

A STUDY ON EMPLOYEE PERCEPTION AND HR PERSONNEL ATTITUDES TOWARDS E-HRM PRACTICES IN DELHI NCR HOTELS

S. Yoganand¹, V. Jayaraman²

Asst. Professor of Hotel Management and Catering Science, Jamal Mohamed College, Trichy-620 020^{1&2}

Abstract: The research investigates the diverse elements that play a role in advancing human resource development by improving the effects of electronic management on technological performance in Delhi's hotels. The study examines employee perceptions and HR personnel attitudes towards different aspects of Electronic Human Resource Management (E-HRM) in the National Capital Region of Delhi. Two surveys, one for employees and another for Human Resource staff, were conducted at hotels in India's National Capital Region, covering Delhi, Ghaziabad, Faridabad, Noida, and Gurugram. A total of 30 employees and 20 Human Resource staff members were included in the sample. Responses were gathered through a carefully prepared and pre-tested questionnaire. Non-probability convenience sampling was employed for the exploratory study. The findings indicate differing levels of ease in using E-HRM for multiple processes, with HR staff reporting greater comfort in utilizing most processes. Participants shared their views on talent retention, competitive standing, continuous innovation, profitability, and process efficiency associated with E-HRM.

Keywords - electronic human resource management, employee perception, hotel industry, human resource management, Delhi National Capital Region

1. INTRODUCTION

Human Resource (HR) focuses on fostering and harnessing human expertise through organizational development and employee training for the purpose of enhancing performance. Various definitions of HRM have been proposed over time (Plangpramool, 2012). The use of Information Technology in HR dates back to the mid-1970s when some American and British banks began installing small mainframe computers and database-related software.

Information and Communication Technologies (ICT) enable innovative approaches to conducting routine organizational tasks in virtual work environments. E-HRM involves using systems to help organizations achieve improved performance in their activities. It is a method for aligning, adapting, and transforming the entire Human Resource Management (HRM) function (Menka, 2015). E-HRM refers to IT-based HRM in every sector, offering computerized support for HR functions within an organization and contributing to better decision-making. As a result, E-HRM has a significant impact on organizational performance, and its implementation leads to increased efficiency in the organization's HR practices. Achieving optimal efficiency and effectiveness depends on the system's implementation, and business success may rely on the retraining and re-skilling of HR personnel. This technology has evolved over time, prompting numerous organizations to develop suitable systems for all businesses and showcase their industry leadership and professional vision (Choochote, 2015).

2. LITERATURE REVIEW

Wen (2013) notes that the term 'E-HRM' first emerged in 1990 during the rise of e-commerce businesses. It has since been used interchangeably with terms such as virtual HRM, HR intranet, computer-enabled HRM, and HR portals. Foster (2008) defines E-HRM as the use of technology that allows employees and managers direct access to human resources management and additional organizational services, including communication, performance appraisal, knowledge and team management, education, and other management purposes. Broadly speaking, E-HRM leads to a

more efficient business process. Operations become more effective, work duplication is minimized, and HR practices become more relevant to employees. HR professionals can devote more time to decision-making and strategic planning while reducing time spent on routine administrative tasks.

Kataria et al. (2018) found that Indian hotel organizations that invested in E-HRM experienced improved employee performance. The authors identified a need to align the adoption of high-performance HR practices with the implementation and development of E-HRM subsystems. The study's results support E-HRM programs, such as e-compensation, e-recruitment, and performance appraisal software, which are designed to enhance the efficiency of the organization's HR system and ultimately improve employee productivity. Lin et al. (2017) discovered that human resource management has impacted informatization in international hotels, as higher-starred hotels have entered the information age, though the level of application may vary.

In the hotel industry, the human resources department is considered crucial, as it deals with employees' intellectual skills, required abilities, and work-related experiences. Various technologies have been employed to facilitate HR management by simplifying procedures and processes, ensuring accuracy, supporting the expansion of hotel industries, enhancing timeliness of communication between departments, and encouraging employees to work more effectively.

The integration of information technology in human resource management can enhance the HR operating model, increase HR work participation, and expand the scope of internal activities. An advanced HR system can add significant value to an organization and elevate the importance of HR within the enterprise (Lawler, 2003). As technology advances, hotel employees can access their personal information through various technological devices (Karadag, 2009). To gain a competitive edge in the network era, organizations need to establish a global network that can quickly transmit information about products and personnel to each connection point worldwide. This demands human resource managers to reevaluate HR management in recruitment, training, performance appraisal, and compensation management (Wang, 2007).

