E-HRM REVIEW AND IMPLICATIONS

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ABSTRACT: 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.[1] E-HRM is not the same as HRIS (Human resource information system) which refers to ICT systems used within HR departments.[2] Nor is it the same as V-HRM or Virtual HRM—which is defined by Lepak and 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."[3] 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 organisations 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. A 2007 CIPD survey states that "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".[4]


INTRODUCTION: Evaluation of E-HRM (5): The evaluation of the E-HRM department is based on six driving forces. These forces need to be harnessed and responded to as companies approach the 21st century. The following six forces must be addressed by HRM departments that want to continuously increase their value while reducing costs.

INFORMATION TECHNOLOGY: HRM professionals are facing a digital future. The rapid growth in the field of computer hardware, software, networking, and telephony services is absolutely essential to the virtual HRM movement. It is not accidental that virtual HRM departments will become the norm in the near future. This is especially true with the increase sophistication and lower costs of information age technology and automated processes.

PROCESSES RE-ENGINEERING: strategic HRM managers are constantly looking for ways to streamline and improve core business processes to make them efficient. All business processes especially those in the HRM department can be re-engineered and improved through the skillful application of information technology.

HIGH-SPEED MANAGEMENT: to be competitive, all companies must work smarter and faster. Virtual HRM is definitely a smarter and quicker form of service delivery than traditional HRM.

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NETWORKED ORGANIZATIONS: virtual HRM departments are more likely to emerge in networked organizations than in traditional and bureaucratic companies. The proliferation of information technology such as local area networks-mail, and corporate intranets are the trademarks of a flatter networked company. These new-wave organizations offer state-of-the-art technology and information sharing to empower all levels of personals.

KNOWLEDGE WORKERS: the 21st century organization will compete on strategic information and knowledge. These learning organizations will be staffed with self-directed and computer savvy, knowledge workers. These workers will excel at using information, to quickly identify and capture lucrative business opportunities while also diligently identifying and resolving costly problems.

GLOBALIZATION: to compete successfully in the 21st century, nearly all companies must develop a global business strategy. This means that, HRM departments must be capable of providing services to their employees anywhere on earth. Obviously, a technology-assisted HRM department that is skilled at traversing the information super-highway, is in the best position to support a globalized work force.

The Importance of E-HRM (6):
- Standardization, Ease of Recruitment, Selection and Assessment.
- Ease of Administering Employee Records Reductions to cost, time and labour.
- Access to ESS training enrolment and self-development.
- Cost and ESS.
- Location and timeliness.
**Objectives of the research:**
- To offer an adequate, comprehensive and on-going information system about people and jobs at a reasonable cost;
- To provide support for future planning and also for policy formulations;
- To facilitate monitoring of human resources demand and supply imbalance;
- To automate employee related information;
- To enable faster response to employee related services and faster HR related decisions and;
- To offer Data security and Personal privacy.

**SCOPE OF E-HRM:**
- A decisive step towards a paperless office;
- Higher speed of retrieval and processing of data;
- More consistent and higher accuracy of information/report generated;
- Fast response to answer queries.
- A higher internal profile for HR, leading to better work culture.
- More transparency in the system.
- Significant reduction of administrative burden.
- Adaptability to any client and facilitating management;
- Integral support for the management of human resources and all other basic and support processes within the company;
- A more dynamic workflow in the business process, productivity and employee satisfaction.

**Research Methodology:**
**Research Design:** Descriptive study.

**Research Tools:** Secondary research—collected data from the internet from various websites, journals, and magazines.

**E-HRM Tools:**

![Fig: 1: E-HRM Tools](https://via.placeholder.com/150)

**E- Employee Profile(7):** The E-Employee Profile web application provides a central point of access to the employee contact information and provides a comprehensive employee database solution, simplifying HR management and team building by providing an employee skills, organization chart and even pictures. E-Employee profile maintenance lies with the individual employee, the manager and the database manager. E-Employee profile consist of the following:
- Certification, Honor/Award, Membership, Education, Past Work Experience, Assignment Skills, Competency, Employee Assignment Rules, Employee Availability, Employee Exception Hours, Employee Utilization, Employee tools, Job information, Sensitive job Information, Service Details, Calendar, Calendar Administration, Employee Locator.

**E-Recruitment:** Organizations first started using computers as a recruiting tool by advertising jobs on a bulletin board service from which prospective applicants would contact employers. Then some companies began to take e-applications. Today the internet has become a primary means for employers to search for job candidates and for applicants to look for job. As many as 100,000 recruiting web sites are available to employers and job candidates to post jobs and review resumes of various types. But the explosive growth of internet recruiting also means, the HR professionals can be overwhelmed by the breadth and scope of internet recruiting.

**E-Recruiting Methods:** Job boards, Professional/Career, websites, Employer Websites.

**E-Selection:** Most employers seem to be embracing Internet recruitment with enthusiasm, the penetration of on-line assessment tools such as personality assessments or ability tests, has so far been limited. A survey has shown that, although more than half respondents organizations already use either psychometric or other assessment during the recruitment process, only few of these companies use on-line assessments prior to interview. Fewer still include a core fit questionnaire in the recruitment pages of their websites.

**E-Learning:** E-Learning refers to any programme of Learning, Training or Education where electronic devices, applications and processes are used for knowledge creation, management and transfer. E-Learning is a term covering a wide-set of applications and processes, such as Web-based learning, Computer-based learning, Virtual class room, and Digital collaboration. It includes the delivery of content via Internet, intranet/extranet (LAN/WAN), audio-and videotape, satellite broadcast, interactive TV, CD – Rom, and more. Training program provides.

**Classical and Virtual Learning:** This classical learning model especially from non-reversible flow of information. At the beginning is the pedagogy, which governs the course. For students, pedagogy offers information, knowledge, and educational materials mostly in the form of educational lecture notes for lessons. For the most part the feedback is weak, inconsistent, or even missing. Virtual education environment, by its communications links collects the feedback of participants, simplifies teaching and simplifies teamwork of students with pedagogy. The virtual learning system enables horizontal and vertical communication. For required information, participant can often get much more information than in classical model of education, since the other participants also share information which does not real happen in the classical model.
E-Training: Most companies start to think of online learning, primarily as a more efficient way to distribute training inside the organization, making it available ‘Any time’ ‘Anywhere’ reducing direct costs (Instructors, Printed materials, Training Facilities), and indirect costs (Travel Time, lodging and travel expenses, workforce downtimes). Attracted by these significant and measurable advantages, companies start to look for ways to make the most of their existing core training available online, and to manage and measure the utilization of the new capabilities.

E-Performance Management System: A web-based appraisal system can be defined as the system which uses the web (Intranet and internet) to effectively evaluate the skills, knowledge and the performance of the employees.

E-Compensation: All companies whether small or large must engage in compensation planning. Compensation planning is the process of ensuring that managers allocate salary increases equitably across the organization, while staying within budget guidelines. As organizations have started expanding their boundaries, usage of intranet and internet has become vital. The usage of intranet and internet for compensation planning is called E-Compensation Management.

CONCLUSION: 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 employee. e-HRM facilitates the usages of HR marketplace and offers more self-service to the employees. E-HRM (Electronic Human Resource Management) is advance business solution which provides a complete on-line support in the management of all processes, activities, data and information required to manage human resources in a modern company.

It is an efficient, reliable, and easy-to use tool, accessible 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.

It covers all aspects 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. Therefore e-HRM is the new way of practicing HRM.

REFERENCES: