International Academy of Science, Engineering and Technology
IASET   Connecting Researchers; Nurturing Innovations

THE IMPACT OF E-HRM ON ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM SELECTIVE SERVICE SECTORS OF BANGLADESH

MD. SAJJAD HOSAIN

Senior Lecturer, Department of Business Administration, Uttara University, Dhaka, Bangladesh

ABSTRACT

The study has been conducted to endeavor if there is any relationship between thirteen electronic HRM activities (independent variables) and organizational performance (financial and strategic). The thirteen E-HRM functions are e-advertising, e-application tracking, e-recruitment, e-selection, e-learning, classical & virtual training, e-performance management system, e-compensation & benefit, HRIS & e-communication, e-personal profile, e-grievance tracking & handling, green HRM and e-leave. The research was carried out with a sample size of 299 mid & supervisor level managers and 228 top level managers of 46 private and public firms of 8 service sectors of Bangladesh. The convenience sampling technique has been used to choose the respondents and data have been collected through a detailed structured questionnaire from the respondents. Results after a careful and detailed analysis revealed that there is a positive relationship between e-application tracking, e-selection, e-learning, e-performance management, e-compensation & benefit, HRIS & e-communication, e-personal profile and e-leave with financial performance. Among them, HRIS & e-communication, e-compensation & benefit and e-leave have a strong positive relationship with financial performance. In contrary, e-advertising, e-recruitment, classical & virtual training, e-grievance tracking & handling and green HRM have a negative relationship with financial performance. Among them, green HRM, e-grievance tracking & handling, classical & virtual training and e-recruitment have a strong negative relationship with the financial performance of the firms under study. Again, e-application tracking, e-selection, e-learning, e-performance management, e-compensation & benefit, HRIS & e-communication, e-personal profile and e-leave have a positive relationship with strategic performance. Among them, HRIS & e-communication has the strong positive relationship followed by e-compensation & benefit and e-leave. On the other hand, e-advertising, e-recruitment, classical & virtual training, e-grievance tracking & handling and green HRM have a negative relationship with strategic performance of the firms under this study. Within them, e-application tracking & handling, green HRM, classical & virtual training and e-recruitment have a strong negative relationship with firms' strategic performance. The authors are hopeful that the study might be proven useful for decision makers of the different firms who wish to reduce costs and adopt environment friendliness to gain competitive advantages over the rivals. It might be also helpful for HR practitioners and academicians who have intention to explore new windows in this regard.

KEYWORDS: E-HRM, Firms, Organizational Performance, Human Resources, Human Resource Information System, Information Technology

INTRODUCTION

The optimum effectiveness and efficiency of an organization do not merely depend upon its financial resources or using the best strategy, rather it is determined by the extent to which and how it is using its human resources

(Hosain, 2016). This is especially true when we discuss about a service providing organization. Bangladesh, after independence in 1971, the country has made noticeable progress in the service sector, which achieved a growth rate of 3.02 % in 2015 despite political turmoil (CPD, 2015). With the emergence of global transformation, service industries in Bangladesh has shown a tremendous growth over the last decade that create the necessity of a huge efficient, competent, knowledgeable, energetic and enthusiastic manpower. With the development of an era of technology, the world has become a global village on continuous innovation to make the working life easier, faster and competent (Hossain & Islam, 2015). At present, HRM departments are no longer doing file or paperwork, rather with the invention and advancement of IT, the HRM jobs have become sound, efficient, faster and cost saving. In this regard, Human Resource Information System (HRIS) has been already accepted as the key tool in Electronic Human Resource Management (E-HRM).

However, E-HRM is a comparatively new idea for an underdeveloped country like Bangladesh. The concept of E-HRM (also known as paperless or green HRM) typically includes using less possible paperwork at all HR functions like recruitment & selection, training, performance review, etc. to create a sustainable, environmentally friendly and competitive advantage through employee engagement (Hosain & Rahman, 2016). At present, the performance of Human Resource Management (HRM) has a significant link with organizational performance (Masum *et al.*, 2015). Organizations are shifting the traditional HRM tools and techniques to strategic HRM through a significant contribution of Information Technology (IT) and Human Resource Information System (HRIS) to achieve competitive goals (Rodriguez & Ventura, 2003). Bondarouk *et al*. (2009) claimed that E-HRM has been interchangeably connected with HRIS, virtual HRM and web & internet based HRM.

