Impact of E-HRM on Organizational Effectiveness in Bangladesh

By

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Declaration

It is hereby declared that,

1. The thesis submitted is my own original work while completing degree at BRAC University.

2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I have acknowledged all main sources of help.

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Ethics Statement

Hereby, I Hamim Al Rashid consciously assures that, the following conditions are met for this paper **"Impact of E-HRM on Organizational Effectiveness in Bangladesh."**

1) This is original work that has not been previously published anywhere.

2) At this moment, the research is not being considered for publication anyplace.

3) The writer's research and analysis are accurately and completely reflected in the article.

4) Data collection has been made maintaining the ethical statement.

5) The publication adequately recognizes the contribution of supervisor and co supervisor.

6) The results are examined in relation to prior and continuing research.

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Hamim Al Rashid

Abstract

Both scholars and practitioners are interested in the outcomes of electronic human resource management (E-HRM) practices on organizational effectiveness. E-HRM is an automation system to support and enhance the management of human resources. The implementation of E-HRM practices has been found to improve the efficiency and effectiveness of HR processes, increase employee satisfaction, and enhance organizational performance. Additionally, E-HRM has been found to facilitate the sharing of information, improve communication, and enhance collaboration among HR professionals. While the potential benefits of E-HRM are numerous, its impact on organizational effectiveness in Bangladesh remains largely unknown. This study aims to examine how E-HRM practices affect organizational effectiveness in Bangladesh. Therefore, using the responses of 61 employees working in Bangladeshi private companies, the present study examines the relationship between E-HRM and organizational effectiveness. The findings of this study show that E-HRM has a significant impact on organizational effectiveness. Organizations that implement E-HRM practices in a strategic and planned manner can expect to see improved efficiency and effectiveness.

Acknowledgement

Firstly, I pray to the Almighty Allah for whom my thesis has been completed without any major interruption.

I would like to express my sincerest gratitude to Dr. M. Nazmul Islam, Assistant Professor at BBS, for his support and guidance as my supervisor. His expertise and dedication have been invaluable in the completion of this project.

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Chapter 1: Introduction

1.1 Background of the study

We are in the Modern Era right now. Every area of life is becoming more digital. Any corporation will wish to develop innovative approaches to enhance internal business operations. Time is money; thus, the corporation is implementing any techniques that would ramp up operations, boost productivity, or reduce costs. Organizations are switching to E-HRM because traditional HRM is less efficient. E-HRM benefits include less time commitment, lower costs, and increased transparency. It greatly reduces paperwork and makes large amounts of data accessible. "E-HRM is a way of implementing HR strategies, policies and practices in organizations through conscious and directed support of and with the full use of web-technology based channels" (Ruël, Bondarouk, & Looise, 2004, p. 281).

Organizations all over the world have undertaken several projects to improve company attainment by investments in ICT, with the goal of changing management practices and boosting organizational effectiveness. As web technologies developed and were eagerly embraced by businesses, more HRM services became web-enabled. E-HRM largely delegated HRM duties to staff members and management (Sagum, 2015). They use a web interface to access these features, generally through a business intranet. Through the capacity of the virtual work environment, ICT provide creative methods of carrying out standard organizational duties. Additionally, it aids firms in converting HR operations to web-based infrastructure and quickens the transfer and execution of company goals and procedures.

Computers have made it easier to analyze enormous volumes of data, and they may be incredibly helpful tools for HR administration, from processing payroll to keeping records (Kumar &Kamal, 2013). A company may maintain records and information more effectively and more

easily with the help of computer software, and databases. E-HRM technologies have helped HRM become more effective given the status of IT (Winarto, 2018).

Studies on E-HRM have not entirely demonstrated if these changes in HRM exclusively had beneficial benefits. It is sometimes thought that employees' attitudes are negatively impacted by electronic systems because these technologies do not allow for interpersonal dialogue or human interaction which hampers organizational effectiveness. Additionally, task performance may be slowed down and long-term expenditures may rise, if the staff in the use of those technologies is not well trained. It is therefore intriguing to investigate the reality of e-HRM.

The impact of E-HRM on organizational effectiveness in Bangladesh is still emerging, as traditional HRM practices have been widely used in the country until recently. By automating HR processes and providing real-time data access, organizations in Bangladesh can streamline HR operations, enhance organizational agility and responsiveness, and support the achievement of overall business goals.With the advancements in technology and the changing business landscape, it is expected that the adoption of E-HRM will become more widespread in Bangladesh, leading to improved organizational effectiveness.

The rest of this paper is organized as follows: The next section discusses the review of the literature, the conceptual framework of this research, and the creation of the hypotheses investigated in this study. The methods part follows with a sample frame, data, statistical technique, and tools used to evaluate the hypotheses.The results of the proposed hypothesized model are then discussed. The report ends with implications, limitations of the study, and future research possibilities to develop this blooming topic of E-impact HRM's on organizational effectiveness.

1.2 Objective of the study

Electronic Human Resource Management enables organizations to efficiently manage their HR operations through the use of technology. It offers numerous benefits, such as increased efficiency, reduced HR costs, improved decision-making, and enhanced employee engagement which leads to organizational effectiveness.The objective of the study is to evaluate the relationship between E-HRMand organizational effectiveness in context of Bangladeshi organizations.

1.3 Significance of the study

The research "Impact of E-HRM on organizational effectiveness in Bangladesh" is of great significance in the field of Human Resource Management, as it addresses an important and timely issue of how technology is affecting the HR practices and their impact on organizational effectiveness. This study provides valuable insights into the use and impact of E-HRM in organizations in Bangladesh, a developing country that is facing its own unique set of economic and cultural challenges.

