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E-HRM – An Overview

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Abstract

The innovation and digitized commerce communications have upgraded and changed different organizational exercises. The effect of this IT revolution can be seen in each profession and in all functions of administration as well. Like all vocations, Human Resource Management (HRM) has been progressively affected by the ongoing emergence of new technologies. For instance, the introduction of the Human Resource Information System (HRIS) two decades ago has brought about a paradigm shift and resulted in greater efficiency and automation for people management. With the headway of web innovations during the past few years, we have seen the beginning of Electronic Human Resource Management (e- HRM) which, as demonstrated by specialists, could be a much more strong enabler in changing the part of Human Resource (HR) from insignificant prompting staff work to a more vital line work getting to be an authoritative master, an worker winner a business accomplice and a alter operator. This paper focuses on the types, activities, implementation, advantages and disadvantages of E-HRM.

Key words: Human Resource Management, Electronic Human Resource Management.

Introduction

In the recent years, with the progresses in science and technology, especially in the field of IT, we have seen massive transformations through the management methods of organisations and human resources. The day after day growth of IT technologies and its penetration through every aspect of our life, has introduced some new terms like electronic communications, electronic trading, electronic government and many others. Information technology has made organizations to have a different and cohesive look to their human resources. They have tried to expand their staff's options and information and letting them to enter the realm of management in order to react in time to the related variables to make a good working structure to finally hit the aims of the organisation (Soltani and Mirzanezhad, 2012).

The term of "human resource management" that appeared for the first time in 1990s, addresses the activities of human resources with the use of web technologies and tries to share the information and data of any places in any times between the managers and staffs of the organization (Sanchez and Aguayo, 2007). Electronic human resource management

means, programming and using and performing the IT technology to connect at least two or more people in a network and supporting them based on their kinds of activities (Strohmer, 2007). With the help of web technologies, human resource management can become more flexible and cheaper and also more customer-centric and strategic; it can decrease the costs of management and increase efficiency and responding and also decision makings to eventually offering better services to customers (Crestone, 2008).

E-HRM

In an organization the most valuable input is human element. The success or failure of an organization depends to a large extent on the person who manages and run the organization. There was a time when manpower was considered as a cost factor but now it is recognized as an investment. E-HRM provides information required to manage HR processes. These may be core employee database and payroll system but can be extended to include such system as recruitment, e-learning, e-performance management and reward. The evaluation of the E-HRM department is based on 6 driving forces. The six forces must be addressed by HRM departments that want to continuously increase their value while reducing costs. The Six driving forces are

FORCE 1: Information technology, FORCE 2: Processes re-engineering, FORCE 3: High speed management, FORCE 4: Networked organizations, FORCE 5: Knowledge workers and FORCE 6: Globalization.

In nutshell all of the previously mentioned strengths are outlined to induce freed of outdated organizational processes, producers, layers and boundaries that include cost and frame boundaries between HRM department and the company workers. Besides, all these strengths reflect the enormous impact that data innovation has and will proceed to have on each handle and strategy in HRM departments. Successful information of a virtual HRM department will clearly increase a company competitive advantage.

Objectives of E-HRM

E-HRM is designed to achieve the following objectives

- To offer an adequate, comprehensive and on-going information system about people and jobs at a reasonable cost.
- To offer data security and personal privacy.
- To automate employee related information.
- To enable faster response to employee related services and faster HR related decisions.
- To Ease of administering employee records reduction to cost, time and labour.

Scope of E-HRM

- A more dynamic workflow in the business process, productivity and employee satisfaction. Significant reduction of administrative burden.
- Higher speed of retrieval and processing of data.
- More transparency in the system.
- Fast response to answer queries.

E-HRM Goals

The main goals of E-HRM are

- Improving the strategic orientation of HRM.
- Cost reduction and efficiency gains.
- Clients service improvements and facilitating management and employees.

Advantages

Some benefits of E-HRM from various studies are

Improve efficiency: E-HRM has the potential to influence both efficiency and effectiveness. Effectiveness can be affected by improving the competence of both managers and employees to make better, quicker decisions.

Better work culture: A higher internal profile for HR leading to better work culture. It leads to a more transparent system. Considerable reduction of administrative burden.

Integral support: It Provides Integral support for the management of human resources and all other basic and support processes within the company .it leads to a more forceful workflow in the business process, productivity and employee satisfaction.

