

Expediency of usage of e-HRM for Value Creation in Telecommunication Industry of Pakistan

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Abstract

E-HRM is the source for implementing strategies, human resources policies, procedures and practices with synthesis of technology. E-HRM encourages HR functionality of channel based web technology. It promotes portals and interfaces that allow managers, employees and HR professionals to quickly obtain essential information which is imperative for management, training and organization of the human resources. Elements of value creation to e-HRM are quick communication, benefits, personnel management, time efficiency, customer focus and employees have different levels of contentment to those relevant factors mentioned above. This research study tends to specify the value of e-HRM systems in the telecommunication sector of Pakistan. The value can be sustained and accelerated in the time spent on activities, HR strategic role of human resource management, efficiency of human resources, HR service quality, and perceived effectiveness of HR practices. Several statistical tools were used to analyze data collected by telecommunications organizations and various reports were identified through multivariate analysis. The data was also analyzed through statistics tool of correlation with the t-test. The results of the study should identify the value creation activities of the existing system, operating standards, benefits, suffering and relevant to what user's observations require you to add facilities in the e- HRM.

Key Words: e-HRM, Value creation, Company performance, Telecommunication industry.

Introduction

The most important goal of any business unit is to create value. It is inevitable that every business organization has effective idea that the purpose of any business is to generate value for its customers, employees, investors and shareholders. An organization can create laudable value through its employees orchestrated and organized system for the selection and recruitment, attractive reward system, working conditions and facilitate advanced technology for the job. Creating valid value is a radical tactic of the company focused on the treatment of fundamental noting common themes accessible for new ways to create a competitive advantage and leverage common quantifiable benefits. As the author Stephan Covey significantly said, "If you are proactive, you should not wait for circumstances or other people to create perspective expanding experiences, you can create your own consciously."

Fast and precise notion of customer needs is essential to create value. An organization can create value only if the employees are ardent, enthusiastic and committed. Organizations should assess the benefits of their employees so that they can be able to create value. Because the organization is nothing without assiduous and diligent employees. Therefore, employees should be venerated and revered and must be engaged in the decision making of organization. This commitment will keep away from lethargic approach and force them to work diligently and perkily. The purpose of the organization is creation of value for all participants as customers, personnel and shareholders. Customers are always the preferred to get the benefits of the creation of value, but it is only possible if the organization has the adequacy and value creation attribute for customers, therefore, the role of management human resources is critical and crucial here.

Now a days the organizations face the challenge of globalization, and that cannot be met without the application of new technologies based on the web. To back up the Web-based technology, human resources management has made changes in conventional electronic HRM. All activities of the organization, including transport, trade and special works in addition to savings activities through a web-based structure is reached (Kariznoee et al, 2012). In the current year, most large enterprises organizations use

the electronic management of human resources is not only effective, but profitable. No doubt in this field and in the messy world, develop and implement electronic human resources management, it is the important feature for capacity building to face the challenge of globalization. (Fahimeh, 2014). The technology is a concept to promote business operations, interacting with the customer and employee behavior in an organization. The technology is essential for any society in the modern world today. Although, marketing, customer service and communication sector enjoyed rapid adaptation of technology, but in a short amount of time, human resources management has been changed to the management of electronic or digital human resources. Manage online human resources can be used to keep records of the operations more sophisticated now. (Sharma and Shukla 2013). Technology has affected the practices and HR processes such as recruitment selection, compensation, performance management and workflow, heavily. HR professionals are now in a better position to coordinate with stakeholders because of dramatic technological advances. (Dianna, 2013). EHRM allows the organization to reduce costs and offer the operational benefits of the organization. Relational benefits are also provided to businesses under the interactional form of business support and basic. Tones companies to be more strategic HR functions and processes in strategic functions called EHRM transformation.

The maximum of the "E-HRM" application built existence of cases in Europe and the US, despite cultural challenges and complex situations, but emerge some consistency. Whereas relatively few cases were investigated outside have been established, as in Jordan. These topographic stations gave off very different cultural deliberations. Electronic human resources management in Jordan is in its early stages of acceptance, leading to changes in held computer. (Dmour & Shannak, 2012). EHRM makes the most strategic and tactical capability of the organization. There is a positive and significant relationship between HR functions, HR and be responsible for human resources management. EHRM promotes strategic capabilities and plays its role, to allow them to become strategic partners. (H. Janet Marler, Sandra L. Fisher, 2011).

The ideology of the electronic management of human resources has played a fundamental role in research on human resource management for the past three decades. (Boxall and Purcell, 2011). Technology has propelled human resources

management to the new and radically most progress directions. Now this very practical parts internal and external stakeholders to access necessary information through the Internet and intranet. (Dianna L. Stone, James H. Dulebohn, 2013). EHRM is used in many areas of human resource management such as selection, recruitment and payroll, and performance management. EHRM strategies and activities should be harmonized to make the best decisions relevant organization. EHRM improves overall management of the organization. (Schalk , Rene & Timmerman, 2012). Electronic management of human resources is rapidly increasing phenomenon among organizations. It provides three types of services for organizations. Potential benefit of reducing operating expenses (operational performance), second advantage is to add practical business support and basic interaction (relational benefits) and the third is the relevance of adding strategic value in human resource management (transformational advantage). (Collou Lukk & Dirk, 2014).

The figure, given below, exude exactly what Huiskamp and Schalk (2002), have tried to articulate. It depicts the growth of the function of business HRM modest than that of partner strategically.

