



Perspectives of E-HRM in the organisations: A study

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Abstract

Embracing Technology is very much imperative in the digitalized environment. The reason behind the concept of digitalised Human Resource Management is to make Human resource department and its activities more dynamic, simple and faster. E-HRM can be used for both networking and supporting of HR activities. The HR activities are upgraded to E-HRM to make organisation to function efficiently and effectively. The present study studies the theoretical aspect of E-HRM in the present times and the practical relevance in the modern organisations.

Keywords: technical, practicality, human capital

1. Introduction

Over the past decades the role of the personnel department has been transformed from that of an administrator to more recently a critical component in the competitive success of the business. Companies have now begun to embrace a “human capital approach,” one that considers the money spent on fostering innovation in the workforce as an investment (GOPAL, 2011) ^[5, 6]. The use of e-HRM varies from one organization to other. Its scope can range widely: from a simple web-based system to access employee data to a fully integrated, electronic network of HRM services, data, information, tools and applications which may be accessed by all employees, managers, and HRM professionals. Enterprise Resource Planning (ERP) systems and Interactive Voice Response (IVR) are to name few such high-end systems. Through digitalised human resource, managers can easily communicate with employees and it changed various human resource activities into digital format like paper works, record keeping, payroll systems, performance management,

Recruitment and strategic orientation, the employee can also keep track of his/her achievements. e-HRM is the complete integration of all HRM system and processes based on common HRM data and information and on interdependent tools and processes. Fully developed e-HRM could provide the data gathering tools, analysis capabilities, and decision support resources for HRM professionals to hire, pay, promote, terminate, assign, develop, appraise and reward employees in ways that fully engage them in managing their own outcomes maximize the contribution of each employee and support execution of firm’s strategy (Munivenkatappa, 2016) ^[9].

Concept of E-Hrm

Information technology completely infuses HRM processes and HRM departments in today’s global networking timeframe. For more than a decade now, digital possibilities have been challenging traditional ways of delivering HRM services within business and public organizations (Saini, 2018) ^[12].

Table 1: Traditional Versus Contemporary Approaches to Recruitment

Recruitment Process	Traditional	E-Recruitment
Attracting Candidates	Using sources that are not technology supported, like advertisement, flyers, spokespersons, to draw as many applicants as possible to contact the organization.	Using the organization’s reputation product image, online technology and other methods to draw as many as possible to the organization’s websites. Their organization can present themselves.
Sorting Applicants	Using sources that are not technology supported, like advertisement, flyers, spokespersons, to draw as many applicants as possible to contact the organization.	Employing sophisticated, standardized online tests to screen candidates and to winnow the applicant pool to a manageable number
Making Contact	Contacting the sorted applicants by phones and having face to face conversations	Using automated hiring management system to contact the most desirable candidate very quickly, before they are snapped by another company
Closing the Deal	Making the phone call, setting up the meeting and shaking hands	Making the phone call, setting up the meeting and shaking hands

Source: Arunava Narayan Mukherjee, P. S. (2014) ^[1]. Role of Information Technology in Human Resource Management of SME: A Study on the use of Applicant Tracking System. Journal of Management and Research,, 1-44.

The Challenges of Hrm can Be Studied Under The Following Heads

A. Challenges of HRM Faced by HR Professional

1. Managing Workforce Diversity

2. Meeting Aspirations of Employees
3. Empowerment of Employees
4. Management of Human Relations
5. Dynamic Personnel Policies and Programs

6. Building Responsive Organisation
7. Creating Dynamic Work-Culture
8. Building Core Competence and Creating Competitive Advantage and
9. Outsourcing HRM Functions.

B. Challenges of HRM Faced by Organisations over the Last Few Decades

1. Technology
2. Economic Conditions
3. Social
4. Political
5. Labour Legislation
6. Workforce Diversity
7. Levels of Education
8. Corporate Reorganization
9. Competitive Advantage
10. Quality of Work Life.

