An Empirical Investigation into the factors Influencing E-HRM Practices in Hotel Industry in New Delhi

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Abstract- ***The work-life balance programmes and other HRM practices such as company benefits and functional flexibility. The study also expands the traditional conception of life and time for leisure was significant drivers of work-life balance arrangements. Hotels need to put in place more e-HRM supports for employees to achieve a better work and life. The HR technology issues revealed normal penetration of information and communication technology (ICT) in all kinds of business is the introduction of corporate leading to dimensional and often unpredictable and, the effect of various advancement. The study attempts to study the various factors that contribute to the development of human resources in enhancing the impact of the contents of electronic management of technological performance of Hotels of Delhi. To fulfill the objectives, Research was carried out in National Capital region of India (Delhi, Ghaziabad, Faridabad, Noida and Gurgoan). Sincere attempt has been made by the researcher to cover as wide as possible, so as to achieve the objectives of the study. A sample of 600 (end-users) respondents was taken into consideration. These respondents were interviewed through a well drafted pre-tested questionnaire. While 372 respondents were end-users from various hotels. These respondents were interviewed through a well drafted pre-tested questionnaire following the non-probabilistic convenience sampling, as it is appropriate for exploratory studies. It was found that the Empowers Employees, Operational efficiency User support and ease of use and Empowers Employees are the various factors that impact of the EHRM practices of Hotels of Delhi.***
Keywords: EHRM, Factor Analysis, Hotel Industry

I. INTRODUCTION

Human Resource (HR) is a process for developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance. (Plangpramool, 2012)It is useful to recognize that alternative definitions of HRM have been presented over the years. For example, a recent definition took an inclusive international perspective of HRM that finds HRM functioning as an agent of societal and national development, not just focused on

organizations. It reads as follows: "Human Resource Management is any process or activity that, either initially or over the long term, has the potential to develop adults' work-based knowledge, expertise, productivity, and satisfaction, whether for personal or group/ team gain, or for the benefit of an organization, community, nation, or, ultimately, the whole of humanity".

- Training,
- Training and development,
- Employee development,
- Technical training,
- Management development,
- Executive and leadership development,
- Human performance technology,
- Organization development, and
- Organizational learning.

A variety of factors, including resources and the target population, can influence the decision of when to conduct another needs assessment. Regularly revisiting the data from a prior needs assessment in light of changing conditions helps signal when the earlier information becomes seriously outdated or is no longer appropriate for characterizing the target population.
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II. LITERATURE REVIEW

The work-life balance programmes and other HRM practices such as company benefits and functional flexibility. The study also expands the traditional conception of life and time for leisure were significant drivers of work-life balance arrangements. Hotels need to put in place more e-HRM supports for employees to achieve a better work and life. The HR technology issues revealed normal penetration of information and communication technology (ICT) in all kinds of business is the introduction of corporate leading to dimensional and often unpredictable and, the effect of various advancements. (Mishra, 2014)thus most of the business E-HRM tools such as intranet, extranet significant difference or and its employee in present face many challenges and opportunities that evolve from complex automation, transparency, nature of work and unending HRM output in organizations changes taking place in the range of work. One of the largest changing business

environment breakthroughs in the work arena is empowerment, reactively in response to automation, which was once supposed and Application of ICT for HR paperless office, digitisation of the work and near constant technological advancement, while HR function of an organization cannot influence how human resources remain same pattern has got to be followed for human resource management practices, HR functional system henceforth modern, dynamic ways of managing HR are being seen every day. By examining the data, it became evident that most of e-HRM tools most of Indian organizations are using the e-HRM tools compared to public organizations. Research statistics shows that there is difference in application of e-HRM tools, so it can be said depth and penetration of e-HRM tools are not uniform in Indian organizations. The practitioners therefore depend on a change get familiarized with what green practices are discourse of both campaigners and industry adopted in the hotel industry, currently to identify what practices reinforce the sustainable surroundings are being recognized and followed, (Leena N. Fukey, 2014)to explore how these practices are being taken by the employees and to understand what is the business and on the allow view of the environment and care for society hoteliers on this concept and also to explore the different environmental regulation of Hotels eco-labels and their significance. The hotel industry has been pursuing and adopting enormous green practices since the year 1990s due to fluctuating economic levels and a strong focus on customer service and satisfaction. Many hotels have started employing social initiatives and corporate social responsibility. This is extremely important and advantageous to the reputation of any brand. In spite of all hotel process by taking up something this even now it has been will be more costly ability to look past the expectation. The green approaches and they do make a difference in developing a hotel.

