based comparison is done for Indian and Multinational companies (banking and finance, automobile and information technology). The research design is descriptive cum exploratory.

The total population for the purpose of this research comprises of 'End-users' of e-HR system. The 'End-users' are the employees across various departments and levels of the selected companies. A sample of 371 (end-users) respondents was taken into consideration.

The employees (called as 'End-users' in the study) selected had a minimum tenure of 4 years in the selected companies, so as to ensure they have sufficient hands on usage of e-HR systems of the respective company.

Data has been collected through a structured questionnaire, following the non-probabilistic judgmental sampling [22].

## Measurement

Item generation for the formulation of various statements has been done through the following steps:

- In-depth review of existing literature regarding e-HRM goals, HRM transformations, e-HRM outcomes, limiting factors and self-service applications, formed the basis of statements for the perception scale.
- Informal discussions with HR managers of sampled companies to understand the changing scenario and the extent of technology integration in the HRM function.

**Scale Development:** For studying the perceptions of ‘End-users’ of the e-HRM system and ‘HR professionals’, a five point Likert scale having 33 items had been developed. Responses were varying from strongly agree (5) to strongly disagree (1).

**Pilot Survey:** Before final commencement of questionnaire a pilot survey was run on a sample of 64 respondents; the questionnaires have been revised to make suitable changes as recommended by respondents, academicians and experts in the field. The quantitative data collected through questionnaire has been analyzed by using factor analysis, and then Independent sample T test was used to carry out comparative study.

For ‘End-users’ of e-HRM the following set of hypotheses are framed for 3 sectors to compare the perception of ‘End-users’ of Indian and Multinational companies, towards the e-HR system:

- H<sub>1</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational IT companies, towards the e-HRM system.
- H<sub>2</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational automobile companies, towards the e-HRM system.
- H<sub>3</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational banking and finance companies, towards the e-HRM system.

The above said hypotheses were tested using independent sample t-test.

## RESULT AND DISCUSSION

The questionnaire was subjected to ‘item validation’ through factor analysis, to determine the internal structure of the set of 33 items of the scale [23]. As a result of factor analysis, four factors were obtained. The principal component analysis was adopted for extracting the factors based on latent root criterion (i.e., eigenvalue >1) [24] [25]. Statistical test used to determine measure of sampling adequacy is Kaiser-Meyer-Olkin (KMO). Obtained value for KMO is .958 which is meritorious [26] [27].

The four factors found through factor analysis for ‘End-Users’ perception towards e-HRM system are - ‘Empowers Employees’, ‘Operational Efficiency’, ‘User support and Ease of use’ and ‘Constraints’. Obtained/ Derived factors were further subjected to hypothesis testing.

## INTERPRETATION AND FACTOR NAMES

Each factor needs to be assigned a name or label to characterize it and aid its interpretation [28]. Each of the e-HRM perception factors that have been extracted via Principle Component Analysis in the process of this research data is displayed. The names allocated to each factor are a result of the interpretation of its e-HRM perceptions factor scale items and are discussed as following:-

### Factor 1- Empowers Employees

The first factor with the highest Total Variance Explained value, 26.464%, has been interpreted as *Empowers Employees* due to its inclusion of scale items identified and adapted from academic literature surrounding e-HRM perceptions relating to relational aspect of HR. Table 1 displays the scale items that load onto the Factor 1.

**Table 1**  
**Factor items and loadings – Empowers Employees**

<i>Items</i>	<i>Factor Loading</i>
Gives control over personal information.	0.639
Responsive to the needs for (real-time) information.	0.716
Advantage of working as per the best practices	0.693
ESS/MSS leads to a quick access to information.	0.745
ESS//MSS leads to self-efficacy.	0.790
Generates reports that improve decision making	0.750
Facilitates the flow of knowledge in the organization.	0.821
Helps me in managing team more efficiently.	0.805
Get updated about the organizational developments.	0.829
Get updated news of HR initiatives/activities.	0.793
ESS/MSS gives a sense of empowerment.	0.780
Respond quickly to the changes due to having relevant information at finger tips.	0.795
Manage team globally.	0.775

Cronbach's alpha= 0.958 (13 items)

### Factor 2: Operational Efficiency

The second factor with the Total Variance Explained value, 22.656 %, has been interpreted as *Operational Efficiency* due to its inclusion of scale items identified and adapted from academic literature surrounding e-HRM perceptions relating to operational or administrative efficiency. Table 1.2 displays the scale items that load onto the Factor 2.