C. Challenges of HRM into 3 Broad Groups

1. At Organisational Level
2. Workplace Level
3. Department Level

D. Major Challenges of HRM in Retail Industry

1. Recruitment
2. Training and Development
3. Compensation
4. Attrition and
5. Retention.

THE PRE-REQUISITES OF E-HRM

- Commitment to change management from the start of the project
- Presence of an IT Culture an importantm pre-condition
- Culture of Knowledge management
- Involvement of all the stakeholders early on to gain their buy-in
- Communication of the value of any technology solution to the users
- Clarity on the part of all users regarding the question-“What’s in it for me?”
- Adequate training to the users

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

Cost Implications

Costs tend to be proportional to requirements and the type of organization. Given the costs, companies must e-enable only those operations that are vital, essential or desirable.

Aligning the e-HRM system with the business requirements

ERP applications vary widely in their allowance for control, typically assuming either a corporate or business-unit locus of control. Hence management must consider the ERP’s stance on control to ensure it will meet the business requirements of the company.

Security of the information generated

A company needs to ensure that outsiders or competitors should not access the information. In this context proper

vendor selection is a critical condition to ensure confidentiality.

Managing the data

Managing the huge amount of data generated through HRMS is a relatively new challenge for companies.

‘Overkill’ and loss of the ‘human touch’

Another challenge is the avoidance of ‘overkill’ and loss of the ‘human touch’. It should not be the case that in a bid to be techno-savvy we neglect the human side.

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 IT sector, BPOs etc. are having a tougher time getting people to speed up on these e-HR tools.

Customization to be taken up in the right perspective

Most of the packages are of international standards and based on best practices. Hence customization is huge in the Indian context and needs to be taken up in the right perspective. Customizations can also be costly and maintaining and upgrading customizations can be cumbersome.

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 user friendly.

The Return on Investment (ROI) on an e-HRM project to be justified

The ROI on an e-HRM project is the projected cost reduction brought about by the system and its impact on revenue/profits over time. The e-HRM initiative should align itself with the overall HR and IT strategy and ultimately, with the business strategy to ensure ROI.

ERP to function along with other systems to be successful

Companies wanting to integrate their value chains with the business activities of their suppliers, business partners and customers typically have to implement systems other than ERP like Customer Relationship Management (CRM) and others.

Continuous monitoring and feedback

Continuous monitoring and feedback are critical for the success of any e-HRM effort in an organization.

Types of E-Hrm

The three areas of HRM are operational HRM, relational HRM and transformational HRM.

Operational HRM

E-HRM is concerned with administrative function like payroll, employee personal data, etc.

Relational HRM

E-HRM is concerned with supportive business process by the means of training, recruitment, performance management, and so forth.

Transformational HRM

E-HRM is concerned with strategic HR activities such as knowledge management, strategic re-orientation, etc.

Table 2: Implication of E-HRM

HRM Practices	Implication of E- HRM
Analysis and design of work	Employees in geographically dispersed location can work together in virtual teams using video, e-mail the internet.
Recruiting	Post job opening s online candidate can supply for jobs online.
Selection	Online simulations, including tests video, and e-mail can measure candidate abilities to deal with real- life business challenges.
Training	Online learning can bring training employees anywhere, anytime.
Compensation and benefits	Employees can review salary and bonus details and seek information about and enroll in benefit plans.

Source: JANANI, R. a. (2017). Current Scenario in E- HRM - Literature Review. 1-6.

Elements of E-Human Resource

E-HRM is the (planning, implementation and) application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities (M. Arumugam, 2017) [7].

E Recruitment

E-recruitment, also known as online recruitment, is the practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel. The purpose of e-recruitment is to make the processes involved more efficient and effective, as well as less expensive. Online recruitment can reach a larger pool of potential employees and facilitate the selection process. The online promotion of an organization as a desirable place to work, through the corporate website or other venues, is one element of e-recruitment. E-recruitment software and systems are available as standalone applications, product suites and services. A recruitment management system is an integrated product suite or portal that streamlines and automates the processes involved.

E Selection

The process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria. Employee selection can range from a very simple process to a very complicated process depending on the firm hiring and the position. Certain employment laws such as anti-discrimination laws must be obeyed during employee selection.