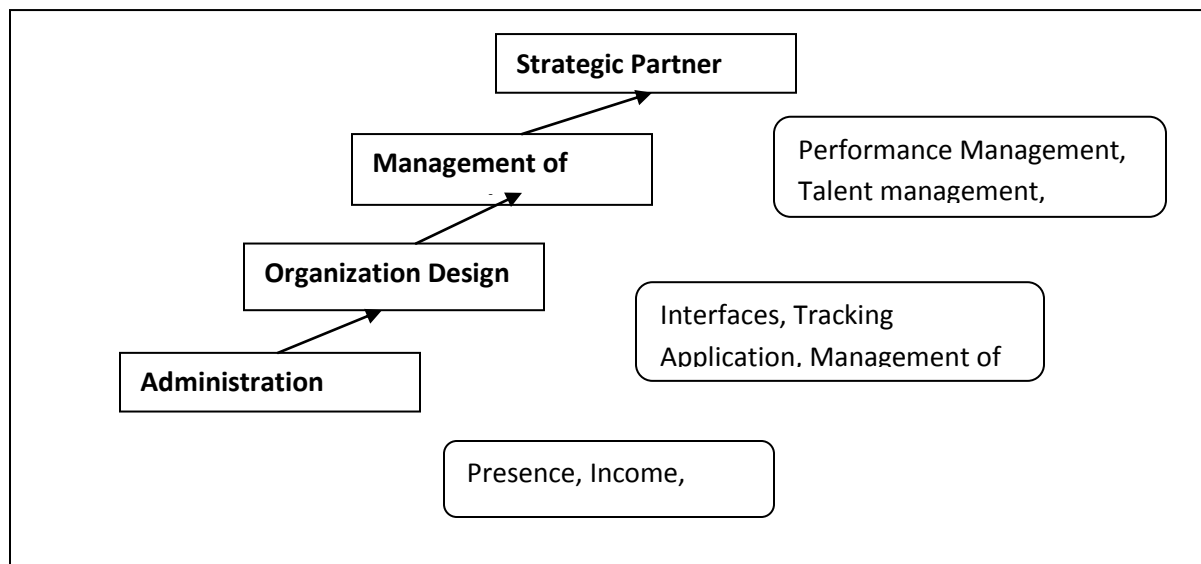


Figure 1: HR-Tree. Adopted from “Evolution of the HR function” by Bhatia, 2008, *HR Practices*, 9, 1-10

Electronic human resource management supports operational management significantly reduce complex situations and reduce the communication gap between the management and employees of organizations. EHRM awaken employees to work with enthusiasm and move quickly. (Kitimaporn & chochiang, 2015). Organizations must be aware of the satisfaction of its employees regarding the information system used by them. Organization must constantly seek the right employee feedback on the technical systems used in daily operations. (Hadziroh, Yusliza & Othman, 2014). HR activities were refined due to the huge promotion of information technology, where technological tools are integrated with HR activities, then it is called E-HRM. It speeds and accelerate the productivity of labor and efficiency to achieve the tasks. (Aisha and Geetha, 2011). The only way for organizations to thrive is qualified. Functions as a human force in any organization. Because of the large infrastructural changes in organizations worldwide, e-HRM has become essential to be adopted by any organization that wants to be a global organization. Use of EHRM organizations can recruit the best talent from around the world through its online recruitment. Organizations have the opportunity to review employee performance. DAR (activity report per day) condescension organization and employees to assess what can be profitable promotions and transfers. (Jain and Goyal, 2014). Continuing the anatomy around this area acting as HRM that add strategic value and participate significantly to the success of the organization. Human capital is the radical element of organizational success. Summary of the human resources management and organizational strategy, the application of technological equipment and human resources management specifications, improves organizational performance. (Holeche & Farnham, 2010).EHRM allows the organization to reduce costs and offer the operational benefits of the organization. Relational benefits are also provided to businesses in the form of support to businesses and interactional elementary. Tones companies to be more strategic HR functions and processes in strategic functions called EHRM transformation. (Tanya Bondarouk & Jeroen Meijerink , 2014)

Use of technology and web-based channels are interaction among employees, convenient and fast in HR practices. It leads to a paperless office. It improves the skills and productivity of employees to meet the challenges of the knowledge-based

economy. (Urmila Vikas Patil, 2013). Relationship between the system of information and communications technology (ICT) and human resource management is just as the government and officials. ICT acts as a device for human resource managers to implement and enforce company policies. (Ambassador Dr. Ahmed Wali, 2010). There is skepticism in this regard that in today's world disorder, promotion of infrastructure of e- HRM is one of the basic practical to embolden and strengthen the context of globalization. (Fahimeh Nivlouei Babaei , 2014). Efficiency and organizational efficiency can be improved with the creation of sustainable EHRM. EHRM is useful to provide prompt services to employees, customers and other stakeholders globally by reducing the cost of the use of ICT (Information and Technology). (Nidhi Oswal, &G.L.Narayanappa). One benefit of beating using IT in HRM is to relax HR staff to perform the role of intermediary so they can focus on strategic planning and development. It also automates many of the routine HR tasks such as processing payroll, compensation administration, and numerous transactional operations, so HR professional can focus on strengthening productivity. (Alok &Ibrahim, 2010).

E-HRM is useful for organizations to promote new ways to strengthen organizational effectiveness. EHRM provides administrative support with the help of technological systems. (Murat and Nihat, 2014). The following actions are essential for HRM to become strategic partners such as talent development, creating centers of excellence, the promotion of good measures and the most important thing that human resources management influencing institutional performance. (Lawler, 2011). Multinational companies need to connect their various functions and processes, and it is right to existence with accomplices EHRM. (Caroline & Davim, 2013).

