



Electronic human resource management

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Introduction

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.

E-HRM is not the same as HRIS (Human resource information system) which refers to ICT systems used within HR departments. Nor is it the same as V-HRM or Virtual HRM - which is defined by Snell as a network-based structure built on partnerships and typically mediated by information technologies to help the organization acquire, develop, and deploy intellectual capital.

E-HRM is in essence the devolution of HR functions to management and employees. They access these functions typically via intranet or other web-technology channels. The empowerment of managers and employees to perform certain chosen HR functions relieves the HR department of these tasks, allowing HR staff to focus less on the operational and more on the strategic elements of HR, and allowing organizations to lower HR department staffing levels as the administrative burden is lightened. It is anticipated that, as E-HRM develops and becomes more entrenched in business culture, these changes will become more apparent, but they have yet to be manifested to a significant degree. The initial research indicates that much-commented-on development such as shared services, outsourcing and E-HR have had relatively little impact on costs or staff numbers.

There are three types of E-HRM.

These are described respectively as Operational, Relational and Transformational.

- **Operational E-HRM** is concerned with administrative functions - payroll and employee personal data.



- **Relational E-HRM** is concerned with supporting business processes by means of training, recruitment, performance management.
- **Transformational E-HRM** is concerned with strategic HR activities such as knowledge management strategic re-orientation.

An organization may choose to pursue E-HRM policies from any number of these tiers to achieve their HR goals.

GOALS OF E-HRM

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.

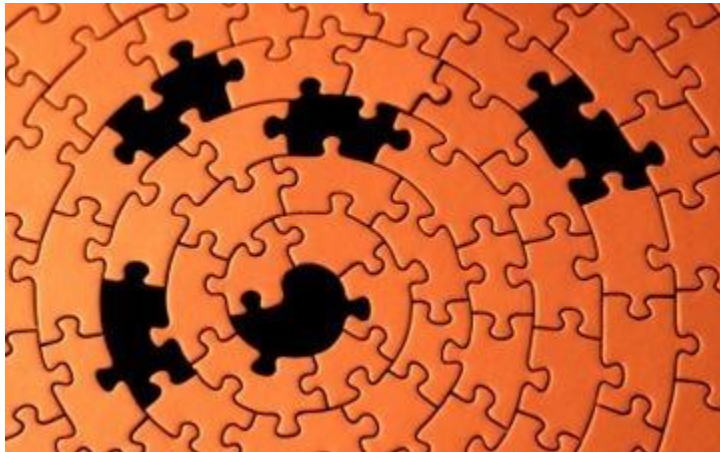
Traditionally HR goals have been broken into three categories: maintaining cost effectiveness, the enhancement of service for internal customers, and addressing the tactics of the business.

With e-HRM there is a fourth goal added to the three categories and that is the improvement of global orientation of human resource management. HR functions that e-HRM assist with are the transactional and transformational goals. Transactional goals help reduce costs and transformational goals help the allocation of time improvement for HR professionals so that they may address more strategic issues. To add to this operational benefits have become an outcome of the implementation of e-HRM.

The process of payroll is an example of this, with HR being able to have more transactions with fewer problems. E-HRM has increased efficiency and helped businesses reduce their HR staff through reducing costs and increasing the overall speed of different processes. E-HRM also has relational impacts for a business;

enabling a company's employees and managers with the ability to access HR information and increase the connectivity of all parts of the company and outside organizations. This connectivity allows for communication on a geographic level to share information and create virtual teams. And finally e-HRM creates standardization, and with standardized procedures this can ensure that an organization remains compliant with HR requirements, thus also ensuring more precise decision-making.

As we can say that technologies evolving every day, human resources professionals are realizing that the fast-paced, ever-changing digital world impacts their jobs and workplaces — not only today, but in the future.



A global research and consulting firm focused on learning, talent and human resources strategies so that there should be high impact on HR organization. The overall budgets, organizational structure and department size have less impact on business performance than the skills of HR professionals themselves. The research also outlined the key competencies driving results today familiarity with integrated talent management, understanding of workforce planning and comfort with social networking and HR technology.

Challenges in digital era

As organizations and business leaders position themselves for the future, the following five workplace challenges will continue to change human resources.

1. Evaluating Early Adoption

Truth be told, HR is traditionally not known for early adoption. While some people will try all of the latest and greatest options, others will want to wait until platforms have been proven. Being on either extreme could be detrimental. It's important to evaluate each and sometimes take a chance.

Just like the introduction of all new technology — from the telephone, to e-mail, to the Internet which have all scared HR to death, it will eventually come around.

Now a day's mobile plays important role in digital era “Every vendor has either released or is about to release a mobile application for smartphones and soon for the iPad. While much of it is a ‘nice to have,’ mobile apps will get most traction in workforce management — the nuts and bolts of time and attendance and absence management — where they perfectly meet the needs of a distributed, mobile workforce.”

2. Balancing High Technology and High Touch

As our environment is dynamic its keep on changing so we have to bring up the new technology Being able to recognize the need for a technology solution will be a significant business advantage. HR will have to evaluate what functions can be automated and still provide desired levels of service.

A consulting firm specializing in the application of HR technology, shares how companies are evaluating digital solutions. “Increasingly, HR leaders are starting with the desired business outcome and working backwards from there to answer questions, rather than starting with the question of what to automate.

