MULTIDISCIPLINARY SCIENTIFIC RESEARCH

A STUDY ON ELECTRONIC HUMAN RESOURCE MANAGEMENT (E-HRM) PRACTICES IN APEX FOOTWEAR LIMITED

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ABSTRACT

This study looks at Apex Footwear Limited's Electronic Human Resource Management (E-HRM) practices. Human resource services are made available to a wider range of organizational stakeholders, such as HR departments and employees, through web-based technology in E-HRM. The study's inception followed a comprehensive exploration of the transition from traditional HR to E-HRM, recognizing the integral role of technology in enhancing HR functions, reducing time wastage, and creating a competitive advantage. The primary objective of this study is to investigate E-HRM practices within Apex Footwear Limited. Key goals include scrutinizing E-HRM practices across different departments, gauging employees' perceptions of E-HRM, assessing its impact on organizational development, identifying implementation obstacles, and providing pertinent recommendations for leveraging E-HRM to enhance organizational performance. The research adopts a descriptive-analytical approach, incorporating both primary and secondary data. A structured questionnaire comprising 11 questions on E-HRM was designed for the study. The study encompasses 80 administrative and management staff members at Apex Footwear Limited, ranging from top-level executives to supervisors, using a convenient sampling approach. The study confirms the positive impact of E-HRM on organizational performance, with employees demonstrating a high level of awareness and satisfaction regarding the system. The study uncovers various challenges in implementing E-HRM, including insufficient financial support, time management issues, and resistance to change. To overcome these challenges, the study recommends aligning E-HRM systems with HR needs, expanding options under E-HR technology, facilitating online training, regular system updates, fostering employee commitment, and adapting to work environment variables.

INTRODUCTION

The phrase "Electronic Human Resource Management" (E-HRM) is a recent development in the field of business administration. The majority of the industrial sector is labor-intensive, which means that E-HRM is not widely implemented. As the majority of jobs become automated in the twenty-first century, production volumes will climb, and HR management will become more difficult than ever. The previous several decades have seen rapid advancements in information technology (IT), with far-reaching consequences for many fields of human resources work, particularly in the areas of information and communication, and other aspects of everyday life (Laumer et al., 2010). Most organizations felt the effects of the evolution of information technology and have since rethought how they go about doing business as a result of implementing new technologies and ideas. Human resource management (HRM) is one sector that has not been "spared" by the introduction of novel approaches to completing routine work. Today, the use of IT has permeated almost every facet of this function's area of operation, permanently altering the ways in which many tasks were previously performed. Collecting, storing, and updating employee information has "undergone" the biggest change, followed by other HR processes including applicant screening, training methods, performance evaluation, and more. Although the major motivation regarding the deployment of IT within the HRM function was to utilize processes for carrying out the aforementioned tasks, other beneficial benefits such as cost savings, improved service quality, increased productivity, etc., occurred (Ho & Mallick, 2006; De Alwis, 2010; Foster, 2009). As a result, it's not shocking that more businesses are turning to IT solutions for this purpose, nor that the complexity of applications in this area is growing. The major responsibility of this role has remained the same. The objective

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is still the same: "In order to facilitate the provision of a sufficient quantity and arrangement of personnel within businesses, ensuring their availability at appropriate times and locations while maintaining cost-effectiveness, it is imperative to foster employee motivation towards the attainment of both immediate and long-term organizational objectives." However, because to technological advancements, there has been a shift in how this duty is carried out (Talukder et al., 2014; Reddi, 2012).

It can accomplish this more quickly and accurately via the use of digitalization and automation of administrative and transactional processes. Additionally, HR professionals are able to focus more on activities that have a direct impact on the organization's bottom line thanks to the incorporation of IT into the HRM function, such as the development of more efficient HR policies that boost productivity. One way to characterize the HRN's use of IT is as a dualistic one. At its core, this technology serves to bridge geographically dispersed organizations by facilitating two-way communication and collaboration throughout the execution of HRM tasks, regardless of whether the participants are in the same room or on different continents. When it comes to human resource management (HRM), IT has grown so pervasive that it may be used to replace human labor in a variety of contexts. A new HRM idea has emerged resulting the increased use of IT in HRM's day-to-day operations. While the term "e-HRM" is more common in the scholarly world, "e-HR" is more common in the business world. What this means is that the HRM department, as well as managers, employees, and potential employees, are all stakeholders in an enterprise-wide approach that uses information technology to deliver a variety of human resource management-related services (Sareen & Subramanian, 2012; Oswal & Narayanappa, 2014; Menka, 2015).

