

(E-HRM) ELECTRONIC HUMAN RESOURCE MANAGEMENT: AN INCARNATION OF HRM

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“The Internet Will Help Achieve ‘friction free capitalism’ by Putting Buyers & Sellers in Direct Contact And Providing More Information to Both About Each Other.” – Bill Gates

INTRODUCTION

New technologies have created a new generation of employees and the organizational structure has changed. The changes are organized in a way that today the absence of organization on the www, means the loss of vast capital resources. Nowadays organizations or formally wider the businesses face many challenges such as globalization, the value chain for competitiveness and technological changes. To arise the web-based technology, the new concept of E-HRM, entered the field of human resources. This type of management is suitable for human resource professionals to create that causes promotion in their competencies and is playing an effective role.

DEFINITION

E-HRM is a way of implementing HR strategies, policies, and practices in organization through a conscious and direct support of and/or with full use of web-technology based channels.

OBJECTIVE:

To study what is e-HRM (its objective, functions, advantages and limitations) and how e-HRM is shaping organization in a technology driven environment.

RESEARCH METHODOLOGY:

Research Design: Research is based on descriptive study.

Research Tools: Paper is based on secondary data. Data has been collected from the internet from various websites, journals, and magazines.

LITERATURE REVIEW

MS Kauffman “An automation system is a precisely planned change in a physical or administrative task utilizing a new process, method, or machine that increases productivity, quality and profit while providing methodological control and analysis. The value of system automation is in its ability to improve efficiency; reduce wasted resources associated with rejects or errors; increase consistency, quality and customer satisfaction; and maximize profit.”

As defined by Kettley P and Reilly P (2003), a Computerized Human Resource Information System (CHRIS) consists of “a fully integrated, organization-wide network of HR related data, information, services, databases, tools and transactions.” Such a system can be described as e-HR, meaning the application of conventional, web and voice technologies to improve the HR administration, transactions and process performance.

As stated by Ernst Biesalski “Electronic Human Resource Management (E-HRM) is a web based tool to automate and support HR processes. The implementation of E-HRM is an opportunity to delegate the data entry to the employees. E-HRM facilitates the usage of HR market places (e-recruitment) and offers more self-service to the employees. E-HRM is a collection of many different technologies.

OBJECTIVES OF HRM

- To provide an adequate, complete and on-going information system about people and jobs at a reasonable cost;
- To give support for future planning and also for policy formulations;
- To ease monitoring of human resources demand and supply imbalance
- To computerize employee related information;
- To enable faster response to employee related services and faster HR related decisions and;
- To provide data security and personal privacy.

FUNCTIONS OF E-HRM

➤ E-recruitment

The main goal of recruitment process is to attract potential labor whose competencies match with the organization goals and objectives. Organizations can also post job description along with incentives to be provided to attract the talent. By online job opening, candidate can go through company profile to understand the organizations vision and goals better. Online recruitment widens the scope and area of talent research for firm's HR. Even with organization intranet, managers could go through existing employee's record for internal recruitment process. Even employees can go find out any job openings. Organizations are building up their own websites for the future prospective employees to leave resume online and update themselves according to requirement of company.

E-recruitment is helping the organization to recognize unique talent among across world applicants. Again not to forget, e-recruitment should be used in line with other recruitment tools to have an effective recruitment process.

➤ E-selection

E-selection can be used to ask the prospective employee to complete the assessment and other formalities via interactive forms and submit to the organization. Assessment results could be generated automated at same time. Interactive online interviews could be arranged via web based technologies. Organization need to critical analyze the e-selection software which is flexible, specialized and helps in reduction of cost of selection process.

➤ E-Training & Development

To win the competition, a competitive edge is required for all firms. This competitive edge can be gained by training and development process within the firm. Training practices help the employees to improve and enhance their knowledge and skills for business growth and efficient customer service. It also helps the employees to get familiar with new technologies introduced in the organization, to improve their communication skills and relationships with in peer and management. It helps in increasing their job related skills. It is a continuous learning process. Organizations can develop their own online training material for their employees and upload on intranet for regular access to staff. Online training provides training

to workers at any time and at any place. It helps in reduction of cost by providing training via online classrooms. Employees can get and share the knowledge across other departments and companies. But the blended learning is considered as best learning which includes online learning, classrooms and on- job training programs.

