5. CONCLUSIONS, RECOMMENDATIONS AND FURTHER RESEARCH

5.1. CONCLUSIONS

The main objective of the research was to find whether the e-HRM systems deployed in Sri Lankan organizations are effective enough to facilitate competitive advantage. The researcher identified several objectives to be achieved by the study. The conclusions based on the research results were used to achieve the objectives and the conclusions are:

➢ Majority of the companies was under self-service intranets while many others have HRIS deployed. Only few had adopted payroll links. Some companies do not use all the modules they have deployed.

➢ Majority of companies have implemented (51%) implemented off the shelf packages and many have internal developments. Only a few have implemented tailor made software. Off-the-shelf packages which need to be customized to own requirement are more famous among companies.

➢ Majority of the companies used the following modules
   -Personal data maintenance module (97%)
   -Attendance module (86%)
   -Payroll links/fringe benefit analysis module (83%)
   -Reports and statistics module (77%)
   -Communicate changes in HRM policies (74%)

➢ Companies more frequently used the following modules
   -Personal data maintenance
   -Attendance module
   -Payroll and fringe benefits analysis module

➤ Effectiveness was achieved as the e-HRM systems deployed in Sri Lankan organizations have saved time, increased performance and reduced costs related HR.

➤ The users are satisfied with the e-HRM systems deployed in Sri Lanka.

➤ Most large scale companies and medium scale companies are more satisfied than small companies.

➤ There is a significant gap between the current deployment level and the ideal deployment level or the level the user wish to have.

➤ Only Attendance module was deployed up to the expected levels.

➤ Following work systems were positively influenced by the e-HRM implementations.
  -Dependency on HR department
  -Work load of line managers
  -Work load of HR department
  -Approval cycle
  -Information availability on demand

5.2. RECOMMENDATIONS

The research findings were significant and created the anxiousness to find whether the e-HRM systems deployed in Sri Lanka was effective enough to facilitate the organizations to achieve its objectives.

The present effectiveness level is acceptable but it needs to be improved, as the most important factor "time saving" is the lowest out of the three factors that affect the effectiveness. If a comprehensive e-HRM system could not save time then there was a problem either in the system or with the users. So it is recommended that when a company implements a new system they should pay equal attention to all factors time, cost and performance. Otherwise it could loose the benefits it was deserved.

Recommendations could be provided by generalizing the research findings as the sample showed a normal distribution and sample size exceeded 30.

User satisfaction level was also significant but it was dependant on the size of the company. It was recommended that when a company selects a system there are many factors to be considered and procedures to be followed.

Since there was a gap between the current and ideal deployment levels the researcher recommends deciding before hand the most optimum level for each module. It would not be possible to gain the best output without having the module in the ideal level.

Researcher provides the following recommendations in order to achieve the effectiveness in e-HRM systems deployed in Sri Lanka.

1. It is recommended that the field's best practices should be followed when selecting the most suitable system for a particular organization.

2. Decide before hand, the modules to be implemented. It is recommended that prioritizing the module would provide a clear path for the implementation without confusions. Usage of the modules could be estimated and inter-dependability of the modules should be considered when prioritizing.

3. When the business process reengineering (BPR) was conducted, it is recommended that equal importance should be given to time savings, cost saving as well as performance improvement.

4. It is recommended that feasibility should be considered important. It is recommended that the company size should also be considered when selecting a system. For example a very expensive and comprehensive system implemented in a small company would not give a much evidence of effectiveness as it is manageable even with a time attendance system along with a personnel information data base.

5. It is also recommended that the entire module should be used to its optimum level to get the maximum benefit. A system would not give a better output as and when it is implemented. It would only facilitate, if the company totally understands the modules capability, features and use it in a proper manner.

6. Researcher recommends that in the BPR process all work systems should be considered and designed in such a way that all the work systems should be influenced in a positive manner increase performance and satisfaction among users.

5.3. COMMENTS FOR FUTURE RESEARCH AREAS

The IS technology is improving in rapid phase and almost all fields have adopted IT for better performance. Even though HR is moving in a comparatively lower phase it has entered the world of IT and there's no looking back when you entered IT. e-HRM is a new trend in Sri Lanka but organizations have identified it's importance. These new e-HRM systems are capable of integrating all divisions and departments and would provide an online feeling to its users. It would also bring both HR and IT to one platform for better performance.

Here the researcher have used the only the behavioral aspects to measure the effectiveness of the system. As suggested by Merrill E. Douglass (1972), effectiveness could also be measured using totally business aspects and some are

Continuous growth in sales, Continuous growth in earnings, Good financial controls, Efficient planning for future, enlightened social consciousness etc., thus the future studies could concentrate on those measurements as well.

This research considered all industry categories providing generalized findings. Further studies could concentrate on more specific industries, where the e-HRM trend is more significantly visible. Some one could also stick to one size category like large scale organizations where the effectiveness would be more meaningful.

As stated in section 1.4.1. the researcher was unable to collect actual counts and figures from the sample, the study mainly based on user's perceptions. But future studies could be based on actual counts to get better measures about the effectiveness achieved through the HR technology.

Future research also could address the vendors by providing them with more detailed findings of what is the actual requirement of a stable business environment and features of each module or functionality that is expected by Sri Lankan companies when it comes to e-HRM.

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APPENDIXES

APPENDIX I

Dear Sir/Madam,

I am a postgraduate student of the University of Moratuwa, engaged in a research study on the **'Effectiveness of the e-HRM Systems in Sri Lanka'** as a partial fulfillment of the Master of Business Administration degree program.

This questionnaire is concerned with finding out whether the e-HRM systems deployed in the Sri Lankan Industries are contributing to the effectiveness of its users. I would be thankful if you can spend some time and fill the questionnaire based on your experience in e-HRM.

Information contained in this questionnaire will remain completely confidential and be used solely for the academic purposes. Further I am not requesting you to provide your name, company name etc. as I want to assure you anonymity.

