# Impact of e-HRM on Transactional Functions of HRM: An Empirical Study on FMCG Manufacturing Located in West Bengal

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**Abstract: This empirical study has explored the impact e-HRM on transactional functions of HRM in FMCG companies of West Bengal. With the advent of modernizations, IT becomes the backbone of E-HRMpractices. HR professionals are now thinking about the HR transactions and its efficiency. E-HRM practice reducesthetime-spacebarriers.Manyresearchersconcludethate-HRMpracticeinfluencesonthe structural integration of HR system in three ways: operational, transformational andrelational.**

**Keywords – eBusiness, eRecruitment, transactional activities, HR Strategies, eTraining**

## I. INTRODUCTION

In recent decades, from labour intensive to technology incentive trend has been profound (Florkowski& Olivas-Luján, 2006). A large proportion of transactional activities are now conveyed with the help of software rather than by HR professionals. Indeed, the utilization of e- HRM practice has swiftly increased over recent years (Graeme Martin, Reddington, & Alexander, 2008). Indian organizations are undergoing rapid changes as a result of technological advancement. New organizational formation and Technological advancement affect how and where people work (Allcorn, 1997; Dambra& Potter, 1999; West & Berman, 2009). HRM (Human Resource Management) also going to the same where the changes are profound. Recently several software and new technology, such as HRIS system, helping HRM to accomplish its interior work (West & Berman, 2009). It also allows HRM to communicate with another department easily (Sukarni, 2017).

The transformation and improvement from traditional practice to information and communication technology (ICT) have gradually shown when we look at the past years (Stone &Gueutal, 2005). Globalization, technological advancement creates a rapid diffusion of ICT in all the sectors. In the case of business, unpredictable changes, advancement, and multidimensional improvement have been facets (Erdoğmu&Esen, 2011). Information technology has been leading most of the functions of the organization from a traditional paper written condition to click of mouse and touch screen. This technology has sophistically helps to improve the analysis that arises due to the complex nature of work. Growing ICT lingering the challenges such as a rapid change in work technology, frequent change in the business cycle, the unification of world economy, e-business, wireless communication, economic restructure and a new code of employment. Traditional HR practices are shifted into automatic HR practices means paper and pencil, labour intensive HR task slipped into an efficient and fast response task to gain a competitive advantage from the interior part of the organization (Marler& Fisher, 2013). The initial expectation is that E-HRM departments may now be liberated from administrative restraints and competent to focus more on developing social capital, intellectual capital, and managing knowledge to establish an organization's competitive advantage (Lengnick-Hall & Moritz, 2003). Some may argue that E- HRM practices will leads to universal competitive advantage under the impact of technology and globalization. Nonetheless, there is an emerging evidence that E-HRM has a strong effect on global recruitment and selection for its similar information technologies (Puck, Holtbrügge, & Mohr, 2009). Additionally, Strohmeier, 2009 also found that using technology for HR purposes may havedifferent results, such as efficiency and effectiveness, decreased headcount, centralization, or decentralization.

Technology has great importance on HR processes and HR transactions, which gives a new management direction. For example, WWW (World Wide Web) has helped to modernize numerous HR processes such as planning,

recruitment, selection, performance appraisal, and management, etc. In particular, E-recruitment and selection, e-training, e-compensation systems have enabled HR professionals to provide better services, and it helps to reduce administrative burdens through reduction of the transactional time. These changes make them a better opportunity to look at the HR strategy for their organizational profit and help them to become a right corporate partner (Erdoğmu&Esen, 2011; Stone &Gueutal, 2005; Stone &Dulebohn, 2013). Most of the organizations now using technology for efficiently and effectively management of their human resources. E-HRM may improve transactional efficiency and facilitate strategic HR role (Parry & Tyson, 2011). The emergent literature on this topic has discussed primarily broad goals for E- HRM preface (H. Ruël, Bondarouk, &Looise, 2004; Marler& Fisher, 2013), including transactional cost and efficiency savings, strategic aims and improvements in client services. However, few scholars have examined whether organizations are achieving their goals through the introduction of E-HRM (Strohmeier, 2009). The objectives of efficient service delivery and a strategic HR function are undoubtedly favorable for organizations in introducing E-HRM. So that companies appreciate the benefits and efficiency of new technology, rather than traditional management of their human resources on establishing E-HRM in a way that will not facilitate them to achieve their organizational goals (Lepak& Snell, 1998).

