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**The impact of e-HRM System on workplace
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Shinhan life insurance Vietnam Company**

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DECLARATION

I hereby declare that this thesis, titled "The Impact of e-HRM System on Workplace Efficiency and Satisfaction: A Case Study of Shinhan Life Insurance Vietnam Company," is the result of my work and has not been submitted for any other degree or professional qualification. All sources of information and data used in this thesis have been duly acknowledged. I have followed all ethical guidelines for conducting and reporting research as required by Saigon International University.

Ho Chi Minh City, ... / ... / 2025

Bui Hoang Yen My

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Due to limited time and knowledge, the report inevitably contains shortcomings. I earnestly look forward to feedback from the esteemed lecturers to gain further experience and improve future work.

Finally, I wish the Board of Management and esteemed lecturers at Saigon International University, the Board of Directors, and all Shinhan Life Insurance Vietnam LLC employees good health and much success in their careers.

Sincerely,

Bui Hoang Yen My

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LIST OF ABBREVIATIONS

Abbreviation	Expansion
LLC	Limited Liability Company
SHLV	Shinhan Life Vietnam
HR	Human Resources
SHLK	Shinhan Life Korea
SP	Strategic Planning
HRM	Human Resource Management
e-HRM	Electronic Human Resource Management
IT	Information Technology
ICT	Information and Communication Technologies
iHRP	Institute for Human Resource Professionals

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ABSTRACT

The increasing emphasis on talent acquisition and retention necessitates a transformed approach to Human Resource Management (HRM) practices. Strategic adoption of technology plays a crucial role in this transformation. This study investigates the impact of an Electronic Human Resource Management (e-HRM) system on workplace efficiency and employee satisfaction at Shinhan Life Vietnam Company. The research explores how the company's e-HRM system, SHLV iHRP, influences these key aspects of organizational well-being. An online survey will be utilized to collect data from Shinhan Life Vietnam employees, focusing on their experiences with the e-HRM system, job satisfaction, and perceived efficiency. The research aims to identify the specific contributions of SHLV iHRP to workplace efficiency and employee satisfaction. Additionally, it will explore areas for improvement within the system to optimize its effectiveness. The findings will contribute to the ongoing dialogue on e-HRM implementation and its impact on HR practices in a Vietnamese life insurance company.

CHAPTER 1: INTRODUCTION

1.1 The rationale of the study

Human resources are one of the critical keys to success for any organization. The process of obtaining, developing, and compensating the workforce is called human resource management (HRM). Developed from the HRM concept with more details, HRM practices concern salient managerial acts toward employees to maximize their potential and contribution, including recruitment, training and development, and compensation (Lamba & Choudhary, 2013). We are now experiencing the 4th generation of industrialization, characterized by the groundbreaking effects of information technology and communications. In response to this technological trend, organizations have continuously advanced to keep pace with the flow of science and technology, enhancing efficiency across all organizational functions, including HRM (Zhou et al., 2022).

Therefore, scholars have paid substantial attention to technological applications in HRM practices, especially since the introduction of computers and information technology (Ruel et al., 2004). The ever-evolving tech era necessitates more research into the relationship between technological advances and organizations in general, and HRM in particular, to understand their mutual influences and how best to integrate them for organizational and economic development.

Although Vietnamese organizations of varying sizes and innovations differ in their adoption of modern advancements, technological platforms such as e-HRM are frequently utilized in the HRM practices of Vietnamese companies (Cao, Le, & Nguyen, 2022). This research focuses on Shinhan Life Insurance Vietnam Company to investigate how this

organization from a developing country, specifically its e-HRM, adapts to the technological flow and enhances its employees' work attitudes. This research involves the quantitative examination of these relationships from employees' perspectives to directly investigate their work attitudes influenced by the e-HRM system.

1.2 Statement of the problem

The business landscape is always changing, pushing organizations to adapt and optimize their internal processes. To keep up, many companies have turned to e-HRM systems to streamline administrative tasks and boost operational efficiency. However, the true impact of these systems on employee satisfaction and overall workplace effectiveness is still up for debate, especially within specific organizations like Shinhan Life Vietnam. While e-HRM systems have the clear potential to automate repetitive tasks and free up employees' time for more strategic work, understanding their real-world effect on employee experiences and the organization's performance needs a closer look. This research project aims to bridge this knowledge gap by diving into the case of Shinhan Life Vietnam and exploring the tangible benefits that come with implementing and using their e-HRM system.

1.3 Purpose of the study

This study investigates how Shinhan Life Vietnam's e-HRM system impacts workplace efficiency and employee satisfaction. By analyzing the system's functionalities and usage patterns, particularly its effectiveness in streamlining tasks and fostering open communication, the research aims to identify its strengths and areas for improvement. Additionally, the study will assess employee perceptions of user-friendliness, accessibility, and reliability. These insights will inform strategic decisions to optimize the e-HRM system, ultimately enhancing both organizational performance and employee satisfaction.

