

The impact of technology on HR process in public sector banks

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Abstract

Technology innovation establishes many adjustments that can affect personnel performance, rendering it easier and more rapid. The administration's human resources administration has always been vital in developing and strengthening organizational success. HR is a group's most precious asset that permanently depreciates. Building folks to create organizations that establish firms is a well-known fact. Using ICT (Information and Communication Technology) promotes new approaches to Human management. E-HRM could be an extremely potent motivator for improving organizational success. E-HRM has created buzzwords such as digitization, transparency, self-determination, and an office without paper with minimal human intervention. This reality was previously thought to be the solution to all problems at work.

Organizations may be equipped to undertake HR functions more successfully without the assistance of e-HRM. Considering rising rivalry and banks emphasizing cost-cutting, limiting expenditures while maintaining efficiency can be impossible. Lenders use a variety of IT solutions to accomplish HR functions that involve electronic recruitment, which are e-selection, e-training, e-compensation, and many more.

The next level is delivering the data needed to control the HR process. The e-human resources have an online interface that allows staff and leaders, including HR experts, to access, extract, or change whatever data is required to manage the company's human capital and make timely choices. This article attempts to portray the importance of e-HRM in executing HR functions in private-sector banks in Tiruchirappalli, Manchester City.

Keywords: impact; technology; HR practices; public sector banks; technology

1. Introduction

With the industrial era in 18th-century eighteenth-century Europe, Robert Owen and Charles Babbage pioneered the study of human resources. They stated that employee happiness leads to great work. The Industrial Revolution also sparked a significant transformation in HR practice in India. HR practice in India began almost 90 years ago, with the establishment of the first human resources agency in 1920. With each shift in the scenario, the function and accountability of HR have shifted from record keeping to becoming a strategic partner.

Between 1820 and 1840, the Industrial Revolution was the transmission phase that gave rise to new techniques for production. The latter stage involved transitioning from hand manufacture to machine fabrication.

This ultimately results in an upsurge in manufacturing, necessitating hiring more workers and introducing fresh regulations by management to govern the workplace situation. Federick ultimately, Parsons Taylor introduced the first notion of managing people as "shop management" in 1903. F.W. Johnson created the image of Scientific Management in 1911. In his proposed idea, he stated that workers must be machines to increase productivity. Taylor dismisses the social aspects of human behaviour discovered in the late 1920s and early 1930s. The perception of the organization has shifted through time, and behavioural applied science now serves as the foundation of HR practice. The field of personnel management was born as a result of these changes. Between 1960 and 1970, as science and technology, economics, and organizational structure advanced, the shift from Personnel Management to HRM began.

Currently, the Human Resources unit is more formal, and organizations are focusing on experts to choose the right applicant, they follow a rigid procedure for all HR responsibilities, as well as an accurate leadership structure. The globalization of company operations and the liberalization of foreign investors' laws and regulations placed concurrence on organizations. They motivated them to be technologically upgraded to remain profitable within an aggressive marketplace while preserving staff members and their consumer base. This provides birth to the topic of e.

Following India's globalization, liberalization, and privatization, the organization has focused on becoming technologically advanced. Cutthroat rivals, shifting employee expectations, changes in the working circumstances, and the desire to be at the top of their game are all the catalysts for the deployment of e-HRM. Every organization, whether commercial or open to the public, uses e-HRM. They use a variety of IT solutions to carry out their human resource obligations. Foreign corporations are efficiently engaging in the country due to the opening up of foreign policy. Many organizations have headquarters or branches in different nations.

The use of e-HRM facilitates communication and engagement within and between organizations. In addition, there are many e-HRM tools that organizations in India use, among them online recruitment, a virtual interview for interested applicants to submit their resumes for a job; e-selection, which remains a live examination as well as additional selection procedure; e-training, which is through the use of electronic devices which makes it obtainable "anytime" and "anywhere"; e-employee characteristics: maintaining and modifying employees information online; e-learning Additional innovations include e-tracking, e-learning, e-performance evaluation, and an e-grievance management procedure.

2. Literature Review

Getting online to complete HR duties is difficult in a contemporary competitive industry. Banks would adapt to the latest innovations and technologies to make HR operations more straightforward and faster. E-HRM may help boost the profitability of the financial sector.

According to Laumer et al. (2010), e-HRM aids organizations in managing their employees, including people's desires, hiring, developing, and maintenance. According to a study conducted by Chamaru De Alwis (2010), a percentage of 9 of firms say that after implementing e-HR, HRM fulfils the function of strategic partner, change management, and bureaucratic expert. 83% of firms are implementing e-HR due to its business benefits, and it has also been discovered that e-HRM delivers a considerable shift in HR responsibilities.

The IT expenditure has changed how the HR department handles records and shares intelligence. It significantly reduces paperwork and gives simple use of large amounts of data (Pinki J Nenwani et al., 2013).

According to K. RessiSwaroop's (2012) research on online human resources management, it is a productive, dependable, and highly user-friendly solution. It serves as a method of implementing human resources (HR) plans, procedures, and practices in a company. The implementation of e-HRM raised productivity by decreasing time spent on paper labour (NnennaEmeUkandu et al., 2014). According to NidhiOswal et al. (2014), e-human resources are an advanced method of completing HRM functions. It also assists organizations in cost-cutting and enhancing the economy. According to Ankita Jain et al. (2014), electronic recruiting has made the work easier.

It is employers' most straightforward and persuasive approach to recruiting folks worldwide. The advancement of web-based technology has enabled organizations to deliver direct service to staff members and executives. Organizations can make accurate decisions (Singh et al., 2020; Akbar et al., 2021; Ali et al., 2021)

According to (Steve Foster, 2009), the finance sector uses online human resources management to manage employees and build competence in strategy. It adds to staff being recruited and kept in the business. According to Ramphool Sharma et al. (2011), these financial institutions that have promoted HRM strategies in the field of promotion, recruiting, training, and so on are performing better at the current time and have a good impact on bank performance. Almost all worldwide Technological developments have been adopted by Indian banking businesses.

They are transitioning to centralized databases and dispersed (Prof. M.C Sharma et al., 2014). According to Obasan (2011), information and communication technology (ICT) is essential for achieving effectiveness, efficiency, and productivity. It increases the profitability of the bank. Employees in private banks are happier with their salaries, promotions, performance-measuring techniques, and so on (Md. Farid et al., 2014).

Positive standards represent that commercial organizations are ahead of government organizations using e-HRM tools (Arora et al., 2021; Bansal et al., 2022; Bhalla & Bansal, 2014). According to Romero et al. (2011), e-HRM provided significant benefits to the organization. It saves time and allows you to reach a large number of individuals at once, as well as accomplish standardization. The use of a technology instrument has a significant impact.

It is crucial in attracting employees and growth functions (Bansal et al., 2022; Singh et al., 2020; Tansley et al., 2014).

In their research, Manjari Agarwal et al. said that eHRM tools boosted HR effectiveness, quickness, progress, and versatility. Antioxidants increase organizational collaboration and efficiency.

E-HRM was launched in the 1990s with "the idea of e-commerce," which has since been broadened to facilitate corporate transactions (Alshibly & Alzubi. 2022). E-HRM is the transition of an HR system to an electronic one through electronic communications platforms. E-HRM is defined as installing a personnel management system leveraging the intranet, Internet, and networks natively (Lindström & Janhonen, 2021; Iqbal et al., 2018).

Human Resource "Data gathered System (HRIS), a sub-system of E-HRM," is an intuitive handle "based on what is needed of the organization." The employee is the primary system in an organization that may be considered a kind of E-HRM. Venerink (2017) defines it as a system for gathering, saving, accessing, and visualizing data necessary by the human resources office. Human Resources staff comprises most HRIS clients (Arora et al., 2021; Bansal et al., 2022; Bhalla & Bansal, 2014).

HRMS aims to "significantly enhance HR department business procedures and achieve better results in business processes." E-HRM is intended for workers and staff outside of the HR department and managers and employees within the organization (Rul et al., 2004).

At present, various organizations choose to finish the recruitment procedure through digital channels using the notion of e-HRM rather than conventional methods because it reduces organizations' time and money.

