

A Study on E-Recruitment, Selection and Training Development in Sakthi Financial Institutions (AN EDIFICE BUILT ON TRUST) in Tiruchirappalli District

^{1*}V.Sumathi, ^{2s}K.Rajam

^{1*,2} Department of Commerce, Srimad Andavan Arts and Science College (Autonomous), Trichy

Available online at: www.ijcseonline.org

Abstract-Today, HR is not treated as a single function. It's a collection of highly specialized capabilities — each with distinct objectives, tasks and needs. There is an ever-increasing pressure on Human Resource (HR) function to support strategic goals and to focus on value adding activities. Organizations have to realize the growth and importance for using Information Technology in HR functions. This takes the form of e-HRM (Electronic Human Resource Management). The e-HRM revolution relies on cutting-edge information technology, ranging from Internet-enabled human resources information systems (HRIS) to corporate intranets and portals. The driving forces are intensifying competition, need to manage workforce on a global level, to improve HR service delivery and to bring cost savings. E-HRM enables HR leaders to become architects in the development of competitive organizational social systems. This paper reviews the research work done in the field of e-HRM. It provides insights into a framework of e-HRM, along with benefits and limitations. It discusses the impact of e-HRM on HR professionals. It seeks to identify implications for future research in this field.

Keywords: Types, Objectives, Scope, Benefits, Goals, Tools, Methods, Characteristics, Results and Discussions

Introduction

E-HRM is the use of web technologies to provide HRM services within the organizations. It embraces e-recruitment and e-learning, the first fields of human resource management to make extensive use of web-based technology. E-HRM has expanded to deliver of virtually all HR policies. It is possible to the managers to know the performance appraisals, labour costs, and turnover levels. Employees also use a e-HRM system for improving their personal development, apply for promotion and new jobs, and access a range of information on HR policy.

Definition: E-HRM defines, It is the planning, organizing directing and controlling, such as the implementation of application in information technology both networking and supporting the collective actions in performance in HRactivities.

Types: - There are three types of E-HRM. These are Operational, Relational and Transformational. An organization may choose to pursue E-HRM policies from any number of these types to achieve their HR goals.

- ✚ Operational E-HRM is concerned with administrative functions – It deals with employee's payroll and personal data.
- ✚ Relational E-HRM is includes the processes of recruiting, training and performance appraisal management.
- ✚ Transformational E-HRM is concerned with strategic HR management activities .Eg.Knowledge management, strategic re-orientation.

OBJECTIVES: E -HRM is designed to achieve the following objectives:

- To offer an adequate, comprehensive and on-going information system about people and jobs at a reasonable cost.
- To provide support for future planning and also for policy formulations;
- To facilitate monitoring of human resources demand and supply imbalance

- To automate employee related information.
- To enable faster response to employee related services and faster HR related decisions.
- To offer data security and personal privacy.

SCOPE OF E-HRM:

- ❖ A decisive step towards a paperless office.
- ❖ Higher speed of retrieval and processing of data.
- ❖ More consistent and higher accuracy of information/report generated.
- ❖ Fast response to answer queries
- ❖ A higher internal profile for HR leading to better work culture
- ❖ More transparency in the system
- ❖ Significant reduction of administrative burden
- ❖ Adaptability to any client and facilitating management.
- ❖ Integral support for the management of human resources and all other basic and support processes within the company.
- ❖ A more dynamic workflow in the business process, productivity and employee satisfaction.

BENEFITS OF E-HRM:

- ✓ Standardization
- ✓ Ease of recruitment, selection and assessment
- ✓ Ease of administering employee records
Reductions to cost, time and labour
- ✓ Access to ESS training enrollment and self-development
- ✓ Cost and ESS
- ✓ Location and timeliness

Goals: - E-HRM helps to the potential improvement services to HR departments (both employees and management), It improves the efficiency and cost effectiveness within the HR department for achieving organizational goals.

E-HRM Tools:

E-Employee Profile: E-Employee Profile gives an application to access the employee information and the employee database structure. E-Employee profile contains the maintenance of the individual employee and the database manager. It includes their qualification certificate, Awarded details, Previous Experience, and so on.