Save costs: E-HRM can save costs while maintaining the quality of data, Decentralization of HR tasks, Standardization and Access to ESS training enrolment and self-development. It is an User-friendly interface.

Disadvantages

Illicit Access: One of the basic disadvantages of using E-HRM is that the data gets free accessible to all and anybody can access the strategic information and use it any way without any authorization. It is prone to corruption, hacking and data losses.

Specialized Knowledge: One of the advantages of E-HRM is that it may help the organization to reduce the cost of HR personnel, though it could increase the requirements for technical staff with knowledge specific technology and functional area as well.

Low Interpersonal Contact: The use of E-HRM can estrange staff members that need personal support as it reduces the need for managers to interact with staff

Improper Use due to Rigid Mind Sets: In order to make proper use of E-HRM, it becomes very necessary for the staff to change their mindsets, as many people still have certain inhibitions in using technology in certain facets of their profession. If this transformation in technology is not synchronized with transformation in the mind set and culture of the organization it can lead to a financial fiasco.

Types of E-HRM



There are three kinds of e-HRM. They are,

- **Operational E-HRM:** It is concerned with the operational functions of HR such as payroll, employee personal data, etc.
- **Relational E-HRM:** It is concerned with the supporting business processes Viz. Training, recruitment, selection, etc.
- **Transformational E-HRM:** It is concerned with the HR strategies and its activities such as knowledge management, strategic orientation.

Through e-HRM, the main activities that could be performed online are Recruitment, Selection, Training, Performance Management, and Compensation.

Activities of E-HRM



1. **E-Recruitment**

It is also known as online Recruiting, being widely used by companies these days. Through e-Recruitment, companies usually hire the candidates using the internet as a medium. The common practice of facilitating the online recruitment is by uploading the recruitment information on the company's official website or hiring the online recruitment websites to serve the purpose. Monster.com, Naukri.com, Timesjob.com are some of the well renowned online recruitment websites.

2. **E-Selection**

The HR department using the online determination handle must guarantee that each step complies with the procedural prerequisites viz. Venture steps, seller choice, evaluation steps, feedback to the candidates, etc. The reason of E-selection is to utilize the greatest human capital at a diminished cost and in less time.

3. **E-Performance Management**

Many companies make use of web-based technology to evaluate the performance of an individual. This can be done either using the computer monitoring tool, wherein the complete working of an individual can be recorded, or through writing the reviews and generating the feedback on the employee's performance using the web portal.

4. **E-Learning**

It means using the internet or organization's intranet to facilitate the training and development programmes for the workforce. Getting the online components of training, a huge number of workers can be secured independent of their areas.

5. **E-Compensation**

An organization using the compensation management online enables it to gather, store, analyse, and distribute the compensation data or information to anyone at any time. Moreover, the person can get to electronically conveyed remuneration computer program, explanatory instruments, from any place in the world.

Thus, with the help of e-HRM, the records of all the employees sitting in different geographical locations can be stored and also the new candidates could be hired from any part of the world.

Implementation of E-HRM

There are five main phases in the implementation of the E-HRM business solution.

Analysis (Infrastructure)

Analyzing the existing infrastructure with regard to quantity of data and classification of business activities.

Business processes in the company

After the existing processes have been analyzed, the options for automating these processes in the client's environment are proposed. Finally a project plan is developed based on the model of the processes identified.

Implementation

After the fundamental analysis of the processes in the work team, individual modules are deployed in the client's environment. With modular design a gradual implementation is possible. Company-specific functionalities are discussed with the client and built upon request.

Implementation and Training

A complete knowledge of the components of the solution is a key factor for successful implementation. The entire team of project managers, information technology professionals and human resources specialist are thus involved in user training and implementation.

Maintenance

Fast technological development and development of new modules make cooperation after the implementation indispensable. A maintenance contract typically includes:

- Technical support experts available by phone, through e-mail or on-site
- Adaptation of existing modules or development of new ones
- Application software adjustment to changes in the system environment or
- Operating system
- Functionality improvement and software upgrades in the form of new versions
- Consultation about further development of the system.

Conclusion

The dynamic changes in the Internet during the last decade have stimulated the implementation and application of Electronic Human Resource Management (e-HRM). In rapidly changing environment, many organizations are trying to adopt E-HRM applications to take sustainable competitive advantage. Ruël, Bondarouk and Looise (2004) explained e-HRM as “a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels”.

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