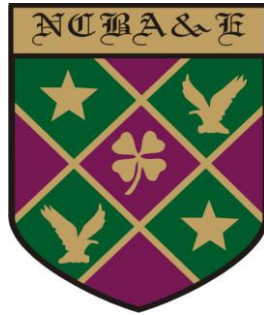


*National College of Business
Administration and Economics
Lahore*



**E-HRM IMPACT TOWARDS COMPANY'S
VALUE CREATION: AN EMPIRICAL INDICATION
FROM BANKING SECTOR OF PAKISTAN**

BY

FIZA SABIR

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

MARCH, 2015

NATIONAL COLLEGE OF BUSINESS ADMINISTRATION AND ECONOMICS

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**A dissertation submitted to
School of Business Administration**

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*In the name of ALLAH,
The Most Beneficial,
The Most Merciful,*

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Dissertation Committee:

Chairman

Member

Member

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National College of Business
Administration and Economics

DECLARATION

It is to declare that this research work has not been submitted for obtaining similar degree from any other university/college.

FIZA SABIR
March, 2015

*DEDICATED
TO*

My Parents

ACKNOWLEDGEMENT

Thanks to Almighty Allah Whose unending blessings enabled me to accomplish this gigantic task. This dissertation could not have been completed without the time, effort, and support of a number of people. Therefore, I wish to acknowledge the contributions of all of them.

I am grateful to my supervisor, Dr. Muhammad Abrar who has provided professional support and practical guidance. I cannot express my feelings in words to acknowledge his constant patience for all my queries. His insight, moral enlightenment and encouragement have been of immense significance in completing my M.Phil. work. Moreover, Dr. Munir Ahmad's towering existence at National College of Business Administration and Economics (NCBA&E) along with his continuous guidance that I enjoyed during my research work. I also remember his kindness when he was granting me admission in M.Phil. I owe a lot to Dr. Khalil Ahmad for providing support in thesis arrangement and preparing presentation. Finally, I am also thankful to computer science department and management science department for their encouragement and support. Last but not the least important I am thankful to my family members for the time they sacrificed for my studies and research

RESEARCH COMPLETION CERTIFICATE

Certified that the research work contained in this thesis entitled **“E-HRM Impact Towards Company’s Value Creation: An Empirical Indication from Banking Sector of Pakistan”** has been carried out and completed by **Fiza Sabir** under my supervision during her **M.Phil. Business Administration** Programme.

(Dr. Muhammad Abrar)
Supervisor

SUMMARY

E-HRM is a way of implementing the HR strategies, policies and practices with the use of technology. The e-HRM technology supports the HR function through web technology based channels. It provides a portal which enables managers, employees and HR professionals to view extracts or other information which is necessary for managing, training and deploying the human resource of the organization. In this research an attempt is made to evaluate the e-HRM journey towards company's value creation in banking sector. Factors of value creation towards e-HRM are Faster Communication, Improvements, Benefits, Employee Management, Time Efficiency and Client Oriented and employees have different satisfaction level towards all the factors. These HR systems were predicted earlier to get better performance of any business organization. The research was intended to determine the value of the e-HRM systems organized in Pakistan. Value could be created through spending time on Strategic HR activities, HRM Roles, HRM efficiency, HR Service Quality, Perceived effectiveness of HR Practices. The data collected from diverse organizations were analyzed using different statistical tools and multivariate analysis techniques were adopted to identify relationships. The collected data has helped to be analyzed with the statistical tools the correlation with the t-test. The research used a sample consisting of banking sector with new HR technology. The outcome of the research would be to investigate the value created activities of current systems, its exploitation levels, benefits, influences and users perceptions about what they in fact desire to have in an e-HRM system.

PREFACE

The Following explanatory kind of study of e-HRM to look into an organization's value creation. I have studied in this research to seek out empirical evidence from selected banks of Pakistan. The study is based on quantitative research methodology for the analysis of selected data through a comprehensive design questionnaire for data collection. I have attached prepared questionnaire for data collection in appendix.

The research finding is based on demographically role played in organization, in which both correlational & regression analysis used. At the end conclusion & recommendation are included.

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CHAPTER 1

INTRODUCTION

Value creation is about making quality from start to finish proper solution planning for both clients and workers. Value is made by giving the clients quality administrations and products and making such items that are reliably valuable. Value could be more sufficiently made if the association concentrates on workers by giving them accurate recruitment & determination, equity based prize, legitimate workplace, more profits and most advanced technology.

Currently such value creation is regularly concentrated around creative considerations and appreciation elite customer requirements with growing swiftness and accuracy. A company can pass on such sort of creative extraordinary services just in case if they fulfill the devotion and attitude of their workers. Value should be made for specialists in a push to strengthen them. Workers should be managed courteously and also be incorporated in the decision making technique. This incorporation can be assist them in doing their work with full dedication and urge. Value is gotten from plans, preparations and actions of an organization. There is a refinement between the value customers “use” and value in “exchange” (Sewall 1901). An organization must recognized that the purpose of a business is to produce value for all stakeholders including customers, employees, investors are integrated. These three stakeholders are interconnected, and all things considered they must be tended to together when making value. In delivering value the key focus ought to be on an associations clients however this must be achieved when the right workers are procured, effectively repaid and trained, and when investors get wanted returns.

The thought of Human resource management incorporates an inclusive and fundamental system to manage of an organization’s resources. It expect a fundamental part in making quality for both their employees and customers. Member of an affiliation work autonomously and as a team towards the achievement of business objectives (Armstrong, 2006).

The diagram below demonstrates accurately what Huiskamp and Schalk (2002) have been attempting to lucid. It demonstrates the development of HRM from simple business function to that of a strategic co-worker.

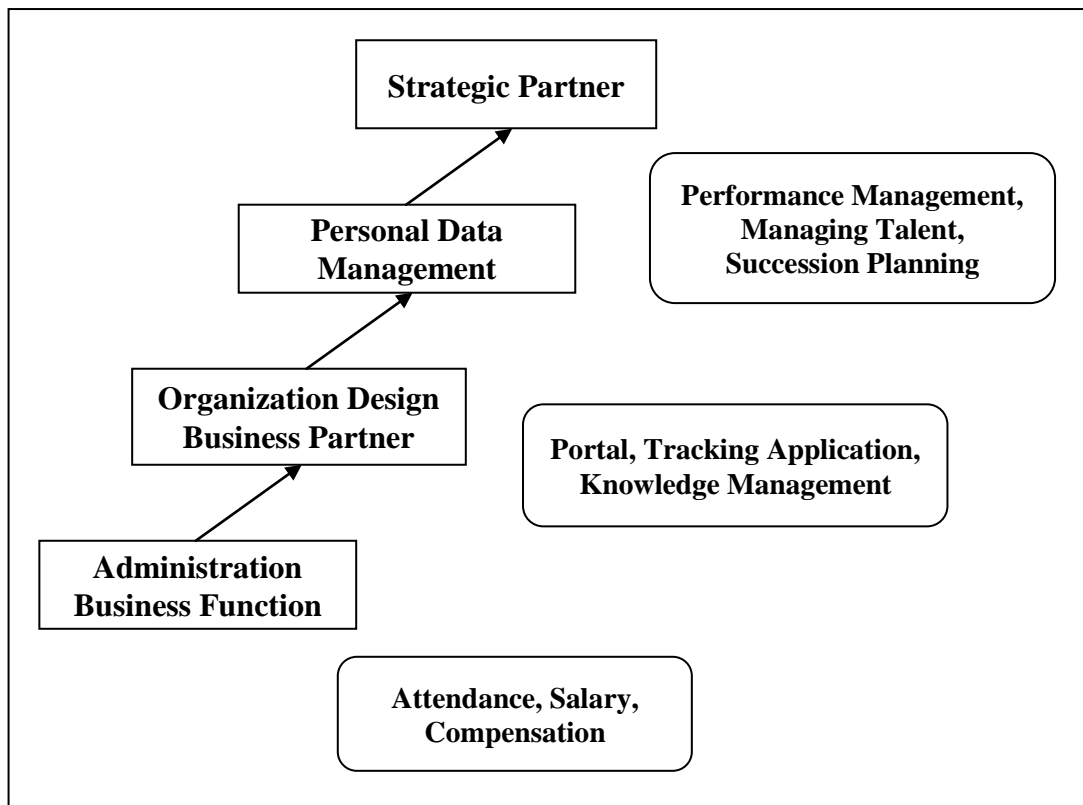


Figure 1: HR-Tree. Reprinted from “Evolution of the HR function” by Bhatia, 2008, *HR Practices*, 9, 1-10

Electronic Human Resource Management (e-HRM) is an organization thought that uses information advancement to do human resource functions. Increasing trend in information technology have made it possible firms to practice more imperative manage over its specialists; their presentation and behavior can be adjusted to improved achieve progressive targets. The purpose of a well-living up to expectations e-HRM structure is to better regulate specialist relations and upgrade the capability in which information is utilized for decision making reasons. E-HRM makes perfect utilization of web-technology based channels to perform strategies and preparations to make a productive HR technique. Implementation in this setting has an immense centrality; showing making a plan work, putting it into practice and having a target made sense of it (Snell 1995).

To begin, e-HRM uses information technology in two main ways. Firstly, it connects managers that are separated by distance, allowing them to interact with each other regardless of working conditions and environment. Information technology is leveraged to improve connectivity, communication and integration. Secondly, information technology is used to support and even substitute managers in carryout certain human resource functions; consequently it also serves as a task completion tool. The planning function

high lights the organized and desired way of applying information technology. Sharing HR activities have the additional benefits of improving interaction and networking through the shared execution of tasks by managers. The concept of individual and cooperative managers demonstrates the piece of evidence that e-HRM is essentially a multi-level piece of evidence. Apart from the individual manager, there are cooperative managers grouped into managerial sub units and also entire businesses that interrelate in order to fulfill HR actions in the organization. Contemporary academic literature of on e-HRM postulates three main objective of e-HRM; these include, reducing costs, recovering HRM services and getting better strategic orientation.

Three forms of e-HRM activities are described in current literature on the subject, they include; operational EHRM, relational EHRM and transformational EHRM. These distinct categories are typified in the work of Lepak and Snell (1998). In carrying out the three distinct HRM functions, managers much decide on which human resource functions will be presented face to face and which will be offered through online HRM platforms. The decision to ask employees to update their personal information through a web based platform or have a dedicated staff tasked with doing this for them illustrates this issue as it relates to operational HRM. The decision to carryout recruitment and selection activities using an online application or favouring a paper based techniques that includes traditional classified ads, paper application forms and letters will be an issue for relational HRM. In regards to transformational HRM, a manager can develop a dynamic workforce that is receptive to change by using an integrated set of web based tools, enabling employees to develop in harmony with a firm's strategic direction; or they can decide to use paper based materials. A large portion of the literature studied emphasizes two major advantages of e-HRM for the HR function. One is the development in effectiveness and the associated decline in HRM related costs (Buckley, Minette, Joy and Bartel 2004). The second is to allow HR to play a more strategic role within the organization (Snell, Stueber and Lepak 2002).

This research concentrates on the banking sectors of Pakistan; a quantitative study looks to answer the problem of how the utilization of e-HRM helps the exploitation of the value creation thought. To finish this an evaluation of e-HRM applications were calculated; that was characterized as the extent to which e-HRM applications are seen as proper for their utilization, and the degree to which workers perceived the consequent HR capacity to be enhanced by the regularity of the utilization of e-HRM. The study concentrated on the banking sector of Pakistan and ends with a conversation on how the utilization of e-HRM will build the quality creation part in the business. The study concludes that e-HRM is both an efficient and highly effective tool to manage employees.

1.1 PROBLEM OF STATEMENT

The introduction of technology in human resource management presents a prospect for HR experts to become active strategic associates in an organization. With an e-HRM system in place that assists in carrying out core HR functions the HR department is free to focus their attention on strategic initiatives. With information technology playing a more active role in a firm and helping deliver HR services, human resource professionals can gather, store and analyse data of strategic importance. Such information when processed can be useful in developing and executing organizational strategies.

In today's business environment e-HRM is considered important for organizations around the world. The everyday expenditure of e-HRM income and substitution are significant and are becoming less manageable in today's fast paced economy. In the business industry a partial pool of business alternatives are available. The Banking sector of Pakistan particularly is facing the problem with implementation of an effective EHRM system. Very few studies have focused on the banking sector to discard light on the observed organizational impact of e-HRM. This leads to conclude that EHRM is not being given the attention it deserves.

And to create and recommend a structure for investigating exercises, such as the suitable use of e-HRM, frequency of use of e-HRM, time used on key HR exercises, HR effectiveness, HR administration quality, and perceived viability of HRM practice of such electronic frameworks of the banking sectors. More clearly the research problem of interest is "What is the extent to which HR departments in Pakistan's banking sector have adopted or made use of e-HRM for value creation as an organizational function; and whether this adoption has had an observable impact the employee performance in the banking sector."

1.2 SIGNIFICANCE AND SCOPE OF STUDY

Current trends suggest that information technology will continue to be adopted as an essential part of HR activities in the near future. Large companies, with greater resources at their disposal, will eventually utilize a complete tech-based explanation to transport HR services, while organizations those have already been on this path will continue to deliver improved services by upgrading and expanding their systems. The phenomenon in management sciences is focuses its attention to identify areas such as drivers behind the adaptation of technology in HRM, critical success factors related to

implementation and basic problems which affect the performance of the entire system at large (Yeung, 2009).

Consequently, this study is of interest and potential benefit to various organizational members particularly, top management, HR professionals, and software engineers and even as a matter of academic discussion. Top management could find the conclusions of this research useful when making decisions to adopt and investment in new transformative technology. The information technology revolution has led to valuable insights in recent times. One is that such technology now can be shown to have demonstrable and proven benefits, and the other is that knowing these benefits minimizes the perceived risk of making substantial capital investments in such technology.

Though such far reaching improvements have not been experienced across all business; but where it has the results have been both observable and significant. Overall organizational results are comparatively superior as are the experiences and progress of employees.

The literature of this research played an important role to the distinct feature of e-HRM.

- Fundamentally, research is based on the banking industry of Faisalabad Pakistan to recognize the Electronic HRM between workforce.
- Secondly, after completing the research results a visible idea is attained about e-HRM and also will recognize an issue on account of non-adequacy of e-HRM.
- The elements relationship of e-HRM will be recognized to get the last comes about how adequately these components are connected with e-HRM. This study will examine the premise for modification to enhance the workplace of labourers in a manner to show signs of improvement execution.
- At last, the conclusion of the study will have suggestions over a scope of different divisions of Pakistani industry including banks. This will manual for the anticipated conclusion that occupation fulfillment and performance can be upgraded with the execution of e-HRM.

1.3 RESEARCH OBJECTIVES

Following are the objectives of this research:

- Determine the outcome of e-HRM on employee performance and to find out if there is a positive relation between e-HRM application and work employee.
- Determine the impact of e-HRM on worker performance additionally observe to check that is there a positive relationship between e-HRM and all the organizational value created variables, for example, time used on vital HR exercises, HRM proficiency, HR administration quality and perceived effectiveness of HRM practices.
- Conduct the research to examine the part of electronic human resource management to advance the efficiency of the banking sector in Faisalabad, Pakistan.

1.4 PROPOSITION OF RESEARCH

The purpose is to investigate the appropriate use of e-HRM. For the purpose six propositions are developed that include:

- P1** If the system is appropriate for the usage of E-HRM then the value creation and frequency of use will be higher.
- P2** For E-HRM, HR experts are spending more time on strategic HR activities.
- P3** E-HRM implementation leads HR experts to fulfill HR roles as Employee Advocate, Strategic Partner and HR leader
- P4** E-HRM execution conduct to better service quality.
- P5** Effectiveness of HRM enhance due to implementation of e-HRM.
- P6** When e-HRM support HR practices, their perceived effectiveness shall increase

1.5 STRUCTURE OF REPORT

Having presented this thesis subject, and demonstrate its main objectives and illustration of the important factors of the resulting parts. The beginning section is about the introductory part of the thesis in which research topic and research objectives are clearly explained. The second chapter is based on reviewed literature. The third chapter will design a theoretical framework which will give directions of our study, and finally developing a research model.

In Chapter 4 study will provide explanations on the research method utilized, it is based on a quantitative study, a questionnaire will be filled from the banking sector of Faisalabad city in which managerial level responded will be included. The theoretical framework applies to the proper use of research method to answer the proposed research questions. At the end of the study, the conclusion and future recommendation will be given.