**Table 2**  
**Factor items and loadings – Operational Efficiency**

<i>Items</i>	<i>Factor Loading</i>
Saves time spent on administrative tasks.	0.594
Improves productivity.	0.828
Reduces HR related paperwork.	0.801
Simplifies the process steps related to HR processes.	0.814
Improvement in overall HR business processes.	0.814
Speeds up transaction processing related to HR activities.	0.802
Optimizes the workflow between employees, management and HR department.	0.843
24/7 accessibility of HR information is possible.	0.841
Is a reputational driver.	0.849
Transparency in HR systems & processes.	0.866

Cronbach's alpha = 0.960 (10 items)

### Factor 3: User Support and Ease of Use

The third factor with the Total Variance Explained value, 13.170%, has been interpreted as *User support and Ease of use* due to its inclusion of scale items identified and adapted from academic literature surrounding e-HRM perceptions relating to usability and user friendliness. Table 3 displays the scale items that load onto the Factor 3.

**Table 3**  
**Factor items and loadings – User Support and Ease of Use**

<i>Items</i>	<i>Factor Loading</i>
User friendly interface.	0.734
Working on e-HR system is easy.	0.789
Support from seniors for using e-HR systems.	0.654
Training given to use e-HR is useful.	0.762
Get immediate help for problems faced.	0.763
Refresher training given to use e-HR is useful.	0.781
Cronbach's alpha= 0.919 (6 items)	

### Factor 4 - Constraints

The fourth factor with the Total Variance Explained value, 7.983% has been interpreted as *Constraints* due to its inclusion of scale items identified and adapted from academic literature surrounding e-HRM constraints. Table 4 displays the scale items that load onto the Factor 4.

**Table 4**  
**Factor items and loadings - Constraints**

<i>Items</i>	<i>Factor Loading</i>
Feel overburdened 'doing HR's' job.	0.771
Losing 'People touch'.	0.748
Afraid of spending time on exploring web-based 'HR tools'.	0.808
Concerns over data security.	0.680
Cronbach's alpha= 0.815 (4 items)	

### Hypotheses testing

Four factors were derived on the basis of exploratory factor analysis. These factors were further used to test research hypothesis. Data from end users of e-HRM was taken from three different sectors – IT, Automobile and Banking & Finance.

### Sector wise comparisons: IT sector

**Table 5**  
**Independent Samples Test: 'End-users' (IT sector)**

<i>Testing Variable (Factors)</i>	<i>Sig. value of Levene's Test for Equality of Variances</i>	<i>Sig. (2 tailed) at 95% confidence level</i>
Empowers Employees	0.005	0.007
Operational Efficiency	0.593	0.001
User support and Ease of use	0.025	0.236
Constraints	0.772	0.073

Table 5 shows Testing variables, which are factors of e-HRM perceptions for the ‘End-users’, Significance value of Levene’s Test for Equality of Variances and Significance (2 tailed) at 95% confidence level. The following interpretation is made based on the results:

For the factor ‘Empowers Employees’, the Levene’s Test for Equality of Variances yields a p-value of 0.005. This means that the difference between the variances is not statistically insignificant therefore equal variances are not assumed. The p-value 0.007, less than 0.05, indicates that there is significant difference in the perceptions of ‘End-users’ of Indian and Multinational IT companies for the factor ‘Empowers Employees’ at 95% confidence interval.

For the factor ‘Operational Efficiency’, the Levene’s Test for Equality of Variances yields a p-value of 0.593. This means that the difference between the variances is statistically insignificant and accordingly equal variances assumed. The p-value 0.001, less than 0.05, indicates that there is significant difference in the perceptions of ‘End-users’ of Indian and Multinational IT companies for the factor ‘Operational Efficiency’ at 95% confidence interval.

For the factor ‘User support and Ease of use’, the Levene’s Test for Equality of Variances yields a p-value of 0.025. This means that the difference between the variances is not statistically insignificant and therefore equal variances are not assumed. The p-value 0.236, more than 0.05, indicates that there is no significant difference in the perceptions of ‘End-users’ of Indian and Multinational IT companies for the factor ‘User support and Ease of use’ at 95% confidence interval.

For the factor ‘Constraints’, the Levene’s Test for Equality of Variances yields a p-value of 0.772. This means that the difference between the variances is statistically insignificant and so equal variances are assumed. The p-value 0.073, more than 0.05, indicates that there is no significant difference in the perceptions of ‘End-users’ of Indian and Multinational companies IT for the factor ‘Constraints’ at 95% confidence interval.

