EMPLOYEE PERCEPTION ON HR PRACTICES AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE –A STUDY IN SELECTED IT COMPANIES IN BENGALURU

[1] MUNIRAJU M.   [2] DR. MUNIVENKATAPPA
[1, 2]Assistant Professor
[1]Commerce and Management, Government First Grade College, Yelahanka, Bangalore-64. Karnataka
[2]Department of Commerce, Smt.VHD Central Institute of Home Science, Bangalore – 01.
Email – [2]dr.munivenkatappa@gmail.com

Abstract: Intervention in HR practices is some other face of human aid (HR) by using over the past few years. This new face of human useful resource has been going on primarily based on internet and intranet era. Due to the importance of human useful resource control within the firms' aggressive blessings, this studies turned into in try to study the role of era on IT agencies performance in Bangalore, to locate whether or not it has any widespread impact on organization value introduction. To have a look at this empirical investigation is carried out. The outcomes of this examine additionally could be beneficial for the managers of different corporations to pay attention on the elements that could motivate extra the employees and led to agency cost advent. it may assist the enterprise to attain to their goal which can be the corporation performances.

Key Words: Technology, HR practices, IT companies, Organization, Value creation.

1. INTRODUCTION:

HR practices and performances are substantially essential to the firms' competitive benefits in the know-how-primarily based financial system that's converting rapidly. HR method, practices, and regulations can be carried out by means of the use of technology in HR Practices. Therefore, HR activities are supported by way of the e-HRM era to fulfil the organization's HR requirements via the net technology-primarily based channels.

International, the HR career had to reply to improved opposition for globally cell skills, modifications in each workforce attitudes and composition, shifts inside the enterprise/employee courting and fast advances in HR era. New varieties of technical knowledge, abilities and abilities might require HR practitioners in destiny who are bendy and willing to deal with the ever accelerating pace and frequently unpredictable changes inside the international workplace. The HR profession wishes to evaluate the implications of a motion into a technology of decentralization, which if used properly, can lead to emancipation. The era would require a brand new sort of agency, based on a special gadget that can bring together the contribution of self-sustaining people in a socially sustainable way. It is as a consequence clean that a brand new manner to control HR as a gadget is emerging, as well as new HR managers should manage themselves (Anyim et al, 2011).

So, the expertise-intensifying process of the economy and the correlated rise of organizational networks, with their more dependency on qualified and dedicated personnel, discover the want for a form of HRM that meets the demands and desires of the management and the employees. So in these days's IT primarily based economic system the want for EHRM system has emerge as vital to meet the HR demanding situations of 21stcentury (Zafar, 2010).consequently, groups have more and more been introducing internet-based totally applications for HRM functions, and those are often labelled as E-HRM system (Swaroop, 2012). The speedy improvement of the internet over the past decade has also boosted the implementation and alertness of electronic Human aid control. Surveys of HR specialists advocate that both the range of businesses adopting E-HRM and the depth of applications within the agencies are always growing.

1.1. Statement of the Problem:

- HRM is a substantial a part of typical organizational management. Human beings control has gone through Evolutionary and innovative changes.
- It has moved from personnel management to Human resource control to Strategic control and culminating into worldwide human aid control. Humans control are skills management involves that employee competency control.
- The critical features of HR which include recruitment, schooling and improvement, repayment management, overall performance appraisal and worker members of the family are controlled via intervention.

1.2. Research Question:

How IT and other related technology connect HR policy, processes in the sample IT firms for the purpose of facilitating HRM?

2. REVIEW OF LITERATURE:

Primarily based at the literature evaluate on E-HRM, numerous research papers, articles and journals referred and research hole and variables have been identified. With the idea of studies in human aid control and finalization of location, electronic human useful resource management (eHRM), the next step become assessment of literature for having a simple framework for components of viable constructs. E-HRM literature evaluate is the most essential issue of the studies as it offers the base and assesses the records and paintings performed through predecessors on this location, therefore identifying the studies gap. the focal point of this literature evaluation is to recapitulate and amalgamate the arguments and ideas of different researchers approximately e-HRM. since evolution of e- HRM as a studies subject matter, lot of researcher has contributed on this discipline. present observe has labeled and compiled the related literature with a selected heading in order that literature review is logical and meaning could be derived out of it. E-HRM area- consistent with Broderick and Boudreau (1992) "human aid statistics structures (HRIS) as the combination of data centric laptop programs and hardware and software program that are required to bring together, report, shop, control, deliver, gift and contrive records for human assets". Lepak and Snell (1998) used the wording, "virtual HR" to express a network supported association constructed on partnerships and mediated through statistics technologies to assist the organization, gain, expand, and installation intellectual capital. Wright and Dyer (2000) propagate most essential cause of development of e-HRM is e-commercial enterprise. in step with them e-enterprise is upcoming and as a result HR and HR practitioners are faced with the mission of delivering in approaches which might be consistent with the business. in their opinion, HR functions turn out to be decisive partners in driving success, but to do so needs that HR alters its attention, its position, and its transport structures, as a consequence in e-commercial enterprise, the software of intranet generation for HR is unavoidable. in the opinion of Noel, et al. (2000), digital human useful resource control (e-HRM) implies processing and verbal exchange of digitized information utilized in HRM, together with textual content, audio, video, visible photos, from one computer to a exclusive electronic appliance. body of workers does no longer have to be in the same geographic vicinity to work together.