The utilization of web-based technologies for human resource management (E-HRM) policies and practices is maturing within organizational life (Erdoğmu&Esen, 2011). Much is argued about the advantages of E-HRM practice, but logical proof of these advantages is inadequate. There is no understandable evidence to answer the question as to whether E-HRM practice contributes to improving HRM effectiveness. The involvement of academia in this topic is more recent and has not yet led to severe answers. Research on e-HRM is not reached to its sufficient stage, its potential is still probable, and therefore, academic participation in the topic needs to develop. Sinha, 2015 on his thesis highlights several points regarding the managerial implications of E-HRM. According to him, E-HRM has a considerable impact on internal stakeholder satisfaction, and it leads toavailing E-HRM services on a global platform. E-HRM services have been showcases some challenges and opportunities to the HR practitioner. To fulfill the present generations demand E- HRM practice is mostly required. So, HR practitioners should be ready to adopt the new technology (social networking/ web2.0) and other changes. He concluded that E-HRM practice might be the successful strategy if the HR practitioners implemented it in a right approach.

## II METHODS:

A quantitative approach has been utilized to highlight the relations between e-HRM efficiency and transactional time. In our study, we have taken feedback from 150 managers of a different FMCG company. Factor analysis and multiple regression analysis have been done using SPSS software.

## III LITERATURE REVIEW:

The whole literature is identified at three levels. Those are as follows:

The Operational Driver: To make HR cost effective by reducing the HR headcount, lowering the transaction costs and brings about efficiency. The idea of an operational driver with improving efficiency or reducing transactional costs has been supporting by several authors (H. Ruël et al., 2004); (Marler& Fisher, 2013). While utilization of e-HRM on operational task has some operational benefits, which suggested as an authentic outcome of e-HRM practice (E Parry & Tyson, 2011). Hendrickson, 2003, proposed that the reduction of transactional time and cost improves the efficiency e-HRM practice. This result is similar to (G Martin, Reddington, & Alexander, 2008) transactional outcomes of e-HRM. Empirical evidence has supported the existence of efficiency gains through e-HRM, by reducing the headcount of HR staff, reducing costs, increasing the speed of processes, and releasing staff from administrative work (Strohmeier, 2007b; Ruta, 2005; H. Ruël et al., 2004). Indeed, H. Ruël et al. (2004), found that the most common outcomes of e-HRM were a reduction of costs and the administrative burden on HR practitioners, although these outcomes were not generally measured.

The Relational Driver: The relational drivers mainly utilize to accomplish the rising anxiety of line managers, employees, business partners, and increasingly improved levels of service. The relational driver helps to build an efficient communication system which reduces the time-space barrier with other departments and outside of the organizations. So, HR activities become more accessible and comfortable. This initiative is linked with H. Ruël et al. (2004), implication that e- HRM can be utilized to develop better HRM services, including supporting managers and employees. The relational goal and efficient service delivery may enhance HRM function by authorizing managers to take responsibilities in their work (Lepak& Snell, 1998). However, it has a direct impact on the development of general service delivery and indirect influences on theeffectiveness of HRM function (H. Ruëlet al. ). E-HRM helps

to increase the HR service delivery by utilizing technology for simplifying the processes and accuracy in data entry (Gardner, Lepak, &Bartol, 2003; H. J. Ruël et al., 2007). They also found that the utilization of e-HRkM was positively related to perceptions of general HRM effectiveness in line managers and employees. Similarly, Payne, Horner, Boswell, Schroeder, & Stine-Cheyne (2009) found that feedback to an online management system was more favourable than those to a traditional version of the same order.

