

**A STUDY ON EMPLOYEES SATISFACTION
TOWARDS E-HRM IN BANKING**
(A COMPARATIVE STUDY BETWEEN PUBLIC AND PRIVATE SECTOR BANKS)

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Abstract

In the early of 1990, HRM was named as personnel management and used for automation in the office in preparing payroll, maintaining employee data and to administrate employee benefits. The world has become global village after globalization. Day by day advancement in technology, new concept and trends are taking place in all the fields. Likewise, HRM also has gone under tremendous technological change over. Internet has a major influence in all the departments of an organization and no exemption to Human resource management also. The overall functions of HR have been facilitated by using technology in HRM and it is termed as "E-HRM". The employees of bank have taken as respondents for the study to analyses how E-HRM is satisfying in their HR needs. After analyzing, it is found that employees are highly satisfied with E-HRM in their banks.

Keywords: Employee Satisfaction, Globalization, Human Resource Management, E-HRM.

Introduction

The Dramatic advancement of information and communication technology has a considerable impact on HRM processes and practices which paved the way for E-HRM. It is an HRM tool, which facilitates the HR professionals and the stakeholders (Applicants, employees and managers) by providing better service by serving as self-service for employees, sharing data and management functions. "A study on employee satisfaction towards E-HRM in banking" analysis the satisfaction of employees after implementing E-HRM in traditional HRM functions, it depicts the effects and importance of using E-HRM in core functions of HRM and find the gap between current level in Public Sector Banks and Private sector Banks.

Review of Literature

Yusuf M Rizvi, T. Ramiah and Nur-Zahat (2017) has utilized a quantitative approach. Data was collected from 201 E-HRM users. They concluded that perceived ease of use, perceived usefulness-HRM trust, strategic partner and change agent have a significant effect on attitude towards using E-HRM, they found that E-HRM has a positive relationship with perceived usefulness.

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In the study conducted by **Dr. Manoj Kumar , Prachi Mittal and Sneha Singh (2018)**, they aimed to determine what all the e-recruitment strategies used by organizations after globalization for the study data has been collected from some reputed banks of India. They concluded that E recruitment has made the job easier for both company and job seekers and the entire credit goes to software, IT professionals, internet, computer and many people who are working at back end. They also stated that E-HRM helps in entire functions of HR.

Need of the Study

The Banking industry place a major role in the economic development of any nation. As a service industry its services is inevitable. It place an important role in employment. It always has an attraction in the minds of job seekers. In this highly competitive world, updating technology helps in survival and growth. IT has influenced in all the function of organization from A to Z. In order to be competitive updating of IT is essential, only when employees are satisfied it is possible. This study gains importance as HRM place the vital role in banking industry, as they are directly linked with customers. So HRM facilitated with electronic medium i.e. E-HRM is gaining importance. In this study the employee satisfaction and their opinion is analyzed to provide some suggestion for improvement in E-HRM.

Statement of the Problem

As advancement of technology has stepped in all the functional areas of Organizations, It is deeply noticed and updated in order to be competitive in Business. E-HRM it may be a new term but it has entirely reduced the tiresome work of HR managers and has a ultimate benefit for its users by saving their time. A study on employee satisfaction towards E-HRM in Banking seeks to analyze the satisfaction in E-HRM users.

Objectives

- To study the employee satisfaction towards E-HRM in Public and Private sector banks.
- To suggest some measures for better E-HRM practice.
- To study the disclosure practices in E-HRM Public and Private sector banks.

Hypothesis

H0₁: There is no significant association between occupation and Opinion on level of expertise in using HR among the Bank employees.

Ha₁: There is significant association between occupation and Opinion on level of expertise in using HR among the Bank employees.

H0₂: There is no significant difference in the E-HRM disclosure practices of public and private sector banks.

Ha₂: There is significant difference in the E-HRM disclosure practices of public and private sector banks.

Research Methodology

• The Population of the Study

The population included all public and private sector bank employees of Jaipur district.