### Hypotheses Testing (H<sub>1</sub>)

Based on the above interpretations the following hypotheses have been tested:

- H<sub>1</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational IT companies, towards the e-HRM system. (*Partially accepted*)
- H<sub>1.1</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational IT companies, for the factor ‘Empowers Employees’. (*Accepted*)
- H<sub>1.2</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational IT companies, for the factor ‘Operational Efficiency’. (*Accepted*)
- H<sub>1.3</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational IT companies, for the factor ‘User support and Ease of use’. (*Rejected*)
- H<sub>1.4</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational IT companies, for the factor ‘Constraints’. (*Rejected*)

## 1. Automobile Sector

**Table 6**  
**Independent Samples Test: ‘End-users’ (Automobile sector)**

Testing Variable (Factors)	Sig. value of Levene’s Test for Equality of Variances	Sig. (2 tailed) at 95% confidence level
Empowers Employees	0.370	0.000
Operational Efficiency	0.135	0.155
User support and Ease of use	0.053	0.039
Constraints	0.571	0.362



Table 6 shows Testing variables, which are factors of e-HRM perceptions for the ‘End-users’, Significance value of Levene’s Test for Equality of Variances and Significance (2 tailed) at 95% confidence level. The following interpretation is made based on the results:

For the factor ‘Empowers Employees’, the Levene’s Test for Equality of Variances yields a p-value of 0.370. This means that the difference between the variances is statistically insignificant therefore equal variances assumed. The p-value 0.000, less than 0.05, indicates that there is significant difference in the perceptions of ‘End- users’ of Indian and Multinational automobile companies for the factor ‘Empowers Employees’ at 95% confidence interval.

For the factor ‘Operational Efficiency’, the Levene’s Test for Equality of Variances yields a p-value of 0.135. This means that the difference between the variances is statistically insignificant and accordingly equal variances assumed. The p-value 0.155, more than 0.05, indicates that there is no significant difference in the perceptions of ‘End-users’ of Indian and Multinational automobile companies for the factor ‘Operational Efficiency’ at 95% confidence interval.

For the factor ‘User support and Ease of use’, the Levene’s Test for Equality of Variances yields a p-value of 0.053. This means that the difference between the variances is statistically insignificant and therefore equal variances assumed. The p-value 0.039, less than 0.05, indicates that there is significant difference in the perceptions of ‘End-users’ of Indian and Multinational automobile companies for the factor ‘User support and Ease of use’ at 95% confidence interval.

For the factor ‘Constraints’, the Levene’s Test for Equality of Variances yields a p-value of 0.571. This means that the difference between the variances is statistically insignificant and so equal variances are assumed. The p-value 0.362, more than 0.05, indicates that there is no significant difference in the perceptions of ‘End-users’ of Indian and Multinational automobile companies for the factor ‘Constraints’ at 95% confidence interval.

### Hypotheses Testing (H<sub>2</sub>)

Based on the above interpretations the following hypotheses have been tested:

- H<sub>2</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational automobile companies, towards the e-HRM system. *(Partially accepted)*
- H<sub>2,1</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational automobile companies, for the factor ‘Empowers Employees’. *(Accepted)*
- H<sub>2,2</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational automobile companies, for the factor ‘Operational Efficiency’. *(Rejected)*
- H<sub>2,3</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational automobile companies, for the factor ‘User support and Ease of use’. *(Accepted)*
- H<sub>2,4</sub>:** There is a significant difference in perceptions of ‘End-users’ of Indian and Multinational automobile companies, for the factor ‘Constraints’. *(Rejected)*

## 2. Banking and Finance sector

**Table 7**  
**Independent Samples Test: ‘End-users’ (Banking and Finance sector)**

Testing Variable (Factors)	Sig. value of Levene’s Test for Equality of Variances	Sig. (2 tailed) at 95% confidence level
Empowers Employees	0.000	0.001
Operational Efficiency	0.153	0.951
User support and Ease of use	0.000	0.001
Constraints	0.765	0.553

Table 7 shows Testing variables, which are factors of e-HRM perceptions for the 'End-users', Significance value of Levene's Test for Equality of Variances and Significance (2 tailed) at 95% confidence level. The following interpretation is made based on the results:

For the factor 'Empowers Employees', the Levene's Test for Equality of Variances yields a p-value of 0.000. This means that the difference between the variances is not statistically insignificant therefore equal variances are not assumed. The p-value 0.001, less than 0.05, indicates that there is significant difference in the perceptions of 'End-users' of Indian and Multinational banking and finance companies for the factor 'Empowers Employees' at 95% confidence interval.

For the factor 'Operational Efficiency', the Levene's Test for Equality of Variances yields a p-value of 0.153. This means that the difference between the variances is statistically insignificant and accordingly equal variances assumed. The p-value 0.951, more than 0.05, indicates that there is no significant difference in the perceptions of 'End-users' of Indian and Multinational banking and finance companies for the factor 'Operational Efficiency' at 95% confidence interval.