The Transformational Driver: To be a strategic business partner by addressing the strategic business objectives. The transformational role eliminates space-time barriers and improves communicate across geographic boundaries and share information, thereby playing an essential role in supporting virtual teams and network organizations. H. Ruël et al. (2004) suggested that e- HRM might capable of improving the HR functions with the help of strategic orientation. Better strategic management function leads a company towards its competitive advantage in the market (Wright & McMahan, 1992). E-HRM applies an integrated set of practices and policies to execute the organizations implicit or explicit business strategy by managing the firm's human capital (Martin-Alcazar & Romero-Fernandez, 2005). Some researchers have indicated that e-HRM practice reduces the transactional time and improves strategy that may assist the HR function in becoming a right business partner in the organization (Ruta, 2005; H. Ruël et al., 2004) while others have suggested that e-HRM has not realized its potentiality to assist a more strategic role for the HRM function (Tansley, Newell, & Williams, 2001). Case study research from H. Ruël et al., (2004) and Olivas-Lujan, Ramirez, & Zapata-Cantu, (2007) presented evidence that e-HRM communicates with others department so carefully that helped the strategic integration of HRM and leads to achieving organizational strategy. Emma Parry (2011), found a positive relationship between use of e-HRM and strategic HR function. However, Burbach&Dundon (2005), establish that e-HRM was customarily used for administrative purposes to reduce regulatory burdens rather than strategic decision-making system; although they found that e-HRM practices companies had better information system rather than non-e-HRM practices companies. Gardner et al. (2003) suggested that the introduction of e-HRM led to the replacement of administrative activities with technology-related activities. It is therefore unclear that does e-HRM has an impact on the transformational HR function and its effect on HR strategy. A strategy is frequently "emergent" and follows stages of consistent growth, a condition where the hustle of organization processes isessential for the speedy response to new certainty (Mintzberg& Waters, 1985; Mintzberg, Ghoshal, Lampel, & Quinn, 2003). In this interpretation of strategy, the efficiency and effectiveness of management processes are as important as any other strategic objective. There is also some evidence that multiple processes of strategy creation help organizations to perform well (Hart &Banbury, 1994). H. Ruël et al. (2004), empirical study suggested a fourth goal of e-HRM: to improve the global orientation of the firm through the standardization of HR processes. By "global orientation", H. Ruël et al. (2004) referred to standardization across units or departments rather than necessarily across geographical boundaries.

## IV OBJECTIVES OF THE STUDY:

**This article examines explicitly three objectives**

We should give some light on to the present FMCG Companies that are using e-HRM for their daily day to the day HR function in the state of West Bengal.

To find out the significant factors of this web-based e-HRM over normal an HRM function that has the capability to increase efficiency of the entire organization.

To measure the degree of efficiency of an organization having web-based e-HRM system over normal HRM function in some different organizations.

## V METHODOLOGY:

**Research Design:** A field survey was utilized to collect the data from different FMCG companies of West Bengal. Factor and multiple regression was prepared to find out the relations. The analysis was used to showcase the relations between the impact of E-HRM and transactional functions of HRM. Two set of questions were set to draw the association between two factors. Two factor analysis were done from the data to reduce the dimensions.

**Sample and Participants:** The sample was collected from the one fifty managers of different FMCG organizations of West Bengal. The authors were more emphasized on the willingness of managers to share information during sample collection. The structured questionnaire was distributed among 205 managers and feedback was taken from 150 managers. The response rateis 73.17%. Data were collected using a structured questionnaire that included a

brief explanation of the purpose and procedures of the study.

## VI Data Analysis

Cronbach's alpha has been used as a measure of internal consistency; that whether all items within the instrument measure the same thing. Alpha has been computed on the same scale as a Pearson r (correlation coefficient) and typically varies between 0 and 1. The closer the alpha is to 1.00, the greater the internal consistency of items in the instrument being assessed. In our study, the value of alpha is .904 which is highly desirable.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .904 | 20 |

Kaiser-Meyer-Olkin (KMO) statistics, predicts if data are likely to factor well, based on correlation and partial correlation. KMO varies from 0 to 1.0 and KMO should be 0.60 or higher to proceed with factor analysis. In our study, we got the KMO of .841 which is quite logical to proceed for factor analysis. The result is shown below:

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .841 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2521.658 |
| | df | 190 |
| | Sig. | .000 |

Through the result of factor analysis, we can explain the total variance and the proportionate variance of each factor in our study which is stated here:

**Total Variance Explained**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 8.096 | 40.482 | 40.482 | 8.096 | 40.482 | 40.482 | 5.822 | 29.109 | 29.109 |
| 2 | 3.314 | 16.570 | 57.052 | 3.314 | 16.570 | 57.052 | 4.105 | 20.525 | 49.634 |
| 3 | 2.559 | 12.794 | 69.846 | 2.559 | 12.794 | 69.846 | 4.042 | 20.212 | 69.846 |

Extraction Method: Principal Component Analysis.

This result is similar to classification of e-HRM functions as prescribed by (D. P. Lepak& Snell, 1998). From the above table, it is very clear to us that relational e-HRM activity explains 40.48 % variance followed by transformational, and operational. In our study, we have explained a total of69.84 % variance through the above-stated components.

**Factor analysis for e-HRM impact assessment:**

Cronbach's alpha has been used as a measure of internal consistency; that whether all items within the instrument measure the same thing. Alpha has been computed on the same scale as a Pearson r (correlation coefficient) and typically varies between 0 and 1. The closer the alpha is to 1.00, the greater the internal consistency of items in the instrument being assessed. In our study, the value of alpha is .789 which is desirable.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .789 | 12 |

Kaiser-Meyer-Olkin (KMO) statistics, predicts if data are likely to factor well, based on correlation and partial correlation. KMO varies from 0 to 1.0 and KMO should be 0.60 or higher to proceed with factor analysis. In our study, we got the KMO of .755 which is quite logical to proceed for factor analysis. The result is shown below:

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .755 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2635.169 |
| | df | 66 |
| | Sig. | .000 |

**Total Variance Explained**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|---|---|---|
| | Total | % of Varianc e | Cumulative % | Total | % of Varianc e | Cumulative % | Total | % of Varianc e | Cumulative % |
| 1 | 4.293 | 35.773 | 35.773 | 4.293 | 35.773 | 35.773 | 4.215 | 35.123 | 35.123 |
| 2 | 3.511 | 29.257 | 65.030 | 3.511 | 29.257 | 65.030 | 3.100 | 25.834 | 60.958 |
| 3 | 2.234 | 18.618 | 83.648 | 2.234 | 18.618 | 83.648 | 2.723 | 22.691 | 83.648 |

**Extraction Method: Principal Component Analysis.**

From the above table, it is very clear to us that relational e-HRM activity explains 40.48 % variance followed by transformational, and operational. In our study, we have explained a total of 83.65 % variance through the above-stated components.

Factor analysis result explores three distinct factors of e-HRM function. We have given the name of the factors as follows: Strategic capability, financial benefit, and employee's satisfaction.

**Multiple Regression Analysis:**

SPSS version 20 was applied to conduct multiple regression analysis. Scatter diagram was utilized to find out the relation between e-HRM efficiency and transactional time by the help of Origin Pro

8.5 Software. Multiple regression analysis highlights the similarities between the three factors of e-HRM practice with three impact factors.

