"Impact of E-HRM Practice on Employee Satisfaction:
A Case Study of Pantaloons Fashion & Retail Ltd"

Dr.Lokesh Kumar, Associate Professor & Head, department of economics, J.S.College Sikandrabad, Bulandshahr.

Dr. Haridutt Sharma, Prof. Department of Economics, Under the school of Humanities and Social sciences, Sabarmati University, Ahmadabad, Gujrat

Abstract:*This particular study seeks to examine the level of E-HRM practice and its influence on employee's job satisfaction from Pantaloons Fashion & Retail Ltd.Adoption of electronic human resource management (E-HRM) have radically changed the HR functioning and benefitted organizations in terms of cost reduction, time saving, HR service quality, etc. and positive organizational outcomes. Technology has grown immensely in all the sectors of the life. E-HRM is a combination of IT (information technology) and human resource management. This study attempts to analyse the satisfaction level of employees towards the implementation of E-HRM systems in their respective workplaces. The data was collected from 50 employees from Pantaloons Fashion & Retail Ltd.*

(Keywords: E-HRM, Employee Satisfaction, Pantaloons Fashion & Retail Limited, Swot Analysis, E-HRM Practice)

1.1 E-HRM PRACTICE

From the HR manager perspective, factors like perceived ease of use and attitude are very important for the effective use of E-HRM Practices. It indicates that training programs to increase the usefulness, clarity of E-HRM goals and user satisfaction builds a positive attitude towards E-HRM practice (Yusliza&Ramayah, 2012). In large German companies, use of automated system in recruitment process saved the time and cost involved in processing the application, however, this process does not ensure the quality of selected candidate (Eckhardt et al., 2012). On the other hand Shiri (2012) found that integration of E-HRM practice in multiple sectors like manufacturing and service sectors increased the efficiency of different HR function like identification of potential applications, recruitment process, planning of training modules, maintenance of employee records, improved payroll, etc. Digital HR practice was effective in replacing the manual processing and also reduced the cost of HR process. Likewise, Islam (2017) found that implementation of electronic

planning & budgeting, recruitment and election, training and development, performance management, compensation & benefit management, maintenance of employee file & database is more effective in private sector than public sector indicating need for government initiatives for the implementation of E-HRM in public organizations.

1.1.2 PANTALOONS FASHION AND RETAIL LTD

Pantaloons Fashion & Retail Limited is an Indian premium clothing retail chain. The first Pantaloons store was launched in Gariahat, Kolkata in 1997. As of November 2013, there are 76 Pantaloons stores in 44 cities. Pantaloons was previously controlled by the Future Group, but has now been taken over by Aditya Birla Limited. Spotlighting today's buoyant youth, Pantaloons Fashion Retail Ltd. India's premium lifestyle apparel company offers chic and trendy fashion to meet their ever-changing needs. With innovative designs, concepts and products, the company brings the latest trends in fashion and clothing styles to the apparel market. Pantaloons reflect the ideology of always keeping alive the 'newness factor' through fashion apparel and accessories that are visually appealing and fashionably upbeat.Over the years, the brand has undergone several transitions and re-invented itself to bring forth compelling trends and styles catering to the evolving fashion hub.

Since its inception, Pantaloons progressed from retailing just a mix of brands to its very own popular private labels as well, designed by the in-house Design Studio. With a sharp focus on bringing the latest in fashion, the Design Studio combines its prowess in design and aesthetics to present styles that keep the consumer fashionably dressed each season.
Initially positioned as a store catering to the fashion needs of the entire family,Pantaloons has now transitioned to a fashion and lifestyle brand with an emphasis on youth and a focus on designs that are inherently in sync with current fashion trends. This compelling combination has helped Pantaloons retain its place on the style radar of every consumer's wardrobe.