E Learning

E Learning is electronic learning, and typically this means using a computer to deliver part, or all of a course whether it's in a school, part of your mandatory business training or a full distance learning course. In the early days it received a bad press, as many people thought bringing computers into the classroom would remove that human element that some learners need, but as time has progressed technology has developed, and now we embrace smartphones and tablets in the classroom and office, as well as using a wealth of interactive designs that makes distance learning not only engaging for the users, but valuable as a lesson delivery medium. Building partnerships with quality training providers, and combining this with a dedicated experienced technical team and support staff, Virtual College provides the perfect blended learning environment, offering anyone the chance to take their online training to the next level.

E Training

Sloman’s definition goes on to say, “training lies within the domain of the organization: it’s an intervention designed to

produce behaviours from individuals that have positive organizational results.” He then defines learning as “the physical and mental process involved in changing one’s normal behavior patterns and habits”. ‘Learning,’ he claims, is distinct from training as it lies within the domain of the individual.

E-Performance Appraisal

E Performance is a functional, practical and effective performance appraisal system. It guides managers through the entire performance appraisal process, maintaining records and time lines. E Performance ensures both managers and staff take maximum benefit from a highly efficient and productive performance appraisal process.

E-Compensation

The e-Compensation systems are those software packages which are bought or developed by companies and are accessible through the company’s intranet or over the internet which all the employees would be able to reach it through browsers from anywhere (in case of internet). They primarily contribute the effectiveness and efficiency in three ways:

1. Easy Accessibility to the information without any requirement like a special IT infrastructure or knowledge
2. Round-the-clock availability of the meaningful compensation information in detail for employees, managers and HR professionals (for decision support) according to their credentials in an interactive way
3. Streamlining the cumbersome bureaucratic tasks through the introduction of workflow functionality and real-time information processing in a cost-effective manner.

E-HRM Goals

E-HRM is seen as offering the potential to improve services to HR department clients (both employees and management), improve efficiency and cost effectiveness within the HR department, and allow HR to become a strategic partner in achieving organizational goals. The recruiting aspect there are number of websites for recruiting of employees in companies some of the popular and important web sites in INDIA are listed below they are:

1. Naukri.com
2. Jobsahead.com
3. Monsterindia.com
4. Careerindia.com
5. Placementindia.com
6. Jobsearch.rediff.com
7. Bestjobsindia.in
8. Jobzing.com
9. Cybermediadice.com

10. Careerjet.co.in

E-HRM and HRMIS

The main difference between (e-HRM) and HRMIS that the human resources information systems are oriented toward human resources management service itself, users of HRMIS systems are mostly working in the human resources management in order to develop the services provided to the organization.

While in the (e-HRM), the target group is working outside the human resources management, whether they are managers or employees, so that all employees in the organization offer human resources services via the intranet or the Internet for use.

HRMIS remains a key factor in the preparation and implementation of the strategic plan of the organization, and so by relying heavily on fine data, the speed, and accessibility of information to decision-makers.

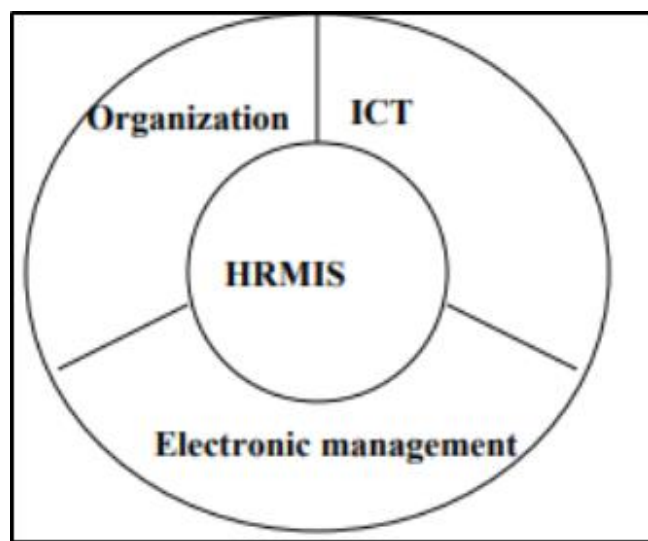


Fig 1: The relationship HRMIS Organization

E-HRM in India

Srivastava (2017) [13], feels that with the globalization, liberalization and privatization in India, the organization has been focusing more on being technologically advance in all the aspects. The cutthroat competition, changing employee expectation, change in work environment as well as fight to be on the top, all these driving forces leads the implementation of e-HRM. Mostly all the organization whether private or publicize using e-HRM. They are using several IT tools for performing their HR functions. With the liberalization of the foreign policies, foreign companies are easily investing in India.

