

Perception of Employees About Changing Paradigm Shift Towards HR Practices In ITES Companies of Noida

Deepesh Kr Yadav, Jaya Yadav

Abstract: *The present paper aims to investigate the evolution of HR Practices over the span of time as well as the change in the function of HR Practices in 21st century. The paper will also confer about the introduction of Information & Communication Technology (ICT) to the HR Practices in connection with an e-HRM. This paper in turn would help in finding out the paradigm shift and perception of employees in terms of acceptance e-HRM Practices, its simplicity of use and convenience as a HR Practices in ITES companies of Noida.*

Index Terms: *e-HRM, HRM, Information and Communication Technology (ICT), Technology Acceptance Model (TAM).*

I. INTRODUCTION

Modern revolutions followed the society framework with need of new vitality source and the steam motor. The new monetary principle was pushed as free enterprise, laissez-passer said, that an individual ought to be allowed to make what he proposed to and to go where he wanted. At first, the target to be accomplished. The individuals were being given investment in the hierarchical exercises as a measure to offset the absence of characteristic fulfillment in their employments, which they had lost on account of computerization. Endeavors were additionally being made to give extension to person's close to home poise, status and feeling of accomplishment. The exercises of the faculty office were intended to build the adequacy of every individual from the association. To be sure, the staff supervisor has turned out to be progressively worried about expanding benefit through the general population.

The real commitment of the HR was never again its vitality and work control. Or maybe, basic leadership, verbal and composed aptitudes were the indispensable benefit creating exercises of work. Expressly, staff administration developed to be the administration of mental ability more than muscle control, and the normal laborer has turned into an informed proficient. In this manner, work force administration achieved development amid 1970s. Amid 1990s, there is rising another human asset administration, particularly because of the globalization and advancement. The economy and the commonwealth of India is quick changing in the wake of the progression strategies mooted by Rajiv Gandhi Government, and formalized by the NarasimhaRao Government. Subsequently, the frame and the substance of industrialist relations between the different

elements of creation are experiencing a change. What has developed is another period in HR administration.

Because of the progression, modern relations (IR) and human asset Practices have obtained vital significance. The achievement of the new arrangements on a larger scale depends on the demonstration of the new mechanical relations & human asset strategies at venture as well as at national levels. Some weight for such change has already been noticed in the HR and IR practices territories. An on-screen character of framework at present understand the fact that both the economy and the modern endeavors cannot be achieved by getting stick to their rigid stances. The world economy arrange is additionally evolving quickly. Transformative changes are occurring at progressive speed, generally pushed by solid outside powers, emerging out of a craving to build intensity and proficiency. Midway arranged financial aspects are opening up to have their trust with free market frameworks. Basic changes and changes are holding influence building up the supremacy of financial objectives over one sided political impulses. Association today, in the midst of such an industrially focused worldwide monetary condition are battling for their survival and development. The ongoing progression and intense financial changes articulated by the Government has hurled numerous difficulties and chances to the Indian business. With the blast in data innovation, expanded worldwide rivalry, quickly and standpoint towards HR Practices, since HR holds the way to address every one of these difficulties.

With the appearance of Globalization, the world resembles a little town, incorporating the economy and society around the world. Fundamental supporter on these combination is considered 'data and equivalence innovation'. E-HRM first came into existence in 1990. It is the procedure of conducting Human Resource data electronically. (Hooi, this manner, work force administration achieved development amid 1970s. Amid 1990s, there is rising another human asset administration, particularly because of the globalization and advancement. The economy and the commonwealth of India is quick changing in the wake of the progression strategies mooted by Rajiv Gandhi Government, and formalized by the NarasimhaRao Government. Subsequently, the frame and the substance of industrialist relations between the different elements of creation are experiencing a change. What has developed is another period in HR administration.