Pantaloons stores have an abundance of choices across categories that range from western to Indian wear, formal to party wear and active wear for men, women and kids. To further add to the customer's innumerable choices that reflect style, attitude, and comfort, Pantaloons has extended its horizons to fashion accessories like fragrances, footwear, handbags, watches, sunglasses and much more. With a chain of 81 fashion stores across 40 cities and towns, Pantaloons is constantly extending its foot-prints into the rest of modern India.Pantaloons which was previously controlled by the Future Group has now been taken over by AdityaVikarm Birla. Aditya Birla Group, a $40 billion Indian multinational, operating in 36 countries across the globe with over 136,000 employees.The company offers

an incredible and complete one-stop shopping experience to its buyers through its vast collection of more than 100 prestigious brands for the discerning fashionista.

The 81 aesthetically designed stores spread across the country display a range of classy and trendy merchandise that truly lives up to Pantaloons' maxim of 'fresh fashion'.A typical Pantaloons store is spread across a sprawling retail space of about 28,000 sq. ft., comprising a brand portfolio that runs across a wide gamut of styles that spell class. The collection includes ready-to-wear western andEthnic apparel for men, women and kids, complemented by an exhaustive range of accessories.

1.1.3 SWOT ANAIYSIS

Identification of the threats and opportunities in the environment and the strength and weaknesses of the retail organization is the corner stone of the business policy formulation.

Strengths

- They provide different product under one roof.
- They help in saving time.
- They survive with good brands and quality.
- They survive in a sophisticated manner.
- They have different counters for different products.
- They can provide different schemes and special discount offers.

Weaknesses

- How to attract the customers?
- They have to employ perfectly trained personnel where the cost increases.
- To survive with how many brands at a same time.
- Image at the people is that of a costly outlet/store.

Opportunities

- Headband is at developing stage
- The standard of living changing at a fast scale.
- Private label is assuming the new level of significance by establishing a distinctive identity among retailers.
- Foreigner visits increasing day by day.

Threats

- Financial crises to survive in current scenario.
- Many retail organization.

- The foreign brands boom in India.

- Specialized stores pose a threat to them.

- Seasonal business.

1.2 LITERATURE REVIEW

Mullins, 2005 Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative.

Kaliski, 2007 Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment.

George eta. 2008 The term job satisfactions refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

Aziri, 2008 We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs.

Bondarouk, Parry &Furtmueller, 2014; Bengtsson& Bloom, 2017; Bondarouk, et al., 2017 The advent of IT and its incorporation in HR practice, researchers have addressed numerous dimensions of E-HRM such as technological, organizational and people factors in adoption of E-HRM practice, challenges and consequences (operational, relational and transformational) of E-HRM, advantage of E-HRM overconventional HR practice.

1.3 REREARCH OBJECTIVES

- To study the level of E- HRM practice and its influence on employee's satisfaction from Pantaloons Fashion & Retail Ltd.

- To suggest measures for adopting the e-way of managing human resources.

- .The E-HRM Technology Provides for High Standards of Safety, Counseling and Welfare Support to Employees.

- To Measure the satisfaction levels of employees on E-HRM practice.

- To derive and analyze the current satisfaction level of employees in the company.

- To study the various factors which influencing employee satisfaction on E- HRM practice.

1.4 RESEARCH DESIGN AND METHODOLOGY

The study is conducted on the employees ofPantaloons Fashion & Retail Ltd. The research design is exploratory and descriptive in nature.

- **Sampling Area:** 50 employees were approached working in Pantaloons Fashion & Retail Ltd.

- **Sampling Procedure:** the sampling procedure adopted in the study is convenience Sampling.
- **Data Collection:**
- **The data source:** Primary Data and Secondary Data
- **The research approach:** Survey Method
- **The research instrument:** Questionnaire Method
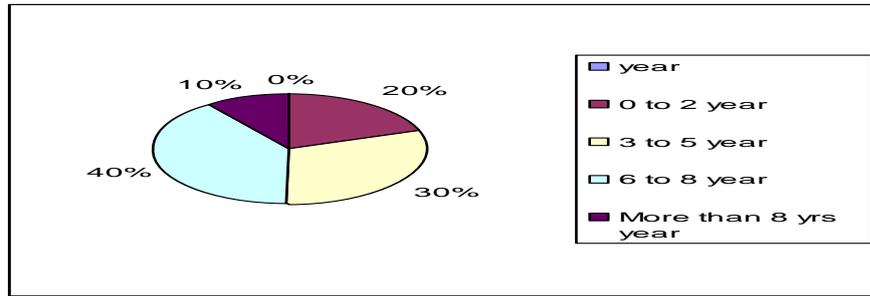- **The respondents:** Employees of Pantaloons Fashion & Retail Ltd

