

e- Human Resource Management (e-HRM)

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Abstract—

e - HRM is a wide term which integrates Information Technology (IT) with Human Resource Management (HRM). It mainly focuses on the goals of the managers and employees of a company. e- HRM is the process of transmission of digitalized Human Resource information. e- HRM is a technique of executing Human Resource (HR) plans, policies, and practices in an organization. In the present times, a number of organizations have replaced Human Resource Management activities with e- HRM in their business. The process of e- HRM has played an efficient role in increasing the overall Human Resource capabilities of management. This research paper elaborates on e-HRM in detail on the following aspects: Introduction of e-HRM, Scope of e-HRM, functions of e-HRM, objectives of e- HRM, outcomes of e- HRM. This paper is an attempt to study the e-HRM and its various aspects.

Keywords— e- HRM, Technology, Organization, J&K Bank., Human Resource Management

I. INTRODUCTION

With the advent of Globalization, the world is like a small village, integrating the economy, culture, and society all across the globe. The main contributor for such integration has been information and communication technology. "Hooi in 2006," in his study concluded that the advancement of internet and computers has resulted in developing a new concept called e- HRM. The word e-HRM was coined in the 1990's [1] and as per Lengnick- Hall and Moritz "e- HRM deals with the- HRM activities with the use of the Internet or Intranet." Strohmeier in 2007 [2] says that "e-HRM is the submission of information technology for networking and supporting at least two individual or combined actors in their shared performing of Human Resource Management activities." e-HRM is a wide term which covers the amalgamation of Human Resource Management (HRM) and Information Technology (IT), mainly focused on creating the value for the employees and managers of the company. It is a well-organized effort through which internet technology is used in implementing Human Resource Policies and Practices. The concept of implementation in e- HRM does not only deal with the framing of policies but in its broader sense, it means how effectively a particular policy can work in order to get larger benefits. E-HRM is, therefore, an idea- a way of 'doing' HRM.

II. REVIEW OF LITERATURE

According to Biswanath Ghosh (2002), in an organization, the most precious input is the human element. The success or failure of an organization depends on to a large extent on the person who manages and runs the organization. In the view of Michael Armstrong (2003), e-HR provides information required to manage Human Resource processes. These may be core employee database and payroll systems but can be extended to include such systems as recruitment, e-learning, performance management, and reward. Bieasalski (2003) presents the concept of e-Human Resource Management as an integral knowledge management part, describes several use cases for technological e-HRM support, and sketches the integration of these use cases into a holistic e-HRM approach; the Human Resource department can concentrate more on the qualitative tasks in personnel planning like coaching and consulting. By sharing information and being knowledgeable business partners are able to act more productively to maintain the relationship over time. That is, relationship intensity can create a competitive advantage through the strategic sharing of an organization's key information.

According to Lengnick-Hall and Moritz (2003) "Where Human Resource Information System were directed to support the Human Resource professionals in performing their Human Resource tasks, electronic HRM (e-HRM) applications are, besides directed to support Human Resource professionals in performing their Human Resource tasks, also directed to support managers and employees performing their Human Resource tasks. Electronic Human Resource Management refers to conducting business transactions - in this case, HR - using the internet" [3].

Ruel et al. (2004) conducted an explorative empirical study in five large companies on web-based Human Resource Management. They concluded that the goals of e-HRM are mainly to improve HR's administrative efficiency/ to achieve cost reduction [4].

Bell. Lee, Young, (2006) in the research paper "The Impact of e-HR on Professional Competence in Human Resource Management: Implications for the Development of Human Resource Professionals", the researcher examines information technology has been cited as a critical driver of Human Resource's transition from a focus on administrative tasks to a focus on serving as a strategic business partner. This strategic role not only adds a valuable dimension to the HR function but also changes the competencies that define the success of Human Resource professionals.

As per Strohmeier (2007), “e-Human Resource Management is the planning, execution, and function of information technology for both networking and supporting at least two individual or collective actors in their shared performing of Human Resource activities” [5].

Bondarouk & Ruel, (2009) defined e-HRM as “A wide term covering all possible addition mechanisms and contents between Human Resource Management and information technologies, aiming at creating value within and across organizations for targeted employees and management” [6]. Strohmeier and Kabst (2009) examined the factors that affect the cross-national organizational adoption of e-HRM in Europe. They found that e-HRM is a common practice throughout Europe since two-thirds of all organizations have already applied e-HRM [7].

Laumer et al. (2010) [8] studied e-HRM in an E-business environment among 144 Human Resource managers from German top 1000 corporations. Their survey results revealed that Human Resource manager’s most pressing challenges are staff retention and internal and external employer branding. Similarly, the effect of e-HRM on organization’s market share in the context of Housing Bank for Trade and Finance in Jordan was examined in the empirical study carried out by Rawash and Saydam (2012) [9]. The findings highlighted the lack of empirical studies focused on the integration of EM and HRM to enhance the performance of the organization. The authors proposed the integration of both and confirmed their proposed hypotheses.

Hadziroh and Yusliza (2013) [10] study studied satisfaction towards e-HRM in the context of government firms in Malaysia. The author proposed a model upon which three primary hypotheses were proposed to be tested in the future. The results of the research would offer insights into e-HRM area, specifically in the Malaysian context.