**The relation between 3 types of e-HRM and Strategic capability:**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .791a | .626 | .618 | .25309 | .626 | 81.512 | 3 | 146 | .000 | 2.260 |

**Predictors: (Constant), operational, transformational, relational**

**Dependent Variable: Strategic capability**

**ANOVAa**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 15.664 | 3 | 5.221 | 81.512 | .000b |
| | Residual | 9.352 | 146 | .064 | | |
| | Total | 25.016 | 149 | | | |

**Dependent Variable: Strategic capability**

**Predictors: (Constant), operational, transformational, relational**

**Coefficientsa**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1.173 | .198 | | 5.929 | .000 |
| relational | .447 | .043 | .594 | 10.328 | .000 |
| 1 | | | | | |
| transformational | .086 | .035 | .129 | 2.450 | .015 |
| operational | .156 | .035 | .256 | 4.480 | .000 |

**a. Dependent Variable: Strategic capability**

The result of multiple regression analysis is shown in the above table. As we know, the formula of multiple regression is:

$Ypredicted = \beta 0 + \beta 1 * x1 + \beta 2 * x2 + \beta 3 * x3$

As seen in the table, multiple regression between the types of e-HRM functions and strategic capability shows that three types of e-HRM contribute significantly to the model (F = 81.512, p

<.010) account for 62 % variance in strategic capability. As a predictive analysis, multiple regression is used in our study to show the relations between one dependent variable and two or more independent variables. In our study, independent variables explain 62 percent fluctuation of the dependent variable. All the p values are significant. One unit changes in relational function leads to .447 units of positive changes in strategic capability. So, positive changes in the relational function lead to more positive strategic capability. One unit changes in transformational function highlights .086 units of positive change in strategic capability. One unit changes in operational showcases .156 units of positive change in strategic capability.

**Formula:**

$\gamma p = 1.173 + .447 * x1 + .086 * x2 + .156 * x3$

The relation between 3 types of e-HRM and Financial Benefit:

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .757a | .573 | .564 | .37471 | .573 | 65.253 | 3 | 146 | .000 | 1.887 |

**Predictors: (Constant), operational, transformational, relational**

**Dependent Variable: financial benefit**

**ANOVAa**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 27.486 | 3 | 9.162 | 65.253 | .000b |
| | Residual | 20.500 | 146 | .140 | | |
| | Total | 47.986 | 149 | | | |

**Dependent Variable: financial benefit**

**Predictors: (Constant), operational, transformational, relational**

**Coefficientsa**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | .500 | .293 | | 1.707 | .090 |
| relational | .625 | .064 | .599 | 9.744 | .000 |
| 1 | | | | | |
| transformational | .128 | .052 | .139 | 2.455 | .015 |
| operational | .161 | .051 | .191 | 3.136 | .002 |

**a. Dependent Variable: financial benefit**

As seen in the table, multiple regression between the types of e-HRM functions and financial benefit shows that three types of e-HRM contribute significantly to the model (F = 65.253, p <.010)account for 56 % variance in financial benefit. As a predictive analysis, multiple regression is used in our study to show the relations between one dependent variable and two or more independent variables. In our study, independent variables explain 56 percent fluctuation of the dependent variable. All the p values are significant. One unit changes in relational function leads to .625 units of positive changes in financial benefit. So, positive changes in the relational function lead to a more positive financial benefit. One unit changes in transformational function highlights .128 units of positive change in financial benefit. One unit changes in operational function showcases .161 units of positive change in financial benefit.

**Formula:**

$\gamma p = .500 + .625 * x1 + .128 * x2 + .161 * x3$

The relation between 3 types of e-HRM function and Employees satisfaction:

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .784a | .615 | .607 | .25367 | .615 | 77.779 | 3 | 146 | .000 | 2.270 |

**Predictors: (Constant), operational, transformational, relational**

**Dependent Variable: employee satisfaction**

**ANOVA**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 15.014 | 3 | 5.005 | 77.779 | .000b |
| | Residual | 9.395 | 146 | .064 | | |
| | Total | 24.409 | 149 | | | |

**Dependent Variable: employee satisfaction**

**Predictors: (Constant), operational, transformational, relational**

**Coefficientsa**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1.211 | .198 | | 6.105 | .000 |
| relational | .435 | .043 | .585 | 10.021 | .000 |
| 1 | | | | | |
| transformational | .097 | .035 | .147 | 2.744 | .007 |
| operational | .148 | .035 | .247 | 4.261 | .000 |