CHAPTER 2

LITERATURE REVIEW

2.1 VALUE CREATION

In management and organization literature, value creation is an innermost attention for both micro-level (individual, group) and macro-level (organization theory, strategic management) research.

According to Paul O'Malley (1998) organization should make a methodology for quality creation that is feasible and that is also focused around the organization's long term development. This is conceivable just when organizations concentrate on persistent change of products and customer administrations. Organizations are dependable to give a work space and different sorts of assets to its workers so they might adequately make use of the external opportunities. Value Creation method is predicated on the capability and inspiration of an organizational's employees.

Leda Panayotopoulou, et al. (2007) e-HR is a device which can facilitate the move from a managerial to a more vital part for HRM, encouraging it to enhance the nature of its administrations. Inside this framework, e-HR acceptance and utilization can be made conceivable by developing an organizational culture that encourages the integration of technology in authoritative techniques and works and advances the cooperation between distinctive departments, for example, HR and IT, with a specific end goal to organize this change.

Buckley, et al. (2004) described in his study that, the main effective value creation methodologies were; constant advancement in the quality of item and procedure, apparent understanding of competitive changing, continuous attention to customer needs and exploiting innovative technologies in existing markets, particularly IT. Further an organization may discover opportunity in engineering or administrative changes to form new markets and reconfigure and enhance organization and industry worth chains. The organizations were also responsible for mutually beneficial relationships with customers, employees, and suppliers. Electronic HRM system is an automatic employment hiring and selection system for appointing potential employees in an organization. This automated recruiting and screening system was helpful and applicable to Electronic Human Resource Management as value creation in the Banking Sector of Pakistan when it would be adopted in this sector. The

author shows the results of this automated recruiting and screening system in following diagrams, the given table shows the detail of the difference between traditional HRM and e-HRM.

Applicant Process Flow	
<i>Traditional HR Model</i> Advertisements placed	<i>Automated e-HR Model</i> Advertisements placed with Web site or toll-free phone number
Applicants call PSC (during business hours).	Applicant accesses system via toll-free phone number or Web site (24 × 7).
Applicant schedules an interview with a recruiter or leaves a message.	Applicant receives company and job previews and answers screening questions.
Recruiters attempt to contact unscheduled applicants to do preliminary screening and schedule interview (average of 5–7 calls needed).	Competitive applicants schedule an interview electronically. Interview schedule is automatically updated by system.
Interview scheduled manually at PSC	Competitive applicant results delivered to hiring managers via fax or e-mail. Interview schedules are available online.
Applicant meets with hiring manager for screening/hiring interview.	Competitive applicants meet with hiring manager (15 minutes).
Job offer extended.	Job offer extended.
Source: Buckley et al. (2004)	

Figure 2.1: Difference Model of HR & e-HR

The given table provided the details about the turnover costs and savings for the professional scorer position with the effect of e-HRM application the cost was reduced because it converted most of the manual work activities into computerize activities so the turnover cost and savings decreased.

Turnover Costs and Savings for the Professional Scorer Position						
<i>Year</i>	<i>Number Hires</i>	<i>Turnover %</i>	<i>Turnover #</i>	<i>Turnover Cost</i>	<i>Savings</i>	<i>Adjusted Savings</i>
2000 Pre-e-HR	6,800	18%	1,224	\$1,130,976	N/A	N/A
2001 Post-e-HR	8,400	14%	1,176	\$1,086,624	\$44,352	\$310,464
2002 Post-e-HR	8,800	9%	792	\$731,808	\$399,168	\$731,810
Cumulative Savings					\$443,520	\$1,042,274
Source: Buckley et al. (2004)						

Figure 2.2: Turnover Costs & Saving on e-HRM

Omer Faruk Unal¹, Mehmet Mete (2012) elaborated that the importance of IT. He said IT was a significant instrument for acknowledging of HR activities, extensively utilization of IT in the HR activities influences HR administration in numerous aspects. Traditional HR activities: Use of IT inside the HR capacities increments viability and proficiency of HR. New HR practice: Self-administration HR, e-learning and e-recruitment was new appearance conceivable with IT apparatus. These new practices noticing viability, productivity and cost make more worth than accepted HR formed accomplish for the assortment. New sorts of living up to expectations: Widely utilization of IT in the business makes new sorts of works, for example teleworking and online venture contracts. Strategic effect: IT is an exceptionally essential constrain for the change of HP practices. IT diminish resolved the transaction trouble on the HR practices. So the HR experts allocate more time for the tactical issues to be a strategic partner. New Competencies: Transforming HR administrations from managerial function to strategic center differentiate new capabilities of efficacious HR experts. These abilities are business information, change administration and technology's abilities. HR experts might be unsuccessful in adjustment of IT in the organization but they know about effectively use technology. To be a critical player in business and to create HR experts need to consider business and today's world requirements. Adjustment of IT totally changed our lives additionally updates the schedules, business forms and work propensities. Experts need to have the capabilities of progress in change of administration. HR troughs require additionally therefore, requisitions of IT in the HR capacities both influence HR drills and make HR experts advance new capabilities.

2.2 PEOPLE AND ORGANIZATION

The influenced substances of the HRM framework are as follows.

2.2.1 People

Mullins (2013) articulate that individuals are basically social creatures; thusly their inter-personal relations and associations are of incredible criticalness to their survival. How well people are able to manage their relationships is dependent upon their actions, their ability to manage their actions and the reactions of others. This human factor makes dealing with people, addressing grievances and managing conflicts a challenging task in any workplace. The exclusive attribute for individuals adds to the intricacy of

this assignment; everybody has distinctive tastes, preferences, dislike, leaning tendency and needs. Further, individuals who end up in the same work environment regularly originate from assorted social, ethnic, national and familial foundations, bringing with them a unique set of ethics and values. An organization is the environment in which management must work within in order to develop a manageable system where organizational tasks are divided between departments and work teams. Essentially, a successful organization is one that can work together collectively achieving organizational goals. Terms, for example, “management” and “organization” have been utilized as a part of an assortment of transmit in a business setting. The term organization is utilized generally as a part of four routes; one to represent a process, second to depict the structure of a relationship, thirdly to mean a gathering of individuals and lastly to allude to a system. For the most part, an organization is the place a gathering of individuals meet to perform a particular task; the objective is to effectively accomplish the vital targets of the organization. Another way to describe an organization is as a synchronised unit operating as a part of a group to achieve certain societal goals and aims they are created by people with similar objectives whether business or otherwise. Often in a business context organizations operate by utilizing a labour force that is controlled by a hierarchal structure of authority; they are based on three distinguishing characteristics people, structure and purpose.

Armstrong (2006) contends that an organization is completely dependent on its people. This point is strongly supported by the fact that organizations often mimic the behaviour of the people who are a part of that organization. An organization without people is simply the plant, property and equipment that occupy space. The primary task that management is concerned with is controlling people, and creating a workplace that is conducive to a high level of productivity and job satisfaction.

Sparrow and Hiltrop (1994) expresses that there are diverse forces that impact the organization of its around. These were isolated into significant gatherings that incorporate aggressive and social forces, all having a critical effect on the capacities of an organization.

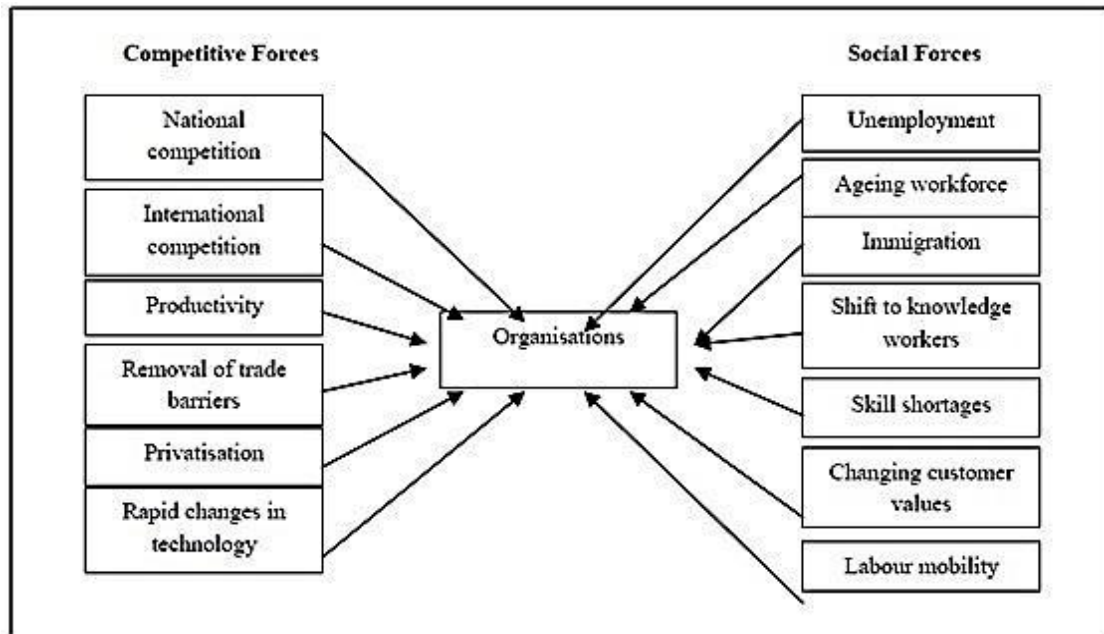


Figure 2.3: Forces Affecting the Organization

There are various forces within an organization that affect the organizational environment these include “competitive forces” and social forces”. Competitive forces are concerned with competition on a national and international level, while social forces refer to state level forces in which society connected variables are incorporated to beat these forces.

Armstrong (2006) states that the point when individuals come in an organization, they became HR (workers) of that organization whether they are at managerial level or first line workers so the aforementioned workers come to be the possession for the organization. In the past, most organizations pushed the belief that employees are extremely important for the businesses and usually hold the information that makes capable the firm to contend successfully in the business sector. In the event that to be completely frank, in a firm a great part of the learning gangs by its representatives. To demonstrate the worth of worker learning and aptitudes, the term of human capital or in some cases educated capital is utilized nowadays. Assuming that a firm’s crew advanced assets (human asset, representatives) which are profitable, remarkable, and imitable and ordered it can create an aggressive point of interest. The employees of a firm are the most supreme asset of a firm and contestants can’t be effortlessly taking after them as a model. Provided that a firm has incredible information noticing assembling methods, engineering, clients, customer needs, item and administrations it can score the focused war however it is predicted on the capacity of the conglomeration to create, study and change its methodologies, human talent is needed to make the aforementioned things successful. Employees and people are the substance entity of an organization having their credence of existence. In the following

given a criteria portray the significance of employees and people in an organization explained by Thomas S. Bateman, (2002) are following four.

Rare: Employees be able to be a source of competitive advantage when the knowledge, skills and abilities (KSA's) they possess cannot be reproduced and are not available to competitors. To get competitive advantage top companies invest heavily in appointing and training the best and most skilful employees. As of late history is an example of time, Dow synthetic headed off to court against General electric to stop the enlisting of their designers. This study shows the extent to which companies are cognizant of their best representatives.

Create value: Employees can improve esteem by way of hard work decrease cost or prefer something of value to clients, or possibly the assortment of two. To expand the worth of workers; corning, Xerox and Saturn improve employee empowerment projects.

Organized: People become to be intense preferable when their capacities might be joined together and rapidly conveyed to do take a shot at new assignments at a minute's perceive.

Difficult to imitate: People become the source of competitive advantage when their employees and organizational environment cannot be easily replicated. Here are a few firms such as Mirage Resorts, Disney and Southwest aerial shuttles are distinguished and celebrated internationally for making novel societies that acquire best starting representatives and are tricky to copy.

2.2.2 Organization

Mullins (2000) explained that an organization is a collective unit of individuals that is arranged and administered to achieve organizational goals. Organizations have an administrative structure/management hierarchy which defines the role of each individual in an organizational setup. This authoritative relationship between various parts of an organization helps management to regulate the employee's tasks, delegate obligations and empower individuals to accomplish the overall goals. All organizations have open frameworks and are affected by their micro and macro environment. An organization works like a human being which conceived then grows toward its maturity stage and keep developing to mature stage (boom) and finally attains the declining stage when it has earned average uttermost earnings.

Organizations can be arranged into different categories like international, countrywide, territorial and local organizations.

2.2.2.1 Purpose of An Organization

Organization's purpose was depending upon its nature like profit earning, non-profit or welfare etc. If there was a profit oriented organization than its foremost purpose was to procure cash. If there is a non-profit organization it will definitely work for providing satisfaction or assistance to community in the aspects of job opportunities and some services. On the other hand assuming that an organization was working as a non-profit entity then its core objective was to facilitate the needy people and provided aid, facilitate people with its goods or services and just on cost occurrence, it was actually a supernatural virtue. The foremost determination behind establishing an organization was to maximize profit while utilizing its human resources and financial resources (Robbins 1990).

2.2.2.2 Functions of An Organization

- Production or acquiring of inputs used in the creation of goods and services.
- Marketing or communicating the value of a product.
- Sales or the application of the marketing plan.
- Finance, manipulative the organization's use of savings and profit.
- Management and employees, a management function of planning, directing and supervising of the business (scribd 20,04,13)

2.2.2.3 Responsibilities of An Organization

Chris Ainsworth (1995) concluded the duties and responsibilities of an organization.

- Generate employment as much as possible
- Hygienically sound and secure work environment

- Generate competent environment for maximum utilization of resources
- Give recognition and reward to admit the talent
- To achieve the strategic goals do the strategic planning and decision making
- Organizations require an experienced leader to head the organization
- A system to recognize and reward talent at all levels.

Table 2.1
Critical Analysis of Literature

<i>Authors</i>	<i>Main Thesis</i>	<i>Critical Analysis</i>
Paul O'Malley (1998)	Value creation has significantly been at the forefront of most of the business schools worldwide over the last decade. However, in East Africa, several lecturers and learners are engaged in massive university strikes. The stakeholders particularly the students and lecturers have continued to amplify discomfort emanating from low value creation in the respective educational institutions.	It is discovered that value creation can contribute towards the learner satisfaction variable by over 60% and the results also indicated that the Value creation is a significant predictor of the Learner satisfaction and can account for variances of 43.9%. In other words, for an improvement of Learner satisfaction of 1000 units, it could be said that 439 units of this improvement are a result of Value Creation.
Buckley P., Minnette K. (2004)	The system allowed for recruiting and the automated administration of professionally developed, job-related questions aimed at deciphering whether an applicant meets the job requirements.	The analyses showed conservative savings due to reduced employee turnover, reduced staffing costs, and increased hiring-process efficiencies. These cumulative savings yielded a return on investment of 6.0 to 1, or a return of \$6.00 for every \$1.00 invested in the program. When these savings were adjusted to reflect increased hiring trends, more pronounced savings were evident.

<i>Authors</i>	<i>Main Thesis</i>	<i>Critical Analysis</i>
Lippert (2005)	Trust influence an individual's level of trust in the HRIS technology (technology trust) and ultimately the success of an HRIS implementation process. exploring the relationship between Human Resource Information Systems (HRIS) and the trust an individual places in the inanimate technology (technology trust) and models the effect of those relationships on HRIS implementation success.	As a consequence of this theory development effort, a number of conclusions emerge. First, the linkage between technology trust and improved implementation of HRIS is a conceptualization worthy of exploration. Second, through the understanding of technology trust, organizations may gain an increased ability to improve user satisfaction and use of their HRIS technology investments. Third, the establishment of an HRIS technology trust metric will enable organizations to include an additional quantifiable assessment to measure performance. And fourth, since HRIS implementation success is a significant component of organizational effectiveness, a better understanding of its determinants will improve overall organizational performance.

