



A study of electronic human resource management (E-HRM) system in Indian scenario

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Abstract

In today's demanding world, IT plays a fundamental role in creating new opportunities and delivering competitive benefits to enterprises. The HR profession has had to respond to increased competition for changes in both workforce attitudes and composition, shifts in the employer/worker relationship and rapid advances in HR technology. Therefore, moving towards the electronic world is a predictable phenomenon. In recent years electronic human resource management (E-HRM) is being used in most of the big companies and institutions and is among the leading organizational systems in human resource management (HRM) because its applications are considered to be very effective and cost-effective.

Using a research framework based on the Unified Theory of Acceptance and Use of Technology Model, this study examines the relationship between HR employees' attitudes (Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions) and attitude towards electronic human resource management (E-HRM) systems in HR departments.

An online questionnaire hyperlink was sent by email to 150 HR employees in order to find out their perceptions about the E-HRM system; only 87 questionnaires were completed. The questionnaire included variables such as Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions towards the (E-HRM) system.

Finally, the study concludes that understanding employee attitudes about electronic human resource management systems is essential if organizations are to use such systems for employee welfare and organizational improvement.

Keywords: human resource management, E-HRM, organizational systems, attitude and performance

1. Introduction

In today's organizations, thanks to Information and Communication Technologies (ICT), Human Resource Management (HRM) is undergoing a major change. One agent of change identified by researchers is the use of the Internet and the Web technologies to augment and enhance HRM (Gueutal and Stone, 2005; Legnick-Hall *et al.*, 2003; Lee, 2005). Such use of the Internet and the Web technologies is popularly referred to as Electronic HRM (or e-HRM). This term gained currency along with its more popular cousin, e-commerce. In the 90's organizations started using the Internet and the Web technologies for a myriad of human resource (HRM) activities such as managing payrolls, maintaining employee directories, and for communicating with the employees (Gueutal and Stone, 2005). As Web technologies matured and organizations enthusiastically adopted them, more and more of the HRM functions got Web-enabled. e-HRM essentially transfers HRM functions to employees and managers. They access these functions over a web interface, typically over a corporate intranet. e-HRM can range widely in scope; at the low end it can be a simple web-based system to access Human Resource (HR) related documents. At the high end e-HRM is a fully integrated, organization-wide electronic network of HRM related data, information, services, databases, tools, applications, and transactions that are generally accessible at any time by the employees, managers, and HRM professionals (Hussein *et al.*, 2007). Advanced e-HRM systems typically include Enterprise

Resource Planning (ERP) systems, HRM service centers, Interactive Voice Response (IVR), manager and employee portals and web applications. e-HRM systems have their origins in payroll systems which were first used by the US firms in the 1950's, around the same time that computers were introduced in businesses. Companies used these systems to efficiently process huge amounts of data and also to comply with tax and wage regulations. At the end of the 20th century, other legislations like Affirmative Action, Equal Employment Opportunity, the Occupational Safety and Health Act, and the Employee Retirement Income Securities Act led to a demand on the US firms to collect, store, manage, and report unprecedented amount of personnel data. In response to such demands, the first generation of information systems geared toward human resources were developed (Fletcher, 2005; Ruel and Bondarouk, 2004) ^[12].

Investment in and adaption of new technologies continues to rise in organizations, even though the implementation and use of computer and information technologies such as Electronic Human Resource Management (E-HRM) systems present huge challenges.. For instance, E-HRM systems may offer important benefits for an organization as a whole, but the organization will most likely be unable to overcome the resistance of staff who do not perceive those advantages as being especially beneficial to themselves.

E-HRM is a system for the planning, implementation and application of information for both networking and supporting at least two individuals in their shared performing of HR

activities. Using an E-HRM system is a way of implementing HR strategies, policies, and practices. The E-HRM system supports the HR function to satisfy with the HR needs of the organization through web-technology-based channels (Ruel *et al.*, 2004).