Indian economy along with the slow down witnessed in the global economies has been the overlook the dynamics of services the hard times in last one year for the hospitality industry in India. (Dr. Amarpreet singh Ghura, 2014)The other factors that concluded that Existing models has intense the gravity of hard time is running inflation especially make every resource they witnessed for the food and utility costs on one hand and the interest rates and are tied to individuals striving currency volatility on the other, leading to compressed to reach self-actualization players margins and squeezed their profitability. In his paper has discussed revenue management and its possible implementation, from trying to understand approaches and concerns to hotel managers by presenting necessary conditions for revenue management educational background and personal which are relatively fixed capacity, perishable inventory, reservation made in advance, appropriate cost structure, variable demand and segmentable markets. "With such tough times the hoteliers have been forced to focus on their operating efficiently by focusing on their value chain. Today size of the organization is no longer a guarantee of success. With the dynamism in the Indian hotel industry, the success of the hotels depends on finding out new ways to create value if they are to prosper. Moreover their profitability will depends on exploiting value innovations, for which the hotels will have to constantly focus on the unconventional strategies and alignment of the value chain.

A found that (Chauhan, 2014)HRM Practices are positively linked with employee job satisfaction. But surprisingly, very limited number of studies have been conducted on HRM practices in the context of developing countries. This study has been conducted to fill the existing research and to explore the relationship between HRM practices and job satisfaction in the context of hotels. Academicians, researchers, policy-makers, practitioners, students, local and foreign entrepreneurs of India and other developing countries could benefit from this study by exploring the association between, the challenges posed by HRM are great

importance; and, as a sequel, exploring the possibilities of the application of HRM becomes a very relevant field of enquiry and research. Human resource is the most precious asset and delicate factor of hotels. In this global competitive world, it is necessary to retain skilled workers in the organization by efficient HRM practices. Every organization operates its activities with the support of HRM which includes top level managers, executives, supervisors and other employees. Then hypotheses of different dimensions of HRM practices and their influence were tested so that it can be empirically examined the impact with job satisfaction. The paper then discusses the finding of the study and draws the conclusions based on the empirical analysis of the study. The rapid development of the internet during the last decade has also boosted the implementation and application of electronic human resource management surveys of HR consultants suggest that both the number of organizations adopting e-HRM and the depth of the applications within the organisations are continually increasing. (Lakshmi, 2014)The purpose of this research is to provide the feasibility to adopt the e-HRM and to find the strategies to implement. Even though the e-HRM concept is widely used today, there are hardly an explicit definitions are rather general and emphasize the internet supported way of performing HR policies and activities. e-HRM is the application of information technology for both networking and supporting at least two individual or collective actor in their shared performing of HR activities. This concept highlights several crucial aspects of e-HRM utilizes information technology in a two fold manner. First technology is necessary to connect usually spatially segregated actors and enable interaction between them irrespective of their working in the same room. Second, technology supports actors by partially and sometimes even completely substituting for them in executing HR activities. Hence, information technology serves additionally as a tool fort ask fulfillment. In light of the growing e-business in various sectors it is necessary to find an electronic infrastructure in institutions, (Alrahahle, 2014)where developed an integrated electronic management as a way to automate the administrative work flow for the purposes of administrative processes electronically and documented in accordance with the systematic electronic applications. These initiatives need to deep end and follow-up, speed and greater funding than is dedicated to her now if they are to keep up with what is happening globally, especially in terms of R & D support, without which it cannot accommodate the right of endemic or absorption in this new economy. The study results showed that the electronic management of human resources and the development of human resources has a positive impact on the completion of the hotels, where it was found that the strength of the link high and positive between each of the electronic management of human resources and to achieve earnings growth and competition. that there is a force correlation is positive between development human resources and to achieve outstanding performance, the study recommended the need to practice in the electronic management of all hotels operations.