E-Recruitment: Primarily the Organizations using computers for recruiting and advertising jobs for the board service applicants would contact employers. Then some

companies began to take e-applications. Today the internet has become a primary means for employers to search for job candidates and for applicants to look for job. As many as 100,000 recruiting web sites are available to employers and job candidates and which to post jobs and review resumes of various types.

E-Selection: Most employer's recruitment were made through this mode. The employees are also willing to approach with enthusiasm, some of the on-line assessment tools are used to conducting some personality and ability tests.

E-Learning: E-Learning is a programme of learning, training given in the mode of electronic devices. E-Learning covers a set of applications and processes, includes in web-based designing such as virtual class room.

Classical and Virtual Learning: This learning model delivers the non-reversible flow of information. The virtual learning system provides horizontal and vertical communication of the participant can often to gets more information than in classical model of leaning

Characteristics of E-Learning:

- E-Learning helps to the strategic outcomes.
- E-Learning is much more than e-training for skill outcomes.
- E-Learning involves information and communication technology.
- E-Learning is about people learning in a given context.

E-Training: With the help of the classical and virtual learning, Most companies are interested to give online training is primarily gives more efficient training inside the organization. This type of training is available at "any time"," anywhere". So it reduces the direct and indirect costs.

Review of Literature

(1) VenkatKanna, V.V. 'Global HR practices and strategies: The challenges ahead', Journal of commerce and Management Thought, Vol.IV, Jan-Mar, 2013, PP. 168-178.

This study tells that globalization brings significant changes not only in operating boundaries but also in corporate HR functions and strategies. Organization should develop competency model to identify critical success

factors that distinguish high or low performance and integrate HR system. HRM function can no longer be treated as mere support function. In most of the leading organization worldwide, the HRM function is now being treated as strategic partner of the organization through strategic HGRM intervention. This study also suggests that current HRM practices and its implementation in the globalize corporation need to be restructured in the context of challenges faced by the organization

(2) **Daniyar, J., Word press, ‘e-performance appraisal: Employee’s perception as a determine out in fulfillment of the system, Aug. 12, 2013.**

He focused E-performance appraisal was studied by on advantages, disadvantage, feedback and implementation tips. He concluded that e-HRM be used for providing feedback and not just gathering social information and determine the type of data based on what employees believe.

(3) **Pant S., Chatterjee, A., and Jaroliya D., ‘E-HRM systems implementation: A conceptual framework’, Information and management journal, Vol. 4, o.1, April-June, 2012.**

E-HRM system implementation in the respect of (a) the relationship between e-HRM systems implementations in organization and their benefits and (b) identify the factors that moderate this relationship. They proposed that the higher the level of e-HRM system implementation in organization, the better will be the performance of its HRM and higher will be the strategic gains.

(4) **Khan Nafees, A; ‘Human resource development in tourism Industry in India: A case study of Air India Ltd., Aligarh Muslim University, Aligarh, 2008.**

He finds that most of the employees feel need to re-structure the organizations, train and develop them according to its pre-determined objectives. They feel that their potentialities are not fully utilized for enhancing performance/productivity of organizations. Conflict between employees and the management leads to unsatisfactory service

Statement of the Problem: The purpose of this paper is to present results from an empirical study on the impact of electronic-human resource management (e-HRM) use on human resource management (HRM) effectiveness. Moreover, by applying the unified theory of acceptance

and use of technology, the study seeks to examine the mediating effect of the intention to use e-HRM on the relationship between e-HRM determinants (i.e. performance expectancy, effort expectancy, and social influence) and e-HRM use. This study adds a major contribution to the e-HRM literature by empirically examining the effect of e-HRM use on HRM effectiveness at both the policy and practice levels.

Data Source and Sample Selection

This above study is mainly depends upon the primary data collected through a well-framed and structured questionnaire method to the well-considered opinions of the respondents. For conducting this research a sample of 120 employees of were selected in Sakthi Financial Institutions (AN EDIFICE BUILT ON TRUST) in Tiruchirappalli District

Objectives of the study

1. To Study the demographic profile of employees.
2. To know the level of e-HRM literature among the employees
3. To Examine the effect of e-HRM use on HRM effectiveness at both the policy and practice levels.