Chapter 2: Literature Review

2.1 What is E-HRM?

The introduction of computers into everyday life at work and the rapid expansion of Internet services seemed to have an impact on HRM, transforming it into e-HRM. Prior to exploring the e-HRM idea, it is crucial to recognize and explain its related concepts. Along with e-HRM, other terms used in the literature for the same phenomenon include virtual HRM, HRIS (Chugh, 2014), business-to-employee (B2E),web-based HRM. In essence, "virtual HRM" refers to the use of technology to connect internal and external HR service providers to help traditional HR departments with their responsibilities. This results in a virtualization of HR procedures. On the other hand, e-HRM encompasses the use of less advanced technology applications, such as sharing of HR processes between a traditional HR department and a candidate through the internet(Ruel et al.,2014). On the other hand, "web based HRM" integrates this idea with Internet technologies. Additionally, heavily reliant on the web, e-HRM also uses supporting technologies like integrated ERP systems. As opposed to this, e-HRM includes essential actor categories like candidates as well as consultants. CHRIS "a fully integrated, organization-wide network of HR-related data, information, services, databases, tools and transactions.," according to another perspective. In order to significantly improve the Human resourcefunctions, process performanceand transactions, CHRIS can be seen as a type of e-HRM that applies conventional, online, and voice technologies (Nenwani & Raj, 2013:422).

In conclusion, although they are typically referred to as the constrained form of e-HRM, it can be claimed that all the above-mentioned concepts are connected to its primary features (Strohmeier, 2007). Furthermore, the growth of web-based platforms is said to have played a role in the development of a new strategic role for organizations, as HR operations have become less

burdened by previously time- and labor-intensive tasks such as payroll and benefits administration (Ashbaugh & Miranda, 2002).

The definition of e-HRM provided in the literature is significant and unique.Similarly, Ruel et al. (2004) define electronic HRM as a technique for implementing different HRM policy, strategy, and practices within businesses through the deliberate and direct use of web-based technological platforms."An automation system is a precisely planned change in a physical or administrative task utilizing a new process, method, or machine that increases productivity, quality and profit while providing methodological control and analysis. The value of system automation is in its ability to improve efficiency; reduce wasted resources associated with rejects or errors; increase consistency, quality and customer satisfaction; and maximize profit" (Kaur, 2013:36). The capacity of system automation to boost consistency, quality, and customer happiness, minimize resource loss associated with rejections or faults, and maximize profit is what makes it valuable.

E-HRM is also known as the utilization of information technology enabling assisting and connecting at least 2 actors in their combined performance of HR duties (implementation, planning, provision, and operation) (Strohmeier, 2007). Similarly, Hooi (2006) contends that E-HRM fundamentally unifies and connects staff members with the HR division digitally through the Human Resource portal and grants staff direct Internet access to information systems. Thanks to this E-HRM strategy, all stakeholders and employees now take part in company procedures electronically, which spares people from environmental restrictions and makes it easier for them to work.E-HRM is defined as "the administrative support of the HR function in organizations by using internet technology" (Voermans & van Veldhoven, 2007: 887), "a way of implementing HRM strategies, policies, and practices in organizations through the conscious and direct support of and/or with the full use of channels based on web-technologies" (Ruël et al., 2004 :16).

Bondarouk and Rul give a thorough explanation of electronic HRM in the light of the aforementioned descriptions. They claim "An umbrella phrase including all conceivable modules & contents between Human resource management & Information Technologies with the goal of delivering value to specific management and people within and beyond companies," (2009: 507), is what e-HRM is. In conclusion, with regard to e-HRM, it is widely noted that the tasks performed by human resource departments inside firms are mostly transferred to the online world.Expectedly, e-HRM solutions aid in the reformation and simplicity of a number of HR operations, including job analysis, selecting, recruitment, training, remuneration, as well as HR planning (Stone & Dulebohn, 2013).

2.2 Types of E-HRM

There are three distinct kinds of E-HRM: operational, relational, and transformational.These models are identified by Lepak and Snell (1998) and widely used by scholars.

The quality of HRM service was recently examined by Iqbal, Ahmad, Raziq, and Borini (2019) by incorporating it as an intermediate value-creating variable in their study of the effects of these three categories of e-HRM practices on organizational outcomes. Additionally, the study focuses on how e-HRM practices might improve a company's effectiveness, which could help the organization gain a competitive advantage.

2.2.1 Operational E-HRM

The first one is operational E-HRM consists of additional portions of normal work related to the HR Department as well as the core HR administrative operations (payroll, database administration, and personnel records, for example) (Marler, 2009; Ruël et al., 2004). Theseoperational e-HRM activities are the fundamental tasks that are thought to be required for HRM practices to exist. As a result, the workload of HR professionals is reduced, HRM tasks are

processed faster, and less regular managerial work is required. As a result, ESS software can be used to complete the majority of these HRM tasks.

2.2.2 Relational E-HRM

The second type is relational e-HRM, deals with HRM operations connected to the HR department's shared relationships with other departments both inside and outside the company. These activities include various HRM processes like electronic hiring and staffing, electronic training, and electronic performance. "Relational e-HRM practices are a way to manage the relationship between organizations and their employees"(Bissola & Imperatori, 2014:453). This will improve their ability to communicate with internal and external stakeholders and give them the tools they need to carry out HRM tasks without the direct involvement of the HR department. As a result, HR specialists will be less directly involved, freeing them up to concentrate on more crucial problems. As a result, relational e-HRM approaches emphasize interpersonal connections.

2.2.3 Transformational E-HRM

"The strategic actions taken by HRM, such as organizational transformation processes, strategic redirection, strategic capabilities, and strategic knowledge management, are within the transformational category of e-HRM activities. As a result of improving the strategic direction of numerous HRM processes and practices, e-HRM has the potential to alter the HRM function" (Ruël et al., 2004). The strategic HRM function links different HRM approaches to strategic management techniques and company objectives. This results in a collection of HRM policies and procedures that have been designed and adopted. As a result, the strategic alignment of the

HRM function with business strategy is seen as the primary transformative contribution of e-HRM, giving LMs access to reliable data that supports business choices.

2.3 E-HRM Goals

This part advances the discussion of the objectives driving the adoption of the e-HRM system. I) cost savings, (ii) maximizing the use of human capital, promoting long-term sustainability and capacity to advance gradually, (iii) to satisfy the various demands of change and innovation by enabling the electronic system are the three main reasons for implementing e-HRM. Organizations may need to maintain sustainability by placing a strong emphasis on their financial plan, business involvement, customer satisfaction, and HR professional help. A thorough, rigorous structure is required in order to support the objectives and process of implementing an e-HRM system. Lepak and Snell (1998) identified as being placed on the existing HR departments and claimed that HR departments needed to come up with novel ways to carry out HRM procedures and functions in order to handle the increased workloads.