<i>Authors</i>	<i>Main Thesis</i>	<i>Critical Analysis</i>
Leda Panayotopoulou et al. (2007)	<p>This study is based upon exploring the relationship between internal and external organizational factors and the implementation level of E-HRM in Jordanian shareholding companies. It is important for two reasons. First, It provides some insights into the implementation of E-HRM by Jordanian companies, which should help Human Resource (HR) practitioners, acquire a better understanding of the current status, benefits, and barriers to the implementation of E-HRM. Second, HR professionals should be informed about the advanced state of E-HRM implementation in Jordan, while some general insights are offered about which kind of organizations should take an adoption of E-HRM into consideration</p>	<p>The implementation level of E-HRM is considered to be moderate. About 60% of the variations of the implementation level of E-HRM can be explained by internal factors whereas about 14% of variations can be explained by external factors. The adopters and non-adopters of E-HRM were found to be different in terms of their internal and external environmental characteristics in many ways.</p>
Smith (2008)	<p>Smith presents a theoretical structure in which the arrangement of particular indicators as dimensions of cultural incorporation in the place of work to investigate the E-HRM as an organizational development tool. The author has identified four representations of organizational cultural health that characterize by people working in the organization</p>	<p>Smith again consider cultural aspect of E-HRM and provides the indicators for blended organizations, what about the other indicators, it does mentioned the how organizational HR policies, what it's the structure, how it work in organizations and how it be used for strategic planning and sustainable change management. Simply the indicators does not tell the organization learning.</p>

<i>Authors</i>	<i>Main Thesis</i>	<i>Critical Analysis</i>
Ruël, T. B. (2012)	<p>Study suggests that the different goals of e-HRM, and the different types of e-HRM, are expected to result in outcomes including more efficient HRM processes, a higher level of service delivery and a higher strategic contribution</p> <p>Recent developments in the e-HRM area are driven by rapid technological changes.</p> <p>Complex Enterprise Resource Planning (ERP) applications offer an integration of a broad range of HRM modules together as well as with numerous modules from other business areas such as sales, production, and finance.</p>	<p>The literature presents different schools of thought on this issue, however the results presented in this paper support the school that believes that e-HRM does create value. Although we are aware of the critique one can have on the methodology used, which mainly investigates perceptions, we believe that it is relevant and useful to use perceptions as a data source.</p> <p>However the literature on e-HRM suggests that, overall, the three goals of e-HRM are cost reduction, improving HR services, and improving strategic orientation.</p>
Mullins (2013)	<p>An organization is the environment in which management must work within in order to develop a manageable system where organizational tasks are divided between departments and work teams. Essentially, a successful organization is one that can work together collectively achieving organizational goals.</p>	<p>In a business context organizations operate by utilizing a labour force that is controlled by a hierarchal structure of authority; they are based on three distinguishing characteristics people, structure and purpose.</p>

CHAPTER 3

ANALYSIS OF HRM WITH REFERENCE TO E-HRM

3.1 INTRODUCING HUMAN RESOURCE MANAGEMENT (HRM)

Organizations manage and coordinate several operational activities simultaneously. One of the principle roles is HRM which is an important task within an organization. During 70's there was no division named HR separation or branch. There was just a separation named "Personnel" full of activity with the labor connected with the organization at that time. In the 19th century personnel management was established and was charged with the welfare of workers. During 1914-1939 many organizations achieved a quick advancement and rapid updates and operational needs. As a result of the trouble of assignments the undertakings finished by ladies and swapped towards the men's. These representatives were named as "Labor managers". During the Second World War, in 1945-1979, it converted into "Personnel Management", and the main objective of Personnel Management was mostly related to worker legislation and supervision. In 70's the organizations ongoing to adopted labors' work as an important resource of outstanding economic revolution in the world. In the era of 80's the thought of "Human Resource Management" was originated but after the commencement it has shown a rapid progressive growth in the decade of 1990. Finally the procedure and tasks of personnel management were changed in the Human Resource Management and at the present it is performance (scribed.)

3.1.1 What is HRM?

HRM is a managerial perspective which means it is the management of workers. Which contend the necessity to set up a consolidated arrangement of HR approaches and rules to uphold the methodology of the organizations?" (Buchanan and Huczynski 2004) HRM is a unique move livelihood administration which looks further to strengthen accomplish focused good destiny by means of the essential operation of a quite dedicated and able workforce, utilizing an accumulation of social, structural and human resource systems (Storey 1995).

3.1.2 Importance of HRM in Organizations

HRM is a central point for organization. In a present study which was accomplished by “USA Today” and “Deloitte & Touche”, In light of the fact that the informative data, abilities and capabilities of representatives are between the renewable and generally unique assets upon which a conglomeration can draw, their vital administration is generally imperative than any other time approximately 80% of business senior manager notify that in their organization’s importance of HRM has quickly increased from the preceding 10 years, and two-third informed that strategic investment based on the HR operating cost are at the present days. Ability and capabilities of workers are among the renewable and generally different assets leading which an organization can sketch their vital administration is generally significant than at any other time in recent memory (Cite man-global corporate community knowledge base, 2004).

HRM is a unique move in the administrative sciences which tries to attain further sustainable enhancement in various HR operations vital in nature like recruitment training and managing the workforce. Management always has to adopt innovative steps toward the success of its workers and to make the employees more skillful by utilizing enhanced technological environments, structural and human asset systems” Storey (1995).

HRM assists in capturing and managing the talent, provide a training framework for individuals, for the growth of capabilities and aptitudes, promoting the spirit of the group, give a challenging environment to improve responsibility and commitment and also the training of escalating the yield and benefits of organization. It’s also secure the employee side by job satisfaction, workplace security, job security and generating employment opportunities by revising scales.

HRM is proactive in lieu of reaction, i.e., it looks ahead to what ought to be finished then after that finish it, rather than holding up and looking toward remuneration. The enlightened way of HRM is much unbeaten that need not to be concerned with paying or preparing individuals, It depicts that pick up/hire the employee, train it according to the organizational demands, reimburse even under trainings, in this way he will be more loyal to the host organization and HR department should manage issues as they happen.

HRM is an approach to deal/manage the human resource of the organization, comprise of four fundamental principles.

First and foremost principle says that, human resource is a substantial asset to the organization and their success is managing this resource efficiently and efficiently.

Second, strategic success factor of an organization strongly linked to the HR, that is HR policies and procedures which are the keys to achieve the corporate objects and make further strategic plans.

Third, the organizational culture and ideology, work environment, and supervisory conduct, job security and workplace security are the factors originate from the ethnicity will advance a key collision on the excellence attainment.

Lastly, HRM is transaction with incorporation - with a logic of common reason to work together for the achievement of the organizational success (SHRM function).

Human resource management is tasked with the responsibility of managing people within an organization, in doing so it focuses on the organizations most important resource, human capital. HRM involves a comprehensive and strategically oriented approach to manage workers, who are working both individually as well as collectively to achieve organizational objectives (Armstrong, 2006).

3.2 HUMAN RESOURCE AND INFORMATION TECHNOLOGY

IT help HR experts in the release of services, and also have an effect on all HR activities (Hendrickson, 2003). Every IT gadget can be operated by various HR functions. For example, web record is used for knowledge at work, taking decisions and finishing work tasks (Benson et al. 2002).

Information Technology (IT) as a structural variable and instrument converts the design of organization, business method towards conveyance, and is more and more incorporated into HRM. While it has effects HR, in the meantime on supervisors, representatives, clients and suppliers increment their hopes for HR capacities. The value of information and human capital make additional concealment on HR capacities and new abilities for HR experts are normal. In this exploration, the effect of Information Technology (IT) on HR rehearses and abilities of HR experts are concentrated on HR experts (Ömer Faruk Ünal, Mehmet Mete 2012).

3.2.1 Benefits of Information Technology

Technology influences the working conditions in the organization by empowering the employee to give them the information and connect the people through electronically enter into the new world (Ulrich, 1997).

With new forms of communication with new strategies and procedures HRIS convert the traditional HR process. What's more giving a few profits HR is updates universal HR practices and it is normal that HRIS will furnish practicality for acknowledgement of units' targets and objectives (Hendrickson, 2003).

IT converts the manual system into a computerized system so it reduces the cost of work activities. For instance, converting from conventional HR to e-HR lessens expenses of some HR provisions, for example, postal expense, publication cost and information transforming expense (Lin, 2011; Hendrickson, 2003).

Cost decrease: Utilizing self-administration innovation processing decreases the handling expenses of HR up to 75%. E-choices and e-selecting abatement expenses of staffing and choices because of decreased worker turnover, decreased staffing expenses, and expanded procuring (Strohmeier, 2007). Second, utilizing self-administration HR permits workers to perform their own particular work themselves straight. Accordingly, HR experts invest less time on routine errands second, using self-service HR allows employees to perform their own work themselves directly. Thus, HR professionals spend less time on routine tasks (Baloh and Trkman, 2003).

Saving Time: IT permits HR experts to spend a lesser amount of time on day to day activity tasks and make easier to obtain and investigate information (Bell et al. 2003).

Increase in Efficiency: Powerful utilization of IT aromatizes and institutionalizes schedules. HR experts might center less on regulatory exercises and progressively on deciphering qualified data. HR experts might invest more time on different parts of their occupations. Consequently, HR practices make HRIS more beneficial evaluate with manual procedures, decrease data errors, make things easier (Ulrich et al. 2008; Hendrickson, 2003).

Enabling communication and collaboration: IT is an instrument for useful applications and association. Message, informing, examination records, video conferencing, virtual groups, electronic work groups, and teleworking

have altered the way of working environment conveyance and cooperation. These make working environment collaborations conceivable for workers even they are not physically show in the work environment (Benson et al. 2002). IT enhances the abilities of specialists for working together, entering informative data and choice. Participative choice making turns into a conglomeration wide action. Web and online innovations expedite imparting of choice making authority coordinated framework likewise increments the limit of reporting in the conglomeration (Benson et al. 2002).

(Barut and Dogerlioglu 2010) explained that the human resource information system and its implementation by taking social and technical factors and by the relationship between these factors. This research evaluated that both social and technical factors give success to human resource information system projects. By combining these two factors the socio-technical approach increases the output of human resource information system projects in the form of effectiveness, efficiency, system usage, technological quality user satisfaction and general success evaluation. This study also stated the success criteria, social challenges, technical challenges and critical success factors of HRIS. Strategically the human resource information system and its implementation by socio-technical perspective would also be a good step for the Banking sector of Pakistan while adopting Electronic Human Resource Management System.

3.3 HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

HRM usually utilizes IT as HRIS. HRIS is incorporated systems obtains and accumulating information operated to formulate investigation, compose conclusions on the ground of HRM (Hendrickson, 2003 and Luck, 2010).

HRIS is a database about the employee of the organization. It contains the complete record of employee demographic, informative data about workers' information, vocation, provision necessity, work attributes, determination and staffing, strategies of business, corporate structure, expert and single change, training expenses, exhibition examination, faculty arranging and composing etc. Also this information is utilized for numerous purposes straightforward or complex, (Lippert and Swiercz, 2005; Bernik et al. 2007).

3.4 ROLE AND SIGNIFICANCE OF HRM AND E-HRM

This research seeks to explore the part of information technology in HRM as it relates to modern organizations. One of its aims is to put forth a greater understanding human resource management by exploring various contemporary issues. These include, the role and structure of HR within an organization, what makes people an indispensable resource in a firm and how can this resource be better managed with the help of e-HRM in the 21st century and finally how can such technology be used to improve employee performance in the banking sector of Pakistan.

The rapid expansion of the internet during the last decade of the 20th century has meant that organizations have increasingly begun using the internet to deploy e-HRM. The term is popularly referred to by dissimilar names like digital HRM, e-HRM, and web based HRM. The existing evolution in this domain of e-HRM is affected by the rapid changes and day by day developments in technology. Electronic Human Resource Management is a pair of information technology (IT) in which we unite the Instruments of IT and HRM processes. The aim of this coalition of IT with HR to create a valued mix of a novel practice which will be effective inside and outside the organization to target the workers and management for shortening the employee management process. There might be some challenges in the implementation processes for e-HRM in future like:

By considering improvement or innovation edge? Will it be a competitive edge or it's only an aggressive procedure of competitive strategy? What might be the roots of execution of e-HRM in the structure that it can't be effortlessly replicated?

This e-HRM study becomes origin of focus by minimizing the canvass on banking sector of Pakistan. Telecom sector of Pakistan has trudged along for several years in the near past, but in the middle of the 20th century it sounds as trapped off. A report published in 1999 depicts that "it has been ascertained that an average use of land line phones are rising rapidly but use of cellular phones is rising by 5% only". The Pakistani government is considering the telecommunication future important and has evacuated the administration administrative organize from this path. Thus, gains of natural private participants are handling to suggest administration, and since June memberships of cells have explosion up by 56%, to 7 million making Pakistan the quickly developing cell advertises. The amount of telephone lines inside the following year and a half, both portable and settled – now it is wanted to twofold in Pakistan. "We can say that it's the absolute revolution" (Bloomberg Businessweek, 2005).

3.5 IMPORTANCE OF HRM IN ORGANIZATIONS

HRM is a brain of any organization which works for the excellence of performance within an optimal resource utilization within the required time. USA Today conducted a survey recently, which illustrates that almost 80% of business executive responds the same sensed the answer that HRM significance has grown rapidly in last ten years, and most of government sectors have also emerged with their HR departments which were not coming into existence yet. In the survey two-third executives replied that HR expenses are raising immensely so these expenses (hiring/recruitment/training) are visioned as strategic investment in lieu of only a cost to be decreased now a day. Because the reason behind the scene is that employees' abilities and skills are always to be renewed, so organizations are spending a lot of money on their employees' training time by time. These expenses can also be called distinctive resources upon which the organizations rely for future competencies (Cite man-global corporate community knowledge base, 2004).

3.6.1 Goals of HRM

HRM has various perspectives and divisions but in general the following are some core goals:

1. **Development:**
 - Conduct training and workshops for employees
 - Employee development through skill enhancement
 - Develop & enhance the business Operations
 - Develop the career (identify and develop change)

2. **Motivation:**
 - Enhance work quality and productivity (TQM)
 - Evaluate employee performance to compensate relatively (CI)
 - Payoffs according to skill set provided/committed
 - Provide recognition and fulfill needs
 - Give counseling

3. **Maintenance:**
 - Optimum use of HR
 - Perform proactive and predictive measures
 - Employee development through training & development
 - Assist the Management for continuous improvements
 - Develop communication programs

Assess authoritative requirements
Give incentives and remove unmotivated resource

4. Inception:

Recruitment, Selection and Training
In-service training and Orientation
Social security
Benevolent fund for employees and their families

3.6.2 Functions of HRM

The HRM functions are given below

1. Planning & Analysis (P&A):

In HR planning function, the HR department considers the division and total number of employees needed according to the workload management and also determines the goals to be achieved by prioritizing them. Planning also includes (staffing and development) of the employee also needs to be accumulated and analyzing the human resource requirement according to the workload and forecast of HR suppliers to predict future needs. In short it can be said that Planning and Analyzing are all about the placement of the right people in the right way on right time.

2. Recruitment & Selection (R&S):

Recruitment and selection practices lead a diverse group of the candidates vying for the employment or for specific vacant positions in an organization. Recruiting is the function of HR that follows the organization policies when attracting the proficient and skillful candidates through potential portals to occupy positions. In the selection function, recruiter filters the most competent applicants through various techniques like interview, demo, small task or portfolio preparation and hires them from those who were fascinated using recruiting function.

3. Training & Development (T&D):

The function of Training and Development is the content of employee's preparation for occupational skills as well as the comprehension occupational adequacy so that they could carry out their jobs effectively. Training and Development programs provide convenient means which guarantees the job satisfaction and proficiency to the human resource.

4. Compensation & Benefit (C&B):

By the use of rational ways the HR personnel depict the work performing of certain employments and a required skill level so that he could decide the remuneration against particular posts. In fact the compensation is one of the major cost occurred in the organizations and most of the employers attract the job persons/potential candidates by offering their pay level and definitely people usually attract toward the highly paid institutes. Another form of return to the employees is the benefits and facilities from their host organizations which facilitate the staff by transport service, health, security and other benefits like a bonus. Some organizations these days using a term “pay for performance” which comprise of both the legitimately fundamental things and those which are offered at an executive’s prudence that employer pay a higher value as he got work performance from employees.

5. Health & Security (H&S):

Health and Security is the prevailing matter now days for the associations due to work place environmental issues rising day by day. All the human rights institutes keep a very strict check on the workers’ health and security issues and enforces the HR departments to provide their employees secure and healthy work environment. The HR department is stood responsible for their employees’ health if any incident occurred during working hours and enforces the responsibility to provide compensations/hospitality expenses in case of any injury or damages to worker health.

6. Performance Appraisal (PA):

The capacity checks of the employee performance are used most commonly to verify the quality of work done for the sake of reward and development. The appraisal is usually used in support of workers excellence, remuneration enhancement, disciplinary movement and announcement, exhibition evaluation informative content are essential or the infrastructure of representative since information of results (reaction) is crucial to persuade and direct performance improvements. For the sake of appraisal peer feedback is an essential to know the individual outcomes.