In Bangladesh, a few large companies have started to implement electronic HRM in the last few years (Jahan, 2014). The majority of the firms is still failing to realize the benefits of paperless HRM and have taken no or a very little initiative to implement such environment. The initiation and implementation of E-HRM in Bangladesh can be considered as an innovative since it is still in its infancy. However, in this age of competition, businesses are relentlessly trying to reduce costs and gain competitiveness over the rivals. E-HRM can be an effective tool in this regard for achieving their objectives. It is also environmentally friendly which, in turn, helps the management to meet some social and environmental obligations. Therefore, this systematic study will be hopefully might be of help for managers, researchers and academicians who have different aims of understanding the E-HRM and its obvious necessity in today's highly competitive corporate world and the natural environment which is particularly in danger.

RATIONALE AND SIGNIFICANCE OF THE STUDY

The study is aimed to identify the actual impact of E-HEM practices on the firm effectiveness and performance. In addition, it will highlight the present scenario of E-HRM practices into Bangladeshi service sector firms. This study will hopefully of great help for those who are trying to find the result of using electronic HRM practices into the HR departments and seek to improve the organizational effectiveness and hence, performance in both financial and strategic aspects. The study might also help the decision making managers who would like to implement E-HRM practices replacing the traditional one. Finally, this can balance the proper use of E-HRM practices and the organizational performance gained by utilizing them.

REVIEW OF PREVIOUS LITERATURES

Organizational Performance

The concept of organizational performance is needed to be differentiated from the broader concept of organizational effectiveness (Santos and Brito, 2012). Business or organizational performance in this study covers financial and operational outcomes. Though the conceptual idea of Venkatraman and Ramanujan (1986) is widely accepted by strategic management scholars (Carton and Hofer, 2006; Richard et al., 2009), the analysis of operations of organizational performance used in empirical studies showed a variety of approaches covering the domain of partially and in an imbalanced way. Combs, Crook and Shook (2005) analyzed all the articles published in Strategic Management Journal from 1980 to 2004 identified 238 empirical studies that used 56 different indicators (Santos and Brito, 2012). In most cases, financial performance was used (82%) with accounting related measures of profitability being the most common choice (52%). Carton and Hofer (2006) and Richard et al. (2009) also showed a similar picture (Santos and Brito, 2012). Both studies reported a rate of indicator per article of close to one (Hosain, 2015).

HRM and Organizational Performance

As it is well-known, adding or creating value to the existing one, or improving the performance lead to effectiveness. The most talked value is created or enhanced by "the people" who are the bloodline of an organization. In the beginning of 21st century, the resource based view of the firm has introduced a "best fit" perspective (Datta *et al.*, 2005). According to this notion, "fit" is embedded in the resource-based view through two primary means: resources contribute to firm performance depending on strategic and HRM goals, and firm's competitive environment (Bondarouk & Ruel, 2005). Huselid et al. (1997) introduced the concept of technical and strategic effectiveness of HRM guided by the idea that HRM seeks approval for its activities in "socially constructed environments". If the organization can meet the stakeholders' expectations, it can be said that it has gained the legitimacy and acceptance in the eyes of external entities.

Therefore, the HR or employee management is labeled as successful or effective only if their policies and decision have been transformed into the creation of above average value for all the stakeholders.

Electronic Human Resource Management (E-HRM)

As a result of increasing use of Information System (IS) in business, HR professionals are becoming used to exploit IS for HR activities from early 1980s (Voermans & Veldhoven, 2007). E-HRM is a whole combination of all activities integrated and used in an HR department. In general, E-HRM consists of all applications of labor force planning, supply & demand forecast, staffing information, applicant tracking, information on training & development, salary management, labor/employee relations, promotion related information and so on (Bamel *et al.*, 2014). Recent studies showed that E-HRM improves the strategy formulation and decision making for HR activities, considering it as a strategic partner of the firms (Thite *et al.*, 2012; Wiblen *et al.*, 2010).