Initially, when hyperlinks were tracked together, the e-recruitment system synchronized the relationships of a middle-level initiative across multiple organizations' web software, providing online sales functions more specialized. Businesses have deeply recognized and adopted the benefits of unified recruitment systems (Sylva & Mol, 2009). E-recruitment refers to the use of electronic means to recruit candidates for available positions in an organization (Marler & Parry, 2015). In this regard, using business websites, businesses can generate an endless number of available posts for required staff and develop a pool of workers at a minimal cost. The applicant screening procedure was cut in approximately half. The labour hiring procedure was cut by 75% compared to previous eras, yet expenses were cut by 95% (Marler & Parry, 2015). Education and growth is a program that aims to improve "current and future employees in the organization" through boosting abilities related to the job.

Evolutionary and electronic instruction initiatives can be carried out at a lower price than conventional ways of education and training (Ukandu et al., 2014). It further improves teaching accuracy and efficacy, including generating training that meets your job requirements, as well as offering knowledge through fast applications and knowledge access. Furthermore, personalized material for training increases employee engagement by demonstrating that employees respect their organizations and ensures retained talent.

While there are multiple benefits to e-learning for firms and individuals, people who are used to studying in a physical setting may have biases regarding e-learning and find difficulties adapting. Regardless of these flaws, the advantages of electronic instruction and growth should be considered. It is "perceived that if redefining the structure of instruction' is advancing alongside technological advancements, future companies cannot be inert to e-learning" (Alrawashdeh et al., 2021; Noopur & Rajib, 2020).

Employment analysis refers to a procedure in which a job analyst discovers duties in various locations throughout an organization, including the individuals to do such

(Dessler, 2005). Organizations generate descriptions of work and assignments from job analysis, which leads to staff scheduling and budgeting. Ability can be determined by the character of the profession, as well as the setting.

As a result, the program manager or HR department will modify the job descriptions for each position. Every "staff member can see their job specification and evaluate what they are doing in the app."

Human serum albumin (is qualitative as quantity in nature, ensuring that the organization "does exactly the correct thing at the right time" (Armstrong, 2003). Organizational efficiency is always tied to efficient interpersonal interaction (Punnett, 2004). As part of your e-HR role, effective collaboration connects employees to the team, which helps achieve both private and group objectives (Penrose et al., 2005). Therefore, employee communication is an essential component of people management tasks. In this regard, it is distinct from the general and routine ordinary activities of additional divisions because this dialogue necessitates honesty, benevolence, practicality, brevity, and all aspects of excellence in order to convey current and pertinent data to staff members while guaranteeing that someone else understands and applies the subject matter accurately.

3. Research Objectives

The below mentioned are the objectives of this research paper:

- a) To examine the execution of e-HRM in banks and also the organizational dedication to banks and
- b) To appraise the effect of e-HRM on the HR practices in banks.

4. Research Methodology

Research Design

The nature of the current study is observational. A descriptive study methodology is used when learning more about how e-HRM and organizational dedication are being implemented at banks

A descriptive study design is employed because e-HRM is an emerging issue in order to gather multiple details about it.

Sampling Framework

In the Kanniyakumari district, sample members are chosen from every financial institution branch. Public and private banking representatives total 146 and 69, correspondingly. There are 215 responders in the entire sample. Staff in each bank were located using the judgement sampling procedure.

5. Data Gathering and Processing.

Data were collected from primary and secondary sources. With a pre-tested questioning plan, the critical data needed to accomplish the goals of the current study are gathered. Multiple regression analysis, test and reliability testing are used when analyzing the acquired data.

6. Results and Discussion

To test the validity and reliability of the factors included in it, confirmatory factor analysis, or CFA, was used to calculate the score of variables across all six e-HRM practises and organizational commitment. Convergent legitimacy and topicality are the outcomes of the CFA. With the aid of Cronbach alpha, the general dependability of variables in e-HRM practice and the organization's dedication is assessed. The outcomes are displayed in Table.

The organizational commitment and E-HRM practises have standardized factor loadings more prominent than 0.60, indicating the validity of the material at hand. The 't' statistics' significance for the variables' standardized factor loadings reveals the validity of its convergence.

The 't' statistics' relevance for the variables' standardized factor loadings reveals the validity of its convergence. The combined reliability and average variance taken away, which are higher than 0.50 and 50.00%, respectively, serve as additional evidence. All

practices and organizational commitment have Cronbach alphas better than 0.60, which supports internal consistency.