The objective of this article is to analyse the degree to which organisations are using electronic Human Resource Management (e-HRM) also to underscore the significance of the e-HRM concept by emphasising its fundamental characteristics, advantages, and potential limitations. In this work, we theoretically examine the facts and literature on e-HRM. The present state of E-HRM practices at Apex Footwear Ltd. and their effects on the industry will be explored in this study.

An overview of the relevant literature on e-HRM follows the work's introductory section; the paper's second half is devoted to explaining the research methodology, presenting the results, discussing them, and drawing conclusions.

MATERIALS AND METHODS
Methodology Research Type
Business research methodologies encompass a systematic and scientific approach to gathering, organising, analysing, interpreting, and applying data in relation to business-related issues. Research methodologies can be categorised into two major categories: quantitative and qualitative. From this particular standpoint, the present study can be classified as a qualitative investigation.

Research methods can be categorized into two distinct divisions based on the nature of the research: descriptive and analytical. Descriptive research usually involves surveys and studies that aim to identify facts. Descriptive research primarily focuses on providing a comprehensive depiction of the current state of affairs. Therefore, based on the characteristics of the study, it can be classified as descriptive research.

Types of Data
The data utilized in this study consist of two distinct types: There are two types of data commonly used in research: primary data and secondary data. Primary data is typically obtained through the administration of survey questionnaires, while secondary data is derived from pre-existing sources.

Sources of Data
The acquisition of data and other pertinent information can be accomplished through many research methodologies and approaches. Several research methods commonly employed in academic studies include interviews, observations, literature reviews, and data collection from databases. Various methodologies are appropriate for distinct objectives, although they can be categorized into two fundamental classifications: primary and secondary data.

Primary Sources
Primary data is obtained through a carefully constructed questionnaire and interview methodology. A questionnaire is a methodological tool that follows an organized approach to gather primary data. In this research, data is collected through the utilization of a questionnaire. Structured questionnaires typically involve the utilization of physical copies of the questionnaire in order to gather data from the participants. During the interview process, two common methods of conducting interviews are face-to-face interviews and interviews conducted over the phone.

Secondary Sources
Secondary data has been collected from different published materials like publication, journals, articles, books, internet, websites of respected company, experimental research, and EHRM related theories that are already available.

Sample
A Sample Design refers to a precise and structured strategy for acquiring a representative subset from a specified population. The term "sampling design" pertains to the methodology and process utilised in the selection of items for a given sample. The following outlines the processes and techniques employed in this selection process.

Population
The term "population" refers to a comprehensive collection of humans or items that possess a shared trait. The determination of the sample size necessitates the consideration of the population. This study examines the implementation of electronic human resource management (E-HRM) practises inside Apex Footwear Limited and evaluates their effects on the organisation. The study encompasses the whole employee population of Apex Footwear Limited, across all levels.

Sample Size
The study's sample size consisted of 80 employees. Conclusions were derived based on the data obtained from the questionnaire.

Sampling Method
In this study, convenient sampling method has been used covering almost all departments of Apex Footwear Limited.

Questionnaire Design
A questionnaire is a methodological tool that follows an organized approach to gather primary data. In this study, data is gathered via a questionnaire. This study employs a set of 11 questions. To mitigate the potential for ambiguity, a questionnaire is designed using straightforward language. The Likert scale and binary approach have been included in the questionnaire to obtain precise results.

Method of Data Collection
Data refers to the factual information that is provided to the researcher from the surrounding environment of the study. In this study, self-administered questionnaires are employed as the method by which participants take on the responsibility of reading and answering the survey questions. A set of 11 questions is employed for the purpose of data collection. In order to mitigate the potential for ambiguity, a questionnaire is designed using straightforward language.

Processing, Editing and Tabulation of Data
The data that was gathered has undergone manual processing to enhance the studies in formativeness, analytical capabilities, and use for the intended users. Microsoft Word and Microsoft Excel are commonly utilized for the purpose of creating and implementing tables and graphical representations to provide a more detailed explanation of the results.

