



A Review on E-Hrm: Electronic Human Resource Management

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ABSTRACT

This 21st century is a field of information technology (IT). IT plays a dominating role in each and every sector with its technology up-gradation. Nowadays, technological up-gradation is not only for machine growth, production process and products it also deals with human resource department in the form of E-HRM (Electronic Human Resource Management). E-HRM is a process where all the activities of HR professionals are converted into electronic and make it simple and easy for organizational process. This study derives the E-HRM current scenario, functional modules and its implementation process. Review of literature is gained through online journals and other E-HRM related websites. The findings of the study denote that E-HRM is an important function for every organization to perform much faster and smarter in their day to day activities.

KEYWORDS

E-HRM, E-HRM Modules, E-HRM Types, E-HRM Implementation Process

INTRODUCTION

E-HRM - Electronic Human Resource Management it is not an HRIS (Human Resource Information System) which is used as IT Systems by Human Resource department in the organization. In this current scenario information technology is creating a drastic change in industry sector. Each and every industry is updating their technology and process through IT and with the base of IT the HR department are emerging their complete process into electronic HRM in their work environment. HR department is a major part to all organization which deals with employee's skills, experience, salary, training and etc. there are various number of technologies are adopted in human resource department but, E-HRM plays a dynamic role in organization and which is very much useful for smooth employee and employer relationship in the workplace.

Definition:

Several definitions are given by various researchers in the literature. Major sited definition of E-HRM is provided by Strohmeier and Ruel et.al.

"Strohmeier expanded this definition to be more specific about the technological and organizational contexts, defining e-HRM as the application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities. In the remainder of the paper, we use a hybrid of these definitions in which e-HRM consists of intended and actual HRM policies, activities, services, and collaborations with individuals and organizations, which are delivered and enabled using configurations of computer hardware, software, and electronic networking capability."

"Ruel, Bondarouk and Looise proposed an early popular definition in which e-HRM was defined as a way of implementing HRM strategies, policies and practices in organizations through the conscious and directed support of and with the full use of web technology based channels."

In this century, the role of human resource management is more to industries growth and competitiveness. Industry has a drastic growth in their economic background and which leads them to up gradation of human resource management into E-HRM (Electronic Human Resource Management). The implementation of E-HRM in Industry sector will be much helpful for the human resource department to handle the process and employees effectively. E-HRM is filled with all new concepts and systems where it deals with its specific challenges which require cautious study before its implantation.

LITERATURE REVIEW

The present work is to investigate the E-HRM modules, types and implementation process in the organization and how the HR professionals handle the up-gradation of E-HRM in current scenario. Earlier researchers find that E-HRM supports all HR activities and work much more in effective when comparing to existing HR activities. According to Martin et al., 2008 E-HRM is used for effective cost saving and reduces administration headcount in the organization. Operational cost will be reduced due to implementation of electronic HRM and it increases the company image and time management in the workplace (Panayotopoulou et al., 2007). The researcher says that, HRM and IT is a successful factor for E-HRM implementation and adoption. It improves the users to develop their skills effectively and efficiently (Ensher et al., 2002). The following research questions will elaborate the objectives of this study.

2.1 Research Questions:

R1: What is the current global scenario of E-HRM in industry sector?

R2: What are the different types of E-HRM modules and tools in industry sector?

R3: What are the implementation process of E-HRM system and its uses in industry sector?

RESEARCH METHODOLOGY

According to Torracco (2005) Integrative literature review, ". . . is a form of research that reviews, critiques, and synthesizes representative literature on a topic in an integrated way such that new frameworks and perspectives on the topic are generated". It fully synchronized the topic of Electronic Human Resource Management (E-HRM) in to review of literature. This research is made with collection of data's, findings and conclusion in fusion of integrated review of literature.

The literature review is collected with the help of online journal database through, Elsevier (Scopus), EBSCO (Management Research Database), Emerald Management, SAGE Publication and Google scholar etc. highly concentrated on management and organizational reviews. The keywords used for search are E-HRM, E-HRM Modules, E-HRM Types, and E-HRM Implementation Process. 55 articles are reviewed for this research, based on that periodical E-HRM Modules, types and implementation process are studied and well explained in this research. This research is framed out with the views of Torracco (2005) based on E-HRM and classify the extend research.