➤ **E- performance management**

An effective e-performance management system can benefit organization, managers and its employees. It requires application of software's that can help in monitoring, recording, updating and retrieving of employee's information. Performance which was being managed on papers has shifted to memory databases of the company. E-performance management systems can help in automatic linking of performance with the compensation. It can help the employees in knowing their competency level as result of updating of performance evaluation on intranet system with security. It will provide more transparency, speed and reduction in cost of performance management system. 5.

➤ **E- Compensation**

In recent years, compensation has become the competitive factor for attracting and motivating the crucial labour force in an organization. E-compensation refers to using ICT in designing the compensation and benefit packages for the employee. It also helps in ensuring that the salaries are fairly distributed. It helps in tracking the records of an employee benefit package and crucial compensation information. It helps the managers to develop the budget, analyzing the impact of current incentive systems and ensuring the fairness of their compensation system. As mentioned above, application of e-HRM can help the organization in enhancing its efficiency and effectiveness. Integration of ICT and HRM process can help organizations in moving tow

ADVANTAGES OF E-HRM

E-HRM Helps employee to turn their work environment to a better place and minimizes stress. It enables long-term communication and collaboration between employee and management. It also Creates equal chance for opportunity to each Cost reduction: While HR attempts to operate in a more cost effective ways without affecting the quality of service delivery, most companies realized that simply reducing headcounts is not a smart solution in

the long term. The point is to eliminate non-value added work by utilizing advanced technology to handle the delivery of routine but essential HR processes, which encourage an increase in knowledge-based and problem-solving activities to satisfy customers (Yeunget al. 1994).

- E-HRM increases both efficiency and effectiveness.
- It improves the competence of both managers and employees to make better, quicker decisions.
- E- HRM leads to better work culture and a more forceful workflow in the business process, productivity and employee Satisfaction.
- It gives a more transparent system and considerable reduction of administrative burden.
- E-HRM leads to Integral support for the management of human resources and all other basic and support processes within the company
- E-HRM can save costs while maintaining the quality of data, decentralization of HR tasks and standardization.
- E-HRM has improved the accuracy and data quality of employee information, job posting, and modifications in policy and procedure, training and personnel changes (Panayotopoulou et al. 2007).
- HR leaders are now being asked to reengineer their functions to focus more time and energy on business strategic needs instead of routine operational activities (Yeung et al. 1994).

LIMITATIONS OF E-HRM

➤ Lack of intelligence on qualitative controls

However all the activities done by the terminals would be quantitatively monitored but the qualitative aspects of the work may not be measured accurately.

➤ Problem of Infrastructure

If any organisation is going to develop e-HRM, they need infrastructure. If there is availability of good infrastructure then other problems of technology arises. For example, slow Internet connections can cause weak performance of video or sound or may result in long waits for downloads.

➤ **Stressed employees under control lead to less quality**

psychologically when individuals think they are under control and even each of their clicks would be recorded it may increase pressures on them and decrease the quality by creating a space for doing things which are rewarded and inattention to what is not captured by the system (Cardy and Miller, 2005).

➤ **Lack of live interaction**

It is important drawback of e-HRM. The flow of discussion and interaction is slower in online training, and sometimes it is important to get an answer of a question immediately which is not possible in e-HRM.

➤ **Privacy concerns**

Phillips et al. (2008) by looking at the purpose of data collection as an information factor which affects individual's perception concludes regardless of what organization says about the reason of monitoring, employees may feel their privacy is invaded for other purposes like reduce their autonomy, restrict their freedom, basis for layoffs, measuring email access and usage or even timing of restroom breaks and so on.

➤ **Need specific knowledge**

To use e-HRM, organisation has to appoint the employees who have good and specific knowledge of computer. They need to make sure that trained employees must have the necessary computer skills to deal with e-learning materials

CONCLUSION

e- HRM (Electronic Human Resource Management) is advance business solution which provides an absolute on-line support in the management of all processes, activities, data and information required to manage human resources in a modern era. It is a well-organized, reliable, and easy – to use tool, easily reached to a broad group of different users. e- HRM is 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. Despite all limitations it is helping of human resource management like personnel administration, education and training, career development, corporate organization, job

descriptions, hiring process, employee's personal pages, and annual interviews with employees.