Thank you.
Ms. J.S.P.A.D. Weerasuriya

For Inquiries: 0777-333789,

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Sec I – *HR Department Personnel*

(please tick the appropriate answer - Double click the box and select 'checked' as default value)

1. Does your company have a computerized Human Resource Management (HRM) System?

Yes	☐
No	☐

2. Please indicate the computerized HRM functionalities that are deployed in your company? (Please tick all that apply)

	Functionality	Please tick
A	•Use for personal data maintenance	☐
B	•Use for management of accounts, communications contacts	☐
C	•Use for document management via e-Documents(exchanging internal documents over the intranet, Use of workflow)	☐
D	•Use for reports and statistics	☐
E	•Use for delegation of responsibilities and online management	☐
F	•Use for work groups and information sharing, knowledge management	☐
G	•Use for resource planning / forecasting	☐
H	•Use for attendance system	☐
I	•Use for Computerised recruiting	☐
J	•Use for applicant tracking / Intelligent resume scanning	☐
K	•Use for asset management	☐
L	•Use for expenses management	☐
M	•Use for financial transactions	☐
N	•Use for payroll links / fringe benefit plans	☐
O	•Use for job evaluation	☐
P	•Use for electronic performance management system	☐
Q	•Use for career management system	☐
R	•Use for e-learning system	☐
S	•Use for employee training (other than e-learning)	☐
T	•Use for social networking (internal chatting, messaging)	☐
U	•Use for communicate changes in HRM rules, regulations and policies	☐
V	•Use for computer assisted surveys(eg.employee attitude survey)	☐
W	• Any other functionality (please specify)	

3. Please indicate the frequency of using following computerized HRM functionalities.

	Functionality Usage ->	Very high	High	Moderate	Low	Very low
A	•Use of personal data maintenance	☐	☐	☐	☐	☐
B	•Use of management of accounts, communications contacts	☐	☐	☐	☐	☐
C	•Use of document management via e-Documents(exchanging internal documents over the intranet, Use of workflow)	☐	☐	☐	☐	☐
D	•Use of reports and statistics	☐	☐	☐	☐	☐
E	•Use of delegation of responsibilities and online management	☐	☐	☐	☐	☐
F	•Use of work groups and information sharing, knowledge management	☐	☐	☐	☐	☐
G	•Use of resource planning / forecasting	☐	☐	☐	☐	☐
H	•Use of attendance system	☐	☐	☐	☐	☐
I	•Use of Computerised recruiting	☐	☐	☐	☐	☐
J	•Use of applicant tracking / Intelligent resume scanning	☐	☐	☐	☐	☐
K	•Use of asset management	☐	☐	☐	☐	☐
L	•Use for expenses management	☐	☐	☐	☐	☐
M	•Use of financial transactions	☐	☐	☐	☐	☐
N	•Use of payroll links / fringe benefit plans	☐	☐	☐	☐	☐
O	•Use of job evaluation	☐	☐	☐	☐	☐
P	•Use of electronic performance management system	☐	☐	☐	☐	☐
Q	•Use of career management system	☐	☐	☐	☐	☐
R	•Use of e-learning system	☐	☐	☐	☐	☐
S	•Use for employee training other than e-learning	☐	☐	☐	☐	☐
T	•Use for social networking (internal chatting, messaging)	☐	☐	☐	☐	☐
U	•Use for communicating changes in HR	☐	☐	☐	☐	☐
V	•Use for computer assisted surveys(eg.employee attitude survey)	☐	☐	☐	☐	☐
W	*Any other(Please specify)*					

4. To what extent do you agree with the following in relation to the computerized HRM system that your company have?

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
A	The number of forms that I have to complete manually have been reduced	☐	☐	☐	☐	☐
B	I am now able to complete all the forms within the required time period	☐	☐	☐	☐	☐
C	HR related workload that I have to attend daily has been reduced	☐	☐	☐	☐	☐
D	The time I have spent in inquiring HR related information has been reduced	☐	☐	☐	☐	☐
E	The system facilitates the users by giving them on-time feedback without delays	☐	☐	☐	☐	☐
F	Interdepartmental HR activities are integrated through the HRM system	☐	☐	☐	☐	☐
G	There is a positive impact from computerized HRM system to the overall organizational performance	☐	☐	☐	☐	☐

5. In your opinion up to what extent the system saves money?

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
A	The money spent on printing of HR related forms has been reduced by the system	☐	☐	☐	☐.	☐
B	The cost incurred in distributing and collecting of HR related documents has been reduced	☐	☐	☐	☐	☐

6. In your opinion to what extent do you think that your company is satisfied with the services offered by the computerized HRM system?

Very Satisfied	Satisfied	Moderate	Unsatisfied	Very Unsatisfied
☐	☐	☐	☐	☐

7. Please indicate to what extent are you satisfied with the computerized HRM system as a user?

Very Satisfied	Satisfied	Moderate	Unsatisfied	Very Unsatisfied
☐	☐	☐	☐	☐

8. In your opinion please indicate the state of the current deployment of the following functionalities in relation to the ideal deployment that you wish to have? (note : **If the system can be implemented 100%, then how much you have implemented currently and what is the ideal level that you should implement it to get the best performance?**)

	Functionality Deployment level ->	Current Deployment				Ideal Deployment			
		Below 25%	25%-50%	51%-75%	76%-100%	Below 25%	25%-50%	51%-75%	76%-100%
A	•Use of personal data maintenance	☐	☐	☐	☐	☐	☐	☐	☐
B	•Use of management of accounts, communications contacts	☐	☐	☐	☐	☐	☐	☐	☐
C	•Use of document management via e-Documents(exchanging internal documents over the intranet, Use of workflow)	☐	☐	☐	☐	☐	☐	☐	☐
D	•Use of reports and statistics	☐	☐	☐	☐	☐	☐	☐	☐
E	•Use of delegation of responsibilities and online management	☐	☐	☐	☐	☐	☐	☐	☐
F	•Use of work groups and information sharing, knowledge management	☐	☐	☐	☐	☐	☐	☐	☐
G	•Use of resource planning / forecasting	☐	☐	☐	☐	☐	☐	☐	☐
H	•Use of attendance system	☐	☐	☐	☐	☐	☐	☐	☐
I	•Use of Computerised recruiting	☐	☐	☐	☐	☐	☐	☐	☐
J	•Use of applicant tracking / Intelligent resume scanning	☐	☐	☐	☐	☐	☐	☐	☐
K	•Use of asset management	☐	☐	☐	☐	☐	☐	☐	☐
L	•Use for expenses management	☐	☐	☐	☐	☐	☐	☐	☐
M	•Use of financial transactions	☐	☐	☐	☐	☐	☐	☐	☐
N	•Use of payroll links / fringe benefit plans	☐	☐	☐	☐	☐	☐	☐	☐
O	•Use of job evaluation	☐	☐	☐	☐	☐	☐	☐	☐
P	•Use of electronic performance management system	☐	☐	☐	☐	☐	☐	☐	☐
Q	•Use of career management system	☐	☐	☐	☐	☐	☐	☐	☐
R	•Use of e-learning system	☐	☐	☐	☐	☐	☐	☐	☐
S	•Use for employee training other than e-learning	☐	☐	☐	☐	☐	☐	☐	☐
T	•Use for social networking (internal chatting, messaging)	☐	☐	☐	☐	☐	☐	☐	☐
U	•Use for communicating changes in HR	☐	☐	☐	☐	☐	☐	☐	☐
V	•Use for computer assisted surveys(eg.employee attitude survey)	☐	☐	☐	☐	☐	☐	☐	☐
W	*Any other (Please specify)*								

