CHAPTER -7
SUMMARY OF FINDINGS AND CONCLUSION

7.1 Introduction

The study is focused on application of information and communication technology in Human Resource Management (E-HRM) practices in software as well as IT enabled organizations in Chennai city and it has carried out four vital concepts of E-HRM, that is, E-Recruitment, E-Training, E-Payroll System and E-Attendance System. The data analysis of the study is accomplished in two stages, i.e., data analysis and interpretation-I and data analysis interpretation-II. The findings derived from the interpretations of both data analysis and these findings are summarized according to the confined objectives of the study. The research findings from both data analysis I and data analysis II are grouped and discussed under the summarized heads: E-Recruitment, E-Training, E-Payroll system and, E-Attendance system.

7.2 E-Recruitment

The study observed from data analysis that the weighted average scores for the various factors responsible for the benefit of E-Recruitment with respect to HR executive, the highest weighted score is reduction in time, which is ranked first followed by saving cost, remote candidate access, and standardized format. The least weighted score is no intermediaries. Then the weighted average scores for the various attributes associated with E-Recruitment with respect to HR executive, the highest score is quick process,
which is ranked first followed by intimate many candidate very short time, increased efficiency, increased productivity, assessment updated easily, comprehensive report. The least weighted score is standardized evaluation. It also indicated that weighted average scores for the various factors associated with the expectation level of E-Recruitment with respect to HR executive, the highest score is cost saving, which is ranked first followed by reduction of time, remote candidate access any time, without any intermediaries. The least weighted score is standardized format.

It is identified from the results of the analysis that weighted average scores for the benefit of E-Recruitment with respect to Non-HR Executives; the highest score is saving expense which is ranked first followed by global access opportunity, cycle time reduction and standardized format. The least weighted score is no intermediaries. From the analysis it is clear that weighted average scores for ranking the factors for satisfaction level of E-Recruitment with respect to Non-HR Executives, the highest score is duration / type of contracts and the least weighted score is shift working. It is found that the weighted average score of the various factors responsible for expectation level of E-Recruitment with respect to Non-HR executives, the highest score is right opportunity, which is ranked first followed by access to information process any time and reduction in cycle time reduction. The least weighted score is clean job description.

The tested hypothesis found from data analysis indicated that there is significant difference among the HR-Executives & Non-HR Executives about E-Recruitment and hence the null hypothesis Ho is rejected.
The tested hypothesis shown from the data analysis expressed that there is no significant difference among the category of organisations about E-Recruitment process and hence the null hypothesis Ho is accepted.

The hypothesis clearly revealed from the data analysis that there is no significant difference among HR Executives and Non-HR Executives about E-Recruitment with respect to gender and hence the null hypothesis Ho is accepted.

The tested hypothesis derived from analysis clearly indicated that there is no significant difference among HR Executives and Non-HR Executives about E-Recruitment with respect to age and hence the null hypothesis Ho is accepted.

The hypothesis from the data analysis indicated that there is no significant difference among HR Executives and Non-HR Executives about E-Recruitment with respect to experience and hence the null hypothesis Ho is accepted.

The tested hypothesis found from data analysis explained that there is no significant difference among HR Executives and Non-HR executives about E-Recruitment with respect to income and hence the null hypothesis Ho is accepted.

7.3 E-Training

It shows that the weighted average scores for ranking the attributes associated with E-Training with respect to HR-Executives; E-Learning represented highest score. Which is ranked first followed by computer based tutor, online training. The least weighted score is digital library. Then the weighted average scores of the various factors adopted
for E-Training with respect to HR Executive, the highest score is E-Learning, which is ranked first followed by online training, computer based tutor. The least weighted score is digital library.

It is indicated from the data analysis that the weighted average scores of the various factors responsible for expectation level of E-Training with respect to HR Executives; the highest score is effective training methods. The least weighted score is individual convenience.

In the results of testing hypothesis from data analysis shown that there is significant difference among the HR-Executive & Non-HR Executive about E-Training and hence the null hypothesis Ho is rejected.

The tested hypothesis shown from the data analysis expressed that there is significant difference among the category of organisations about E-Training and hence the null hypothesis Ho is rejected.

The hypothesis clearly revealed from the data analysis that there is no significant difference among HR Executives and Non-HR Executives about E-Training with respect to gender and hence the null hypothesis Ho is accepted.

The tested hypothesis derived from analysis clearly indicated that there is no significant difference among HR Executives and Non-HR Executives about E-Training with respect to age and hence the null hypothesis Ho is accepted.
The hypothesis from the data analysis indicated that there is no significant difference among HR Executives and Non-HR Executives about E-Training with respect to experience and hence the null hypothesis Ho is accepted.