For the factor 'User support and Ease of use', the Levene's Test for Equality of Variances yields a p-value of 0.000. This means that the difference between the variances is not statistically insignificant and therefore equal variances are not assumed. The p-value 0.001, less than 0.05, indicates that there is significant difference in the perceptions of 'End-users' of Indian and Multinational banking and finance companies for the factor 'User support and Ease of use' at 95% confidence interval.

For the factor 'Constraints', the Levene's Test for Equality of Variances yields a p-value of 0.765. This means that the difference between the variances is statistically insignificant and so equal variances are assumed. The p-value 0.553, more than 0.05, indicates that there is no significant difference in the perceptions of 'End-users' of Indian and Multinational banking and finance companies for the factor 'Constraints' at 95% confidence interval.

### **Hypotheses Testing ( $H_3$ )**

Based on the above interpretations the following hypotheses have been tested:

- H<sub>3</sub>:** There is a significant difference in perceptions of 'End-users' of Indian and Multinational banking and finance companies, towards the e-HRM system. (*Partially accepted*)
- H<sub>3.1</sub>:** There is a significant difference in perceptions of 'End-users' of Indian and Multinational banking and finance companies, for the factor 'Empowers Employees'. (*Accepted*)
- H<sub>3.2</sub>:** There is a significant difference in perceptions of 'End-users' of Indian and Multinational banking and finance companies, for the factor 'Operational Efficiency'. (*Rejected*)
- H<sub>3.3</sub>:** There is a significant difference in perceptions of 'End-users' of Indian and Multinational banking and finance companies, for the factor 'User support and Ease of use'. (*Accepted*)
- H<sub>3.4</sub>:** There is a significant difference in perceptions of 'End-users' of Indian and Multinational banking and finance companies, for the factor 'Constraints'. (*Rejected*)

### **CONCLUSION**

As to the best knowledge of the researcher, the present research work is one of the first attempts to do a comparative study between Indian and Multinational companies, in the domain of e-HRM. There have been several studies on e-HRM earlier which found the benefits and limitations of e-HRM systems as well as the implementation case studies but very few comparative studies. There are still, a larger number of studies on e-HRM, outside India. These include a study on attitudes towards e-HRM in Philips (Electronics), Netherlands [29], study of e-

HRM in Europe [30], study of e-HRM in an e-Business environment involving top 1000 German firms [31], a case-based study done in context of Mexican firms to study how four of the most competitive firms are implementing their e-HRM strategy [32] and many more studies, which have been discussed in literature review by the researcher. Very few studies have been done in Indian perspective.

The present research has explored factors involved in the perceptions of 'End-users' towards the e-HRM systems and applications. These factors and the variables studied within them, give a clear picture of the various benefits, limitations and facilitating conditions as perceived by the respondents. The comparative study between Indian and Multinational companies with regard to these perceptions, highlight the differences between them as far as e-HRM adoption and practice is concerned. It is found from the present study that the factors which constitute the perception of 'End-users' towards e-HRM systems are 'Empowers Employees', 'Operational Efficiency', 'User Support and Ease of Use' and 'Constraints'.

By studying the e-HRM systems in-depth of the selected companies and by analyzing the data statistically, it can be concluded that there are significant differences in selected Indian and Multinational companies in terms of the extent of technology used, facilitating conditions, perceptions of 'End-users' and 'HR Professionals' working in these selected companies. The companies need to not only keep on continuously updating the e-HRM technologies but also ensure that continuous training is given to employees to use e-HRM system and facilitating conditions exist for using e-HRM system. Most importantly, a clear e-HRM strategy is the need of the hour.

The study contributes to the future scope of research on e-HRM systems, especially comparative studies on a larger scale. It provides a reference to HR managers and top management on what forms the perceptions of employees towards e-HRM systems and what critical steps could contribute in achieving the e-HRM success. There can be further researches on implementation of e-HR systems, success factors, change management and case studies which could study the e-HR experiences of organizations.

## **LIMITATIONS OF THE STUDY**

The research work also suffers from some limitations. The sample size is small. As the survey conducted is only confined to National Capital Region, results may vary if research is conducted in other parts of India. If the survey is conducted in whole India, result may substantially differ. Furthermore, the study is limited to perceptions towards the e-HRM systems, results might substantially vary if traditional HRM is also included in the study. Moreover, a comparative analysis of both traditional and electronic HR systems can also be conducted. As the research is conducted for the perception towards e-HRM systems, similar study can also be conducted for experiences in e-HRM implementation. As the study is undertaken with reference to only three sectors, if more sectors are taken the results may vary. Research may be conducted to compare the perceptions towards e-HRM, in case of A-class cities and B-class cities. However, the present study can be taken as a base to conduct further comparative studies in the e-HRM domain. The scale developed for measuring employees' perception towards e-HRM system can be used for future studies.

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