9. According to your knowledge what are the areas that are affected by the computerized HRM system?

		Drastically increased	Increased	Changed	Reduced	Drastically reduced
A	•Process flow	☐	☐	☐	☐	☐
B	•Dependency on HR department	☐	☐	☐	☐	☐
C	•Work load of line managers(regarding HR/admin work)	☐	☐	☐	☐	☐
D	• Work load of HR department	☐	☐	☐	☐	☐
E	•Information availability/on demand	☐	☐	☐	☐	☐
F	•Information sharing	☐	☐	☐	☐	☐
G	•Decision Making Capability	☐	☐	☐	☐	☐
H	•Approval Cycle Time	☐	☐	☐	☐	☐
I	•Manual Documentation & Archiving	☐	☐	☐	☐	☐
J	•Document retrieval time	☐	☐	☐	☐	☐
K	•Any Other (Please specify)					

10. Please indicate when you deployed the **first** (first module/software) computerized Human Resources Management System?

Less than one Year	☐
More than 1 year and less than 3 years	☐
More than 3 years and less than 5 years	☐
More than 5 years and less than 7 years	☐
More than 7 years	☐

11. Please indicate the level of the **current** system deployed in your organization

It is just links to other departments (payroll, etc)	☐
It is a Human Resource Information System	☐
It is a self service intranet	☐

12. What is the product that you are using?

*Off the shelf HRM solution ☐

    What is the name of the package? ....

    Vendor ? ....

*Tailor made software ☐
    Vendor ? ....

*internal development ☐

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13. What are the technologies that are used for your system?
(Specify all that apply without categorizing according to modules)

		Name of the product/package/software that you use
A	•Work flow	
B	•Database	
C	•User end/ Front end	
D	•Web server	
E	•Operating System(s)	
F	*Any other application area not mentioned above*	

14. In your opinion do you think that the system is too complicate to maintain?

Strongly agree	Agree	Moderate	Disagree	Strongly disagree
☐	☐	☐	☐	☐

15. What was the cost for the system in Sri Lankan Rs.?

Lower than 100,000	☐
More than 100,000 but less than 200,000	☐
More than 200,000 but less than 500,000	☐
More than 500,000 but less than 1,000,000	☐
Above 1,000,000	☐

Sec II

16. If the present employer is not your **first employer** please indicate whether you had an

e-HRM system in the **previous work** place

Yes ☐   No ☐

17. Please Indicate to what category your company belongs to in Service Industry

Finance/Banking	☐
Transport	☐
Health	☐
Education	☐
Insurance	☐
Telecommunication	☐
Other-Please specify	

18. Please Indicate the number of employees in your company

0-100	☐
101-500	☐
501-1000	☐
over 1001	☐

19. Please indicate the department or section that you are presently working

    ....

20. What is your designation?

    ....

21. Age group that you belong to

20-30 (years)	☐
31-35	☐
36-40	☐
40-50	☐
above 50	☐

22. Gender

    Male ☐   Female ☐

I am most grateful for your contribution to my research

Thank you

APPENDIX II

Sec I - *For any users in the organization*

(please tick the appropriate answer - Double click the box and select 'checked' as default value)

1. Does your company have a computerized Human Resource Management System?

Yes	☐
No	☐

2. Please indicate the frequency of using following functionalities.

	Functionality Usage ->	Very high	High	Moderate	Low	Very low
A	•Use of personal data maintenance	☐	☐	☐	☐	☐
B	•Use of management of accounts, communications contacts	☐	☐	☐	☐	☐
C	•Use of document management via e-Documents(exchanging internal documents over the intranet, Use of workflow)	☐	☐	☐	☐	☐
D	•Use of reports and statistics	☐	☐	☐	☐	☐
E	•Use of delegation of responsibilities and online management	☐	☐	☐	☐	☐
F	•Use of work groups and information sharing, knowledge management	☐	☐	☐	☐	☐
G	•Use of resource planning / forecasting	☐	☐	☐	☐	☐
H	•Use of attendance system	☐	☐	☐	☐	☐
I	•Use of Computerised recruiting	☐	☐	☐	☐	☐
J	•Use of applicant tracking / Intelligent resume scanning	☐	☐	☐	☐	☐
K	•Use of asset management	☐	☐	☐	☐	☐
L	•Use for expenses management	☐	☐	☐	☐	☐
M	•Use of financial transactions	☐	☐	☐	☐	☐
N	•Use of payroll links / fringe benefit plans	☐	☐	☐	☐	☐
O	•Use of job evaluation	☐	☐	☐	☐	☐
P	•Use of electronic performance management system	☐	☐	☐	☐	☐
Q	•Use of career management system	☐	☐	☐	☐	☐
R	•Use of e-learning system	☐	☐	☐	☐	☐
S	•Use for employee training other than e-learning	☐	☐	☐	☐	☐
T	•Use for social networking (internal chatting, messaging)	☐	☐	☐	☐	☐
U	•Use for communicating changes in HR	☐	☐	☐	☐	☐
V	•Use for computer assisted surveys(eg.employee attitude survey)	☐	☐	☐	☐	☐
W	*Any other(Please specify)*					

3. To what extent do you agree with the following in relation to the computerized HRM system that your company have?

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
A	The number of forms that I have to complete manually have been reduced	☐	☐	☐	☐	☐
B	I am now able to complete all the forms within the required time period	☐	☐	☐	☐	☐
C	Now I do not have to contact HR personnel often	☐	☐	☐	☐	☐
D	The system facilitates the users by giving them on-time feedback without delays	☐	☐	☐	☐	☐
E	Interdepartmental HR activities are integrated through the HRM system	☐	☐	☐	☐	☐
F	There is a positive impact from computerized HRM system to the overall organizational performance	☐	☐	☐	☐	☐