A literature review of e-HRM reveals the significance of e-HRM in by these words, “eHRM outlays money but ignoring e-HRM overheads a fortune. Modern technology can be helpful in creating a strategic Human Resource Management policy, reducing costs, higher productivity, increasing the quality of labor force and more responsibility of managers and employees in the execution of tasks. Any organization cannot miss these extra values.’

III. PROSPECTS OF E-HRM

The future of e-HRM is a revolution and a step ahead where the journey is towards zone of paperless office, where high speed is ensured in terms of higher speed is ensured for recovery and evaluation of data, augmented reach out to available Human Resource data and relieve in classifying and reclassifying data, gathering of information as the criterion for improving the strategic course of Human Resource Management, more reliable and higher correctness of information /report generated, fast response to answer queries, a higher internal profile for Human Resource leading to better work culture, establishing of streamlined, standardized and systematic procedures, more transparency in the system, cost savings achievable through process improvements and due to reduction in duplication of efforts, significant reduction of organizational burden, flexibility to any client and assists management, productivity and employee satisfaction etc. Electronic-Human Resource Management encompasses through each and every task of Human Resource- Resource Management, Performance Management, Training and Development, remuneration and Reward Management.

A. Role and Functions of e-HRM

We know that the people play a good role in any industry especially the banking sectors, so human resource development function will and should play a more tactical responsibility. It should go further its mere managerial support function to actions and frontline departments. Whether or not company views Human Resource intentionally may decide whether market share, sales, or profits would increase or not. A successful Human Resource policy becomes equally crucial as the company’s marketing strategy.

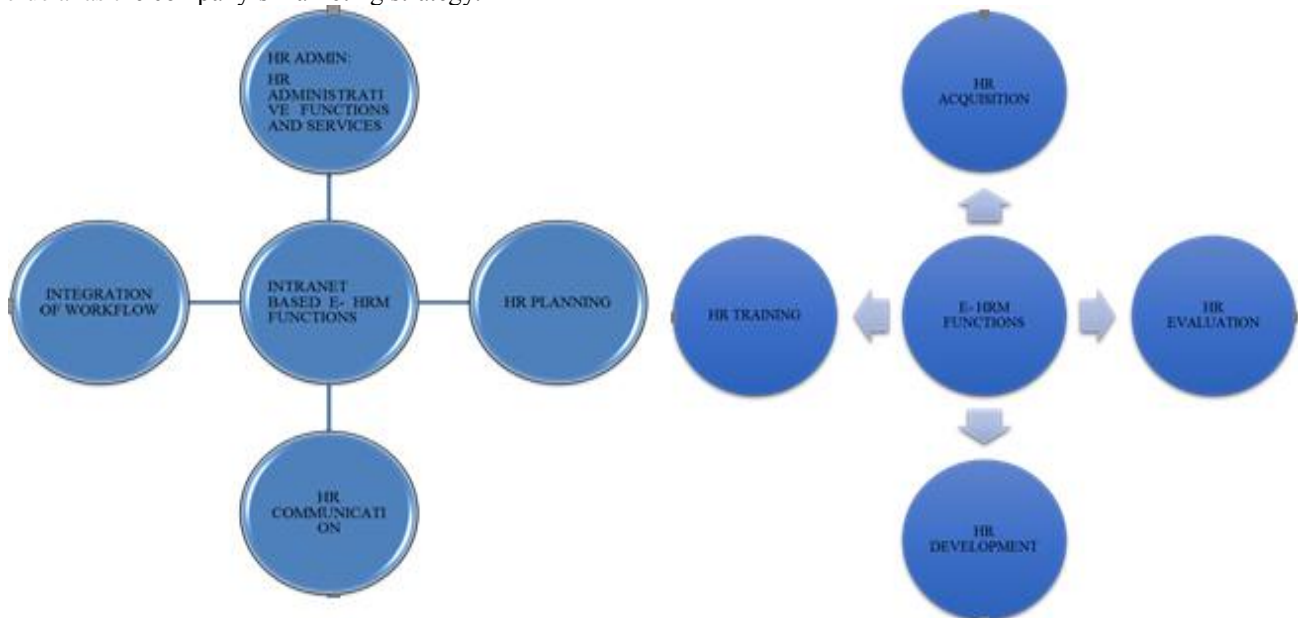


Fig. 1. Role and Functions of e-HRM

Technology too is changing Human Resource tasks. As industries, particularly the banking industry, and the way they struggle or compete turn out to be knowledge- based, Human Resource performance display will shift from manpower and man- hours supplied to intelligence and brain hours delivered. The affected areas in people management will also move from creation and quantity to efficiency and excellence. Capability, calculated in employee thoughts generated and implemented, and productivity gained, will be more imperative than ability, measured in man-hours available, man-hours lost, absenteeism, etc.