1.4 Research questions

- a. How does the implementation of the e-HRM system influence workplace efficiency within Shinhan Life Vietnam?
- b. How does the implementation of the e-HRM system influence employee satisfaction within Shinhan Life Vietnam?
- c. In what ways can the e-HRM system be improved or enhanced to better meet the needs and preferences of employees and management at Shinhan Life Vietnam, thereby maximizing its impact on organizational performance and employee satisfaction?

1.5 Significance of the study

The significance of this study lies in its exploration of how implementing an e-HRM system can potentially enhance both workplace efficiency and employee satisfaction within a specific organizational context. By focusing on Shinhan Life Insurance Vietnam Company, the study aims to provide valuable insights into the practical benefits and challenges associated with adopting e-HRM technology. This research contributes to the broader understanding of how digital HR solutions can optimize operational processes and improve employee well-being, thereby informing strategic decisions and practices in HR management.

1.6 Scope and Limitations of the study

1.6.1 Scope

This study investigates the impact of Shinhan Life Vietnam's e-HRM system on workplace efficiency and employee satisfaction. It assesses how the system's implementation

and utilization influence the efficiency of HR processes (e.g., timekeeping, payroll, recruitment, performance management) and employee perceptions of communication, information access, and decision-making within the organization.

1.6.2 Limitations

This study acknowledges several limitations that future research can address to strengthen the understanding of e-HRM's impact. Firstly, the research will be confined to Shinhan Life Vietnam, which may limit the generalizability of the findings to Shinhan Life - the parent company located in Korea, other organizations, or industries. Additionally, data availability and access, potentially due to time constraints, could restrict comprehensiveness of the analysis. Additionally, the reliance on employee surveys for data collection offers valuable insights but might be susceptible to social desirability bias, where participants may provide answers they believe are more favorable. Future research could explore triangulating survey data with other methods, such as analyzing company records on efficiency metrics or conducting in-depth interviews with key personnel.

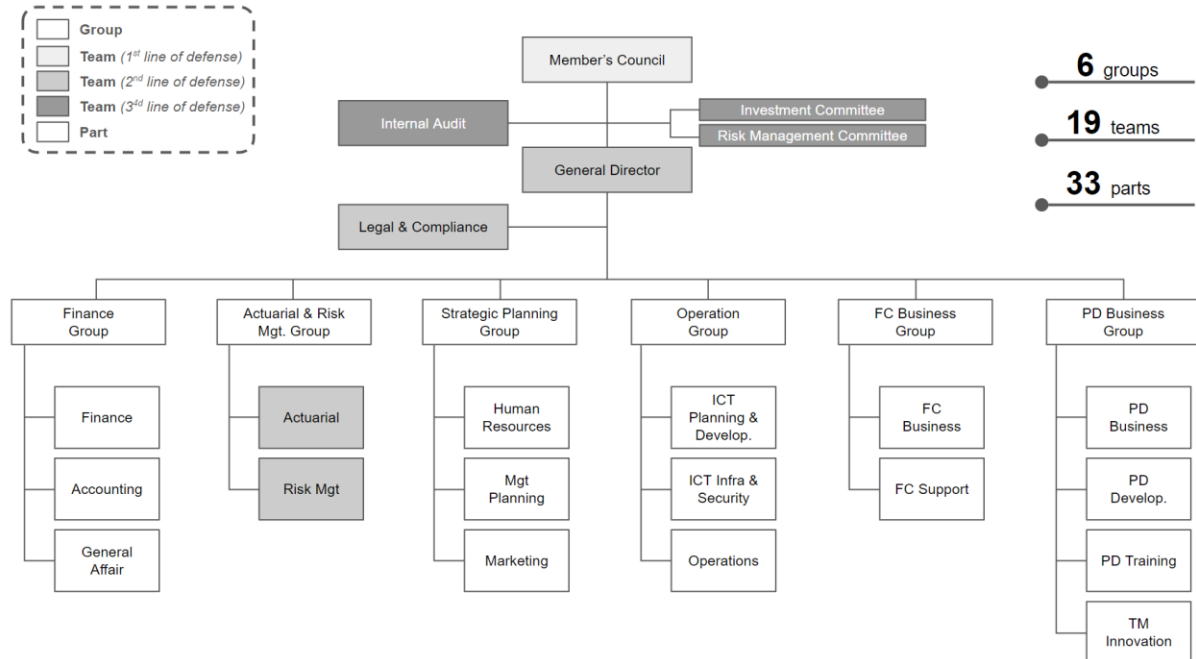
1.7 Case Study Description

1.7.1 Organization Overview

Shinhan Life Insurance Vietnam Company (SHLV), established in January 2022, has swiftly carved a niche for itself as a prominent player in the Vietnamese insurance market. Headquartered on the 20th floor of Friendship Tower at 31 Le Duan Street, Ben Nghe Ward, District 1, Ho Chi Minh City, SHLV thrives on a well-defined organizational structure, as illustrated in Chart 1. Each of the four core departments within SHLV fulfills a critical function:

- (1) The Finance Department manages financial operations, including budgeting and accounting, ensuring fiscal transparency and compliance.
- (2) The Operations Department oversees daily business activities, striving for operational efficiency and customer satisfaction.
- (3) The Strategic Planning Department focuses on long-term goals and market positioning strategies to sustain growth and competitiveness.
- (4) The Actuary Department plays a crucial role in assessing insurance risks and setting premiums, contributing to the company's financial stability and risk management framework.

Figure 1. SHLV's Organizational Structure



Shinhan Life presently provides a wide array of products, offering adaptable insurance solutions that cater to a range of protection requirements and long-term planning for clients. These insurance offerings are crafted with straightforward, easily comprehensible terms, featuring reasonable costs and expedited processes for participation and claims

settlement, thereby ensuring accessibility to insurance for all. Among these offerings are Tam An Insurance, providing coverage dedicated to supporting individuals facing cancer diagnoses, and An Binh Insurance, which extends coverage specifically for children battling blood cancer. Additionally, Song Khoe Insurance focuses on personal death coverage, ensuring financial stability for loved ones in the event of the policyholder's passing. Lastly, Tuong Lai Insurance provides comprehensive family life coverage, safeguarding the future and well-being of the insured's family through various life situations.

1.7.2 e-HRM system

The e-HRM system of Shinhan Life Vietnam, known as SHLV iHRP, represents a significant advancement in the company's HRM practices. Officially launched in September 2022, SHLV iHRP is an app-based tool designed to help and improve various HR processes, making them more accessible and efficient for employees. SHLV iHRP aims to optimize operational efficiency by simplifying and facilitating a range of tasks that are essential to daily operations and employee management (*Appendix 1*), this includes:

- (1) Direct submission of overtime requests (*Appendix 2*)
- (2) Direct explanations for timekeeping discrepancies (*Appendix 3*)
- (3) Leave applications (*Appendix 4*)

Eliminating the need for cumbersome paperwork and administrative procedures. This translates to increased staff productivity and a more streamlined workflow.

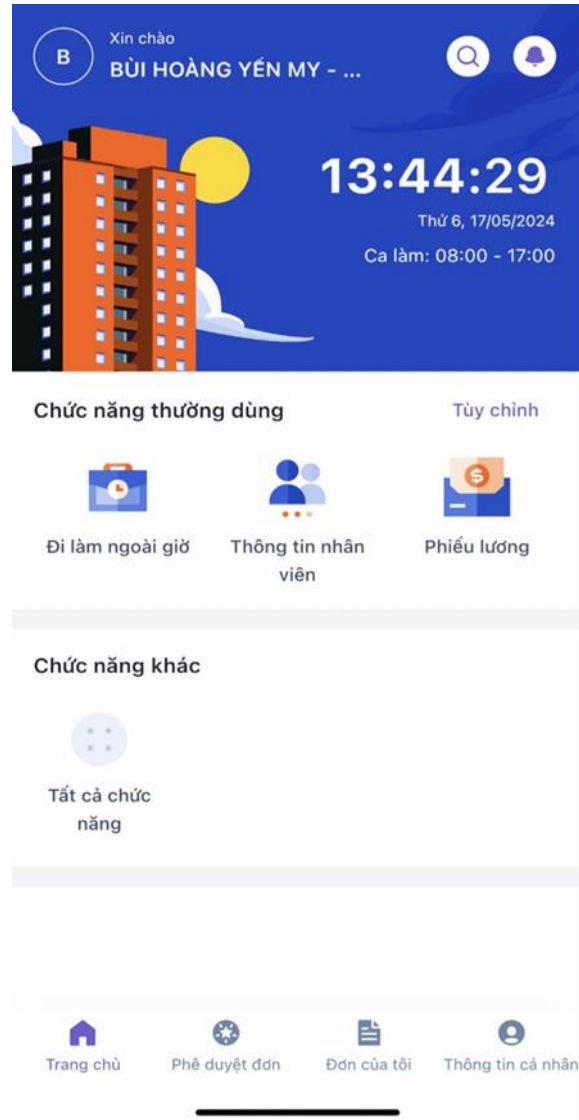
Furthermore, SHLV iHRP fosters transparency and employee empowerment by providing a centralized platform for accessing and managing personal and work-related information (*Appendix 5 & Appendix 6*), from easily reviewing pay stubs to updating contact details or monitoring remaining vacation days. By integrating these functions into a single,

user-friendly interface, SHLV iHRP not only improves operational efficiency but also enhances employee satisfaction by reducing administrative burdens and fostering a more responsive HR environment.

