



Analytical Study on Digitalisation of HRM Practices in Pune Region Auto Industry

¹Prof.AkshayVipinchandraUgile, ²Prof. Dilip Pandit Kotkar

¹Assistant Professor, Department of Commerce and Research Centre, Annasaheb Magar
Mahavidyalaya, Hadapsar

²Assistant Professor, Department of Commerce and Research Centre, Prof.Ramkrishna More College
of Arts, Commerce and Science,Akurdi

ABSTRACT

People have a significant role in an organisation's success or failure, and as a result, the knowledge, abilities, attitudes, and behaviours of these individuals are critical to the success of the organisation. People here allude to human resources, which are the main resources capable of expansion and development. Organisations have recently adopted a "societal resource perspective" that views expenditures on the integration and innovation of the workforce as worthwhile investments. Organisations may link their workforce strategy with their company's objectives and goals by capturing and concentrating their staff's attention for improved performance and nurturing, safeguarding, and developing this investment.

As technology and management techniques develop, so does the importance of human resources management. While organisations do not have complete control over their human resources, they can use a number of strategies and tools to make a significant impact on the way that employees perform and eventually advance the organisation's mission. Organisations nowadays must contend with fierce rivalry, time-to-market pressure, globalisation, and innovation demand, all of which point to a generalised shift and instability. Every organisation today places a greater emphasis on knowledge as a key ingredient in competitive advantages, which means that recognising new external information is crucial to ensuring their existence.

The study utilises a perspective-based approach for examining the obstacles and possibilities related to organisational changes after analysing several theoretical perspectives from diverse disciplines such as organisational psychology, management strategy, strategic human resource management, organisational behaviour, industrial psychology, and global human resource management. This study specifically attempts to investigate how workers view digitalisation of HRM practises inside an auto industry in Pune region.

Keywords: Human resources, Digitalisation of HRM practices, Organizational changes, Competitive advantage, Perception-based approach & Employee views

INTRODUCTION

Human resource management is changing significantly in today's competitive world as a result of several elements, including location, demography, finances, society, ethics, constitutionality, and technology. Information and communication technology (ICT) has been responsible for a number of continuing developments in the twenty-first century, which makes it difficult for businesses to handle developments in human resource management. It is difficult to implement electronic HR management (E-HRM) practises since doing so requires switching from analogue to digital HR management techniques. This may be especially challenging for businesses, HR managers, and workers. In this situation, managers must take on the role of change agents to plan for and oversee the changes in a way that meets the needs of the company and its staff.

The way organisations administer their human resources has undergone tremendous change as a result of technology. It is a common practise to carry out HR strategies, rules, and practises using e-HRM systems. E-HRM practises, which demand that workers pick up new skills, are often adopted by organisations that want to eliminate paper and minimise manual duties. All facets of human resource management have been impacted by the switch from conventional HR management to E-HRM. For decision-making in hiring, promoting, education and growth, and performance evaluation, e-HR systems may offer precise and fast data. Organisations could speed up their services, transactional procedures, and tracking systems by using E-HRM practises. However, not all employees will benefit from the adoption of E-HRM policies, especially in the automotive industry, where there is still a gender gap. Male and female workers are averse to the switch from conventional HR management to digital HRM practises because it creates a chasm in interpersonal relationships, despite the fact that the proportion of women working in the automotive sector has quadrupled over the previous ten years.

The HR operations of the automobile sector have undergone a transformation thanks to the advent of E-HRM. Some aspects of HRM still call for human interaction and presence, even though employees of various ages, genders, circumstances, and credentials have shown an upbeat disposition towards its implementation. This is so that human values and beliefs, rather than computer language, inspire the workforce. However, the purpose of E-HRM is to implement particular policies in order to accomplish defined goals. The four goals of E-HRM are high competency, cost effectiveness, better congruence, and improved efficiency, as defined by Beer et al. (1984). This research demonstrates how E-HRM may cut expenses and increase accuracy quickly, although the lack of human judgement-making might pose a disadvantage. The research also reveals a conflict between experience and gender, age, certification, and designation. However, it doesn't appear that there are any differences of opinion among those working in the automotive sector.