FINDINGS

E-HRM: A Global Scenario:

In the current industry world, information technology plays a major role for growth and development. Several organizations are planning to implement information technology in their day to day work activity and making their employees to become professional and leaders in the market. This information technology directly impact human resource department in the organization, where it leads to E-HRM modulation in the organization. E-HRM is increased in the recent decades from 1990's with the constant growth of internet among organization. E-HRM means Electronic Human Resource Management where all the HR activities are integrated with web based technology and to support the activities like e-recruitment, e-selection, e-performance appraisal, e-compensation and e-learning (Training and development).

- E-HRM is an online solution provider for human resource management problem with the help of new web based application technology (Mary Gowan). It is very much easy to adopt and use in HR department for organizational benefits. The main objectives to implement E-HRM in current organization are,
- E-HRM provides accurate and efficient information about employees and their work at minimal cost.
- E-HRM is used for forecasting organizational future planning, policy and procedure in the work environment.
- E-HRM is used to monitor and analyse the human resource in the organization and updates the employee information accordingly.
- E-HRM provides faster solution for employee problems and human resource decision in the organization.
- E-HRM provides secured data and privacy in the organization for human resource department.

E-HRM: Modules types and Tools:

E-HRM Modules and Tools:

Electronic Human Resource Management is a web-based technology used to upgrade human resource department in the organization through converting all HR activities into E-HRM mode. Initially, E-Recruiting and E-Learning is the two domains which have been converted into electronic version. Later E-HRM entered into various domain of HR activities like, training and development, employee details, labour cost, personal development etc. E-HRM makes all the paper works into electronic and easier for day to day activity. The following are the current modules of E-HRM that are adopted in the organization. The following figure 1 describes the modules and tools of electronic human resource management.

- Recruitment System
- Employee System
- Basic Organizational Information Management System
- Salary Management System
- Learning and Training System
- Idea and Creativity Exchange System
- Assessment System
- Welfare System
- Career Development System

E-HRM MODULES	PROCESS ACTIVITIES
Recruitment System	Online recruitment is a process where all the recruitment process are taken place through online like, online job application, post-interview screening process (skills, qualification, work experience, notice period, etc.), e-selection, finally e-recruitment finalized with scheduling the candidates for interview appointment through e-mail or SMS or Phone contact.
Employee System	Employee system is the database or structure where, it contains both their personal and official profile and can be editing or modified by the employee through his/her specific login given by the organization. Employee can able to make a view on their leave request, pay slip, reviewing the attendance record, call and other facilities in the organization.
Basic Organizational Information Management System	Organizational Information Management System plays a vital role in organizational structure and it helps the employee to learn about the organization name, vision, mission, goals, objectives and it will also useful for the employees to know their duties, roles, regulations and policies in the workplace.
Salary Management System	Salary management system is related with employee system. In this system it contains the complete salary description of the employee like, net salary, bonus, salary, HRA, DA, PF, other deduction amount, etc. Salary management system will be modified monthly depends upon the salary per month. The employee can able to access this system in their organization for their reference and take preference on it also.
Learning And Training System	Learning and training system is an interesting part and an encouraging one to the employees. Where, the employees can take their training based on their comfortable time and schedule via engineering through e-mail in the organization. Once the completion of training program the employee can able to share their gained knowledge to others through online mode in the workplace.

Idea And Creativity Exchange System	Employees are self-motivated to generate idea and exchange the idea with others through idea and creativity exchange system. This system is used to create new ideas and lookouts from employees through meetings and conversations. Employees are free to present their new ideas in front of others or in web board which is useful to achieve the task easier in the workplace.
Assessment System	Assessment system contains two parts in the organization. One is employee own assessment which will help the employee to achieve their work effectively and efficiently towards the goal or target. Secondly manager assessment on subordinate, this type of assessment will have an direct reflection on their performance appraisal, salary increment, welfare adjustment and etc.
Welfare System	Welfare system is very much useful system for employees while in work and after retirement also. It includes the benefits like, allowance, travelling allowance, PF, bonus, welfare allowance etc. The welfare system is structured to meet both the demand of individual and organization goals.
Career Development System	This module brings out the employee capability and skills for E-HRM activities. Skills and ability are different among employees, it is important to bring out their skills and ability to accomplish the task activity.