**Dependent Variable: employee satisfaction**

As seen in the table, multiple regression between the types of e-HRM functions and employee satisfaction shows that three types of e-HRM function contribute significantly to the model (F = 77.779, p <.010) account for 60 % variance in employee satisfaction. As a predictive analysis, multiple regression is used in our study to show the relations between one dependent variable and two or more independent variables. In our study, independent variables explain 60 percent fluctuation of the dependent variable. All the p values are significant. One unit changes in relational function leads to .435 units of positive changes in employee satisfaction. So, positive changes in the relational function lead to more positive employee satisfaction. One unit changes in transformational function highlights .097 units of positive change in employee satisfaction. One unit changes in operational function showcases .148 units of positive change in employee satisfaction.

**Formula:**

$\gamma p = 1.211 + .435 * x1 + .097 * x2 + .148 * x3$

**Overall impact assessment:**

The formula of overall impact measurement:

$O = Fb + Sc + Es3$

O= overall impact; Fb=Financial Benefit; Sc=Strategic Capability; Es=Employees satisfaction.

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .723a | .523 | .514 | .23876 | .523 | 53.452 | 3 | 146 | .000 | 1.342 |

**Predictors: (Constant), operational, transformational, relational**

**Dependent Variable: overall**

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 9.141 | 3 | 3.047 | 53.452 | .000b |
| | Residual | 8.323 | 146 | .057 | | |
| | Total | 17.464 | 149 | | | |

**Dependent Variable: overall**

**Predictors: (Constant), operational, transformational, relational**

**Coefficientsa**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1.834 | .187 | | 9.822 | .000 |
| relational | .267 | .041 | .425 | 6.545 | .000 |
| 1 | | | | | |
| transformational | .078 | .033 | .140 | 2.339 | .021 |
| operational | .184 | .033 | .363 | 5.627 | .000 |

**Dependent Variable: overall**

As seen in the table, multiple regression between the types of e-HRM functions and overall impact shows that three types of e-HRM function contribute significantly to the model (F = 53.452, p

<.010) account for 51 % variance in overall three factors. As a predictive analysis, multiple regression is used in our study to show the relations between one dependent variable and two or more independent variables. In our study, independent variables explain 51 percent fluctuation of the dependent variable. All the p values are significant. One unit changes in relational function leads to .267 units of positive changes in overall. So, positive changes in relational function lead to more positive overall. One unit changes in transformational function highlights .078 units of positive change in overall. One unit changes in operational function showcases .184 units of positive change in overall.

## VI Findings of the Study

Though the FMCG sector is one of the fast growing service sectors in India, researches do not provide a clear idea of measurement of the impact of e-HRM on different types of e-HRM practice. This study gives on the light on the possible influence of different e-HRM practice on different types of benefits such as financial benefit, customer satisfaction, and strategic capability.

Our empirical result shows that through operational, transformational, and relational e-HRM practice positively influenced different types of benefits which enhance to achieve the organizational goal. In our study, we have found that operational, transformational, and relational e-HRM practices have a very significant direct impact on financial benefit, customer satisfaction, and strategic capability.

Our empirical study confirms that e-HRM practice is a significant determinant to measure the HRM efficiency and benefits in FMCG Company.Our empirical study confirms that e-HRM practice is a significant relation with a cost reduction of an organization.

## VII Conclusions

This study makes three points. First, the FMCG companies are mainly practices three types of e- HRM function. Those are as follows: Operational, Relational, and Transformational. Secondly, operational, relational and transformational functions are positively led financial benefit, strategic capability, and employee's satisfaction. The overall analysis is showcased that e-HRM functions have a positive influence on overall three factors. Thirdly, e-HRM practice efficiently leads to improve the transactional function of HRM.

So, in a nutshell, we may assert that managing human resource is one of the permanent solutions to ensure the organizational goal. Specifically, the organization has to pay more attention to develop the effective e-HRM practice which tends to have a greater impact on employee's satisfaction and ultimately leads to the competitive advantage of financial benefit with reduction of transactional time.

