



A STUDY OF BARRIERS IN SUCCESSFUL IMPLEMENTATION OF e-HRM IN HOSPITALS IN PUNE

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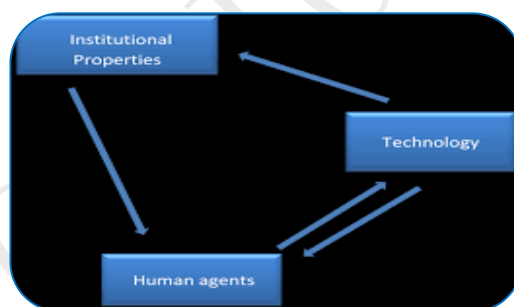
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ABSTRACT :

The present study aims to understand the barriers in successful implementation of e-HRM in hospitals which are financial resources, not having expert staff, lack of top management support, employee acceptance and transparent & clear policies.

For this purpose non probability purposive sampling from various hospitals HR & IT managers and executives were chosen. Data was collected through the questionnaire as a data collection tool. Data was analyzed with SPSS software ver. 24. Friedman test was performed to study the barriers in successful implementation of e-HRM in hospitals

The most significant barriers for successful implementation of e-HRM in hospitals are employee acceptance, lack of top management support and not having expert staff in organization.



KEYWORDS : e-HRM, e-HRM barriers, e-HRM challenges, level of e-HRM, e-HRM in Hospitals.

INTRODUCTION

The Information and communication technology (ICT) has incorporated itself progressively into our advanced day by day schedule throughout the most recent decades. It can be seen that it lays at the center of most contemporary work forms, for example generation, monetary and advertising work forms. The progressing digitalization of work forms has likewise prompted real changes in the manner in which Human Resource Management is rehearsed. New imaginative HRM programming and applications have been created. In blend with online advances, HRM programming and exercises are known to us by the term and idea of electronic-HRM. e-HRM encourages heads and representatives to deal with work forms and hierarchical data more proficiently. Organizations would like to pick up an upper hand through the usage of e-HRM ⁽¹⁾.

e-HRM is ordinarily comprehended to be the use of innovation, to network and support different on-screen characters in their mutual performing of HRM-exercises. Organisation use e-HRM to enable representatives, improve their capabilities, and make HRM work increasingly adaptable and effective, driving among others to decrease of authoritative work and sparing expenses⁽¹⁾.

Definition

Voermans & Van Veldhoven, (2007), "The composite of databases, computer applications, hardware and software used to collect, store, manage, deliver, present and manipulate data for Human Resources".

REVIEW OF LITERATURE

Hannah Methorst, (2017), The consequences of this examination brings up that the received e-HRM applications are not completely maintainable yet. To accomplish economical e-HRM, we propose that; First, organizations do well to fortify vertical and level correspondence lines. Second, e-HRM partners ought to be included at a beginning period, for example from the reception phase of the execution procedure onwards. Third, specialized issues, for example, internet coverage and system compatibility, ought to be improved.

Bondarouk, T., Ruel, H. & van der Heijden, B., (2009) at a public sector organization present a qualitative study was conducted. Eventual outcomes of the examinations demonstrate that the gratefulness about e-HRM applications is connected with HRM practicality, and reveals differentiates in the use of e-HRM between line administrators and workers. In light of the results we accentuate the importance of a multi-stakeholder view in e-HRM investigate.

Abdul Kadar Muhammad Masum et al, (2015), investigated the impact of adaptation decision for e-HRM among firms in Bangladesh. Research structure dependent on the theoretical establishment and past writing was developed. It explored the connection between individual, organizational, innovative, and environmental determinants, and e-HRM adoption. The study found top level management support, employee's individual attributes, system complexity, IT foundation, and industry pressure as the most powerful determinants that impacting the adoption decision for e-HRM.

Murat & Nihat, (2014), explores the impacts of innovation preparation on innovation appreciated in e-HRM field. The exploration depended on the innovation status and innovation acknowledgment. The findings demonstrated that those people who saw e-HRM helpful have a constructive tendency to utilize e-HRM yet the individuals who saw e-HRM as right on time as use has no expectation to utilize it. It was likewise discovered that usability positively affects helpfulness.

Objectives

To study the barriers in successful implementation of e-HRM in hospitals.

Hypotheses

Null hypothesis (H₀): Barriers in successful implementation of e-HRM in Hospitals do not differ in magnitude.