Many organizations have their head office or branches in other countries. The use of e-HRM leads to easy communication and interaction between as well as among the organizations.

There are several e-HRM tools that the organization in India are using such as

- E-recruitment which is online calling of prospective candidate to apply for the job;
- E-selection i.e., using web based test and other selection procedure online;
- E-training which is conducting training program by using web based technology making it available “anytime” and “anywhere”;

E-employee profile: maintaining and modifying employees’ information online;

E-learning it is delivery of content internet, intranet/extranet, audio and videotape, training program provider, etc.;

E-compensation which is maintaining employee’s compensation online

Some other tools are e-tracking, e-learning, e-performance appraisal, e-grievance handling mechanism. Several study done by the researchers in the past on the field of e-HRM agreed that e-HRM is reliable and easy to use tool which reduces HR cost and lesser administrative work load (Srivastava, 2017) [13].

Review of Literature

Gopal V. S. (2011) [5, 6], presents a comparative picture between the services vs manufacturing sector w.r.t. the adoption of e-HRM systems in Indian companies. The broad framework of the research design incorporates aspects pertaining to- the possible drivers for introducing e-technology to the HR systems; the barriers to progress in the e-HRM journey; usage of e-technology for HR functions; usage of HR Service delivery tools; perception of respondents regarding their company’s position in the e-HRM journey and opinion of respondents on various aspects of the e-HRM functioning. Implementation of e-HRM involves several challenges with its attendant implications like - huge set-up costs, presence of an IT culture, the security of the information and loss of the ‘human touch’ (Gopal v. s., 2011) [5, 6].

Gopal (2012) [4] feel that the world of Human Resources is changing quickly. Human Resource Development is increasingly driven by customer demands, technology, intense competition and employee’s needs. This means that organizations which fail to measure effectively the qualitative areas of their business and human resources will lose a competitive edge. HR today is a key contributor towards solving organizational issues and achieving relevant business outcomes. The market scenario after the recession has led to radical changes in the IT industry. From time to time there is a need for the researchers to pause and reflect on the status of the HR practices. Best HR practices will help the organization in bringing about radical improvement rather than incremental ones (Gopal, 2012) [4].

Arunava Narayan Mukherjee (2014) [1], investigates the use of Applicant Tracking System (ATS) in a *small sized enterprise*. The study provides insights into a framework of e-HRM and Human Resource Information System (HRIS) with reference to recruitment as exist in the SME, along with its benefits and limitations. It discusses the impact of ATS on HR process, professionals and jobseekers while suggesting a model of Human Resource Information System (HRIS) based on the operation of ATS. It attempts to identify implications for future research in this field (Arunava Narayan Mukherjee, 2014) [1].

Mishra (2014) [8], explores difference in use pattern of (electronic human resource management) e-HRM tools in context to private vis-a-vis public and manufacturing/mining vis-a-vis services. It also identifies whether the application of e-HRM tools is same or different for select Indian organizations. Employees’ responses have been compiled through a structured questionnaire consisting of demographic variables and statements regarding use of e-HRM tools. Information and communication technology

(ICT) has provided leverage for fundamental reconfiguration of services provided by the human resource function, not only in terms of the range of activities that have been automated, but also in the point-of-access for internal stakeholders. Most of dynamic organizations are equipped with different types of tools which facilitates in delivery of HR services (Mishra, 2014) [8].

Reddi (2017) [10], concentrates on how e-HRM will be useful in reducing the cost in the organization. E-HRM is using of information technology for both networking and supporting at least two individuals or more than two in their shared performing of HR activities and practices. E-HRM is different from HRIS (Human resource information system) and Virtual HRM. E-HRM is mediated by information technologies to help the organization to acquire, develop, and deploy the intellectual capital. It is a web-based solution that uses the latest web based application technology it is online and real-time Human Resource Management Solution is possible through e-HRM.

