



E-HRM in Government Organizations in Tamil Nadu

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Abstract: *Now a days, organizations are increasingly concerned about ensuring that employees have gained satisfaction towards the IS that they use, as satisfaction is considered the surrogate of IS success. In order to improve the satisfaction, organizations need to investigate the opinion of the users about the system, and where its minus points lie. Besides, there has been a great number of researchers in IS throughout the world. Less attention is given to investigate influence of individual factors and organizational factors on IS success, particularly the implementation of EHRM in government organizations of Tamil Nadu. This paper is intended to contribute IS and Tamil Nadu literature pertaining to the EHRM. Based on review of literature of EHRM, user satisfaction, techno stress, role stress and organizational IS-related support a model is presented and three main hypotheses tested by referring existing articles. This research can provide useful insights in the EHRM area, particularly EHRM Information System implementation in Tamil Nadu.*

Keywords: *E-HRM, techno stress, role stress, organizational IS-related support, user satisfaction, IS, HRMIS.*

I. INTRODUCTION

The rationale for the uptake of IT in organizations has been a belief that the use of these technologies is related to productivity, competitive advantage, cost reductions and customer services. The innovation of IT in organization offers chances for conducting business in ways that are totally different from the past. Many more studies have proved that IT plays significant roles in public and private organizations. Notably, the rapid development of technology especially Internet not only lead to several impacts on human resource functions but also leads to the way people define the phenomenon. Generally, the application and implementation of IT in HRM is called as electronic human resource management (EHRM) or human resource information systems (HRIS).

The main advantages of e-HRM are

- Quick and transparent service
- Simplified process
- Elimination of middlemen
- Pleasant Experience

Now, organizations are increasingly concerned about ensuring that employees have gained satisfaction towards the IS that they use, as satisfaction is considered the surrogate of IS success. In order to improve the satisfaction, organizations need to investigate the opinion of the users about the system and plus and minus points. To be on record, few attempts have been made to capture the overall evaluation by users of the use of IS, along with the antecedent factors that form satisfaction.

Many more efforts have to be done especially by the practitioners, scholars and researchers to deep dive into the issue of system success, particularly the user satisfaction in EHRM. Consequently, in this paper, the researcher tries to contribute to the advancing of the EHRM.

In Tamil Nadu, Human Resource Management Information System (HRMIS) is introduced in electronic government (EG) projects. It is an effort to provide public servants with an integrated system for human resource information management. Furthermore, the HRMIS project is implemented in tandem with the government's vision in using information and communication technology (ICT) to transform the operations of human resource processes and subsequently propel the state into an era of the knowledge worker and the knowledge based economy. Furthermore number of studies claimed that most systems fail to fulfill the objectives and outcomes held for them, not because they do not have technical skills, but because psychological and organizational issues are not well tackled during the development and implementation stages. Several studies were reported to investigate the HRM IS from various contexts and issues whereby a few of them tried to investigate the issue of satisfaction among users towards HRMIS. Besides, none of the studies reported on the influence of techno stress, role stress, and organizational IS-related support on user satisfaction towards HRMIS in public sector.

The main objective of the study is to examine the influence of techno stress, role stress and organizational IS-related support on user satisfaction towards HRMIS in public sector. The contributions of the study include the theoretical contribution to the IS success literature, contribution to the field of EHRM or HRIS, and contribution by examining the influence of techno stress, role stress and organizational support factors on user satisfaction. The outcome of the research could be used to assist in the

implementation of EHRM in organizations, particularly HRMIS in government organizations. A research model is proposed using factors identified from the literature review.

The objective of EHRM implementation can be easily distorted by the factors if no effort has been taken to highlight the issue. Is it true that techno stress, role stress, and organisational IS-related support influence the satisfaction among HRMIS users of public sector in Tamil Nadu? Further research should be undertaken to capture the issue. Therefore, we pose three research questions in this study:

- Do components of techno stress such as techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty influence user satisfaction?
- Do role stress factors such as role overload and role conflict influence user satisfaction?
- Do organisational IS-related support factors such as literacy support, technical support, and technology involvement facilitation and innovation support influence user satisfaction?

Dastgir and Mortezaie (2012) conducted a study to investigate factors that are affecting the end-user satisfaction of accounting information system. The sample consists of 80 companies listed in Tehran’s stock exchange. The instrument was designed from the studies by Doll and Torkzadeh (1988) and Bailey and Pearson (1983). The finding indicates that the information content, ease of using accounting information system, accuracy and correctness of information, format of the reports and timeliness of information have an impact on end-user satisfaction of accounting information system.