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With the appearance of Globalization, the world resembles a little town, incorporating the economy and society around the world. Fundamental supporter on these combination is considered 'data and equivalence innovation'. E-HRM first came into existence in 1990. It is the procedure of conducting Human Resource data electronically. (Hooi, 2006), inferred that the progression of web and PCs has brought about building up another idea called e-HRM. According to the Lengnick Hall & Moritz, the management of the e-HRM exercises is basically done by the utilization of Internet/LAN. An e-HRM is broad term, which encloses the amalgamation of the HRM & IT, chiefly centered around making the incentive for the representatives and directors of the organization. It is an efficient exertion through which web innovation is utilized in the execution of HR Strategies. Idea here is to manages the confining of arrangements as well as in its more extensive sense, it implies how viably a specific approach can function so as to get bigger advantages. E-HRM is, in this way, a thought a method for doing HR Practices.

II. Review of Literature

The modern upheaval was the progress to the assembling forms from 1760 to somewhere in the range of 1820 and 1840. The transformation has impacted a few practices that are utilized to compose the specialists over the new machines. In the interim, the speculations of HR began advancing. The organizations began contracting the specialists who are relegated to keep up the records, finance frameworks and should investigate the other fundamental worries that are identified with the workers. With the ascent in the progression of the innovation, there was a moving in the financial aspects, workforce and furthermore in the staff administration to HRM amid the year 1950 and 1970 (Foulkes D & Fisher, 1975). After that move, there was a tremendous change in the HRM

expression, and individuals began to acknowledge it in an extensive variety of the world. These days, the association has the HR divisions that are in charge of dealing with the whole group alongside the specialists in the HR gathering. Strauss in 1978 said that the business turns out to be more globalized with the pace of time. The surroundings of the business changed rapidly by tolerating more grounded HR hones. In current occasions, various associations have supplanted Human Resource Practices exercises with e-HRM in their business. According to (De Santics, 1986), e-HRM is a particular data framework that is important inside the customary utilitarian zones in an association. It is intended for outlining the emotionally supportive network associated with arranging, basic leadership, controlling, and directing distinctive authoritative issues identified with HR. (Broderick, 1992) clarified that Information Technology is associated with two distinct areas of HR scholarly parts, permitting segments and in addition time moving segments. The report likewise noticed that numerous elements would affect the association between Information innovation utilize and crafted by a HR scholarly. (Guest, 1994) confirmed that gathering of individuals with shared interests were the HR framework would have a gathering with loan bosses necessities, shows the productiveness of the HR framework. The change in perspective in the manner in which a human asset administration group works can be reflected with the adjustment in the manner in which the organization's HR work.

They are winding up more versatile and open to what their clients need and are getting to be the same old thing or key accomplices in an organization to show signs of improvement pool of representatives (Lancourt, 1995). (Huselid, 1995) states that Human Resource Management productiveness rotates around the check of the value of what HR scholarly improves the situation whatever remains of organizations and how HR rehearses are associated with needed company results. According to Thaler-Carter in 1998, the sort of HRIS is additionally assessed by organization measure: the little scale organizations will go less in cost and okay HRIS more dependable programming and inside advancement.

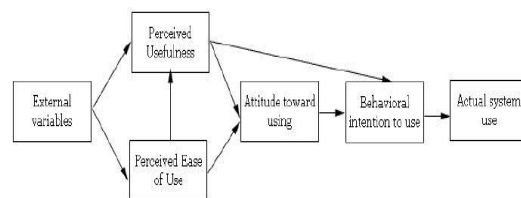


Figure:2.5 Pictorial representation of Technology Accepted

(Source: Davis, 1989)

Technology Acceptance Model made by (Davis, 1989) is a data structure idea which indicates how customers acknowledge and execute an innovation. The example expresses that when customers are given another innovation, various parameters affect their choice with respect to how and when will they actualize it.



Viewpoint applications had been named by Fred Davis as "the degree till which individuals believe that utilizing a framework will enhance their work finish". Viewpoint and simple to utilize he characterized it as degree to which a client feels that utilizing this structure would give them opportunity from their work. The distinctive hierarchical objectives that e-HRM can satisfy incorporate the decrease of costs in regulatory sort of occupations, giving ongoing heading and data to the representatives, upgrading the viability of HRM through better and more powerful HRM (Ruel, 2004).