The long domination of Confucianism, rule by HRM has prevailed. HRM plays a dominant role in both society, while hotel industry should follow the instruction given by HR managers. This quotation describes hotel's situation. however, (Masadeh, 2013) if we substituted the term 'Confucianism' with 'Traditional values', it would undoubtedly give a similar picture of hotel's situation. In truth, looking at the role of hrm in the world through the years, they have been pictured, and dominated by their ancient structure, a phenomenon which stems from the traditional and religious 'laws' which greatly inform social life. who stated that religious barriers still 4 star hotel's from getting involved in the tourism and hospitality industry. Regarding the study is the first of its kind in the region, as hotel career development is a neglected area of research in the HRM. Apparently hotels career advancement in the hotel industry in the region. Human Resource Management plays

a more and more important role in business administration (Akhtar, 2013)Upon the development of information technology, e-HRM becomes available and will be expected to replace the conventional HRM gradually. The study will explore; what are the features, and advantages of implementing e-HRM by comparing with the conventional way and why it is preferable. Furthermore, whether e-HRM could facilitate the corporation makes superior performance will be found out though interviews, and observation. Due to the advantages of e-HRM and the usage of e-HRM software, some suggestions on implementation of e-HRM will be offered. The conventional HRM encompasses several activities designed to arrange and coordinate human resources within an organization in order to create even much. It has several main functions such as recruitment, selection, training and development. Sometimes it is saying personnel management instead. However, HRM is a more integrated way of implementing the different functions, covering a wider business strategy inside the corporation. The process of this kind of HRM needs a large number of HR managers and assistants. Accordingly, it costs highly but works inefficiently in current society which requires more efficiency and effectiveness. E-HRM is the new style of HRM with the overlap between information technology and human resource. It is a new HRM concept based on the advanced software and hardware to accomplish the targets of cost reduction, efficiency, improvement of the employment relationship, automatic information management. Therefore the effectiveness of e-HR for hotels won't be achieved unless much effort from both providers of software and hotel's themselves. Both strategic human resource management and electronic human resource management (e-HRM) are relatively new research streams. (Fisher, 2013)Strategic HRM literature emerged about 30 years ago and early e-HRM studies begin appearing around 1995. Interestingly, both research streams invoke potentially transformational outcomes for the role of human resource management within organizations. In the strategic HRM literature, scholars focus on strategic outcomes such as organizational performance, strategic alignment, and competitive advantage. In the e-HRM literature, researchers expect internet-based technological innovations to assist in realizing the outcomes predicted in the strategic HRM literature. Organizational goals for e-HRM investments include cost reduction through streamlining HRM operations improved effectiveness through providing better delivery of HRM services and transformation of the HRM function to a strategic business partner. The purpose of this study therefore is to apply an integrative evidence-based framework to examine recent empirical studies on e-HRM to identify scientific research evidence concerning the nature of e-HRM's association with strategic HRM. The results of the study are presented, analyzed and interpreted in the context of the purpose of the research questions formulated. (Munene, 2013)The objectives of the study were to assess the factors influencing performance of hotels. The findings will indicate whether the type of services offered, human resource management practices including selection, trainings and rewards, management strategic planning skills have an influence on the performance of hotels. They should choose the right people with the right skills, attitude and knowledge to engage in the strategic planning process. Human resource should be considered as the hotels main assets that cannot be easily replaced or dismissed but be developed in light of organizations goals and objectives. Strategic thinking and acquiring right skills and attitude can help solve most problems in the organization with the result of high productivity. Bottom-up consensus decision making with extensive on the job training of the employees and search for local markets will help to not only further boost this performance but sustain it for a long time. The hotel Industry, a service provider, plays an immense role in the development of city. (Zakari, 2013), it also serves as a source of employment for many people such as cleaners, cooks, receptionists, security guards, etc. This paper relies on responses from randomly selected guests seeking boarding and lodging services in three different classes of hotel a 4-star, 3-star and a 2-star. The study shows that the satisfaction levels of guests are not based solely on the classification of the hotels which are generally based on the tangibility variable. Thus, from the study, guests of 3-starhotel were more satisfied than guests of 4-star Hotel, followed by guests of 2-star hotel. It is believed that the quality of service which provides value for money is critical to the satisfaction of guests to these hotels. Additionally, this satisfaction trend also translates unto the loyalty levels of guests; The relationships and impact of the service quality variables are further buttressed by the results of a simple Probit Regression Model where the elements of service quality as against customer loyalty status are fit into a regression model. Here, in addition to the "responsiveness" variable for the 3-star hotel, "empathy" and "assurance" variables play significant roles in generating customer loyalty for the 4-star and 3-star hotels, however, were least satisfied with the "tangibility" variable which does not also make any significant impact on their loyalty to the respective hotels. A key policy message is for the framers of the classification measures of hotels in consider service quality variables that impact on customer loyalty and not focus on just the tangibles since that variable can be taken for granted by hotel guests who are generally characterized as looking for different environments all the time. Innovation is essential for all kinds of companies. It is getting harder and harder to preserve for them to defend their position in the market. The best and necessary way to be able to do this is innovation. (Nemeth, 2013)The concept of innovation was originally developed from the hotel industry but has become essential for hotels dealing with services. The service industry has a great literature which cannot be said about innovation in tourism services. This paper reviews the innovation literature and the application of these theories in the specific case of a hotels. Innovation has an important role in today's economies. There is no hotels which can survive in this changing environment without being able to innovate from time to time. In the paper first the innovation theories were introduced and reviewed including the success factors, the advantages, disadvantages and the pitfalls of innovation. Then the case hotel was presented and analysed in the perspective of innovation types, styles and sources as well. It can be stated as the result of the paper that in the hotel signs of incremental innovations can be found instead of radical ones. According to Lovelock's classification service development and style changes are significant in the researched hotel. The hotel concentrates on organizational and human capital innovation according to other grouping, but they are rarely applying technological innovation. As sources of innovation non-management innovations were shown to be the most important ones. The gap between theory and practice is still an ongoing problem for researchers and practitioners, (Hanish, 2012)despite the large amount of research done during the long history of training measurement and evaluation study. Divided the history of training measurement and evaluation into three stages. (Singh, 2014)The first stage, from around 1950 to 1987, was defined as the practice-oriented a theoretical stage. This was the start of the unconscious efforts of practitioners to understand training measurement and evaluation. The most significant outcome of this stage was Donald Kirkpatrick's four-level evaluation model, proposed in 1959. Kirkpatrick's model divided training evaluation into four steps: reaction, learning, behavior and. In the first step, reaction, recommended training directors evaluate participant reaction with emphasis on anonymity and the possibility of quantifying collected data. The second step, learning, refers to the amount of knowledge participants get from training, while behavior, the third step, is focused on how participants apply the absorbed knowledge in their jobs. the use of before-and-after measurement, a control group, and statistical analysis for both these steps. Paper-and-pencil test or classroom performance could be used to measure learning, while for behavior, the performance