Academicians are paying a growing attention to identify E-HRM in attempt to answer some questions like "Can E-HRM truly offer companies competitive advantage or does it represent an actual competitive necessity?", "What are the impacts of E-HRM on organizational competitiveness?", "What are the changes in the job environment of HR professionals brought about by E-HRM?" and "Does E-HRM bring new substantial development and does it pay to become innovative?" (Bondarouk & Ruël, 2005).

Within a range of 20-25 years, scientific knowledge about E-HRM has gathered some conclusive notions about the objectives of E-HRM (Ruël *et al.*, 2004), its types (Lepak & Snell, 1998), effectiveness of different E-HRM applications and implementation of HRIS.

In theory, there was a sound belief that E-HRM should facilitate the role of HR as a strategic partner by releasing employees from the administrative burdens towards undertaking critical people management activities (Lepak & Snell, 1998). However, some later studies found that in nearly half of the companies with a complete integrated HRIS, HR was not viewed as a strategic partner (Lawler & Mohrman, 2003).

E-HRM and Organizational Performance (Financial and Strategic/Operational)

A great deal of research has been done in the field of contribution of IT into HR. In the early 1960s, personnel management was early to be used for office automation in payroll, benefit administration and maintaining employee records (Ball, 2001). Growth in strategically focused HRM later produced demands for information and communication developments in HRIS (Bondarouk & Ruel, 2009). Since then, the use of HRIS has used confined mainly to administrative purposes focusing on the growing sophistication of IT. In this context, studies kept their focus mostly on qualities of IT, necessary for the use of its users by HR Departments (Kavanagh et al., 1990; Haines & Petit, 1997; Keebler & Rhodes, 2002; Fisher & Howel, 2004). A quantitative study conducted by Ball (2001) with 115 organizations using HRIS, revealed that the organization size is a clear determinant of, first, whether it is using HRIS at all, and second, whether it adopts certain modules, e.g. core personal administration) over others such as training and competence management (Bondarouk & Ruel, 2005). More recent studies regarding the implementation of E-HRM make a shift towards addressing the dynamic nature of implementation and using such concepts like innovation, implementation, learning, change management (Keebler & Rhodes, 2002).

Lepak and Snell (1998) referred to four issues about virtual HRM. First of all, HRM departments are asked to focus on the strategic questions. Secondly, those departments need to be flexible in terms of policy making and practices. Third, HRM departments should be efficient in terms of operations and cost. Last of all, HRM departments should be serviced, oriented towards management and employees. In short, HRM departments must be strategically focused, flexible, efficient and client oriented (Ruel & Bondarouk, 2004). Ruel et al. (2002) highlighted a situation that is fairly well covered like changing nature of the employment relationship. With the supply shortage in the labor market during the economic upturn in 1990s, the individualization of the society and an increased educational level of the people (thus employees), the power balance in the employment relationship has shifted towards the direction of the employee: they want to steer their own career paths (Ruel & Bondarouk, 2004). In the view of Ruel et al. (2002), a move towards E-HRM can provide the tools to support such development. The rapid development in IT and its unlimited possibilities for HRM have been led to a new academic era, especially focused on the integration of these areas (Ruel & Bondarouk, 2004).

Based upon the above literatures, conclusions can be drawn about the goals of E-HRM from the aforementioned four to three:

- Improving the strategic orientation of HRM

- Reducing the operational cost and increasing the operational efficiency, and

- Improvement in client service and facilitating the management and employees.

PRESENT SCENARIO OF E-HRM PRACTICES IN BANGLADESH

Bangladesh is a small Agra-based country in South Asia got independent in 1971 with a population of more than 16 millions. Though the country is still agriculture dependent, the percentage of private sector contribution to GDP is growing up at 3.02% as of 2015 (CPD, 2015). After the independence, the government of that time nationalized all the organizations. But, as public sector organizations were counting loss year after year due to inappropriate training, a shortage of skilled workers, poor salary, weak administration, poor ethical standard, corruption and overall lacking of motivation (Hussein et al., 2013), gradually government are denationalizing the firms and encouraging the private sector to come up.

E-HRM is a still a new concept in Bangladesh as the country is still in a learning position about how to use IT or HRIS in organizations. Though, some areas of HR have already implemented the paperless and online practices, there are yet many scopes for further development in this area.