7. Continuous Improvement (CI):

Continuous Improvement (CI) is a functional change in the adoption of process enhancement where standing out for managerial change is definite. CI implies a significant role for HRD practitioners and cannot be achieved until there is an active participation of skilled

and motivated employees of the organization. Since the HR department originated it start focusing on improved work structures and also make the CI embedded part of the organizational culture and a component of improvement in the innovative instrument of quality enhancement. (Frances Jorgensen, 2007).

8. Human Resource Development (HRD):

Human Resource Development is a set of planned and interrelated activities organized for the human management in the organization by the organization to offer crucial skillful expertise to its members to congregate the present and future occupational demands.

3.7 ELECTRONIC HUMAN RESOURCE MANAGEMENT (e-HRM)

E-HRM define, it's in a different type of statements: "a path of enabling HR techniques, strategies and exercises in accumulation through a responsive and coordinated support of or with the full consumptions of web-based innovative channels". However the undertone is the same the anxiety is on the web-innovation which describes a more particular part of informative content innovation. Accordingly, the exercises are disguised by the HR section and all the workers incorporating line bosses have the ability to utilize (Ruël et al. 2004).

E-HRM is described as "the (arranging, usage and) requisition of qualified data engineering for mutually systems administration and supporting no less than two single or group performing artists in their imparted performing of HR exercises." So we can say it is at last a provision of Information Technology with a particular level of utilization and complexity which is accomplished in a conglomeration to make representatives fit to be associated and do their HR identified exercises (Strohmeier 2007).

Very early the working was considered for the relationship among internet technologies and human resource management for an overview of the phenomenon of E-HRM a numeral explanation has been offered. E-HRM is totally different from with web-based HRM, intranet-based HRM, Human Resource Information System (HRIS), and virtual HRM (De Sanctis 1986).

(Sviokla and Rayport 1995) E-HRMs main role is giving approaches to conceivable virtualization; it has been showed that EHRM is valuable in conceptualizing the e-business as the 'virtual quality chain', to the fundamental focus within in light of outside of the association (Van der Heijden 2009; Bondarouk, Ruël, Brockbank 1997 and Stanton and Colbert

2004). The suggestion in the writing about EHRM is that, to presenting e-HRM as the entire; there are three noteworthy objectives that incorporate improving the value of key introduction by HR experts, enhancing HR administrations and, bringing down expenses. Current writing spots e-HRM into three classes, operational, social and transformational. These three separations are in writing gave by (Lepak 1998), who recognized operational HRM, social HRM and transformational HRM, and of Wright and (Dyer 2000) who recognized value-based, conventional and transformational HRM. In these three HRM sorts, inclination are made identifying with which HRM activities will be accessible eye to eye, and which will be accessible through electronic HRM. In the first sort, the working e-HRM is about asking human assets to keep their individual information complex by a HR site or to hold an authoritative power prepared to do this for them. Identifying with social HRM, there is a decision between managing recruitment and choice through an online application or other electronic procurements by using a procedure focused around a paper (through advertisements, letters, demand shapes indigent upon papers et cetera). Ultimately, identifying with transformational HRM, it gets conceivable to create change-prepared workers by a consolidated set of electronic execution that empowers the representatives to broaden in accordance with the vital decisions of the association, or to utilize materials dependent upon paper. To the degree that social exercises are concerned, i.e. those that take part in preparing, recruitment and exhibition administration it is discerned that e-HRM could be strong to an extremely imposing degree if not totally displace human association in all aspects. For the aforementioned exercises, the HR network should come in extremely supportive both for scattering qualified information in one side and holding accurate information on the other side. The (Kettley and Reilly 2003) split the possible benefits of e-HRM into three areas.

- Operational competence – diminishing overhead costs, expanding the information precision, killing the printing expenses and scattering informative data, decreasing the expense of Information Technology transportation by forwarding to the direction of a common HR administration staff and expanding capability to impart out HR informative data and administrations whole world. Relational collision – modify the nature of the organization among HR, line managers and staff.
- Transformational impact changes HR's essential part in the strategic business associates, advancing up superior significance to the business by climbing HR energy as client centered counselors, enable and empower new, versatile and snappy to react routines for disseminating HR benefits expanding arrive at

of HR as the experts of a conglomeration's individual methodology and visionaries of quality recommendations for unique specialist aggregations. (Florkowski and Olivas-Lujan 2007; Martin et al. 2008; Ruel, Bondarouk and Looise 2004) E-HR has an association with the technical applications of the web, frameworks depend upon the web, together with newly emerged Web technologies of social media, and versatile conveyance innovations to alter the nature of associations around HR personnel, line managers and workers from an complete up close and personal association with an engineering refereed (Roehling et al., 2005). Other presented research affirmation prescribes that, in some conglomerations, EHRM expedite a central reorganization of the work that HR administrators used to do. A few reporting-sort activities, in the past presented by HR masters, can these days be completed on-line by chiefs and laborers (Ruël et al., 2004; Ruta, 2005; Martin, 2005). Without any outside help frameworks, line directors at the present time perform estimations, value worker expenses, make HR reports e.g. turnover, non-attendance, process preparing necessities and operate ability administration. Workforce maintain their individual documents, have right of entry to the entire way they need to change and, process monetary archives, plan their infrastructure, and requisition new livelihoods.

Business have in an every expanding degree secure (e-HRM), which is the situated of (It) requisitions that blanket up 'all probable incorporation frameworks and substance between It and HRM pointing at creating worth inside and crosswise over conglomerations for focused on administration and representatives' e-HRM decreases costs and expands proficiency by (Bondarouk and Ruel 2009).

- Paperwork is reduced and change work stream
- Automation of unessential assignments and tasks of HRM
- Authorizing human resource to setup of a self-administered HRM service
- Maintaining organizational workflow with an updated and immensely critical issues resolved and corporate occasions of HR
- Establishing a quick responsive framework for HRM
- A precision decision making system

- Improving administration and management of time (A. Sanayei, July/December 2008).

In different statements, EHRM is assessed to initiate movement as an empowering influence of the animated capacities of the HR capacity. Supplemental, EHRM is assessed to enhance the operational capabilities of the HR capacity by building more basic managerial systems, diminishing the time required for HR dealings, following work proceedings, administration of worker payroll and profit projects (Marler 2009).

EHRM firstly used at time when e-trade began managed the business planet. Existing mechanical advancement have made ‘business at the pace of a thought’ and office work paperless an authenticity and make a constant, taking into account qualified data, instructional nature’s turf. e-HRM fits in with manner human asset dealings utilizing the web engineering. At the starting of e-HR, the HR specialists utilized engineering to make adjust, exhaustive qualified information reachable to representatives and bosses and these days as it has advance throughout the years, it is possible to convey roughly any HR service with the utilization of emerging technology. Enter et al. noted, through an experimental research study of the previous work and discussions with HR specialists, in general five impacts with reference to the move from HR to e-HR. These were: (Elvis, 2010).

- Extensive decline by the time passed as well as the cost of different HR exercises.
- Change of managerial activities starting the HR office to the labourers themselves.
- Support up the informative data promptly realistic and obtainable to workers.
- Prerequisite to blend HR with other organizational structure, particularly with framework of information system.
- More important to HR just like a key business partner.

The acknowledgement of electronic human resource management is look as an endeavor by an assortment to built best utilization of the vital means of HR ability and capacity from that of managerial master in the heading of getting a critical associate, and permitting the HR capacity to utilize fewer time on HR administration The thought of Electronic Human Asset Administration distinguished as E-HRM importance “the acknowledgement of innovation in passing on Human Asset drills in view of the computerized

disobedience on the planet is this instrument, to the point that conglomerations can use to impact the exhibition and movements of the individuals on which they trust to accomplish business victory” (Ruel, 2012).

While writing this paper authors conducted a survey existing on HRM, IT and Finance executives and their findings are as, (a) 80 per cent respondents agreed upon that web self-services can minor HR operating cost but 40 % believed that these results are to be achieved fully or partly. (b) Two-third approved that web self-services can change HR practices into more strategic players in organizations. (c) Through web self-services the actual delivery of product falls short of anticipated delivery by more than 20 percent point. By conducting surveys and interviews the authors suggested the following five key points to overcome the gap between reality and expectation to achieve a faster return on their electronic HR savings. (a) Do provide employees with usable information, it means the organizations in the business world have some liabilities for their employees. (Keebler and Rhodes 2002) argued upon They need to provide them an open source of information to reinforce their output. And this step can only be achieved by two ways. Firstly, organizations make information available in an open source instinctive and user friendly way. Secondly, a website is a way which provides all information to employees, managers and stakeholders. (b) Do not suppose that transaction technology can conquer a lack of quality information; it means organizations must provide information through the website as well as through hard copies. Because when hard copies distributed to stakeholders they can ask face to face about their queries. (c) Provide abundant employee communication, traditional and old employees of any organization never welcome the change. Higher authorities need to communicate about change by preparing employees for what’s coming, why they need to do it, why it is good, employees’ development and reinforcing all things. (d) Push all tasks onto the web, it means organizations need to convert all their activities on the web rather than partly. (e) Check out websites of web savvy retailers, it means employees must needs to provide whole information on websites that employees can do everything by using it. These above findings and suggestions are also helpful for Electronic Human Resource Management as Value Creation in the Banking Sector of Pakistan. Employers of this sector in Pakistan can improve their personnel output and efficiency by applying these ways.

The actuality that Operational movements pretty nearly totally and Social to an exceptionally extraordinary degree could be being covered by e-HRM includes that HR parts will continuously have more time and power to concentrate on key or Transformational objectives of conglomeration concerning Human Capital. In the aforementioned non-transnational practices

of HR, an extent of e-potential outcomes subsists (Bhatt, E-HRM: Modules and Outlook to the issues, 2012).

The universal focus on the extent might recommend that no electronic instruments or apparatuses ought to be utilized to supplant “individuals” activities, while the crucial view on the rash might recommend that innovation could variably all administer individual contact with the HR depicts an empowering however multifaceted association around positive or negative nature and the mixed bag of instrument of work fulfillment (Strumpfer, Danana, Gouws & Viviers, 1998).

When fulfillment is computed at an advance level, explore demonstrate those organizations which take more fulfilled representatives are more effective than those which have less fulfilled representatives (Robbins, 1998). We are listening to the verbal confrontations and disorientation observations if pleased employees are beneficial or innovative laborers, and HR specialists honestly battle as they be obliged to reduction fetches and are identified noticing the consequences for work fulfillment and, thus, the effect on exhibition and different effects. (Rita Bissola, 2010) As per this exploration evidence, and considering innovation arranged laborers, it is judicious to gather that e-HRM frameworks can create a commitment to work fulfillment in a number of ways. For specialists who are primarily fascinated by last innovative potential outcomes, e-HRM structures exceptionally the more and quite advanced i.e. on-line gatherings, e-selecting are consider in themselves a valuable compensate; all the more generally, e-HRM frameworks join in to making work activities more enjoyable i.e. online neighborhoods, e-studying and e-enlisting recreations and copies and to forming nature of work all the more effectively in expressions of interpersonal relations online firm discourse, firm talk, work-life parity chances i.e. separation work and portable work plans and useful correspondence (i.e. notice board, intranet, update).

(Shaki, 2011) Explained in each organization laborers has disparate discernments noticing the expression “e-HRM”. Thee-HRM is at heart an electronic key that takes profit of the most current web provision engineering to pass on an online continuous HRM Solution. It is comprehensive however straightforward to utilize, different characteristic however adaptable sufficient to be altered to conglomerations specific requirements. It additionally implies the transmission and handling of digitized qualified information which utilized within HRM, numbering content, image pictures and sound from one framework or electronic gadget to a different one. It will be competent to satisfy the requests of today’s HRM. In the event that a few modifications are made in the conglomeration and specialists are not content with it then the results of the aforementioned changes are not in great turn of the

conglomeration. Along these lines, before applying e-HRM in the conglomeration and in the wake of applying HR representatives needs to again check over and again that laborers are satisfied with the administration or not. The fulfillment problems of workers' fulfillment in course of e-HRM are could be faster announcement, improvements, repayment, and management of employees, time viability and client leaning.

(Anjali Gupta, 2011) closes 1) that e-HRM is customer side situated application. Accepting that customers are fulfilled by it and pros are mechanically satisfied with it. 2) Employees need to take a more dynamic part in online common contentions of the associations that they feel really well known and prestigious to the host association. 3) Employees need to examine their bothers that their request and inquiries are disengaged and they feel fulfilled and satisfied. 4) Thee-HRM appreciates complete straightforwardness in its structure. No enlightening information ought to be kept as top riddle in the business or firm with the support of e-HRM. On the portal the whole of the instructive substance should be prepared without any issue for satisfaction of the laborers. 5) Employees need to kept toward oneself up or manage themselves 'representative administration'. 6) Managerial burden could be diminished through completing e-HRM thusly the pros will feel that they have done their occupation.

To consider the gaps between the relations of Work Performance and Human Resource Management (Guest, 1987, 1997) (Becker, Huselid, Pickus and Spratt, 1977). A foundation has been offered by a moderately apparent model which was made jointly in the USA and in the UK. It suggests that HR practices carry out their positive effect of, (i) both guaranteeing and increasing the employee's competency and capability (ii) by tapping into their motivation and assurance reward (iii) by designing work plans to confer trust for maximum input by employees. The study also identifies that the absenteeism and turnover are directly linked to the dissatisfaction (Buchanan, 2006). To captivate the performance consequence of E-HRM there are several different means obtainable. We can illustrate all of them in a different way and by the adoption of (Dyer and Reeves 1995),

1. Organizational results (e.g., excellence; productivity; efficiency).
2. Fiscal results (e.g., turnover; sales; market share; Tobin's q; GRATE).
3. Human Resource-related results (e.g., behavioral/attitudinal impact, Satisfaction, assurance) (Jaap Paauwe Erasmus University), 2008).

It is clear that the sharp event and combo of e-HRM is beginning to make a textural fluctuate in the “center” of the Human Resource branch and Human Resource specialists. The sanction of chiefs and specialists by e-HRM in straightforwardly performing certain chose HR capacities – extraordinarily managerial and operational ones is a principle effect (Bhatt, 2012). The “dis-intermediation” of Human Resource specialists is beginning to involve slightly more authoritative obligations regarding the HR division. The aforementioned hold work for instance transforming qualified information, administration, informative content circulation, enlistment. Along these lines; movements that may seem “transactional” are chief in the early acknowledgement system of e-HRM as they are the exact consistent and least troublesome to cut-over. Comparable to self-benefit and phone keeping money converted the strategy we bank, e-HRM has transfigured the system such essential, plan exercises are taking care of viably and professionally by laborers themselves. This is a score condition – more commission for the specialist and take accumulates for the organization.

In summary it has been described that e-HRM will play an important role with line managers and workers pertaining to the implementation of HRM strategies, practices and policies. Regarding the supplemental ready and informative content preparing work, for example administration, registration and the sharing of information, there will be a more modest measure of interest for HR professionals. However, the extent that arranged activities like approach definition is identified, “Human” Human Resource Management aptitude will convey onto be vital—not simpler to take up with business and yet reasonably to applying e-HRM it (Singh, 2012).

From the results of Electronic Human Resource Management (e-HRM) and its parts, it is definite that there is significant positive acquaintanceship with job performance. It implies the utilization of engineering to administer HR in the areas staffing, selection, monitoring and training. It will also help better connect compensation and job performance and present several applications for HRM and strategic management. For example, management that make use of e-HRM are a central issue for the achievement and persistence of organization in today’s international market and an association that can utilize it definitive incredible, in illustration to different contenders, will be an exceptional place (Amir Kariznoee, 2012).

Some of the outcomes of the efficient application of e-HRM include more efficient HRM processes, ultimately leading to superior service delivery and strategic planning. Such positive outcomes when taken together would be contributing factors to HRM effectiveness. E-HRM is intimately tied to the

achievement of organizational goals and will undoubtedly improve the effectiveness of an organizations human resources department (Beer, 1984).

An effective HR information system includes more than just storing employee information in a computerized database; rather it is an intrinsic method that allows a firm to acquire, store and analyze the flow of human resource related information. The main purpose of integrated HR and information technology is to improve the decision making process for both line managers and HR personnel. Managers are better suited to use data to generate accurate and timely information that will help them device strategy and meet business objectives. If the information gathered by the human resource information system is closely related to the organization and its human resource objectives it will offer a greater strategic advantage (Stone, 2002).