4. Please indicate to what extent are you satisfied with the computerized HRM system as a user?

Very Satisfied	Satisfied	Moderate	Unsatisfied	Very Unsatisfied
☐	☐	☐	☐	☐

5. According to your knowledge what are the areas that are affected by the computerized HRM system?

		Drastically increased	Increased	Not Changed	Reduced	Drastically reduced
A	•Dependency on HR department	☐	☐	☐	☐	☐
B	•Information availability	☐	☐	☐	☐	☐
C	•Information sharing	☐	☐	☐	☐	☐
D	•Decision Making Capability	☐	☐	☐	☐	☐
E	•Approval Cycle Time	☐	☐	☐	☐	☐
F	•Manual Documentation & Archiving	☐	☐	☐	☐	☐
G	•Document retrieval time	☐	☐	☐	☐	☐
H	•Any Other (Please specify)					

Sec II

6. If the present employer is not your **first employer** please indicate whether you had an

e-HRM system in the **previous work** place

Yes ☐   No ☐

7. Please Indicate to what category your company belongs to in Service Industry

Finance/Banking	☐
Transport	☐
Health	☐
Education	☐
Insurance	☐
Telecommunication	☐
Other-Please specify	

8. Please Indicate the number of employees in your company

0-100	☐
101-500	☐
501-1000	☐
over 1001	☐

9. Please indicate the department or section that you are presently working

10. What is your designation?

....

11. Age group that you belong to

20-30 (years)	☐
31-35	☐
36-40	☐
40-50	☐
above 50	☐

12. Gender

Male ☐   Female ☐

I am most grateful for your contribution to my research

Thank you

APPENDIX III

DATA ANALYSIS – DESCRIPTIVE STATISTICS

Frequencies

Statistics

category/industry

N	Valid	35
	Missing	0

category/industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	divesified services	11	31.4	31.4	31.4
	manufacturing/trading	10	28.6	28.6	60.0
	software	6	17.1	17.1	77.1
	finance/banking	4	11.4	11.4	88.6
	transport	2	5.7	5.7	94.3
	insurance	1	2.9	2.9	97.1
	utility services	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Categorization by Industry
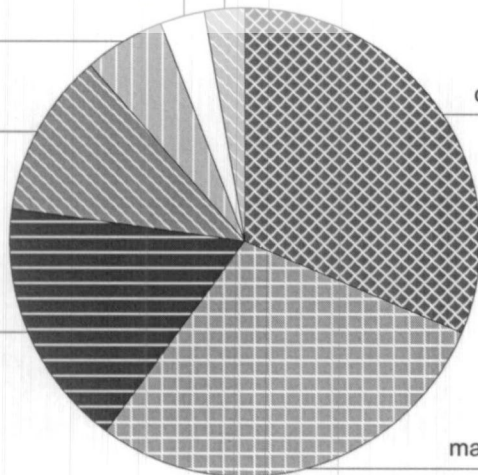
Frequencies

age group

Statistics

age group

N	Valid	35
	Missing	0

age group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	16	45.7	45.7	45.7
	31-35	13	37.1	37.1	82.9
	36-40	4	11.4	11.4	94.3
	40-50	1	2.9	2.9	97.1
	above 50	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Age group
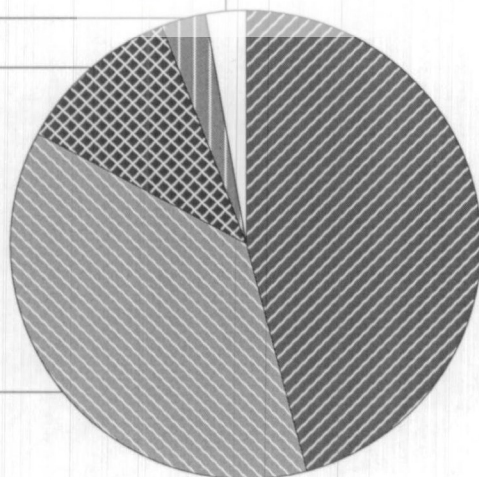
Statistics

cost of the system

N	Valid	30
	Missing	5

cost of the system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	>1,000,000	17	48.6	56.7	56.7
	500,000-1,000,000	2	5.7	6.7	63.3
	200,000-500,000	4	11.4	13.3	76.7
	100,000-200,000	4	11.4	13.3	90.0
	<100,000	3	8.6	10.0	100.0
	Total	30	85.7	100.0	
Missing	missing	5	14.3		
Total		35	100.0		

cost of the system
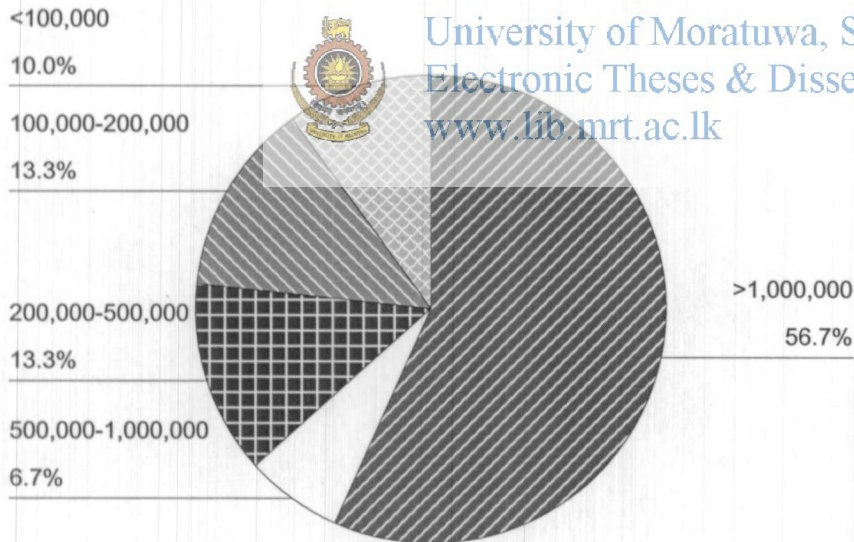
Frequencies

Statistics

first deployment

N	Valid	35
	Missing	0

Previous Work Experience with the System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	more than 5 years	10	28.6	28.6	28.6
	3 to 5 years	12	34.3	34.3	62.9
	less than three years	13	37.1	37.1	100.0
	Total	35	100.0	100.0	

Previous Work Experience with System

less than three year
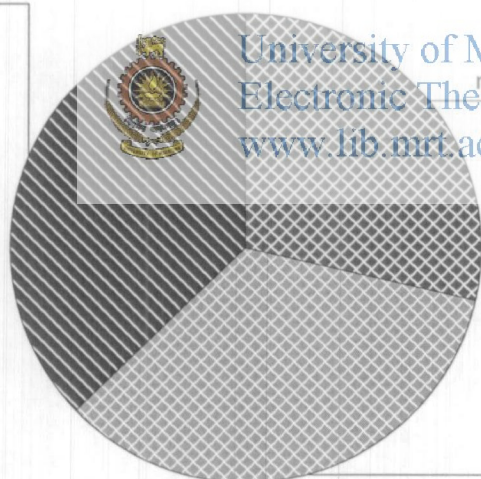
more than 5 years

3 to 5 years

Frequencies

Statistics

gender

N	Valid	35
	Missing	0

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	20	57.1	57.1	57.1
	female	15	42.9	42.9	100.0
	Total	35	100.0	100.0	

gender
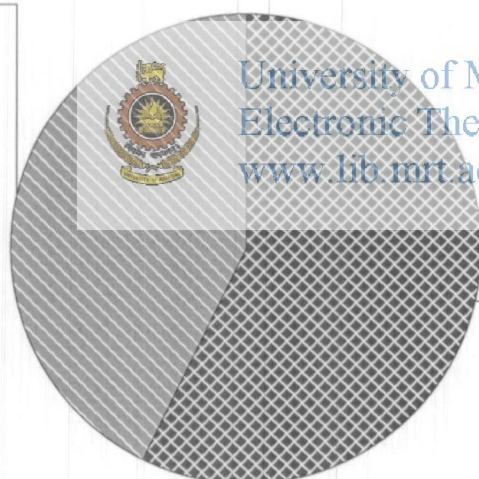
Frequencies

Statistics

level of current deployment

N	Valid	35
	Missing	0

level of current deployment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HRIS	18	51.4	51.4	51.4
	Intranet	12	34.3	34.3	85.7
	payroll links	4	11.4	11.4	97.1
	missing	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Level of Current Deployment

payroll links
11.8%

Intranet
35.3%
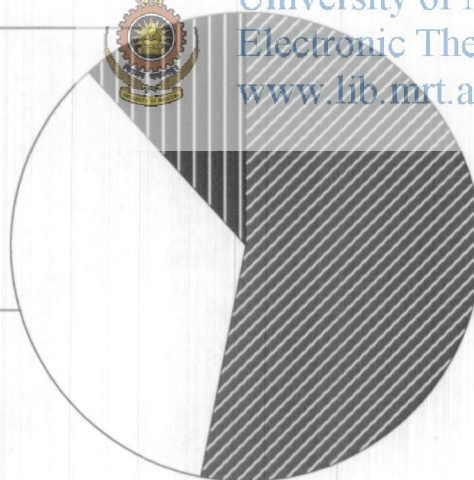
HRIS
52.9%

Frequencies

Statistics

product type

N	Valid	35
	Missing	0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	off the shelf	18	51.4	51.4	51.4
	internal development	9	25.7	25.7	77.1
	tailor made	7	20.0	20.0	97.1
	missing	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Product Types Implemented

tailor made
20.6%
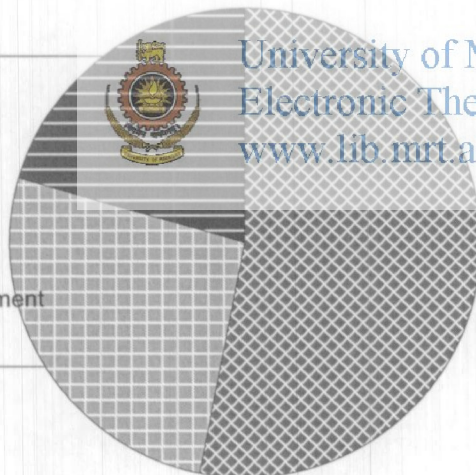
internal development
26.5%

off the shelf
52.9%

Frequencies

Statistics

number of employees

N	Valid	35
	Missing	0

number of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	over 1000	14	40.0	40.0	40.0
	501-1000	2	5.7	5.7	45.7
	101-500	14	40.0	40.0	85.7
	0-100	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