assessment should be done by others. It covers all aspects of human resource management like personnel administration, education and training, career development, corporate organization, job descriptions, hiring process, employee's personal pages, and annual interviews with employees. Therefore e-HRM is way of doing HRM in cost effective manner. The hospitality industry in India is experiencing good business, better than ever before. Hotels across all segments are reporting strong occupancies and average rate. (Manjunath, 2011)the aviation and real estate boom, initiatives to liberalize foreign investment and improve infrastructure and, perhaps, most importantly, efforts to communicate the Brand India message have contributed to strong demand conditions in most cities across the country, with the result that India is, today, one of the world's fastest growing hotel markets. In recent times, the hotels in encountered difficulties due to the increase in customer demands and the strong competition developed in the industry. However, hospitality Industries main concern across the globe is to cater for its customer needs and their desires, which are mostly addressed through personal services. Therefore, the hotels that are able to provide quality services to ever demanding customers in a warm and efficient manner, are the ones likely to obtain long term competitive advantage over their rivals. This study is based on five star hotels, indicates that the Hospitality industry requires more adequate and comprehensive policy and strategy to compete with the multinational brands and also to make each customer satisfied with quality of service offered to them. Similarly, it also throws some light towards the importance of customer satisfaction through employee satisfaction. Importance is given for comprehensive Human Resources polices for Hotel Employees so as to reduce the rate of attrition and also to ensure the quality output from the employees. The hotel industry is one of the pillars of the economy. (Mathuvirin, 2010)The Ministry of Tourism and Leisure (2009) targeted 2 million tourists' arrivals by 2015, under its hotel Sector Strategy Plan (2009-2015). Being in the hospitality and service sector, to sustain competitive advantage, hotels should ensure customer service excellence. Service quality and customer satisfaction are closely linked to employee satisfaction implying human resources management (HRM) practices are crucial to customer service excellence. In stresses about putting employees first and customers second since it is through the employees that value is created within the organisation. Hence, this paper investigates the extent to which HRM practices in the hotel industry are customer service excellence oriented.