In a recent case study the authored looked at data collected from Dutch companies in an effort to understand the impact of e-HRM on the organization. The results showed that one quarter of the companies participating in the study said that e-HRM had a priority in their organization, while more than half claimed it was given a moderate priority (Ruel, 2002).

One of the consequences of the rapid growth of the internet over the last decade has been that it has made the implementation and application of e-HRM within organizations easier. Organizational insiders attest to the fact that an ever increasing number of organizations are adapting e-HRM systems. Both the number of organizations and the depth of e-HRM applications are increasing, the result has been increased organizational performance particularly in human resource departments. Integrating information technology with HR has made it easier to manage work processes, overlook employee work activities and monitor employee performance. Thus the use of information technology has been paramount in both supporting and networking human resource activities (Cedar Crestone, 2005).

The effect of Electronic HR practices on professional competence in HR Management and its suggestions for the growth of HR experts. The authors conducted phone interviews with the executives of 19 companies from fortune 500. All the 19 executives told their suggestions about two points, (a) Utilization of Electronic HR, all 19 companies utilizing technology in their HR practices. While utilizing the electronic HR practices the efficiency of management and employee record, payroll and benefits, training and development, staffing and management performance increases as compared to traditional HR practices. (b) Impact of electronic HR on HR practices, the impact of Electronic HR practices are as, the knowledge of business increased, the delivery of HR practices in the form automate transactional functions,

change management in the form of giving awareness to employees about the change and manage them, all the personnel must be computer literate and well aware about technologies. These implications can give fruitful results in Electronic Human Resource Management as Value Creation in the Banking Sector of Pakistan Bell et al. (2006).

The exercises of internet and web technologies in every field grew rapidly during the last decade. So in the relevancy of technology adoption the Human Resource Management is also steps forward and introduce the Electronic HRM (e-HRM) which shorten the processes and enhance the quality adequately.

3.7.1 Classification of e-HRM

HRM is classified and known by various names such as e-HRM, digital HRM, and web based HRM. The technology adoption is the key developmental perspective which becomes the reason or origination of electronic stream in HRM. e-HRM is inspired by enhanced web based IT systems collaborating functions of HR. In short it can be said that it is the set of information technology, networks and a blend of all possible instruments or tools of HRM and IT aiming to create a framework for the organization to manage the employee segments.

3.7.2 Challenges for e-HRM

- The future challenges of E-HRM are as follows:
- Point of innovation
- Its competitive edge
- Is it just a competitive strategy?
- How to implementation e-HRM?
- If applied, could it be copied?

3.7.3 Types of E-HRM

EHRM can be categorized into three subtypes to include; operational, relational and transformation human resource management. Activities such as administrative activities, employee payroll and the collection of personal employee data are the domain of operational e-HRM. Other activities and processes more closely related to recruitment and selection, managing performance and training fall under relational EHRM. Transformational e-

HRM has a more strategic orientation. Human resource activities such as knowledge management and the development of HR related strategy fall under transformational e-HRM. It is up to the organization which e-HRM activity it would like to improve and as such which sub-activity it wishes to focus on to reach their HR objectives.

Literature differentiates the e-HRM in three groups:

1. Operational e-HRM.
2. Relational e-HRM.
3. Transformational e-HRM.

As discussed above e-HRM can be divided into three categories. The first is operational HRM; this area is concerned with time management systems, payroll, the collection of employee data and other administrative activities. The second type is Relational HRM sustain the business processes in the course of performance management, organizational recruitment, selection as well as rewards system which stems very deep. It also helps in performing career development, training & development and also the research & development. Furthermore the third type is Transformational HRM and it deals with corporate activities like talent management, HRD, Knowledge management & strategic orientation of employees.

3.7.4 Benefits of e-HRM

The benefits can be categorized into seven clusters listed below:

- i) HR age group metrics to facilitate strategic decision-making (Hendrikson 2003)
- ii) The automation of daily human resource activities and restoring 'filing cabinets' (Tomeski and Lazarus 1974)
- iii) Improved organizational image and branding (Lawler and Mohrman 2003)
- iv) Relieving HR professionals from administrative loads and allowing them to carry out strategic management of people proceedings
- v) Giving greater authority to managers during the growth and support of management capacity to manner HR activities .

- vi) Growing the pool of available talent through e-selection, e-performance management, self-assessment and
- vii) Transforming HR professionals into strategic partners rather than simple administrative paper handlers.

3.7.5 Goals of e-HRM

- Maintain cost effectiveness and Improve efficiency
- Improvement in HR through global orientation
- Optimum use of human resource
- Make the employees a strategic partner to achieve overall goals
- HRM system strength (Distinctiveness, Consistency, Consensus),
- HR function restructuring (HR roles, HR role ambiguity),
- HRM effectiveness (Uniqueness of HRM, HR service quality, Efficiency),
- E-HRM application effectiveness

3.7.6 Outcomes of E-HRM

- i) Beer et al. discriminate the following possibilities:
- ii) Increase competence and commitment to work
- iii) More loyalty toward organization due to e-HRM system transparency
- iv) Work and Cost efficiency achievement (operational goals)
- v) Advance level of communication. (A. Sanayei, Designing a model for evaluating the effectiveness of e-HRM (case study: Iranian organization), December 2008)
- vi) Administrative empowerment
- vii) Strategic orientation and standardization
- viii) Operational and outcome efficiency
- ix) Relational outcomes and potential improvements
- x) Transformational impact.

3.8 RELATION BETWEEN HRM AND ORGANIZATION

This section will recognize the part of HR managers in the organization. The first role of an HR professional is as a strategic partner, the organization must strive to develop strategies that are in line with HR objectives. The second role is as an agent of change. HR professionals must be involved in the planning process to achieve long term objectives, transform the organization and achieve a competitive advantage. The third role is an administrative expert. This role entails using an HRM system to efficiently manage organizational resources. The fourth role is as employee champions; this involves the interaction of managers and employees at all levels of the organization, managing daily work activities, completing necessary tasks and ensuring that employees are committed to and competent in completing their work (Ulrich models 1997).



Figure 3.1: Ulrich models

3.9 RELATION BETWEEN E-HRM AND ORGANIZATION

Idea of Electronic Human Resource Management known as e-HRM seems to be “the selection of innovation in conveying Human Resource HR practices because of the advanced transformation on the world is such an equipment, to the point that associations can utilize to control the execution and conduct of the individuals on whom they depend on to attain business achievement”. Throughout the final decade the utilization of web developing quickly in each field it includes Electronic HRM. It is renowned by three distinctive names for e-HRM, digital HRM, and web based HRM. The present growth in the era of e-HRM is just because of quick updates in organizations’ adoption of technology, internet and information systems. e-HRM is situated

on IT framework in which all conceivable mix of apparatuses of HRM and IT is utilized for organizational improvement.

E-HRM

Foundation of e-HRM is expected to make it feasible, extra efficient and planned work methodology for HR workers (Gardner et al., 2003; Shrivastava and Shaw, 2003). E-HRM can be defined as the managerial uphold for the capacity of HR in conglomerations through utilizing the devices of web administrations. Furthermore, this definition just contains the innovation issue in e-HRM (M. Voermans, October 2006).

E-HRM has contributed to the enhanced capabilities of employees at a rapid rate. E-HRM is a valuable tool in recruiting a selecting the most capable employees by helping create a database capable of storing and updating employees records. EHRM is not an accurate stage in the HR development, but an choice for an approach to HRM. Provided that we have a fitting record of HRM assets being utilized, we can complete vocation forms and methods without complexity. E-HRM without human interference diminishes a burden as well as the expenses of papers and an office of record (Shashank Kumar Srivastava, 2010). Ten items are opting from (Huub J.M. Rue, May 2006) to measure the overall productivity of e-HRM in the telecom sector for employee performance exhibition. Samples are e-HRM impact the job performance and job satisfaction. This research demonstrates the positive effect of EHRM on employee performance and job satisfaction.

3.10 STRATEGIC HR ACTIVITIES

The online recruiting of personnel's proved to be the best strategy for any organization. The war in business world moved towards internet and organizations would need to have a battle plan. The authors suggested the four steps for hiring the best personnel's in any organization. (a) Attracting candidates, to attract candidates' organizations needs to use company's reputation, company product placement in the market, online web-based technology, relational marketing and other methods to attract applicants. All this information must be present on the company's website. (b) Sorting applicants, organizations should need to conduct online tests for screening the applicants and extract only the manageable candidates from bid pool. There are also some online players of recruitment exists that plays a role of vendors by providing various types of software. This software is helpful for conducting online tests, screening and recruitment. (c) Making contact quality, for making good contact quality organizations need to use automated hiring management system to contact the most desirable candidates. This process is beneficial for

any organization that wants to contact with candidates before contacting the other companies. (d) Closing the deal, at this stage organization calling the candidates, fix the meeting and conduct interview with candidates to hire them. But the serious risk of online recruiting is the candidates that do eligible not also apply for the post. At the end the author also told about the future of online recruitment that in the future the process of online recruitment will become shorter. Online recruitment is helpful for the Banking sector of Pakistan. Online recruitment can prove itself as the best approach in Electronic HRM as Value Creation in the Banking Sector of Pakistan (Cappelli 2001).

In literature on strategic HRM and HR capacities which play a key to and not a “tactical” or “authoritative” part have a tendency to be recognized by a concentrate on the enduring, joining business and HR key goals and strategic objectives (Tyson and Fell, 1992; Tyson, 1995; Storey, 1992; Ulrich, 1997).

Human resource management is an integrated system. It is a combination of extremely specialized competencies, different objectives, responsibilities and needs. There is growing stress on Human Resource (HR) function to maintain strategic objectives of the organization and give attention on value addition activities. Companies have understood the emerging importance of implementing IT in their human resource functions. It is known as e-HRM. The e-HRM insurrection depends on progressive information technology, with the collaboration of the internet and human resource information system (HRIS). Strategic HR is depending upon the organizational requirements. There is a strong relation between the HR practices and the organizational strategies, Because HR practices develop employee skill knowledge and abilities and the competitive strategies (Sareen, and Subramanian, 2012).

The human aspect, if directed successfully, is possibly the most significant in communicating organizational elasticity. Controlling the human aspect as a competitive device in the field of strategic human resource management. HR can be managed by strategically if organization focused on the four most important aspects in which strategies of the business, firms culture, ability levels of HR managers, and presence of HR strategy (Naresh Khatri 1999).

Strategic HR derived from this framework with line manager the framework is that appropriate workforce accomplished procedure gave to line manager HR might as well begin by barring line management involvement. It discovered vital, however, for the HR group to do its homework first and foremost, both regarding structuring an introductory perspective of which HR exercises or methodologies might donate to the customer capacity’s business

destinations, and as far as recognizing a methodology for realizing become tied up with the requirement for HR arranged from the line administration (Chris Ainsworth 1995).

The exceptional arranging reduce a lot of time before practice. Preparing and training is a basic venture in maintaining change in an organization, as workers should be well versed in regards to the new framework to comprehend how it updates business forms. The official promoter may as well impart, incorporate and permit the imparted vision about the organization and the obligations and configuration of the new e-HRM framework (Lee, F & Lee, F. 2007). The technical and strategic HRM effectiveness is a tool for enhancing a firm's performance. Authors differentiated these two phenomena's that are technical HRM and strategic HRM and found what is best for any organization. They selected 293 U.S. firms and conducted survey directly with HR managers and executives. The authors developed four hypotheses those are, (a) The selected U.S. firms all attained a higher level of technical human resource management effectiveness than on strategic human resource management effectiveness. (b) Both strategic and technical human resource management effectiveness will be positively correlated with the firm's performance in selected firms. (c) Selected firms in the U.S. achieved higher level of professional capabilities compared to business related capabilities. (d) Technical HRM effectiveness will be associated with professional human resource capabilities and strategic human resource management effectiveness will be associated with both professional and business related capabilities. By evaluation of hypothesis authors found that, in 1991, the technical human resource management effectiveness was higher than strategic human resource management effectiveness. And these both are shortly correlated with each other. This study evaluated that in past U.S. firms adopted technical human resource management effectiveness, but that way failed to achieve competitive advantage. So, firms need to adopt strategic human resource management effectiveness to gain competitive advantage. The authors found that there is no meaningful relationship between technical human resource effectiveness and firm performance. And there is a significant relationship between the effectiveness of strategic human resource management and employee productivity, cash flow and market value. This research paper suggested that the strategic HRM effectiveness has a great impact in enhancing firm's performance. Therefore, in the current scenario the strategic human resource management effectiveness is also a valuable step in Electronic Human Resource Management as Value Creation in the Banking Sector of Pakistan (Huselid et al. 1997).

3.11 HRM EFFICIENCY AND SERVICE QUALITY

The effectiveness of strategic HR may more increase if it connected with the information system. The condition of human resource information system is based on the internal support and system condition of an organization, which is used to perform the individual tasks to achieve the organizational objectives (Victor y. Haines 1997).

Mainly HRIS is an arrangement that is used to handle the organizational human resource in very effectual manners. Because organizational performance is dependent upon the human resource of that organization there is a strong relation between human resource management and firm performance because HR is the very important assets of an organization who manage the organization effectively and efficiently (David E. Bowne & Cheri Ostroff 2004).

This study paying attention on the HR practices. The association between HRM practices and service quality is very strong. The comprehended capable thig is service quality donates to competitive advantage. It is not possible that organizations utilized the same opportunities as others. Organizations are not equally able to fully use their capital in term of technology and new product (Philip Worsfold 1999).

Such instrument is connected when converting HR manual methodologies to paperless structure. It may as well start before picking the programming framework and software system to verify updates are acknowledged by the stakeholders and the procedure can truly be straightened with the new framework (Bingi et al., 1999).

e-HRM has taken into report worker self-benefit and additionally director self-service. Employees have the capacity to select electronically favoured benefits and rewards, and as such reducing the measure of HR manager needed to actualize these choices. Managers have the capacity to settle on choices about pay updates and increments, bonuses and compensating of different profits (Wright & Dyer, 2000).

The mainly serious success issue for establish an e-HR classification is the support and participation of top management in the mission throughout the firms life. Also managerial support should be selected to organize, correspond, and incorporate all features of the plan between the advance team members and top management at the side of, interdepartmental discussion as well as between with customers and business associates is a key component in the achievement of realizing the system and component in the prosperity of

enabling the framework. Administering the enabling and advancement of e-HRM framework is a pivotal step in realizing fruitful outcomes. The extent of the task must be unmistakably demarcated incorporating angles, for example the measure of frameworks executed, inclusion of business process required. The undertaking itself must have decided outlined business and specialized targets and objectives comparing to the task deliverables (Nah et al., 2001).

The involvement of global service provider's Human Resource Information System for staff preservation in emerging markets. In this paper author discussed a case study on the above issue and its implications in six developing countries. The data collected by the authors to write this paper was of 16 semi structured interviews with HR executives and managers in China, India, Latvia, Slovakia, Argentina and Brazil. The author found that the cause of high turnover is the growth of competitive companies in emerging economies. According to Chinese HR executive, Accenture was the first mover in Dalian and they could recruit employees under their seven years of experience. New entrants in emerging markets always recruit experienced staff of other companies by offering high pays. In view of to Indian HR executive the foreign companies like IBM and Accenture in India, the recruits 70 percent experienced staff and 30 percent of campuses. In contrast the purely local Indian companies recruit 30 percent experience staff and 70 percent of campuses. According to Argentina's national HR manager, the fresh stuff is valuable to hire. Because they nothing to lose. We can hire them by offering low pays and they never move to go from one company to another for a little change. At the end of case study author suggested four important elements in retention management. (a) HR planning, it means while planning for human resources organizations need to find employee's preferences, support them to working abroad and support them to working close their home towns. (b) Benefits administration, it means providing incentives, monetary benefits and regional difference in salary level. (c) Staff development and regulatory compliance, it means organizations offer training and development programmers to employees. (d) Performance appraisal, it means the proper check and balance of the organization of employees' performance. This study has also great impact for Electronic Human Resource Management as Value Creation in the Banking Sector of Pakistan when it will adopt in this sector (Beulen 2009).