E-HRM is essential to the recruiting, hiring, instruction, and advancement processes in the automotive sector. Due to the lack of competent labour, many firms are having trouble keeping talent. Organisations are beginning to utilise web technologies to promote applications for employment in order to attract high-quality applicants. This strategy is seen as an edge in the marketplace, but it also presents questions about how well applicants can be evaluated without in-person contact. Candidates may also be discouraged from applying online in certain underdeveloped nations due to a lack of internet access and worries about confidentiality and information exploitation.

Despite these difficulties, there are a number of benefits to using e-recruitment, such as expanding the pool of available candidates. E-selection is also gaining popularity since it enables a more thorough evaluation of the fit of an applicant for a certain post. Age, gender, experience, and classification are examples of demographic characteristics that have been proven to favour e-selection.

Numerous businesses have stopped sending recruiters to campuses because of the economic imbalances. In the last 10 years, online selection procedures have grown in importance, making it possible for people of different backgrounds and abilities to apply for jobs and participate in selection processes online. It entails "cherry-picking" suitable candidates to hire for a position in an organisation.

The development, design, production, and advertising of motor vehicles are all part of the automotive industry, which is a broad business. It is a significant economic contribution. Elmer Sperry created the term "automotive," which blends the Greek word for "self" with the Latin word for "motion," to denote any self-powered vehicle.

E-Selection procedures provide significant benefits over conventional systems, claim Kehoe et al. (2005). They enable businesses to hire more people, expedite job analysis, and hasten the creation and evaluation of selection methods.

According to Kovach et al. (2006), technological advancement has prompted the embrace of technology in the delivery of human resource practises. E-HRM has grown into a standardised occurrence in the automotive sector as business 4.0 has significantly changed the business, necessitating that workers improve their technical aptitude. Accuracy, time, and money savings, as well as unbiased decision-making, are the goals of e-HRM. It makes it possible for the HR department to operate efficiently and respond to any complaints, issues, or informational gaps right away. Within a set timeframe, this system offers assistance to employees in the form of counselling, problem-solving, and welfare support. E-HRM may save money and time while preventing discrimination against people based on their age, gender, or place of employment. Accessing and reviewing disciplinary records is simple, and the management's rapid monitoring of instances of disciplinary action is made easier by the online capture of counselling, disciplinary, and grievance data.

Multiple crucial tasks involved in human resource management may benefit from the use of precise and efficient information systems. According to S. A. Kelkar in 2003, these activities include maintaining personnel records, recruiting, selecting, promoting, training, rotating jobs, and managing remuneration. The way people see E-HRM is important in the automobile sector. The interaction between workers and management may have an impact on how technology is accepted and used. Employee attitudes may be significantly shaped and transformed by an innovative approach to the incorporation of technologies promoted by human resources managers and line managers.

RESEARCH GAP

There is an investigation deficit, as shown by the available literature on the adoption of E-HRM in India's automobile sector especially in Pune region. While many research investigations on the introduction of E-HRM in various industries, including producing

goods, financial services, both private and public sectors, hotel sectors, and educational institutions, have been conducted, there hasn't been much study on how HR managers and staff members in the automotive sector feel about it. This makes it difficult to determine the cause-and-effect link between E-HRM and workers' attitudes in the automotive sector of Pune region. The theoretical framework and empirical tests used in the research determine the future trajectory of this connection. However, as more businesses adopt and finish implementing E-HRM, it opens up an intriguing area for future study.

LITERATURE REVIEW

DeSanctis (1986) performed research on the function of the Human Resource Information System (HRIS) in the management of human resources. According to the survey, organisations can now effectively use HRIS thanks to contemporary technologies. In order to examine the advantages and difficulties of adopting HRIS, the author concentrated on two HRIS executives working in Ghana's hospitality sector. The study discovered that HRIS was useful for locating open positions, accurately analysing job positions and titles, identifying organisational training needs, choosing the appropriate candidates for training at the appropriate time, assessing the efficacy of training programmes, and making quicker and more accurate selections about a replacement ranking. The research also emphasised how important it is to integrate HRIS with other organisational systems in order to speed up information exchange and decision-making.