number of employees
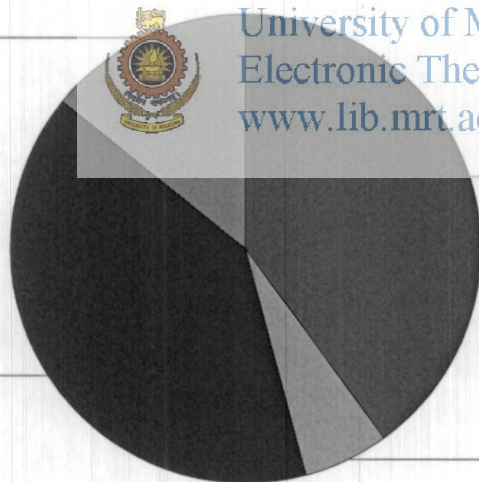
T-Test

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	CD use of personal data maintenance	2.88	26	.952	.187
	ID use of personal data maintenance	3.92	26	.272	.053
Pair 2	CD use of manage accounts/communication contacts	2.70	20	1.261	.282
	ID use of manage accounts/communication contacts	3.85	20	.366	.082
Pair 3	CD use of e-Document	2.69	16	1.401	.350
	ID use of e-Document	3.94	16	.250	.063
Pair 4	CD use of reports and statistics	2.92	24	.881	.180
	ID use of reports and statistics	3.79	24	.415	.085
Pair 5	CD use of delegation of responsibilities/e-management	1.67	15	.976	.252
	ID use of delegation of responsibilities/e-management	3.73	15	.458	.118
Pair 6	CD use of knowledge mgt/sharing	2.26	19	.452	.104
	ID use of knowledge mgt/sharing	3.84	19	.375	.086
Pair 7	CD use of resouce planning/forcasting	1.88	8	.991	.350
	ID use of resouce planning/forcasting	3.75	8	.463	.164
Pair 8	CD use of attendance	3.30	23	1.146	.239
	ID use of attendance	3.74	23	.864	.180
Pair 9	CD use of recruiting/staffing	1.00	8	.000	.000
	ID use of recruiting/staffing	3.63	8	.518	.183
Pair 10	CD use of applicant tracking/resume scanning	1.33	12	.492	.142
	ID use of applicant tracking/resume scanning	3.33	12	.492	.142
Pair 11	CD use of asset mgt	1.40	10	.843	.267
	ID use of asset mgt	3.70	10	.675	.213
Pair 12	CD use expenses mgt	2.21	19	1.316	.302
	ID use expenses mgt	3.89	19	.459	.105
Pair 13	CD use of financial transactions	1.25	8	.707	.250
	ID use of financial transactions	3.88	8	.354	.125
Pair 14	CD use of payroll links/fringe benefits analysis	3.30	23	.876	.183
	ID use of payroll links/fringe benefits analysis	4.00	23	.000	.000
Pair 15	CD use of job evaluation	1.45	22	.739	.157
	ID use of job evaluation	3.05	22	.999	.213
Pair 16	CD use of performance mgt	1.38	13	.768	.213
	ID use of performance mgt	4.00	13	.000	.000
Pair 17	CD use of career mgt	1.62	13	.961	.266
	ID use of career mgt	4.00	13	.000	.000
Pair 18	CD use of e-learning	2.21	19	1.032	.237
	ID use of e-learning	3.84	19	.375	.086
Pair 19	CD use of employee training other than e-learning	2.21	19	1.084	.249
	ID use of employee training other than e-learning	4.00	19	.000	.000
Pair 20	CD use of social networking/chatting/messaging	2.29	17	1.160	.281
	ID use of social networking/chatting/messaging	3.35	17	.606	.147
Pair 21	CD use of communicate changes in HRM policies	2.86	22	1.125	.240
	ID use of communicate changes in HRM policies	3.95	22	.213	.045
Pair 22	CD use of employee attitude	2.47	15	1.506	.389
	ID use of employee attitude	4.00	15	.000	.000

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	CD use of personal data maintenance & ID use of personal data maintenance	26	-.345	.084
Pair 2	CD use of manage accounts/communication contacts & ID use of manage accounts/communication contacts	20	.467	.038
Pair 3	CD use of e-Document & ID use of e-Document	16	-.059	.827
Pair 4	CD use of reports and statistics & ID use of reports and statistics	24	.665	.000
Pair 5	CD use of delegation of responsibilities/e-management & ID use of delegation of responsibilities/e-management	15	.107	.705
Pair 6	CD use of knowledge mgt/sharing & ID use of knowledge mgt/sharing	19	-.725	.000
Pair 7	CD use of resouce planning/forcasting & ID use of resouce planning/forcasting	8	-.078	.855
Pair 8	CD use of attendance & ID use of attendance	23	.084	.704
Pair 9	CD use of recruiting/staffing & ID use of recruiting/staffing	8	.	.
Pair 10	CD use of applicant tracking/resume scanning & ID use of applicant tracking/resume scanning	12	-.500	.098
Pair 11	CD use of asset mgt & ID use of asset mgt	10	.234	.515
Pair 12	CD use expenses mgt & ID use expenses mgt	19	.223	.359
Pair 13	CD use of financial transactions & ID use of financial transactions	8	-1.000	.000
Pair 14	CD use of payroll links/fringe benefits analysis & ID use of payroll links/fringe benefits analysis	23	.	.
Pair 15	CD use of job evaluation & ID use of job evaluation	22	-.158	.481
Pair 16	CD use of performance mgt & ID use of performance mgt	13	.	.
Pair 17	CD use of career mgt & ID use of career mgt	13	.	.
Pair 18	CD use of e-learning & ID use of e-learning	19	-.053	.830
Pair 19	CD use of employee training other than e-learning & ID use of employee training other than e-learning	19	.	.
Pair 20	CD use of social networking/chatting/messaging & ID use of social networking/chatting/messaging	17	-.335	.189
Pair 21	CD use of communicate changes in HRM policies & ID use of communicate changes in HRM policies	22	-.027	.905
Pair 22	CD use of employee attitude & ID use of employee attitude	15	.	.

Paired Samples Test

		Paired Differences				
				Std. Error Mean	95% Confidence Interval of the Difference	
		Mean	Std. Deviation		Lower	Upper
Pair 1	CD use of personal data maintenance - ID use of personal data maintenance	-1.04	1.076	.211	-1.47	-.60
Pair 2	CD use of manage accounts/communication contacts - ID use of manage accounts/communication contacts	-1.15	1.137	.254	-1.68	-.62
Pair 3	CD use of e-Document - ID use of e-Document	-1.25	1.438	.359	-2.02	-.48
Pair 4	CD use of reports and statistics - ID use of reports and statistics	-.88	.680	.139	-1.16	-.59
Pair 5	CD use of delegation of responsibilities/e-management - ID use of delegation of responsibilities/e-management	-2.07	1.033	.267	-2.64	-1.49
Pair 6	CD use of knowledge mgt/sharing - ID use of knowledge mgt/sharing	-1.58	.769	.176	-1.95	-1.21
Pair 7	CD use of resouce planning/forcasting - ID use of resouce planning/forcasting	-1.88	1.126	.398	-2.82	-.93
Pair 8	CD use of attendance - ID use of attendance	-.43	1.376	.287	-1.03	.16
Pair 9	CD use of recruiting/staffing - ID use of recruiting/staffing	-2.63	.518	.183	-3.06	-2.19
Pair 10	CD use of applicant tracking/resume scanning - ID use of applicant tracking/resume scanning	-2.00	.853	.246	-2.54	-1.46
Pair 11	CD use of asset mgt - ID use of asset mgt	-2.30	.949	.300	-2.98	-1.62
Pair 12	CD use expenses mgt - ID use expenses mgt	-1.68	1.293	.297	-2.31	-1.06
Pair 13	CD use of financial transactions - ID use of financial transactions	-2.63	1.061	.375	-3.51	-1.74
Pair 14	CD use of payroll links/fringe benefits analysis - ID use of payroll links/fringe benefits analysis	-.70	.876	.183	-1.07	-.32
Pair 15	CD use of job evaluation - ID use of job evaluation	-1.59	1.333	.284	-2.18	-1.00
Pair 16	CD use of performance mgt - ID use of performance mgt	-2.62	.768	.213	-3.08	-2.15
Pair 17	CD use of career mgt - ID use of career mgt	-2.38	.961	.266	-2.97	-1.80
Pair 18	CD use of e-learning - ID use of e-learning	-1.63	1.116	.256	-2.17	-1.09
Pair 19	CD use of employee training other than e-learning - ID use of employee training other than e-learning	-1.79	1.084	.249	-2.31	-1.27