Private sector enterprises are clearly well ahead than the public sector in recognizing and implementing E-HRM practices (Samaduzzaman and Zaman, 2012). In another study with 22 service sector firms, Hossain and Islam (2015) found that only 40.91% firms were practicing E-HRM. They suggested to guide and pre-inform the HR employees through extensive training and motivation regarding E-HRM benefits.

RESEARCH HYPOTHESES AND CONCEPTUAL FRAMEWORK

The above cited literatures indicate a positive and strong impact of E-HRM practices on organizational performance (financial and strategic). Therefore, the main purpose of this empirical study is to find out the relationship between E-HRM practices and financial and strategic performance. A conceptual framework has been developed for the purpose of the study in the following figure:
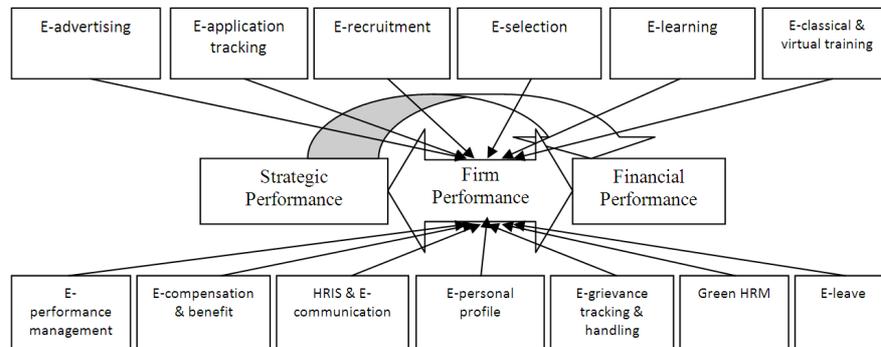

Figure 1: Conceptual Framework

In the figure, the thirteen E-HRM practices have been assumed to be independent variables and strategic & financial performances have been assumed to be dependent variables.

From the literatures, two research hypotheses can be developed:

H_1: There is a positive and significant relationship between E-HRM practices and strategic performance.

H_2: There is a positive and significant relationship between E-HRM practices and financial performance.

METHODOLOGY

The sample size of this study is 527 out of which 299 were mid & supervisor level managers and 228 respondents were top level managers of 46 private and public firms of 8 service sectors of Bangladesh.

Respondents' Profile

As said earlier, all the respondents are supervisors, mid and top level managers. Therefore, it was expected that they have adequate knowledge about HRM and E-HRM practices. There were some managers who had decision making authority at the highest level of their respective organizations. The convenience sampling method had been used for this study. The demographic profile of the respondents is as below:

Table 1: Demographic Profile of the Respondents

Industry Type	No. of Organizations	No. of Respondents (Supervisor & Mid Level Managers)	No. of Respondents (Top Level Managers)
Education	8	49	38
Bank	7	42	29
Utility	5	34	22
Information Technology	5	29	21
Insurance	6	41	33
Consultancy	5	33	28
Travel Agency	6	44	41
Postal Service	4	27	16
Total	**46**	**299**	**228**

Questionnaire Design (Questionnaire-1)

The questionnaire was checked properly to find out whether it was understandable to everyone and if there is any improvement needed. The questionnaire-1 had 76 questions altogether. A five point Likert scale was used to measure E-HRM and financial performance where 5 was regarded as strongly agree, 4 to agree, 3 for neutral or no comment, 2 for disagreeing and 1 for strongly disagree. Before final distribution of the respondents, a pilot survey was conducted.

Table 2: Number of Questions according to Category

Categorization	No. of Questions
E-advertising	4
E-application tracking	5
E-recruitment	5
E-selection	4
E-learning	5
Classical & virtual training	5
E-performance management system	5
E-compensation & benefit	4
HRIS & e-communication	6
E-personal profile	5
E-grievance tracking & handling system	3
Green HRM	4
E-leave	5
Financial performance	16
Total Number of Questions	**76**

The Cronbach Coefficient was used to investigate the inter item consistency and reliability (Walsh, 1995). Cronbach alpha for e-advertising was 0.7044, for e-application tracking 0.7179, for e-recruitment 0.8199, for e-selection

0.7321, for e-learning 0.8922, for classical & virtual training 0.7233, for e-performance management 0.7101, for e-compensation & benefit 0.7344, for HRIS & e-communication 0.7546, for e-personal profile 0.7800, for e-grievance tracking & handling 0.8922, for green HRM 0.8398, for e-leave 0.7643 and for financial performance, it was 0.8931. Therefore, it is evident that each instrument's internal reliability and validity were satisfactory.