As per Gowan Mary (2001) "electronic human resource management system (e-HRM gadget) is a net-primarily based answer that takes gain of the present day net era to perform an online real-time human useful resource control solution and it is all-inclusive however easy to apply, complete of latest features, but flexible enough to be custom designed to one's precise necessitates". As in keeping with Walker (2001), the term e-HRM is broadly used but a unanimously established definition is still unsure. it is time and again once more used tantamount with like phrases which include net-based human resources. E-HRM is also visible as a compilation of statistics, ideas and fine-exercise strategies to effective human useful resource management. Adam and Van Berg (2001) states, e-HRM is using web-primarily based technologies (net, intranet, extranet, portal) for the quality of human useful resource management that reduces the executive paintings, offers the risk to workers to devise their profession dynamically, giving the management the chance to take nicely founded resolutions and improving the effectiveness and performance.

As consistent with Bulmash, J. (2004), human useful resource technology can be elaborated as any technical knowhow this is used to attract, recruit, preserve, and keep human resources, facilitate HR administration, and optimize HRM. This know-how can be used in diverse types of human resource information structures (HRIS) and by different stakeholders, along with executives, operates, and HR professionals.

As in keeping with Bondarouk, T. et.al. (2004), tentatively "e-HRM as an method of executing human resource management (HRM) techniques, regulations and practices in institutions through a deliberate and directed assist of, and/or with the whole use of, web generation based channel".

Bondarouk and Ruel, (2006) accelerated this definition in later work to include the verbal exchange aspect of e-HRM, where worker and employers, thru e-HRM, are able to communicate approximately HR content greater successfully in step with latest definition, Bondarouk and Ruel, (2009), e-HRM as an umbrella time period encompassing all viable integration mechanisms and contents between HRM and statistics technologies, proceeding at creating fee inside and throughout company for centered workforce and control.

3. OBJECTIVE:

- To evaluate technology intervention in HR practices and its impact on organizational value creation of sample IT firms;

4. METHODOLOGY:

Hypotheses

Null Hypothesis: H_{01}: The role of technology in HR practices will not lead to value creation concerning a sample IT companies.

Alternate Hypothesis: The role of technology in HR practices will lead to value creation concerning a sample IT companies.

SCOPE OF THE RESEARCH:

The study explored the relationships between these technology intervention and HR practices and Organization effectiveness of multinational corporations in India. The population of the study were the 2 multinational corporations which consists of IT located in Bangalore,

SAMPLE:

Sample Units

IT Companies located in Bangalore namely Cognizant and HCL.

A company which has adopted e-HRM (at least three HR functions being run on e-technology and planning to go further), represented by a manager or Director responsible for HR functions.

SOURCE OF DATA

   a. **Primary Data:** Primary data required for the study has been collected by choosing suitable sample and surveying them with the help of questionnaire method. A questionnaire will have questions related dimensions or variables under study.
   b. **Secondary Data:** For the study purpose, suitable secondary sources like published reports of the various journals, newspapers, internet, government records, and the data base maintained by various MNCs, their published reports and research institutes reports will be tapped.

4. DISCUSSION:

Variables for the study

Independent Variable	Dependent Variable
Recruitment (supports)	Organization Value Creation
Selection (supports)	
Training & development (supports)	
Performance appraisal (supports)	

The scale measurement used in this study is five-point Likert scale (Interval data); from 1 represents strongly disagree to 5 represents strongly agree. Likert scale was used to measure the indicating of respondents' degree of agreement or disagreement. When want to know respondents' feelings or attitudes about something, consider asking a Likert-scale question .The benefit of these questions is that they are easy to standardize, and data gathered from Likert scale questions lend themselves to statistical analysis.