1.4.1 ANAIYSIS AND INTERPRETATION

➢ Data collected throughQuestionnaires

Table 1.1

Showing theYears of Working with Pantaloons

| Particular	No. of respondents	% of respondents
0 to 2	10	20%
3 to 5	15	30%
6 to 8	20	40%
More than 8	5	10%

Interpretation: As Per above data we find that major employee have worked for 6 to 8 years and least employee worked for more than 8 years at Pantaloons. 30 % employee has worked for 3 to 5 years and 20 % employee has worked for 0 to 2 years.

Table 1.2:

Showing the Age Distribution of Respondents

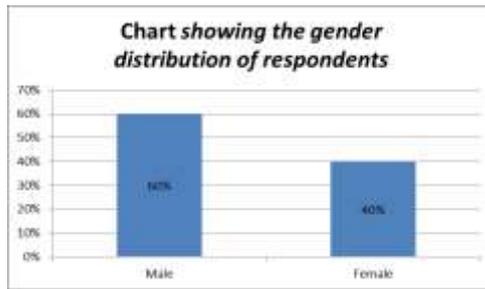| Particular	No. of respondents	% of respondents
20-30	30	60%
30-40	10	20%
More than 40 years.	10	20%
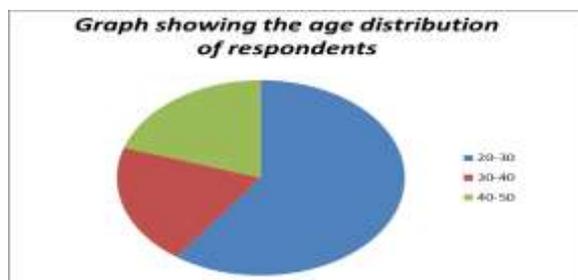
Interpretation: From the above table and graph it is understood that among the total respondents, majority of them are aged from 20-30 years of age, this shows that the youth are moving and updating towards the new technology, which means that they are supporting the E-HRM systems in thecompany.

Table 1.3:

Showing the Gender Distribution of Respondents

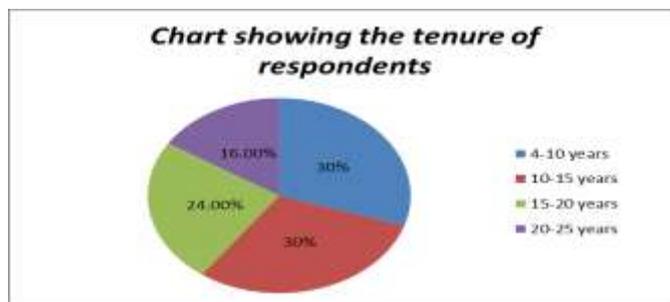| Particular	No. of respondents	% of respondents
Male	30	60%
Female	20	40%

Interpretation: From the above table and graph it is clear that among the total respondents, majority of them are male respondents by 60% and 40% female.

Table 1.4:

Showing the Tenure of Respondents

| Particular	No. of respondents	% of respondents
4-10 years	15	30%
10-15 years	15	30%
15-20 years	12	24%
More Than 20 years	8	16%