These include:

1. The strategic growth mindset of HR managers and their enterprises.

2. The need for HRM services to be more flexible.

3. The desire that HR departments function effectively.

4. Retaining the position of support and service to managers, Line Managers, and workers.

Additionally, Rul et al. (2004) highlighted four primary objectives that drive firms to adopt e-HRM:

1. **Cost-effectiveness and reduction:**It is common to think that the need to lower the cost of HRM operations is the primary driver behind the adoption of e-HRM technology. An e-HRM system could be implemented to provide Full-Time Equivalent (FTE) HRM services and save administrative expenses by using less paper in addition to fewer conventional HRM transactions.

2. **Service improvement:** "The fundamental objective of implementing e-HRM is to enable improved services to end users by leveraging on ESS and MSS software" (Lengnick-hall &Moritz, 2003). Where MSS and ESS improved the organization's intention to better able to satisfy the clients' HRM demands while also advancing commercial goals Along with the system's content, it is crucial to stress the system's interface design in order to increase client service by fostering active contact between the HR department's clients (Gueutal, 2003; Stone & Dulebohn, 2013). The usefulness, personality, availability, accessibility, and timeliness of services should be the main topics of discussion.

3. Effectively integrating HRM philosophy with corporate strategy.

4. Permitting the HRM function to be integrated. An e-HRM goal is the diffusion and integration of HRM functions across wider organizational units or entire organizations. Therefore, in order to balance the content of the HRM activities used by diverse organizations, the HRM function must be uniform.In addition, dispersed HRM functions that enable collaboration and interaction across various organizational units must be synchronized.

2.4 E-HRM functions

E-human resource planning

"Systems for electronic human resource management (e-HRM) provide mechanisms that make it easier to gather, restore, and update information about the knowledge, abilities, and competencies of the company's employees as well as provide access to the information when needed. This enables a quicker and far more informed decision-making process in the event that other organizational departments request new projects" (Hopkings & Markham, 2003:57-58).

E-recruitment

Among the benefits of using the Internet for recruitment are lower recruitment expenses, a quicker application procedure, and exposure to a considerably larger applicant pool. This can save time and resources for both the employer and the job candidate (Holm, 2012). These benefits of using the Internet helped electronic recruitment become more popular and widespread among human resource professionals working in many industries. Technology is utilized not only to find individuals for organizations, but also to choose the tasks that these candidates will do. By accelerating the process and reducing hiring costs, it consequently leads to larger prospective candidates and a more effective hiring process.

E- Selection

E-selection refers to the use of electronic means, such as the internet, to evaluate and select job candidates. This can include the use of online assessment tools, such as aptitude and personality tests, as well as virtual interviews and simulations to assess candidates' qualifications and fit for the position. E-selection is becoming increasingly popular among employers as it allows for cost-effective and efficient evaluations of a large number of candidates(Wiesner& Cronshaw, 2000).

E-Training

By using open and adaptable learning materials, a variety of digital technical resources, and a facilitator, e-training may be described as a new innovative strategy that offers a well-designed, student-oriented, engaging, and assisted learning environment for anybody at any time and location (Khan, 2005). E-training is described as encompassing a variety of processes and activities, including computer-based training, online courses, and virtual interactions.

Electronic performance management

"The use of multimedia computer systems for the gathering, storing, analyzing, and reporting of performance data for a person and/or group is referred to as electronic performance management"(Philips, Isenhour, & Stones, 2008:199–200).The primary objective of utilizing technology in performance assessment is to enhance employee performance and, in turn, the performance of the business by empowering them with the support systems, information, and practices they need (Benson, Johnson, & Kuchinke, 2002).

E-application tracking

E-application tracking enables organizations to receive online applications from possible candidates for open positions now and in the future. E-application tracking can improve the efficiency and speed of the recruiting process by allowing applications to be submitted and reviewed online, eliminating the requirement for paper-based processes (Bingham, Ilg, Davidson 2002).As it eliminates the need for paper-based applications, mailing, and faxing, E-application tracking can help minimize administrative costs and time involved with recruitment.

Electronic career management

Computer-based career counseling programs include troubleshooting tools that highlight and communicate the needs for an employee's development. Additionally, these systems give workers the tools to compare the information and abilities they possess to the knowledge and abilities needed for their current and future employment (Rothwell, Jackson, Knight, & Lindholm, 2005).

E-Communication

The e-HRM capability allows for appropriate end-user contact. Through the e-HRM system, web-based solutions will promote employee online communication and active interaction. It also makes it easier for staff to communicate by using various channels, such as emails (Benjamin, & Kline, 2019). As a result, e-communication is essential and also enables top management to convey the expected advantages of e-HRM deployment.

E-personal profile

The type of E-HRM function known as "e-personal profile" enables a company to store employee history and present papers for future use.The E-personal profile is a web application that gives a centralized location to employee contact details as well as a comprehensive employee record solution, streamlining HR administration and teambuilding by including employee skills (Bhatt, 2015). E-personal profiling systems aid in boosting the availability and retrievability of employee records, which can be beneficial for a variety of objectives such as pre - employment screening, performance assessments, and legal and regulatory compliance.

E-Compensation

Employing web-based software tools, managers may establish, manage, and report pay plans more successfully with e-compensation (Dulebohn & Marler, 2005). Moreover, they are able to

carry out ordinary compensation administration tasks including responding to staff members who inquire about their private information or particular compensation plans (Wolf, 2000). E-Compensation solutions make administrative tasks simpler by enabling real-time information and details to flow. Electronic charging may also aid in improving equality.

E-grievance tracking

The E-HRM component of grievance tracking is not widely used. Using emotional intelligence, organizations use the internet to assist their employees.E-grievance tracking and handling system can increase the transparency and accountability of the grievance resolution process, as organizations can use online systems to document and track grievances, and ensure that they are handled in a consistent and fair manner (Wallack & Nadhamuni, 2007).

Electronic industrial relations

Setting up a system to assist management in making judgements about prospective labor relation difficulties is made simpler by web-based software.These systems are essential for the negotiation of collective labor agreements and helpful for the presentation of difficult-to-obtain variables, such information on employee absenteeism, overtime work and labor shifts, statistics on shifts, and the influence on expenditures (Ashbaugh & Miranda, 2002).