The questionnaire was pre-tested before it was distributed for actual study. The purpose of conducting the pretest was to help refine any technical problems the questionnaire might have. A pre-test was carried out to make sure that the wordings of the questions are correct and fit for the employees. Obtaining third party's view which is not involved in the real survey could minimize the errors that might happen. Based on their comments, changes were made to some of the questions. In addition, elements such as content of questions, wording and form also improved.

Data collection and analysis

The data was gathered in this study through online questionnaires and employees were asked to fill them voluntarily. It would take around 15 to 20 minutes to fill the form. The target population for this study is who work in IT companies, Bangalore. The sampling method used for this study is nonprobability sampling (convenience sampling method). The questionnaires were sent to the employees by email and ask them to answer the question properly. This method was chosen because only 60 employees should be surveyed among a large number of employees Bangalore. The sample size was chosen according to the convenience sampling method. A total of 60 respondents were surveyed in this study.

A total of 60 questionnaires were distributed to the respondents. Out of 60 questionnaires, 55 were usable. 15 questionnaires were excluded from the analysis because the questionnaires were not fully completed. From a total of 55 samples, 11 samples were age between 20-25, 17 samples 25-35, 5 samples 35-45 and 22 samples 45-55 years old included 28 male and 27 female employees which were participated in this study. The respondents are divided in four

categories which were ages 20-25, 25-35, 35-45 and 4555 years old to find whether there are differences between these groups. In the total 50.90% of participants are male and 49.09% are female.

RELIABILITY AND NORMALITY TEST

Alpha measures the extent to which item responses obtained at the same time correlate highly with each other. Cronbach's alpha ranges in value from 0 to 1 (Cronbach's, 1951). Generally, the acceptable alpha values considered for social science research purposes are above 0.65 [37].

Table 1 shows the reliability test for measuring each item in this study.

Factors	Cronbach's alpha value
e-Recruitment (supports)	0.789
Organization Value Creation	0.708
e-Selection (supports)	0.985
e-Training & development (supports)	0.752
e-Performance appraisal (supports)	0.786

Table 1: Reliability test on variables

The reliability value (Cronbach's Alpha) for the eight items ranged from 0.708 to 0.985. The high alpha value indicated good internal consistency among the items in each variable. Since all of the factors had high or acceptable Cronbach's Alpha value, all variables were included in the research for further analysis. The factors were e-recruitment, e-selection, e-training and development, performance appraisal and organization value creation.

Hypotheses Testing
Null Hypothesis: H_{01}: The role of technology in HR practices will not lead to value creation concerning a sample IT companies.
Alternate Hypothesis: The role of technology in HR practices will lead to value creation concerning a sample IT companies

Effect of technology in HR practices on organization value creation

Multiple regression analysis is used to examine the relationship between e-HRM activities on employee satisfaction. The developed hypotheses are compared with the findings from this analysis to verify whether they are rejected or not.

Independent variables	Organisation Value Creation		
	Standardization	t	p
e-recruitment(supports)	0.0543	5.476	0.000
e- selection(supports)	0.128	4.888	0.000
e- training & development	0.211	2.548	0.001
e-performance appraisal(supports)	0.281	4.799	0.002
Adjusted R2= 0.752 F=95.11			

The R square (Coefficient of determination) was .871, which means 87.1% of the total variance in the dependent variable, could be explained by these items as shown in the above model. The F-ratio of 95.11, significant at $p < 0.05$**, shows that the null hypothesis is rejected. Hence alternate hypothesis can be accepted.**

5. FINDINGS OF THIS STUDY:

It showed that e-recruitment has the highest effect on organization value creation. The next factors which have significant effect on organization value creation were e-selection, e-performance appraisal and e-training respectively. These findings show that using email, social media and instant messaging, news group, chat rooms and video conferencing, online training, free online courses, electronic pay check are the factors which influence on organization value creation.

6. CONCLUSION:

Technology in HR practices has a positive effect on organization value creation. This hypothesis was supported in this study. The Coefficients results showed at (p=0.05) there is a significant and positive relationship between using technology in HR practices and organization value creation. The need to update workers' knowledge, skills and

abilities (KSAs) and to better prepare them for the challenges as our economy has turned into global knowledge economy pushes the use of distance learning among firms.

Corporate and government investment in distance learning has skyrocketed since the birth of internet. It is noted that the development of computers and electronic communications media have removed barriers of space and time to allow human to obtain and deliver knowledge anytime and anywhere.

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