Beside the adoption and utilization of technology, it is important to understand the attitudes of employees towards technology change since such attitudes are crucial to the successful implementation of E-HRM.

2. Problem Statement

This study will be conducted about the determinants influencing employee's resistance attitude towards using electronic human resource management system despite its importance.

The importance of E-HRM system comes because of different aspects such as it provides a portal that allows managers, employees, and HR professionals to view, extract, or update information, which is required for managing the HR of the organization.

3. Objectives of the Study

1. To determine the relationship between employees' performance expectancy and E-HRM Usage in HR department.
2. To investigate the relationship between the employees' Effort expectancy and E-HRM Usage in HR department.
3. To determine the relationship between the employees' Social Influence and E-HRM Usage in HR department.
4. To examine the relationship between the employees' Facilitating Conditions and E-HRM Usage in HR department.

4. Significance of the Study

The findings of this study will provide the organization with more understanding into HR employees' perception of E-HRM system.

5. Literature Review

This part reviews previous literature on electronic human resource management (E-HRM), and determinants of attitude towards E-HRM. The aim of this review to provide greater understanding of E-HRM.

5.1 Human Resource Management

The primary responsibilities of the Human Resources Management in any organization and all managers is the utilization of human capital, to achieve organizational goals (Javadin, 2002) ^[9]. Other definition is that, identify, select, train and develop manpower organization to achieve defined goals (Saadat, 2002) ^[9].

Also Javadin reviewed the main tasks of HRM that its related to Job Analysis, Planning for manpower requirements of the organization, Staffing, Selecting and hiring the best staff for the job, Design programs that facilitate the entry of new employees to the organization and to help them in their social organization and find the right place, Staff training, System design and performance evaluation, compensation, payroll, communications, health and safety and discipline systems.

5.2 The role of information technology in HRM functions

Lot of functions can be performed in order to better manage tasks Human Resources plays. As determined by using technology Information on each of the practices, identify areas for selection, recruitment, training and deployment of Human Resources will develop and ultimately improving human resources.

Some of the results of Information technology in human resource management functions are as follows. Precision in function, Speed in function, Transparency in the system, integrated system design, Accurate and rapid assessment, On time feedback, Repeatable tasks performed by system hardware, Monitoring and evaluation of the subtle, and Justice (Majid Reza, 2011) ^[6].

There are numerous web based information systems used for human resource management purposes. The system which is well known and understood by many is human resource information systems (HRIS), followed by enterprise resource planning (ERP) systems. E-HRM is an extension of these technologies, adding strategic value to the organization, through automation and information.

5.3 Electronic Human Resource Management (E-HRM)

Even though the E-HRM concept is widely used today, there are hardly any explicit definitions. The few detectable definitions (Lengnick-Hall & Moritz, 2003; Ruël, Bondarouk, & Looise, 2004) ^[3, 12] are rather general and emphasize the Internet-supported way of performing HR policies and/or activities. E-HRM is often used with terms that carry similar meanings human resource information systems (HRIS), virtual HRM, HR Intranet, web-based HR, computer-based human resource management systems and HR portals (Ruël, Bondarouk & Looise, 2004) ^[12].

According to Lengnick-Hall & Moritz (2003) ^[3] with E-HRM, the managers can get to pertinent information and data for analyses to make decisions and communicate with others without consulting a HR professional. For instance, a manager who needs to make a value pay decision might get to records containing content, sound, and video depicting how best to make the decision. At that point, the manager can get to the records for employees' information by a click of the mouse, the departments (such as finance) are informed with the decision. As the processing times reduced from hours to minutes and paperwork is avoided by the use of technology.

E-HRM is a collection of knowledge, principles and best-practice approaches to effective human resource management (Walker, 2001) ^[14]. Ruël, Bondarouk, & Van der Velde (2007) ^[13] also defined E-HRM as a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support and with the full use of web-technology-based channels.

