

"STUDY OF REVOLUTION ON EHRM"

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Abstract:

Today, HR is not treated as a single function. It's a collection of highly and multi specialized capabilities — each with distinct objectives, tasks and needs. There is an ever-increasing pressure on Human Resource (HR) function to support strategic goals and to focus on value adding activities. To reduce the burden of HR department there is ne virtual department called EHRM established to overcome the overburden of work and more efficiency can be gain with less of errors in it.Organizations have realized the growing importance of using Information Technology (IT) in leveraging their Human Resource (HR) functions. This takes the form of e-HRM (Electronic Human Resource Management). E-HRM components hich we going to study in this research paper are: erecruitment, eselection, etraining, ecompensation and e performance appraisal.The e-HRM revolution relies on cutting-edge information technology, ranging from Internet-enabled human resources information systems (HRIS) to corporate intranets and portals. The driving forces are intensifying competition, need to manage workforce on a global level, to improve HR service delivery and to bring cost savings. e-HRM enables HR leaders to become architects in the development of competitive organizational social systems.

This paper reviews the research work done in the field of e-HRM. It provides insights into a framework of e-HRM, along with benefits and limitations. It discusses the impact of e-HRM on different components and companies. It seeks to identify implications for future research in this field.

Key words: *Human Resource(HR), Electronic Human Resource Management (e-HRM), Human Resource Information System(HRIS), Information Technology, Erecruitment, selectin, etraining, ecompensation and eperformance appraisal.*

INTRODUCTION:

E HRM means electronic Human Resource Management, it explains about all the functions which can be handled electronically. In simple words we can say that functions of HR department performed digitally.

The early part of the century saw a concern for improved efficiency through careful design of work. During the middle part of the century emphasis shifted to the employee's productivity. Recent decades have focused on increased concern for the quality of working life, total quality management and worker's participation in management. These three phases may be termed as welfare, development and empowerment.

Technological optimistic voices assume that, from a technical perspective, the IT possibilities for HRM are endless: in principle all HR processes can be supported by IT. E-HRM is the relatively new term for this IT supported HRM, especially through the use of web technology. This paper aims at demystifying e-HRM by answering the following questions: what actually is e-HRM? What are the goals of starting with e-HRM? What types can be distinguished? What are the outcomes of e-HRM? Based upon the literature, an e-HRM research model is developed and, guided by this model, various organizations have been studied that have already been on the 'e-HR road' for a number of years. The major goals of e-HRM are mainly to improve HR's administrative efficiency/to achieve cost reduction. Next to these goals, international companies seem to use the introduction of e-HRM to Standardize/harmonize HR policies and processes.

Finally, e-HRM hardly helped to improve employee competences, but resulted in cost reduction and a reduction of the administrative burden.

The e-HRM business solution excels in:

- modularity
- the solution can be accessed and used in a web browser
- security of data, protected levels of access to individual modules, records documents and their component parts
- parametric and customizability
- access to archived records and documents
- user-friendly interface
- connectivity with the client's existing information system (payroll accounting, ERP, attendance registration, document systems...)
- multi-language support

Activities of study in e-HRM:

- e-recruitment
- e-selection
- e-learning
- e-performance management
- e-compensation

LITERATURE REVIEW:

Electronic Human Resource Management (e-HRM) is not a completely new concept and has been in use since the early 1990s when the concept of e-commerce swept across the business world (Lepak & Snell, 1998; Olivas-Lujan, Ramirez, Zapata-Cantu, 2007). The term *e-HRM* is extensively used but a universally accepted definition is still unclear.

It is often used synonymously with similar terms such as web-based human resources (Walker, 2001), human resource information systems (HRIS), virtual human resource management, human resource intranet, computer-based human resource management systems, and human resource portals (Ruël et al., 2004). These terms carry similar meanings, but for the purposes of this research, the term *e-HRM* will be used throughout. Bondarouk and Ruël (2004, p. 2) loosely define e-HRM as "a way of implementing human resource management (HRM) strategies, policies and practices in organizations through a conscious and directed support of, and/or with the full use of, web-technology based channels". The same authors expand this definition in later work to include the communication component of e-HRM, where employee and employers, through e-HRM, are able to communicate about HR content more effectively (Bondarouk & Ruël, 2006). All employees are participants in processes due to the technological networks e-HRM creates, thus allowing HR professionals to direct their energies into promoting desired employee behaviour. E-HRM is also seen as a collection of knowledge, principles and best-practice approaches to effective human resource management (Walker, 2001). Voermans and Van Veldhoven (2007, p. 887) view e-HRM "as the administrative support of the HR function in organisations by using Internet technology", but also emphasise the importance of understanding that the introduction of e-HRM may lead to change in content and positioning of the HR function.

The application of web-based technologies to the human resource function combines two elements, namely the use of electronic media and the active participation of people in the process. People are the drivers behind the technology. They make use of the technology that helps organisations lower administration costs, improves employee communication and satisfaction, provides real time access to information, while at the same time reducing processing time and costs (Hawking, Stein & Foster, 2004).