## VIII Recommendations and Suggestions

1. In our study, it is empirically proved that different types of e-HRM practice having a direct impact on organizational profit. Therefore, we should give more emphasis to enhance e- HRM practice in FMCG organizations.

2. It is also recommended that e-HRM efficiency is directly related to the transactional time. Therefore, all the FMCG companies should give special emphasis to enhance e-HRM efficiency and effectiveness.

3. It is further suggested that the entire components viz. operational, transformational, and relational have to be given equal importance to improving e-HRM efficiency.

4. In this study, the use of multiple regression analysis validating the relations is a valuable contribution. It will help the FMCG companies in designing strategies for the betterment of HRM which in turn leads to

organizational profit as well as a competitive advantage.

## IX Limitations and Further Scope

Research work also confined to some limitations. Otherwise, it could have derived reasonably effective results. This study was conducted on the responses from managers of the FMCG companies which may vary with other sectors. Data collection from the few companies is one of the limiting factors. The present study only validated the relation between different types of e- HRM practice and employee's satisfaction, strategic capability, and financial benefit without investigating its impact on any other constructs. The limitations of the thesis are the number of the observations; otherwise, it could have depicted more elaborately.

This research has been conducted mainly in the FMCG companies that of West Bengal. The same analysis used for this study may be tested in other cities as well as separately in a different category of companies in other locations. The results of such studies could yield interesting results and help in better understanding of the various facets of electronic human resource management.

We studied the impact of e-HRM practice among the FMCG companies in West Bengal. In the future, the study may explore in other sectors in India. This study focused on some major impact of the e-HRM practice. However, there are also other factors such as quality of the work, the cost in the transactions which should be included in the future research.

## X Results:

In our study two factor analysis has been done. The result of first factor analysis explores three distinct factors of HR functions. These are 'operational', 'relational', and 'transformational'. Second factor analysis result explores three impact factors. Those are financial benefit, employee satisfaction, and strategic capability. Multiple regression analysis has been conducted to confirm the impact e-HRM on transactional function of HRM. The result showcases that E-HRM practice is positively related to the transactional functions of HRM.

## Conclusions:

This study makes two points. First, the FMCG companies are mainly practices three types of e-HRM function. Those are as follows: Operational, Relational, and Transformational. Secondly, operational, relational and transformational functions are positively led financial benefit, strategic capability, and employee's satisfaction.

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# Appendix:

**Questions and result of 1st factor analysis:**

We have given the name of the factors and highlighted the questions that are implemented in the questionnaire:

| Parameter | Question | Name of the factor |
|---|---|---|
| V1 | Human resource planning | Relational |
| V2 | Recruitment | |
| V3 | Selection | |
| V4 | Training & development | |
| V5 | Performance appraisal | |
| S6 | Reward & compensation | |
| V7 | Pen & paper (IT replacing) | |
| V8 | Automation of HR transactions | |
| V9 | Traditional HR function | |
| V10 | Job design | Transformational |
| V11 | An integrated set of web-based tools | |
| V12 | Mutation of HR transaction | |
| V13 | Electronically | |
| V14 | Strategic HR task | |
| V15 | Centers of expertise | |
| V16 | Administration | Operational |
| V17 | Time and labour management | |
| V18 | Payroll Management | |
| V19 | The web presence of HR function | |
| V20 | Transactional HR function | |

**Question and 2nd factor analysis result:**

| Parameter | Question | Name of the factor |
|---|---|---|
| A1 | Headcount reduction | Financial Benefit |
| A3 | Increased output | |
| A4 | Quality improvement saving | |
| A2 | Improved data accuracy | |
| A5 | Removal of duplication | |
| B1 | Ease of use | Employee Satisfaction |
| B2 | Improved transparency | |
| B3 | Improved Internal communication | |
| C1 | Administrative burden reduction of HR professionals | Strategic Capability |
| C2 | Standardization of human resource practices | |
| C3 | Competence development | |
| C4 | Knowledge management | |