According to the famous analysts e-HRM result can be sorted into four conceivable outcomes:

- High pledge to the HR procedure that is firmly connected with inspiration and close information about the workforce.
- Creation of high rivalry among the workers that improves the capacity of the representatives to learn new techniques at whatever point required.
- Better cost adequacy that is firmly identified with representatives' rate of turnover and focused remuneration to the workers.
- The Higher resemblance with the distinctive capacities inside the association.

The difficulties looked by the HR Practices have been changing radically, with it, the part of HR directors. The new difficulties incorporate globalization and universal market, advertise situated economy, assorted variety of the workforce, quality administration, focused hierarchical condition, outsourcing of occupations, and so forth (Bernardin, 2007). Once more, in the expressions of (Strohmeier S. , 2007), it can likewise be characterized as the way toward arranging, application, and usage of IT for facilitating the activity of the representatives and influencing their correspondence to process less demanding and speedier. The arrangements are additionally in charge of the arranging reason, execution and furthermore for the data frameworks. The E-HRM exchanges the standard exercises to the new structures that are added to the OE. It is fit for dealing with the whole lifecycle of the representative. The new term is known as the self-benefit that was acquainted in the organizations with expand the exercises (Shrivastava, 2003). The innovation assumes a crucial part in the OE and in addition in the maintainability. Through the ascent in the innovation, the HR capacities are getting to be more grounded, smoother and computerized. The distinctive procedures were exceptionally upheld by the innovations. These days the HRM has changed to the e-HRM, e-HRM arrangements and systems. These allude to the applications of ICT that are important to actualize the HR arrangements in the organization according to Emma in 2011. The propel variant of the HRM called the ICT arrangements gives the most extreme help to the IT and deals with the whole procedures and human asset in the new age. The HRM is more progress to the OE. In this age, the Gen Y is the all created form and uses the ICT. The online advances are the important piece of the day by day life where the Gen Y is essential as it is more educated and productive (Yasemin, 2011). e-HRM for the most part manages the core HR database and the finance arrangement of an association. Be that as it may, it can likewise be used in the enrollment, preparing and improvement, data administration, and worker evaluation process. Despite the fact that the

electronic e-HRM process the experts can manage workers in the other piece of the world or in a remote goal. These days, HR is quickly coming out as a technology driven process, which is clear from the following aspect (Johnson, 2011):

- HR processes are quickly streamlining in the evolving e-HRM system.
- The administrative burden is reducing with the help of e-HRM.
- The compliance cost has been reducing drastically so also the administrative cost.
- Recruitment of the best talents.
- Expanding service and data accessibility for employees and managers.
- Offer actual metrics in a real-time situation to make available necessary information and data for the workforce and management.

In their study, (Emma Parry, 2011) discussed goals of e-HRM, those are Efficiency, Standardization, delivery, Strategic orientation, and Empowerment. Benefits of e-HRM are really diversified, it can reduce the cost of production and maintenance and it can also improve the strategic positioning of HR in an organization. Various research papers are available that depicts the benefits of e-HRM in an organizational setup. The literature point towards the interrelationship of different benefits accessible through e-HRM. It comes out that the improved efficiency of the overall organizational process comes with the reduction in the process cost, reduction in the paperwork, strong communication, and strong inter-departmental communication and network. It also reduces the administrative burden of the HR professionals or the HR department who then can concentrate on the strategic responsibilities. A hint of increased productivity is also noticed with the introduction of e-HRM. The organizations are trying to develop the more advanced version of the web to maintain the sustainability. In the new era, the organizations are moving towards the E-HRM across the world for developing the web-based technologies. The main target of the E-HRM is to achieve more profits, competencies, reduce the cost as well as to increase the efficiency. The ICT helps in integrating the processes, allows communicating with the other devices and helps to access the wide range of data in the organization. It also maintains the security and privacy within the organization (Guerci, 2013).