E- Advertising

With the help of this e-HRM capacity, companies can utilize the internet to send consumers attractive advertising message through channels including web banner advertising, email, search engine marketing, advertising on social media and display ads. E-advertising allows for greater reach and scalability, as organizations can use the internet to deliver their messages to a global audience, without the limitations of traditional media such as geographical boundaries or distribution costs (Aslam, B., & Karjaluoto, H. 2017).

E- Leave

Employees can apply for leaves electronically using a web browser thanks to the e-leave feature of the web-based E-HRM leave management system.E-leave System automated the monitoring and recording of many sorts of employee leaves (Chugh, 2014).Employees can withdraw earlier submitted leave requests, examine the current state of queries, and review executed leave transactions.Applications for leaves can be authorized online by the appropriate authorizing officers. Additionally, it maintains employee leave histories and entitlement balances. This is quick, simple, and paperless.

2.5 What is Organizational effectiveness?

Organizational effectiveness refers to the ability of an organization to achieve its goals and objectives (Erlendsson, 2002). Experts defined organizational effectiveness as the extent to which a company fulfills its objectives. These goals can be a specific outcome (output or quality of service), efficiency goals, as well as the degree to which internal operations are linked and the degree to which resources are safeguarded to generate a competitive advantage. It is the measure of how well an organization is performing in relation to its mission, vision, and strategic objectives. Effective organizations have a clear sense of direction, a strong culture, and good communication and decision-making processes. They are able to adapt to change, manage resources effectively, and create a positive work environment for employees (Robbins, Judge and Sanghi, 2009). Factors that contribute to organizational effectiveness include leadership, structure, processes, and people. Improving organizational effectiveness often involves making changes to one or more of these areas.

2.6 Proposed Hypothesis

H_1: There is a positive and significant relationship between e-Recruitment and organizational effectiveness.

H_2: There is a positive and significant relationship between e-selection and organizational effectiveness.

H_3: There is a positive and significant relationship between e-training and organizational effectiveness.

H_4: There is a positive and significant relationship between e-performance appraisaland organizational effectiveness.

H_5: There is a positive and significant relationship between e-compensation and organizational effectiveness.

H_6: There is a positive and significant relationship between e-personal profile and organizational effectiveness.

H_7: There is a positive and significant relationship between e-advertising and organizational effectiveness.

H_8: There is a positive and significant relationship between e-application tracking and organizational effectiveness.

H_9: There is a positive and significant relationship between e-communication and organizational effectiveness.

H_{10}: There is a positive and significant relationship between e-grievance tracking and handling and organizational effectiveness.

H_{11}: There is a positive and significant relationship between e-leave and organizational effectiveness.

2.7 Conceptual Framework

Finding how E-HRM practices affect organizational effectiveness in Bangladesh is the main goal of this study. Organizational effectiveness is a dependent variable, while independent variable is our E-HRM practices. We used 11 variables of E-HRM practices which are independent, and organizational effectiveness which is dependent variable.How E-HRM practices have impact on organizational effectiveness is then evaluated.
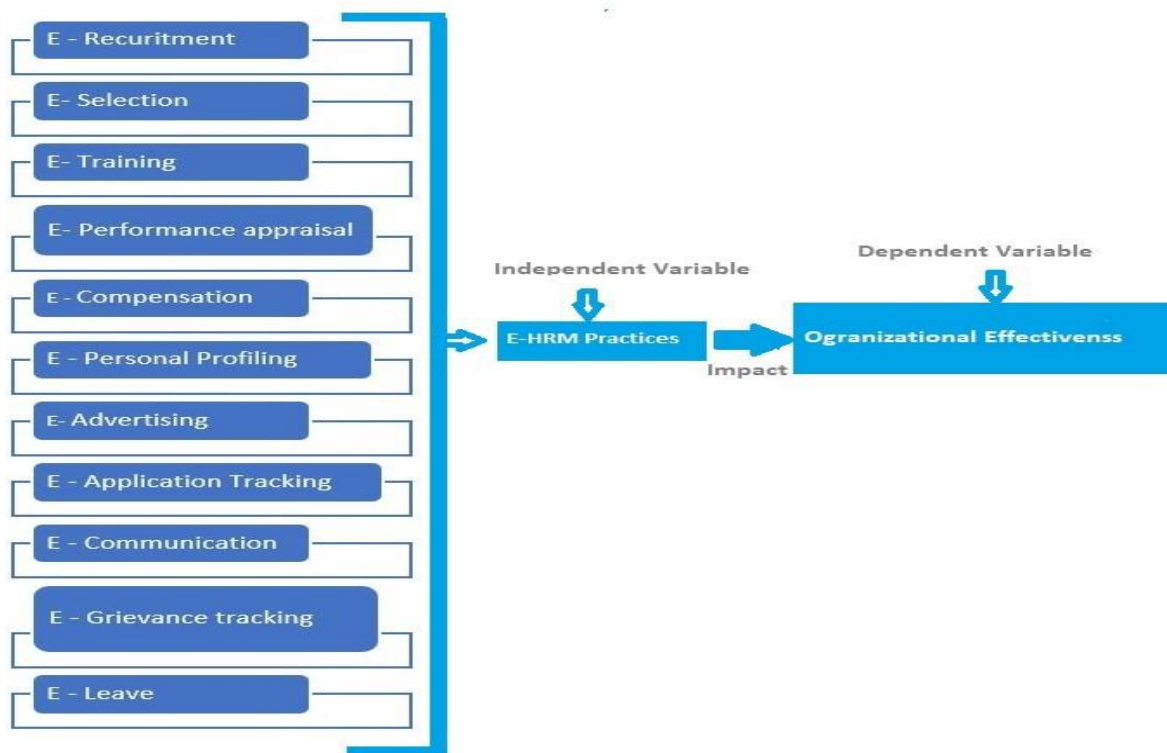
Chapter 3: Research Methodology

3.1 Research design

Research design is a general strategy that specifies the steps to be taken for gathering and analyzing the required data (Quinlan, Zikmund, Babbin, Carr, & Griffin, 2015). Finding E-HRM on organizational effectiveness in Bangladesh is the goal of the study. To evaluate the relationship, a survey is created. Through the use of a structured questionnaire, data is gathered. As a result, data collection involves a quantitative approach.