3.12 PERCEIVED EFFECTIVENESS OF HR PRACTICES

Explain the relations among business and profits through that the terms "beneficial website", a website where upcoming benefits practiced data is hosted. Through the website, workers were able to learn how to settle on

choices concerning life protection, health related issues, inability and different profits, thus come to be more independent concerning their benefits. The above makes it clear that e-HRM assumes an important role in compensation decisions. Use of website in this way gave representatives, director's freedom and more control in these forms. e-HRM could be utilized to bring about and convey compensation strategies, in any case, all the more vital, it could be utilized to tailor compensates and payment to single representatives' requirements. Cafeteria style payment and rewards conspire administered through e-HRM instruments are presently an actuality. Representatives can settle on their own choices about how to select from a mixed bag of profits or compensates to suit their distinctive necessities. Also, with remuneration, workers can tailor their own particular recompense bundles (Wright & Dyer, 2000; Dietch 2001).

E-HRM is broadly utilized as a part of the preparation and improvement of representatives. This is seen as one of the most gainful employments of engineering in her. Technology has additionally assumed a significant part in the region of preparing. At first, this type of engineering was utilized for flight recreations, which have now developed into sophisticated preparing test systems and frameworks with more terrific physical and psychological integrity than was previously conceivable (Cronin et al., 2006).

Training could be conducted through the internet or company intranet networks, utilizing the full range of multimedia, videos, video conferencing and sound system, for example downloadable motion picture, film conferencing and connections to assets. Technology might be utilized in preparing needs investigation, the real movement of preparing as well as administrative professionals. The advantage of utilizing, preparing requirements assessments via online learning incorporate the capability to direct to an extensive common person, less paperwork, easier management costs, shorter conveyance and reaction time, and higher reaction and return (Sambrook 2003).

Training function goes about as stimulator that conveys the data of the customers up to the focus where they can familiarize themselves with the new e-HRM framework quickly and sufficiently overseeing change inside the aggregation could be a full time work without any other person's info as it requires the organization of people and their needs, impenetrability to change disorder redundancies and omissions. Set up for e-HRM execution to be productive, top executives need to authorize and always maintain the trustworthy social events all through the use stage to confirm no blocks deflect or delay the advancement. Representatives may as well likewise be educated ahead of time the degree, destinations with a specific end goal to meet their

wants. The point when an association accomplishes another e-HRM framework, a percentage of the HR methodologies must be in place for the e-HRM framework to be more viable i.e., the unavoidable arrangement of techniques and exercises with the new frameworks prerequisites (Remus, 2007).

3.13 CONCLUSION

- Twenty first century managers believe that information systems will have a significant impact on the way they make decisions.
- The far-reaching research design incorporates various aspects related to human resource management. This includes the different drivers behind the introduction of e-technology into HR systems, various obstacles to the execution of e-HRM in organizations, the use of information technology in carrying out HR functions and the delivery of HR service tools. Further the perception of respondents regarding their company's position in embracing e-HRM systems and its functioning and perceived benefits were also looked at. It remains clear that the full implementation and acceptance of e-HRM in organizations poses several future challenges.
- The successful implementation of an e-HRM system with clearly defined objectives and in light of potential challenges can prove beneficial in successfully managing a firm's most important resource, its people.

CHAPTER 4

RESEARCH METHODOLOGY

Following chapter based on research methodology that will be examined in detail, this chapter is mainly emphasize on research design, research instrument used, sample size, theoretical framework and the proposition used.

4.1 RESEARCH DESIGN

Descriptive and explanatory research design is utilized as a part of this exploration work. Quantitative investigation tools are utilized to investigate the connections between distinctive variables. Questionnaires are utilized to assemble the required data from members of this research from diverse organization. Descriptive statistics were in coincidence with correlation and regression analysis to check the recommendations put by the author.

4.2 QUESTIONNAIRE

A questionnaire was used to gather a huge measure of information and to collect institutionalized information. This was necessary to have the capability to sum up the effects and to obtain dependable results which arised for the research population. A questionnaire is similarly suitable to describe relationships between the frequent variables in the model (Swanborn, 1994). The questionnaire used in this paper was internet based and some in person as well. It was section constrained to avert missing qualities. For respondents, a web based survey was straightforward to fill in, and respondents could figure out themselves when to finish the questionnaire.

The functioning arrangement of questionnaire is as following.

- Independent variables utilized in research are appropriateness and frequency of usage of E-HRM which are assessing the dimension of usage of e-HRM. The questionnaire for appropriateness was adapted from Ruel HJM, 2001 and frequency of usage was adapted from Yvonne Loijen 2011. The questionnaire of appropriateness consisted of four objects were as frequency of usage has three items.

- Time used up on strategic HR activities variable have four items and was adopted from (Yvonne Loijen 2011).
- HRM roles are adopted by the Ulrich and Brock bank, 2008. These roles were further classified as employees advocate, Human capital development, functional expert, and Strategic partner and change agent, the number of items used were 16 in total.
- Questionnaire for HRM effectiveness was adapted from Lepak and Snell 2002 and have 9 items.
- The supposed effectiveness of HR Practices was measured by the adapted questionnaire from Delery and Doty 1996 and has 13 items.

4.3 SAMPLE SELECTION

The population utilized as a part of this study incorporates more than 1000 representatives working at three corporate banks in Pakistan; including Al-Habib Bank, Alfalah Bank and NIB bank. These banks were picked focused around the way that they have benchmark HR practices and reputation for creating refined e-HRM frameworks. For sample selection from specified population, simple random sampling technique was used. There were 250 questionnaires created a distributed among bank employees in various departments including managerial staff. Of the 250 questionnaires 120 were returned of which 8 were partially filled reducing the sample size to 112. The sample size was large enough for the purposes of this study to provide reliable results.

4.4 DATA COLLECTION

Primary data was gathered through questionnaire for this research, questionnaires were distributed between HR supervisors and general administrators among other staff at the selected banks. Questionnaire based on two parts, one to gather demographic data identified with worker position inside the bank and obligations and a second area to get different data about value creation and utilization of e-HRM. A five-point scale was used where each item could be “scored” as follows: 1 = strongly disagree, 2 = disagree, 3 = partly agree, partly disagree, 4 = agree, 5 = strongly agree.

This study determine the relationship of use of e-HRM with value creation of the organization among the Banking area in Faisalabad. These variables are measured through the questionnaire. After data gathering information was analyzed based on propositions and after that through correlation and regression analysis propositions were tested.

4.5 THEORETICAL FRAMEWORK

Following diagram shows the theoretical framework of this research.

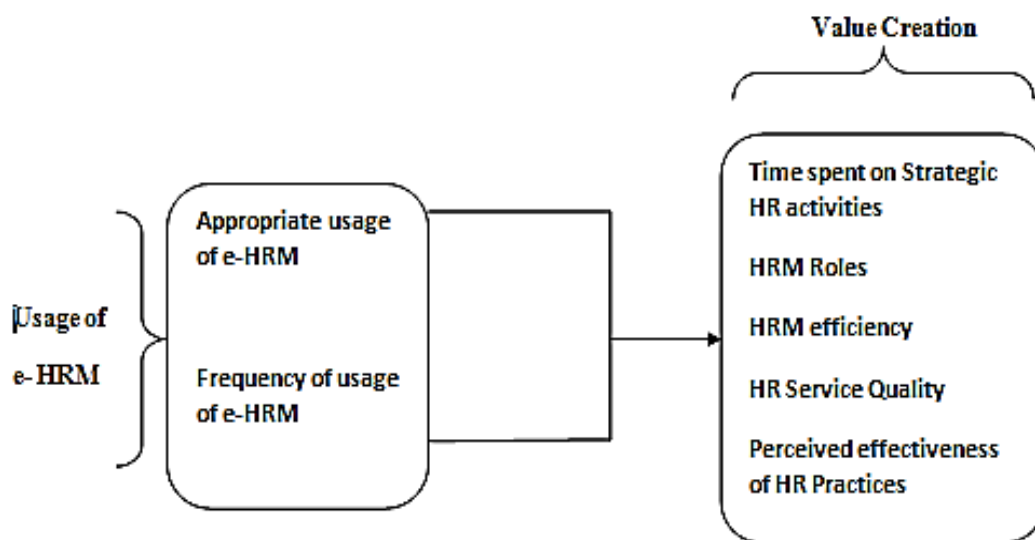


Figure 4.1: Theoretical Design Showing the Relationship of Usage of e-HRM with Value Creation of the Company

4.6 RESEARCH QUESTIONS

In the light of literature a review and research objective the main research questions for the study is:

How e-HRM does create value for the banks?

The sub questions are:

1. What are the measures of value creation for a banks related to HRM?
2. Does the usage of e-HRM application create value for the banks?

4.7 PROPOSITIONS

By considering the literature review and theoretical framework following propositions were made.

Proposition 1: If the system is appropriate for the usage of E-HRM then the value creation and frequency of use will be higher.

Proposition 2: For E-HRM, HR experts are spending more time on strategic HR activities.

Proposition 3: E-HRM implementation leads HR experts to fulfill HR roles as Employee Advocate, Strategic Partner and HR leader

Proposition 4: E-HRM execution conduct to better service quality.

Proposition 5: Effectiveness of HRM enhance due to implementation of e-HRM.

Proposition 6: When e-HRM support HR practices, their perceived effectiveness shall increase.

4.8 DATA ANALYSIS

This research study is quantitative in nature in which correlation and multiple regression models are used along with descriptive statistics. Mean values are reported for demographic factors, while the proposition are first verified through correlation analysis and then through five multiple regression models. The short description of variables used in this study is discussed below.

4.9 APPROPRIATENESS OF USAGE OF E-HRM

The outcomes of the execution of an IT framework for their clients could be portrayed as takes after:

“Clients change their abilities, learning, convictions, disposition, yearnings and work duty, alter their work techniques and correspondence designs and adapt/use the innovation in unanticipated ways” (Beaudry and Pinsonneault, 2005).

The point when an Its framework is achieved, the It framework unintentionally updates the way clients act and respond on the framework and concurrently change the framework due to their own particular necessities. This procedure is called allocation.

According to Clark (1987),

“..... A situation where the user starts by recognizing the potential value of a particular IT and managers to narrow the absorption gap between the requirements of the IT and its own limited capacities, then begins to creatively modify, refine, and use it in such a way that it will meet his/her needs. Appropriation implies the continuous, cumulative, and incremental modification of an innovation in all its aspects.....”

4.10 FREQUENCY OF USAGE

Besides the appropriation, the recurrence of utilization is essential in foreseeing the frequency of e-HRM. The more the framework will be utilized, the more amazing the frequency likelihood. The point when the recurrence of utilization of the framework is too level, a few characteristics are not utilized or don't give the right outcomes. The point when a framework is composed, the architects of the framework accept a certain level of utilization which advances the framework and clients to transform the optimal effect. This level of use accelerates a “fulfilled” working on the framework. Be that as it may, if the framework utilization is above a certain level, the exhibition of the framework won't expand.

4.11 TIME SPENT ON STRATEGIC HR ACTIVITIES

On account of the implementation of e-HRM, methodologies and capacities in the conglomeration will change. Also the impact on the parts of the HR expert, which should be examined in the following passage, additionally the time that HR experts, workers and line administrators used in HR exercises will change. Obligations of HR will move to line bosses (Ruël 2004), who are presently mindful, for instance, for putting new contracts in the HRM provision. Hence, line bosses might invest more time on authoritative HR exercises. Workers are additionally anticipated that will invest more time on regulatory HR exercises, for instance altering their particular information. In any case, HR experts should invest less time on managerial assignments, however will invest their opportunity on key errands (Gardner et al., 2003

Buckley et al., 2004, Shrivastava and Shaw, 2004) and an IT identified errands. It identified assignments are added to the capacity of HR expert to back the e-HRM requisition.

4.12 HRM ROLES

Numerous authors and researcher talk about the change in HRM roles because of the usage of e-HRM. HR experts might change center from regulatory undertakings to vital undertakings (Snell et al., 1995, Lengnick-Hall and Moritz, 2003, Shrivastava and Shaw, 2004, Ruël et al., 2004, Bell et al., 2006, Cedarcrestone overview, 2006, Hussain et al., 2007, Strohmeier, 2007) and representative structure different desires of HR experts, because of the expanded informative content responsiveness of HR experts (Gardner et al., 2003, Strohmeier, 2007). Through the expanded exhibition, HR experts can expedite as inside advisors (Hussain et al., 2007) and obligations of HR experts ought movement to line administrators and workers (Ruël et al., 2004). We attempt to blanket these partial updates with the five distinctive parts characterized by Ulrich and Brockbank (2005). An HR expert can full fill more than one role. Ulrich and Brockbank (2005) characterize five diverse parts that an HR expert needs to fulfil to make esteem for a conglomeration. These are:

- Employee Advocate
- Human Capital Development
- Functional Expert
- Strategic Partner
- HR Leader

Employee Advocate

Employees are the essential holding of a conglomeration and have aberrant a considerable measure of impact on clients and shareholders. Due to the vitality of representatives, a representative backer concentrates on representative relations. He upholds representative concerns and in addition administration concerns and is an imparting connection between those two assemblies of workers. To keep workers fulfilled, individual consideration is essential. A representative promoter listens and reacts to single representative necessities and deals with worker concerns. Additionally he is answerable for the execution and execution of reasonable approaches for workers. (Ulrich and Brockbank, 2005)

Human Capital Development

Managing human capital is the primary assignment of the human capital visionary. He is answerable for worker advancement and esteem creation by

putting resources into representatives. Giving preparing chances, advancing worker skills and searching for future requests are an imperative part. An additional part of this part is the guiding of pioneers and persuades representatives to show the coveted conduct (Ulrich and Brockbank, 2005).

Functional Expert

Functional useful Expert practical master enhances choice making with his assortment of learning and gives counsel to executives. He describes business needs and upholds administration in conveying the required HR rehearses. Further he hunts down results for routine HR issues. HR is a developing zone; hence learning of all territories is outlandish (Ulrich and Brockbank, 2005). Hence, furthermore this general learning, the part of useful master requires specialization.

Strategic Partner

Key Partner a key accomplice helps administration with making worth. He encourages line directors to achieve their objectives and prompts pioneers what things and how things ought to be finished. He likewise causes planning procedures and to join them and exhortation which individuals take part in key choices (Ulrich and Brockbank, 2005).

HR Leader

One of the errands of an HR pioneer is to verify how the HR capacity it will work. He sets a dream and captivates others, assists clears up parts and screens movements and results. A HR guide is examining conglomerations for ability and advances capacities that make worth. (Ulrich and Brockbank, 2005) “Effective HR authority implies setting clear objectives, being definitive, conveying inside and out, supervising change, and determining brings about terms of worth included for moguls, clients, line chiefs, and workers” (Ulrich and Brockbank, 2005).

4.13 HRM SERVICE QUALITY

Parasuraman et al. (1985) has outlined administration quality as an examination of the needs of the HRM administrations a conglomeration offers to its workers with the exhibition of these administrations. Administration quality includes not just the result of the e-HRM framework and yet the way the administration is conveyed. Administration quality is an essential worth making variable on the grounds that there are various types of crevices which exist between the observations of executives observing administration quality and the recognitions of the real clients. To guarantee great quality, administration quality might as well surpass client wants of the administration

(Parasuraman et al., 1985). The point when the administration exhibition of the HRM division or the administration of the e-HRM provision surpasses the desires of the representatives, administration quality is recognized as exceptional. By enhancing the administration level of the HRM office because of the usage of e-HRM, e-HRM can make esteem for a conglomeration.

4.14 HRM EFFICIENCY

e-HRM can serve to build the effectiveness of the conglomeration. e-HRM conveys routine however key HR forms. Moreover headcount lessening, e-HRM has the possibility to dispose of non quality included function. Therefore administrative and transaction expenditures are lessened (Yeung and Brockbank, 1995). E-HRM additionally accelerates transaction forms, which brings about time funds (Lengnick-Hall and Moritz, 2003). Through computerization, profit is enhanced and fewer individuals are indispensable to perform the same undertaking. E-HRM furnishes access to qualified data and the qualified data is simpler to spread (Gardner, Lepak and Bartol, 2003).

The HR staff could be more responsive and has access to additional correct qualified data which brings about additional productivity. e-HRM enhances the proficiency of the conglomeration by diminishing expenses, time and assets essential to perform the same movement. The viability of HRM is relied upon to build because of e-HRM. The mix of e-HRM and HRM may be observed as one of a kind as a result of the numerous chances to redo it for the conglomeration. Mistake potential should be decreased, convenience might build, HR reaction time and information correctness might enhance and the proficiencies of supervisors and representatives ought to likewise be made strides. Consequently, the administration nature of the HR office might additionally expand. The productivity is required to enhance through time funds, cost diminishes, enhanced choice making, and expanded qualified data quality.