Interpretation: From the above table and graph it is clear that among the total respondents, respondents with a minimum tenure of 4- 10 years, by 30% and 30% of them were 10-15 years, 24% of the respondents are having a total experience from 15-20 years.
Table 1.5:
Showing the Awareness regarding E-HRM among employees Practice

| Particular	No. of respondents	% of respondents
Yes	39	78%
No	11	22%

Status of Awareness regarding E-HRM
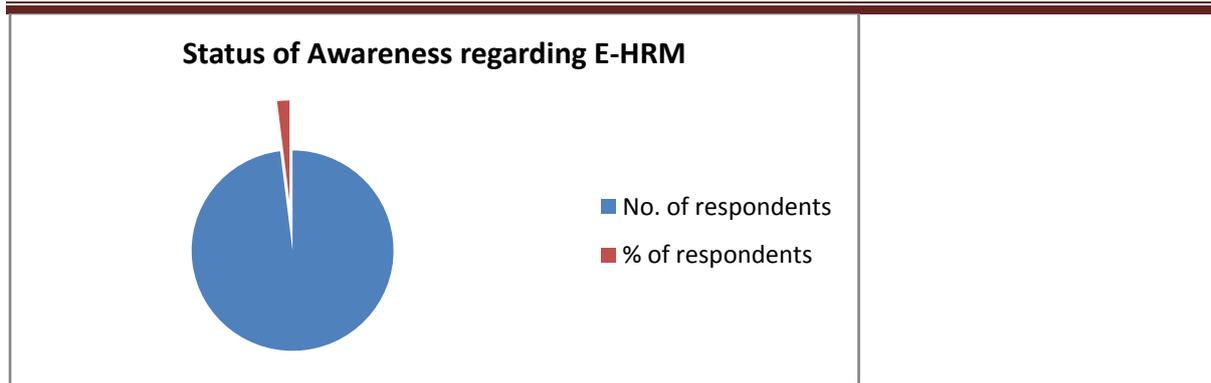
Interpretation: As per above data major employees areawareness regarding E-HRMamong employees Practice   and 22 % employees are not awareness regarding E-HRM among employees Practice .

Table 1.6:

Showing the E-HRM Technology Provides for High Standards of Safety, Counselling and Welfare Support to Employees

| Particular	No. of respondents	% of respondents
Strongly Agree	30	60%
Agree	10	20%
Disagree	5	10%
Strongly Disagree	5	10%
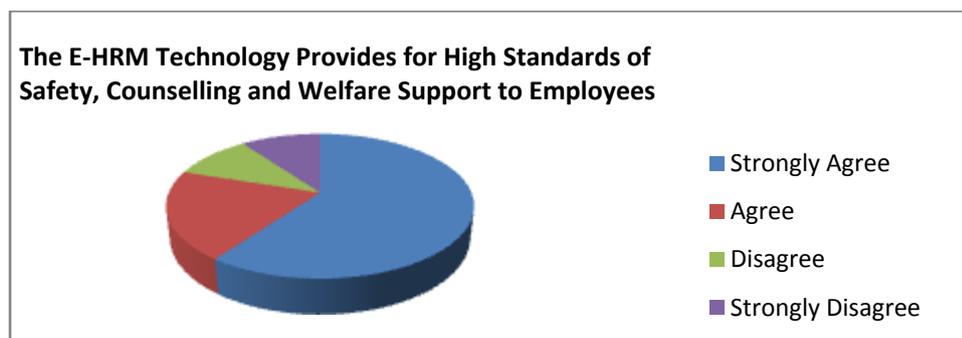
Interpretation: It is seen from the above Table that among the total employees, 10 % of them disagree, followed by 20 %   agree and 10%, Strongly Disagree and the rest 60 % strongly agree on e-HR technology provides high standards of safety, counseling and welfare support to employees. Thus, the study revealed that majority of the Bank employees strongly agree on e-HR technology provides high standards of safety, counseling and welfare support to employees.