Paired Samples Test

		Paired Differences				
					95% Confidence Interval of the Difference	
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper
Pair 20	CD use of social networking/chatting/messaging - ID use of social networking/chatting/messaging	-1.06	1.478	.358	-1.82	-.30
Pair 21	CD use of communicate changes in HRM policies - ID use of communicate changes in HRM policies	-1.09	1.151	.245	-1.60	-.58
Pair 22	CD use of employee attitude - ID use of employee attitude	-1.53	1.506	.389	-2.37	-.70

Paired Samples Test

		t	df	Sig. (2-tailed)
Pair 1	CD use of personal data maintenance - ID use of personal data maintenance	-4.920	25	.000
Pair 2 -	CD use of manage accounts/communication contacts - ID use of manage accounts/communication contacts	-4.524	19	.000
Pair 3	CD use of e-Document - ID use of e-Document	-3.478	15	.003
Pair 4	CD use of reports and statistics - ID use of reports and statistics	-6.307	23	.000
Pair 5	CD use of delegation of responsibilities/e-management - ID use of delegation of responsibilities/e-management	-7.750	14	.000
Pair 6	CD use of knowledge mgt/sharing - ID use of knowledge mgt/sharing	-8.955	18	.000
Pair 7	CD use of resouce planning/forcasting - ID use of resouce planning/forcasting	-4.710	7	.002
Pair 8	CD use of attendance - ID use of attendance	-1.515	22	.144
Pair 9	CD use of recruiting/staffing - ID use of recruiting/staffing	-14.346	7	.000
Pair 10	CD use of applicant tracking/resume scanning - ID use of applicant tracking/resume scanning	-8.124	11	.000
Pair 11	CD use of asset mgt - ID use of asset mgt	-7.667	9	.000
Pair 12	CD use expenses mgt - ID use expenses mgt	-5.677	18	.000
Pair 13	CD use of financial transactions - ID use of financial transactions	-7.000	7	.000
Pair 14	CD use of payroll links/fringe benefits analysis - ID use of payroll links/fringe benefits analysis	-3.810	22	.001
Pair 15	CD use of job evaluation - ID use of job evaluation	-5.598	21	.000
Pair 16	CD use of performance mgt - ID use of performance mgt	-12.279	12	.000
Pair 17	CD use of career mgt - ID use of career mgt	-8.949	12	.000
Pair 18	CD use of e-learning - ID use of e-learning	-6.372	18	.000
Pair 19	CD use of employee training other than e-learning - ID use of employee training other than e-learning	-7.195	18	.000

Paired Samples Test

		t	df	Sig. (2-tailed)
Pair 20	CD use of social networking/chatting/messaging - ID use of social networking/chatting/messaging	-2.954	16	.009
Pair 21	CD use of communicate changes in HRM policies - ID use of communicate changes in HRM policies	-4.446	21	.000
Pair 22	CD use of employee attitude - ID use of employee attitude	-3.944	14	.001

Descriptives CURRENT & IDEAL

Descriptive Statistics

	N	Mean	Std. Deviation
CD use of personal data maintenance	35	2.97	.985
CD use of manage accounts/communication contacts	24	2.58	1.213
CD use of e-Document	21	2.57	1.326
CD use of reports and statistics	30	2.70	.952
CD use of delegation of responsibilities/e-management	20	1.55	.887
CD use of knowledge mgt/sharing	24	2.21	.588
CD use of resouce planning/forcasting	14	1.64	.842
CD use of attendance	32	3.31	1.120
CD use of recruiting/staffing	12	1.08	.289
CD use of applicant tracking/resume scanning	16	1.25	.447
CD use of asset mgt	16	1.38	.806
CD use expenses mgt	23	2.09	1.276
CD use of financial transactions	12	1.50	.905
CD use of payroll links/fringe benefits analysis	29	3.10	1.012
CD use of job evaluation	27	1.48	.753
CD use of performance mgt	17	1.41	.712
CD use of career mgt	17	1.47	.874
CD use of e-learning	23	2.13	1.014
CD use of employee training other than e-learning	23	2.26	1.096
CD use of social networking/chatting/messaging	23	2.04	1.147
CD use of communicate changes in HRM policies	27	2.74	1.163
CD use of employee attitude	19	2.21	1.437
Valid N (listwise)	8		

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Descriptive Statistics

	N	Mean	Std. Deviation
ID use of personal data maintenance	31	3.94	.250
ID use of manage accounts/communication contacts	23	3.83	.388
ID use of e-Document	20	3.90	.308
ID use of reports and statistics	31	3.74	.445
ID use of delegation of responsibilities/e-management	19	3.74	.452
ID use of knowledge mgt/sharing	23	3.83	.388
ID use of resouce planning/forcasting	13	3.77	.439
ID use of attendance	28	3.79	.787
ID use of recruiting/staffing	15	3.33	.724
ID use of applicant tracking/resume scanning	17	3.18	.636
ID use of asset mgt	14	3.57	.756
ID use expenses mgt	24	3.75	.608
ID use of financial transactions	11	3.82	.405
ID use of payroll links/fringe benefits analysis	28	4.00	.000
ID use of job evaluation	26	3.15	.967
ID use of performance mgt	16	4.00	.000
ID use of career mgt	16	4.00	.000
ID use of e-learning	22	3.82	.395
ID use of employee training other than e-learning	24	3.83	.565
ID use of social networking/chatting/messaging	21	3.33	.658
ID use of communicate changes in HRM policies	26	3.92	.272
ID use of employee attitude	20	3.90	.308
Valid N (listwise)	7		

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	positive impact to overall performance	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	no. of forms to be completed	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: user satisfaction level with system

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691[a]	.478	.458	.394
2	.787[b]	.620	.589	.343

a. Predictors: (Constant), positive impact to overall performance

b. Predictors: (Constant), positive impact to overall performance, no. of forms to be completed