Hypotheses

1. There is a significant association between age of the respondents and their level of satisfaction towards company service offer.
2. There is a significant association between educational qualification of the respondents and their level of satisfaction towards company service offer.
3. There is a significant association between type of work branch of the respondents and their level of satisfaction towards company service offer.
4. There is a significant difference between type of work branch of the respondents and their HR actively participates in designing HR processes.
5. There is a significant difference between gender of the respondents and their level of satisfaction towards company service offer.
6. There is a significant difference between marital status of the respondents and their level of satisfaction towards company service offer.

Results and Discussions

2. Gender of the respondents

Particulars	No.of respondents	Percentage
Male	54	45.0
Female	66	55.0
Total	120	100.0

The above table reveals that 45 per cent of the respondents were Male, 55 per cent of the respondents were female. The above table reveals that 45 per cent of the respondents were Male, 55 per cent of the respondents were female.

Source: Primary Data

Particulars	No.of respondents	Percentage
Below 30years	23	19.2
31 to 40 years	48	40.0
41 to 50 years	38	31.7
51 to 60 years	4	3.3
60 years and above	7	5.8
Total	120	100.0

4. Age Group of the respondents

The above table explains that 40 percent of the respondents were 31-40yrs of age group, 31.7 percent of the respondents were 41-50yrs of age group and 19.2 percent of the respondents were below 30yrs of age group

Source: Primary Data

Particulars	No.of respondents	Percentage
Married	98	81.7
Unmarried	22	18.3
Total	120	100.0

5. Marital Status of the respondents

The above table defines that 81.7 percent of the respondents were married, 18.3 percent of the respondents were unmarried.

Particulars	No.of respondents	Percentage
Rural	65	54.2
Urban	55	45.8
Total	120	100.0

6. Place of Residence of the respondents

The above table extracted that 54.2 percent of the respondents were residence of place belongs to rural side, 45.8 percent of the respondents were urban

Source: Primary Data

Particulars	No.of respondents	Percentage
Undergraduate	27	22.5
Post Graduate	79	65.8
Doctorate	14	11.7
Total	120	100.0

7. Educational Qualification of the respondents

The above table reveals that 65.8 percent of the respondent's educational qualifications were Post Graduates, 22.5 percent of the respondents were Undergraduate, and 11.7 percent of the respondents were Doctorate.

Source: Primary Data

Particulars	No. of respondents	Percentage
Finance and accounts	35	29.2
Marketing and sales	33	27.5
Human resources and administration	39	32.5
Technical/Operations	13	10.8
Total	120	100.0

8. What branch of the organization do you work?

The above table defined that 32.5 percent of the respondent's branches of the organization were belongs to Human resources and administration, 29.2 percent of the respondents were Finance and accounts, 27.5 percent of the respondents were Marketing and sales and 10.8 percent of the respondents were Technical and operations.

Source: Primary Data

9. How would rate your level of experience on your job

Particulars	No. of respondents	Percentage
Not experience	13	10.8
Averagely experienced	55	45.8
Experienced	37	30.8
Very experienced	15	12.5
Total	120	100.0

Source: Primary Data

The above table discuss about that 45.8 percent of the respondent's levels of experience were averagely experienced, 30.8 percent of the respondents were experienced, 12.5 percent of the respondents were very experienced and 10.8 percent of the respondents were not experienced.

10. What do you think about your knowledge of using computer software?

Particulars	No. of respondents	Percentage
Average	24	20.0
Good	55	45.8
Very Good	29	24.2
Excellent	12	10.0
Total	120	100.0

The above table reveals that 10 percent of the respondent's having knowledge of using computer software was excellent, 45.8 percent of the respondents were good knowledge of using computer software, 24.2 percent of the respondents were very good knowledge of using computer software, 20 percent of the respondents were Average user of computer software

11. It is easy to learn to work with this application

Source: Primary Data

Particulars	No. of respondents	Percent age
Strongly Disagree	7	5.8
Disagree	41	34.2
Agree	52	43.3
Strongly Agree	20	16.7
Total	120	100.0

The above table reveals that 43.3 percent of the respondents were agree to easy to learn to work with this application, 16.7 percent of the respondents were strongly agree to easy to learn to work with this application, 34.2 percent of the respondents were disagree to work with this application and 5.8 percent of the respondents were strongly disagree to work with this application.