III. Objectives And Research Methodology

The study attempts to study the various factors that contributes to the development of human resources in enhancing the impact of the contents of electronic management of technological performance of Hotels of Delhi. To fulfil the objectives, Research was carried out in National Capital region of India (Delhi, Ghaziabad, Faridabad, Noida and Gurgoan). Sincere attempt has been made by the researcher to cover as wide as possible, so as to achieve the objectives of the study. A sample of 600 (end-users) respondents was taken into consideration. These respondents were interviewed through a well drafted pre-tested questionnaire. While 372 respondents were end-users from various hotels. These respondents were interviewed through a well drafted pre-tested questionnaire following the non-probabilistic convenience sampling, as it is appropriate for exploratory studies. Further convenience sampling method was used for two reasons firstly respondents are selected because they happen to be in right place at the right time and secondly, convenience sampling technique is not recommended for descriptive or casual research but they can be in exploratory research for generating ideas (Malhotra, 2005). According to the chosen methodological research approach, the quantitative data was analyzed by using factor analysis by using SPSS Software.

Reliability Test :Cronbach's Alpha

Reliability is the extent to which a list of scale items would produce consistent results if data collection were repeated (Malhotra, 2007) and is assessed by determining the proportion of systematic variation in a scale. Calculating the Cronbach Alpha coefficient of a scale is the most commonly practiced indicator of internal consistency (Pallant, 2007), with the ideal Cronbach Alpha co-efficient being over 0.7 (Hair et al. 2010). A value of below 0.7 is considered to indicate unsatisfactory internal consistency reliability (Malhotra, 2007). Cronbach's Alpha is used in this research to assess internal consistency reliability of the 33 scale items of the questionnaire.

Reliability analysis

Case Processing Summary

		N	%
Cases	Valid	372	100.0
	Excluded(a)	0	.0
	Total	372	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.962	33

The Cronbach Alpha coefficient of the EHRM scale of the research, as displayed in is 0.962. Since this figure is above the necessary 0.7 Cronbach Alpha ideal, the scale items used have a satisfactory internal consistency and can be deemed reliable statistically.

Factor Analysis is a data reduction statistical technique that allows simplifying the correlational relationships between numbers of continuous variables. Exploratory factor analysis is been used in order to identify constructs and investigate relationships among key interval scaled questions.

Exploratory Factor Analysis

Exploratory Factor Analysis is a general name denoting a class of procedures primarily used for data reduction and summarization (Malhotra, 2007). Exploratory Factor Analysis allows researchers to condense a large set of variables or scale items down into a smaller, more manageable number of factors or components (Pallant, 2007). It does this by summarising the underlying patterns of correlation and looking for groups of closely related or not related items (Tabachnick and Fidell, 2007). It identifies how many factors best represent the scale items in the context of the data collected and which factor each scale item loads most highly onto (Hair et al. 2010). In this research, Principle Component Analysis (PCA) is a key method in the Exploratory Factor Analysis process used to explore the underlying structure of the eHRM perception and their correlations in the data obtained. In which the original scale items are transformed into a smaller set of linear combinations, with all variance in the data being used. The following data and factor analyses were conducted within the Exploratory Factor Analysis process:

Data Factorability

The first data analysis in the Exploratory Factor Analysis process (Pallant, 2007) is the assessment of its suitability (factorability). Two statistical measures: Bartlett's Test of Sphericity and Kaiser-

Meyer-Olkin Measure of Sampling Adequacy (KMO) can be used to investigate the factorability of the data.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.958
Bartlett's Test of Sphericity	Approx. Chi-Square	10556.156
	df	528
	Sig.	.000