E-HRM also involves many more stakeholders besides personnel in the HR department and the business and also includes job applicants and employees from all levels. EHRM and the use of web-based technologies for human resource management practices and policies, are growing within organisational life (Bondarouk & Ruël, 2004). It is a novel way of looking at HRM, and its full potential is still being realised. E-HRM is seen as the intersection between human resource management and information technology. It merges HRM as a discipline and in particular its basic HR activities and processes with the information technology field.

The Watson Wyatt (cited in Olivas-Lujan et al., 2007, p. 419) fourth annual survey of HR technology issues defines these concepts as "the application of any technology enabling managers and employees to have direct access to HR and other workplace services for communication, performance, reporting, team management, knowledge management, and learning in addition to administrative applications".

OBJECTIVES OF STUDY:

- What actually is e-HRM?
- How to analyze e-HRM theoretically?
- How e-HRM works?
- To what extent is it already 'visible' in organizations?
- What types of e-HRM can be distinguished?
- What are the goals?
- And, finally, what are the consequences for HR departments?

TYPES OF RESEARCH DESIGNED USED:

Qualitative research is a method of inquiry appropriated in many different academic disciplines, traditionally in the social sciences, but also in market research and further contexts. Qualitative researchers aim to gather an in-depth understanding of human behavior and the reasons that govern such behavior. The qualitative method investigates the *why* and *how* of decision making, not just *what, where, when*. Hence, smaller but focused samples are more often needed, rather than large samples.

Qualitative methods produce information only on the particular cases studied, and any more general conclusions are only hypotheses (informative guesses). Quantitative methods can be used to verify which of such hypotheses are true.

SAMPLE DESIGN / SAMPLE METHODS:

All the items under consideration in any field of inquiry constitute a universe or population. A complete enumeration of all the items in the population is known as a census inquiry. But in practice it is very difficult to implement because this type of inquiry involves a great deal of money, time, & energy. Hence, quite often we select only a few items from the universe for our study purposes. The items so selected constitute what is technically called a *sample*.

The researcher must decide the way of selecting a sample or what is known as the sample design or sampling procedure or sampling method. In other words, a sample design is a definite plan determined before any data are actually collected for obtaining a sample from a given population. But before selecting the sampling method, the following aspects should be taken into consideration:

- *Sampling unit:* Hr department
- *Size of sample:* 5 Companies

Dow Chemicals, ABN AMRO, Ford Motor Company, IBM, and Infosys

HYPOTHESIS TESTING:

H1: Using E-HRM tools in Iranian organizations has positive effect on job satisfaction, job security, professional commitment, organizational commitment, workforce stress and organizational cohesiveness.

Finally as an end step in our model, using multiple linear regression we investigated that whether HRM applications (output) leads to the HRM effectiveness; in other words, whether use of electronic tools of HRM have an impact on HRM effectiveness.

H2: E-HRM applications have a significant positive effect on effectiveness of HRM activities.

H3: The hypothesis that a firm's HRM system can be a source of competitive advantage

FINDINGS:

- EHRM is easy as compare to traditional hrm
- EHRM removes geographical boundaries. As it covers whole universe with the help of digitalization and best employee can be identified from any corner of the any country.
- EHRM is cheaper than traditional process of hrm. Ehrm consist of one time investment and cost effective also.
- With the help of digitalization number of people can be trained at their workplace.
- Digitalization of hrm also helps in calculating the compensation. Earlier there was a chance of manual error. Ehrm overcome this problem.
- All the companies are in favor of ehrm but due to some consequences they want to implemented in a partial form.
- Totally dependency on digitalization proves wrong for the organization.
- Five components which are included in this research, companies ant their partial implementation :

Components	Pros	Cons
E recruitment	More applicants cheap source cross geographical boundaries time saving easy scrutinize the revelant applicants database prepare for further references	false description not able to reach , to those who are not technology updated investment for the website and regular updation

E selection	all over the world , efficient candidate select at their home country can give interview no travelling cost no arrangements for venue	window resume can select digital connection errors gestures are not test

E training	provide in any corner of the country	digital connection errors
	no travelling cost	special rooms required
	no arrangements for venue	costly
	at a single time many people trained	regular maintenance of special rooms

E Compensation	reduces human error	digital connection errors
	anyone can check online as attached with server	costly as need special software
	reduces paper cost	technical error
	easy to maintain the database	data entry error

E performance management	any employee sheet can be maintained at any office, without any paper information as all data available online	window words can influence the employer decision, manual is better as it can be crossed checked by the employer through is physical presence.
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CONCLUSION

Digitalization of HRM is good for the organization but fully dependency on it is not good. Technoholic is good but not fully acceptance of it. As always over usage of anything affects negative. Every company is in favor of partial implementation of EHRM instead of whole digitalization.

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