12. Annual Income

Particulars	No. of respondents	Percentage
Below 1 Lac	19	15.8
1 Lac to 5 Lac	63	52.5
5 Lac to 10 Lac	30	25.0
Above 10 lac	8	6.7
Total	120	100.0

Source: Primary Data

The above table reveals that 52.5 percent of the respondents were having annual income belongs to 1 Lac to 5 Lac, 25 percent of the respondents were having annual income belongs to 5 Lac to 10 Lac, 15.8 percent of the respondents were having annual income belongs to below 1 Lac, 6.7 percent of the respondents were having annual income is above 10lac.

13. What Percentage of Monthly Salary do you save?

Particulars	No. of respondents	Percent age
Up to 10 %	38	31.7
11 to 20 %	53	44.2
21 to 30 %	21	17.5
Above 30 %	8	6.7
Total	120	100.0

Source: Primary Data

Particulars	No. of respondents	Percent age
Not Satisfied	16	13.3
Partially Satisfied	61	50.8
Fully Satisfied	43	35.8
Total	120	100.0

The above table reveals that 44.2 percent of the respondents Percentage of Monthly Salary were rated 11 to 20%, 31.7 percent of the respondents Percentage of Monthly Salary were up to 10%, 17.5 percent of the respondents Percentage of Monthly Salary were 21 to 30% and 6.7 percent of the respondents Percentage of Monthly Salary were above 30%

14. Satisfaction level towards services offered by the

Particulars	No. of respondents	Percentage
Strongly Disagree	7	5.8
Disagree	36	30.0
Agree	50	41.7
Strongly Agree	27	22.5
Total	120	100.0

company

Source: Primary Data

The above table reveals that 50.8 percent of the respondents level of satisfaction towards services offered by the company is partially satisfied, 35.8 percent of the respondents level of satisfaction towards services offered by the company is fully satisfied, 13.38 percent of the

respondents level of satisfaction towards services offered by the company is not satisfied,

15. HR actively participates in Designing HR processes

Source: Primary Data

The above table reveals that 41.7 percent of the respondents were agree to actively participate in designing HR processes, 22.5 7 percent of the respondents were strongly agree to actively participate in designing HR processes, 30 percent of the respondents were disagree with designing HR processes and 5.8 30 percent of the respondents were strongly disagree with designing HR processes. Association between age of the respondents and their level of satisfaction towards company service offer

Association between age of the respondents and their level of satisfaction towards company service offer

Age	Level of Satisfaction towards company service offer								Statistical inference
	Not Satisfied		Partially Satisfied		Fully Satisfied		Total		
	n	%	n	%	n	%	n	%	
Below 30	8	50.0%	7	11.5%	8	18.6%	23	19.2%	$\chi^2=25.268$ Df=8 0.001<0.05 Significant
31 to 40 years	3	18.8%	32	52.5%	13	30.2%	48	40.0%	
41 to 50 years	2	12.5%	21	34.4%	15	34.9%	38	31.7%	
51 to 60 years	1	6.3%	0	.0%	3	7.0%	4	3.3%	
60 years and above	2	12.5%	1	1.6%	4	9.3%	7	5.8%	
Total	16	100.0%	61	100.0%	43	100.0%	120	100.0%	

Statistical test: Chi-square test was used the above table

Research hypothesis (H_1): There is a significant association between age of the respondents and their level of satisfaction towards company service offer.

Null hypothesis (H_0): There is no significant association between age of the respondents and their level of satisfaction towards company service offer

Inference: There is a significant association between age of the respondents and their level of satisfaction towards company service offer. Hence, the calculated value is less than table value (0.001<0.05). So the research hypothesis is accepted and the null hypothesis is rejected.

Association between educational qualification of the respondents and their level of satisfaction towards company service offer

Educational Qualification	Level of Satisfaction towards company service offer								Statistical inference
	Not Satisfied		Partially Satisfied		Fully Satisfied		Total		
	n	%	n	%	n	%	n	%	
Undergraduate	7	43.8%	6	9.8%	14	32.6%	27	22.5%	$\chi^2=23.752$ Df=4 0.000<0.05 Significant
Post Graduate	4	25.0%	51	83.6%	24	55.8%	79	65.8%	
Doctorate	5	31.3%	4	6.6%	5	11.6%	14	11.7%	
Total	16	100.0%	61	100.0%	43	100.0%	120	100.0%	

Statistical test: Chi-square test was used the above table

Research hypothesis (H₁): There is a significant association between educational qualification of the respondents and their level of satisfaction towards company service offer.