• Sample

In this study, a multistage sampling is used for getting sample results. A sample size of 357 respondents was selected. The details of the sample banks are below:

S.NO.	PUBLIC SECTOR BANKS	PRIVATE SECTOR BANKS
1.	State Bank of India	HDFC Bank Ltd
2.	Bank of India	ICICI Bank Ltd
3.	Bank of Baroda	Axis Bank Ltd
4.	Punjab National Bank	Kotak Mahindra Bank Ltd
5.	Union Bank of India	Yes Bank Ltd

- **Data Collection and Data Sources**

The validity of any research depends on the systematic method of collecting the data and analysis them as perfectly as to the extent of its best results. In this study both Primary and secondary data are extensively used.

- **Primary Data**

The employees for the study chosen accordingly with varied background in terms of their age, education, years of experience etc. The questionnaire was handed over to the employees to furnish the required data by themselves and sometimes by interview base, some questionnaires were filled. The questionnaire was framed with simple words so that it can be easily answered by the respondents.

- **Secondary Data**

The primary data were supplemented by check of secondary sources of data. The related information in this area is collected from annual reports of Public and Private sector banks. Apart from the above resource data were collected from various textbooks, journals and internet have been referred extensively to collect the information. A great deal of informal interview was held with knowledgeable persons in this field to understand and gain insight about the general strategies followed by the Public and Private sector banks.

Tools Used for Analysis

The following statistical tools were applied to analysis and interpretation of survey data:

- Bank employee's Profile
- Chi-Square analysis
- F and Z test.

Results & Discussion

Table 1: The E-HRM Technology Provides for High Standards of Safety, Counseling and Welfare Support to Employees

S.NO	Level of agreeability	No of Bank employees	Percentage
1	Strongly agree	183	51.3
2	Agree	98	27.5
3	Neither agree nor disagree	54	15.1
4	Disagree	22	6.2
5	Strongly disagree	-	-
	Total	357	100.0

It is seen from the above Table that among the total Bank employees, 6.2 % of them disagree, followed by 15.1 % neither agree nor disagree, 27.5%, agree and the rest 51.3 % strongly agree on e-HR technology provides high standards of safety, counselling and welfare support to employees. Thus, the study revealed that majority of the Bank employees strongly agree on e-HR technology provides high standards of safety, counseling and welfare support to employees

TABLE 2: ARE YOU SATISFIED WITH THE E HRM SYSTEM IN YOUR BANK

S.NO	Level of satisfaction	No of Bank employees	Percentage
1	Highly satisfied	156	43.7
2	Satisfied	195	54.6
3	Not satisfied	6	1.7
	Total	357	100.0

It is seen from the above Table that among the total Bank employees, 17 % of them highly satisfied, followed by 54.6 % satisfied and the rest 43.7 % not satisfied with e-HRM system in their bank. Thus, the studies revealed that majority of the Bank employees are satisfied with e-HRM system in the bank.

TABLE 3: GENDER AND AIMS OF BANK'S E-HRM APPLICATIONS AIMS AT ENABLING HR PRACTICES

Gender	Bank employee		Agreeability score on Serves as self-service for employees, HR staff and managers			
	No	%	Mean	Range		SD
				Min	Max	
Male	122	34.2	2.60	1.00	5.00	1.11
Female	235	65.8	2.70	1.00	5.00	1.37
Total	357	100.0	2.66	1.00	5.00	1.28
Z val. = -0.369 < 1.96 ns						

ns-non significant at 5% level

It is seen from the above table that among the Bank employees, 34.2 % of them are males, whereas the rest 65.8 % are female employees. Z test showed that no significant diff. in the mean score among gender groups of the Bank employees. The overall mean agreeability score ranged from 2.60 to 2.70 and it is on par among gender groups of Bank employees.