4.15 PERCEIVED EFFECTIVENESS OF ELECTRONIC HR PRACTICES

Perceived Effectiveness of electronic HR practices is the degree to which HR practices are recognized as handy and accommodating. Distinctive HR practices might be upheld by e-HRM. The point when underpinned by e-HRM, the HR procedure of the HR practice is likewise impacted and at times progressions. The objective of e-HRM is obviously to enhance the HR practice

itself, yet this will sadly not dependably be the situation. Consequently to make esteem, the observed adequacy of electronic HR practices might as well build. In this exploration, the accompanying HR practices are observed:

- E-organization of faculty information
- E-vocation chances
- E-training/learning
- E-staffing
- E-exhibition management/appraisals

E-organization is the electronic record keeping of all faculty information. The point when e-government is enabled, representatives have for instance the probability to change their own particular faculty information, to embed their worked hours, or to look at their pay slip. E-profession chances are the electronic arranging and improvement of vocation ways of representatives. E-training/learning is every sort of preparing or studying that uses a Pc system for conveyance, conveyance and expediting. E-studying is regulated at the studying methodology itself, distinctive as in gatherings, the improvement and control of studying materials and studying methodologies, and the conglomeration of studying and preparing exercises. E-staffing includes discovering the right individuals, with the right aptitudes, capabilities, and fit with help of an electronic provision. Staffing incorporates enrolling, choice and putting new representatives. E-exhibition management/appraisals are the procedure of assessing and reporting single exhibition electronically. In light of his/her exhibition, a worker is compensated.

The HR practice itself may additionally change. Because of e-HRM, institutionalization inside the conglomeration needs to occur. This implies that for a few parts of the conglomeration, the procedure itself updates. Further, the move to e-HRM is the ideal chance to accomplish changes of the methodology itself. An accepted HR polish chiefly requires a great deal of commissions and signings. Then again, by modifying to e-HR, these sanctions can now be finished with one rodent click. Workers have more potential outcomes to perform their own particular HR exercises. They can for instance change their own particular staff information, pick web preparing or study their pay slip. It relies upon that because of its electronic underpin, and through the change of the methods itself, the viability of the HR practice itself should increment.

CHAPTER 5

ANALYSIS AND DISCUSSION

In this chapter findings extracted from the data are presented. First of all demographic characteristics is shown and discussed comprises of age of the research participants, their role in the organization and on gender basis. Then the correlation table is presented for the variables which show the relationship and their nature among variables used in this study. To further confirm the results of the study regression analysis is described on constructing basis. At the end the chapter propositions made in the previous chapter are discussed.

5.1 DEMOGRAPHICS

Three different demographic characteristics are used in this research study.

5.1.1 Age

In table 5.1 the age group is distinguished based on the age of the respondents and their point of view on the usage of e-HRM and value creation of the firm. The age group of the respondents was between 25 to 65 years and they are divided into 5 groups as shown in table 5.1. There were 28 respondents in 25-29 years age group, 46 were in 30-30 age group, 24 were in 40-49, 12 were in 50-59 and only 2 respondents were either in their 60 years of age or above. So there were sufficient representations of each age group except 60 year age group, which is obviously the retirement age.

When we discussed the mean values of their responses in table 5.1, we have a clear idea that in all age groups the scores of usage and HRM efficiency are more as compared to other variables. However the mean score of age group 60 is somewhat lower than other age groups, this was because of two main reasons. First there were only two respondents in that age group and secondly they are not much familiar with the electronic and information technology usage.

Table 5.1
Mean Values of Age Wise Differences in
Usage of E-HRM and Value Creation

Age Group	N	Usage of E-HRM	Time spent on S-HRM	HRM Roles	HRM Efficiency	HRM Service Quality	Perceived Effectiveness
25-29	28	3.321	2.79	3.25	3.64	3.39	3.64
30-39	46	3.261	2.93	3.57	3.56	3.58	3.58
40-49	24	3.229	3.08	3.54	3.83	3.37	3.54
50-59	12	3.167	2.92	3.17	3.50	3.50	3.16
>60	2	2.500	2.50	2.50	3.00	3.00	2.50

5.1.2 Role in the Organization

Second demographics feature used for grouping the research respondents was their role in the organization they are working. On the basis of their designations and departments they were divided into four groups. The first group of respondents was from an HR - department and were total 35 in numbers, second was from different functional department and were 22 in total, the respondents of the third group were information technology specialist and were 33 and the last group was of general employees associated with different departments in sample organizations.

As shown in table 5.2, there is no significant difference among different groups; however the average score of HR professionals is greater as compared to other groups which are obvious because they are more related to the construct of the study. All the groups according to the table 5.2 perceive that usage of e-HRM increase the HR efficiency and the score for this variable was on the high side as compared to other variables. Surprisingly, all the groups' respondents have almost the same score about the perceived effectiveness of the HR practices.

Table 5.2
Mean Values of Organizational Role Wise Differences in
Usage of E-HRM and Value Creation

	HR Professional	Functional Manager	IT Professional	Employee
	N= 35	N=22	N=33	N=22
Usage of e-HRM	3.37	3.34	3.09	3.18
Time spent on Strategic HR activities	3.02	3.00	2.87	2.72
HRM Roles	3.60	3.22	3.48	3.22
HR Service Quality	3.60	3.28	3.51	3.40
HRM efficiency	3.71	3.59	3.59	3.59
Perceived effectiveness of HR Practices	3.51	3.54	3.54	3.50

5.1.3 Gender

To further dig deeper a gender characteristics were also examined in the analysis. Out of total 112 research participants 70 were men and 42 were women. There was no such significant score difference between the gender both realized that HRM effectiveness and efficiency increased due to the appropriate and timely usage of e-HRM system.

Table 5.3
Mean Values of Gender Wise Differences in
Usage of E-HRM and Value Creation

	Male	Female
Usage of e-HRM	3.257	3.226
Time Spent on Strategic HR Activities	2.971	2.833
HRM Roles	3.500	3.286
HR Service Quality	3.414	3.571
HRM efficiency	3.614	3.642
Perceived Effectiveness of HR Practices	3.642	3.333

5.2 CORRELATION ANALYSIS

The correlation was run to examine the relation among the variables used in the study. Correlation analysis explains the relationship between the variables either it is positive or negative or how much strongly they are related to each other. Normally the values of correlation range from -1 to +1 in two tailed test. Table 5.4 shows the Pearson's correlation among the dependents and independent variables.

Table 5.4
Correlation between Variables

		1	2	3	4	5	6	7
1	Appropriate usage of e-HRM	1.000						
2	Frequency of usage of e-HRM	0.454**	1.000					
3	Time spent on Strategic HR activities	0.443**	0.304**	1.000				
4	HRM Roles	0.415**	0.448**	0.150	1.000			
5	HRM Service Quality	0.142	0.239*	0.126	0.290**	1.000		
6	HR efficiency	0.456**	0.420**	0.227*	0.442**	0.133	1.000	
7	Perceived effectiveness of HR Practices	0.509**	0.385**	0.223*	0.514**	0.235*	0.577**	1.000

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

* Correlation is significant at the 0.05 level (2-tailed).

Overall all the variables included in table 5.4 shows positive correlation with each other. Time spent on strategic HR activities has a moderate positive correlation with both appropriate and frequency of usage of e-HRM with the values of 0.443 and 0.304. However the relation with appropriate usage is relatively more positive and strong then frequency of usage.

HRM roles also have a moderately positive correlation with both appropriate and frequency of usage of e-HRM with the values of 0.415 and 0.448. But the inverse to previous mentioned variable the relation with appropriate usage is relatively less positive and strong then the frequency of usage. Furthermore HRM roles have slightly positive correlation with time spent on strategic HR activities with a value of 0.150.

HRM service quality was the next to examine. It has weak positive correlation with both appropriate and frequency of usage of e-HRM with the values of 0.142 and 0.239. Similar to previous mentioned variable (HRM Roles) the relation with appropriate usage is relatively less positive and strong then the frequency of usage. In addition to this HRM service quality have a weak correlation with time spent on strategic HR activities and HRM roles.

While looking at the HRM efficiency correlation with appropriate and frequency of usage of e-HRM it has moderately positive relationship with them having the values of 0.456 and 0.420. In addition to this HRM efficiency have weak to moderate correlation with time spent on strategic HR activities, HR service quality and HRM roles.

The perceived effectiveness of HR Practices shows weak to moderate correlation with all the variables used in the construct of the study. However it is more strongly correlated to appropriate usage, effectiveness and effectiveness of HRM practices.

5.3 REGRESSION ANALYSIS

Multiple regression analysis was done to further elaborate the relationship between variables uses in the construct. Overall five regression models were run for the analysis, examining the effect of all independent variables on all five dependent variables. The detail discussion for each model is below.

Table 5.5
Regression Analysis

	Model 1			Model 2		
	Coeff.	t-values	Sig	Coefficient	t-values	Sig
Appropriate usage of e-HRM	0.351	4.025*	0.000	0.228	2.87*	0.05
Frequency of usage of e-HRM	0.128	1.351*	0.180	0.303	3.52*	0.01
F-value	18.81*			18.82*		
R2	0.257			0.257		

*Significant at 0.05 level

Dependent Variable:

Model 1 (Time spent on strategic HR Activities),

Model 2 (HRM Roles)

Table 5.5 shows the impact of appropriate usage of e-HRM and Frequency of usage of e-HRM on Time spent on strategic HR Activities and HRM Roles. Results of model one indicates that one unit increase in Appropriate usage of e-HRM leads to 0.351 units increase in Time spent on strategic HR Activities and has significant impact at 1 percent level of significance which can be concluded from p-value i.e. 0.000. There is positive relationships between Frequency of usage of e-HRM and Time spent on strategic HR Activities indicating that 1 unit increase in Frequency of usage of e-HRM leads to 0.128 units increase in Time spent on strategic HR Activities. P-value 0.180 points out insignificant impact of Frequency of usage of e-HRM on Time spent on strategic HR Activities. There is positive relationship between Appropriate usage of e-HRM and HRM Roles indicating that 1 unit increase in Appropriate usage of e-HRM leads to 2.87 units increase in HRM Roles and p-value 0.05 is the sign of significance at 5 percent level. 1 unit increase in Frequency of usage of e-HRM leads to 0.303 units increase in HRM Roles and is significant at 5 percent level. R² for both models indicate that almost 25 percent results are explained by Appropriate usage of e-HRM and Frequency of usage of e-HRM.

Table 5.6
Regression Analysis

	Model 3			Model 4		
	Coeff.	t-values	Sig.	Coefficient	t-values	Sig.
Appropriate usage of e-HRM	0.330	0.406*	0.685	0.276	3.62*	0.00
Frequency of usage of e-HRM	0.186	2.111*	0.037	0.240	2.91*	0.04
F-value	3.339*			19.62*		
R ²	0.059			0.265		

* Significant at 0.05 level

Dependent Variable:

Model 3 (HRM Service Quality),
Model 4 (HR Efficiency)

Table 5.6 shows the impact of Appropriate usage of e-HRM and Frequency of usage of e-HRM on HRM Service Quality and HR Efficiency. Results of model Third indicates that one unit increase in Appropriate usage of e-HRM leads to 0.330 units increase in HRM Service Quality and has insignificant impact which can be concluded from p-value i.e. 0.685. There is a

positive relationship between Frequency of usage of e-HRM and HRM Service Quality indicating that 1 unit increase in Frequency of usage of e-HRM leads to 0.186 units increase in HRM Service Quality. P-value 0.037 points out significant impact of Frequency of usage of e-HRM on HRM Service Quality at 5 percent level. R² for third model indicates that almost 6 percent results are explained by Appropriate usage of e-HRM and Frequency of usage of e-HRM. Fourth model indicates that there is positive relationship between Appropriate usage of e-HRM and HR Efficiency indicating that 1 unit increase in Appropriate usage of e-HRM leads to 0.276 units increase in HR Efficiency and p-value 0.00 is the sign of significance at 1 percent level. 1 unit increase in Frequency of usage of e-HRM leads to 0.240 units increase in HR Efficiency and is significant at 5 percent level. R² for fourth model indicates that almost 26 percent results are explained by Appropriate usage of e-HRM and Frequency of usage of e-HRM.

Table 5.7
Regression Analysis

	Model 5		
	Coefficient.	t-values	Sig.
Appropriate usage of e-HRM	0.379	4.465*	0.000
Frequency of usage of e-HRM	0.188	2.135*	0.035
F-value	22.119*		
R ²	0.289		

* Significant at 0.05 level

Dependent Variable:

Model 5 (Perceived effectiveness of HR Practices)

Table 5.7 shows the impact of Appropriate usage of e-HRM and Frequency of usage of e-HRM on Perceived effectiveness of HR Practices. Results of model fifth indicates that one unit increase in Appropriate usage of e-HRM leads to 0.379 units increase in Perceived effectiveness of HR Practices and has significant impact at 1 percent level which can be concluded from p-value i.e. 0.00. There is a positive relationship between Frequency of usage of e-HRM and Perceived effectiveness of HR Practices indicating that 1 unit increase in Frequency of usage of e-HRM leads to 0.188 units increase in Perceived effectiveness of HR Practices. P-value 0.035 points out significant impact of Frequency of usage of e-HRM on HRM Service Quality at 5 percent level. R² for this model indicates that almost 29 percent results are explained by Appropriate usage of e-HRM and Frequency of usage of e-HRM.

In model 1 the dependent variable is time spent on strategic HR Activities which is regressed on appropriate usage and frequency of usage of e-HRM. In second model HRM Roles, in third one HRM service quality, while in fourth model HR efficiency and in 5th model Perceived effectiveness of HR Practices was used as dependent variables.

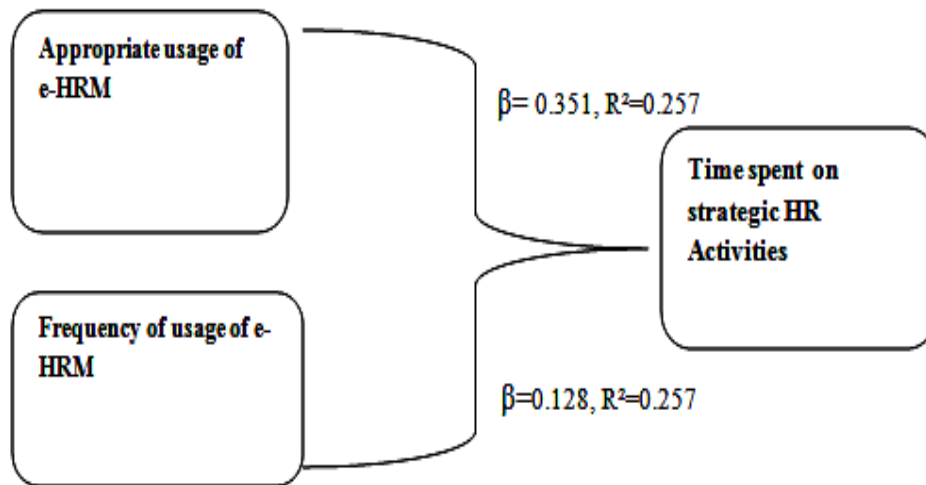


Figure 5.1: Regression analysis of HR activities

Regression analysis indicates a significant relation between appropriate usages of e-HRM, and Time spent on strategic HR Activities; however frequency of usage of e-HRM is not significant with Time spent on strategic HR Activities at 0.05 levels. Time spent on strategic HR Activities declares 25.7 % of appropriate usage and frequency, but has a strong positive effect on appropriate usages of e-HRM. ($\beta=0.351$).