Null hypothesis (H₀): There is no significant association between educational qualification of the respondents and their level of satisfaction towards company service offer

Inference: There is a significant association between educational qualification of the respondents and their level of satisfaction towards company service offer. Hence, the calculated value is less than table value (0.000<0.05). So the research hypothesis is accepted and the null hypothesis is rejected.

Association between type of work branch of the respondents and their level of satisfaction towards company service offer

Work Branch	Level of Satisfaction towards company service offer								Statistical inference
	Not Satisfied		Partially Satisfied		Fully Satisfied		Total		
	n	%	n	%	n	%	N	%	
Finance and accounts	8	50.0%	8	13.1%	19	44.2%	35	29.2%	X ² =29.320 Df=6 0.000<0.05 Significant
Marketing and sales	2	12.5%	24	39.3%	7	16.3%	33	27.5%	
Human resources and administration	3	18.8%	27	44.3%	9	20.9%	39	32.5%	
Technical/Operations	3	18.8%	2	3.3%	8	18.6%	13	10.8%	
Total	16	100.0%	61	100.0%	43	100.0%	120	100.0%	

Statistical test: Chi-square test was used the above table

Research hypothesis (H₁): There is a significant association between type of work branch of the respondents and their level of satisfaction towards company service offer.

Null hypothesis (H₀): There is no significant association between type of work branch of the respondents and their level of satisfaction towards company service offer

Inference: There is a significant association between type of work branch of the respondents and their level of satisfaction towards company service offer. Hence, the calculated value is less than table value (0.000<0.05). So the research hypothesis is accepted and the null hypothesis is rejected.

Oneway ANOVA difference between type of work branch of the respondents and their HR actively participates in designing HR processes

HR actively participates in Designing HR processes	n	Mean	S.D	SS	Df	MS	Statistical inference
Between Groups				3.898	3	1.299	F=1.823 0.147>0.05 Not Significant
Finance and accounts	35	2.77	1.060				
Marketing and sales	33	2.58	.751				
Human resources and administration	39	2.92	.623				
Technical/Operations	13	3.15	.987				
Within Groups				82.694	116	.713	

Statistical test: Oneway ANOVA f test was used the above table

Research hypothesis (H₁): There is a significant difference between type of work branch of the respondents

and their HR actively participates in designing HR processes.

Null hypothesis (H₀): There is no significant difference between type of work branch of the respondents and their HR actively participates in designing HR processes

Inference: There is no significant difference between type of work branch of the respondents and their HR actively participates in designing HR processes. Hence, the calculated value is greater than table value (0.147>0.05). So the research hypothesis is rejected and the null hypothesis is accepted.

Difference between gender of the respondents and their level of satisfaction towards company service offer

level of satisfaction towards company service offer	n	Mean	S.D	Statistical inference
Male	54	2.30	.662	t=1.060 Df=118 0.291>0.05 Not Significant
Female	66	2.17	.670	

Statistical test: Student t test was used the above table

Research hypothesis (H₁): There is a significant difference between gender of the respondents and their level of satisfaction towards company service offer.

Null hypothesis (H₀): There is no significant difference between gender of the respondents and their level of satisfaction towards company service offer

Inference: There is no significant difference between gender of the respondents and their level of satisfaction towards company service offer. Hence, the calculated value is greater than table value (0.291>0.05). So the research hypothesis is rejected and the null hypothesis is accepted.

Difference between marital status of the respondents and their level of satisfaction towards company service offer

Level of Satisfaction towards company service offer	n	Mean	S.D	Statistical inference
Married	98	2.23	.655	t=0.335 Df=118 0.738>0.05 Not Significant
Unmarried	22	2.18	.733	

Statistical test: Student t test was used the above table

Research hypothesis (H_1): There is a significant difference between marital status of the respondents and their level of satisfaction towards company service offer.