TABLE 4: AGE AND AIMS OF BANK'S E-HRM APPLICATIONS AIMS AT ENABLING HR PRACTICES

Age	Bank employee		Agreeability score on Serves as self service for employees, HR staff and managers			
	No	%	Mean	Range		SD
				Min	Max	
20-30 years	98	27.5	2.71	1.00	5.00	1.24
30-40 years	178	49.9	2.72	1.00	5.00	1.31
40-50 years	71	19.9	2.56	1.00	5.00	1.31
Above 50 years	10	2.8	1.80	1.00	3.00	0.79
Total	357	100.0	2.66	1.00	5.00	1.28
F val. (df:3,353) = 1.85 ns						

ns-non significant at 5% level

It is seen from the above table that among the Bank employees, 49.9 % of them belong to 20-30 years of age group, followed by 27.5 % belong to 20.30 years of age group of Bank employees. The analysis of variance showed that there is no significant diff. in the mean agreeability score among age groups of the Bank employees. The overall mean agreeability score ranged from 1.80 to 2.72 and it is on par among age groups of Bank employees.

TABLE 5: MONTHLY SALARY AND AIMS OF BANK'S E-HRM APPLICATIONS AIMS AT ENABLING HR PRACTICES

Monthly salary	Bank employee		Agreeability score on Serves as self service for employees, HR staff and managers			
	No	%	Mean	Range		SD
				Min	Max	
Less than 15000	9	2.5	2.11	1.00	3.00	0.93
16000-20000	76	21.3	2.78	1.00	5.00	1.31
21000-25000	149	41.7	2.60	1.00	5.00	1.30
Above 25000	123	34.5	2.72	1.00	5.00	1.26
F val. (df:3,353) = 0.95 ns						

ns-non significant at 5% level

It is seen from the above table that among the Bank employees, 41.7 % of them belong to less than Rs. 15,000 monthly salary group, followed by 21.3 % of them belong to Rs. 16000-20000 monthly salary group. The analysis of variance showed that there is no significant diff. in the mean agreeability score among salary groups of the Bank employees. The overall mean agreeability score ranged from 2.11 to 2.78 and it is on par among monthly salary group of Bank employees.

TABLE 6: EXPERIENCE AND AIMS OF BANK'S E-HRM APPLICATIONS AIMS AT ENABLING HR PRACTICES

Experience	Bank employee		Agreeability score on Serves as self service for employees, HR staff and managers			SD
	No	%	Mean	Range		
				Min	Max	
Less than 5 years	91	27.8	4.23	0.63	2.00	5.00
6-10 years	142	43.4	4.34	0.53	3.00	5.00
11-15 years	94	28.7	4.18	0.57	3.00	5.00
Above 15 years	30	9.2	4.23	0.77	1.00	5.00
Total	357	109.2	4.26	0.59	1.00	5.00
F(3,353) α = 1.48 ns						

ns-non significant at 5% level

It is seen from the above table that among the Bank employees, 43.4 % of the Bank employees have 6-10 years of experience, followed by 27.8 % of the Bank employees have less than 5 years of experience. The analysis of variance showed that there is no significant difference in the overall mean agreeability score among years of experience groups of the Bank employees. The overall mean agreeability score ranged from 4.18 to 4.34 and it is on par among experience group of Bank employees.

TABLE 7: MONTHLY SALARY AND OPINION ON LEVEL OF EXPERTISE IN USING HR

Monthly salary	Level of expertise in using HR			Total
	Excellent	Good	Average	
Less than Rs. 15,000		7	2	9
Rs. 15,000-20,000		48	28	76
Rs. 20,000-25,000	7	97	45	149
Above Rs. 25,000	16	72	35	123
Total	23	224	110	357

χ^2 calculated: 16.57*; χ^2 table: 12.6; (df=6); sig at 5% level

The significant chi-square indicates that there is association between monthly salary and Opinion on level of expertise in using HR among bank employees and it is concluded from the study that Opinion on level of expertise in using HR depends on the monthly salary of the Bank employees.

Hypothesis Testing

H₀: There is no significant association between occupation and Opinion on level of expertise in using HR among the Bank employees.

H_a: There is significant association between occupation and Opinion on level of expertise in using HR among the Bank employees.