Table 1.7:

Showing the Satisfaction Level of Respondents Regarding The Implementation of E-HRM Systems

| Particular	No. of respondents	% of respondents
Satisfied	42	84%
Unsatisfied	3	6%
Neutral	5	10%
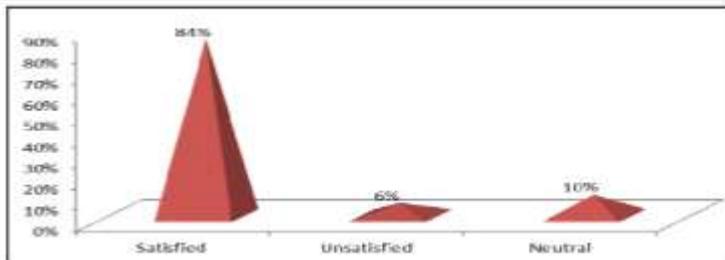
Interpretation: The above table and chart clearly shows that 84% of the employees are completely satisfied with the E-HRM systems being implemented in the companies and 6% of them are unsatisfied with the same. And also contrary to this, 10% of the respondents' opinion is neutral about the systems.

Table 1.8:

Showing theSatisfaction Levels of Employees on E-HRM Practice

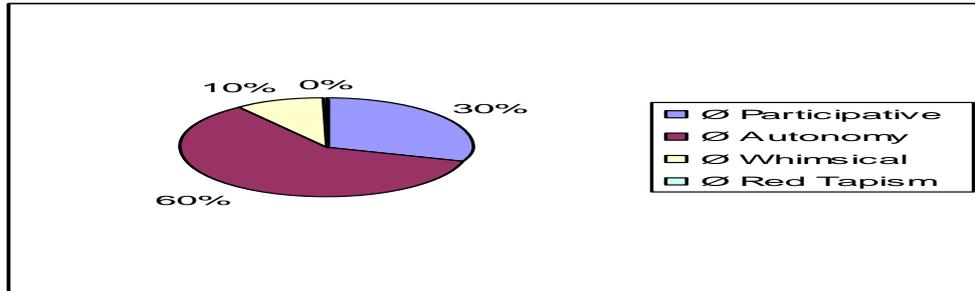| Particular	No. of respondents	% of respondents
Highly Dissatisfied	5	10%
Dissatisfied	10	20%
Neutral	25	50%
Satisfied	10	20%
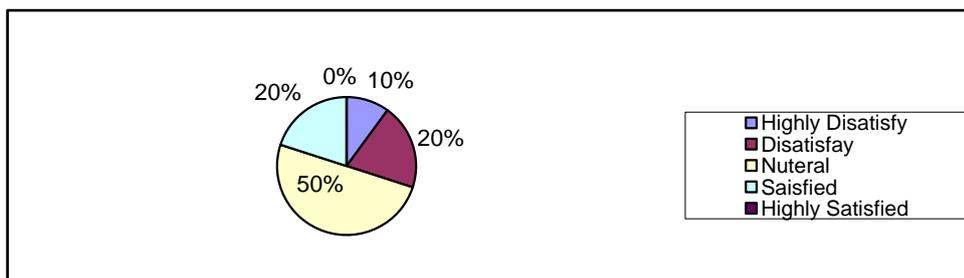
Interpretation: As per above data major employees areneutral with satisfaction levels of employees on E-HRM practice and no one is highly dissatisfy with satisfaction levels of employees on E-HRM practice.

Table 1.9:

Showing theHow is The Working Environment

| Particular	No. of respondents	% of respondents
Participative	15	30%
Autonomy	30	60%
Whimsical	5	10%
Red Topism	0	0%

Interpretation: As per above data we find that the major employee feels their working environment is Autonomy and 30% employees feels the participative and only 10% their working environment is Whimsical.

Table 1.10:
Showing theOverall How Are You Satisfied with Your Company E-HRM Practice

Particular	No. of respondents	% of respondents
Satisfied	35	70%
Dissatisfied	15	30%
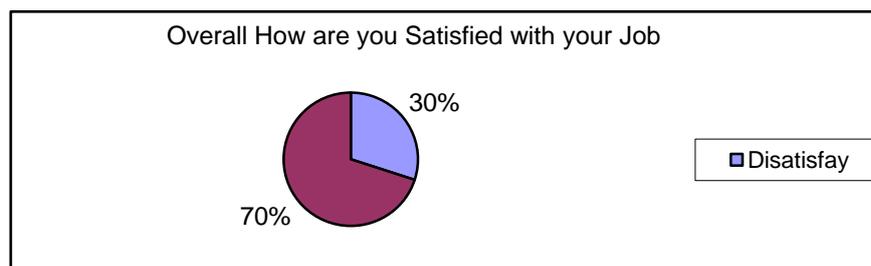
Interpretation: As per above data major employees aresatisfied with company E-HRM Practice of 70 % and 30% is dissatisfy with their company E-HRM Practice.
1.5 Conclusion