Induction of suitable employees in telecommunication organizations to achieve the excellent performance of employees is worrisome. Development of performance culture focused on opportunities which are granted to promote outstanding performance is lacking. People are not prospered to grow in step with the performance-oriented environment. Training takes a new denotation the trend here is absence of prognosis and anticipation of needs or the creation of appropriate training structure so that employees are agile and fully equipped to meet the technological challenges. Creating the environment that agitate and stir up employees for knowledge and value creation

and its preconditions across organizations is missing. To synthesize all human resources subsystems that will get extraordinary performance is a big task. As a result of it, human resource management can neither offer its traditional functions, nor can it function in the new atmosphere and the application of technology

Following objectives would be acquired from this research:

- To study that how EHRM is lucrative for the Pakistan telecommunications sector and to what extent it is exercised in the telecom sector of Pakistan.
- To examine how this electronic HRM affects the performance of the employees and determine whether there is a relationship between EHRM and employee productivity.
- To observe the relationship between e- HRM and factors of creating value for organizations such as the time waged on strategic Human Resource activities, the effectiveness of HR, the excellence of the human resources department and the perceived effectiveness HR practices.

The goal is to probe the appropriate effort of human resource management online. To serve this purpose, six hypotheses were developed.

- H1-If the system to use e- HRM is appropriate and value creating and frequency of usage would be increased.
- H2- HR professionals spend more time on strategic activities for the e- HRM.
- H3- The pragmatic application of e - HRM leading HR professionals to perform the roles of employee awareness, strategic partnership and Leader of HR.
- H4- e - HRM in improving the quality of service
- H5- Effectiveness of HRM is enhanced with the implementation e - HRM.
- H6- Perceived effectiveness is increased when e - HRM supports HR practices

Literature review:

Human resource management performs a critical part in creation of value for an organization so it can be regarded as significant competitive advantage most. It is crucial to determine the effective working timings Because It would depict that how much it cost and how much creates output it. Resource planning system should be

robust to create the balance among the vacations, maternity and paternity leaves, trainings and actual working hours. (Marko & Antti, 2015).

Technological development performed the role of catalyst to morph the traditional to the modern human resource human resource to expedite the efficiency and effectiveness organisms. (Sareen, 2012). HRM abet the modern organisms to make the HR processes and automated It provides support online for all issues relevant to management. EHRM Implement the HR policies through the modern technology and ict Provides input in a cost effective manners for organization. (Swaroop & Reddi, 2012).

Use of EHRM provides support to the great companies to search the most compatible persons for job from all over the world. Internet based recruitment is cost efficient and is beneficial in the significantly terms of efficiency. (Sharma, 2014). Use of modern technology in the human resource management supports the managers as decision making tool. Data accuracy is improved and paper work is reduced. It also reduce the workforce in cost effective manners. It is useful in responding to the staff queries promptly. (Ukandu, 2014).

HR Competencies greatly affect the performance of SME's and positively related to it. If any investment is made to foster the HR capabilities, it would Become the Pretext for excellent performance. It should not be regarded as the expense. If the EMS's embark on the policy of developing the strategic HR management and Electronic adequacy, itwould patronize to accomplish achieve the goals and objectives. (Karami, 2010). Innovative and automated HRM leads to accuracy in cost and efficient way. Adoption of new technology enhances the competence of the HRM. EHRM has attribute to deter and confront the social, economic and technological challenges facing in the modern era. (Ummesalma, 2013). Globalization has made the role of information technology important inHR. HR strategy may only be able to reach (KPI)with support from the HR information system. Fusional technology in HR leads to service excellence and achieve competitiveness. Computer skills leads to best performance of HR services. (Mamoudou, 2014).

Electronic HRM facilitates organizations in many aspects such as cost efficiency, significantly reduce the time spent on administrative activities, increase of professional

excellence, access to available data, the control errors of data collection and management of risk factors. (Artene , 2012)

Figure: 2



(Adopted from jeff blair survey for acceptance e-hrm)

The working environment is dynamic and changes are seen day by day. HRIS (Human Resources Information System) is a key element influencing HR activities. Many HR activities are directly correlated with the HRIS such as knowledge management, record keeping and improving performance. (Amaeshi, Uzoma & Francis, 2013).

E-HRM operates in an e-business environment to find the opportunities and meet the challenges of recruitment and promotion of labor in the digital world. (Laumer, 2012). Online Human Resources Management Adoption depends on internal and external environmental attributes. Computer specialist and professionals are the most important factor in the development of e-HRM infrastructure. (Al-Dmour, 2013). In HRM, technology has created the cost reduction paradigm shift and improving the efficiency and numerous other opportunities and challenges as well. Information technology helps to reduce the cost associated with the issuance of numerous employee services such as recruitment, training and development, human capital planning, etc. It is more convenient for the managers of enterprises to make strategic decisions on the basis of

information readily available to them. IT provide a deaf HR support activities, policies and procedures. (Megha Vashishth, 2014).