The tested hypothesis found from data analysis explained that there is no significant difference among HR Executives and Non-HR executives about E-Training with respect to income and hence the null hypothesis Ho is accepted.

### 7.4 E-Attendance

This is found from the data analysis the weighted average scores of the various factors responsible for E-Attendance System with respect to HR Executive; the highest score is biometric finger print system, which is ranked first followed by swipe card system, remote access storing. The least weighted score is close circuit TV system. Then the weighted average scores of ranking the various factors responsible for adoption of E-Attendance System; the highest score is biometric finger print system, which is ranked first followed by swipe card system, close circuit TV system. The least weighted score is remote access storing.

The weighted averages scores of the various factors responsible for the perception of E-Attendance with respect to Non-HR Executives; the highest score is rightly enter in / out time, which is ranked first followed by access data any time and avoid malpractices. The least weighted score factor is store and access remote data. Then the weighted average score of the various factors responsible for the adoption of E-Attendance with
respect to Non-HR Executives; the highest score is rightly enter in / out time which is ranked first followed by clear attendance records and secured entry. The least weighted score is access data any time.

The tested hypothesis found from analysis shown that there is no significant difference among the HR-Executive & Non-HR Executive about E-Attendance and hence the null hypothesis Ho is accepted.

The hypothesis shown from the data analysis expressed that there is significant difference among the category of organisations about E-Attendance and hence the null hypothesis Ho is rejected.

The hypothesis clearly revealed from the data analysis that there is no significant difference among HR Executives and Non-HR Executives about E-Attendance with respect to gender and hence the null hypothesis Ho is accepted.

The tested hypothesis derived from analysis clearly indicated that there is no significant difference among HR Executives and Non-HR Executives about E-Attendance with respect to age and hence the null hypothesis Ho is accepted.

The hypothesis from the data analysis indicated that there is no significant difference among HR Executives and Non-HR Executives about E-Attendance with respect to experience and hence the null hypothesis Ho is accepted.
The tested hypothesis found from data analysis explained that there is no significant difference among HR Executives and Non-HR executives about E-Attendance with respect to income and hence the null hypothesis Ho is accepted.

7.5 E-Payroll

The weighted average scores ranking various attributes for adoption of E-Payroll with respect to HR Executives; the highest score is quick calculation, which is ranked first followed by online accessibility, access data anytime. The least weighted score is desired or customized format. Then the weighted average scores of the various factors responsible for adoption of E-Payroll with respect to HR Executives; the highest score is quick calculation, which is ranked first followed by standardized format, online accessibility. The least weighted score is access data any time.

The weighted average scores of the various factors responsible for expectation level of E-Payroll with respect to Non-HR Executives; the highest score is accuracy in calculation, which is ranked first followed by online accessibility and retrieve salary slip. The least weighted score factor is electronic transfer of fund. It also found that the weighted averages scores of the various factors responsible for the benefit of E-Payroll with respect to Non-HR Executives, the highest score is accuracy in calculation, which is ranked first followed by retrieve salary slip and electronic transfer of fund. The least weighted score factor is online accessibility.
In the tested hypothesis found that there is no significant difference among the HR-Executives & Non-HR Executives about E-Payroll and hence the null hypothesis Ho is accepted.

The hypothesis shown from the data analysis expressed that there is no significant difference among the category of organisations about E-Payroll and hence the null hypothesis Ho is accepted.

The hypothesis clearly revealed from the data analysis that there is no significant difference among HR Executives and Non-HR Executives about E-Payroll with respect to gender and hence the null hypothesis Ho is accepted.

The tested hypothesis derived from analysis clearly indicated that there is no significant difference among HR Executives and Non-HR Executives about E-Payroll with respect to age and hence the null hypothesis Ho is accepted.

The hypothesis from the data analysis indicated that there is no significant difference among HR Executives and Non-HR Executives about E-Payroll with respect to experience and hence the null hypothesis Ho is accepted.

The tested hypothesis found from data analysis explained that there is no significant difference among HR Executives and Non-HR executives about E-Payroll with respect to income and hence the null hypothesis Ho is accepted.
7.6 E-HRM

The weighted average scores of the various factors responsible for application of information technology in E-HRM practices with respect to HR Executives, the highest score is E-Recruitment, which is ranked first followed by E-Payroll System, E-Training. The least weighted score is E-Attendance System.