E-HRM practices were positively linked with employee job satisfaction. The findings of this study validate the implementation of E-HRM practice in organization to enhance other potential organizational outcomes like motivation, productivity and performance; however, this remains to be explored Any business activity if it has to be successful today, there must an intervention of technology. That technology can change the total outlook of the

transactions in the corporate world. In this perspective E-HRM has gained enormous importance in business field.From the implementation of E-HRM systems, employees are gaining more advantage out of it. It has helped in re- defining the role of HR managers and other staff in the organization. It has completely changed the organization structure, it also adds towards global competitiveness. Many organizations have not implemented E-HRM systems for various reasons, but in future it is predicted that all organizations will be fullyautomated.

With all these advantages and disadvantages the use EHRM technology, promises to provide a useful, efficient and increased performance which goes hand in hand with reducing cost.By conducting this study I have acquired and in-depth knowledge regarding employee welfare and how it contributes towards organizations success. I would like to conduct a further deep study in employee welfare if I get an opportunity. This study is very helpful for may career in HR field.

1.5.1 SUGGESTIONS

Here are few suggestions top level managers can adopt to satisfy their E-HRM Practices i.e. employees:

- Going for EHRM Practices would emphasize empowerment, team-working and learning.

- In order to create a culture of customer satisfaction and loyalty as the key components of individuals performance, appraisal systems need to upgraded with present day systems and software's into the organization.

- The employees directly talk to the customers and these needs to monitor. This means the way employees serve the customers has be checked.

- Their feedback should also be monitored and use for the development process. E-feedbacks may be easily reported and kept for future references

1.5.2 LIMITATION OF STUDY

- The method of random sampling is suitable for small populations only.

- To create good image, respondents may give responses vary from the facts.

- Some respondents hesitated to give actual situation; they feared that management would take any action against them.

- It does not ensure proportionate representation to all constituent group of population.

- We were able to cover only those employees who were currently working in pantaloons

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2   ANNEXURE

Personal Data:

1. Name:_____

2. Designation:_____

3. Department:_____

Research Data:

1. Since how many years have you been working with pantaloons?
a. 0 – 2 years   [   ]
b. 3 – 5years   [   ]
c. 6 – 8 years   [   ]
d. More than 8 years.   [   ]

2. The age distribution of respondents
a. 20- 30   [   ]
b. 30-40   [   ]
c. More than 40 years.   [   ]

3. The gender distribution of respondents.
a. Male   [   ]
b. Female   [   ]

4. The tenure of respondents?
a. 4-10 years   [   ]
b. 10-20 years   [   ]
c. 15-20 years   [   ]
d. Red TapismMore Than 20 years   [   ]

5. Showing the Awareness regarding E-HRM among employees Practice
a. Yes   [   ]
b. No   [   ]

6. The satisfaction level of respondents regarding the implementation of E-HRM systems skills?
a. Agree   [   ]
b. Disagree   [   ]
c. Neutral   [   ]

7. The E-HRM Technology Provides for High Standards of Safety, Counselling and Welfare Support to Employees
a. Strongly Agree   [   ]
b. Strongly Agree   [   ]
c. Disagree   [   ]
d. Strongly Disagree   [   ]

8. The satisfaction levels of employees on E-HRM Practice?
a. Highly Dissatisfied   [   ]
b. Dissatisfied   [   ]
c. Natural   [   ]
d. Satisfied   [   ]

9. How is the working environment?
a. Participative   [   ]
b. Autonomy   [   ]
c. Whimsical   [   ]
d. Red Tapism   [   ]

10. Showing the Overall how are you satisfied with your company E-HRM Practice
a. Satisfied   [   ]
b. Dissatisfied   [   ]