Strohmeier (2009) ^[11] express that E-HRM forms a usually embraced management practice in the meantime and that this is established on the desire of various positive outcome of E-HRM, for example reducing costs, speeding up processes, improving quality, and even gaining a more strategic role for HR within the organization.

In addition, with E-HRM employees can maintain their own personal data. And it is not necessary to consult human

resource experts, they can update their records when their circumstances change to make their own decisions, For instance, if an employee wants to increase his or her investments in a retirement plan can do as such from work or home using the Internet. Self-service for managers (MSS) and employees (ESS) are the key concepts of these technologies (Lengnick-Hall & Moritz, 2003) [3].

E-HRM may help reduce costs and improve productivity, also improve communication, reduce paperwork, and above all increase productivity, also the some ways create an organization without boundaries (Mario Arias, 2005)

Moreover, E-HRM can possibly influence both efficiency and effectiveness of HR function. As efficiency can be influenced by reducing process durations for handling paperwork, increasing data accuracy, and diminishing HR staff. And

effectiveness can be influenced by enhancing the capabilities of both managers and employees to make better, timelier decisions. Additionally E-HRM gives the HR function the choice to create new ways for adding to organizational effectiveness through such means as knowledge management and the creation of intellectual and social capital (Lengnick-Hall & Moritz, 2003) [3].

5.4 E-HRM Functions

Table 1 lists and describes the most important functions of the E-HRM system which play a significant role in reducing the organizational costs are mentioned in Table 1. With the implementation of E-HRM system, human resource activities can be undertaken with greater ease and speed with the availability of human resource information system.

Table 1

E-HRM Functions	
Functions	Description
E-Employee Profile	The E-Employee Profile web application provides a central point of access to the employee contact information and provides a comprehensive employee database solution, simplifying HR management and team building by providing an employee skills, organization chart and even pictures. E-Employee profile maintenance lies with the individual employee, the manager and the database manager. E-Employee profile comprise of the following: Certification, Honor/Award, Membership, Education, Past Work Experience, Assignment Skills, Competency, Employee Assignment Rules, Employee Availability, Employee Exception Hours, Employee Utilization, Employee tools, Job information, Sensitive job Information, Service Details, Calendar, Calendar Administration, Employee Locator easy and to make decisions with less cost and speedy time.
E-Recruitment	E-HRM is online recruitment. It refers to posting vacancies on the corporate web site or on an online recruitment vendor's website, and allowing applicants to send their resumes electronically via e-mail. It also includes the active search of the internet and the location of resumes. However, there is always the danger of resume overload, as well as low reputation and effectiveness of various web sites and databases, not to mention its questionable effectiveness for senior executive positions.
Electronic Human Resource Management (E-HRM) System	
Functions	Description
E-Selection	Most employers will recruit their employees from the online job search engines. new selection process are keeping tests online by testing their level of knowledge, behavior, attitude all those the employer will recruit it properly by conducting all the test online by using strong IT which helps to reduce the cost.
E-Learning	E-Learning refers to any programmed of learning, training or education where electronic devices, applications and processes are used for knowledge creation, management and transfer. E-Learning is a term covering a wide set of applications and processes, such as web-based learning, computer - based learning, virtual class room, and digital collaboration. It includes the delivery of content via Internet, intranet/extranet (LAN/WAN), audio-and videotape, satellite broadcast, interactive TV, CD – Rom, and more. Training program provides.
E-Training	Most companies start to think of online learning primarily as a more efficient way to distribute training inside the organization, making it available "any time"," anywhere" reducing direct costs (instructors, printed materials, training facilities), and indirect costs (travel time, lodging and travel expenses, workforce downtimes).e-learning can offer a solution to training in remote or disadvantaged locations(Hirschman, 2001), as well as tailor-made learning that fits the particular needs of the learner (Mumford, 2003), but it can also create barriers to learning, due to lack of hardware, fear of technology and learner isolation.
E – Performance Management System	E-HRM can provide managers with information on how to conduct a Performance Appraisal, the specific criteria and measurements of given positions and roles as well as examples and models of effective appraisals. The penetration rate of computer-mediated communication, mainly e-mail, is higher than 75 percent in corporate environments and e-mail has emerged as the communication medium of choice. The email and electronic forms on the intranet of the company or a restricted web site are used to gather information on training need s assessment, inducing benefits in terms of less paperwork, lower administration cost, shorter distribution and response time, and higher response rate.
E - Compensation	All companies whether small or large must engage in compensation planning. Compensation planning is the process of ensuring that managers allocate salary increases equitably across the organization while staying within budget guidelines. As organizations have started expanding their boundaries, usage of intranet and internet has become vital. The usage of intranet and internet for compensation planning is called E-Compensation Management.
Anywhere, Anytime Access Eliminate Majority of HR Paperwork	As a web-based HR service system, E-HRM offers you the flexibility of accessing the program 24/7, from anywhere with internet connection and IT. With the growing awareness for environmental sustainability, many companies are looking for ways to "go green." Implementing a E-HRM will help reduce almost all of the paperwork associated with HR tasks we can save money and time.
E -Leave	It helps to reduce the cost by defining the work force in advance and to review the past data records of the employee leave etc.

