"Electronic Human Resource Management in contemporary era"

*Deepali Arya

Assistant Professor

Vaish College, Rohtak

Email: deepaliarya9@gmail.com

Contact no. 8901568568

*Priyanka Arya

Research scholar

IMSAR, MDU Rohtak

Email: aryapriyanka200@gmail.com

Contact no. 9416428215

Abstract

In today's everyday growing and dynamic environment, where every bit of life is digitalized and connected through electronic media, how can we leave the most crucial task of an organization behind where we manage and attract the most important resource of an organization i.e. human resource, more and more organizations these days have been replacing classical human resource management activities with electronic human resource management activities, such as by handling enormous data of a number of employees in a very compact space, not only handling but through the use of electronic media one can easily classify and analyze data of all employees in one go and we can easily use that data as and when required for various needs such as promotion, transfer, need of training etc. Where as in classical approach maintaining records and files for each employee is such a haphazard task to do. Therefore, in order to make industry paperless and environment friendly at the same time, it is very important for any organization to shake hands with the technology. There are several other activities in which e-HRM which are way faster and easier. The following study elaborates on the aspects, Introduction to e-HRM and Types of e-HRM. In today's pace taking environment it is very important of all organizations to cope up with new challenges by implementing electronic media for managing various human resource management

activities. As human resource is considered as the most expensive resource of organization and hence requires special care using innovative and fast techniques. This paper aims to through some light on the aspects reinforcing and strengthening the Human Resource Management of an organization with the help of technology.

KEY WORDS: E-HRM, Human resource management, HR professionals, Digitalization

Introduction:

The term e-HRM first came into existence in the late 1990's. it was the time during which e-commerce started booming and spreading its wings. Basically e-HRM refers to conducting most of the human resource activities using internet services and technology. Making activity effortless and effective at the same time. Use of internet and technologies in HRM not only reduces time and effort but also reduces overall cost of functioning of an organization. Since HRM is always considered as the most significant element of any organization. it requires to match it functions with technically pace taking environment. With the increase in usage of science and technology in this pace taking environment changes have also been made to our economy as well. Especially the usage of electronic media has drastically increased. One of the biggest examples of this could be our growing cashless economy; another example is digital India, word 'Digitalization' is booming up in every bit these days.

It is the human power of the organization who had to respond to any new challenges and increased competition. Being the most intellectual and strategical skill of the organization, they needs best resources and time to time upgradation.

Another aspect of the e-HRM is that, with this rapidly changing technological advancement they also need an upgradation in the skills of the human power within the organization. with such advancements comes great accountability on the shoulder of the human resource department to impart various required skills to their human forces so that they can cope up with these changes. To incorporate in such environment HR professionals needs those employees who have new kind of knowledge, skills and abilities and who are willing to be flexible and can deal with ever accelerating and erratic changes in global workspace. This contemporary era will require a new kind of organization. where people are willing to take risks as well as responsibility, where organisations are flexible in terms of working hours, work from home, flexible working conditions etc. at the global level changes can be good as well as threatening such a change occurred in the year 2020 when the world's economy was hit by a major pandemic i.e., Covid-19. It was the time where MNC's as well as the global companies were fighting for their existence. It was the time where only those organisations could maintain their position which could change them self with the concept of work from home. Therefore, in order to strengthen the knowledge of the economy and increase the organizational networks. We need to identify the qualified and dedicated employees and the type of e-HRM system for the organization which fulfil the demands of the organization as well as the employees. Many organisations these days have introduces web-based HR activities which are also called the E-HRM systems.
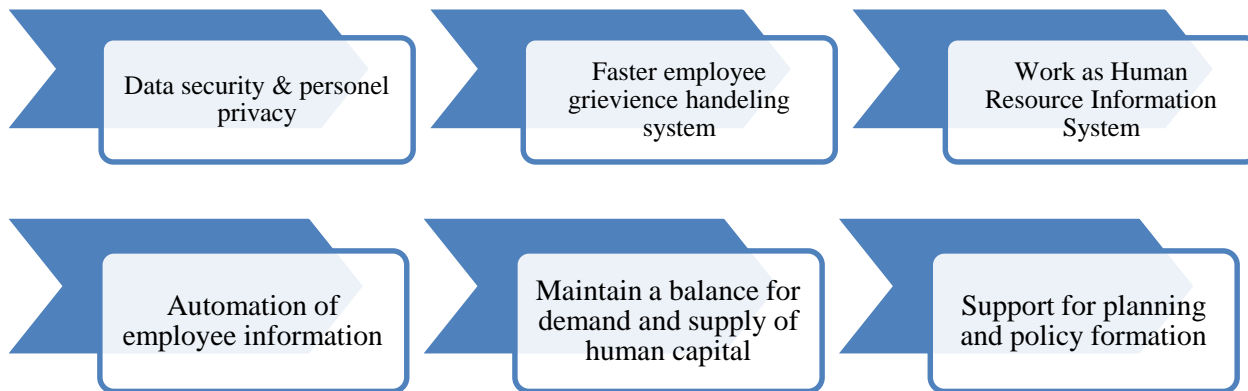
The nature of E-HRM