3.2 Sampling procedure & Sample size

Sampling refers to a subgroup or a portion of a greater population that is utilized to evaluate the features of the population as a whole. The goal of sampling is to choose participants for a survey on E-HRM practices in Bangladeshi corporate business and its effect on organizational effectiveness. The judgement sampling which falls under thenon-probability sampling was used for this study's sampling procedure.Because before answering the questionnaire, the respondents were asked if their company is using E-HRM functions. 61 employees from the private companies who are using E-HRM make up the study's sample. The sample is taken between December, 2022 and January, 2023.

3.3 Questionnaire Design

Using a questionnaire is an organized method of gathering Primary information (Bell, 2005). A questionnaire is used to obtain the data for this investigation. A simple linguistic questionnaire is created to lessen the possibility of confusion. The questionnaire is broken up into III sections, with part I capturing the respondents' demographic information, part II capturing their level of E-HRM activities, and part III capturing organizational effectiveness.

For parts II and III, the five-point Likert scale is used, with 1 = (strongly disagree), 2 = (disagree), 3 = (neutral), 4 = (agree), and 5 = (strongly agree). Six questions about the demographic profile in part I. Part II had 11 questions about the extent of E-HRM techniques. Finally, 12 questions about organizational effectiveness are in part III.

3.4 Data collection method

Primary data is the foundation of this study. By using structured questionnaire, primary data is gathered. Google Form and printed copiesof the survey are utilized to gather information from the participant for a structured questionnaire. The survey is disseminated via mail, WhatsApp, LinkedIn, Facebook, and other channels.

Chapter 4: Data analysis

Respondents Socio-demographic Characteristics

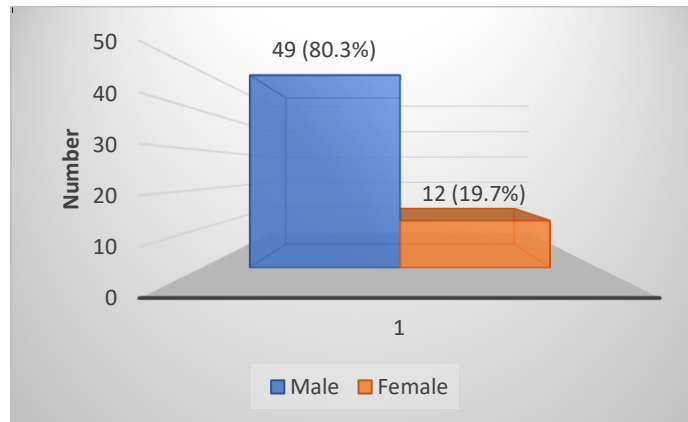Figures 1 and 5 depict the socio-demographic characteristics of the respondents.

Figure 1.Gender distribution of the respondents

The gender breakdown reveals that (80.3%) of respondents were male (Figure 1). Approximately 20% of respondents were female.
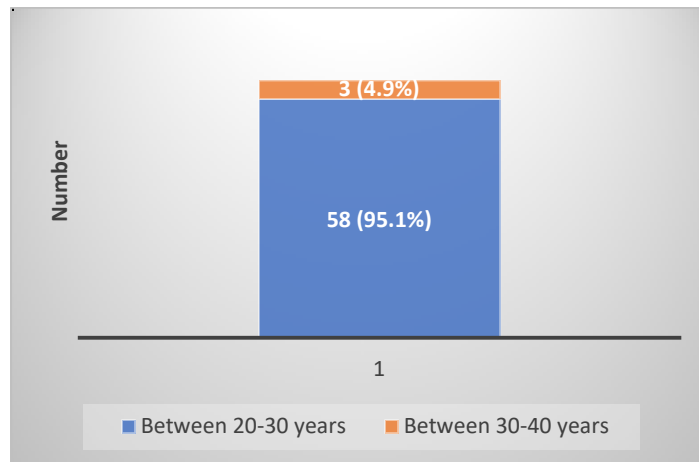

Figure 2. Age distribution of the respondents

The findings also revealed that (95.1%) of respondents were between the ages of 20 and 30 (Figure 2). E-HRM utilizes web-based technology to make HRM services accessible within an organization.
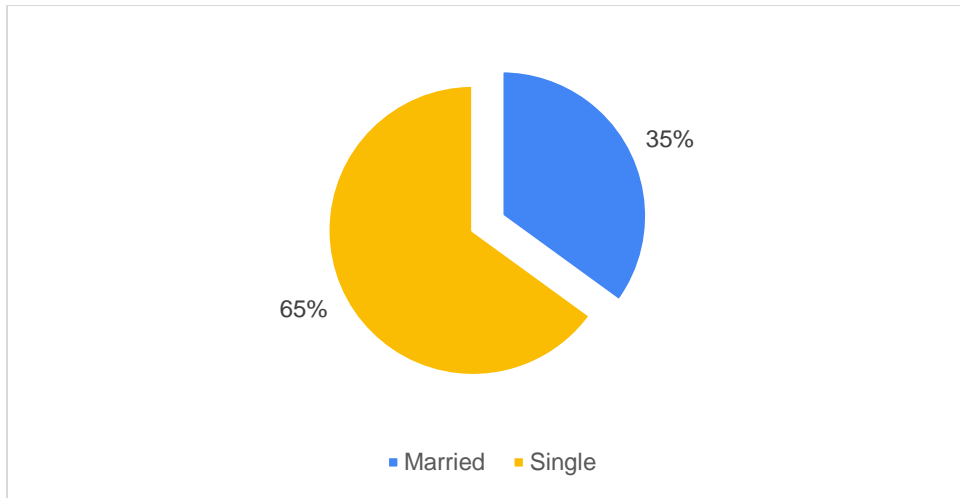
Figure 3. Marital status of the respondents