RESULTS AND DISCUSSIONS

Apex Footwear Ltd. encompasses a range of operational departments, spanning from administrative tasks to production line responsibilities. According to the survey results, 17.5% of the respondents are affiliated with the production department, while 5% are involved in research and development (R&D). Additionally, 5% of the participants are associated with the planning department, 10% with packing, 7.5% with merchandizing, 6.25% with maintenance, 7.5% with quality control (QC), 8.75% with the human resources (HR) department, 7.5% with the information technology (IT) department, 5% with lasting, 7.5% with stores, and 12.5% with other departments.
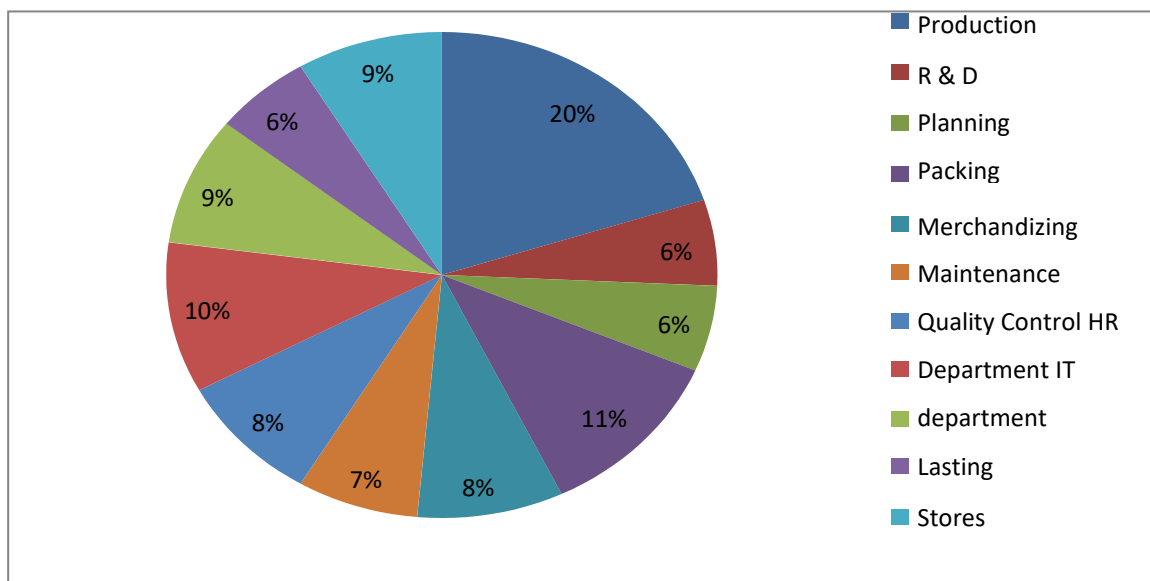

Figure 1. Department of the respondents

To conduct an unbiased and comprehensive assessment of E-HRM portals, individuals holding diverse job positions were included to provide their evaluations. The consideration of designating an individual from the position of Supervisor to that of Senior General Manager was undertaken.

Table 1. Designation of the respondents

Designation	No of Respondents	% of Respondents
Senior General Manager	1	1.25
General Manager	3	3.75
Deputy General Manager	2	2.5
Assistant General Manager	3	3.75
Manager	7	8.75
Deputy Manager	8	10
Assistant Manager	9	11.25
Executives	10	12.5
Senior Officer	10	12.5
Officer	12	15
Supervisor	15	18.75

Demographic factors, including working experience, have been incorporated into this survey to examine the implementation of E-HRM practices in Apex Footwear Ltd. According to the survey results, 36.25% of surveyed employees reported having 0-2 years of expertise, while 31.25% reported having 3-5 years of experience. The remaining 32.5% employees reported having more than 5 years of experience.
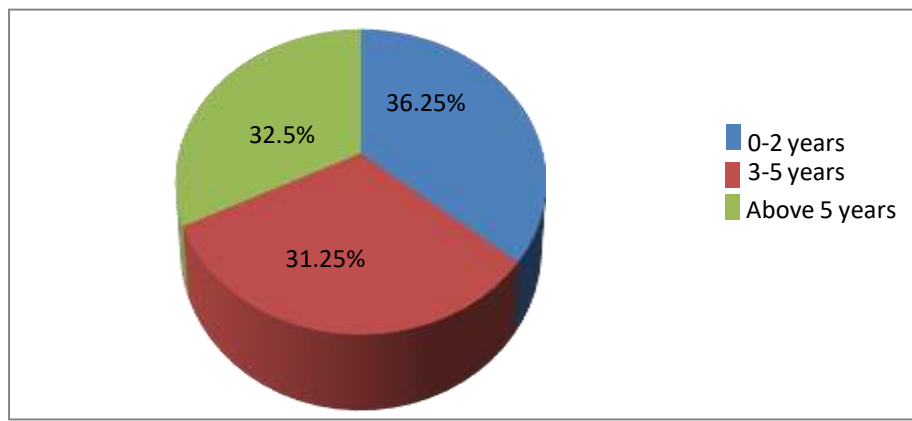