Alternate hypothesis (H₅): Barriers in successful implementation of e-HRM in Hospitals is significantly differ in magnitude.

RESEARCH METHODOLOGY

Type of research was descriptive and nature of research was quantitative. Structured questionnaire with 5 point Likert scale was used for data collection. Sampling technique was non probability purposive sampling. Targeted populations were Administrators, HR managers, HR executives, IT heads and IT executives were selected. The sample size was 170 out of which 164 were selected for data analysis from various hospitals and 6 were incomplete. The type of analysis was statistical. Data was analysed with SPSS ver. 24 software. Friedman test was performed to study the benefits of e-HRM and path analysis for validation of the path model.

DATA ANALYSIS AND INTERPRETATION

There are 5 common barriers for successful implementation of e-HRM. These were evaluated using a 5 point scale (Strongly Disagree, Disagree, Undecided, Agree, Strongly Agree)

Barriers for successful implementation of e-HRM in Hospitals

Name of factor	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	Std. Dev	Total	
	F	%	F	%	F	%	F	%	F	%			F	%
Financial Resources	2	1.2	4	2.4	8	4.9	132	80.5	12	7.3	3.94	0.583	164	100
Not having Expert Staff	0	0	18	11	2	1.2	116	70.7	28	17.1	3.94	0.789	164	100
Lack of Top Management Support	2	1.2	8	4.9	0	0	108	65.9	42	25.6	4.13	0.750	164	100
Employee Acceptance	4	2.4	22	13.4	6	3.7	56	34.1	76	46.3	4.09	1.121	164	100
Transparent & clear Policies	4	2.4	40	24.4	26	15.9	72	43.9	20	12.2	3.40	1.065	164	100

Interpretation

- Financial Resources**

80.5% respondents agreed that the financial resources are the barrier for the successful implementation of e-HRM in hospitals. 7.3% strongly agreed, 4.9% undecided, 2.4% disagreed and 1.2% strongly disagreed that financial resources are the barrier for the successful implementation of e-HRM in hospitals.

Mean is 3.94 and standard deviation is .583. Based upon the mean it can be concluded that majority of the respondents agreed that financial resources are the barrier for the successful implementation of e-HRM in hospitals.

- Not having expert staff**

70.7% respondents agreed that not having expert staff is the barrier for the successful implementation of e-HRM in hospitals. 17.1% strongly agree, 1.2% undecided, 11% disagreed that not having expert staff is the barrier for the successful implementation of e-HRM in hospitals.

Mean is 3.94 and standard deviation is .789. Based upon the mean it can be concluded that majority of the respondents agreed that not having expert staff is the barrier for the successful implementation of e-HRM in hospitals.

- Lack of Top Management Support**

65.9% respondents agreed that lack of top management support is the barrier for the successful implementation of e-HRM in hospitals. 25.6% strongly agreed, 4.9% disagreed and 1.2% strongly disagreed that lack of top management support is the barrier for the successful implementation of e-HRM in hospitals.

Mean is 4.13 and standard deviation is .750. Based upon the mean it can be concluded that majority of the respondents agreed that lack of top management support is the barrier for the successful implementation of e-HRM in hospitals.

- **Employee Acceptance**

46.3% respondents strongly agreed that employee acceptance is the barrier for the successful implementation of e-HRM in hospitals. 34.1% agreed, 13.4% disagreed, 3.7% undecided and 2.4% strongly disagreed that employee acceptance is the barrier for the successful implementation of e-HRM in hospitals.

Mean is 4.09 and standard deviation is 1.121. Based upon the mean it can be concluded that majority of the respondents strongly agreed that employee acceptance is the barrier for the successful implementation of e-HRM in hospitals.

- **Transparent and clear policies**

43.9% respondents agreed that transparent and clear policies are the barrier for the successful implementation of e-HRM in hospitals. 24.4% disagreed, 15.9% undecided, 12.2% strongly agreed and 2.4% strongly disagreed that transparent and clear policies is the barrier for the successful implementation of e-HRM in hospitals.

Mean is 3.40 and standard deviation is 1.065. Based upon the mean it can be concluded that majority of the respondents agreed that transparent and clear policies are the barrier for the successful implementation of e-HRM hospitals.