Human Resource Information System blooms maintenance of data processing, labor and the process of preparation for data entry. It is also very helpful in recruiting and training employees. Organization must acquire expertise in IT, financial support and the full implementation of HRIS processes to achieve valuable results from it. (Orwin, 2011). E-Human Resource Management can support the companies to be strategic unit only when strategic roles have already been performed through traditional HR functions to achieve the objectives. The adoption of technology is not only the way to create the strategic role of Human Resource Management. It is necessary for the company to have lots of resources internally and externally as well as conventional HR structures that are able to produce, implement and carry out certain strategies of organizations. (Wahyudi & Park, 2014). Attitude, subjective norms, and perceived behavioral control are the factors that played a very important role in the adoption and implementation of EHRM. EHRM discharge paperwork and diminish the value adding HR professional's roles. (Yusliza & Ramayah, 2011).

Significant value is added to the organization in shaping HR functions accurate and precise, well-informed and better able to communicate by exercising HR information technology. Human Resources Professionals should match the best human resources technology with lucrative HR management processes. (Richard D. Johnson, Ph.D., 2013).

Information Technology sharpens the image of HRM and HR specialist. It remodels HRM and make his organization to remain robust in the competitive environment. The workload HR administration and the number of HR professionals is reduced by exerting computer skills in HR operations. Line managers have spent more time in strategic decision. It transforms HR processions roles in HR advisors HR administrators. (bondarouk, 2013). Technology Adoption in HR services greatly affect the three dimensional organization, effectiveness of activities and HRM processes, commitment and communication of the employee and the agility of HR managers. It is approved to empirical research that the effectiveness of the organization is extremely better using the latest technological tools in HRM. (Adewoye, 2012).

EHRM has significant abated workload in the field. Traditional HR policies and procedures have been changed now. Technology has propelled human resources management to the new and radically most progress directions. Now this very practical parts internal and external stakeholders to access necessary information through the Internet and intranet. (Stone, James & Dulebohn, 2013). Electronic management of human resources and the development of human resources has a direct and positive relationship. EHRM plays an important role in improving employee performance. EHRM automates the flow of administrative work by the synthesized electronic management. (Alrahahe, 2014).

Change is inevitable in the competitive environment for proactive organizations to transform challenges into opportunities of change. EHRM is revolutionary concept that works with the patronage of the information technology to cope with dramatic changes. (Gupta & saxsena, 2012). Creating value for HRM has technological expertise and political stability of HRM. Use of technology is seen as a driving force behind the creation of the value of HRM. E-HRM is also beneficial both for profit and non-profit organizations to create value. Transformation of HRM based electronics advancement enables strategic partner of the organization. (Ruel, 2011).

HRIS is synthesized and integrated system that is used by organizations to collect, store and analyze relevant information gathered human capital of the organization, made up of databases, computer applications , software and hardware and other computing devices needed to perform data collection , record keeping , archive management , issuance and manipulate data for human resource management functionality. Decision-making process is invigorated using HRIS. (Esin Ertemsir , Yasemin Bal , 2012)

The most important part of relational e-HRM is the e-recruitment, which allows the organization to access a maximum of people around the world to select the most appropriate person for particular jobs. All types of training can easily be achieved through the use of information technology that is cost effective for businesses. MNC use computers for performance evaluation. Use of IT has speed up the rate of performance appraisals. (Gonzalez and Koizumi, 2011).

EHRM improves strategic focus, service quality and efficiency. It also allows managers. Effectiveness and efficiency of EHRM depends on the context, design and construction of the structure and the system developed. (Parry & Tyson, 2011). The most important part of e-HRM is the relational e-recruitment, which allows the organization to access a maximum of people around the world to select the most appropriate person for particular jobs. All types of training can easily be achieved through the use of information technology that is cost effective for businesses. MNC use computers for performance evaluation. Use of IT has speed up the rate of performance appraisals. (Gonzalez and Koizumi, 2011)

Research Methodology:

This exploration work is facilitated by the design of the descriptive and explanatory research. Relationships between variables were distinctive ensured through quantitative survey tools. Questionnaires tool was applied to collect the data required in this research. Study member of the research belonging to different telecommunications organizations, operating in Pakistan. Correlation and regression analysis were applied for the verification of the author's recommendations with the context of descriptive statistics.

Large amounts of institutionalized information was collected using a questionnaire. It was imperative to get the adequacy, summarize emotions and gain reliable benefits that emanated from the study population. Questionnaire is also suitable for articulate connection between different variables exist in the model. Questionnaire applied for the collection of data from respondents is based on the Internet and few question was added based on the relevance of the study.

Questionnaire functional arrangement are as shown below, Appropriate use of electronic HRM and the frequency of use of electronic HRM are independent variable which measures the dimension of the use of the electronic HRM. Questionnaire relevant to the appropriateness has been taken from of Ruel HJM, 2011. Frequency of use of e-HRM was taken from "Yvonne Loijen 2011". Questionnaire relevance includes four objects and frequency of use consists of three objects. Time spent on strategic activities

of human resources has four variable objects. This variable was passed from "Yvonne Loijen 2011". Variable HRM roles are taken from "Ulrich Brock and bank 2008". These roles were accompanied also as a defender of employees, human capital development, functional expert, strategic partner and change agent. Total 16 items were brandished. Questionnaire relevant to the effectiveness of HRM was adopted from (Lepak & Snell, 2002) and includes set of nine items. Perceived Effectiveness of Human Resource practices were assessed from questionnaire that was taken from (Delery & Doty, 1996). It keeps thirteen items.