1. **Transactional human resource management** (evolved from operational impact – e.g., benefits administration, revising and publishing workplace policies, and investigating workplace issues). It involves basic administrative HR activities such as getting of personnel data and payroll. For operational HRM, the organizations needs to choose whether or not employees will keep their own personal information up to date through an HR website, or to have and administrative staff to do this (Bondarouk & Ruël, 2006) [1].
2. **Traditional human resource management** (evolved from relational impact – e.g., job analysis, recruitment, performance appraisals, and training and development). It Concerns the interaction and networking of the various HRM actors (Strohmeier, 2007) [10] and can be viewed as the second, more complex form of e-HRM. Within this type of HRM, there is a choice of whether to conduct more complex HR practices like recruitment and selection using E-HRM, or to use a more traditional paper-based approach such as newspaper advertisements and paper-based application forms (Bondarouk & Ruël, 2006) [1]. Relational E-HRM also involves the automation of transactions through the use of intranets and extranets, HR portals, employee self-service and manager self-service, and operates with several application programs (Lengnick-Hall & Moritz, 2003) [3].
3. **Transformational human resource management** (evolved from transformational impact – e.g., Building culture, Strategic Knowledge management and Strategic

Redirection and Renewal). This is the highest level and the most complex type of HRM. HRM shifts from a value-based to a transformational focus, whereby the human resource capacities are diminished of the operational tasks and diverted towards more strategic activities (Lengnick-Hall & Moritz, 2003) [3].

5.5 Determinants of Attitudes towards E-HRM System

Attitude is illustrated to be individual’s positive or negative behavior towards a new concept or new technology and has been known to be a driver of consumer utility or technology adoption (Fishbein & Ajzen, 1975) [2].

Unified Theory of Acceptance and Use of Technology (UTAUT) was proposed and tested by Venkatesh *et al.*, (2003) [16]. The model integrates significant elements across eight prominent user acceptance models and formulates a unique measure with core determinants of user behavioral intention and usage. The authors of UTAUT found seven constructs to be direct factors of acceptance and use of technology in more than one individual model. However, they found that three of these constructs (self-efficacy, anxiety, and attitude) do not have a direct effect on the intention to use the technology. As a result, these constructs were dropped from UTAUT while the other four (Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions) were kept.

Table below shows the definition of each of the constructs as reported in the originating UTAUT study (Venkatesh *et al.*, 2003) [16].

Table 2: Definitions of UTAUT Model Constructs

Construct	Definition
Performance Expectancy (PE)	The degree to which an individual believes that using the system will help him or her to attain gains in job performance.
Effort Expectancy (EE)	The degree of ease associated with the use of the system.
Social Influence (SI)	The degree to which an individual perceives that important others believe he or she should use the new system.
Facilitating Conditions (FC)	The degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system.