Introduction of technology, internet and various electronic devices has led a great influence in every sector be it primary sector such as agriculture, secondary sector such as manufacturing or processing or tertiary sector. This increase of internet and technology gives rise to a greater awareness among employees of every sector. We can not avoid the fact that employees these days are much more aware of their rights, duties and responsibilities then the employees in past. These days not only organization but also the employee as an individual pay attention in upgradation of skills and knowledge to survive in such a competitive environment. An individual has to keep learning and upgrading himself to cope up in such environment. We can definitely say that new technologies have given birth to new generation of employees. To manage this generation of employee's organizations also needs to change their organizational structure. These changes have such a huge impact on organisations that if they do not mark their presence on the internet they are hardly identified in the race of competition. Electronic media has entered in every field of business activity be it finance, marketing, research & development and to meet the above said needs of new generation employees it had to enter in the field of Human Resource as well. There are several definitions of e-HRM given by many academicians but the crux of these definitions would be that e-HRM is the way of implementing all the HRM activities, strategies, programs and functions in a smarter way using modern wed-based software and technology which helps in saving time, money and efforts and caters better performance of the department and the organization as a whole. Some academicians also believe that e-HRM is the extended version of HRIS i.e., Human Resource Information System. Which is true up to some extent as the main objective of HRIS in organization is to collect and store all the data related to employees and updating it time to time, organizing it and providing meaning full information to the HR manager regarding an employee's performance, his or her training needs, promotions, transfers etc. but while we take a look at e-HRM it not only manage employee's data but also helps performing all other activities such as recruitment, development & training even downsizing, meeting the demands of human capital using web based software. Conclusively we can say that e-HRM is the good way of implementing HR strategies and practices in an organization using web-based technology.
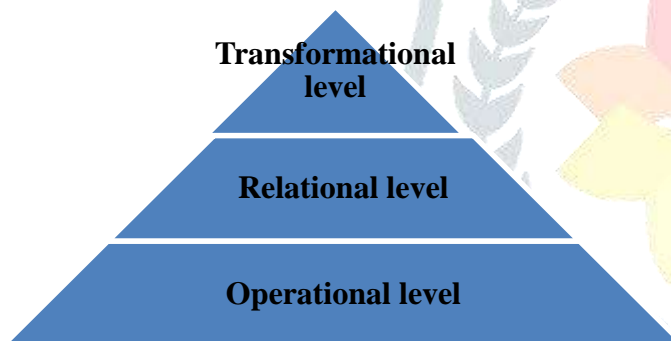
OBJECTIVES OF E-HRM

As we have discussed above electronic HRM is one of the most innovative topics in the field of HRM. E-HRM is customized as per the needs of the organization therefore, it is considered to be the most innovative function. Main objective of e-HRM is to optimize the activities and procedures while reducing the overall cost and making activities easy. There are four basic perquisites before implementing e-HRM. Firstly, the human resource professionals are asked about the strategic requirements of the department. Secondly, HR professionals formulate such policies which are flexible and practical. Thirdly, HR professionals estimate the budgetary requirements to implement a sound e-HRM in the organization, lastly the system is implemented and task force are being prepared

to work in accordance to the newly implemented system. On a broader aspect there are major six objectives of e-HRM which are shown in fig. 1 given below.

Data security & personel privacy	Faster employee grievience handeling system	Work as Human Resource Information System
Automation of employee information	Maintain a balance for demand and supply of human capital	Support for planning and policy formation

LEVELS OF E-HRM

e-HRM has three level such as:

- Transformational level
- Relational level
- Operational level

Operational E-HRM: As the name suggest operational, therefore operations which are related with employee's remuneration and handling personal data of employees. Basically, it is concerned with the basic administrative activities such as salary administration or employee related data administration. Such as employees per month output or performance, leaves taken by employee in a month.

There can be two ways in which operational types of E-HRM can be conducted.

- Through e portals
- Administrative force

Through e-portals: each employee is assigned with his unique identifications and passwords and they keep updating their information as and when required.