A study on the use of payroll and human resource systems and technology was undertaken by Wyatt in 2002, and the results showed that there are many different approaches being utilised in businesses today. The survey discovered that the most popular approach for providing HR services to workers and management was via the use of online technologies, which provided considerable prospects for enhancing interaction, sharing information, and HR delivery mechanisms.

E-HRM is the use of technological tools in the management of human resources, according to Kovach et al. The use of technology in providing HR practises to achieve company success is a result of the digital revolution. E-HRM is a tool that may be used to influence worker efficiency and behaviour inside an organisation, and it benefits HRIS administratively and strategically.

The use of human resource information systems (HRIS) in HR development and planning in mid- to large-sized organisations was examined in research conducted by Asha Nagendra et al. in 2014. The writers emphasised how important it is for human resource managers to be effective and knowledgeable about technological developments in businesses. According to the report, HR directors were aware that using information technology might improve the effectiveness of HR planning and result in time and money savings. For the sake of recordkeeping and making tactical choices, technical activities might also contribute strategic value and a competitive edge. Executives in HR had the opinion that managers could locate in-depth training that was pertinent to the circumstances of an organisation to improve workers. To prevent unneeded errors in execution and documentation processes, subsystems can be needed. In order for businesses to remain competitive, they must align their operational processes with the most recent information technology.

Chandra Sinha (2015) investigated the monetary benefit of E-HRM, as well as its installation and operations in different business areas, in a report entitled "The Effect of E-HRM: An

Examination of Select Indian Organisations." The research discovered that more than just its usability, the value of E-HRM to HR activities depended on how workers viewed its advantages. According to the study, in order for manager self-service (MSS) and employee self-service (ESS) features to be used effectively by workers, e-learning is required. E-HRM was shown to be especially useful in the management of knowledge because it permitted the efficient and effective collection and transmission of both known and unknown information. Although it can be difficult, E-HRM has an opportunity to help with change management in the workplace. E-HRM has also shown itself to be quite helpful in the areas of hiring and managing HR services, with intranet and extranet implementations playing a big part.

NEED OF THE STUDY

The purpose of this research is to determine if the automobile sector is prepared to embrace E-HRM practises and to pinpoint the elements that either help or impede their adoption. The research also explores the value of technological advances in promoting the implementation of E-HRM by looking at the viewpoints of workers on the procedure at different stages. Basically, the research is largely concerned with the E-HRM practises used in the automobile sector.

STATEMENT OF THE PROBLEM

The automotive industry in Pune region must be able to swiftly adjust to changes in order to succeed and stay competitive in today's fiercely competitive market. One way businesses are doing this is by incorporating technology into their HR administration in order to boost productivity and save expenses. Many experts contend that in addition to administrative tasks and transactional duties, HR should also play an organisational and imaginative role because it has the opportunity to significantly increase an organisation's value. All employees within an organisation stand to gain from the adoption of E-HRM. However, some industry experts think that the use of E-HRM has reduced the demand for HR specialists.

E-HRM and IT integration may benefit managers and staff members throughout an organisation. Even though the idea of E-HRM has existed since 2010, only a small number of significant automotive organisations have fully adopted it. Increased effectiveness and the standard of office work, as well as labour completed outside the organisation, are benefits of E-HRM. HR must operate as both an "employee champion" and a "change agent," encouraging employees to integrate technology into their daily tasks. The purpose of this research is to investigate the elements that influence HR and employee views of E-HRM in the automotive sector.