Null hypothesis (H_0): There is no significant difference between marital status of the respondents and their level of satisfaction towards company service offer

Inference: There is no significant difference between marital status of the respondents and their level of satisfaction towards company service offer. Hence, the calculated value is greater than table value ($0.738 > 0.05$). So the research hypothesis is rejected and the null hypothesis is accepted.

Findings

The findings provide support for the positive contribution of the use of e-HRM on HRM effectiveness at both the policy and practice levels. It also confirms mediating effects of user intention on the link between e-HRM determinants (both performance expectancy and social influence) and e-HRM use.

1. There is a significant association between age of the respondents and their level of satisfaction towards company service offer. Hence, the calculated value is less than table value ($0.001 < 0.05$). So the research hypothesis is accepted and the null hypothesis is rejected.

2. There is a significant association between educational qualification of the respondents and their level of satisfaction towards company service offer. Hence, the calculated value is less than table value ($0.000 < 0.05$). So the research hypothesis is accepted and the null hypothesis is rejected.

3. There is a significant association between type of work branch of the respondents and their level of satisfaction towards company service offer. Hence, the calculated value is less than table value ($0.000 < 0.05$). So the research hypothesis is accepted and the null hypothesis is rejected.

4. There is no significant difference between type of work branch of the respondents and their HR actively participates in designing HR processes. Hence, the calculated value is greater than table value ($0.147 > 0.05$). So the research hypothesis is rejected and the null hypothesis is accepted.

5. There is no significant difference between gender of the respondents and their level of satisfaction towards company service offer. Hence, the calculated value is greater than table value ($0.291 > 0.05$). So the research hypothesis is rejected and the null hypothesis is accepted.

6. There is no significant difference between marital status of the respondents and their level of satisfaction towards

company service offer. Hence, the calculated value is greater than table value ($0.738 > 0.05$). So the research hypothesis is rejected and the null hypothesis is accepted.

Suggestions

- ☑ Globalization is deeply impacting HR practices and policies, so local distilleries also focus their HR practices and policies up to standard.
- ☑ Local Distilleries should improve their HR systems, so that they can cope up with global environment.
- ☑ To improve productivity distilleries should keep focus on their human resources because HR is investment not expenditure.
- ☑ Distilleries should careful about their employee welfare activities because happy workers are most productive workers.
- ☑ Local distilleries as well as global distilleries should be careful about health parameters of employees.

Conclusion

The HR professionals are concentrated at technology and the information it provides, to help them drive decisions that will lead to success of the organization as a whole. The development of the Internet and other IT tools are boon to impel any organization to utilize its possibilities in doing business and improving performance. This research study concludes that present environment acts as catalyses for Information Technology to penetrate each sector. Information Technology is playing an important role in HRM practices. Present scenario contemplates that, every organization need HRM like interface to manage a proper balance between employees or managers though sometimes it faces obstacles due to the human or social related problem but e-HRM supported to easily overcome from all these problems. The performance of the workers could be improved and increased by proper motivation.

Reference

- [1]. L.M.Prasad, Principles and Practices of Management 2001, SultanChand&Sons, 6th Edition
- [2]. S.S.Khanka, Human Resource Management, Sultan Chand and Company Limited, New Delhi-2008
- [3]. Kothari C.R. Research Methodology Methods and Techniques, New Age International Publishers, New Delhi, 2004, P.122.
- [4]. VenkatKanna, V.V. 'Global HR practices and strategies: The challenges ahead', Journal of commerce and Management Thought, Vol.IV, Jan-Mar, 2013, PP. 168-178.

- [5]. Danialar, J., Word press, 'e-performance appraisal: Employee's perception as a determine out in fulfillment of the system, Aug. 12, 2013.
- [6]. Pant S., Chatterjee, A., and Jaroliya D., 'E-HRM systems implementation: A conceptual framework', Information and management journal, Vol. 4, o.1, April-June, 2012.
- [7]. Khan Nafees, A; 'Human resource development in tourism Industry in India: A case study of Air India Ltd., Aligarh Muslim University, Aligarh, 2008.
- [8]. <http://www.google.co.in>
- [9]. <http://www.getfreee-books.com>