CHAPTER- 6

CONCLUSIONS AND RECOMMENDATIONS

From literature review there is unanimity among the researcher regarding level of e-HRM as operational, relational and transformational, as originally conceived by Lepak and Snell way back in 1998. There were differences in nomenclature and some minor issues but broadly a consensus has been found till now. Literature supports that in most the organizations application of e-HRM is confined to operational and relational HRM function and there is hardly any evidence of application of e-HRM for transformational HR function. With strategic delivery approach of e-HRM, HR function devotes comparatively less time on transactional HR activities and more time on transformational or highest level activities. With this approach HR function some time reengineer their operations, opt for outsourcing, and traverse on digital platform and in most cases applies all the three alternatives concurrently. It is obvious with self service, more employees can be served and number of employees served increases drastically when self service and shared service both introduced as service delivery instrument.

It has been found that predicting contribution of e-HRM financially is very difficult as implementation and operation of e-HRM is not a exclusive activity and it is a part of business solution so very difficult to bifurcate among different functions of organizations. Review of literature indicates that use of e-HRM by the targeted employee is highly determined by level of usefulness to HR information technology rather than easiness to use. It has been revealed that e-learning in the field of ongoing education, employee-self-service (ESS) and manager self service (MSS) administration of HR function and the deployment of the intranet and extranet in the field of recruitment being the main fields of e-HRM that are facilitated by the e-HRM. The best contribution of E-HRM has been found in knowledge management as it facilitates compilation and dissemination of explicit and implicit knowledge very effectively and efficiently. Preparing change ready workforce is hard nut to crack, but e-HRM has been a harbinger of change management.
Present study has provided conclusions for rational explanation of inferences derived from statistical data interpretation and recommendations to facilitate fundamental solutions of the problems which have been recognized during the research and has provided outlook to confer implication of the outcome outside what they imply statistically. Recommendations deduce the result and specify what can be realized out of it. Conclusions and recommendations have been provided sector specific (manufacturing/mining – services) type of ownership specific (public -private). Sometime problems are organization specific hence organization specific recommendations and in some case recommendations are for Indian organizations as a whole

6.1 Conclusions and Recommendations of e-HRM level

From exploratory factor analysis three factors has been extracted out of 21 original variables. These three extracted factors widely discussed in the literature comprise of operational, relational, and transformational. Face-to-face HR services, has been omitted as it does not fit in any factor, so out of 21 original variables 20 have been retained.

Attaining different e-HRM level is not actually sequential phenomenon. Different levels of e-HRM implementation are not a mutually exclusive activity but some time at the same time two or more levels are being implemented simultaneously. In the way sometime higher levels achieved and lower level still to be achieved completely. By examining the data, and testing the hypothesis it can be concluded that e-HRM at operational but e-HRM is not at relational level and transformational level for all the attributes. In other words it can be said that e-HRM is partially at relational level and transformational level in Indian organization. In this case Indian organisation has not followed the hierarchy of e-HRM implementation rather than relational and transformational level has been implemented simultaneously.

Indian organisation has to work on “Traditional HR function” attribute of relational e-HRM and “Job design” attribute of transformational e-HRM. The result shows these two attributes is below the test value, so it can be said that level of Traditional and Job design activities is less on electronic platform in Indian organizations.
Research statistics shows that for private and public organizations mean value of level of e-HRM operational attribute “Publishing of HR information”, “Web presence of HR function”, and for relational attribute “Human resource planning”, “Selection”, “Training & development”, “Traditional HR function” is different. For rest of operational attribute “Administration”, “Time & labour management”, “Transactional HR function” and for relational attribute “Recruitment”, “Performance appraisal”, “Reward & compensation”, “Pen & paper” and “Automation of HR transactions” mean value are same. Statistics shows that there are significant differences in mean values for all attributes of transformational e-HRM. Mean value of attributes for private organizations are more than the public organizations for attributes having significant difference.

Research statistics shows that for manufacturing/mining and services organizations mean values of all attributes of operational e-HRM “Administration”, “Automation of HR transactions”, “Time and labour management”, “Publishing of HR information”, “Web presence of HR function”, “Transactional HR function”, are same. For relational e-HRM attributes “Human resource planning”, “Pen and paper”, “Automation of HR transactions”, “Traditional HR function” and for transformational e-HRM attributes “Job design”, “Integrated set of web based tools” and “Mutation of HR transaction” are same. For relational e-HRM attributes “Recruitment”, “Selection”, “Training development”, “Performance appraisal”, “Reward & Compensation” and for transformational e-HRM “Electronically”, “Strategic HR task” and “Centre of expertise” there are significant differences in mean values. Mean values of attributes for services sector are more than the manufacturing/mining for attributes having significant difference.

Public sector organizations and manufacturing /mining organizations must learn lessons from their counterpart private sector organizations and service sector organizations, and should take a cue and harness the benefit of e-HRM and be competitive. Similarly Private organization and services sector should strive to raise their level.

Research statistics shows that there is difference in mean values for all the attributes of operational relational and transformational e-HRM among Indian organization, so it can be said depth and penetration of e-HRM is not uniform in Indian organizations. Further it is obvious from the study that CIL is laggard as mean value of most of the attributes is lowest when compared to other
organizations. CIL and its subsidiaries (BCCL, WCL and others) has a huge workforce, not qualified and technology savvy, so the application of ICT for providing HR services is limited and confined to few select, those who are higher in the hierarchy. There has been minimal penetration of computers for blue collar workers of CIL and its subsidiaries hence most of the HR activity performed manually and digitization has been limited to operational and publishing of information only. ESS, automation, integration of HR, mutation of entries, concept of paperless office and many more… is lacking.

E-HRM should actually be a calculated step by Indian organizations to advance in digital era, by liberating itself from routine transactional, repetitive operations and ascending to newer levels like relational and to highest level, transformational by making it more in tune with business needs of the organization. For successful implementation of e-HRM, organizations must pay attention to culture of HR department, mechanism and service delivery of HR process, technology adopted, jobs and accountability of employees delivering personnel services, developmental needs, competencies of the work force. For making it successful HR professional has to support the system at every step. To make whole concept of e-HRM successful, thought and service delivery, conduct of human resource executive, functional heads and staff necessarily be compatible and as per requirement.

6.2 Conclusions and Recommendations of e-HRM Tools

Statistical interpretation elaborates that most of electronic human resource instruments like, HR Intranet Application (HRIA), Self Service Application (SSA), Integrated HRM Suite Application (ISA) and are in extensive use in Indian organizations. HR Portal Application (HRPA) has limited use and application of Interactive Voice Response (IVR), HR Extranet Application (HREA), HR Functional Application (HRFA), is minimal. It is quite obvious that most of Indian organizations are using Integrated HRM Suite Application (ISA) hence HR Functional Application (HRFA) is less in use.

From analysis it is quite obvious application of most of e-HRM instruments like Interactive Voice Response (IVR), HR Intranet Application (HRIA), Self Service Application (SSA), HR Extranet Application (HREA), HR Portal Application (HRPA), and Integrated HRM Suite Application (ISA) are significantly different for private and public organizations. Mean values indicate private
organizations are ahead in application of e-HRM tools to public organizations, but in case application of HR Functional Application (HRFA) there is no significant difference or we can say that application of HR Functional Application (HRFA) is same for public and private organizations.

In the same way research has found that application of some of e-HRM instruments like HR Intranet Application (HRIA), HR Extranet Application (HREA), HR Functional Application (HRFA), Integrated HRM Suite Application (ISA), are significantly different for manufacturing/mining and services. But in case application of Interactive Voice Response (IVR), Self Service Application (SSA) and HR Portal Application (HRPA) there is no significant difference or we can say that application of these instruments is same for manufacturing/mining and services organizations. Mean value shows for most of the tools with significant difference, service sector are ahead. In case of HR Extranet Application (HREA), manufacturing sector is ahead by providing a link to employee for accessing third party services.