Target audience of this thesis was 300 staff members of different telecommunication companies including Telenor, Mobilink, Ufone, Warid and Zong. All these companies are massively operating in Pakistan having countless employees. These organizations have deep connection with electronic human resources practices. The samples, in particular population, are selected by simple random sampling technique. Questionnaires were distributed to the human resources department staff and other operational services of the aforementioned organization. Number of questionnaires distributed to representatives 300. Sample questionnaires are received with much filler 202. This figure is enough to obtain reliable and consistent results.

Questionnaires were distributed to the professionals, executives and agents of human resources services and other administrative cohorts for achieving the primary data. Questionnaire based on two different parts. First part is relevant to demographic data with the intention of obtaining the exact position and obligation of the respondent in the organization. Second part has relevance to the value created by the effort of Electronic Human Resource Management. Likert scale with 5 points is used in this section in which each element can be marked as follows

- 1 [strongly disagree]
- 2 [disagree]
- 3 [somewhat agree]
- 4 [agree]
- 5 [strongly agree]

This theory states that the way EHRM creates value for the organization in the telecommunications industry operating in Pakistan. Above variables are measured by

the technique of questionnaire. After reaching the data, the information is analyzed in terms of proposals, after the proposals are tested using analysis of correlation and regression.

Theoretical framework:

Theoretical framework of this dissertation is reflected from following diagram,

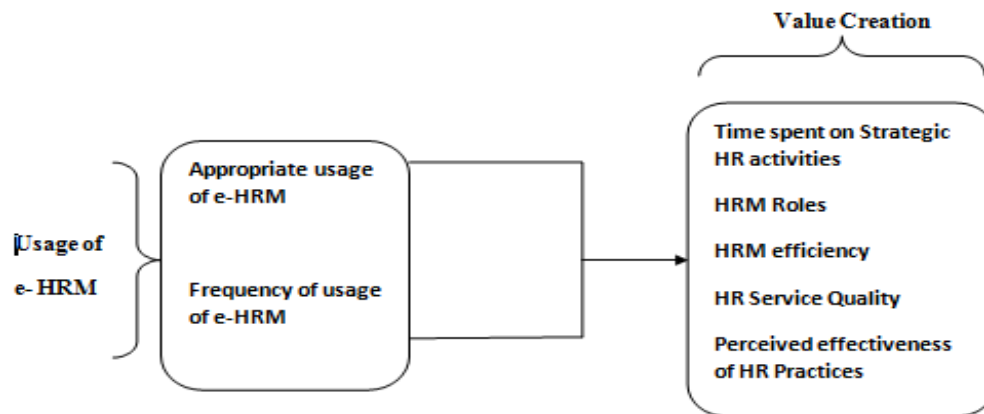


Figure3: Theoretical proposal reflecting relationship between organizational value creations and E-HRM.

Analysis and Discussion:

Demographic: Various demographic powers are handled in this thesis.

Reliability of scales:

Reliability refers to the extent to which a Credentials dimension gives consistent outputs. One of the main rare type of reliability of calculation, and that exercised in the current dissertation is the statistical measure (1951) coefficient of Cronbach's alpha. Cronbach's alpha assesses extent to which the articles are descriptive in a wide domain of the hypothesis being evaluated. A value less than 0.70 alpha coefficient shows that the sample of articles is not entering the building and is not present in the common base construction

Alpha Coefficient of e-HRM usage (appropriateness, usage frequency, time spent on strategic HRactivities, Roles of HR, efficiency of HR, Service quality and perceived effectiveness of HR Practices,(N=202). Table.

Table1.

<i>Scales</i>	<i>No. of items</i>	<i>Alpha</i>
<i>A-Usage of e-HRM</i>	4	0.830
<i>F-Usage of e-HRM</i>	3	0.669
<i>spent on strategic HRM activities</i>	4	0.745
<i>HR roles</i>	16	0.879
<i>HRM efficiency</i>	8	0.752
<i>HR Service Quality</i>	7	0.845
<i>Perceived effectiveness of HR Practices</i>	21	0.913

The results shown in 1st Table states that all scales exude high alpha reliability to probe our research samples. Reliability assesses the use of e- HRM (relevance, frequency of use) , strategic human resource management activities of times past , HR roles , effectiveness of HRM , quality of resources Service human and perceived effectiveness of HR practices shows that all scales mentions were -to say high reliability, 0.830 , 0.669 , 0.745 , 0.879 , 0.752 , 0.845 and 0.913 respectively , which is indicative of their authenticity use of estimates e- HRM (relevance, frequency of use) , the time spent on strategic activities of HRM , role of human resources, the effectiveness of HRM , the quality of the human resources department and perceived effectiveness of human resource practices .

Table (2): Statistics of reliability

<i>No. of item in scale</i>	<i>Cronbach Alpha</i>
63	0 .96

Second Table portrays that there are 63 figure of details of the data gathered. The reliability of these scales 63 was 0.96. It is further more than 0.7 that shows the data is more consistent.

Respondents' characteristics.

Demographic description of target population of the sample adds sex, age, qualification standard and work experience in organization,

Table.3 Frequency and percentage of demographic variables (N=202).

<i>Demographic variables</i>	<i>F</i>	<i>%</i>
Gender.		
Male	150	74.3
Female	52	25.7
Age.		
Below 30	34	16.8
31-40	98	48.5
41-50	50	24.8
Above 50	20	9.9

Qualification.

Graduation.	14	6.9
Master.	178	88.1
MS	8	4.0
PhD	2	1.0

Experience.

Below 5 years	78	38.6
6-10 Years	114	56.4
11-15 Years	10	5.0

Role in organization.

HR professional	147	72.8
Functional manager	48	23.8
IT professional	7	3.5

Use HER.