In Kaiser-Meyer-Olkin measure of sampling adequacy test that the calculated value is 86% and the model is perfectly fit for doing factor analysis and used for find out the opinion on the effectiveness of E-HRM practices.

Factor analysis has been used to identify the following factors influencing the effectiveness of E-HRM, F1-job satisfaction, F2-job security, F3-reduces stress, F4-fulfil individual goals, F5-organizational goals, and F6-team spirit.

It is shown that the most benefited factor of E-Recruitment among HR Executives and Non-HR executives is saving cost, which is ranked first followed by global access opportunity, cycle time reduction and standardized format. The least benefited factor is no intermediaries.

According to Friedman Test and Kendall’s coefficient of concordance test respondents’ opinion about E-Recruitment benefits are significantly different at 5% level of significant.
Regression model has been developed to know the impact of various factors on the effectiveness of E-HRM. From this model it is referred that all the independent all the independent variables are statistically significant except job security in the model. The standardized coefficients Beta column, gives us the coefficients of independent variables in the regression equation including all the predictor variables. Effectiveness of E-HRM = 0.283 (job satisfaction) - .044 (job security) + 0.305 (work stress) + 0.220 (individual goals) + 0.140 (org goals) + 0.212 (team sprit)
Conclusion

This study has been conducted for identifying the influence information and communication technology in HRM practices and the impact of factors for the effectiveness of electronic human resource management (E-HRM) practices in the software as well as IT enabled organizations in Chennai. The study focused on six objectives covers the profile of demographic variables, opinion on E-HRM practices by HR Executives and Non-HR Executives, factors contributing the effectiveness of E-HRM and the impact of various factors on the effectiveness of E-HRM. These objectives and two hypotheses have been formulated in order to achieve the objectives.

Conclusions drawn in this study related to the responses given by only 406 respondents. The study respondents include HR executives and Non-HR Executives of software and IT enabled organizations in Chennai city. These sample respondents were chosen on the basis of convenient sampling method. Questionnaires were used for collecting the data from the respondents who are working in IT and IT enabled companies in Chennai which are established after 2001. The collected data were then analysed, by using relevant descriptive and inferential statistical tools, so as to find out whether the factors found from the analysis contributing any impact on E-HRM practices and demographic factors plays any significant role for giving opinion on E-HRM practices.
Based on the findings, suitable recommendations have been given for the improvement of E-HRM as well as updating existing E-HRM practices according to the size and capacity of the organizations and which can be used for further research and implementing E-HRM practices in other sectors of the industries and adopt suitable information and communication technology oriented human resource management practices and strategies in order to tap the untapped industrial sector.

**Recommendations**

The study has been conducted for identifying the influence information and communication technology in HRM practice. Based on the objectives and formulated hypotheses the results derived from the data analysis suitable recommendations have been given for the improvement of E-HRM as well as updating existing E-HRM practices.

The following are the some of the recommendations for effective, economical and, efficient ways to adopt and implement information as well as communication technology based E-HRM practices in the IT and IT enabled organizations.

The new researchers should conduct interviews and discussions with the techno-functional experts of ERP, who are responsible for HRM practices, senior placement consultants, and management of the organizations for the adoption and further improvement of E-HRM concepts. In E-Recruitment part there should be common standardized format followed by the job boards and company websites.
In the case of E-Training part, the E-HRM strategic implementers and HR managers should create awareness and avenues for the digital library opportunities of online training. With regard to E-payroll, enterprises which are adopting and implementing E-HRM should consider to make the availability of customised pay slip and transfer fund by using electronic media and online accessibility the employee’s compensation related information any time anywhere with secured manner. Organisations also provide online access facilities of the employee’s attendance and other informations with respect to E-Attendance any time globally.

It is recommended for measuring use of technology and identify the effective E-HRM, prepare a list of all concepts and HR activities provided through E-HRM for employees, management and HR professionals.

**Scope for the future study**

There are number of promising issues for further research on E-HRM practices in the organizations based in India and organizations in overseas. Also the management and employees of Indian corporate as well as multinational companies have to update their human resource information products according to the suggestions from various research reports and plan to do further research with the updated technological improvements in E-HRM practices. Based on the size and capacity of the organizations, cost effective methods and economical human resource management system which are supporting E-HRM practices can taken into consideration in future research.
The research can be extended on the following directions.

- The study may be extended to other sectors of industries.
- Comparative study may be carried out between IT and IT enabled service organizations.
- Comparative study can be between various sectors of the organisations.
- The present study may be extended to identify other factors which are responded for E-HRM practices.