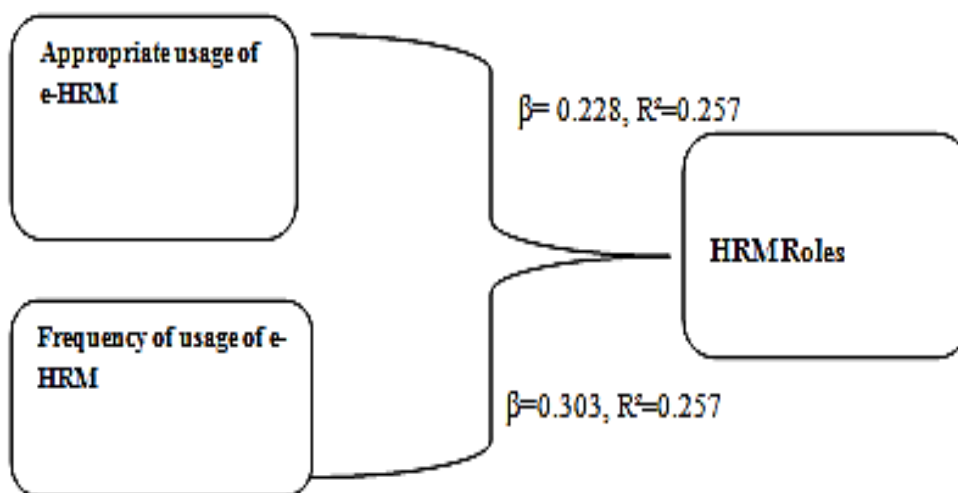


Figure 5.2: Regression analysis of HR Roles

Appropriate usage and frequency of usage of e-HRM has a moderately positive relation ($\beta=0.228$; $\beta=0.303$) with HRM roles and determines for 25.7% of ($R^2=0.257$) of both Appropriate usage and frequency of usage of e-HRM.

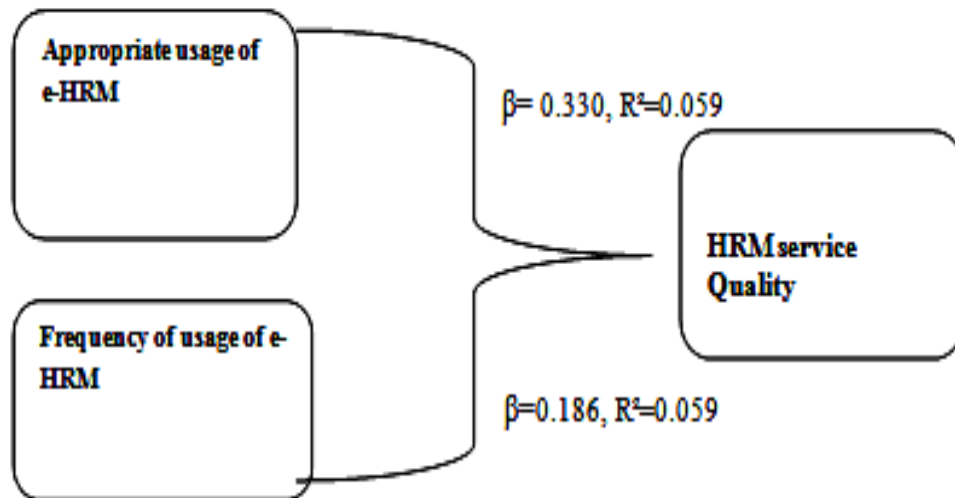


Figure 5.3: Regression Analysis of HR Service Quality

Regression analysis indicates a frequency of usage of e-HRM significantly regressed on HRM Service Quality; however appropriate usages of e-HRM are not significant with Service Quality. Service Quality declares only 5.9 % ($R^2=0.059$) of appropriate usage and frequency, but has a weak positive effect on frequency of usages of e-HRM. ($\beta=0.186$).

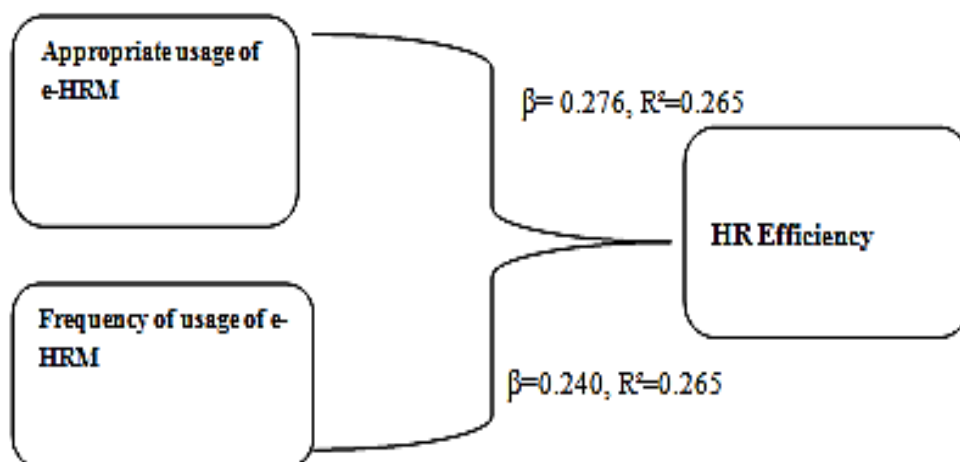


Figure 5.4: Regression Analysis of HR Efficiency

Regression analysis in model 4 indicates that appropriate usages of e-HRM and frequency of usage of e-HRM significantly regressed on HRM efficiency. Which declares 26.5 % ($R^2=0.059$) of appropriate usage and

frequency, but has a moderate positive effect on both appropriate usages of e-HRM and frequency of usages of e-HRM. ($\beta=0.276, 0.240$).

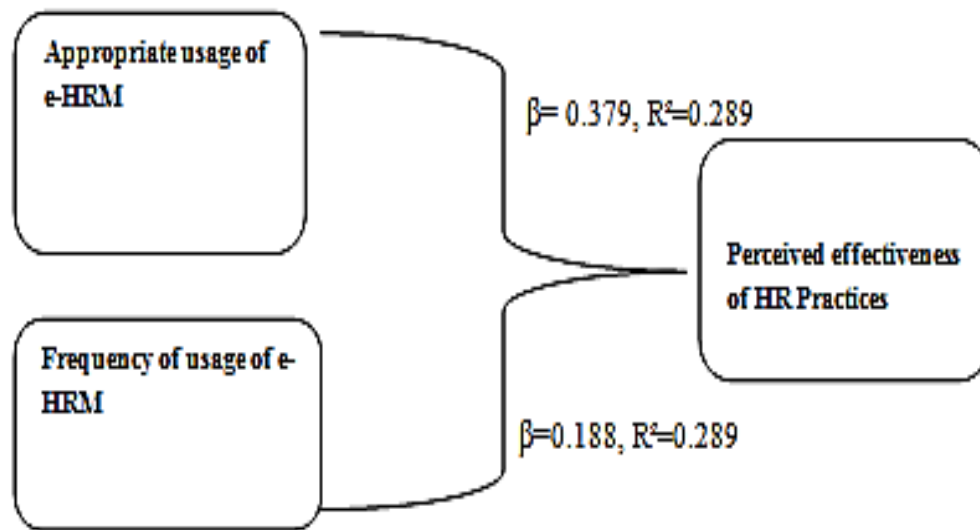


Figure 5.5: Regression Analysis of HR Practices

In model 5 Regression analyses indicate that appropriate usages of e-HRM and frequency of usage of e-HRM significantly regressed on Perceived effectiveness of HR Practices. Which declares 28.9 % ($R^2=0.289$) of appropriate usage and frequency, but has a moderate positive effect on both appropriate usages of e-HRM and frequency of usages of e-HRM. ($\beta=0.379, 0.188$).

5.4 CONCLUSION

In this part of chapter proposition are discussed and verified on the basis of the above analysis and results. Our first proposition was,

Proposition 1: If the system is appropriate for the usage of E-HRM then the value creation and frequency of use will be higher.

Proposition 1 is accepted because suitable utilization of e-HRM and frequency of usage has positive correlation with five other variables of value creation. Furthermore these variables are also positively regressed with each other except time spent on HR activities and HRM service quality with frequency of usage of e-HRM.

Proposition 2: For E-HRM, HR experts are spending more time on strategic HR activities.

Proposition 2 is also partially acceptable, HR professional shows a positive correlation of suitable utilization, frequency and time spent on strategic HR activities but regression with frequency is not significant so we partially accepted this hypothesis.

Proposition 3: E-HRM implementation leads HR experts to fulfill HR roles as Employee Advocate, Strategic Partner and HR leader

Proposition 3 is accepted because HR Roles as Employee Advocate, Strategic Partner and HR leader has positive correlation with the implementation of e-HRM.

Proposition 4: E-HRM execution conduct to better service quality.

Proposition 4 is also partially acceptable, HR Service quality show a weak positive correlation with appropriate usage, frequency but evidence does not support the appropriate usage increase the service quality of HE professional.

Proposition 5: Effectiveness of HRM enhance due to implementation of e-HRM.

Proposition 5 is accepted because professional strongly believed that effectiveness of HRM increases with the implementation of e-HRM. They also show positive correlation and regression with each other.

Proposition 6: When e-HRM support HR practices, their perceived effectiveness shall increase.

Proposition 6 is accepted because the perceived effectiveness of HR practices do increase after the implementation of e-HRM. Respondents are very positive about the effectiveness of HR practices.

5.5 RECOMMENDATIONS

After going through the research study we noticed that HRM effectiveness and Perceived effectiveness of HR practices are the two important value creating factors. Organizations have to focus on the success enablers that can influence these two value creating factors. IT environment has a strong influence on HRM effectiveness and Perceived effectiveness of HR practices.

When organizations want to improve the service quality of the HR department, the technological competencies of HR professionals are very important. HR professionals should have sufficient technical expertise and should be able to work with e-HRM. To influence the efficiency of the e-HRM application, organizations have to focus on the usefulness of the application and the degree of appropriation.

A high degree of appropriation can be reached when the system is easy to use, when the HRM system itself is consistent, and when there are enough facilitating conditions. To achieve a consistent HRM system, there should be agreement between the goals of top management and employees, the different HRM messages should be in harmony and the messages should be stable over time. When organizations want to influence the perceived effectiveness of their HR practices, they have to focus on the consistency of the HRM system, the facilitating conditions and on appropriation.

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APPENDIX

QUESTIONNAIRE

Demographics

1. What's your age?
2. Gender: Male / Female
3. Your Qualification: _____
4. How long have you been working in this organization? _____
5. What's your role in the organization?
 - a) HR Professional
 - b) Functional Manager
 - c) IT Professional
 - d) Employee
 - e) Other
6. For how long have you been using e-HRM?
 - a) Less than 1 year
 - b) 1 year or longer: could you indicate how many years you are using e-HRM?
7. What is your job function?

8. For which of the following HR domains are you responsible?
 - Compensation
 - Performance Management
 - Work Design
 - Personnel Planning
 - Talent Management
 - Labor Relations
 - Recruitment and Selection
 - Training
 - Career Development
 - Safety
 - Supervising Employees
 - e-HRM
 - HR Administrative Processes

Usage of e-HRM

Appropriation (adapted from Ruël, 2001)

	Strongly disagree	Disagree	Partly agree, Partly disagree	Agree	Strongly Agree
I use the e-HRM tools in accordance with what manuals (documentation) state it intends	1	2	3	4	5
IT experts will not agree with my way of using the e-HRM tools	1	2	3	4	5
I use the e-HRM applications different from the initial purposes	1	2	3	4	5
I do not use the e-HRM applications in the optimal	1	2	3	4	5

Frequency of using e-HRM

	Strongly disagree	Disagree	Partly agree, Partly disagree	Agree	Strongly Agree
I use e-HRM in my daily work	1	2	3	4	5
I use e-HRM very intensively	1	2	3	4	5

For how many hours a week do you use e-HRM?

Time Spent on Strategic HRM Activities
(HR professionals and Functional Manager)

Since the implementation of e-HRM I am increasingly involved in:	Strongly disagree	Disagree	Partly agree, Partly disagree	Agree	Strongly Agree
Forecasting of HR needs	1	2	3	4	5
Matching of job vacancies with organizational needs	1	2	3	4	5
Developing long-term HR policies	1	2	3	4	5
Aligning HR policies and the strategy in my organization	1	2	3	4	5

HR Roles (adapted from Ulrich and Brockbank, 2005):

Employee Advocate	Strongly disagree	Disagree	Partly agree, Partly disagree	Agree	Strongly Agree
• HR professionals develop HR activities to take care of employee personal needs	1	2	3	4	5
• HR professionals are active participants in listening to and responding to employees	1	2	3	4	5
• HR professionals are active participants in building mutual respect in our organization	1	2	3	4	5
• HR professionals are seen as advocates for employees	1	2	3	4	5
• HR professionals develop HR activities to help employees to develop individual plans	1	2	3	4	5
• HR professionals focus on the future of employees	1	2	3	4	5
• HR professionals spend time to adjust employees' individual differences to their career plans	1	2	3	4	5
• HR professionals are seen as human capital developers	1	2	3	4	5

Business Expert	Strongly disagree	Disagree	Partly agree, Partly disagree	Agree	Strongly Agree
• HR professionals develop HR activities to efficiently deliver HR solutions	1	2	3	4	5
• HR professionals are active participants in turning HRM theories into concrete practices	1	2	3	4	5
• HR professionals work to implement HR activities efficiently	1	2	3	4	5
• HR professionals are seen as functional experts	1	2	3	4	5
• HR professionals develop HR activities to align HR strategies with business strategies	1	2	3	4	5
• HR professionals partner with line managers to help them reach their goals	1	2	3	4	5
• HR professionals actively participate in making plans for the organization	1	2	3	4	5
• HR professionals contribute to ensure organizational change	1	2	3	4	5

HRM Efficiency HRM, seen as a combination of face-to-face and electronic approaches, in our organization:	Strongly disagree	Disagree	Partly agree, Partly disagree	Agree	Strongly Agree
• Is not widely available in the labor market	1	2	3	4	5
• Is not available at our competitors' organizations	1	2	3	4	5
• Is widely considered the best in our sector	1	2	3	4	5
• Is developed through (job) experiences	1	2	3	4	5
• Is unique to our organization	1	2	3	4	5
• Is difficult for our competitors to imitate or duplicate	1	2	3	4	5
• Is customized to our particular needs	1	2	3	4	5
• Distinguish my organization from our competition	1	2	3	4	5

HR Service Quality Human Resource Management can be seen as service delivery. It is now provided through two channels in your organization: face-to-face and electronically. Looking at such a combination of face-to-face and electronic HRM services, what is your opinion about their quality?	Strongly disagree	Disagree	Partly agree, Partly disagree	Agree	Strongly Agree
• The HR services guarantee error-free administration	1	2	3	4	5
• The HR department provides its services at the time it promises to do so	1	2	3	4	5
• The HR department is willing to provide service	1	2	3	4	5
• HR professionals inform employees exactly when new HR activities will be performed	1	2	3	4	5
• When I need advice on HR issues the HR department helps me quickly	1	2	3	4	5
Since the introduction of e-HRM:					
• Duplication of HR documents is minimized	1	2	3	4	5
• Administration of HR documents is efficient	1	2	3	4	5

Perceived effectiveness of HR Practices

Since the introduction of electronic [HR activities]

E-Administration of personnel data	Strongly disagree	Disagree	Partly agree, Partly disagree	Agree	Strongly Agree
• E-tools are useful to administer personnel data	1	2	3	4	5
• I can access HR personal information at my early convenience	1	2	3	4	5
• Employees can easily monitor HR personal information	1	2	3	4	5
• E-tools help to take care of routine HR transactions	1	2	3	4	5
E-Career opportunities					
• On-line tools support development of my career paths	1	2	3	4	5
• I plan my career lanes using e-tools	1	2	3	4	5
• Planning career paths through e-applications is helpful for me	1	2	3	4	5
• Planning career paths through e-applications is useful for me	1	2	3	4	5
• On-line tools make career opportunities customized for my needs	1	2	3	4	5

E-Training / Learning	Strongly disagree	Disagree	Partly agree, Partly disagree	Agree	Strongly Agree
• I feel that I am extensively trained through on-line programs	1	2	3	4	5
• On-line training programs improve my expertise	1	2	3	4	5
• On-line training programs help teach new hires the skills they need to perform in our organization	1	2	3	4	5
• On-line training programs help to increase my promo ability in our organization	1	2	3	4	5
E-Staffing (selection, recruitment, promotion)					
• Electronic tools help me to find internal vacancy in our organization	1	2	3	4	5
• I feel that on-line recruitment helps to hire qualified employees	1	2	3	4	5
• On-line recruiting tools provide equal opportunities for all employees	1	2	3	4	5
• Recruitment processes become easier	1	2	3	4	5

E-Performance management/ Appraisals	Strongly disagree	Disagree	Partly agree, Partly disagree	Agree	Strongly Agree
• Formal evaluation of my performance goes fully on-line	1	2	3	4	5
• On-line evaluation forms help me to manage performance better	1	2	3	4	5
• On-line appraisals procedures improve communication with my manager	1	2	3	4	5
• Through electronic tools I have the opportunity to earn individual bonuses	1	2	3	4	5