III. Research Methodology

In this paper the "Technology Acceptance Model (TAM)" has been taken as the main model of study. TAM could be helpful in understanding the intentions of HR team personnel for adoption of latest IT application. As e-HRM refers to the computerization of HR practices using Intranet or Internet or by any other IT software, "TAM" is chosen as the framework for the study. Data on the variables was collected through a questionnaire for the study and since the conceptual model was based on TAM, all the variables tested in its accordance. Some of the variables were taken and compiled based on past studies and some others were adopted from technology acceptance model and modified a bit for this study. Likert type scale has used in this study.

IV. Research Objective

To find the out the paradigm shift and perception of employees in terms of acceptance e-HRM Practices, its comfort of use and convenience as a HR Practices in ITES companies of Noida.

V. Hypothesis

Ho1: Perceived comfort in using e-HRM does not have an important relationship with acceptance of e-HRM.

Ho2: Perceived convenience of e-HRM does not have an important relation with acceptance of e-HRM.

Analysis, Results, Finding for the city of Noida

Table 1: Bivariate Correlation between Independent and Dependent Variables (Noida)

		FVN	IVN	TVN	PSN	PCN	Acpt N
FVN	Pearson	1	-.797**	.115	.121	.462**	.286**
	Correlation		.000	.308	.285	.000	.008
		73	73	73	73	73	73
	Sig. (2-tailed)						
N							
IVN	Pearson		1	.180	.201	.503**	.235*
	Correlation			.110	.074	.000	.031
			73	73	73	73	73
	Sig. (2-tailed)						
N							
TVN	Pearson			1	-.012	.295**	.051
	Correlation				.913	.008	.641
				73	73	73	73
	Sig. (2-tailed)						
N							
PSN	Pearson				1	-.038	.264*
	Correlation					.738	.016
					73	73	73
	Sig. (2-tailed)						
N							
PCN	Pearson					1	.495**
	Correlation						.000
						73	73
	Sig. (2-tailed)						
N							
Acpt N	Pearson						1
	Correlation						
							73
	Sig. (2-tailed)						
N							

***. Correlation is substantial at .01 (2-tailed). ** Correlation is substantial at .05 (2-tailed).

Taking acceptance of e-HRM as dependent variable, bivariate correlation analysis carried out for the data gathered from Noida. Functional outcome, Interpersonal outcome, transformational outcome, perceived comfort of use and perceived convenience were taken as independent variables. In above correlation table, N represents size of the sample from Noida, which is 73. The centre diagonal column of Pearson correlation '1' represents correlation among the same value i.e. Pearson correlation r among acceptances of e-HRM with acceptance of e-HRM is 1. Similarly, Pearson correlation of Functional variable (FVN) with Functional variable, Interpersonal Variable (IVN) with Interpersonal variable, Transformational

Variable (TVN) with Transformational Variable, Perceived Simplicity of Use (PSN) with Perceived Simplicity of use and Perceived Convenience (PCN) and Perceived Convenience is 1. Here 'N' represents data gathered from Noida.

"Pearson correlation or correlation coefficient" r indicates the strength between the variables. Above Correlation table 1 shows that the Perceived convenience (PCN) has highest correlation coefficient r of 0.495 for Noida city indicating good positive relationship with accepting e-HRM in ITES sector. Since, significance value for PCN is 0.000, the relationship between PCN and Acceptance of e-HRM in Noida's ITES sector is significant. The value of r for PCN

explains that 25 variations in percentage in PCN is as per acceptance of e-HRM. Similarly,

Functional Variable (FVN) and Interpersonal Variable (IVN) also have a strong positive relationship with acceptance of e-HRM in Noida's ITES sector with R-value of 0.286 and 0.235 respectively. The value for FVN and IVN is found to be 0.008 and 0.031 respectively showing that the relationship is substantial. Relationship between Perceived simplicity of use and acceptance of e-HRM is also found to be notably related with R-value of 0.262 and value of 0.016. The correlation coefficient r for Transformational Variable (TVN) is 0.051 and significance value is 0.641 shows that relationship between TVN and acceptance of e-HRM is not significantly related.