Figure 3 shows that approximately 35% of respondents were married among total surveyed respondents, while 65% are single.
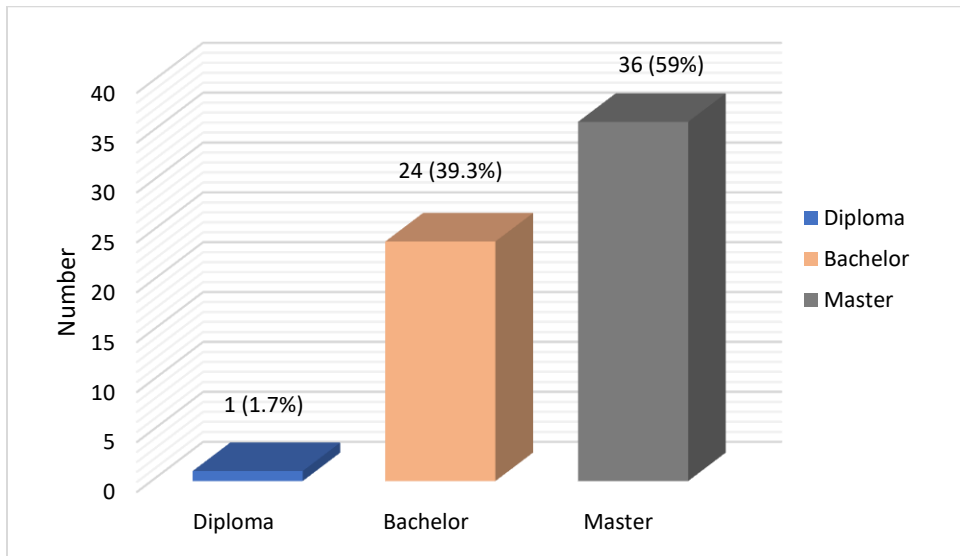

Figure 4. Educational status of the respondents

The socio-demographic characteristics in Figure 4 also revealed that the majority of respondents (59%) are a master's degree holders, (39.3%) are bachelor's degree holders.
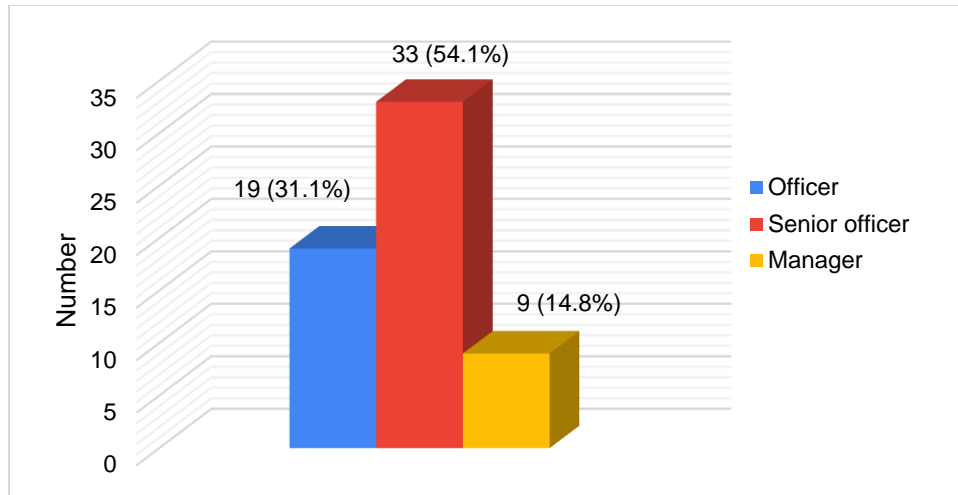
Figure 5. Position/ Rank of the respondents in their organizations

Besides, it can be seen from Figure 5 that more than half of the respondents were officers of senior rank, followed by officer's category. However, 14.8 % of total respondents were managers of different organizations.

Status of E-HRM activities in the organizations

On a five-point Likert scale, respondents' opinions concerning E-HRM activities are recorded (Table 1). Based on the perceptions of the respondents, it is evident that, with the exception of the E-grievance tracking and handling system (wherein the organization assists employees online by employing emotional intelligence), and E-training, all of the other selected E-HRM activities have been effectively adopted by the organizations. More than 80% of respondents agree that recruitment, personal profiles, advertising, application tracking, and employees leave management are conducted electronically in organizations. There is still some opportunity to adopt E-HRM practices, particularly for employee selection, training, and performance evaluation. In recent years, worldwide E-HRM systems are increasingly used for employee training, performance management, and compensation & benefits administration.

Table 1. Respondents' perception about E-HRM activities in their organizations

Activities	Percentage of responses				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
E-recruitment	29.51	63.93	3.28	3.28	0
E-selection	21.31	49.18	16.39	9.84	3.28
E-training	18.03	45.90	24.59	11.48	0
E-performance appraisal	21.31	44.26	16.39	11.48	6.56
E-compensation	21.31	49.18	13.11	9.84	6.56
E-personal profile	39.34	34.43	14.75	3.28	8.20
E-advertising	44.26	44.26	8.20	0	3.28
E-application tracking	40.98	44.26	1.64	11.48	1.64
E-communication	44.26	36.07	11.48	4.92	3.28
E-grievancetracking and handling	16.39	31.15	29.51	18.03	4.92
E-leave	42.62	39.34	6.56	4.92	6.56

Table 2. Reliability statistics

Construct	Cronbach's Alpha	Number of items
E-HRM practices	0.867	11
Organizational Effectiveness	0.805	12

Our investigation revealed that organizational effectiveness and E-HRM practices both have Cronbach's alpha values above 0.60, which proves to be high level of reliability. As a result, the reliability and validity scores show that each item has a decent amount of reliability and is internally consistent.

Table 3. Pearson's correlation coefficient for selected independent variables with Organizational Effectiveness

Independent variables	Organizational Effectiveness
E-recruitment system	0.635
E-selection system	0.331
E-training system	0.352
E-performance appraisal	0.704
E-compensation system	0.405
E-personal profiling system	0.732
E-advertising system	0.347
E-application tracking system	0.683
E-communication system	0.683
E-grievance tracking system	0.358
E-leave management system	0.605

The table 3 represents the results of correlation between dependent variable (organizational effectiveness) and each of the independent variable separately. The result indicates that all the independent variables are correlated with the organizational effectiveness. Besides some variables shows moderate correlation with organizational effectiveness such as E-recruitment system, E-performance appraisal, E-personal profiling system, E-application tracking system, E-communication system, E-leave management system.