Through administrative force: employees keep informing the force about any update in their profile time to time.

Relational E-HRM: the area of relational e-HRM is concerned with much advanced activities of HRM such as recruitment activities, assessing the need of training & development of employee, managing employee performance, compensation, rewards and sometimes even layoffs. Basically, this is concerned with supporting business activities. Such as: training, recruitment, performance appraisals' and many other. This works by uploading advertisements and job description for vacant jobs on company's website or other platforms like naukari.com, linked in, monster.com or any such online platform where pool of candidates are available to apply for a particular job. In the response of which candidates can apply online by filling up form and uploading resumes to company websites.

Transformational E-HRM:

Transformational E-RM as the name suggest includes all those strategic HR activities which helps in transforming or restructuring an organization. transformational e-HRM consists of all those activities which are about to bring an overall organizational change. Which makes an organization competitive in terms of its efficient task force. It helps in creating such employees within the organization who are ready to face any challenges and are flexible to work. Main objective of transformational e-HRM is to prepare a change ready employee force. It is concerned with strategic HR activities known as knowledge management, strategies' re-orientation. So that it is possible to create a workforce which is not change resistant and which is adaptive to all changes.

Outcomes of e-HRM

Outcomes of any system depends upon its implementation and flexibilities to meet changes if required. Before implementing any new system, every organization wish to achieve some objectives from that system. Outcomes completely depends on what an organization wants to achieve from e-HRM. In accordance with the generalized objective there are four possible outcomes of e-HRM which are as follows:

- High Commitment: by high commitment we can say that any workforce which is flexible to change and ready to take risk for the organization. When employees are highly committed towards their work and organization, also they do not resist to change.
- High Competence: by high competence we can say that employees are competent enough to face any difficult situation. Employees are always ready to upgrade their knowledge and skills with respect to situation.
- Cost effectiveness: by cost effectiveness we can say that e-HRM helps reducing employee turnover which in turn reduces overall cost incurred in acquiring new employees.
- Higher congruence: by higher congruence we can say that all the internal organizational policies are made keeping in mind all the stake holders which maintain good coordination among the stakeholders of the organization.

Functions of e-HRM
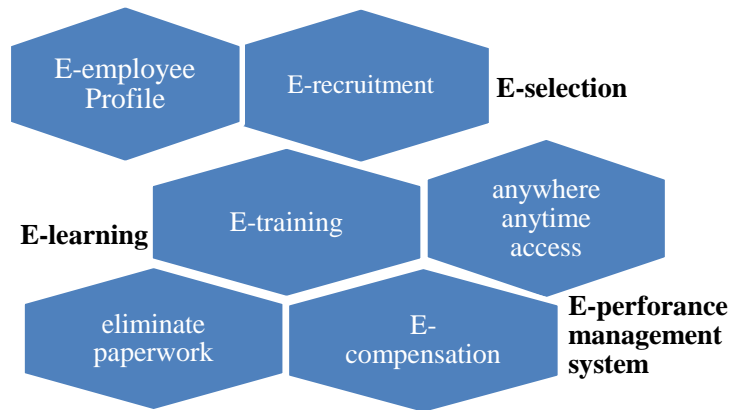
E-employee profile: E-employee profile is a web-based application which provides a pool of data regarding employee skills, knowledge, experience etc. it is the center point from where employee related data can be easily assessed as and when required. E-employee profile van be updated by the employee itself as well as the manager and the data base manager. It comprises many aspects such as employee skills, educational qualification, experience, projects handled by an individual employee, his or her monthly or quarterly sales, projects converted by an individual employee etc.

E-recruitment: there was a time when companies use to post advertisement in news papers for the job vacancies and applicants use to apply by posting their resumes at the company's address. But in this phase of e-HRM companies simply post advertisements or job descriptions for the vacancy on various web portals such as naukar.com, moster.com, job hunt etc. and the applicants simply click on the desired job, upload their resumes and there you go. It's done in some clicks. That's how E-recruitment works. Some of these web portals also helps organizations to screen various applications and shortlist eligible candidate to fulfil the vacancy.

E-selection: after screening of the candidate who have applied through e-recruitment process. All those applicants who are shortlisted are then interviewed and tested for their behavior, interpersonal skills, knowledge etc. with the help of online tests, virtual interviews etc.

E-learning: e-learning refers to the process of learning with help of electronic media and internet. E-learning requires a strong internet connection and hardware at both the ends.