B. The Pre-requisites and Challenges of e-HRM

A careful study and interpretation of the information composed at the bank help in classifying the following pre-requisites and challenges with respect to any e- Human Resource Management scheme:

The Pre-requisites of e-HRM/ the Critical Success Factors for Adoption of e-HRM

1. Commitment to Change Management from the Start of the Project

Remus, 2007 [11] says that “Managing change within the organization could be a full-time job by itself as it needs the management of people and their expectations, resistance to change confusion redundancies and errors”. For this technology (e-HRM), to be successfully implemented, the organization should understand the impact of this new change on employees, managers, and Human Resource staff and to understand its dimensions in order to manage the effects of a corporate strategy that is open to change.

Table I Implications of e-hrm

e-HRM Practices	Implications of e-HRM
Analysis and Design of Work	Employees in geographically dispersed locations can work together in virtual teams using video, e-mail. And the internet.
Recruiting	Post job openings online, candidates can apply for jobs online.
Selection	Online simulations, including tests, videos, and e-mail can measure candidate’s abilities to deal with real life business challenges.
Compensation and Benefits	Employees can review salary and bonus details and seek information about and enrol in benefit plans.

2. User Acceptance

Human Resource Professionals face real challenges in this. Acceptance by users is very complicated activity as the system is analysed in a different way from different outlooks and thus there is no one opinion. In the day- to- day use, it can come out various other implications which were not marked during designing the applications and hence user finds himself that application is not up to the expectation. This is where Human Resource has to make sure that people are assorted from start and it does not become a restricted access at the end.

3. Presence of an Information Technology Culture, an Important Pre- condition

Companies must first figure out whether they need e-HRM before calling in consultants to implement solutions. Organizations looking for better transparency go for e-HRM. The software provided by retailer needs to be modified to organizational requirements. A lot of research and in- depth study and analysis need to be done to learn the probability of the project especially in terms of the cost factor and the sustainability of the project. Only those firms, which are comprehensively organized for enabling Human Resource, should go for it. This assumes the presence of an Information Technology (IT) Culture. The Human Resource department as a process holder, being clear about the objectives of e-HRM, choosing the right design and implementation partners and a willingness to spend hours training employees on the best use of the portal [12].

4. Involvement of all the Stakeholders Early on to Gain their Buy- in

This is an important pre- condition for any e- HRM project to be initiated and to be executed effectively and efficiently.

5. Communication of the Value of any Technology Solution to the Users

Communicating the importance of any technology solution for both the organization and more importantly for the people who will use the solution is necessary. This communication must be in the user’s words.

6. Clarity on the Part of all Users Regarding the Question. “What’s in it for me?”

To manage the scheme successfully, it not only requires the implementation of technology but also managing the expectations of all to be affected.

7. Adequate Training to the Users

Since the e-HRM system offers new methods of processing transformed or new Human Resource activities, proper training must be given to all users of the system. This becomes essential since the new interface provides

functionality that has been never been used before and needs to be related to the newly reengineered business processes. Education is the channel that brings the knowledge of the users up to the point where they can disseminate themselves with the new e-HRM system speedily and suitably. Training and Education is a critical step in managing change itself, as employees must be educated about the new system to comprehend how it changes business processes.

C. The Challenges of e-HRM

Among the most prevalent issues facing management are control, business requirements, and best practices. Some of the major challenges that have been identified are [13]:

- 1) *Cost Implications*: Costs tend to be relative to requirements and the type of organization. Given the costs, companies must allow only those operations that are imperative, indispensable or desirable.
- 2) *Aligning the e-HRM system with the business requirements*: Enterprise Resource Planning applications vary widely in their allowance for control, typically assuming either a corporate or business- unit locus of control. Hence management must believe the ERP'S stance on control to ensure it will meet the business requirements of the company.
- 3) *Security of the information generated*: A company needs to ensure that outsiders or competitors should not access the information. In this framework, proper vendor selection is a critical condition to ensure confidentiality.
- 4) *Managing the data*: Managing the huge amount of data generated through Human Resource Management System is a relatively new challenge for companies.
- 5) *'Overkill and loss of the 'human touch'*: Another challenge is the evasion or avoidance of 'overkill' and loss of the 'human touch'. It should not be the case that in a bid to be techno- savvy we desert the human side.
- 6) *For traditional companies the task is more so difficult*: e-HRM is more so a challenge for the traditional companies which need to bring about a change in the mindsets to a large extent. These companies as compared to those in the Information Sector (IT), BPO'S etc, are having a tougher time getting people to speed up on these e-HR tools.
- 7) *Training the users, a crucial issue*: Training the users is many a time a long drawn out process, as many people do not find them to be used friendly.
- 8) *Continuous monitoring and feedback*: Constant and continuous monitoring and feedback are critical to the success of any e-HRM effort in an organization.

IV. CONCLUSIONS

The e-HRM technology is very helpful for the organizations and has proved effective for the employees working in the organization as it provides sufficient opportunities for employee's career planning and development. Moreover, by the implementation of e- HRM the employees can identify and nurture their talents and helps them to raise their performance. E- HRM is a way of implementing Human Resource strategies, policies and practices in an organization through a conscious and directed support of and/or with the full use of web- based channels.

e- HRM is an increasing phenomenon. More than one- fifth of large companies have made considerable steps to support HR practices and policies through web technology.

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