A STUDY OF E- HUMAN RESOURCE MANAGEMENT PRACTICES IN RECRUITMENT, SELECTION AND TRAINING WITH REFERENCE TO SELECTED SERVICE INDUSTRIES OF NASHIK CITY

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ABSTRACT

This research was undertaken with the objectives of studying the E-HRM activities in relation to recruitment, selection & training in selected Service Industries of Nashik City. Primary data was collected from 400 HR Managers/Officers /Proprietors from 25 different sub-sectors of service industry in Nashik. Findings show that for the variable implementation of e-HRM practices to a reasonable level for recruitment, the disagreement rating was 88%. For the variable implementation of e-HRM practices to a reasonable level for selection, the disagreement rating was 74%. It was found that for the variable implementation of e-HRM practices to a reasonable level for training, the disagreement rating was 70%. It was revealed that for the variable drivers for e-HRM practices, the agreement rating was 74%. For the variable barriers for e-HRM practices, the agreement rating was 78%. On an overall basis, it can be concluded that the implementation of e-HRM practices is far from reasonable levels. Company administration need to take a note of the improvements and focus on the implementation.

Keywords: E-HRM, Recruitment, Selection and Training process

Introduction

The rapid development of the internet and information technology during the last decade has enhanced the adoption of e-HRM. E-HRM is the application that enables easy interactions between the employees and the employer. The basic objective of this chapter is to research topics such as the concept of e-HRM, recruitment, selection, training, drivers, and barriers of e-HRM, and so forth. The processing and transmission of digitized HR information is called e-HRM (Electronic Human Resource Management). It stores information regarding payroll, employee personal data, performance management, training, recruitment, and strategic orientation.

Objectives of the study

Following objectives were set for the study.

- To study the HRM activities in relation to recruitment, selection & training in selected Service Industries of Nashik City
- To explore the extent of E-HRM practices, focusing on recruitment, selection and training practices being implemented in the Service Industries of Nashik City.
- To study the drivers that are perceived to be for E-HRM practices in recruitment, selection and training process and the perceived barriers for the implementation of E-HR recruitment, selection and training practices.
- To analyze the outcomes of E-HRM practices.

Primary data was collected from 400 HR Managers/Officers /Proprietors from 25 different sub-sectors of service industry in Nashik.

Literature review

Concept of e-HRM

Ahmed et al. (2019) reveals insight into the idea of Human Resource executives. In that, the authors have endeavored to underline a portion of the significant advancements in the field of HRM. The article explains the development from HRM to E-HRM and why it is getting unavoidable for organizations to comprehend and acknowledge it.

The paper by Rahman et al. (2020) targets understanding the part of innovation in e-HRM usage by thinking about the focal point of human operators and basic limitations of innovation. In this regard, innovation is considered to make a system that shows office and structure relations dependent on the structuration hypothesis of Giddens.

In their research by Galanaki et al. (2019), the authors talk of a configuration methodology and means to give methodical information on

which designs of e-HRM appropriation really exist at the worldwide level.

This examination by Iqbal et al. (2019) looks to investigate the gaps offered by e-HRM practices. The reason for this paper is to inspect the effect of operational, social, and groundbreaking e-HRM practices on firm results by joining HRM administration quality as a representative esteem making factor.

The results of the observational examination by Ravarini et al. (2019) show that the applied structure empowers the advancement of a Hellenic association and they feature that, to manage such turn of events, a focal job is played by electronic human resource management (e-HRM), characterized as far as HRM measures, programming stages, and hierarchical culture.

According to Shukla et al. (2019), E-HRM endeavors to actualize all the operational exercises that HRM is worried about, with the assistance of innovative instruments in a quick and precise manner.

According to Ziebell et al. (2019), as the digitization of HR measures in companies keeps on expanding, simultaneously, the fundamental technical premise is likewise creating at a quick pace.

According to Dede et al. (2020), the changes achieved by trends, for example, globalization, mechanical developments, and information based economy, and the speed of these changes are driving the endeavors to make more creative methods of working together and business measures.

This examination by Shahreki et al. (2019) investigates the relationships between electronic human resource management (e-HRM) and employee efficiency in private companies, with generic trust being the mediating variable.

Recruitment, Selection & Training

A study by Khashman et al. (2019) argues that the utilization of data and correspondence advances has upset e-recruitment and selection work in numerous associations, particularly changing it into an autonomous cycle of sourcing and assessing applicants.

This examination by Rahman et al. (2020) targets how online media shape the recruitment and selection cycles of people in developing nations. It further investigates the effects of web-based media on business profitability, cost effectiveness, broadening of search, less worker turnover and upper hand mediated by receiving e-recruitment measures.

In a study, Barclay et al. (2020) argue that while the field of Human Resources progressively assumes a vital part, there is a call for associations to turn out to be more worker focused. To examine the strain among key and worker focused methodologies, this paper examines bereavement policy.

This investigation by Manzoor et al. (2019) endeavors to examine the function of sustainable Human Resource Management (HRM) practices on job execution and incorporates training as a mediator variable to additionally assess the relationship among HRM practices and representative's job performance.

Drivers and Barriers of e-HRM

According to Hamad et al. (2019), the primary purpose of this investigation is distinguishing most powerful determinants that are identified with administrative choice for adjusting E-HRM based distributed computing framework for medical care association.

A study by Ziebell et al. (2019) states that as the digitization of HR measures in organizations keeps on expanding, simultaneously, the basic specialized premise is likewise creating at a quick pace.