A study conducted by Bal, Bozkurt and Ertemsir (2012) found positive and high level relationships between the HRIS perception and HRIS satisfaction among human resource employees in Turkey. In a related study, Ramezan (2009) examined IS effectiveness through assessing user satisfaction about system quality and information quality among users who are using HRIS in four companies in Ministry of Petroleum in Iran. Finding indicates a significant relationship between system quality and information quality with user satisfaction.

Ellie-Dit-Cosaque, et al. (2012) in their article mentioned that personality traits such as trait anxiety and individual differences such as gender, age, and IT experience influence IT-related behaviors like end-user satisfaction. They added that social support such as peers support or managerial support also has been reported to show similar results. They also conducted a study among IT end-users in France. The results shows increasing autonomy, offering appropriate managerial support, reducing work overload, and perceives innovativeness with IT can reduce computer anxiety and increase perceive behavioral control towards IT. In this context, end-user satisfaction (behavior/work outcomes) is influenced by the person’s feeling of techno stress and role stress and also by the organisational IS-related support.

The present study is a descriptive one. The data of this study were obtained from the secondary sources. The secondary data has been collected from various references which are already existed in published form.

We have limitation in proving the relationship between the variables since very limited study has been conducted in this area akin to the present study.

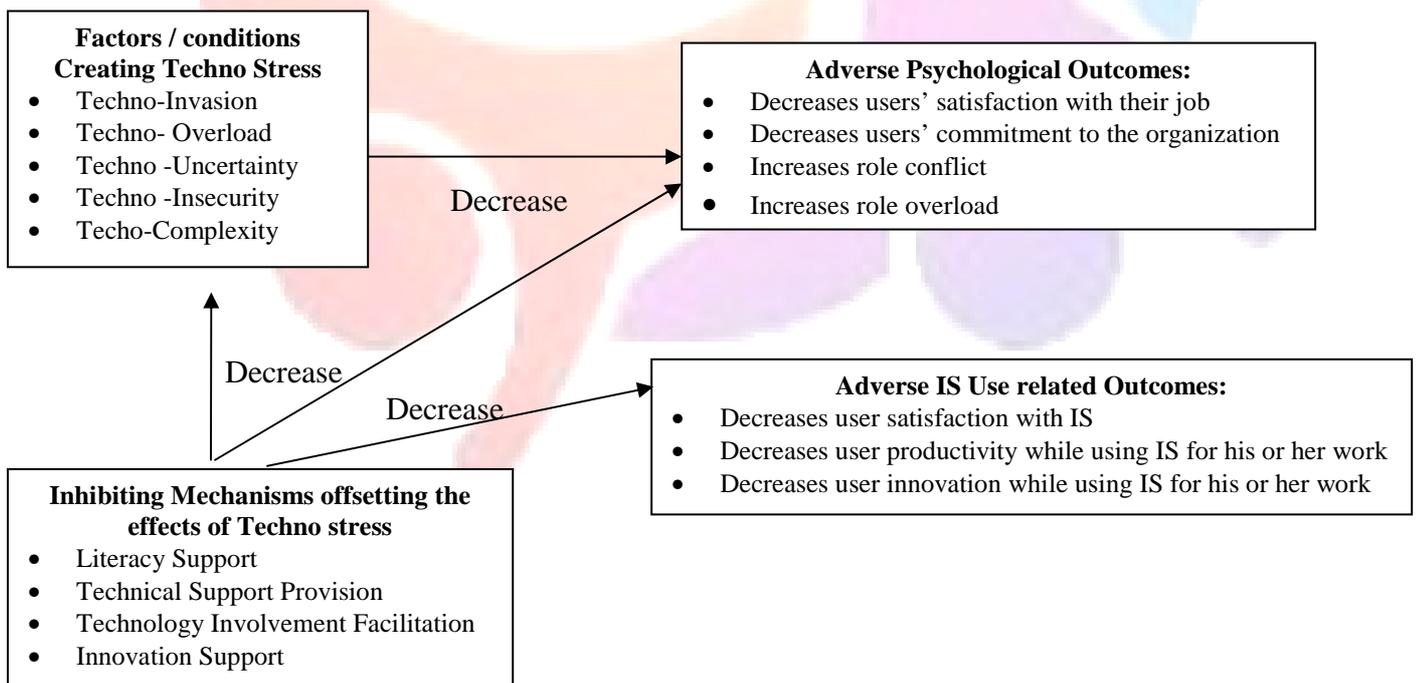


Figure-1: Creating conditions, outcomes, and inhibiting mechanisms of techno stress.