VI. Result of Multiple linear regression between the independent and dependent variables.

It represents the outcome of the analysis in multiple linear regression, which was done for studying nature and magnitude among independent and dependent variables ITES sector in Noida. In Noida city, the dependent variable is the acceptance of e- HRM and Independent variables listed as per the table are FVN = Functional outcome variable, IVN = Interpersonal outcome variable, TVN= Transformational outcome variable, PSN = Perceived simplicity of use and PCN = Perceived convenience.

Table 2: Multiple Linear Regression between Independent and Dependent Variables (Noida)

	'Model'	'Unstandardized Coefficients'		'Standardized Coefficients'	't'	'Sig.'
		'B'	'Std. Error'	Beta		
	(Constant)	-3.385	1.345		-2.519	.014
1	FVN	.509	.213	.240	2.395	.015
	IVN	.387	.103	.421	3.765	.000
	TVN	.121	.165	.070	.732	.462
	PSN	.309	.123	.246	2.530	.012
	PCN	.660	.150	.512	4.415	.000

a. Dependent Variable: Acceptance Noida

The influence of an independent over dependent variable is represented by unstandardized beta coefficient as given table 2. The contribution of each variable is given by Standardized Beta Coefficients. The larger value indicates that a unit variation in predictor variable posses huge impact on standard variable. The t, Sig (p) values shows jagged effect on each variable. Predictor variable which is makes impact on criterion variable is signified by small value of p and big absolute t value. Equation is formed on basis of test carried out in the Noida city. Data collected from Noida city is here denoted as 'N'.

Accept

$$N = 3.385 + (0.509)(FVN) + (0.387)(IVN) + (0.121)(TVN) + (0.309)(PSN) + (0.660)(PCN)(cm)$$

Here, Acceptance of e-HRM is the dependent variable. Alpha constant is -3.385. The value of b1 is 0.509, which is the beta coefficients for X1, which is taken as first independent variable Functional outcome (FVN). 0.387 is the value of b2 for the second independent variable Interpersonal outcome (IVN). 0.121 is the value of b3 for the third independent variable Transformational outcome (TVN). 0.309 is the value of b4 with Perceived simplicity of use (PSN) as fourth independent variable. 0.660 is beta coefficient b5 with Perceived convenience (PCN) as fifth variable.

The influence of predictor variable over dependent variable measured by the Beta Standardized coefficient. Here, the dependent variable is the factor of acceptance of e-HRM to be new HR practices. High the Beta value shows higher will be its impact on accepting e-HRM. High Beta values also give high t values too. From the above regression table it is clear that Perceived Convenience variable (PCN) has the higher value beta of 0.512 corresponding value of t is 4.415. When t value and beta value is higher, the significance (p) value is lower. The p value for PCN is found as 0.00 suggesting a high significant effect of PCN on acceptance of e-HRM. The predictor variable, FVN has the value of beta is 0.240, t value is 2.395. The p value for FVN is 0.015, which is very significant. Similarly, Interpersonal Variable (IVN) and Perceived Simplicity of use variable (PSN) have the significance values of 0.000 and 0.012 with beta values of 3.765 and 2.530 respectively. Hence, IVN and PSN have significant effect on the acceptance of e-HRM in Noida's ITES sector. The beta value for Transformational variable (TVN) is 0.070 that is low in comparison with others. For TVN t value is 0.732 and significance value is 0.462, suggesting that TVN has no major effect on the acceptance of e-HRM.

Table 3: Model Summary among Independent and Dependent Variables

Model	R	R Square	Adjusted R Square	Std. Error
1	.593 ^a	.351	.312	.61765

a. Predictors: (Constant), FVN, IVN, TVN, PSN, PCN

In the above table 3, measure of correlation among value for criterion variable is R. R Square is square of the same measure of correlation, it indicates criterion variable's proportion i.e. acceptance of e-HRM. The adjusted R-square is often used for summarizing the fit as it considers the variables number. For R Square < 0.2, value is weak, values from .2 to .4, moderate, above 0.4 is strong. In the predicted and observed above table the value of R is .593, R square is .351. Adjusted value of r square conveys us that our model is moderate with constant predictors accounts for 35.10 % of variance with the significance at 0.00 levels. Standard error of estimate is found to be 0.61765. It gives us how perfectly the fitted equation fits sample data.