Fig. 1. Source: Kitimaporn Choochote et al, 2015

4.2.2 E-HRM Types:

E-HRM is majorly divided into 3 Types, are operational, relational and transformational. The organization can choose the below types of E-HRM to achieve their HR goals faster.

1. Operational – operational E-HRM involves on administrative function like payroll, salary management and maintain employees database.
2. Relational – relational E-HRM deals only with the organizational functions like business process function, training and development, recruitment, performance management and etc.
3. Transformational E-HRM – transformational E-HRM contains a part in strategic HR function like, knowledge management, strategic re-orientation and etc.



Fig.2 Source: Business Jargons <http://businessjargons.com/e-hrm.html>

4.3 E-HRM: Implementation Process and usage:

4.3.1 E-HRM Implementation Process:

E-HRM is a web based technology used for online real-time solution for human resource management. E-HRM is entirely different from traditional HR function. Currently, E-HRM plays a dominant role on traditional HR function because traditional HR functions are solo and they are done only by the HR Peoples in the department but, nowadays all the employees in the organization are playing a vital role in organizational culture, idea generation, organizational structuring and designing where the traditional HR is being less effective when comparing to E-HRM. In other words, E-HRM is a way for strategic implementation, HR policies and procedure through web based technology. Implementation of E-HRM in organization is a complex and stress generator towards human resource people among other employees. There are various functions of E-HRM in all departments which is used for day to day activity in the organization. The HR professionals should concentrate on employees and top management for implementing E-HRM in to their work activity like, recruitment, employee leave application, training and development, allocation of project, salary slip, appraisal, etc. It is important to the HR peoples to make a decision on E-HRM implementation planning and process in their work activity. There are 8 steps to complete the E-HRM Implementation. They are described in the figure 3.



Fig.3 Source: Sachidanand R. Kulkarni, 2012

1. Objective Settings & Assigning: HR professionals should organise a meeting with all stakeholders, top management, senior level employees, and functional heads to explain the use of E-HRM and clarify the objectives to E-HRM implementation.
2. Process Familiarization: HR professionals should make the top management and other employee to aware on E-HRM activates in the organization.
3. System Installation & Configuration: Installation of E-HRM is the part of IT professionals. The HR department should get a proper installation process from them to install E-HRM application.
4. Integration and Accessibility: E-HRM implantation will integrate with e-enabling application in the organization. HR professionals should provide the specific access control on E-HRM application to control the post implementation process.
5. User Acceptance: The users should accept the technology with the guidance of HR professionals. E-HRM application can be monitored through day-to-day activity and the big criteria are that the problem of E-HRM application cannot be identified in the designing stage. It can be identified after E-HRM implementation and use.
6. Objective Evolution: After finishing the E-HRM implementation, HR professionals should collect the survey from the members to know the usage of E-HRM activities.
7. Change Management: Evaluate (or) consolidate the suggestion of the people and change the E-HRM applications accordingly and customised based on the work activity and people suggestion.
8. Antiquated/Removal of System: In this changing business world, it is difficult to manage the application for prolong period of time. If business need changes for betterment then the E-HRM application will change accordingly.

4.3.2 E-HRM Usage:

E-HRM plays a vital role in human resource where it deals with clear process and procedure for employees, maintains accuracy in the work process, proper communication between employee and organization with in the timeline and work efficiency of employees is increased. E-HRM is used to improve the potential service of the HR department for both the employees and employer, improves the cost efficiency and effectives for HR department and becomes a strategic partner for HR professionals in decision-making.

DISCUSSION AND CONCLUSION

E-HRM is a web based technology used for both the employee and organization to up-grade their work activities from paper to electronic and make it self-service to the employees. E-HRM is also very much useful for the management to monitor and evaluate the employees based on electronic database. It is an effective tool for access, cost effective, easy to adopt, accessible to large group of users. However E-HRM has major advantages in the up-gradation but, it contains barriers where organizations are hesitate to implement E-HRM is they cannot predict the usefulness of E-HRM application before implementation. If this implementation fails then it incurred the human cost, financial cost and etc. This research deals with the E-HRM modules, types and implementation process in the organization along with its uses. It covers all the activities of HR department into electronic and provide a faster and smarter way to updates to the employee and employer. Therefore E-HRM is a next version of HRM.

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