Questionnaire Design (Questionnaire-2)

On the other hand, questionnaire-2 was also prepared using a five point Likert scale to measure E-HRM and strategic performance. This questionnaire also had 76 like the previous one.

Table 3: Number of Questions According to Category

Categorization	No. of Questions
E-advertising	5
E-application tracking	5
E-recruitment	5
E-selection	6
E-learning	5
Classical & virtual training	5
E-performance management system	5
E-compensation & benefit	4
HRIS & e-communication	5
E-personal profile	5
E-grievance tracking & handling system	3
Green HRM	5
E-leave	5
Strategic performance	13
Total Number of Questions	**76**

Cronbach alpha for e-advertising was 0.7143, for e-application tracking 0.7572, for e-recruitment 0.7999, for e-selection 0.7221, for e-learning 0.8522, for classical & virtual training 0.7033, for e-performance management 0.7701, for e-compensation & benefit 0.8940, for HRIS & e-communication 0.8819, for e-personal profile 0.7802, for e-grievance tracking & handling 0.7320, for green HRM 0.81988, for e-leave 0.7448 and for strategic performance, it was 0.8339. Therefore, it is evident that each instrument's internal reliability and validity were satisfactory.

DISCUSSIONS AND ANALYSIS OF RESULTS

Pearson's Correlation for Selected Independent Variables and Financial Performance

Table 4: Pearson's Correlation for Selected Independent Variables and Financial Performance

Independent Variables	Dependent Variable (Financial Performance)
E-advertising	0.039
E-application tracking	0.011
E-recruitment	0.54
E-selection	-0.023
E-learning	0.019
Classical & virtual training	0.67
E-performance management system	0.048
E-compensation & benefit	-0.36
HRIS & e-communication	0.75
E-personal profile	0.67
E-grievance tracking & handling system	-0.22
Green HRM	0.43
E-leave	-0.33

In Table-4, Pearson correlation coefficient indicates that e-selection, e-compensation & benefit, e-grievance tracking & handling system and e-leave negatively correlates with a firm's financial performance. Among them, e-selection has a weak negative correlation with financial performance. On the other hand, e-advertising, e-recruitment, e-application tracking, e-learning, classical & virtual training, e-performance management, HRIS & e-communication, e-personal profile and green HRM are positively correlated with financial performance. Within these variables, HRIS & e-communication and e-personal profile is strongly correlated with financial performance of the studied firms.

Pearson's Correlation for Selected Independent Variables and Strategic Performance

Table 5: Pearson's Correlation for Selected Independent Variables and Strategic Performance

Independent Variables	Dependent Variable (Financial Performance)
E-advertising	0.031
E-application tracking	0.009
E-recruitment	-0.51
E-selection	0.019
E-learning	0.011
Classical & virtual training	0.45
E-performance management system	0.43
E-compensation & benefit	-0.36
HRIS & e-communication	0.76
E-personal profile	0.71
E-grievance tracking & handling system	0.17
Green HRM	0.18
E-leave	0.39

Table 4 indicates that only e-recruiting and e-compensation & benefit have a negative correlation with strategic performance. Between those two, e-recruitment has a strong negative correlation. Other eleven variables have positive correlation with firms' strategic performance. Among them, HRIS & e-communication and e-personal profile have a very strong positive correlation. Two other variables, namely, classical & virtual training and e-performance management system has medium positive correlation with strategic performance of the studied firms.

MULTIVARIATE ANALYSIS

Multivariate analysis assesses the stimulus impact of all the independent variables on the dependent variables. The results of regressing thirteen independent variables against two dependent variables are depicted in the following tables.

Table 6: Aggregate Impact of E-HRM Practices on Financial Performance

R	R Squire	Adjusted R Squire	Standard Error of Estimate	Change				
				R Squire Change	F Change	Df1	Df2	Significance of F Change
a0, 816	0.656	0.625	0.6011	0.696	6.9234	6	233	0.00005

a. Predictors (constant), e-advertising, e-application tracking, e-recruitment, e-selection, e-learning, classical & virtual training, e-performance management system, e-compensation & benefit, HRIS & e-communication, e-personal profile, e-grievance tracking & handling, green HRM and e-leave.