- Kaiser-Meyer-Olkin Measure of Sampling Adequacy (MSA) for individual variance was studied. It found sufficient correlation between all the variables.
- To test the sampling adequacy, Kaiser-Meyer-Olkin MSA was calculated which is found to be 0.958. It is indicated that that the sample is good enough for sampling.
- The overall significance of correlation matrices is tested with Barlett Test of Sphericity provided support for the validity of the factor analysis of the data set. (Table 1)

KMO is a sampling adequacy index (range from 0 to 1), with high values (between 0.6 and 1.0) indicating that Exploratory Factor Analysis is appropriate (Tabachnick and Fidell, 2007). Since, the KMO sampling adequacy of this research data is high at 0.958 and the significance of Bartlett's Test of Sphercity is appropriate, thus the test results provide sufficient evidence to support the appropriate use of Exploratory Factor Analysis for eHRMscale items.

After the standards indicate that data is suitable for factor analysis, Principal Components Analysis (PCA) was employed for extracting the data, which lets determining the factor underlying the relationship between numbers of variables. The Total Variable Explained box was suggesting that it extracts one factor accounts for 70.27% of the variance of the relationship between variables. In order to 'extract' factors from the data, components that have an eigenvalue of 1 or more have to be identified from the Total Variance Explained extracted using Principle Component Analysis (Pallant, 2007). This determines the number of factors extracted from the data (Kaiser, 1960). The scree plot is an alternative method of identifying the number of factors to extract via factor analysis (Cattell, 1966) as it displays the sharpest drop in the eigenvalues of the factors, which highlights that further factors would not explain a significant amount of the variance of scale items. As displayed in Principle Component Analysis of this research data identifies that the first four components have recorded eigen values above 1.

Total Variance Explained

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	15.045	45.590	45.590	15.045	45.590	45.590	8.733	26.464	26.464
	2	4.174	12.649	58.238	4.174	12.649	58.238	7.476	22.656	49.119
	3	2.126	6.443	64.681	2.126	6.443	64.681	4.346	13.170	62.289
	4	1.845	5.591	70.272	1.845	5.591	70.272	2.634	7.983	70.272
	5	.712	2.158	72.431						
	6	.643	1.948	74.378						
	7	.622	1.885	76.264						
	8	.565	1.712	77.976						
	9	.545	1.650	79.626						
	10	.501	1.520	81.146						
	11	.454	1.377	82.523						
	12	.422	1.279	83.802						
	13	.405	1.227	85.029						
	14	.402	1.217	86.246						
	15	.370	1.120	87.366						
	16	.358	1.084	88.450						
dimension0	17	.330	1.001	89.451						
	18	.319	.967	90.417						
	19	.310	.939	91.356						
	20	.291	.883	92.239						
	21	.280	.849	93.088						
	22	.264	.799	93.887						
	23	.254	.770	94.656						
	24	.230	.697	95.354						
	25	.229	.693	96.046						
	26	.208	.631	96.677						
	27	.204	.618	97.295						
	28	.193	.586	97.881						
	29	.173	.525	98.407						
	30	.150	.454	98.861						
	31	.139	.422	99.283						
	32	.132	.399	99.682						
	33	.105	.318	100.000						

Extraction Method: Principal Component Analysis.

Loading on factors can be positive or negative. A negative loading indicates that this variable has an inverse relationship with the rest of the factors. The higher the loading the more important is the factor. However Comrey (1973: 1346) suggested that anything above 0.44 could be considered salient, with increased loading becoming more vital in determining the factor. All the loadings in

the research are positive. Rotation is necessary when extraction technique suggest there are two or more factors. The rotation of factors is designed to give an idea of how the factors initially extracted differ from each other and to provide a clear picture of which item load on which factor.

There are only four factors, each having Eigen value exceeding 1 for eHRM. The Eigen values for four factors were 15.045, 4.174, 2.126and1.845respectively. The percentage of total variance is used as an index to determine how well the total factor solution accounts for what the variables together represent. The index for present solution accounts for 70.27% of the total variations for perception of end users. It is pretty good extraction as it can be economize on the number of factors (from 33 it has reduced to 4 factors) while we have lost 29.73% information content for factors for e-HRM. The percentage of variance explained by factor one to four for factors for eHRM is26.464, 22.656,13.170 and 7.983respectively. It means 70% of the variance of variable 1 is being captured by the four extracted factors together. The proportion of variance in any one of the original variables, which is being captured by the extracted factor, is known as communality (Nargundkar, 2002).