1-5 years	66	32.7
6-10 years	89	44.1
11-15 years	43	21.3
16-20 years	4	2.0

HRM Domain.

Compensation	28	13.9
Performance management	16	7.9
Work design	32	15.8
Personnel planning	2	1.0
Talent management	22	10.9
Recruitment and selection	4	2.0
Career development	25	12.4
Safety	32	15.8
Supervising employees	6	3.0
e-HRM	11	5.4
HR administrative processes	24	11.9

Table 3. Reflects frequency and percentage of the 202 respondents from three cities, which are used in the telecommunications sector of Pakistan with regard to equality;

male (150) 74.3 per cent, while the female respondents (52) 25.7% percent of the sample population. The age classification of respondents showed; Less than 30 (34) 16.8 percent, 31to 40 (98) 48.5 percent, 41 to 50 (50) 24.8 percent, and above 50 (20) 9 percent. Analysis of education of the population of the recorded sample as; Any other master holder (178) 88.1 percent held a graduate (14), 6.9 per cent, 8 hold the DEA degree is 4.0 and 2 holds the doctoral degree which is 1% of the total population. The assortment of the respondents work experience reflects this; about (78), 38.6 percent respondents had operated in the organization for less than 5 years or less. About (114), 56.4 percent of respondents had worked in company between 6 and 10 years. Almost (10), 5.0 per cent worked in the organization between 11 and 15 years from respondents of the selected sample.

Correlation Analysis

Correlation is way for observing the relationship between variables in this research. Correlation technique clarifies the association between the variables whether is positively and negatively related and to how much they have substantial relationship between them. In general, range of correlation is -1 to +1 in two -tailed test. Table 3 reflects the Pearson correlation between rights holders and the independent variables.

Table: Correlation between variables

Table 4. Pearson correlation among study variables (N=202).

Variables	1a	2u	3t	4h	5hr	6hs	7p
(A) Usage of e-HRM	1	-	-	-	-	-	-
(F) Usage of e-HRM	0.663**	1	-	-	-	-	-
Time spent on strategic HRM activities	0.555**	0.626**	1	-	-	-	-
HR roles	0.515**	0.645**	0.656**	-	-	-	-
HRM efficiency	0.828**	0.691**	0.592**	0.657**	1	-	-
HR Service Quality	0.665**	0.844**	0.920**	0.754**	0.697**	1	-
Perceived effectiveness of HR Practices	0.450**	0.570**	0.598**	0.976**	0.618**	0.674**	1

*p>.05, **p<.0

Generally entire variables reflected in Table 4 depicts correlation positively among them. The time spent on strategic human resource activities take significant positive correlation towards both relevant variables and the usage frequency of e-HRM with the values of 0.555 and 0.626. Though the relationship by the appropriate use is comparatively more positive and robust than the frequency of use.

Roles of HRM take significantly positive correlation with respect to the time variable, appropriate and frequency of use of e-HRM having the numbers of 0.515, 0.645 respectively. But unlike previously declared variable relationship with the appropriate use is comparatively less strong and positive than the frequency of use. HR roles encompasses strong +ve correlation to the time spent on strategic human resource operations of a value of 0.656.

HRM service quality was to examine the most. It portrays significant +ve correlation to relevant variables with values of 0.665 and 0.844. Analogous to the afore-mentioned variable (HRM roles) relationship with appropriate use is comparatively less strong and positive then the frequency of use

While considering HRM appropriate and effective correlation to the frequency e-HRM use has significant positive association with them by values of 0.828, 0.691 respectively. Furthermore, to the effectiveness of HRM moderate to high correlation with the time devoted to strategic HR activities, quality of HR services and the roles of HRM. The perceived effectiveness of HR practices portrays feeble to moderate correlation with rest of brandies variables in construction of thesis. Although this is highly correlated with the frequency of use and effectiveness of HRM practices.

Regression Analysis:

Analysis of multiple regression was performed to more explain the association among the variables in study. Global models of regression were applied regarding regression enquiry to investigate results of entire independent variables upon five dependent variables. Interpretation of relevant details in models respectively is as below,

Tables Regression Analysis

Model 1

	Model 1		
	Coefficient.	t-values	Sig
Appropriate usage of e-HRM	0.233	3.472	0.000
Frequency of usage of e-HRM	0.417	6.425	0.01
F-value	74.049		
R ²	0.427		

*Significant at 0.05 level,
 Dependent Variable: Model 1 (Time spent on strategic HR Activities),

Model 2

	Model 2		
	Coefficient.	t-values	Sig
Appropriate usage of e-HRM	0.136	2.171	0.05
Frequency of usage of e-HRM	0.460	7.574	0.01
F-value	74.922		
R ²	0.655		

*Significant at 0.05 level,
 Dependent Variable: Model 2 (HRM Roles)

Model 3

	Model 3		
	Coefficient.	t-values	Sig
Appropriate usage of e-HRM	0.578	13.18	0.000
Frequency of usage of e-HRM	0.215	5.051	0.000
F-value	256.7		
R ²	0.721		

* Significant at 0.05 level
 Dependent Variable: Model 3 (HRM Service Quality),

Model 4

	Model 4		
	Coefficient.	t-values	Sig
Appropriate usage of e-HRM	0.180	3.18	0.000
Frequency of usage of e-HRM	0.672	14.7	0.04
F-value	272		
R ²	0.732		

* Significant at 0.05 level
 Dependent Variable Model 4 (HR Efficiency)

Model 5

	Model 5		
	Coefficient.	t-values	Sig
Appropriate usage of e-HRM	0.120	1.665	0.000
Frequency of usage of e-HRM	0.438	6.265	0.097
F-value	49.883		
R ²	0.334		

* Significant at 0.05 level
 Dependent Variable: Model 5 (Perceived effectiveness of HR Practices)

In model 1, dependent variable refers to time spent on strategic HRM Activities which has been regressed towards appropriate usage and frequency of usage of e-HRM. In 2nd model it is HRM Roles, in 3rd model it is service quality of HRM, whereas in 4th HRM efficiency and in 5th model Perceived effectiveness of HRM Practices has been wielded as dependent variables.

