



A Survey on "Impact of EHRM practices on Job Performance of employees working in BPO organizations at Bangalore City"

E-Recruitment - Application through Job Websites, Company Websites

E-Maintaining - Employer-Employee Relation through emails and other forms using IT

E-Motivating - E-Performance Management

E-Developing - E-training & Development

Name of your organization

Your answer

Which city are you working in?

Your answer

What is your position in this organization

Your answer

How long have you been in this work area? (Years or Months)

Your answer

How long have you been with your current company? (Years or Months)

Your answer

Do you formally supervise other employees

Yes

No

Gender

Male

Femal

Age

Your answer



Indicate your highest grade

- Pre University College
- Under Graduate
- Post Graduate
- Diploma
- Others

What is your process & Specialisation

- Voice process (Accounts)
- Non-voice process (Accounts)
- Voice process (Insurance)
- Non-voice process (Insurance)
- Call Center Support
- Others

What is your Take-home salary?

Your answer

BELOW ARE THE STATEMENTS RELATED TO ELECTRONIC HUMAN RESOURCE MANAGEMENT PRACTICES

These statements are about how your organization's HRM practices delivered to you electronically

The use of e-HRM tools reduces time spent on transactional tasks

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree



E-HRM tools allow HR staff to redirect time on to strategic initiatives

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM information and decision-support tools enable better strategic HR decisions

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

Information supplied by e-HRM allows line managers to make better people-related decisions (e.g. promotion decisions)

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM tools can be used to improve underlying business processes

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree



Enhanced analysis is facilitated by e-HRM tools

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

Overall, I prefer using e-HRM tools to traditional HRM methods.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM tools have allowed for higher quality HR services.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM tools allow me to work more productively.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree



E-HRM tools improve quality of decision making with the data input.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM tools allow me to work more cost efficiently.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM tools provide current information that is beneficial to people related decision making (e.g. decisions concerning recruitment and selection).

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM tools enable increased integration of HR processes (e.g. performance management is linked to reward and remuneration).

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree



E-HRM tools give line managers access to HR-related information about their employees.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM tools allow for greater data control.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

“Traditional” HR skills need to be supplemented with additional skills.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM tools allow for access to real-time HR information (e.g. current head-count, EE figures).

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree



The use of e-HRM tools is more cost effective than traditional, manual HR practices.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HR tools allow for confidentiality of employees' personal information.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

Fewer errors occur when using e-HRM tools.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

There is a need to focus on implementing new technology to allow for better service delivery.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree



HR professionals need more information technology knowledge and skills.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

More staff members are required when using e-HRM tools.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM information and decision-making tools restrict my ability to make decisions.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

HR services have been streamlined and standardised using information technology.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree



The use of e-HRM tools has led to the automation of routine HR work.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

E-HRM tools have allowed me to better understand the business (more analytical information).

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

Automated transactional HR process information is made available to line managers.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

I am satisfied with the way HR processes are currently practised.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree



Implementation of e-HRM tools has required me to update my technological knowledge.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

Implementation of e-HRM tools has required me to update my business knowledge.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

Data security issues are a constant source of challenge when using e-HRM tools.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree

HR specialists (e.g. IR Manager, Remuneration Specialist) are still the dominant HR service delivery method.

- Strongly Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly agree



BELOW ARE THE STATEMENTS ON JOB PERFORMANCE DIMENSION:

TASK PERFORMANCE: Task performance relates to transforming raw materials into the goods and services which are specific to the job.

How do you rate the quality of your own work in the past three months?

- INSUFFICIENT
- SUFFICIENT
- NEITHER SUFFICIENT NOR GOOD
- GOOD
- VERY GOOD

Compared to last year, I judge the quality of my work in the past three months to be

- MUCH WORSE
- WORSE
- NEITHER WORSE NOR BETTER
- BETTER
- MUCH BETTER

How often was the quality of your work below what it should have been in the past three months?

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN

How do you rate the quantity of your own work in the past three months?

- INSUFFICIENT
- SUFFICIENT
- NEITHER SUFFICIENT NOR GOOD



- GOOD
- VERY GOOD

Compared to last year, I judge the quantity of my work in the last three months to be

- MUCH WORSE
- WORSE
- NEITHER WORSE NOR BETTER
- BETTER
- MUCH BETTER

How often was the quantity of your work less than it should have been in the past three months?