Source: (Tarafdar, Tu, Ragu-Nathan, et al., 2011)

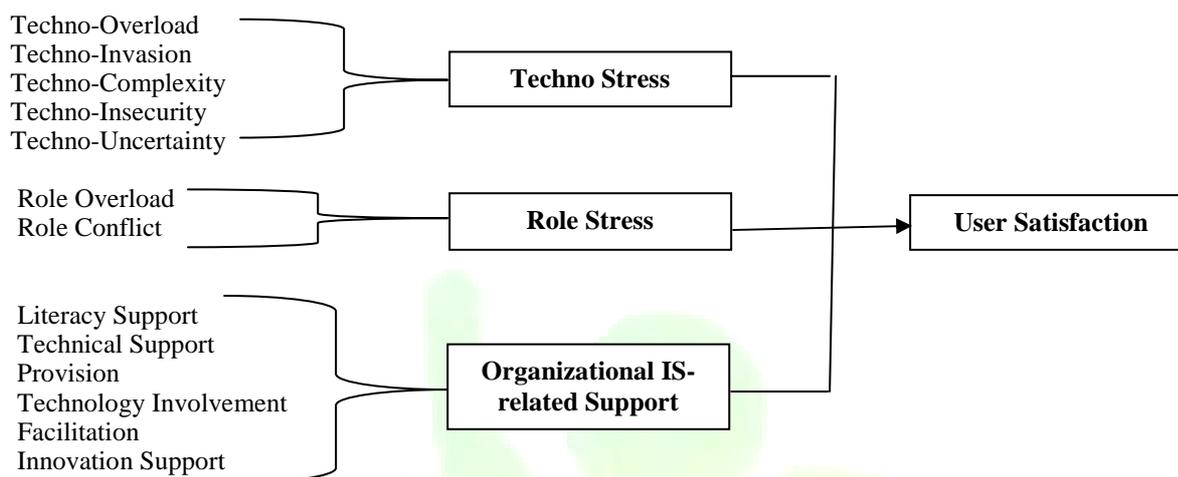


Figure 2: Proposed research model

The research model of the present study is adapted based on the transaction based model (Tarafdar, Tu, Ragu-Nathan, et al., 2011). The research framework used in their study is shown in Figure 1. In this model it is depicted that factors that create stress (i.e. technology) and organizational mechanisms (i.e. technical support provision, innovation support, and literacy support and technology involvement facilitation) explain the overall outcomes for the individual (i.e. end-user satisfaction). The model also highlights the effect of organizational mechanisms in reducing stress. However, the present study only investigates the effect of variables on end user satisfaction, as shown in Figure 2. As illustrated in figure 2, the study also expects that role stress has significant relationship with user satisfaction towards HRMIS. An individual computer self-efficacy also is expected to moderate the relationships between the variables.

In a study conducted by Tarafdar, Tu, and Ragu-Nathan (2011), found that the negative effects of techno stress on the extent to which end users perceive the applications they use to be satisfactory and can improve their performance at work. Based on the five conditions of techno stress, they explained that managers tend to communicate more information than is necessary and receive more information than they can effectively process and also receive more information than they can process and use effectively. As a result, they are unable to identify that is actually useful information. Thus, it will lead them to dissatisfaction with the content and outputs of the systems they use. This situation is referred to techno-overload. Techno-invasions address that users feel that they are never free of technology and they think that they are always under supervision and their life has been invaded. They feel of blurring of boundaries between the home and the workplace, making them unsatisfied with the application they use. With regard to techno-complexity, users have to spend more time in learning how to use ICT. Sometimes they feel that the variety of applications and functioning intimidating and they do not understand how and why they need to use it. Furthermore, due to the system still unstable and the technical support is not always available when they need it, users feel that systems are not friendly, timely, or accurate. As a result, dissatisfaction and frustration will exist. Due to techno-uncertainty, systems are always in upgrading and maintaining processes that require users to regularly learn how to work with new applications. These constant changes will make users unsatisfied with the systems. Finally, users will threaten of losing their jobs, due to inability to adapt with the work processes relating to new ICT. Thus, users have negative assessments about system user-friendliness and adequacy of computer knowledge, leading to dissatisfaction with the system used. The findings of the study indicated that factors that create techno stress reduce the satisfaction of individuals with the ICT. In other words, there are significant relationships between both variables.