The Components Matrix is the output of the Exploratory Factor Analysis process that lists the loadings of each of the scale items on each of the four components. Valid components having scale item loadings of 0.5 and above (Hair et al. 2010) and scale items with the highest loading on that component (Wixom and Todd, 2005). This Components Matrix is subsequently rotated using Varimax Rotation to assist interpretation of its results (Malhotra, 2007), displaying only loadings of 0.5 and above.

Large commonalities indicate that a large number of variance has been accounted for by the factor solution. Varimax rotated factor analytic results for factor eHRM. The four factors shown in rotation table have been derived from Rotation.

Rotated Component Matrix[a]

	Component			
	1	2	3	4
user friendly interface(A1)			.734	
control over my personal information(B1)	.639			
Working on e-HRM applications is easy(A2)			.789	
saves time spent on administrative tasks(C1)		.594		
support from senior leaders(A3)			.654	
responsive to my needs for (real-time) information(B2)	.716			
improves productivity(C2)		.828		
reduction in paperwork(C3)		.801		
simplifiies the process steps related to HR activities/processes(C4)		.814		
advantage of working as per the best practices in the industry(B3)	.693			
improvement in overall business processes(C5)		.814		
increases the speed of transaction processing(C6).		.802		
optimises the workflow between emp, management and HR professionals(C7)		.843		
Self service applications have led to a quick access to information(B4)	.745			
Self service applications leads to self efficacy(B5)	.790			
improves decision making in my job(B6)	.750			
24/7 accessibility of HR information is possible(C8)		.841		
facilitates the flow of knowledge in the organization(B7)	.821			
helps me in managing my team(B8)	.805			
I feel overburdened doing HR's job(L1)				.771
leads to corporate branding(C9)		.849		
get the opportunity to be updated about the organizational developments(B9)	.829			
get updated news of HR initiatives/activities(B10)	.793			
negative effects in moving from a 'face to face' to a virtual relationship in people management.(L2)				.748
more transparency in HR processes of my organisation(C10)		.866		
self service applications give me a sense of empowerment(B11)	.780			
respond more quickly to the changes due to having relevant information (HR related) at my finger tips(B12)	.795			
afraid of spending time on exploring web-based HR tools(L3)				.808
manage team globally(B13)	.775			
data security is a threat(L4)				.680
training given to use the e-HR is useful(A4)			.762	
get immediate help for problems encountered(A5).			.763	
refresher training given to use e-HR is useful(A6)			.781	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

Interpretation of Factors

Each factor needs to be assigned a name or label to characterise it and aid its interpretation (Tabachnick and Fidell, 2007). Each of the eHRM perception factors that have been extracted via Principle Component Analysis in the Exploratory Factor Analysis process of this research data is displayed. The names allocated to each factor are a result of the interpretation of its eHRM perceptions factor scale items and are discussed in the following sub-sections.

1. Empowers Employees

The first factor with the highest Total Variance Explained value has been interpreted as *Empowers Employees* due to its inclusion of scale items identified and adapted from academic literature surrounding E HRM *Empowers Employees*, as displayed in table below

control over my personal information(B1)	.639
responsive to my needs for (real-time) information(B2)	.716
advantage of working as per the best practices in the industry(B3)	.693

Self service applications have led to a quick access to information(B4)	.745
Self service applications leads to self efficacy(B5)	.790
improves decision making in my job(B6)	.750
facilitates the flow of knowledge in the organization(B7)	.821
helps me in managing my team(B8)	.805
get the opportunity to be updated about the organizational developments (B9)	.829
get updated news of HR initiatives/activities(B10)	.793
self service applications give me a sense of empowerment(B11)	.780
manage team globally(B13)	.775

The scale items that load onto the Factor 1 are related to the following for *Empowers Employees* control over my personal information(B1) responsive to my needs for (real-time) information(B2), advantage of working as per the best practices in the industry(B3), Self service applications have led to a quick access to information(B4), Self service applications leads to self efficacy(B5), improves decision making in my job(B6), facilitates the flow of knowledge in the organization(B7), helps me in managing my team(B8), get the opportunity to be updated about the organizational developments (B9), get updated news of HR initiatives/activities(B10), self service applications give me a sense of empowerment(B11) and manage team globally(B13).