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN

I managed to plan my work so that it was done on time

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I worked towards the end result of my Work

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY



- ALWAYS

I had trouble setting priorities in my work.

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I was able to separate main issues from side issues at work

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I was able to perform my work well with minimal time and effort

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

It took me longer to complete my work tasks than intended

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

BELOW ARE THE STATEMENTS ON JOB PERFORMANCE DIMENSION

CONTEXTUAL PERFORMANCE: Contextual performance concerns aspects of an individual's performance which maintains and enhances an organisation's social network and the psychological climate that supports technical tasks.

I was able to meet my targets

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I was able to fulfill my responsibilities

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

Collaboration with others went well

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

Others understood me well, when I told them something

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY



- ALWAYS

I understood others well, when they told me something

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I came up with creative ideas at work

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I took the initiative when there was a problem to be solved

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I took the initiative when something had to be organized

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS



I started new tasks myself, when my old ones were finished

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I asked for help when needed

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I tried to learn from the feedback I got from others on my work

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I took on challenging work tasks, when available

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS



I think customers/clients/managers were satisfied with my work

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I took into account the wishes of the customer/client/manager in my work

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

BELOW ARE THE STATEMENTS ON JOB PERFORMANCE DIMENSION

ADAPTIVE PERFORMANCE: Adaptive performance in the work environment refers to adjusting to and understanding change in the workplace.

I worked at keeping my job knowledge up-to-date

JOB PERFORMANCE DIMENSION: ADAPTIVE PERFORMANCE

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I worked at keeping my job skills up-to date

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY



- ALWAYS

I have demonstrated flexibility at workplace

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I was able to cope well with difficult situations and setbacks at work

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I was able to cope well with uncertain and unpredictable situations at work

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS

I easily adjusted to changes in my work

- SELDOM
- SOMETIMES
- FREQUENTLY
- VERY FREQUENTLY
- ALWAYS



BELOW ARE THE STATEMENTS ON JOB PERFORMANCE DIMENSION

Counterproductive work behavior (CWB) is employee behavior that goes against the legitimate interests of an organization. These behaviors can harm organizations or people in organizations including employees and clients, customers, or patients.

I complained about unimportant matters at work

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN

I made problems greater than they were at work

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN

I focused on the negative aspects of a work situation, instead of on the positive aspects

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN

I spoke with colleagues about the negative aspects of my work

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY



- OFTEN

I spoke with people from outside the organization about the negative aspects of my work

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN

I purposely worked slowly

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN

I purposely left my work so that someone else had to finish it

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN

I behaved rudely towards someone at Work

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN



I quarreled with my colleagues, manager, or customers

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN

I purposely made mistakes

- NEVER
- SELDOM
- SOMETIMES
- FREQUENTLY
- OFTEN

Untitled Section

The organization values my contribution to its well-being

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

If the organization could hire someone to replace me at a lower salary it would do so.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE



The organization fails to appreciate any extra effort from me

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization would understand a long absence due to my illness.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization would ignore any complaint from me

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization disregards my best interests when it makes decision that affects me

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE



Help is available from the organization when I have a problem

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization really cares about my well-being.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

If the organization found a more efficient way to get my job done they would replace me.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization provides me little opportunity to move up the ranks.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE



Even if I did the best jobs possible, the organization would fail to notice.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization would grant a reasonable request for a change in my working conditions.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

If I were laid off, the organization would prefer to hire someone new rather than take me back.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization is willing to help me when I need a special favor.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE



The organization cares about my general satisfaction at work.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization shows very little concern for me.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

If I decided to quit, the organization would try to persuade me to stay.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization cares about my opinions.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE



The organization feels that hiring me was a definite mistake.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization takes pride in my accomplishments at work.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization cares more about making a profit than about me.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization would understand if I were unable to finish a task on time.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE



If the organization earned a greater profit, it would consider increasing my salary.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization feels that anyone could perform my job as well as I do.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization is unconcerned about paying me what I deserve.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

The organization wishes to give me the best possible job for which I am qualified.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE



The organization tries to make my job as interesting as possible.

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE

My supervisors are proud that I am a part of this organization

- STRONGLY DISAGREE
- DISAGREE
- NEITHER AGREE NOR DISAGREE
- AGREE
- STRONGLY AGREE