Farrell (2015) emphasizes that the hotel industry is a people-centric sector where staff play a critical role in providing care, assistance, and enhancing the customer experience. Therefore, it is essential to examine the extent to which employees assume comprehensive performance responsibilities to serve as a primary source of competitive advantage.

3. OBJECTIVES

1. TO ASSESS THE EMPLOYEES' PERCEPTION OF E-HRM PRACTICES FOLLOWED BY HOTELS IN DELHI NCR.

2. TO ASSESS THE HUMAN RESOURCE DEPARTMENT PERSONNEL'S ATTITUDES AND PERCEPTIONS TOWARDS E-HRM PRACTICES FOLLOWED BY HOTELS IN DELHI NCR.

4. MATERIALS AND METHODS

To achieve the study's objectives, research was conducted in the National Capital Region of India, which includes Delhi, Ghaziabad, Faridabad, Noida, and Gurugram. A sample of 30 employees and 20 Human Resource personnel from different hotels was selected for the study. A well-designed and pre-tested questionnaire was used to record their responses. Data was collected through non-probability convenience sampling, which is suitable for exploratory studies. Convenience sampling was employed because respondents were available at the time of data collection and because it is commonly used in exploratory research to generate ideas (Malhotra, 2020). The quantitative data was analyzed using factor analysis in SPSS software.

Table 1. Demographic Details of HR Personnel and Employees

Variable	Category	HR Personnel n (%)	Employees n (%)
Gender	Male	12 (60)	23 (79.3)
	Female	8 (40)	6 (20.7)
Age	20–25	14 (70)	19 (65.5)

	26–30	3 (15)	7 (24.1)
	31–35	–	–
	36–40	2 (10)	1 (3.4)
	>40	1 (5)	2 (6.9)
Experience	<1	10 (50)	12 (41.4)
	1–5	3 (15)	12 (41.4)
	6–10	4 (20)	2 (6.9)
	>10	3 (15)	3 (10.3)
Education	Post Graduate	7 (35)	5 (17.2)
	Graduate	10 (50)	19 (65.5)
	Technical Course/Diploma	3 (15)	–
	Others	–	5 (17.2)
Organization Size	<100	3 (15)	2 (6.9)
	100–500	8 (40)	18 (62.1)
	501–1000	7 (35)	7 (24.1)
	>1000	2 (10)	2 (6.9)
Management Level	Top	4 (21.1)	12 (41.4)
	Middle	5 (26.3)	11 (37.9)
	Lower	10 (52.6)	6 (20.7)

5. RESULTS AND DISCUSSION

The demographic profile shows that 60% of the HR personnel were male compared with 79.3% of employees. The majority of HR personnel (70%) and employees (65.5%) were in the 20–25 years age group. Half of the HR personnel had less than one year of work experience, while 41.4% of employees each had less than one year and 1–5 years of experience. Half of the HR personnel and 65.5% of employees were graduates. Around 40% of HR personnel and 62.1% of employees worked in organizations having 100–500 employees.

The level of comfort in using E-HRM for different processes varied between the two groups. HR personnel generally reported greater comfort in hiring, rewards and recognition, payroll, performance management, employee self-service, and learning and development. HR personnel also reported that 65% of E-HRM practices were partially automated, followed by 30% manual and 5% fully automated. The reported duration of E-HRM use included more than six years (30%), 1–3 years (30%), 4–6 years (20%), and less than one year (15%).

5.1. E-HRM Measures

e-Hiring

According to HR personnel, e-hiring made background checks efficient (72.2%), streamlined the hiring process (68.4%), enabled faster onboarding (55.6%), attracted applicants from around the globe (55.5%), and made interview organization easier (55.5%). According to employees, e-hiring reduced errors in application submission (70.8%), reduced cost for job applicants (66.6%), helped in applying for jobs across the globe (65.1%), and provided easy access to relevant job-posting information (62.1%).

e-Rewards and Recognition

HR personnel reported that e-rewards and recognition facilitated impartial recognition of employees (72.8%), enabled recognition across band levels (61.1%), simplified the process (50%), boosted morale through instant recognition (50%), and was cost-effective (50%). Employees reported that it facilitated talent retention (71.4%), ensured personalized rewards (70.4%), boosted morale (66.7%), and simplified the rewards and recognition process (51.7%).

e-Payroll Process

HR personnel reported that e-payroll simplified tax calculations (70%), enabled easy access to salary structures (65%), improved salary-slip accuracy (60%), and enabled quicker generation of pay slips (60%). Employees reported

that it saved time in generating pay slips (71.4%), simplified tax calculations (70.3%), provided easy access to salary structure (67.8%), and improved accuracy of salary slips (64.3%).