6. Conceptual Model

Based on the literature reviews, the following model adapted from Unified Theory of Acceptance and Use of Technology Model (UTAUT) (Venkatesh, Morris & Davis, 2003) [16].

7. Study Methodology

The instrument that is employed for this study is a self-administered questionnaire with closed-ended questions adapted from (Venkatesh *et al.*, 2003) [16], with modifications

to make it specific to the organization HR department employees. A five dimensional Likert-scale is used to measure the responses, with the value of 1 meaning ‘strongly disagree’ and the value of 5 meaning ‘strongly agree’.

8. Operational and Conceptual Definitions of Variables

The following table summarizes conceptual and operational definitions for each variable:

Table 3: Operational and Conceptual Definitions of Variables

Construct	Operational Definition	Conceptual Definition	Operational Definition
Performance Believes expectancy (PE)		Defined as the degree to which an individual that using the system will help him or her to attain gains in job performance. (Venkatesh <i>et al.</i> , 2003) [16].	A three-item questionnaire on a five-point Likert scale. Adapted from Venkatesh, Morris, Davis, and Davis (2003) [16].
Effort Expectancy (EE)		Defined as the degree of ease associated with the use of the system. (Venkatesh <i>et al.</i> , 2003) [16].	A four-item questionnaire on a five-point Likert scale. Adapted from (Venkatesh <i>et al.</i> , 2003) [16].

Social influence (SI)	Defined as the degree to which an individual perceives that it is important that others believe he or she should use the new system. (Venkatesh <i>et al.</i> , 2003) ^[16] .	
Facilitating Conditions (FC)	The degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system. (Venkatesh <i>et al.</i> , 2003) ^[16] .	
Attitude towards using e-HRM system	An individual's overall effective usage of a system. (Venkatesh <i>et al.</i> , 2003) ^[16] .	

9. Population and sample Size of the Study

The research population is including the HR employees in the organization who are the user of electronic human resource management (E-HRM) system. The sample size taken for the study is 150. However, the valid returned questionnaires were 87, which serves as a sample for this study.

Table 4: Response Rate of Questionnaire

Statement	No. of Questionnaires
Number of Questionnaires Distributed	150
Number of Questionnaires Retrieved	87
Response Rate	58%

10. Results and findings

This section presents the results of the data collection from the respondents of the questionnaire. These results are based on the respondents that were accessible for the research; these

might not be the results for the entire department, but based upon the respondents, the results and recommendation will be shared.

10.1 Reliability Analysis

The table below, shows the summary of the reliability analysis. Reliability is the extent to which a variable (or set of variables) is persistent in what is intended to be measured (Martz, 1982). The Cronbach's Alpha value is used to test the reliability of the items measuring each variable: Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, and attitude towards electronic human resource management system.

A Cronbach's alpha value of 0.70 or above implies strong scale reliability (Cronbach, 1951). Based on test results, all values exceeded the required minimum value of 0.70.

Table 5: Summary of Reliability Analysis

S. No.	Variables	Number of Items	Cronbach's Alpha	Mean	Std. Deviation
1	Performance Expectancy	3	.830	3.09	0.96
2	Effort Expectancy	4	.825	2.205	0.91
3	Social Influence	3	.784	3.03	1.01
4	Facilitating Conditions	4	.877	2.35	1.02
6	Attitude towards E-HRM system	4	.701	3.82	1.01
Total		18	.811	2.952	0.99

10.2 Level of attitudes towards E-HRM system

10.2.1 Performance Expectancy

Venkatesh *et al.*, (2008) define Performance Expectancy as the degree to which an individual believes that using the system will help him or her achieve gains in job performance. Based on the data collected from the respondents, the mean of the data after the calculation was 3.09.