Mean Rank Table

Ranks	Mean Rank
Do you agree that Financial Resources are the barrier for successful e-HRM	2.86
Do you agree that not having expert staff is the barrier for successful e-HRM	2.99
Do you agree that lack of Top Management Support is the barrier for successful e-HRM	3.26
Do you agree that Employee Acceptance is the barrier for successful e-HRM	3.64
Do you agree that Transparent & clear policies are the barrier for successful e-HRM	2.24

Above table shows that employee acceptance has mean rank of 3.64, lack of top management support has 3.26, not having expert staff has 2.99, financial resources has 2.86, transparent and clear policies has 2.24.

Hence, top 3 barrier for the successful implementation of e-HRM are employee acceptance, lack of top management support and not having expert staff.

Hypotheses Testing

Null hypotheses (H₀): Barriers in successful implementation of e-HRM in Hospitals do not differ in magnitude.

Alternate hypotheses (H₁): Barriers in successful implementation of e-HRM in Hospitals is significantly differ in magnitude.

Statistical Test - Friedman Test

Variables and Measurement :

Respondents were offered following 5 barriers in successful implementation of e-HRM:

- Financial Resources
- Not Having Expert Staff
- Lack of Top Management Support
- Employee Acceptance
- Transparent & Clear Policies

H₀ : Barriers in successful implementation of e-HRM do not differ in magnitude (mean ranks are equal)

H₁ : Barriers in successful implementation of e-HRM significantly differ in magnitude (mean ranks are not equal)

Level of significant $\alpha = 0.05$

Test Statistics	
N	156
Chi-Square	102.515
df	4
Asymp. Sig.	.000

$\chi^2 (4) = 102.5, P < 0.001$

Since the Friedman Test is significant ($P < 0.001$) the null hypotheses is rejected. Hence it is calculated that there is significant difference in the magnitude of barriers of e-HRM. To find out where the difference lies we refer to the above mean ranks table.

FINDINGS

The study focuses on the barriers in successful implementation of e-HRM in hospitals in Pune. The important objective of the study is the barriers study in successful implementation of e-HRM in hospitals. The data analysis of the study is undertaken with analysis and interpretation of the data. The major outcomes are depicted in the following findings. For this study the respondents were Administrators, HR Managers, Asst. HR Managers, HR Executives, IT Heads and IT Executives.

The findings of the data analysis for barriers in successful implementation e-HRM are as follows :

- 80.5% of the respondents agreed that the financial resources are the barrier in successful implementation of e-HRM in hospitals.
- 70.7% of the respondents agreed that not having expert staff is the barrier in successful implementation of e-HRM in hospitals.
- 65.9% of the respondents agreed that lack of top management support is the barrier in successful implementation of e-HRM in hospitals.
- that 46.3% of the respondents strongly agreed that employee acceptance is the barrier in successful implementation of e-HRM in hospitals.
- 43.9% of the respondents agreed that transparent & clear policies are the barrier in successful implementation of e-HRM in hospitals.

SUGGESTIONS

It is suggested that every year annual budgetary provisions in hospital should be there and some percentage should be allocated for the successful implementation of e-HRM.

Training and development for hospital industry is important for employee computer skills. It should be mandatory for the employees to have computer competency skills.

It is suggested that top management should involve every employee right from identification need for performance management. Top management should support for long term focus, ability to allocate resources to ensure quality provisions, ability to communicate, ability to delegate, ability to organise, ability to have of long term thinking, accepting responsibility and ability to motivate.

It is suggested that employee of the organization should accept the change from traditional working methods to the technological methods while planning to implement the successful implementation of e-HRM. The policies for the same should be transparent and clear.

CONCLUSION

This study has been conducted to identify the barriers in successful implementation of e-HRM in hospitals in Pune. The barriers for successful implementation of e-HRM are employee acceptance, lack of top management support and not having expert staff in organization.

If the hospitals overcome the barriers like employee acceptance, lack of top management support and not having expert staff. The following strategies should be implemented to take care of training and development of employees computer skills. The top management should involve every employee right from identification need for performance management. Top management should support for long term focus, ability to allocate resources to ensure quality provisions, ability to communicate, ability to delegate, ability to organise, ability to have of long term thinking, accepting responsibility and ability to motivate. It is necessary to the employees of the organization to accept the change from traditional working methods to the technological methods while planning to implement the successful e-HRM. The policies for the same should be transparent and clear. Hence it is vital for the organization to focus the barriers for successful implementation of e-HRM.

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