Figure 2. Tenure of the respondents

A research investigation was undertaken to ascertain the extent of employee familiarity with the E-HRM system, through the solicitation of their provision of the comprehensive extension of the acronym E-HRM. Based on the data provided, it can be inferred that 88.75% of employees possess knowledge regarding the accurate acronym expansion of the E-HRM system, whereas 11.25% of employees lack familiarity with the right complete form of the E-HRM system.
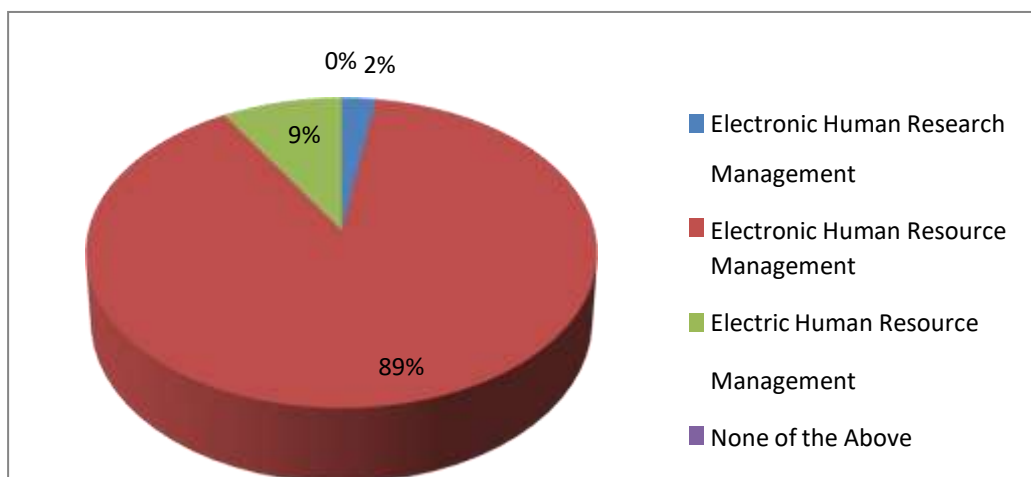

Figure 3. Respondents' knowledge of the E-HRM system in its entirety

The table 2 is organized according to various elements that impact employees' perceptions of E-HRM practices. Thetopic under consideration pertains to survey questions. The criteria are assessed using a Likert scale, with values ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). According to the respondents, the elements that ranked highest on the list were awareness of the E-HRM system (4.08) and its user-friendly and easy-to-use nature

(3.86).The impact of giving training (3.71) and obtaining timely and correct information (3.76) is generally perceived to be rather low. Factors 7, 8, and 9 are not evaluated using a Yes, No, or Neutral perspective, while factor 10 is evaluated using both Yes and No perspectives.

Table 2. Factors influencing the perception of employees about E-HRM

Q. No	Factors	SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean
1	Awareness about E-HRM system	33	33	6	4	4	**4.08**
2	User friendly & easy touse	20	41	11	4	4	**3.86**
3	Providing trainingabout E-HRM	19	34	17	5	5	**3.71**
4	Getting accurate info.In time	16	41	14	6	3	**3.76**
5	E-HRM system is successful providing HR functions	17	40	15	5	4	**3.80**
		Yes (3)	No (2)	Neutral(1)			
6	Employees satisfactionwith E-HRM system	62	15	3			**2.73**
7	E-HRM improves thefunction of HR	60	5	10			**2.5**
8	E-HRM reduces thewastage of time	60	7	8			**2.53**
		Yes (2)	No (1)				
9	**E-HRM is updated regularly as per needs**	**67**	**13**				**1.84**

The table 3 is arranged by survey questions. Each specific tools of E-HRM is measured by Likert scale. A mean score and standard deviation is calculated and presented from the measurement. Apply for leave (4.2) and Travel, Reimbursement (3.82) are topped list of factors according to the respondents. While E-Training (3.12), E- Selection (3.15) are considered to have less effect.