Table 4. Overall impact of e-HRM related on the Organizational Effectiveness

R	R^2	Adjusted R^2	F-value	df-1	df-2	Significance level of F
0.879	0.774	0.724	15.28	11	49	0.000

Note: Dependent variable: Organizational Effectiveness, and independent variables: E-HRM practices.

The estimated R^2 is 0.774 which indicates 77.4% of the total variation in the organizational effectiveness is explained by the independent variables (11 E-HRM variables) in the model. Hence, the estimated has a high goodness of fit.

In terms of F- value, the F- value is 15.28 which is significant at 1% level. Hence, overall fit of the model is good and all the independent variables are needed for the analysis.

Table 5. The estimated coefficients to show the influence of E-HRM on the organizational effectiveness

Variables	Unstandardized Coefficients	Standard Errors	t-statistics	p-value	Standardized Coefficients
(1)	(2)	(3)	(4)	(5)	(6)
E-recruitment system	0.027**	0.011	2.364	0.022	0.209
E-selection system	0.003	0.008	0.423	0.674	0.040
E-training system	-0.007	0.008	-0.930	0.357	-0.078
E-performance appraisal	0.021**	0.009	2.341	0.023	0.288
E-compensation system	-0.010	0.008	-1.183	0.242	-0.135
E-personal profiling system	0.018**	0.008	2.286	0.027	0.253
E-advertising system	0.018**	0.008	2.355	0.023	0.194
E-application tracking system	0.019**	0.008	2.241	0.030	0.230
E-communication system	0.015*	0.008	1.882	0.066	0.181
E-grievance tracking system	0.013**	0.006	2.075	0.043	0.175
E-leave management system	-0.011	0.008	-1.304	0.198	-0.148
Constant	0.371***	0.047	7.966	0.000	-
Observations	61				
Adjusted R-squared	0.724				

Dependent variable: Organizational effectiveness, "***" denote the significance at 1% level, "**" denotes the significance at 5% level, and "*" denotes the significance at 10 % level.

*** $p<0.01$, ** $p<0.05$, * $p<0.1$

From the results, we can see that Hypothesis (H1, H4, H6, H7, H8 and H10) are accepted and (H2, H3, H5, H9 and H11) these hypotheses are rejected.

So, Developing E-Recruitment system will improve organizational effectiveness. Same goes for E-performance appraisal, E-personal profiling system, E-advertising system, E-application

tracking system, E-grievance tracking system varying the values. As the beforementioned functions show positive and significant relationship with organizational effectiveness. E-selection and E-communication do not have significant impact but they have positive impact on organizational effectiveness. While E-training system, E-compensation system, E-leave management system have found negative relation.

Chapter 5: Discussion and Conclusion

5.1 Discussion

How these below mentioned E-HRM functions can have positive and significant impact organizational effectiveness:

E-recruitment systems can increase the efficiency and speed of the recruitment process by automating many of the tasks that would otherwise be performed manually. This can save time and resources for both the employer and the job candidate (Holm, 2012). Another benefit is that e-recruitment systems can increase the reach of the recruitment process, by allowing employers to advertise job openings to a wider audience, including a global audience, through the internet. This can increase the diversity of the candidate pool and improve the chances of finding the right candidate for the job (Torrington et al., 2008).

E-performance appraisal systems can increase the objectivity and fairness of the appraisal process by allowing for the use of standardized forms and criteria, which can reduce the potential for bias and subjectivity. This can increase the accuracy and validity of performance evaluations (Ntsiful, A., Popesko, B., & Kwarteng 2020). E-performance appraisal systems can also improve the communication and collaboration between managers and employees by allowing for regular and timely feedback, which can improve the employee engagement, satisfaction, and motivation.

E-personal profiling systems help increasing the accessibility and retrievability of employees' records, which can be useful for various purposes such as background checks, performance evaluations, and compliance with legal and regulatory requirements (Bhatt, 2015).

E-advertising is that it allows for more targeted and personalized advertising, as organizations can use data and analytics to segment their audience and deliver relevant messages to specific

groups of consumers. E-advertising allows for greater reach and scalability, as organizations can use the internet to deliver their messages to a global audience, without the limitations of traditional media such as geographical boundaries or distribution costs(Aslam, B., & Karjaluoto, H. 2017).

E-application tracking can increase the efficiency and speed of the recruitment process, as applications can be submitted and reviewed quickly and easily online, without the need for paper-based systems (Bingham, Ilg, Davidson 2002). E-application tracking can also reduce the administrative costs and time associated with recruitment, as it eliminates the need for paper-based applications, mailing, and faxing.

E-grievance tracking and handling system can increase the transparency and accountability of the grievance resolution process, as organizations can use online systems to document and track grievances, and ensure that they are handled in a consistent and fair manner (Wallack and Nadhamuni 2007).

Though following twofunctions do not have significant impact on organizational effectiveness but they have positive relationship. Improving these functions can enhance their positive impact as:

E-selection enables organizations to access a more diverse pool of candidates, as it eliminates geographical barriers and allows candidates from remote areas to participate in the recruitment process and enhance efficiency (Stone et al.,2013).

E-communication helps improving the efficiency and speed of communication, as e-communication allows for quick and easy exchange of information between employees,

departments, and even external stakeholders, such as clients and partners. This can lead to faster decision-making and improved productivity.

Below are some reasons why these three functions can have negative impact on Organizational effectiveness:

E-training can be less effective than traditional, in-person training. Research has shown that learners tend to have lower retention rates and motivation levels when participating in e-training programs compared to traditional training programs (Anderson & Elloumi, 2004). Another issue is that e-training can lead to feelings of isolation and disconnection for learners. This is because e-training is often done independently and does not provide the same social and collaborative learning opportunities as traditional in-person training.

E-leave systems may not always be accessible to employees, particularly those who lack the necessary technical skills or access to technology. This can lead to difficulties in applying for and managing leave, which can negatively impact employee engagement and productivity.