Research statistics shows that there is difference in application of e-HRM tools, so it can be said depth and penetration of e-HRM tools are not uniform in Indian organizations. Further it is obvious from the study that CIL is laggard as mean value of most of the tools is lowest when compared to other organizations.

It is obvious that applications of e-HRM instruments are at different stage of growth and all the instruments are not fully utilized. To gain maximum benefit out of the e-HRM instruments organization must inculcate instruments relevant to them and simultaneously provide awareness and training to those employees who are either digitally illiterate or skeptical of using these instruments. In some organizations at corporate level, these instruments are functional but at unit level its application is limited. In similar manner application of these instruments are limited to certain level of employee or those who are higher in the hierarchy and there is dearth of trickledown effect. It is evident from the fact that public sector organizations are laggards in application of different e-HRM instruments compared to private sector organizations and these organizations are supposed to take more initiative to harness the benefit of e-HRM. HR personnel must create awareness and if possible conduct workshop and seminar for staff and line manager to make it successful. The biggest
motivation for employees to use e-HRM instruments is to provide a link to choose and track their career path.

These recommendations are more relevant to labor intensive organization like CIL where lots of e-HRM tools are still not functional and concept of HR self service, automation and mutation of transactions are distant dream. The demographic structures of the employee are also not in favor of e-HRM implementation. HR professionals, line managers and top management have to work hard and have take it as a mission, moreover after 4-5 years almost all the employee will retire who joined CIL at the time of nationalization. Computer literacy can be imparted to only those workforce who are literate and it has been seen that lot of workforce are illiterate or less educated who joined CIL at the time of nationalization. So after retirement of the entire workforce who joined at the time of nationalization it would be easy to implement e-HRM.

6.3 Conclusions and Recommendations of Strategic Capability

Result shows that present mean value of strategic attributes “Administrative burden reduction”, “Employer brand”, “Competence management”, “Knowledge management”, “Alignment of HR practices”, “Strategic capability” is significantly high but mean value of strategic attributes, “Standardization of HR practices”, and “Ready to change workforce” is not significantly different to mean test value, hence it becomes evident that e-HRM had not been able to standardizes HR practices and even not capable to prepare ready to change work force in Indian context. As these two attribute are important, so Indian organizations should make changes in their approach, system, and hardware and software so these two could be inculcated and could provide maximum benefit to the Indian organizations.

It is obvious from the study that level of e-HRM strategic attributes is not significantly different in public and private organizations except for the attributes “Standardization of HR practices”, “Alignment of HR practices with business strategy”and “Strategic capability”. Mean values with significant difference indicate private organizations are ahead of public organization for strategic attributes “Standardization of HR practices”, “Alignment of HR practices with business strategy” and “Strategic capability”.

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Similarly the level of e-HRM strategic attributes is not significantly different in manufacturing/mining and services organizations except for the attributes “Employer brand”, “Ready to change workforce”, “Knowledge management” and “Strategic capability”. Mean values with significant difference are high in service sector than manufacturing/ mining sector.

Research statistics shows that there exist organization wise differences in mean values of strategic attributes, so it can be said that presence of strategic attributes are not uniform in Indian organizations. It is evident from research statistics there exist an association between all the strategic attributes and strategic capability.

Result indicate five attributes or independent variables “Standardization of HR practices”, “Administrative burden reduction”, “Competence of employee”, “Knowledge management”, “Alignment of HR practices with business strategy” fits in regression model and shows a significant cause and effect relationship but independent variables like “Employer brand”, “Ready to change workforce”, had been omitted. “Employer brand”, “Ready to change workforce” were not good predictors for dependent variable strategic capability. Out of seven parameters five have significant impact on strategic capability.