Table 3. Perception about the elements of E-HRM Practices

Q. No	Factors	StronglyAgree (5)	Agree (4)	Neutral (3)	Disagree (2)	StronglyDisagree (1)	Mean
1	Travel, Reimbursement	23	32	15	8	2	**3.82**
2	E-Recruitment	18	29	26	6	3	**3.73**
3	Apply for leave	41	26	5	4	4	**4.2**
4	E-Selection	8	23	27	17	5	**3.15**
5	E-Training	10	21	24	19	6	**3.12**
6	Performance Appraisal	22	25	22	5	6	**3.65**

The purpose of constructing the table 4 is to examine the impact of Electronic Human Resource Management (E-HRM) on organisational advancement and development. The subject under consideration pertains to the formulation of survey questions. The elements are evaluated utilising a Likert scale, wherein the following values are designated: 1 for Strongly Disagree (SD), 2 for Disagree (D), 3 for Neutral (N), 4 for Agree (A), and 5 for Strongly Agree (SA). According to the respondents, the main elements in facilitating organisational development process (4.54) and resolving work difficulties and increasing collaboration between different units (4.53) are attributed to the implementation of E-HRM. The impact of electronic human resource management (E-HRM) on the growth and development of employees (4.21) and its ability to provide flexibility and adaptation to work environment variables (4.29) is perceived to be rather limited.

Table 4. Impact of E-HRM on Organizational Development

SL		SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean
1	The implementation of Electronic Human Resource Management (E-HRM) systems contributes to the attainment of organizationalobjectives.	60	8	7	4	1	**4.52**
2	Electronic Human Resource Management (E-HRM) facilitates the effective management of the organizational growth process.	58	10	6	4	2	**4.47**
3	Electronic Human Resource Management (E- HRM) facilitates the enhancement of communication methodologies and the seamlesstransmission of information and data across diverse administrative entities.	59	8	6	5	2	**4.46**
4	The incorporation of contemporary technologicalapproaches inside Human Resource Management Systems (HRMS) significantly contributes to theadvancement of organizational development.	55	10	5	6	4	**4.32**
5	The implementation of Electronic Human Resource Management (E-HRM) systems has been found to play a	62	8	3	5	2	**4.53**

	significant role in addressing workplace challenges and enhancinginterdepartmental coordination.						
6	The implementation of Electronic Human Resource Management (E-HRM) has a significant impact on the growth and development of employees.	54	8	5	7	6	**4.21**
7	The implementation of Electronic Human Resource Management (E-HRM) has been found to have a positive impact on enhancingperformance effectiveness.	57	5	10	5	3	**4.35**
8	Electronic Human Resource Management (E-HRM) plays a crucial role in facilitating the process of organizational development.	62	7	5	4	2	**4.54**
9	The implementation of Electronic Human Resource Management (E-HRM) has been shown to facilitate a certain level of flexibility and adaptability in response to the various variables present in the work environment.	56	8	5	5	6	**4.29**

The table 5 indicates the rating of each problem on the level that the respondents believed it affected employees when they use E-HRM system. Lack of Co-Operation (4.32), Lack of Sufficient finance (4.30) topped the list of the problems that significantly affected employees according to the respondents. While slow process (3.72), cannot be used from home (3.76) are considered to have less effect.

Table 5. Implementation Problems of E-HRM Practices

Factors	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean
More complicated	3	5	7	35	30	**4.05**
Needs updating in everypossible way making it user friendly.	3	3	6	36	32	**4.13**
Takes more time to learn howto operate E-HRM system	2	4	6	39	29	**4.11**
Lack of sufficient finance	0	2	5	40	33	**4.30**
Lack of co-operationamong employees.	1	1	4	39	35	**4.32**
Cannot be used from home	6	7	12	30	25	**3.76**
No in-person meetings because of this method	2	5	9	36	28	**4.04**
Slow process	6	7	15	27	25	**3.72**
There is no instruction provided for this system	0	3	7	35	35	**4.27**
Lack of information regarding system	**3**	**4**	**5**	**38**	**30**	**4.10**

CONCLUSIONS

The study explores Electronic Human Resource Management (E-HRM) practices at Apex Footwear Limited, focusing on employee perceptions, HRM processes, their positive impact, and implementation challenges. E- HRM streamlines various HR functions through technology, offering user-friendly, time-saving, and cost- effective solutions. The study emphasizes Apex's success in implementing E-HRM, enhancing HR management. E-HRM benefits include goal achievement, organizational development, improved communication, and increased employee commitment. Challenges like training and financial support can be mitigated through strategic alignment, improved communication, and top management support. To enhance E-HRM further, the study recommends flexibility, automation, and awareness training. In conclusion, E-HRM offers substantial benefits, and the recommendations aim to optimize its utilization within Apex Footwear Limited.

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