Figure 3: Regression analysis of HR activities

Regression analysis specifies a significant relationship among appropriate usages of electric HRM, and time spent on strategic HRM Activities. Time spent on strategic HRM Activities declares 42.7 % of appropriate use and frequency and puts strong positive impact on appropriate usages of e-HRM and frequency of usage of e-HRM is also significant to Time spent on strategic activities. ($\beta=0.233$; $\beta=0.41$)

$$\beta=0.233=0.417, r^2= 0.42$$

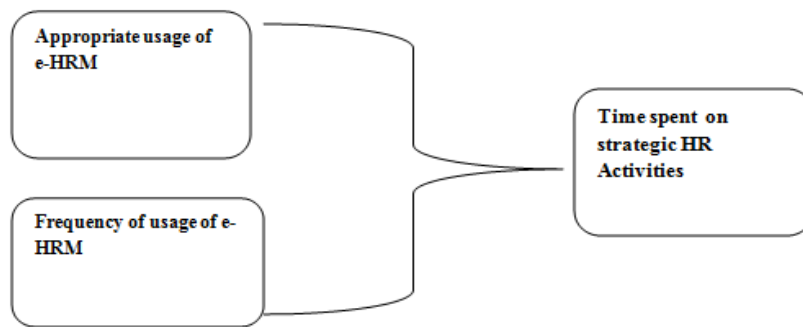


Figure 4: Regression analysis of HR Roles

Appropriate use and frequency of use of electronic HRM has a significant positive relation ($\beta=0.136$; $\beta= 0.460$) with HRM roles and determines for 65.5% of ($R^2=0.655$) of Appropriate use and frequency of use of electronic HRM.

$$\beta=0.136 =0.460 , r^2= 0.655$$

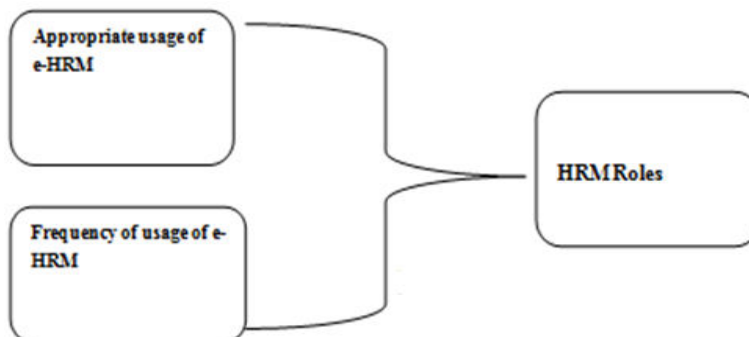


Figure5.: Regression analysis of HR service Quality:

Analysis of regression technique specifies frequency of use of e-HRM significantly regressed on Service Quality of HRM, similarly appropriate use of e-HRM is significant towards Service Quality. Service Quality declares 72.1 % ($R^2=0.721$) of appropriate usage and frequency having ($\beta=0.578$, β 0.215).

$$\beta=0.578=0.215 \quad r^2= 0.721$$

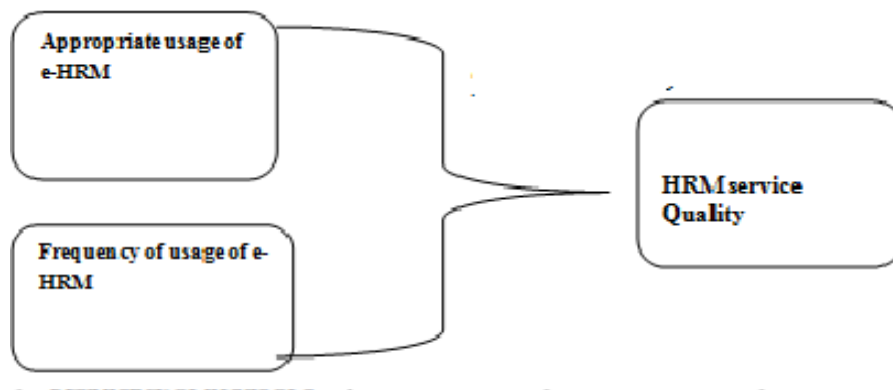


Figure 6: Regression analysis of HR efficiency

Regression analysis related to model 4 specifies that appropriate use of electronic HRM and frequency of use of electronic HRM significantly regressed on efficiency of HRM. It states 73.2 % ($R^2=0.732$) of appropriate use and frequency, but depicts moderate positive impact on appropriate use of electronic HRM. ($\beta=0.180$, 0.672).