In their study, Karan et al. (2020) stated that the idea of supportability is perceived as an organization's capacity to accomplish its business objectives by coordinating monetary ecological and social transparency into its business systems which appears to be crucial for organizations working around the world.

Utami et al. (2020) states that computerized innovation can give another face to the advancement of the capital market industry in Indonesia. Authorizing measure, more extensive reach and straightforwardness in exchanges (monetary innovation) become quicker, more effective, less expensive, and straightforward. In any case, the improvement of advanced frameworks is as yet obliged by different variables. The motivation behind this investigation is to attempt to dive further into the fundamental ideas of computerized making

arrangements for guarantors in the rundown of Islamic protections.

As per Suwansingha et al. (2020), maturing society is fundamentally affecting assistance innovation. This paper inspects factors influencing the impression of senior residents toward the administration innovation utilized via airlines.

The point of the paper by Simon et al. (2020), is to distinguish the basic elements prompting receive EHRM based distributed computing framework for medical services organizations. There are four measurements for EHRM based distributed computing framework that incorporate electronic human resource management activities, the level attention to EHRM and distributed computing, IT and distributed computing foundation, and the executives emotionally supportive network and quality for HRM.

Key observations and research gap

There are several studies globally on the concept of e-HRM. Moreover, there is ample research available on Recruitment, Selection and Training. Further, there are many investigations on the drivers and barriers to e-HRM. Our study is however unique, which probes these concepts in the context of service industry in Nasik.

Research findings

1. Broadly the units were spread more or less equally with 203 from organized sectors and 197 from unorganized sectors.
2. In terms of service domains, 57 units belonged to Hotels, 70 units to Transportation, 80 units to Banking, 60 to Insurance, 63 to IT and 70 to Others.
3. With regards to the distribution by the Age of the units, 137 units were < 10 years, 126 units were 10-15 years and 137 units were >15 years of age.
4. The spread based on the number of employees was 348 with <50 employees, 29 with 50-100 employees and 23 with > 100 employees.
5. The distribution based on designation was, 125 were Managers, 165 were Officers and 110 were Others.
6. In terms of work experience, 136 were with 5-10 years of experience, 201 were with 10-15 years of experience and 63 were with >15 years.
7. In terms of educational qualification, 136 were post graduate, 181 were graduates and 83 were others.
8. Findings show that for the variable implementation of e-HRM practices to a reasonable level for recruitment, the disagreement rating was 88%.
9. For the variable implementation of e-HRM practices to a reasonable level for selection, the disagreement rating was 74%.
10. It was found that for the variable implementation of e-HRM practices to a reasonable level for training, the disagreement rating was 70%.
11. It was revealed that for the variable drivers for e-HRM practices, the agreement rating was 74%.
12. For the variable barriers for e-HRM practices, the agreement rating was 78%.
13. It was found that for the variable outcome of e-HRM practices, the disagreement rating was 74%.
14. None of the two demographic variable, sector and the type of service, has an impact on the implementation of e-HRM in recruitment, selection and training areas.

Conclusion

1. Implementation of e-HRM practices for recruitment, selection and training were found to be far from reasonable. High disagreement was recorded for implementation of the following factors to a reasonable level - Human Resource functional application (HRFA), Integrated Software application (ISA), Separate HR Portal, HR Extranet, HR Intranet, Interactive Voice Response (IVR), User/Employee Self-service, Customized applications like e-Job description, Automation of routine tasks and Machine learning practices.
2. There are several significant drivers for e-HRM practices. High agreement rating was observed for various drivers such as - Saving of managerial and organizational time, Quick and automated transaction processing, Cost reduction in processes, Provision of information for better decision-making, Enhanced access to

potential employees, Lesser requirement of manpower in HR department, Enhanced image of the organization, Increased convenience in processes, Accurate and efficient maintenance of HR databases and Growing tendencies like work from home.

3. At the same time, there are several significant barriers for e-HRM practices. High agreement was observed for various barriers such as - Validation of data submitted, Compromises with data security and integrity, Lack of infrastructure support, Lack of IT skills on the part of employees and users, Frequent changes in technology calling for varying skills, High initial investments, Technological obsolescence, Over-dependency on systems, Ethical and governance issues and Limitation for strategic applications.

4. The outcome of the E-HRM practices have not been effective. High disagreement rating was noted for the following outcomes - E-HRM has impacted employee efficiency, E-HRM has impacted employee effectiveness, E-HRM has impacted process efficiency, E-HRM has impacted process effectiveness, E-HRM has improved quality by reducing errors and mistakes, The outcomes can be clearly quantified in terms of money, Outcomes have been acknowledged by top management, It has enhanced image of the organization as an employer, It gives a feel that the organization is part of global business community and Overall planning and control have improved.

Suggestions

1. Associations like Chamber of Commerce and other NGOs should arrange special training programs to convince entrepreneurs from the service sectors about the utility and benefit of e-HRM.

2. The service sector entrepreneurs who have implemented e-HRM should be requested to share their fruitful experience with others so that they can be motivated to adopt e-HRM.

3. Software companies should develop affordable solutions for the service sector enterprises as they might not be in a position to invest substantial funds for the technology requirements.

4. The IT solutions should be integrative and provide comprehensive coverage of the HR domain to include all areas like recruitment, selection and training.

On an overall basis, it can be concluded that the implementation of e-HRM practices is far from reasonable levels. The several barriers need to be overcome in order to derive the benefits from the implementation. Company administration need to take a note of this and focus on the implementation.

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