

## Table of Contents

<b>Chapter I: Introduction and Background of the Study</b> .....	1-109
1.1: Introduction.....	1
1.2: Evolution of HR.....	5
1.3: Evolution of the Concept of HRM.....	9
1.4: Paradigm Shift .....	12
1.5: Concept of Various Terms Related to HR .....	13
1.5.1: Personnel Management.....	14
1.5.2: HRM .....	15
1.5.3: Human Capital Management .....	16
1.6: Changes in HR with Technology.....	17
1.7: Utilizations of Computer in Human Resource Management.....	19
1.7.1: HR Planning.....	19
1.7.2: Recruitment and Selection.....	20
1.7.3: Training and Development .....	20
1.7.4: Career and Succession Planning.....	21
1.7.5: Compensation .....	22
1.7.6: Performance Appraisal .....	23
1.7.7: Safety and Health.....	23
1.7.8: Human Relations.....	24
1.8: Trends of Information Technology on HRM.....	25
1.8.1: HRIS .....	25
1.8.2: ERP System .....	26
1.9: E-HRM.....	28
1.9.1: Effectiveness of E-HRM System.....	32
1.9.2: The Difficulties in Measuring Effectiveness .....	35
1.10: Conclusion .....	38
<b>Background of the Study</b>	
1.11: Introduction.....	40
1.12: Definition of E-HRM.....	40
1.13: Types of E-HRM .....	43

1.14: A General Overview .....	44
1.15: Drivers of E-HRM .....	56
1.15.1: The Operational Driver .....	56
1.15.2: The Relational Driver .....	58
1.15.3: The Transformational Driver .....	59
1.16: E-HRM Technology .....	63
1.17: Researched on the Adaptation of E-HRM .....	69
1.18: Confronts in E-HRM Implementation .....	71
1.19: E-HRM Functionality Research.....	74
1.20: The Effect of E-HRM on HR Research .....	74
1.21: E-HRM's Impact on HRM Effectiveness Research .....	76
1.22: Gap Analysis.....	80
1.23: Conclusion .....	81
References.....	82-109
<b>Chapter II: Use of E-HRM System over Day to Day HR functions by FMCG Companies in West Bengal</b> .....	110-120
2.1: Introduction.....	110
2.2 E-HRM Practice Scenario in West Bengal, India .....	111
2.3: Perceptions of Indian HR Executives on E-HRM.....	114
2.4: Conclusion.....	119
References .....	120
<b>Chapter III: Research Methodology</b> .....	121-139
3.1: Introduction.....	121
3.2: Research Design .....	121
3.2.1: Data Collection .....	123
3.2.2: Sampling Design.....	123

3.2.2.1: Population .....	123
3.2.2.2: Sampling Plan .....	125
3.2.2.3: Sample Size.....	126
3.3: Hypothesis .....	127
3.4: Data Analysis .....	127
3.5: Statistical Tools.....	128
3.5.1: Weighted Average .....	128
3.5.2: Cronbach’s Alpha .....	128
3.5.3: Factor Analysis .....	129
3.5.4: ANOVA.....	132
3.5.5: Multiple Linear Regression Analysis (MLR) .....	132
3.5.7: Scatter Plot.....	133
3.6: Limitations of the Study .....	136
3.7: Conclusion .....	137
References .....	138-139
<b>Chapter IV: Data Analysis and Interpretation .....</b>	<b>140-219</b>
4.1: Introduction.....	140
4.2: Section 1 .....	141
4.2.1: Frequency Distribution of the Organizational Profile .....	141
4.2.2: Frequency Distribution of Demographic Variables of the Respondent’s Sample.....	146
4.3: Section 2 .....	151
4.3.1: Reliability Test Interpretation .....	151
4.3.2: KMO Measure of Sampling Adequacy and Bartlett’s Test of Sphericity .....	152
4.3.3: Factor Analysis .....	153
4.4: Section – 3 .....	157
4.4.1: Reliability Test Interpretation.....	157
4.4.2: KMO Measure of Sampling Adequacy and Bartlett’s Test of Sphericity .....	157
4.4.3: Factor Analysis .....	158
4.5: Section-4 .....	162
4.5.1: Correlation Analysis .....	162
4.5.2: Multiple Regression Analysis .....	164
4.5.3: Paired Sample T-Test.....	184

4.5.3.1: Recruitment and E- Recruitment .....	185
4.5.3.2: Selection and E-Selection .....	186
4.5.3.3: Learning and E-Learning .....	188
4.5.3.4: Training and E-Training .....	190
4.5.3.5: Performance Management and E-Performance Management .....	192
4.5.3.6: Compensation and E-Compensation Management.....	194
4.5.3.7: Employee Profile Handling .....	196
4.5.3.8: HR Planning.....	198
4.5.4: Relation with E-HRM Efficiency and Transactional Time .....	200
<b>Discussion</b>	
4.6: Discussion on Objective I.....	206
4.7: Discussion on Objective II.....	207
4.8: Discussion on Objective III .....	208
<b>Findings of the Study</b>	
4.9: Findings .....	215
References .....	216-219
<b>Chapter V: Concluding Observations and Recommendations.....</b>	
5.1: Conclusions.....	220
5.2: Recommendations and Suggestions.....	222
5.3: Limitations and Further Scope.....	224