Figure 2. SHLV iHRP App



Figure 3. SHLV iHRP's Home page



CHAPTER 2: LITERATURE REVIEW

2.1 Overview of e-HRM system

As businesses adapt to the ever-changing landscape, the significance of human resource management (HRM) is becoming more apparent (Bartlett & Ghoshal, 2002; Campbell, Coff, & Kruscynski, 2012). In today's knowledge-driven society, the demand for skilled employees has surged, sparking what is commonly referred to as a "talent war" (Chambers et al., 1998). Annual surveys reveal that many organizations face difficulties in recruiting suitable candidates to fill vacant roles (ManpowerGroup, 2013; von Stetten et al., 2014). Consequently, HR managers are encouraged to evolve their departments beyond mere administrative support roles and instead become strategic partners in the organization's business endeavors—a transition commonly referred to as HRM transformation (Ulrich et al., 2009; Wright et al., 2011). This evolution appears to be in its initial stages. Limited research findings suggest that executives outside of HRM departments in Western organizations have not witnessed significant changes in HRM practices (Hussain, Wallace, & Cornelius, 2007). Moreover, Eastern HRM organizations lag further behind their Western counterparts in this regard (Cooke, 2009).

Likewise, IT managers face increasing demands to adopt strategic positions that align with business goals (Weill & Woerner, 2013). However, despite these expectations, IT organizations continue to grapple with the ongoing challenge of aligning business and IT functions (Kappelman, McLean, Luftman, & Johnson, 2013). The goal of positioning IT as a strategic partner in business operations remains a distant aspiration, underscoring the

necessity for deeper integration between IT and core business functions (Bharadwaj, Sawy, Pavlou, & Venkatraman, 2013).

The convergence of HR and IT departments in assuming new organizational roles has received limited attention from both organizations and researchers (Strohmeier, 2007). This neglect is partly attributed to factors such as software vendor consolidation in the early 2000s, which limited innovation in HR software, and the limited interest in e-HRM systems (Jacobs & Weston, 2007). However, it is increasingly evident that technology plays a significant role in shaping HR practices, leading to calls for more research in the field of e-HRM systems (Adler, 2003; *Journal of Electronic Commerce Research*; *Journal of Strategic Information Systems*). Existing e-HRM system research primarily focuses on examining IT's impact on HRM and its potential to enable strategic transformation (Marler & Fisher, 2013). However, findings from these studies are controversial, with some suggesting that IT enhances strategic HRM capabilities (Bell, Lee, & Yeung, 2006; Parry & Tyson, 2011), while others find no significant impact (Bondarouk & Ruel, 2013; Marler & Fisher, 2013). This ambiguity may stem from an unclear understanding of what it means for HRM to be strategic (Barrett & Oborn, 2013). Categorizing HRM capabilities could stimulate broader discussions on digital changes in HRM that are currently lacking in the literature (Parry & Strohmeier, 2014). This highlights the need for research to explore the intersection of HR transformation and IT use, paving the way for a more comprehensive understanding of their collective impact on organizational effectiveness and competitiveness.

In the field of HRM administration, activities extend beyond internal functions like record-keeping and payroll to encompass tasks such as time management, vacation scheduling, HR policy oversight, and negotiations with labor unions. Traditionally, these

administrative duties were handled by HR department personnel. However, the advent of HRM portals has empowered employees to undertake certain administrative tasks independently (Mudor, 2011). The imperative to introduce HRM portals for administrative purposes has been propelled by the global imperative of technological advancement. While technological progress has facilitated the implementation of HRM portals, it is globalization that has heightened cost pressures on organizations, necessitating the adoption of such portals. Consequently, in response to cost-related challenges, HRM must be able to optimize expenditures, particularly concerning repetitive administrative tasks that demand minimal human expertise. Numerous examples in the literature highlight this capability, including case studies on integrating HRM portals (Klein & Krcmar, 2005; Ruta, 2005). Ultimately, the pursuit of cost optimization is a distinct capability within HRM, irrespective of other competencies.

2.2 The relationship between e-HRM use and job satisfaction

Marler and Parry (2016) argued that e-HRM involves the use of electronic resources, encompassing computer hardware and software configurations, to enhance the effectiveness of Human Resource Management (HRM) policies, practices, and services within organizations. This technological integration facilitates improved information creation, communication, and data capture among organizational members, thereby enhancing coordination and control. Bondarouk, Parry, and Furtmueller (2017) further emphasized the potential for advanced Information Technology (IT) adoption to improve organizational effectiveness in HRM. Studies exploring the impact of e-HRM on job satisfaction suggest that it can significantly transform employees' satisfaction levels. The Job Characteristics Model (JCM), introduced by Hackman and Oldham (1975), underscores the role of job