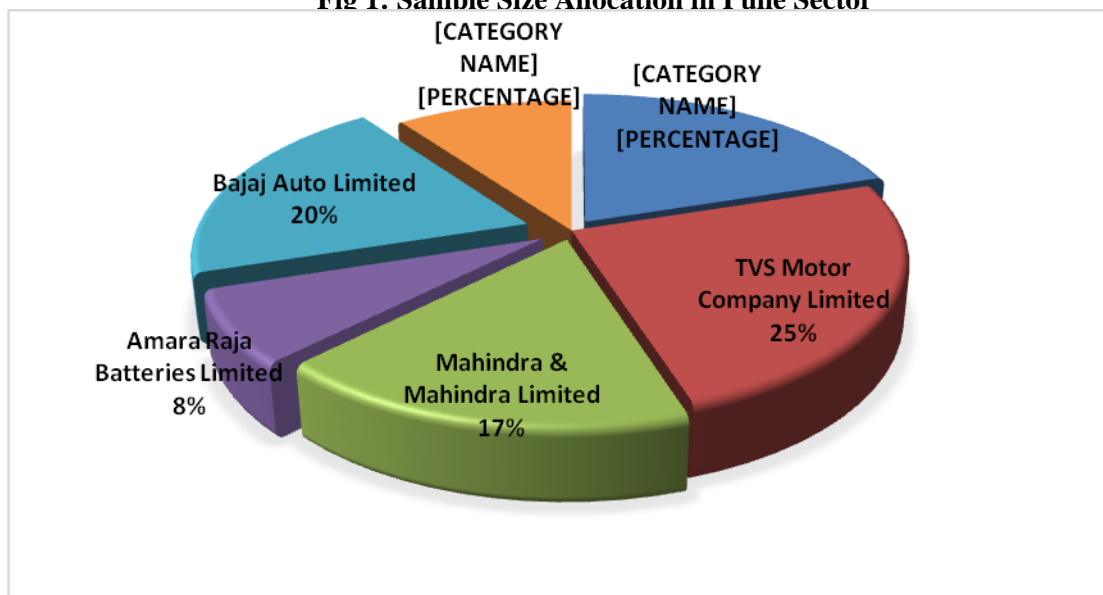
SAMPLE SIZE:

Table 1: Sample Size Circulation

Srl No	Name of the Auto Industry	No. of personnel	%
1	Hero MotoCorp Limited	8	20
2	TVS Motor Company Limited	10	25
3	Mahindra & Mahindra Limited	7	17.5
4	Amara Raja Batteries Limited	3	7.5
5	Bajaj Auto Limited	8	20
6	Suprajit Engineering Limited	4	10
	Total	40	100

(Source: Primary data)

Fig 1: Sample Size Allocation in Pune Sector



Objectives of the study

- Examine the relationship between demographic elements and the implementation of E-HRM practises in the automobile sector.
- Examine how the adoption of E-HRM in the automobile sector relates to demographic parameters.

Hypotheses

Hypothesis 1

H0: For this study, the null hypothesis (H0) is that there is no statistically significant correlation between demographic characteristics and the implementation of E-HRM regulations in the automobile sector.

H1: The alternative hypothesis (H1), on the other hand, contends that there is a causal link between demographic variables and the implementation of E-HRM policies in the automobile sector. My job as a research professional is to assist you in developing a clear and succinct research hypothesis while making sure it is original and formatted correctly.

Hypothesis 2

H0: The study question's null hypothesis is that there is no conclusive relationship between demographic characteristics and the adoption of E-HRM in the automobile sector.

H1: The application of E-HRM is significantly correlated with demographic parameters, according to the alternative theory.

Reliability Statistics

It is crucial to evaluate the constructs' reliability by doing the test of reliability using SPSS before analysing the data received from the questionnaire. This test will assist in determining the accuracy and consistency of the measures taken. In other words, the extent to which measurements yielded consistent findings every single time they were collected is referred to as dependability (Kumar, 2014).

Table 2: Reliability Statistics

Cronbach's Alpha	No. of Items
0.935	80

The Cronbach's Alpha Coefficient reliability test yielded a score of 0.935 as shown in Table 2, showing a high degree of consistency in the scale data. According to Brace et al. (2012), this score is over the minimal criterion of 0.70, indicating that the data is trustworthy and appropriate for further investigation. As a consequence, depending on the findings, both parametric and non-parametric evaluation may be carried out.

