

ELECTRONIC HUMAN RESOURCE MANAGEMENT

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INTRODUCTION

Human Resources (HR) constitute the most valuable asset in the context of development. Today, HR is not treated as a single function but it is a collection of highly 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. Organizations have realized the growing importance of using Information Technology (IT) in performing their Human Resource (HR) functions. So this takes the form of e-HRM (Electronic Human Resource Management). When the HR practices are supported by Information technology it means that the concept of E-HRM comes to existence in that organization which affects its outcomes. e-HRM is the use of computer systems, interactive electronic media and telecommunications network to fulfil HR functions. It is a way of implementing HR strategies, policies, and practices in organizations with the full use of web-technology-based channels. Thus, E-HRM is the administrative support of the HR function in organizations by using internet technology.

OBJECTIVES OF ELECTRONIC HUMAN RESOURCE MANAGEMENT

e-HRM is a new method of managing human resources by complete integration of all HR processes based on common HR data and information and on interdependent tools and processes.

The main objectives of e-HRM as follows:

1. **High commitment** of the workforce which are motivated to adopt the e-HRM system.
2. **High competence** of employees to learn new tasks and roles associated with e-HRM.

3. **Cost effectiveness** in terms of employee compensation and acceptability of costs resulting from employee turnover and strikes.
4. **Higher congruence** that is the reward system, input and output of the personnel which needs to be structured.
5. To offer an adequate, comprehensive and ongoing information system about people and jobs at a reasonable cost.
6. To provide support for future planning and also for policy formulations.
7. To facilitate monitoring of human resources demand and supply imbalances.
8. To automate employee related information.
9. To enable faster response to employee related services and faster HR related decisions.
10. To offer data security and personal privacy.

APPLICATIONS OF ELECTRONIC HUMAN RESOURCE MANAGEMENT

The applications of e-HRM provide a variety of automated HR activities that increase the HR function with flexibility and ease of use. These software tools increase organizational outcomes by making the organisation more committed to the goals defined in the mission statements of the organization. This results in increased job satisfaction, organizational commitment, employees' cohesiveness, job security and reduced work stress levels, turn over, absenteeism and finally, it leads to increased HRM effectiveness.

❖ HUMAN RESOURCE PLANNING

In relation to HR planning, e-HRM updates employee data, personnel changes and job requisitions. This means that the employees are given the opportunity to update their personal data and the HR record-keeping gains higher accuracy and data quality.

❖ HUMAN RESOURCES RECRUITMENT

Online recruitment refers to posting vacancies on the corporate web site or on an online recruitment vendor's website, and allowing applicants to send their resumes electronically via e-mail or in some electronic format. It also includes the active search of the internet and the location of resumes.

❖ **HUMAN RESOURCES EVALUATION**

e-HRM allows the whole performance appraisal to be conducted on-line, on the corporate internet interface. This means that the manager and the employees are able to submit performance data directly to the HR department in an electronic form. This practice reduces paperwork and it can help to decrease time and cost for the HR department.

❖ **COMMUNICATION:**

E-HRM includes the use of electronic mail for communication with the personnel. The penetration rate of computer-mediated communication, mainly e-mail, is higher than 75 percent in corporate environments and e-mail has emerged as the communication medium of choice.

❖ **REWARDING HUMAN RESOURCES**

Employee self-service allows employees to submit electronically their preferences in terms of benefit selection, thus reducing the burden for the HR department.

❖ **HUMAN RESOURCES DEVELOPMENT**

Using the internet in training and development is one of the mostly discussed aspects of e- HR and probably the one with the most potential in terms of cost benefits. The internet can be used in training needs assessment, in pure e-learning activity and in career management.