If your business results are driven by optimized workforce scheduling, as is absolutely the case in most retail businesses, then you must focus some of your



automation investments right there. And since the retail workforce may be young and used to communicating via their smartphones, you'd better consider delivering most of the transactions and analytics that your employees and even those first line managers use, directly to their smart phones.”

With increasing technologically advanced options, human resources professionals will be tasked to figure out when processes should be automated, versus when a human face or voice is the best route.

3. Information Curation

HR is experiencing a flood of information. It will be critical to have an effective means of filtering necessary and relevant information. The new term in the digital space is curation.

Few people remember that Yahoo began by having human editors read and evaluate sites for their quality and determining how they would appear in searches. No more relying on what our friends link to on Twitter is not going to solve the problem. Happily, people are working on technologies to solve the problem.”

For recruiters, the ability to sort through loads of information — including applications from various platforms and employment data — will be a skill worth honing.

4. Training for Accountability

Many of these challenges come down to being better communicators in order to effectively leverage the digital space. As such, HR needs to place a priority on management and leadership training to ensure line managers are able to effectively convey expectations and outcomes.

Development of line-manager capabilities should be a top priority. “Our research found there was a one-to-one correlation between the effectiveness of an organization’s line managers and the overall effectiveness of its HR function. In



simplest terms, as a company's line managers increased their management capabilities, the effectiveness of the HR function paralleled that upward progression.”

In the digital era, companies need to partner with providers who deliver excellent support and service and deep understanding of its audience's needs. “Organizations that offer completely integrated support for line managers are still difficult to find, but suppliers are making dramatic headway. Companies like Saba have spent considerable resources integrating social networking that can be used for development and knowledge transfer, with learning curriculums, performance management tools and competency maps.

While many advances have been made in the human resources digital space, there are still new developments to look forward to. These advancements will bring greater opportunities to align human resources with business goals. HR professionals will need to remain aware of these challenges and develop their own strategies to stay within the path of progress.

Issues on E-HRM in digital world

This special issue on Electronic Human Resources Management (E-HRM) in an E-Business environment looks opportunities and challenges associated with recruiting and developing firm workforce in a digital world characterized by endemic talent scarcity, changing values and shifting on- and offline behaviors of candidates and employees.

Demographic challenges and the war for talent are seen as the most important trends in firms of all sizes and in all industries, even ahead of, for example, social media or the global economic crisis.

1. From HRM to E-HRM



The global demographic development, the imminent retirement of the baby boomers generation and, more recently, changing values, norms and behavioral patterns of Generation Y force firms to open up to new approaches for managing their personnel. Other related drivers of a need to change the human resources management (HRM) in organizations include the economic downturn over the past three years, increasing scarcity of a variety of skill profiles on the labor market and new ways how people want to balance their work and private life.

2. External trends and internal challenges for E-HRM

To clearly understand key E-HRM trends and the resulting challenges for firms, the editors of the special section asked HR executives about the importance of *external trends*, like demographic developments, and how this impacts the work of the HR department (*internal challenges*). For this purpose, we used two approaches: First, a Delphi study to qualitatively identify trends and challenges, and second a survey to quantitatively evaluate the relative importance of the various trends and challenges.

3.Culture and value change:

There has clearly been a change in the perception of a variety of values and goals as we see, for example, a renewed focus on social and ecological responsibility. An empirical online survey by the editors in 2010 with more than 10,000 jobseekers revealed that, for instance, natural science graduates prefer to work for companies that accentuate the importance of environmental politics over those offering higher payment. Similarly, graduates in social science prefer working for a company that meets the highest ethical standards over working for an internationally operating company, selling famous products and offering higher salaries . An important consequence is that firms have to adapt their internal and external communication and employer brand.

4.Demographic change:

The demographic change is known as the consequentially shrinking workforce due to an aging society .The demographic change implies a decreasing number of



graduates entering the job market and an even worse "war for talent" as talent shortage will increase. In addition, with an aging society organizations have to develop ways how older employees could be integrated in the workforce.

5. Employee turnover:

Employee turnover is one of the major challenges for corporate HR management as losing good employees threatens the foundation of any firm. SMEs, in particular, often find it hard to fill key position as they are fighting the same war for talent as the big firms but often lack their employer brand and cannot offer similar salaries and job development opportunities.

CONCLUSION

With the increase in competition, locally or globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. And within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization. In order to succeed, HR must be a business drive function with a thorough understanding of the organizations big picture and be able to influence key decisions and policies.

In general the focus of todays. HR Manager is on strategic personnel retention and talents development. HR professionals will be coaches, counselors, mentors, and succession planners to help motivate organizations members and their loyalty. The HR manager will also promote and fight for values, ethics, beliefs, and spirituality within their organizations, especially in the management of workplace diversity.

Dimensions of workplace diversity include, but are not limited to: age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status, and work experience. The Challenges of Workplace Diversity The future success of any organizations relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives



and views to their work. The challenge and problems faced of workplace diversity can be turned into a strategic organizational asset if an organization is able to capitalize on this melting pot of diverse talents. With the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organization can respond to business opportunities more rapidly and creatively, especially in the global arena which must be one of the important organizational goals to be attained. More importantly, if the organizational environment does not support diversity broadly, one risks losing talent to competitors. This is especially true for multinational companies (MNCs) who have operations on a global scale and employ people of different countries, ethical and cultural backgrounds. Thus, a HR manager needs to be mindful and may employ a Think Global, Act Local approach in most circumstances.