HR function cannot become strategic just by digitization of HR function but it has to be reengineered and aligned with strategies of the organization, then skillful application of information technology can pay dividends. HR Professionals has to take note of this aspect of HR function. The hallmark of e-HRM decentralization, harmonization and standardization should be taken into account while developing e-HRM architecture. Culture and language can be an impediment for multinational company.

E- HRM is seen as an important source of strategic capability building. E- HRM is supposed to shift focus of HR function from employee welfare to strategic contributor by reorienting human capital, social capital, organizational capital, intellectual capital and be facilitator of knowledge management, and at the end provider of competitive edge to the organization. Now the responsibility lies with the implementer of e-HRM to make it capable in providing strategic edge, otherwise it will become just a management fad. E-HRM tools, mechanism, system, process should be so designed
that it should be compatible with the hardware and software of the organization. There must be 
change in approach of the end users and e-HRM must be treated as a competence of the 
an
organization.

6.4 Conclusions and Recommendations of Financial Contribution

Result shows that present level of financial attributes is above test value; hence it becomes evident 
that all the financial attributes are present in Indian organizations. Study reveals that level of 
financial attributes is not significantly different in public and private organizations except for the 
attributes “HR professional head count reduction”, “Duplication of work”, “Cycle time of HR 
function”. Mean values indicate private organizations are ahead of public organization for financial 
attributes having significant difference. Similarly the level of e-HRM attributes is not significantly 
different in manufacturing/mining and services organizations except for the attributes “Output of HR 
function”, “Duplication of work” and “Financial contribution”. Mean value of financial attributes is 
more in services sector than manufacturing/mining sector with attributes having significant 
difference.

Research statistics shows that organization wise mean values of financial attributes is significantly 
different, so it can be said that presence of financial attributes are not uniform in Indian 
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organizations. Further it is obvious from the study that CIL is laggard as mean value is almost at 
lowest for all the financial attributes when compared to other organizations. It is evident there is a 
significant association between all the financial attributes and financial contribution.

Result indicate seven attributes or independent variables (HR Head count reduction, 
Administrative & operational cost reduction, Increased output of HR, Quality improvement, 
Duplication of work, Cycle time of HR function) fits in regression model and shows a significant 
cause and effect relationship but independent variables like “Outsourcing cost” was omitted. 
Outsourcing cost was not good predictor for dependent variable financial contribution. It is obvious 
that each attribute has not same impact. Out of eight parameters seven have significant impact on 
financial contribution. Out of seven attributes having significant impact on financial contribution 
“Stationery material cost reduction” is showing a negative coefficient, reflecting cost of other
stationery and computer peripherals like **cartage**, CD, pen drive and A-4 paper are more than the traditional pen and paper.

It is recommended to architects of e-HRM, while formulating the framework of e-HRM and developing hardware and software due attention should be given to the attributes of financial contributions and every effort should be made to make HR function efficient without compromising its effectiveness. Some time due to faulty selection of software, hardware and lack of training to end user doesn’t provide the required result and only aggravates the situation. Organizations should also measure the investment cost, return on investment, payback period but in most of cases it is difficult as digitization of HRM function is not a standalone activity and it’s very difficult to measure the return in quantitative term or rupees term. Organizations should take periodic review and feedback from end users and incorporate the suggestions in the system.

Literature review reveals HR outsourcing industry in India is not in healthy stage because authorities and business are unable to resolve matters of data safety and confidentiality. The Indian government should draft a data protection law so that these issues can be resolved.

**6.5 Conclusions and Recommendations of Stakeholder’s Satisfaction**

Result shows that present mean value of satisfaction attributes is above test value; hence, it becomes evident that in electronic form of HRM all the characteristics or attributes are present in Indian organizations. Literature review shows that technology acceptance model into electronic human resource management studies has resulted in impression that the utilization of electronic human resource management by the workforce is highly decided by level of utility of e-HRM than easiness to use.