GROWING ROLE OF ELECTRONIC HUMAN RESOURCE MANAGEMENT IN ORGANISATIONS

The changes in the present industrial scenario have contributed to changes in the structure and functioning of organizations. Considering this, it explains the need for a new form of Human Resource Management in the organizations that meet the demands and needs of the management and the employees. Thus, the requirements for the new form of HRM has become important. It seems that electronic human resource management (e-HRM) is gaining importance in today's business and the use of web-based technologies for HR practices, policies and processes is enhancing within the organizations. According to a survey in (2009), since the mid-1990s, organizations have increasingly introduced electronic Human Resource Management which is understood as a set of Information Technology (IT) applications that cover all possible integration mechanisms and contents between HRM and IT's aiming at creating value within and across organizations for targeted employees and management. Further, surveys of HR consultants suggest that both the number of organizations adopting e-HRM and the depth of applications within the organizations are continually increasing. Nowadays using information and communication technologies in human resource services has become an important strategy to achieve competitive advantages for the organizations. The reason of e – HRM gaining importance in today's time is due to the benefits it offers which are discussed below:

- The e-HRM technology supports the HR function to comply with the HR needs of the organisation through web-technology based channels.
- The e-HRM technology provides a portal which enables managers, employees and HR professionals to view , extract or alter information which is necessary for managing the HR of the organisation.
- e-HRM is the cheapest and fastest way to provide specific HR activities.
- With e-HRM, managers can access relevant information and data, conduct analyses, make decisions and communicate with others without consulting an HR professional
- Hours of processing are reduced to minutes, and much paper work is avoided by the use of this technology.
- e- HRM increases efficiency and effectiveness in the organisation. Efficiency can be affected by reducing cycle times for processing paper work, increasing data accuracy and reducing HR staff. Effectiveness can

be affected by improving the capabilities of both managers and employees to make better and timely decisions.

- e-HRM also provides the HR function the opportunity to create new avenues for contributing to the organisational effectiveness through means such as knowledge management and the creation of intellectual and social capital.
- The generation of HR metrics helps to support strategic decision making.
- It helps in freeing HR staff from administrative burdens and allowing them to undertake strategic people-management activities
- It helps in improving talent management through e-selection, self-assessment, and e-performance management.
- It contributes in transforming HR professionals from administrative paper handlers to strategic partners.

CHALLENGES OF ELECTRONIC HUMAN RESOURCE MANAGEMENT

Electronic human resource management system faces certain challenges:

- **Keeping pace with the rate of technological change:**
These days, technological innovations occur at a high pace. Keeping up with the pace is a constant challenge in adopting e-HRM.
- **New HR Technology**
It can be difficult to determine whether a software, product or system will deliver what it promises, with the launch of new HR technology.
- **Making choices**
Evaluating technology and assessing the ability of applications to be adopted for running e-HRM is a difficult task.

- **Assigning responsibility:** Assigning responsibility to HR staff is very difficult as either it is too busy or not qualified to take responsibility for e-HR initiatives. HR may need to hire additional staff for the smooth functioning of the system.
- **Deciding on the right amount of Back-End integration**
Some e-HR applications stand alone. Others share a common database with the organisation's core human resources information system (HRIS). So it is a challenge to decide the right amount of Back-End integration.
- **Controlling expenditures**
Although HR technology aims to save money but it can be a costly affair in terms of indirect costs, such as customization and upgrades, which is to be taken into account.
- **Monitoring vendors**
It is difficult to monitor various vendors' role and performance. Issues about vendors' roles and performance can arise, particularly if there is no formal agreement about how service will be measured.

CONCLUSION

Due to the rapid growth of the electronic management revolution, electronic management has become very necessary for building an efficient and effective relationship with human resource. The role of electronic management in human resource is important for enhancing organizational performance. In the light of the tremendous development in modern technology, the information revolution and the availability of the Internet and other networks, it has become necessary for all the organizations to take advantage of that technology; to ensure quality performance and production, development of working methods, and to achieve the desired goals efficiently at the global level. It is essential that the human resource management and HR practices should be supported by information technology in the organizations. In other words, organizations should apply information technology to assist HR managers in their day to day activities, like in job analysis, recruitment,

performance management, compensation, training, development and labour-management relations. If the organizations have to be successful in the competitive environment then they have to adapt new technologies like e-HRM and it is an innovative technology in managing human resources.

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