E-recruitment and organizational commitment have the highest levels of implementation in both public and private sector banks, with mean scores of 2.7845 and 3.6784, respectively. The adoption of e-banking, e-compensation, e-performance evaluation, e-information exchange practises, and organizational commitment have been found to significantly differ between public and private sector banks since their 't' data analysis has been significant at a five per cent level. Private sector banks have higher e-HRM adoption than public sector banks, although organizational commitment shows the same trend.

Table 1: E-HRM deployment and employee involvement in the organization.

S. No.	E-HRM and organizational commitment	Mean scores in banks		‘t’ statistics
		Public sector	Private sector	
1.	e-recruitment	2.7845	2.8765	-0.2678
2.	e-selection	2.5885	2.4748	-1.2568
3.	e-training	2.3313	2.7815	-2.7820*
4.	e-compensation	2.4890	2.8778	-2.4680*
5.	e-performance appraisal	2.2897	2.7649	-2.3379*
6.	e-information sharing	2.4789	2.6790	-2.2257*
7.	Organizational commitment	2.8988	3.2787	2.6678*

*Significant at five per cent level.

Table 2: Effect of E-HRM on Organizational Dedication among Staff in Banks

S. No.	E-HRM	Regression co-efficient in banks		
		Public sector	Private sector	Pooled data
1.	e-recruitment	0.1678*	0.1378*	0.1539*
2.	e-selection	0.0367	0.1679*	0.0844
3.	e-training	0.7299*	0.1782*	0.1620*
4.	e-compensation	0.1022	0.1678*	0.1389
5.	e-performance appraisal	0.0971	0.1246*	0.1789
6.	e-information	0.0886	0.1557*	0.1367*

	sharing			
7.	Organizational commitment	0.4968	0.6790	0.5678
	Constant	0.4978	0.6679	0.5739
	R ²	0.7423	0.7934	0.8326
	'F' statistics	7.6414*	8.4514*	8.7696*
*Significant at five per cent level.				

With the aid of a number of regression analyses, the present research additionally made an effort to assess the relative significance of e-HRM in determining managerial dedication among bank staff.

The level of organizational dedication among the workforce is the included dependent variable, although the score on adopting e-HRM practices is the encompassed dependent variable. Table 2 illustrates the results.

Electronic recruitment and e-training are the primary variables that significantly impact the level of organizational dedication at public sector banks. In contrast, there are six e-HRM practises at private sector banks, except organizational dedication, whilst its regression coefficient is significant at a 5% level. Private sector banks experience a more significant impact than public sector banks due to their R2 values of 0.7934 and 0.7423, respectively. The level of organizational engagement rises by 0.1539, 0.1367, and 0.1620 units, correspondingly, for every unit increase in using electronic recruiting, training, or knowledge sharing in banks. Considering the R2 for the variations in the application of E-HRM practises is 0.8326, they account for 81.49 per cent of the variation in commitment within the organization.

7. Conclusion

The study's findings indicate that banks only implement e-HRM practices at a moderate rate. In contrast to public sector banks, the level of execution is comparatively higher in private sector banks. Private-sector banks have a higher level of organizational commitment than public-sector banks. Recruitment, training, and information exchange online are the three leading e-HRM practices that substantially

impact bank organizational commitment. Compared to public sector banks, the rate of impact detected is higher in private sector banks.

The investigation shows that public business banks are implementing e-HRM practices relatively slowly, which lowers employee commitment to the organization. Additionally, banks have a poorer e-performance appraisal system. To solve these issues, banks must introduce and practice suitable e-HRM procedures. Banks can use human resource outsourcing to reduce costs, get the necessary knowledge, and let HR specialists contribute value to their primary responsibilities. The main subjects of this study were the organizational commitment in banks and e-HRM. Studies exploring the connections between e-HRM practises and other behavioural factors, such as job fulfilment and organizational behaviour, would be beneficial. Studying worker happiness with cutting-edge e-HRM techniques is also necessary. To improve worker efficiency, further research can be done comparing the Indian banking marketplace's e-HRM practices to those of international banks.

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