Stress will also exists when one is encountered with contradictory requirements from different aspects of one's role or from different people that one interacts with (Tarafdar, Tu, Ragu-Nathan, & Ragu-Nathan, 2007). This condition is known as role stress. Role stress has been widely investigated in previous studies. However, most of the studies investigated the influence of role stress on other work outcomes. For example, Le Rouge, Nelson, and Blanton (2006) have examined the relationship between the match in IT developers' preferred and perceived actual role stress with job satisfaction and organizational commitment. The study was conducted on IT developers in 12 Fortune 500 companies. The results indicated that role stress was positively related to job satisfaction and organizational commitment. Conversely, in another study conducted by Karatepe, Yavas, Babakus, and Avci (2006) examined the effects of role stress on frontline service jobs by focusing gender as moderator. The findings reveal that role conflict has a stronger negative impact on job satisfaction, especially for female employees. Even though literatures on role stress is considerably quite extensive, none of the studies have mentioned about the effects on end-user satisfaction. In the context of IS, it is important to investigate the situation as user satisfaction related to job satisfaction. In addition, role stress has been proved to have relationship with techno stress (Tarafdar et al., 2007) and techno stress were significantly related to job satisfaction and user satisfaction (Tarafdar, Tu, & Ragu-Nathan, 2011). These studies can be used as a proxy to predict that role stress also has an effect on user satisfaction. In summary role stress is expected to be related to end-user satisfaction.

Tarafdar, Tu, Ragu-Nathan, et al. (2011) confirmed that literacy facilitation, technical support provision, technology involvement, and innovation support have significantly related to techno stress creators, job satisfaction, organizational commitment, role conflict, role overload, employee innovation, employee productivity and end-user satisfaction. These four mechanisms also referred to situational factors that can increase end-user satisfaction and moderate on the relationship between



techno stress and end-user satisfaction (Ragu-Nathan, Tarafdar, Ragu-Nathan, & Tu, 2008). Rouibah, Hamdy, and Al-Enezi (2009) investigate the influence of organizational factors and human motivations on IS/IT usage and user's satisfaction in Kuwait. They claimed that, training and organizational support have received the most attention in IS studies. Conversely, user involvement was under studied. They assumed that user involvement in the design of IS/IT would lead to the IS success. Results of the study indicated that among the organizational factors, top management support was found to have the strongest effect on IT/IS usage and user's satisfaction, and followed by availability of training and user involvement. Therefore, we predict organizational IS-related support will have positive relationship with user satisfaction. Based on the discussions above, the following main hypotheses are thus proposed in this study.

H1: Techno stress (techno-overload, techno-invasion, techno-complexity, techno-uncertainty, and techno-insecurity) is related to end-user satisfaction.

H2: Role stress (role over load and role conflict) is related to end-user satisfaction.

H3: Organizational IS-related support (literacy support, technical support, technology involvement facilitation, innovation support) is related to end-user satisfaction.

II. SUGGESTIONS & RECOMMENDATIONS

- The e-HRM technology should be modified as to increase satisfaction in order to bring in high efficiency level of end users.
- E-HRM can also improve organizational performance through well tackling during the development and implementation stages.
- E-HRM still has to be responsible to build high level performing teams. In that case the HR department can conduct more reviews and training in order to pick out high performing teams.

III. CONCLUSION

From the analysis it has been found that there is increase in autonomy, appropriate managerial support are offered, work overload has been reduced and innovativeness with IT reduces computer anxiety and increases behavioral control towards IT. The end-user satisfaction (behavior/work outcomes) is influenced by the person's feeling of techno stress and role stress and also by the organizational IS-related support. The negative effects of techno stress basically depend on the way the end users perceive the applications they use and the satisfaction they derive from their performance at work. The factors that create techno stress reduce the satisfaction of individuals with the ICT. In other words, there are significant relationships between both variables. It indicates a significant relationship between system quality and information quality with the user satisfaction. The organizational factors and the top management support were found to have the strongest effect on IT/IS usage on E-HRM and user's satisfaction in Government Organisation in Tamilnadu. It is followed by availability of training and user involvement. Therefore, we predict organizational IS-related support will have positive impact on the user satisfaction.

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