

Chapter V

Concluding Observations

&

Recommendations

5.1: Conclusions

This study includes several aspects of E-HRM through comparison with traditional HRM and E-HRM practices. With the advancement of technology, rapid changes are occurring in the business environment. These rapid changes are visible in every aspect of job and functions. HRM department primarily deals with the internal HR management and adept exploit of resources to produce a better and new technological artefact for their consumers. HRM has espoused several changes due to the advancement in technology, specially HRM practices. In the competitive market, HR professionals need to respond quickly to the changes in the market related to the workforce and corporate strategy supporting employees in all phases. HRM department deals with an intricate process of scheming policies, procedures, and practices in the organization for recruitment, selection, training and development, and strategic management. For a quick response, HR professionals are looking for an advanced system to reduce transactional time. The E-HRM system provides them a sophisticated system to accomplish organizational goals. Advancement and development of IT sector is a boon to drive an organization to use its potential in exploiting and convalescing business performance. The present study also indicates the technology playing a crucial role in the HRM system and resulting in E-HRM practices.

Present E-HRM practices indicate that the E-HRM assists HR executives in overcoming the problem quickly. E-HRM practices are user-friendly in nature and helps to face the difficulties related to human or social problems. It also assists in balancing the manager and employee ratio. A proper management and transparent system motivate competent workers towards organizations.

Concisely this study makes three points. First, the FMCG companies mainly practice three types of e-HRM function. The functions are, Operational, Relational, and Transformational. Secondly,

operational, relational, and transformational functions are positively leading to financial benefit, strategic capability, and employee satisfaction. In the overall analysis it is showcased that e-HRM functions have a positive influence on three significant factors. Thirdly, e-HRM efficiency leads to decreasing the transactional time.

So, in a nutshell, it may assert that managing human resources is one of the permanent solutions to ensure the organizational goal. Uses of E-HRM have positive relations with employee satisfaction and strategic capability, which benefitted organizations towards more profitability. The reduction of transactional time assists a more efficient system in gaining competitive advantage.

The comparison test showcased that there is a significant difference between E-HRM and traditional HRM practices. In every functions of HR used in this study, E-HRM provides less transactional time rather traditional HRM.

The graph concludes three points. First, E-HRM efficiency has negative relations with transactional time, which indicates that E-HRM efficiency improvement reduces day to day HR transaction time. Second, the four zones depict four types of distinct characters that help to capture the advantage in the market. Third, from the flow line, the trend of the E-HRM practice of different organizations has been easily understood, which may help HRM planning.

Based on the overall findings of this study, it can be concluded that the E-HRM system provides much better management in modern perspectives. The adaptation of web-based HRM for HR functions, processes and policies are improving the FMCG sector. E-HRM system reduced redundant activities, uploads real time data with greater accuracy, and provides a pleasant and

productive working environment. It reduces the transactional time of HR executives that can be utilized for human capital formation purposes to become the right partner of the organization.

5.2: Recommendations and Suggestions

In the modern terms, the E-HRM system is more efficient than the traditional HRM system because it provides lower cost and higher efficiency output with less time. To adopt to the drastically change in the environment, HR needs a user-friendly and more sophisticated E-HRM system, which will help them to manage human resources efficiently. From this study, it is clear that E-HRM provides financial benefit to the organization and helps them to gain a competitive advantage in the market. The FMCG sector of West Bengal premeditated steps to move frontwards in the modern period, by utilizing E-HRM. Uses of E-HRM provide HR executives emancipation from daily manual operational, relational, and transformational tasks and help in more rigorous decision making. Transparency and real-time data accessibility amplify employees towards a more competent, ready workforce, enhancing employee's brand, and knowledge management. Employers of the organizations should regard the value of the HR functions in the implementation and monitoring of E-HRM system to maximize the benefits from it. There are several challenges in the implementation of E-HRM system. Organizations need to adopt it in appropriate manner, allowing all confronts to lead an organization towards long term success. Successful confrontation handling can provide highly passionate and contented result in satisfaction of job. E-HRM provides several efficient HR practices that are as follows: transactional time reduction, enhancing speed in work, reducing paperwork, reduce cost and increase output, which helps the organizations to gain a competitive advantage in the market. It helps to build a good relationship between top and bottom management system with real-time and transparency in the functions.

Nevertheless, for successful E-HRM implementation, HR executives should be responsible in adopting technology; and organizations need to pay more attention to the culture of HR executives, their attitude towards E-HRM. To make benefit from the E-HRM system, employers need to pay attention to their employees towards digital training to adopt an uncertain environment, especially for those who disbelieve in advanced systems, or are digitally illiterate. Proper planned and implementation of the E-HRM system leads several functions in the organization including characteristics of the organization, employee attitude evaluation, culture and collaboration with HR and other departments. For E-HRM practice, organizations need cost and benefit analysis for buying the software. This software will impinge on the performance of the overall system. To gain benefit from the E-HRM system, employee's skill, participation, and attitudes towards E-HRM practice are most important. Some key points discussed below are:

1. In our study, it is empirically proved that different types of e-HRM practices have a direct impact on organizational profit. Therefore, we should give more emphasis in order to enhance the 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 particular 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.

5. In this study, the box plot and paired sample t-tests indicate that there is a significant difference in mean. To improve organizational transactional efficiency, organizations require the practice of E-HRM. E-HRM practice provides a sophisticated system for HR professionals to invest more time in strategic purposes to become the right partner.
6. In this study, the graph suggests that e-HRM efficiency leads to reduce the transactional time. So, the efficient practice of E-HRM is most famous for FMCG companies.

5.3: Limitations and Further Scope

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

This research has been conducted mainly in the FMCG companies 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 exciting results and help in a better understanding of the various facets of E-HRM.

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

Concluding Observations and Recommendations

This study concludes various aspects of E-HRM practices through comparison between normal HRM and E-HRM practices in the FMCG sector. Further study requires better understanding of HR transactions with different variables, opportunities and challenges of HR professionals to handle the day to day transactions.

Other significant limitations to this study are that it only analyses the relationship between E-HRM efficiency and transactional time. Further study indicates various aspects influencing factors behind E-HRM efficiency and transactional time.