Table 4: Analysis of Variance between Independent and Dependent Variables (Noida)

Model	Sum of 'Squares'	df	Mean Square	F	Sig.
1 Regression	15.565	5	3.113	8.156	.000 ^a
1 Residual	28.235	154	.382		
Total	43.800	159			

a. Predictors: FVN, IVN, TVN, PSN, PCN, Constant

b. Dependent Variable: Acceptance Noida

The given table 4 depicts an Analysis of Variance that calculates overall significance. It tells about regression equation which explains a statistically substantial amount of variability in independent from dependent variables. In the ANOVA, F statistic is a simple test of the over-all relationship among all predictors and Y. It could also be considered as the ratio among MS regression and MS residual also as a test of null hypothesis. The above given table 4 shows that the entire five predictors variables have a significant relation with acceptance of e-HRM, which is the dependent variable. The p value obtained is 0.00 which is less than 0.05. The corresponding f value is 8.156. It means that our model is significant and it supports the hypothesis framework.

VII. Interpretation of variables

The interpretation of ANOVA, bivariate correlation and multiple linear regression for each independent variable with dependent variable has been shown and discussed below.

a. Perceived simplicity of use

Table 5: Bivariate Correlation between Perceived Simplicity of Use and Acceptance of e- HRM (Noida)

	Accept	PSN
Accept	Pearson	.262*
	Correlation	
	Sig. (1-tailed)	.016
PSN	N	73
	Pearson Correlation	.262*
	Sig. (1 tailed)	.016
	N	73

“*. Correlation substantial at .05 (2-tailed).”



Correlation in table 5 shown above shows the test among Perceived simplicity of use with acceptance of e-HRM. The r-value of 0.262 implied that there is positive relation between the two variable. Value of p is 0.016, which is less than .05. Therefore, it can be said that there exist a positive relationship among the perceived simplicity of use with acceptance of e-HRM in ITES sector in Noida. That means if the HR professionals find an e- HRM as application easy to use and enjoy using it, they would be likely to adopt the e-HRM application as a new HR Practices. These employees also try to find out new and fast ways to perform the job with the support of e-HRM. Thus e-HRM is seems to be an easy way to get work done not perceived as an additional burden.

Table 6: Multiple Linear Regression between Perceived Simplicity of Use and Acceptance of e-HRM (Noida)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-3.385	1.345		-2.519	.014
1 PSN	.309	.123	.246	2.530	.012

a. Dependent Variable: Acceptance Noida

The regression analysis for perceived simplicity of use on e-HRM practices with acceptance of e-HRM in Noida's ITES sectors shows that Beta value is 0.246. The t value is 2.530. The significance value p is 0.012 confirms perceived simplicity on use of e-HRM has significant effect in terms of accepting e-HRM practices. Therefore, if the HR persons find an e-HRMs' application simple to use they will have a affirmative effect on its acceptance.

b. Perceived convenience

Table 7: Bivariate Correlation between Perceived Convenience and Acceptance of e-HRM (Noida)

		Acpt	PCN
Acpt	Pearson Correlation	I	.495*
	Sig. (1-tailed)		.000
	N	73	73
PCN	Pearson Correlation	.495*	I
	Sig. (1 tailed)	.000	
	N	73	73

“*. Correlation substantial at .05 (2-tailed).”

Pearson correlation in table 7 shows outcome of correlation among perceived convenience with acceptance of e-HRM. The r-value obtained from the test is 0.495. The p value is 0.000. Since, value of P is less than 0.05 then it implies that value is significant. The positive r-value shows that there is positive relation between perceived simplicity of use and acceptance of e-HRM. When convenience in e-HRM application increases, acceptance also increases.e-HRM convenience means that the application will improve the career opportunities of HR professionals.

Table 8: Multiple Linear Regression between Perceived Convenience and Acceptance of e-HRM (Noida)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-	1.345		-2.519	.014
1 PCN	3.385	.150	.512	4.415	.000

a. Dependent Variable: Acceptance Noida

The above mentioned table shows that analysis for perceived convenience of the Beta coefficient value for e-HRM is 0.240. The t value for perceived convenience is 4.415 and significance value is 0.000. Perfect p value is obtained, it shows perceived convenience has significant effect on e-HRM acceptance in ITES sector in Noida. Since, Noida is a metropolitan city having ITES organizations, there is a need to develop more strategic approach. Hence, organisations' value and its strategic orientation will improve only if it becomes necessary to consider if the e-HRM application.

VIII. Conclusion

The findings showed that, staffs of an organization will be ready more than ever for implementing e- HRM, if they see positive functional and interpersonal outcomes of e-HRM. Simplicity of use in e-HRM application also helps in developing a positive approach towards its acceptance. It is trusted that when an e-HRM application finds an ideal base for functional and interpersonal activities, it will gradually encourage the HR office to play the part of vital accomplice. Correspondence from local administration to HR staff, all are expected to support e-HRM practices. The possibility of improved efficiency meantime doing continual improvement in quality standards of HR Functional responsibilities, then administration department may become the most important in successful e-HRM acceptance. It also can be inferred as a great prospect for Human Resource Professionals and Officials to develop upcoming modern HR practices in ITES organisations.

IX. Questionnaire with Scale

Part I of the instrument consisted of questions on the external variables covering the gender, age, size of organisation, knowledge of IT and the length of experience.

1. Gender has been marked on the scale of 1-2, '1' = female and '2' = male.
2. Thescaleusedforageisdividedas20-29='1',30-39='2',40-49='3', 50 above='4'.
3. Size of the organization is based upon total employees in company, scale developedfor it ranges from 0-150= '1 ', 151-350='2' , 351- 499 = '3' and500 above=4.

4. Knowledge of Information Technology of HR professional uses a 5 pointer scale ranging from Very Good= 5, Good= 4, Neutral = 3, Poor= 2, Very poor= 1.Length of experience has been marked as 1-9= '1', 10-19= '2',20-29='3'andabove='4'.
5. Age of HR professionals was marked taking the range as 20-29 = '1', 30-'2', 40-49,50 above = '4'.

Part II of the questionnaire also has a question on the importance of acceptance of e-HRM which has been marked on a 5point scale ranging from Very Important=5, Important= 4, Neutral =3, Unimportant=2, Totally Unimportant= 1.

Part II of questions are on the paradigm shift in functional construct consists of

1. Decreasing of administrative load.
2. Increase in functioning efficiency.
3. Increase in output of employees.
4. Removing paper work.
5. Effects on functioning costs.
6. Effect on capacity of work of an employee.

The items from part III to part VI cover questions with scale Strongly agree = 5, Agree = 4, Neutral = 3, Disagree = 2, Strongly disagree = 1.

Part III of the questions are on perception of employees in terms interpersonal variable that consists of

1. Improving quality of service.
2. Enabling the Managers and employees to make their self-decision.
3. Decreasing the response time of employee.
4. Increasing the ability of employee to recruit in cost effective way.

Part IV consisted of question of perception of employees in transformational variable that covers

1. Inereasing the data accuracy,
2. Helpful in better work force preparation,
3. Enhancing the flexibility of HR,

Part V of the questions are on the perception of employee on perceived simplicity of use in covering e-HRM

1. Whether employees understand easily how to IT,
2. Do employees enjoy using new technology of e-HRM,
3. How technology in terms of IT has made employees job easy to perform better,
4. Whether employees finding new means of doing job through e-HRM,

Part VI is based on the questions are on the perception of employee on perceived convenience variable. This construct addresses the questions on how change in paradigm helps

1. Improving good relationship with colleagues,
2. Giving easy and fast access into accounts.
3. Enhancing productivity,
4. Enhanced job quality,
5. Whether co-workers promote using new technology,

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