E-compensation systems may not be able to fully capture all of the nuances and complexities of an employee's job performance. This can lead to inaccurate or unfair evaluations and compensation decisions (Gueutal H., & Stone, D. 2005). Additionally, e-compensation systems can also lead to feelings of mistrust and dissatisfaction among employees, who may feel that their performance and compensation is being evaluated solely based on data and algorithms, rather than by a human manager.

As the data analysis was based on a small sample size, a larger sample size would increase the generalizability of the findings and allow for more robust conclusions to be drawn about the relationship between E-HRM and organizational effectiveness.

5.2 Implication

The practical implications of this thesis are that organizations should prioritize the implementation of E-HRM functions that have been found to have a significant and positive impact on organizational effectiveness.Additionally, organizations should be aware of the E-HRM functions that were found to have a negative impact, though not significant, and take steps to mitigate any negative effects. It may also suggest that organizations should implement E-HRM functions in a strategic and planned manner rather than indiscriminately adopting all available E-HRM functions without considering their impact on organizational effectiveness.

5.3 Limitations and Scope for future study

The key drawback of this research is the small sample size; although a larger sample would yield more reliable data, it would be more challenging to gather in such a short amount of time. Also, these below factors add to the limitations -.

- The study's conclusions will be derived from the data that respondents submitted, and this information may be biased or partial.

- The majority of the data is gathered using a google form, which may slightly differ from the actual situation.

- Time, budget and the availability of information all contribute to the study's limitations.

Without a doubt, there is opportunity for researchers to investigate and undertake in-depth research on e-HRM systems and their efficacy in various organizations.Future study may be required to further develop these hypotheses. One potential future direction would be to replicate the study with a larger sample, given that my thesis was based on a small sample size.This would increase the generalizability of the findings and allow for more robust conclusions to be drawn about the relationship between E-HRM and organizational effectiveness.Another approach could

be to conduct a longitudinal study which would allow to track the impact of E-HRM over time on organizational effectiveness. This would provide more insight into how E-HRM affects organizational effectiveness over the long term. Overall, expanding the sample size and adding more methods would increase the robustness of the research and provide more valuable insights for organizations on how to effectively implement E-HRM to improve organizational effectiveness.

Also, the proposed model could certainly be improved by including mediators such as workplace transparency or employee motivation, as well as moderators such as organizational support and leaders' empathy, etc. Incorporating these mediators and moderators into the proposed model could provide a more comprehensive understanding of the relationship between E-HRM and organizational effectiveness.

5.4 Conclusion

Due to the HRM's significant influence over organizations, the organizational counterpart has a greater need to profit from it. Even though scholars are currently looking into this topic, the majority of them believe that these practices are essential component of modern technological advances. E-HRM has, in fact, become a necessary instrument for many companies. Although there are some restrictions, using E-HRM has several advantages. HR managers must figure out how to incorporate with this blessing of research and technology; and contribute to making the most out of it in order to attain a greater level of satisfaction at work, faster and more effective information exchange, and most significantly, to adopt the company's future objectives. This will enable them to accomplish tactical competitive advantage by making the most effective use of human resources.

This study is an attempt to provide a more comprehensive understanding of the variables that affect an organization's effectiveness. The perception of E-HRM practices and organizational effectiveness in the literature is anticipated to increase as a result of this research. It explains how E-HRM practices and organizational effectiveness are combined. Because of their importance in enhancing organizational effectiveness, these findings should shed some insight on policy makers and enable them to focus more on the E-HRM.

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Appendix

Questionnaire

PART-I: Personal Information, please (√) into the following information.

1). Gender: • Male   • Female

2) Age:

• Between 20 - 30 years

• Between 30 - 40 years

• Over 40 years

3) Marital Status: • Single   • Married

4) Education Level: • Diploma   • Bachelor   • Master   • Doctorate

5) Position/Title: • Officers   • Senior Officer   • Manager

6) Types of private origination: • Public   • Private

PART-II: Please give your opinion (√) to the following practices of e-HRM functions in your organization.

e-HRM						
The human resource management department of your organization is systematically practicing the following e-HRM functions -						
1	E-recruitment (organization finds the candidates through online as their recruitment process for the purpose of cost and time saving	1	2	3	4	5
2	E-selection (organization involves in online selection process conducting interview and preliminary test though audio and video conferencing method)	1	2	3	4	5
3	E-training (organization has full phrase of e-training facility for the current employees to improve their skills that are required to perform their jobs efficiently)	1	2	3	4	5
4	E-performance appraisal (organization uses the software programs to measure employee performance, record performance and review the feedback of employees for future improvement)	1	2	3	4	5
5	E-compensation (organization tends to follow the online system that administers compensation related issues of employees)	1	2	3	4	5
6	E-personal profile (organization has the system of keeping the employees' past and present documents for future reference)	1	2	3	4	5
7	E-advertising (organizations uses the internet to deliver the promotional marketing messages to consumers such as web banner advertising, email, search engine, social media, and mobile marketing)	1	2	3	4	5
8	E-application tracking (organization receives applications through online from the potential candidates for current and future job vacancy)	1	2	3	4	5
9	E-communication (organization uses the internet and their own website for their day-to-day business communication such as receiving and sending e-mail from inside or outside of organizations	1	2	3	4	5

10	E-grievance tracking and handling system (organization helps the employees through online by using emotional intelligence)	1	2	3	4	5
11	E-leave (organization has a web-based leave management system to keep of all employees' leave records, entitlements, balances)	1	2	3	4	5

PART-III:

Organizational Effectiveness						
Over the past two years, this company has improved its ability to -						
1	Innovate new products/services	1	2	3	4	5
2	Identify new business opportunities	1	2	3	4	5
3	Coordinate the development efforts of different units	1	2	3	4	5
4	Anticipate potential market opportunities for new products/services	1	2	3	4	5
5	Rapidly commercialize new innovations	1	2	3	4	5
6	Adapt quickly to unanticipated changes	1	2	3	4	5
7	Anticipate complexities	1	2	3	4	5
8	Quickly adapt its goals to the market changes	1	2	3	4	5
9	Decrease market response times	1	2	3	4	5
10	React to new information about the industry or market	1	2	3	4	5
11	Be responsive to new market demands	1	2	3	4	5
12	Avoid overlapping in taking development initiatives	1	2	3	4	5