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.688	1	3.688	23.811	.000[a]
	Residual	4.027	26	.155		
	Total	7.714	27			
2	Regression	4.780	2	2.390	20.361	.000[b]
	Residual	2.934	25	.117		
	Total	7.714	27			

a. Predictors: (Constant), positive impact to overall performance

b. Predictors: (Constant), positive impact to overall performance, no. of forms to be completed

c. Dependent Variable: user satisfaction level with system

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.667	.227		11.737	.000
	positive impact to overall performance	1.173	.240	.691	4.880	.000
2	(Constant)	2.496	.206		12.142	.000
	positive impact to overall performance	1.498	.235	.882	6.379	.000
	no. of forms to be completed	-.256	.084	-.422	-3.051	.005

a. Dependent Variable: user satisfaction level with system

Excluded Variables[c]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	manual work reduced	-.341[a]	-2.639	.014	-.467	.977
	no. of forms to be completed	-.422[a]	-3.051	.005	-.521	.795
	less HR related work	-.102[a]	-.708	.485	-.140	.995
	inquiring HR related information reduced	-.144[a]	-.693	.495	-.137	.477
	on-time feedback withour delays	.292[a]	1.890	.070	.354	.764
	interdepartmental activities are interelated	-.059[a]	-.408	.687	-.081	1.000
	reduced money spent on printing	-.027[a]	-.189	.851	-.038	1.000
	cost saving on distributing HR docs	-.008[a]	-.054	.958	-.011	.842
2	manual work reduced	-.164[b]	-1.011	.322	-.202	.574
	less HR related work	.201[b]	1.310	.203	.258	.630
	inquiring HR related information reduced	-.020[b]	-.109	.914	-.022	.452
	on-time feedback withour delays	.209[b]	1.482	.151	.289	.729
	interdepartmental activities are interelated	.175[b]	1.239	.227	.245	.746
	reduced money spent on printing	.226[b]	1.619	.119	.314	.736
	cost saving on distributing HR docs	.220[b]	1.500	.147	.293	.672

a. Predictors in the Model: (Constant), positive impact to overall performance

b. Predictors in the Model: (Constant), positive impact to overall performance, no. of forms to be completed

c. Dependent Variable: user satisfaction level with system

APPENDIX IV
Local Products and SAP ERP

Zillione Systems Solution have the following capabilities in their off the shelf package

> **FLEXIBLE BENEFITS & DEDUCTIONS -** Tailor your benefits, deductions & earnings to track and report. Such as traveling allowance, different types of OT payments, sales commissions & piece rates, no pay deductions, and track cash & non-cash benefits. You can also decide optionally to apply EPF, ETF, and Taxes on these deductions/additions.

> **SOPHISTICATED COST CENTER/DEPARTMENTAL ACCOUNTING -** Give the advantage of processing cost center wise, to account the salaries to establish profitability accordingly. (Production unit wise, department wise, project wise etc.).

> **WAGES PROCESSING -** Wages can be processed for casual/contract employees for whom the wages are paid either weekly or daily, and generate separate pay slips with number of days worked, daily rates etc.

> **EMPLOYEE HISTORY -** Access to the past employee records instantly online.

> **SALARY BANKING THROUGH SLIP SYSTEM -** Transact with unlimited number of banks to bank individual salaries directly. Further the slip-system allows you to forward the banking details in soft copy (in diskette media) to the bank.

> **COMPREHENSIVE LOAN MANAGEMENT SYSTEM -** Support management & reporting various type employee loan schemes. Also supports complex methods of loan interest calculation and facility to stop loan deductions for a user defined period.

> **REMITTANCE TO 3rd PARTIES** - On instruction from employee the salary remittance full or part to a 3rd party through the system is supported, Eg: premium payment to insurance companies.

> **TAX CALCULATION** - PAYPAC is geared to handled all types of government taxes and produce statutory reports relating to taxes, according to the standard formats defined by the government, totally eliminating filling these forms manually.

> **SALARY INCREMENT PROCESSING** - Value or percentage increment of salary across department or designation wise can be executed making increment processing easy.

> **GRATUITY PAYABLE MAINTENANCE** - PAYPAC allows monthly reporting of the gratuity payable to employee or company wide for the monthly accounting purpose & on resigning of an employee.

> **SECURITY MAITENANCE OF PAYPAC** - To control this important function of the payroll processing, PAYPAC uses 3 levels of access to 3 different groups allowing different sensitive functions to different authorities. Such as supervisors, payroll processing officers, entry operators etc.

SPECIAL FETAURES OF PAYPAC

- Multi company & multi user facility
- Update any earnings/deductions globally, departmental or designation wise.
    Multi layer security
- Process on your own schedule of pay days.
- Create batches of general ledger transactions automatically or upon request, in detail or   consolidated form.
- Use crystal reports to generate your own pay analysis reports
    Unlimited number of additions and deductions.

**hSenid Software offers the following modules to its customers

> **hSenid HRM ENTERPRISE**

A interactive / fully functional modular base software solution for managing all aspects of Human Resource Management in an organization

> **hSenid HRM LITE**

Off the shelf version of HRM Enterprise designed & developed for small and medium scale organizations

> **hSenid Payroll ENTERPRISE**

Fully flexible & intelligent payroll solution that takes care of your entire payroll needs, including multi currency transactions, loans, shifts, rosters, reports and many others

> **hSenid Payroll LITE**

Off the shelf version of Payroll Enterprise designed & developed for small and medium scale organizations

> **hSenid eLEAVE**

An ASP /internet based flexible application allowing easy, effective and paperless leave management

> **hSenid ePERFORMANCE**

A flexible ASP / internet based application for comprehensive management of employee performance

> **hSenid Time and ATTENDANCE**

A flexible system for managing shifts and rosters with ability to monitor employee attendance

> **hSenid employee SELFSERVICES**

A powerful tool providing instant authorized access to frequently required employee related information such as employee information, leave, benefits, loans, training & development, performance appraisals, etc.

1.1. ERP

Most ERP vendors have introduced Web-based HRM systems /modules that are easier to integrate with other applications.

For example SAP ERP has its own HR module which is an integrated system that supports planning and administration of personnel activities; everything from hiring to separation or retirement. Employee records, payroll, benefits and time recording are all handled in **Human Resources Module.** Other than the above mentioned functions **ESS-** Employee Self Service allows employees to view and maintain their own data, in areas such as benefits, elections, addresses, etc. as well as accomplish tasks like requesting vacation (published searchsap.com,13july2005).