e-Performance Management

HR personnel reported that e-performance management allowed accurate measurement of employee performance (100%), retrieval of performance scores (66.7%), real-time rating (63%), tracking of employee goals (55.6%), and corrective-action suggestions (47%). Employees reported real-time performance rating (61.6%), appropriate goal setting (60.7%), retrieval of performance scores (57.7%), and corrective-action suggestions (50%).

e-Employee Self-Service

HR personnel reported easy access to company information (68.4%), secure information sharing (63.1%), remote access to office documents (57.9%), fewer in-person HR visits (52.6%), and simplified approval processes (47.4%). Employees reported simplified approval processes (60.7%), secure information sharing (51.8%), remote document access (55.5%), easy access to company information (50%), and fewer personal HR visits (46.4%).

e-Learning and Development

HR personnel reported that e-learning and development facilitated post-training assessments (63.2%), multilevel feedback (63.2%), interactive in-house training (63.1%), synchronous and asynchronous learning (63.1%), and customized training modules (52.6%). Employees reported post-training assessments (74.1%), synchronous and asynchronous learning (66.6%), interactive in-house training (64.3%), multilevel feedback (57.2%), and selection of online training modules based on skill sets (50%).

5.2. Employee Effectiveness

Table 2. Employee Effectiveness (%)

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Digital applications have made my work more enjoyable	7.1	3.6	17.9	57.1	14.3
E-HRM has enhanced the quality of my work	10.3	—	20.7	55.2	13.8
E-HRM facilitates interaction with different groups	7.4	3.7	25.9	55.6	7.4
E-HRM facilitates remote access	3.7	3.7	18.5	51.9	22.2
Digital applications encourage collaboration for projects	7.4	3.7	22.2	55.6	11.1
E-HRM practices have enhanced my job satisfaction	10.7	—	17.9	53.6	17.9
E-HRM has helped me	10.7	—	17.9	57.1	14.3

become happier with my work					
E-HRM enables continuous innovation at work	7.4	—	29.6	51.9	11.1

5.3. Efficiency of E-HRM Platform

Table 3. Efficiency of E-HRM Platform (%)

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Proper training on usage of e-HRM is imparted	7.4	—	22.2	55.6	14.8
Privacy of employee information is ensured	14.3	—	21.4	53.6	10.7
Mechanism for providing feedback on e-HRM platforms is enabled	10.7	3.6	35.7	32.1	17.9
Applications are functional across technology platforms	11.1	—	18.5	55.6	14.8

5.4. Organizational Performance

Talent retention

HR personnel reported that e-rewards and recognition increased employees' sense of being valued (84.2%), increased employee referrals (77.8%), kept employees engaged (72.2%), and reduced employee turnover (55.6%). E-learning and development helped increase employee skills and competencies (72.2%).

Competitive position

E-HRM helped strategic positioning by integrating the latest technology (68.4%), increased employee productivity to improve market position (66.7%), supported adoption of industry best practices (63.2%), facilitated market-ready HR teams (63.2%), and strengthened the company position (44.4%).

Continuous innovation

E-HRM nurtured innovation through collaboration across the organizational ecosystem (72.2%), enabled real-time feedback for corrective actions (63.1%), supported knowledge transfer (63.1%), emphasized speed and agility (57.9%), and fostered innovation through operational efficiency (47.4%).

Profitability

E-HRM increased business output (58.8%), contributed to company growth (58.8%), eliminated wastage and redundancies (58.8%), reduced day-to-day operational expenses (53%), and reduced HR process cycle time (52.9%).

Process effectiveness

E-HRM allowed incorporation of more feedback (72.2%), helped employees save time by reducing mundane tasks (72.2%), helped focus company funds on important projects (72.2%), reduced errors in HR practices (68.4%), augmented organizational revenue (66.6%), provided ready access to employee life-cycle information (66.6%), supported quick observation of employee skills and training progress (61.1%), and made overall HR processes more cost-effective (52.6%).

6. CONCLUSION

There were varying levels of comfort reported in using E-HRM for various processes, with HR personnel reporting higher levels of comfort in most processes. The majority of HR personnel reported that E-HRM practices were partially automated. Respondents provided their views on various E-HRM measures and their efficiency as implemented in hotels. The study also examined employee effectiveness and organizational performance aspects associated with E-HRM, including talent retention, competitive position, continuous innovation, profitability, and process effectiveness.

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