2. **Operational Efficiency**

The second factor with the highest Total Variance Explained value has been interpreted as *operational efficiency* due to its inclusion of scale items identified and adapted from academic literature surrounding E HRM *operational efficiency*, as displayed in table below

saves time spent on administrative tasks(C1)	.594
improves productivity(C2)	.828
reduction in paperwork(C3)	.801
simplifies the process steps related to HR activities/ processes(C4)	.814
improvement in overall business processes(C5)	.814
Increases the speed of transaction processing (C6).	.802
optimises the workflow between employees, management and HR professionals(C7)	.843
24/7 accessibility of HR information is possible(C8)	.841
leads to corporate branding(C9)	.849
more transparency in HR processes of my organisation(C10)	.866

The scale items that load onto the Factor 2 are related to the following for *operational efficiency*: saves time spent on administrative tasks(C1), improves productivity(C2), reduction in paperwork(C3), simplifies the process steps related to HR activities/ processes(C4), improvement in overall business processes(C5), Increases the speed of transaction processing (C6), optimises the workflow between employees, management and HR professionals(C7), 24/7 accessibility of HR information is possible(C8), leads to corporate branding(C9) and more transparency in HR processes of my organisation(C10)

User Support and Ease of Use

The third factor with the highest Total Variance Explained value has been interpreted as *User support and ease of use* due to its inclusion of scale items identified and adapted from academic literature surrounding E HRMuser friendly and ease of use, as displayed in table below

user friendly interface(A1)	.734
Working on e-HRM applications is easy(A2)	.789
support from senior leaders(A3)	.654
training given to use the e-HR is useful(A4)	.762
get immediate help for problems encountered(A5).	.763
refresher training given to use e-HR is useful(A6)	.781

The scale items that load onto the Factor 3 are related to the following for User support and ease of use: user friendly interface(A1), Working on e-HRM applications is easy(A2), support from senior leaders(A3), training given to use the e-HR is useful(A4), get immediate help for problems encountered(A5) and refresher training given to use e-HR is useful(A6)

Constraints

The fourth factor with the highest Total Variance Explained value has been interpreted as *Constraints* due to its inclusion of scale items identified and adapted from academic literature surrounding E HRMis constraints, as displayed in table below

I feel overburdened doing HR's job(L1)	.771
negative effects in moving from a 'face to face' to a virtual relationship in people management.(L2)	.748
afraid of spending time on exploring web-based HR tools(L3)	.808
data security is a threat(L4)	.680

The scale items that load onto the Factor 4 are related to the following for Empowers Employees: I feel overburdened doing HR's job(L1), negative effects in moving from a 'face to face' to a virtual relationship in people management.(L2), afraid of spending time on exploring web-based HR tools(L3) and data security is a threat(L4).

IV. CONCLUSION

The study was conducted to study the various factors that contributes to the development of human resources in enhancing the impact of the contents of electronic management of technological performance of Hotels of Delhi, It was found from the research that following are the factors that contribute to the development of EHRM which are the first factor was Empowers Employees which covered control over my personal information responsive to my needs for (real-time) information, advantage of working as per the best practices in the industry, Self service applications have led to a quick access to information, Self service applications leads to self efficacy, improves decision making in my job, facilitates the flow of knowledge in the organization, helps me in managing my team, get the opportunity to be updated about the organizational developments, get updated news of HR initiatives/activities, self service applications give me a sense of empowerment and manage team globally. The second factor is operational efficiency with the following items, saves time spent on administrative tasks, improves productivity, reduction in paperwork, simplifies the process steps related to HR activities/ processes, improvement in overall business processes, Increases the speed of transaction processing, optimises the workflow between employees, management and HR professionals, 24/7 accessibility of HR information is possible, leads to corporate branding and more transparency in HR processes of my organisation. The third factor is User support and ease of use: user friendly interface, Working on e-HRM applications is easy, support from senior leaders, training given to use the e-HR is useful, get immediate help for problems encountered and refresher training given to use e-HR is useful. The fourth and the last Factor are related to the following for Empowers Employees: I feel overburdened doing HR's job, negative effects in moving from a 'face to face' to a virtual relationship in people management, afraid

of spending time on exploring web-based HR tools and data security is a threat.

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