This research reveals that level of electronic human resource management attributes of satisfaction is not significantly different in public and private organizations except for the attributes “Improves transparency”, “Internal communication”. Mean value of satisfaction attributes for “Improves transparency”, “Internal communication” is more in public sector than private sector. Similarly the level of e-HRM attributes of satisfaction is not significantly different in manufacturing/mining and
services organizations except for the attributes “Easy to use”, “Useful to use”, “Easy to access”, “Empowers personnel” and “Improves transparency”, “Improves satisfaction”. Mean value of satisfaction attributes is more in services sector than manufacturing/mining sector.

Research statistics shows that for satisfaction attributes “Role clarity”, “Reduces HR dependence”, there is no difference among Indian organizations but for rest of attributes there is difference in mean values, so it can be said that presence of satisfaction attributes uniform for few but for most of attributes there is no uniformity.

In case of demographic variable “Qualification” there is significant difference for attribute “Easy to use”, “Useful to use”, “Easy to Access”, “Empowerment of personnel”, “Improves transparency” and “Reduces HR dependence”. It is obvious higher the education level easier to use e-HRM but for the employee those who are less educated/ IT illiterate, may be less comfortable in using e-HRM. Proper training and awareness programme should be conducted specially for less IT literate employee. In case of demographic variable “Position” there is no significant difference in attributes. It shows e-HRM is more universal and uniform there is hardly any issue of position. In case of demographic variable “Area” there is no difference in attribute “24*7 (flexibility)”, “Role clarity and “Reduces HR dependence” and for rest there is significant difference. Two main functional areas responsible for implementing e-HRM are information technology and human resource management. For these two areas and other areas there is always chance of having difference in perception.

In case of demographic variable “Experience” there is significant difference for attribute “24*7(flexibility)”, “Easy to Access”, “Empowerment of personnel”, “Improves transparency”, “Role clarity”, “Internal communication”, “Stakeholders satisfaction”. In case of demographic variable “Gender” there is significant difference for the attribute “Easy to use” for rest of the attribute there no difference between male and female. Finding shows female employee is more comfortable with e-HRM as female are mostly employed in services sector and supposed to be more knowledgeable. In case of demographic variable “Age” there is significant difference for the attribute “24*7 (flexibility)”, “Empowerment of personnel”, “Improves transparency”, “Role clarity”, Internal communication, for rest of the attribute there no difference due to age. Research
statistics shows there exist a significant relationship between all the satisfaction attributes and internal stakeholder satisfaction.

After analysis only seven attribute or independent variables “Useful to use”, “24*7 flexibility”, “Empowers personnel”, “Improves transparency” “Internal communication”, “Reduces dependence”, “Decision support system” fits in regression model and shows a significant cause and effect relationship but independent variables like “Easy to use”, “Easy to access” and “Role clarity” were omitted as per regression analysis. These variables were not good predictor for dependent variable “improves stakeholder’s satisfaction” It is obvious that each attribute of e-HRM have not same impact.

As only seven attributes have significant impact on internal stakeholder’s satisfaction, therefore it is recommended to architects of e-HRM, while formulating the framework of e-HRM and developing content, process and mechanism these attributes should not only be inculcated but also there should be some special provisions to enhance presence of these attributes. Independent variable which has been omitted in the model may be due to some lacunae in delivery which has got to be verified and accordingly corrected. Some time due to faulty selection of software, hardware and lack of training to end user only aggravates the situation. Organizations should take periodic review and feedback from end user and incorporate the suggestions in the system.

Assurance of safety and secrecy of entered facts and figures are of great concern for the workforce. If employees and line managers are skeptical of the security of data and not comfortable, hesitant to share personal data, in that case it is duty of the top management to ensure that there will no misuses of data, so concerned parties feel secure. In few cases there is lot of information on HR intranet or information overkill. Sometime employees get confused and have to spend lot of time on web-based HR tools. They are unable to differentiate between do’s and don’ts. There must be some mechanism to ensure only relevant information get posted. Call center or IVR assistance must be provided to ensure doubts get cleared.