E-training: e-training refers to the method of upgrading employee's knowledge using internet and computers. E-training saves a huge cost of training employees physically. It reduces various direct and indirect cost such as travelling expenses, traveling time, training facilities, printed materials etc. this can also be termed as remote training.

E-performance management system: E-PMS refers to a system of appraising employee's performance using the web. As stated above in the e-employee profile where an employee and his manager updates all the information regarding his skills, knowledge, projects etc. with the help of such information it becomes easy to evaluate an employee's overall performance. E-performance management system can easily help HR professionals to evaluate an employee performance as it maintains the data related to employee throughout the year not at the end of the year or the quarter. Data in such systems is being monitored and maintain every day.

E-compensation: if any organization believes in performance-based compensation system, then e-compensation system is one for them. E-compensation system helps in planning and budgeting the compensation for employees using computer software.

Anywhere anytime assess: being paperless and location less it is easy to assess the E-HRM system anywhere anytime. All we need is the internet connection and hardware requirements. It is a complete safe and password protected system. One cannot assess the system or portals without user id and password.

Elimination of paperwork: majority of paperwork is eliminated be the introduction of E-HRM in the organization. which reduces the cost of maintain paperwork and it is also environment friendly at the same time.

Classical HRM Vs. E-HRM: Traditional HRM includes all activities such as: recruitment, selection, development, compensation, evaluation, appraisals, retentions, training, promotions, transfers etc... All these activities virtually done with the help of electronic media is then termed as E-HRM. And hence HR employees face huge problems in copping up with E-HRM as with its utilities also comes its difficult usage for which HR professional needs to be trained according to its usage. Every organization these days need to train their HR professional so that they can together lead to success of organization as a whole.

Attitude towards E-HRM: Attitude may be taken as positive or negative behavior towards new technology or a new idea. As suggested by diffusion of innovation model of **'Everett Rogers'** every innovation is treated in five ways **Innovators, Early adopters, Early Majority, Late Majority and Laggards.** Similar type of behavior is seen in the organization some organizations may greet the change with open minds some may be resistant to change and some may deny the change completely with closed mind sets. Which are the most challenging situation in front of the organizations and one must know how to deal with such situations. This can be done in following ways: -

- Clarity of goals among employees
- Enhanced motivation
- Proper training to employees
- Support of organizations

Conclusion

Human resource management is considered as the most expensive and vital tool of any organization and every rupee spent on it must be considered as investment not expanse. As when human in an organization grows the organization itself grows. Hence it is very important for an organization to be in running with everyday changing environment and E-HRM is one of the most important way in which an organization can do so. Therefore, it is important for all organizations to practice and implement E-HRM.

References:

1. (PDF) E- Human Resource Management (E-HRM): A Growing Role in Organizations. (n.d.). Retrieved from https://www.researchgate.net/publication/330739258_E-_Human_Resource_Management_E-HRM_A_Growing_Role_in_Organizations

2. Ahammad, T. (2017). Personnel Management to Human Resource Management (HRM): How HRM Functions? *Journal of Modern Accounting and Auditing, 13*(9). doi:10.17265/1548-6583/2017.09.004

3. Burbach, R. (2018). Strategic evaluation of e-HRM. *E-HRM,* 235-249. doi:10.4324/9781315172729-14

4. Dessler, G. (2010). *Dessler.: Human resources management/ mymanagementlab pack*. Addison Wesley Longman.

5. E-HRM goals, Types and Outcomes in e-HRM Innovation. (2020). *Encyclopedia of Electronic HRM,* 47-53. doi:10.1515/9783110633702-008

6. E-HRM: Definition, Advantages, Practices. (2019, July 16). Retrieved from https://www.iedunote.com/e-hrm

7. Eldridge, D., & Mccourt, W. (n.d.). Strategic Human Resource Management. *Global Human Resource Management*. doi:10.4337/9781781950104.00009

8. Industry 4.0 and e-HRM. (2020). *Encyclopedia of Electronic HRM,* 40-46. doi:10.1515/9783110633702-007

9. Performance Management System Implementation. (n.d.). *Performance Management,* 103-120. doi:10.1002/9781444308747.ch5

10. Scholz, T. M. (2018). Gamification and e-HRM. *E-HRM,* 140-150. doi:10.4324/9781315172729-9

11. Thite, M. (2019). *E-HRM: Digital approaches, directions & applications*. London: Routledge.

12. Valcik, N. A., Sabharwal, M., & Benavides, T. J. (2021). The Costs of HRIS and Dangers of Migration of HRIS Data. *Management for Professionals Human Resources Information Systems,* 145-153. doi:10.1007/978-3-030-75111-1_10