Table 3: Evaluation of Demographic Variables and E-HRM Strategy Implementation

	Mean	SD	Correlation 'r'	Sig. P-Value
Gender	1.2006	0.40074	0.096	0.004
Age	2.3851	0.92965	0.076	0.024
Designations	1.7551	0.43020	0.036	0.275
Qualifications	2.2516	1.08004	0.128	0.000
Expertise	2.5127	1.07627	0.065	0.054
Earnings level	2.4721	0.57313	0.031	0.350

The findings of the mean, standard deviation, and correlation study for the association among demographic parameters and the implementation of E-HRM strategy in the Pune automotive sector are shown in Table 3. According to the research, employee age and gender both had statistically significant relationships with P-values of 0.024 and 0.004, respectively. Male respondents had a mean value of 2.2524, while female respondents had a mean value of 2.0392, indicating a negative relationship between gender and adoption of E-HRM. Employee age and E-HRM adoption have a positive link, with a correlation value of 0.076. With a highly significant P-value of 0.000 and a correlation value of 0.128, the research also found a positive link between employee education and implementing E-HRM. This implies that there are considerable perceptual differences across workforce groups with various levels of qualification. However, with P-values greater than 0.05, it was determined that the staff member's designations, expertise, and financial standing were not significantly different. This shows that there are no discernible perceptual differences across the various employee designations, expertise, and income categories.

The study resulted in the alternative hypothesis (H1) for the gender, age, and qualification components being accepted and the null hypothesis (H0) being rejected. This indicates that there are considerable differences in how various genders, age groups, and educational levels perceive the implementation of E-HRM policies in the Pune automobile sector. For the variables related to designations, expertise, and level of income, the null hypothesis (H0) was accepted. As a result, there are no discernible differences in how various employee designations, expertise, and financial statuses view the implementation of E-HRM policies.

Table 4: Examines the relationship between demographic characteristics and the use of e-HRM

	Mean	SD	Correlation 'r'	Sig. P-Value
Gender	1.2006	0.40074	0.029	0.382
Age	2.3851	0.92965	0.040	0.229
Designations	1.7551	0.43020	-0.030	0.360
Qualifications	2.2516	1.08004	0.019	0.556
Expertise	2.5127	1.07627	0.016	0.623
Earning level	2.4721	0.57313	0.010	0.767

The findings in Table 4 show that there is no statistically significant correlation between demographic variables and the use of E-HRM in the automobile sector. The P-values for gender, age, title, education, experience, and employee income are, respectively, 0.382, 0.229, 0.360, 0.556, 0.623, and 0.167; all of these are higher than the significance threshold of 0.05. Inferring that there is no meaningful connection between demographic characteristics and the adoption of E-HRM in the automobile sector, the null hypothesis (H₀) is accepted.

Findings:

The study chapter demonstrates that the acceptance of E-HRM policy throughout the programme's execution in the automobile sector is significantly influenced by gender. With a statistically significant p-value of 0.004, the adverse correlation coefficient value of -0.097 suggests a negative link. With a 9.7% contribution, gender has a less significant impact on the implementation of E-HRM policies. According to the survey, male and female workers have different perspectives on the application of E-HRM to all facets of human resource management.

The results also show a favourable correlation between age and the introduction of E-HRM practises in the automobile sector. With a p-value of 0.024, the positive correlation coefficient of 0.077 is statistically significant. Age accounts for 7.7% of the variance in the implementation of E-HRM policy. With a p-value of 0.000, less than 0.05, the study's finding that various age groups had divergent perspectives is statistically significant. Based on this survey, participants between the ages of 20 and 30, and 31 and 40, are not pleased with the implementation of the E-HRM strategy.

Conclusion

This research sought to determine how several dependent variables connected to E-HRM in the automobile sector interacted with demographic parameters. The findings revealed a strong inverse relationship between gender and the change that comes from implementing E-HRM policies. This shows that the proportion of female workers in the automotive sector is low (about 16%) and that employee sentiments on the transition to E-HRM are consistent. Every

business recognises the importance of employee happiness, and the results imply that the automotive sector has to modify its workforce's thinking and help them become more technologically savvy.

One of the main reasons for the substantial opposition to E-HRM adoption is the absence of clear information and communication provided to workers about its procedures and advantages. As a result, automotive businesses must provide a comprehensive infrastructure for E-HRM practises and make sure that every employee understands the purpose and advantages of E-HRM. This research also demonstrates how HR managers' responsibilities are changing to become more technically focused. Although some HR managers have a negative attitude towards E-HRM practises, E-HRM enables them to concentrate on advantageous HR functions as opposed to transactional activities. As a result, the organisation is able to gain a competitive edge and boost the significance of the automotive sector to the company.

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