The e-HRM technology provides a portal which enables managers, employees and HR professionals to view extract or alter information which is necessary for managing the HR of the organization and for making decisions quickly. The World Wide Web has helped modify many HR processes including human resource planning, recruitment, selection, performance management, work flow, and compensation. These new systems have enabled HR professionals to provide better service to all of their stakeholders (e.g., applicants, employees, managers), and it can reduce the administrative burden in the field. And it is very cost effective (Reddi, 2017) [10].

Robinson (2017) [11], explore the perspective about e-HRM, their perspective for choosing the application for the system, their observed the organizational outcomes of HR managers in the leading companies. The e-HRM following company shows that time management, easy acquiring and access to the personal data, and reduce the administration cost was the primary motivator for electronic human resource applications. E-HRM reduce the organizational costs, improved better and faster communication between manager and employees, reduce the processing time for e- HR usage in organizations (Robinson, 2017) [11].

Arumugam (2017) [7], Examines existing literature on how e-commerce technologies have shaped workplace management. It proposes a conceptual framework for identifying and understanding these changes in the context of the business pressures faced by in highly competitive environment. Electronic commerce technologies are changing the way that work tasks are conducted and thus have significant implications for the way organizations manage their human resource functions. Although the impact of IT on work and employment has been the subject of research, little attention has been paid to electronic commerce and its effect on work organisation and HR management (M.Arumugam, 2017) [7].

Chauhan (2019) [2], aimed at studying e-HRM from the point of view of employees of Indian IT industry. Various e-HRM practices are being followed in Indian IT industry, which are studied in this paper. In today's world of increasing competition, organizations are facing the employee related issues viz. employee motivation, engagement, attrition, retention, etc. With the advent of newer technologies every day, it has become essential to use technology for finding solutions to these problems. E-HRM

is such a tool which uses information technology to integrate hr (human Resource) department to all other departments of an organization (Chauhan, 2019) [2].

Dhole (2018) opines that HR management is basically focuses on relationships of employee and the employer. In new era which is dominated by technology will have the same focus of HRM but due to adoption of latest technology, we can get access to smart digital context of HR practices with better quality of HR data, which enables correct decision making and management of huge data. E-HRM and cognitive HRM, the will going to have large impact on today's HR practices, right from recruitment to the social security initiatives those taken by the employers. The HR field is moving from transaction to the interaction field, where the focus will be on interactions between employee and the employer (Dhole, 2018).

Best Practices: Optimizing Your Results When Implementing Hris in E-Hr

- Redesign and streamline HR processes when implementing e-HR tools. Remember, e-HR is a powerful way to implement an HR strategy, but in and of itself, e-HR is not an HR strategy.
- Automate basic HR administrative tasks and use the HRIS to support managerial decision-making.
- Communicate with employees so they understand how and why e-HR data are being collected and used.
- Using the data from the HRIS to ask more complex and strategic HR questions. Metrics matter and the HRIS can offer powerful analytic tools to help managers make tough choices.
- Empower employees to control their own data via the HR website and delegate basic HR transactions to the employees. Design the HR website to have timely information, make it easy to navigate and make it aesthetically pleasing. Make the HR web presence consistent with employees' expectations. If employees can't find what they need on the website, they will call HR.
- Balance technology with person-to-person contact. Organisations must not let technology manage the relationship with the employees. Losing a personal link with applicants and employees is a real risk with a strong e-HR strategy.
- Use non-technological solutions when appropriate. Though e-HR should be a central component of an organization's HR strategy, it should not be the exclusive solution. Technology is not a replacement for sound HR strategy and strong employees.
- Organisations must remember that e-HR is not just for large organizations. Small and medium-sized businesses also can benefit from technological support of HR. As vendors continue to develop more solutions for such companies, opportunities will only grow.

Conclusion

The importance of E-HRM as a web-based tool to integrate the HR processes in the organisations has led to easy flow of managing of the human resources. The implementation of e-HRM has given on-line support to the various processes, activities, data and information required to manage human resources in a modern company. By large organisations have realised and implemented e-HRM to reap the direct and indirect benefits despite the pitfalls from the same. HR

strategies, policies, and practices have been supported effectively and efficiently to support the organisations.

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