The square of the multiple R is 0.656 indicates that 65% of the variance in financial performance is explained by thirteen independent variables together. The F value is 6. 9234 indicates that it is significant at P=0.00005 suggesting thirteen independent variables have significantly explained the 69% of the variance in financial performance.

Table 7: Aggregate Impact of E-HRM Practices on Strategic Performance

R	R Squire	Adjusted R Squire	Standard Error of Estimate	Change				
				R Squire Change	F Change	Df1	Df2	Significance of F Change
a0, 810	0.678	0.63	0.6132	0.632	6.8723	5	258	0.00005

a. Predictors (constant), e-advertising, e-application tracking, e-recruitment, e-selection, e-learning, classical & virtual training, e-performance management system, e-compensation & benefit, HRIS & e-communication, e-personal profile, e-grievance tracking & handling, green HRM and e-leave.

The square of the multiple R is 0.678 highlights that 67% of the variance in strategic performance is explained by thirteen independent variables together. The F value is 6. 8723 means that it is significant at P=0.00005 suggesting thirteen independent variables have significantly explained the 68% of the variance in financial performance.

Table 8: The Strengths of Influence of Independent Variables on
Dependent Variable (Financial Performance)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sigh
	B	Std. Error	Beta		
(Constant)	5.439	0.265		26.341	0.000
E-advertising	0.881	0.871	-0.122	8.701	0.000
E-application tracking	0.912	0.890	0.453	-6.714	0.001
E-recruitment	0.117	0.062	-0.678	1.356	0.003
E-selection	0.224	0.459	0.162	-3.451	0.006
E-learning	0.768	0.563	0.051	2.167	0.011
Classical & virtual training	0.831	0.225	-0.669	0.456	0.101
E-performance management system	0.911	0.311	0.322	1.116	0.112
E-compensation & benefit	0.367	0.876	0.954	-6.511	0.121
HRIS & e-communication	0.010	0.811	0.971	0.100	0.123
E-personal profile	0.225	0.126	0.096	4.651	0.133
E-grievance tracking & handling	0.366	0.732	-0.823	-3.211	0.134
Green HRM	0.567	0.480	-0.925	0.987	0.145
E-leave	0.326	0.678	0.511	-0.101	0.397

The strengths of influence that each independent item had on the dependent one have been determined by the multiple regression coefficients of the independent variables. The influence of each independent variable is shown in Table 8.

According to Table-8, green HRM has the strongest significant influence on financial performance with a standardized Beta of -0.925 followed by e-grievance tracking & handling having the Beta -0.823 and classical & virtual training (-0.669). According to the data, e-advertising has got the highest positive T value indicating that there is no negative relationship between e-advertising and financial performance.

**Table 9: The Strengths of Influence of Independent Variables on
Dependent Variable (Strategic Performance)**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sigh
	B	Std. Error	Beta		
(Constant)	4.411	0.261		22.341	0.000
E-advertising	0.181	0.811	-0.121	3.701	0.000
E-application tracking	0.712	0.870	0.451	-7.714	0.000
E-recruitment	0.117	0.066	-0.611	1.006	0.001
E-selection	0.221	0.441	0.163	-3.411	0.003
E-learning	0.738	0.513	0.055	2.117	0.010
Classical & virtual training	0.321	0.215	-0.661	0.416	0.110
E-performance management system	0.611	0.301	0.301	1.111	0.112
E-compensation & benefit	0.337	0.526	0.933	-5.511	0.121
HRIS & e-communication	0.014	0.801	0.941	0.101	0.123
E-personal profile	0.211	0.106	0.090	4.351	0.126
E-grievance tracking & handling	0.361	0.432	-0.821	-2.211	0.133
Green HRM	0.517	0.280	-0.810	0.287	0.144
E-leave	0.226	0.478	0.501	-0.001	0.321

Table 9 highlights that e-grievance tracking & handling has the strongest effect on strategic performance having a standardized Beta of -0.821followed green HRM (-0.810) and classical & virtual training (-0.661). E-personal profile has the highest positive T value indicating an absence of negative relationship between e-personal profile and strategic performance.