$$\beta=0.180=0.672 \quad r^2= 0.0.732$$

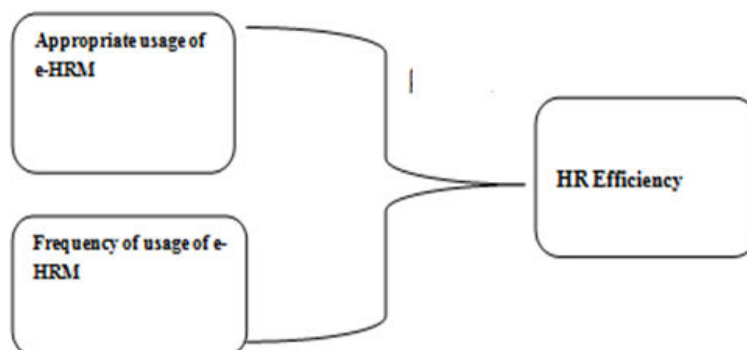
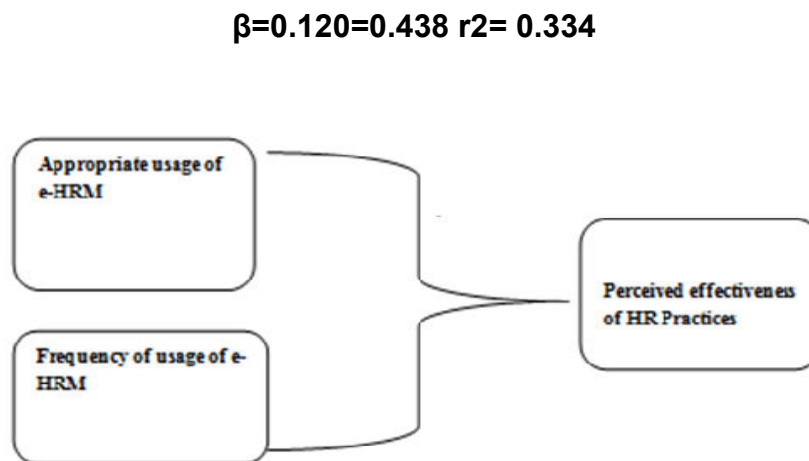


Figure 7: Regression analysis on perceived effectiveness of HR practices

Analyses of regression in model 5 portrays that appropriate use of electronic HRM and frequency of use of electronic HRM is regressed positively on Perceived effectiveness of practices of HRM and states 33.4 % ($R^2 = 0.334$) of appropriate use and frequency of use, but throws a moderately positive effect on appropriate use of electronic HRM. ($\beta = 0.120, 0.438$).



Conclusion:

In this portion of chapter hypothesizes would come under debate and would be verified on the basis of the aforementioned analysis and results. Our first hypothesis was, Value creation and frequency of usage will be greater if appropriate system has been used for application of EHRM.

1st Hypothesis is proved due to appropriate utilization of electric HRM and frequency of usage has positive correlation towards five aforementioned variables regarding creation of value. Additionally, these variables exude significant positive regression with each other except HR roles, perceived effectiveness and HRM efficiency with frequency of use of e-HRM.

HR professionals are waging suffice time on strategic human resource activities for application and usage of EHRM.

Hypothesis 2 is fully accepted, HR professionals exudes positive and significant correlation of adequate utilization and frequency of usage and time spent on strategic activities.

Orchestrated implementation of EHRM structure enables HR experts to fully perform roles of HRM including advocacy of employees, strategically partner and HRM leader.

Hypothesis 3 is fully accepted because of positive correlation of HR roles as employee advocate, strategic partner and HR leader with implementation of e-HRM.

Improved service quality is the outcome of efficient execution of EHRM.

This hypothesis is also admissible as HRM service quality showed the significant positive relationship with appropriate use and frequency of use. Evidence emboldens that appropriate use enhance the quality of service of HR professionals.

Use of Technology in HRM services enhance the efficiency of HRM.

This hypothesis is also accepted because professionals firmly believe efficiency of HR is greatly increased with implementation of e-HRM. They also depicted positive correlation and regression with each other.

Perceived effectiveness of HRM will be increased when e-HRM supports the HRM practices.

Hypothesis 6 is also accepted because implementation of e-HRM enhanced the perceived effectiveness of HR. Respondents responded in very positive manner regarding the effectiveness of HR practices.

Finally, from this study, we extracted that E-HRM provides competitive advantages for embolden human resources management process. It makes it easier, faster, and cheaper and supports HR performing activity in all types of processes for managing human resources operational, functional and processing for value creation. It supports taking a more effective and strategic decision to appease the human resource issues. All these advantages of the E-HRM can be acquired without a problem only if the system is accepted or adapted in a precise and effective organization. However, there are obstacles and problems difficult to implement and adopt management of online human resources worldwide. The purpose of this research study was to ascertain the determinants that influence value creation in the telecommunications industry of Pakistan. This study has added to the arena of human resources information management by providing important agreements and greater knowledge on the

determinants that instigating the organizations to adopt and adapt human resource management online Value Creation

Limitations and Future Research:

Whilst conducting of this study, we found some limitations thereof. First, all organizations in the samples are selected from Pakistan cellular sector. Only five cellular organizations are operating in Pakistan, all organizations have their HR departments in Lahore, Karachi and Islamabad, where it became very onerous to get responses from HR professionals. Our research was specific about the telecommunications industry, therefore, it may not be representative for other industries. Secondly, only 202 is the size of this sample study. It is established that the larger the samples, more representatives produce better results. Third, the data collected on the independent and dependent variables were from all respondents who contributed in this study (single-source bias) exerting the similar questionnaire (common bias method). Mixed method research would be a tactic to subdue biases.

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