This means the respondents demonstrate a neutral level of attitude towards E-HRM system in terms of Performance Expectancy. Hence we can comprehend that the employees

satisfied with E-HRM current system, they find that the E-HRM system is easy to use, and facilitates work tasks and responsibilities. This is supported by the previous study of Igbaria and Tan (1997). They collected data from large organizations to conduct a study on the relationship between information systems and user performance by investigating several factors, with the main result being that user satisfaction is an important factor that affects the use of the system.

Table 6: Mean and Standard Deviation of Performance Expectancy

Statement – Performance expectancy	Mean Score	Standard Deviation
Using E-HRM System enhances my working motivation.	2.74	.87
Using E-HRM System increases my performance in my daily activities.	2.90	1.00
I find E-HRM System useful in enhancing the time-to-delivery of my tasks And job assignments.	3.64	1.00
Total	3.09	.95

10.2.2 Effort Expectancy

Based on the data collected from the respondents, the mean of the data after the calculation was 2.205. Accordingly, the respondents believe that it takes a lot more effort to utilize the E-HRM System. The low score could be a result of inadequate

training or failing to gather enough buy-in from the end users. This is what mentioned previously by Maag in 1975, he stated that employees resist change less when they are given the opportunity to participate in education activities, professional organization activities, and professional training.

Table 7: Mean and Standard Deviation of Effort Expectancy

Statement – Effort Expectancy	Mean Score	Standard Deviation
I find E-HRM System easy for me to use.	2.30	.87
I find it easy to become skillful at using E-HRM System.	2.12	1.00
I would become proficient at using E-HRM System.	2.3	1.00
My learning activities with E-HRM System are clear and understandable.	2.10	.87
Total	2.205	.93

A similarly low score is highlighted below with regard to Facilitating Conditions. The Facilitating Conditions are expected to influence the way employees perceive the degree of effort necessary to utilize the system.

10.2.3 Social Influence

Social Influence is defined as a change in an individual’s thoughts, attitudes, feelings, or behaviors that results from interaction with other individuals or a group (Venkatesh *et al.*, 2008). Based on the data collected from the respondents, the mean of the data after the calculation was 3.03. This means

the respondents demonstrate a natural level of attitude towards E-HRM system in terms of Social Influence. Hence we can conclude that the employees recognize that the society supports the use of E-HRM system. French and Raven (1959) provided a formalization of the concept of Social Influence in their study of the bases of social power. They mention that change agents included not just individuals and groups, but also norms and roles, and they viewed Social Influence as the outcome of social power from one of five bases: coercive power, legitimate power, reward power, expert power, or referent power.

Table 8: Mean and Standard Deviation of Social Influence

Statement – Social Influence	Mean Score	Standard Deviation
People who are important to me think that I should use E-HRM system.	2.95	.911
The senior management of this organization has been helpful in the use of E-HRM system.	2.95	.950
In general, the organization has supported the use of E-HRM system.	3.27	1.18
Total	3.03	.95

10.2.4 Facilitating Conditions

Based on the data collected from the respondents, the mean of the data after the calculation was 2.35. This low score was expected given the respondents’ reaction to the effort necessary to use the E-HRM system as indicated above.

Clearly, employees believe that they lack the necessary skills and motivation to utilize the E-HRM system. At previous study of Liang *et al.*, (2010), he determined that Facilitating Conditions have significant influences on information technology use.

Table 9: Mean and Standard Deviation of Facilitating Conditions

Statement – Facilitating Conditions	Mean Score	Standard Deviation
I have the resources necessary to use E-HRM system.	3.20	1.12
I have the knowledge necessary to use E-HRM system.	2.10	.944
A specific person (or group) is available for assistance with E-HRM system difficulties.	1.90	1.00
I can access the necessary documentation on E-HRM system to use it.	2.20	1.04
Total	2.35	1.02

10.2.5 Attitude towards E-HRM System

Based on the data collected from the respondents the mean of the data after the calculation was 4.01. This means the respondents demonstrate optimal level of attitude towards E-

HRM system. In other words the respondents in HR department at the organization show positive attitude towards E-HRM system. Hence we can comprehend that the users believe that the E-HRM system benefits the organization.

Table 10: Mean and Standard Deviation of 10.2.5 Attitude towards E-HRM system

Statement – Attitude towards E-HRM system	Mean Score	Standard Deviation
I believe it is a good idea to use an e-HRM System.	4.22	0.46
The use of e-HRM System will make the work more interesting.	3.91	0.35
I like working with e-HRM system.	3.91	0.32
The use of e-HRM system is an improvement for the organization in general.	4.00	0.38
Total	4.01	0.38

10.3 Correlation analysis between determinants of attitude and attitude towards E-HRM System

Table below shows the Relationship between attitude (Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions) and attitude towards E-HRM system. First, all factors show weak and insignificant

correlation with attitude towards E-HRM system. Our interpretation of this result is as follows: an inadequate preparation of the employees to utilize the system, as indicated by the score of Facilitating Conditions, has inadvertently led employees to believe that the system is too hard to use and that it requires more effort that it really does,

as indicated by the Effort Expectancy score. Therefore, employees have not been utilizing the facilities offered by the E_HRM system.

The above interpretation is supported by the high and significant correlation between the Facilitating Conditions factor and Effort Expectancy as shown below where their correlation is almost 80%.

Finally, a high and significant correlation between the Social

Influence factor and Performance Expectancy was observed. Such a correlation most likely reflects a perception that employees have about the desire of their managers for them to utilize the E-HRM system facilities. It is highly likely that most managers are encouraging their subordinates to utilize the facilities of the E-HRM system which, in turn, would make the subordinates associate attitudes towards E-HRM system with better performance.

Table 11: Relationship between Determinants of attitude and attitude towards E-HRM system

			PE	EE	SI	FC	E-HRM
Spearman's-rho	Performance	Correlation Coefficient	1.000				
	Expectancy	Sig. (2-tailed)	0.000				
		N	87				
	Effort	Correlation Coefficient	.42**	1.000			
	Expectancy	Sig. (2-tailed)	0.000	0.000			
		N	87	87			
	Social Influence	Correlation Coefficient	.694**	.38**	1.000		
		Sig. (2-tailed)	0.000	0.000	0.000		
		N	87	87	87		
	Facilitating Conditions	Correlation Coefficient	.45**	.794**	.47**	1.000	
		Sig. (2-tailed)	0.000	0.000	0.000	0.000	
		N	87	87	87	87	
	Attitude towards E-HRM system	Correlation Coefficient	0.35	.15	.32	.10	1.000
		Sig. (2-tailed)	0.200	0.220	0.120	0.150	0.000
		N	87	87	87	87	87

11. Conclusion

This study was carried out in Human Resource Department. Electronic Human Resource practices provides a more productive and strategic way of working to achieve the organization objectives. These days, considerable technological systems have risen, guaranteeing to cover almost every traditional human resource activity; not only complementing it, but also often even substituting it (Martin, Alexander, Reddington, & Pate, 2006) [7]. In order to meet the demands of today's knowledge-based economy, it is necessary for organizations to maximize the potential and productivity of their employees, a goal towards which E-HRM could be of help.

Finally, this research indicate to organizations to understand how the employees' attitudes are essential towards electronic human resource management system to able to improve the stability, and gain profitability. It will also increase the employee's and performance while working on the system. The employees can understand the system usability.

12. Recommendations

Here are some recommendations for HR department to enhance the employee's attitudes towards using

13. E-HRM system

Training programs need to be designed more effectively for HR department employees to enhance the using of E_HRM system.

The training programs has to define clearly how E_HRM system can improve efficiency, profitability, and the overall job effectiveness of an employee. Employees in general are keen to use the system if they think it will enhance their overall productivity.

Employees' feedback and suggestions has to be obtained on the effectiveness of the training programs.

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