TABLE 8: EXPERIENCE AND OPINION ON LEVEL OF EXPERTISE IN USING HR

Experience	Level of expertise in using HR			Total
	Excellent	Good	Average	
Less than 5 years	3	51	37	91
5-10 years	12	92	38	142
10-15 years	8	67	19	94
Above 15 years		14	16	30
Total	23	224	110	357

χ^2 calculated: 19.90*; χ^2 table: 18.3; (df=10); sig at 5% level

The significant chi-square indicates that there is association between experience and Opinion on level of expertise in using HR among bank employees and it is concluded from the study that Opinion on level of expertise in using HR depends on the occupation of the Bank employees.

H0₂: There is no significant difference in the E-HRM disclosure practices of public and private sector banks.

Ha₂: There is significant difference in the E-HRM disclosure practices of public and private sector banks.

t-Test: Two-Sample Assuming Equal Variances		
	Variable 1	Variable 2
Mean	80	60
Variance	144.53125	70.3125
Observations	5	5
Pooled Variance	107.421875	
Hypothesized Mean Difference	0	
df	8	
t Stat	3.051080286	
P(T<=t) one-tail	0.007897548	
t Critical one-tail	1.859548033	
P(T<=t) two-tail	0.015795096	
t Critical two-tail	2.306004133	

It is revealed that PSU banks (Variable 1) disclosed more information comparison with Private banks i.e. 80 % information in E-HRM. The result of 2 sample t test has been applied and P value of 2-tails on 0.015 is > 0.05, therefore, we accept the alternate hypothesis i.e there is significant difference in the E-HRM disclosure practices of public and private sector banks and null hypothesis has been rejected at 95% level of significance.

Findings of the Study

- The study revealed that majority of the Bank employees strongly agree on E-HR technology provides high standards of safety, counselling and welfare support to employees
- The studies revealed that majority of the Bank employees are satisfied with E-HRM system.
- The overall mean agreeability score ranged from 2.60 to 2.70 and it is on par among gender groups of Bank employees.
- The overall mean agreeability score ranged from 1.80 to 2.72 and it is on par among age groups of Bank employees

- The overall mean agreeability score ranged from 2.11 to 2.78 and it is on par among monthly salary group of Bank employees.
- The overall mean agreeability score ranged from 4.18 to 4.34 and it is on par among experience group of Bank employees.
- The significant chi-square indicates that there is association between monthly salary and Opinion on level of expertise in using HR among bank employees.
- The significant chi-square indicates that there is association between experience and Opinion on level of expertise in using HR among bank employees.
- In E-HRM PSU banks have disclosed more information comparison with the private sector banks.
- In PSU banks disclosure of PNB bank is highest.
- In private sector Axis & ICICI Bank have equally disclosed.
- Employees fund related information not disclosed by any bank.

Recommendations

- At present the Employees can use E-HRM only by using Local area networks, it is suggested that they may provide with the facility of using it by internet at any place and anywhere. Many companies are doing so.
- As smart phones are dominating, E-HRM application can be introduced.

Conclusions

Today's banking sector has been updated with information technology benefiting its customer and also providing a sophisticated environment to work. Based on the above findings, we can conclude that banks have many e-HRM practices which applied in almost all banks in managing their human resources efficiently & effectively. The employees are highly satisfied with the E-HRM in their banks. When considering the overall E- HRM dimensions, in selected public and private sector banks at the same time the impact of e-HRM practices are at a higher level in the study area.

Limitations

As the limitations are common to almost all the studies in social survey, the present study also has no exemption. Some of the important limitations of the study are:

- The study was restricted to the selected Public and Private sector banks of Jaipur District.
- In view of the time and monetary constraints involved, it was not quite possible to contact more than the selected number of respondents.
- The next limitations relates to the behaviour and attitude pattern of the employees and management because Human behaviour is highly complex, dynamic and unpredictable nature.

Scope for Further Research

The scope of the research wide, day by day the importance and role of HRM going to be highly dynamic in order to retain the human resource from competition. This study is useful to the employees, HR managers and to the IT professionals who are involved in developing E-HRM software it also helps to know the opinion of employees towards E-HRM implemented in their banks. As the scope of E-HRM is wide, the questionnaire can be altered and further studies can be under taken.

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