From the previous analysis of data, we can conclude that e-application tracking, e-selection, e-learning, e-performance management, e-compensation & benefit, HRIS & e-communication, e-personal profile and e-leave have a positive relationship with the financial performance of the studied firms. Among them, HRIS & e-communication, e-compensation & benefit and e-leave have a strong positive relationship with the dependent variable. In contrast, e-advertising, e-recruitment, classical & virtual training, e-grievance tracking & handling and green HRM have a negative relationship with financial performance. Among them, green HRM, e-grievance tracking & handling, classical & virtual training and e-recruitment have a strong negative relationship with firms under study.

On the other hand, Table-9 shows that e-application tracking, e-selection, e-learning, e-performance management, e-compensation & benefit, HRIS & e-communication, e-personal profile and e-leave have a positive relationship with strategic performance. Among them, HRIS & e-communication has the strong positive relationship followed by e-compensation & benefit and e-leave. On the other hand, e-advertising, e-recruitment, classical & virtual training, e-grievance tracking & handling and green HRM have a negative relationship with strategic performance of the firms under this study. Within them, e-application tracking & handling, green HRM, classical & virtual training and e-recruitment have a strong negative relationship with firms' strategic performance.

CONCLUSIONS, LIMITATIONS AND RESEARCH GAP AND FURTHER SCOPE

Some of the findings do not support the previous literatures. The findings of this study suggest that there is no one or couple of reasons that can indicate the financial and strategic performance. Rather, there is a multiplicity of causes and they vary from company to company, industry to industry and culture to culture.

The study was limited to, the impact of E-HRM practices of financial and strategic performance of several Bangladeshi firms limiting the scope to one particular culture. A cross cultural study or comparative analysis between two or more cultural bases might have provided different and wider conclusions. Therefore, there is a gap that could be bridged.

A further scope and opportunities remain for this study in wider dimension in the future. The author is hopeful that this research would be of further assistance in developing proper E-HRM practices in Bangladesh considering the individual firm based culture.

REFERENCES

1. Hussein, M. S. (2016). Impact of Best HRM Practices on Retaining the Best Employees: A Study on Selected Bangladeshi Firms. *Asian Journal of Social Sciences and Management Studies*, 3(2), 108-114.

2. Center for Policy Dialogue (CPD). (2015). *State of Bangladesh Economy in FY 2015*.

3. Hussein, M. M. & Islam, M. S. (2015). Emerging role of E-HRM to optimize human resources management functions (A study on service industry of Bangladesh). *Bangladesh Research Publications, Journals*, 11 (3), 260-266.

4. Hussein, M. S. & Rahman, M. S. (2016). Green human resource management: A theoretical overview. *IOSR Journal of Business and Management*, 18 (6), 54-59.

5. Museum, A. K. M., Kabir, M. J. & Chowdhury, M. M. (2015). Determinants that influencing the adoption of E-HRM: An empirical study in Bangladesh. *Asian Social Science*, 11(21), 117-124.

6. Rodriguez, J. M. & Ventura, J. (2003). Human resource management systems and organizational performance: An analysis of the Spanish manufacturing industry. International Journal *of Human Resource Management*, 17 (7), 1206-1226. http://dx.doi.org/10.1080/0958519032000114273.

7. Bondarouk, T., Ruel, H. & van der Heijden, B. (2009). E-HRM effectiveness in a public sector organization: A multi-stakeholder perspective. *The International Journal of Human Resource Management*, 20 (3), 578-590. http://dx.doi.org/10.1080/09585190802707359.

8. Jahan, S., (2014). Human Resources Information System (HRIS): A theoretical perspective. *Journal of Human Resource Sustainability Studies*, 2, 33-39. DOI: 10.4236/jhrss. 2014.22004.

9. Santos, J. B. & Brito, L. A. L. (2012). Towards a subjective measurement model for firm performance. *Brazilian Administration Review*, 9 (6), Special Issue, 95-117.

10. Venkatraman, N., & Ramanujam, V. (1987). Measurement of business, economic performance: an examination of method convergent. *Journal of Management, 13*(1), 109-122. Do: 10.1177/014920638701300109.

11. Carton, R. B., & Hofer, C. W. (2006). *Measuring organizational performance: metrics for entrepreneurship and strategic management research*. Cheltenham, UK; Northampton, MA: Edward Elgar.

12. Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: towards methodological best practice. *Journal of Management, 35* (3), 718-804. Do: 10.1177/0149206308330560.

13. Combs, J. G., Crook, T. R., & Shook, C. L. (2005). The dimension of organizational performance and its implications for strategic management research. In D. J. Kitchen & D. D. Bergh (Eds.), *Research Methodology in Strategy and Management*, 259-286, San Diego: Elsevier.

14. Hussein, M. S. (2015). Adoption of proper HRM practices: A technique for retaining employees and increasing firm performance? *Scholarly Journal of Business and Social Science*, 1 (1), 1-14.

15. Datta, D. K., Guthrie, J. P. & Wright, P. M. (2005). Human resource management and labor productivity: Does industry matter? *Academy of Management Journal*, 48 (1), 135-145.

16. Bondarouk, T.V., & Ruël, H. M. (2005). Does E-HRM contributes to HRM effectiveness? Results from a quantitative study in a Dutch ministry. Paper presented at the 4th *International conference of the Dutch HRM Network*, November 4-5, 2006, Enschede, The Netherlands.

17. Ruël, H., Bondaouk, T. & Looise, J. K. (2004). E-HRM: Innovation or irritation. An explorative empirical study of five large companies on web-based HRM. *Management Revue*, 15, 364-380.

18. Lepak, D. P. & Snell, S. A. (1998). Virtual HR: Strategic human resource management in the 21st century. *Human Resource Management Review*, 8(3), 215-234.

19. Lawler, E. E. & Mohrman, S. A. (2003). HR as a strategic partner: What does it take to make it happen? *Human Resource Planning*, 26, 15-29.

20. Ball, K. S. (2001). The use of human resource information systems: A survey. Personnel Review, 30 (6), 677-693.

21. Huselid, M., Jackson, S. & Schuler, R. (1997). Technical and strategic human resource management effectiveness as determinants of HRM performance. *Academy of Management Journal*, 38, 635-672.

22. Voermans, M. & Veldhoven, M. V. (2007). Attitude towards E-HRM: An empirical study at Philips. *Personnel Review*, 36 (6), 887-902.

23. Bamel, N. U., Kumar, B., Sahay, V. & Thite, M (2014). Usage, benefits and barriers of human resource information system in universities. VINE, 44, 519-536. DOI: 10.1108/vine-04-2013-0024.

24. Thite, M., Kavanagh, M. J. & Johnson, R. D. (2012). *Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology*, Sage Publications, Thousand Oaks: CA.

25. Wiblen, S., Grant, D. & Dery, K. (2010). Transitioning to a new HRIS: The reshaping of human resources and information technology talent. *J. Electronic Commerce Res.*, 11, 251-267.

26. Kavanagh, M. J., fetal, H. G. & Tannenbaum, S. I. (1990). *Human Resource Information Systems: Development and Application*. PWS-KENT Publishing Company: Boston.

27. Haines, V. & Petit, A. (1997). Conditions for successful human resource information systems. *Human Resource Management*, 36(2), 261-275.

28. Keebler, T. J. & Rhodes, D. W. (2002). E-HR: Becoming the "path of least resistance". *Employment Relations Today*, 57-66.

29. Fisher, S. I. & Howell, A. W. (2004). Beyond user acceptance: An examination of employee reactions to information technology. *Human Resource Management*, 43 (2&3), 243-258.

30. Ruël, H.J.M., Leede, J. Die, Looise, J. C. (2002). ICT enhet management van arbeidsrelaties; hoe zit het met de relatie? In: Batenburg, R./Benders, J./Vanden Heuvel, N./Leisink, P./Onstenk, J. (Red.): Arbeid en ICT in onderzoek. Utrecht: Lemma.

31. Hussein, M. S., Alauddin, M., Tanvir, S. I. & Sawda, U. S. (2013). Employee Motivation in the non-government financing companies of Bangladesh. *European Journal of Business and Management*, 5 (12), 121-130.

32. Samaduzzaman, M. & Zaman, F. (2012). E-HRM in Bangladesh. *IOSR Journal of Business and Management*, 4 (6), 32-36.

33. Walsh, W. B. (1995). *Tests and assessment*. 3rd Edn., New Jersey: Prentice Hall.