RESEARCH IN E-HRM: EMERGING ISSUES IN THEORY AND CONSEQUENCES

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Abstract : This article reviews emerging issues and consequences of E-Human Resource Management (E-HRM). In past decades, Human Resource Management and its practices are processed in manual mode and it has a drastic positive impact on efficiency of the Organization and employees. This review is based on the previous theories and the impact on the Electronic Human Resource Management in respect of the both employees and organizations and analyzing the emerging issues and consequences in theory. As a result, this theory provides brief overview of preceding theories related to issues in E-HRM and review of Electronic Human Resources Management in order to support future research in E-HRM.

IndexTerms – **E-HRM, Electronic Human Resource Management, HR, Operational E-HRM, Relational E-HRM, Transformational E-HRM**

1. INTRODUCTION

The rapid technical growth has been resulted in larger and wider integration of technology in different sectors. Nowadays, technology is an inherent part of our daily lives. Organizations and employees have been simplifying some routine tasks and problems with the use of Internet and Information Technology. It has speed up some process and increased the efficiency of performing assignments. In contemporary business, information technology tools are fundamental to realize process in a faster and more efficient way.

Human Resource Management departments using information and communication technologies (ICTs) are becoming an increasingly important phenomenon called E-HRM. Automated HR tasks and practices transform traditional paper and pencil, labor-intensive HR tasks into efficient, fast-response activities that enable companies to anticipate and profit from environmental shifts to create a much needed competitive advantage.

Global competition is demanding and organizations have to use innovative ideas to stay competitive. The way of using technology / applications in different sectors mainly in human resource (HR) sector is major positive trend compared to last decade. Human Resource technology has improved the management of HR and so contributes to the organization's competitive advantage. Technology has increased and made readily accessible information for HR, improved communication and made easier to administer HRM functions in all types of HRM. Therefore, E-HRM may be the integration between human resources management and information technology through mainly the use of web-based applications in human resource management.

1.1. TYPES OF E-HRM:
Electronic Human Resource Management is broadly classified into three types.
- Operational E-HRM
- Relational E-HRM
- Transformational E-HRM

1.1.1. OPERATIONAL E-HRM:
Operational E-HRM is all about administrative functions like payroll and employee personal data. All the employee data are stored in database and regularly updated on day to day basis. Operational E-HRM is benefited for administration, record keeping, employee services and communication.

1.1.2. RELATIONAL E-HRM:
Relational E-HRM is all about supporting and analyzing the business process and it is done by selection, training, recruitment, performance and management, performance appraisals, compensation management, grievance management and career development of the employee. Based on the online workshops, career development of the employees is scrutinized by performance indicators. Now-a-days, the workflow and performance management is done by automation.

1.1.3. TRANSFORMATIONAL E-HRM:

Transformational E-HRM is all based on strategic human resource exercise such as knowledge management, strategic re-orientation. An organization may pursue E-HRM policies and procedures to meet their HR goals. So in that case HR department is very important to keep detailed information about the employees and that is secured with help of the information technology.

2. BENEFITS OF E-HRM:

The core benefit of E-HRM is to improve quality and efficient services with good speed. Blended with information technology it is good for routine task like record keeping, maintaining portfolio, collection and store of relevant information regarding work force. Hence, E-HRM helps in reduction of cost, time and labor.

A dynamic workflow can be created in business process, productivity and employee satisfaction. E-HRM facilitates globalization. As organizations operate in dynamic environment, the growth in organizational structure makes it difficult to handle bundles of employee data from multiple locations with ease. Crucial functions of Human Resource Management such as recruitment, selection, training and development could be carried out using web-based advanced information technologies. E-HRM plays a vital role to maximize towards a paperless office.

For instance, E-HRM could turn out to be costly because it has to be abreast with changes and moreover organization should properly trained people handling this software. Surety of security and maintaining confidentiality of input date is always an important issue in E-HRM. At last, E-HRM may reduce the needs of managers to interact with employees of the organization.

In continuation, researcher Bartram, D. (2006) has researched regarding issues, challenges and opportunities in the field of occupational assessment under the topic of testing on the Internet. Secondly, there are concerns that these new systems focus primarily on efficiency and cost containment and do not enhance the effectiveness of HR process. There are concerns that E-HRM may have an adverse impact on members of some protected groups (e.g. job applicants) mentioned by McManus & Ferguson, 2003. Research made by Eddy, E R Stone, & Stone-Romero E F, 1999, mentioned that there is an potential to invade personal privacy under procedural justice perspectives.

3. EMERGING ISSUES OF E-HRM:

The emerging issues of E-HRM are reviewed from total of five articles.

The first article is by Herman Aguinis and Sola Lawal, 2012, is titled "e-lancing: A review and research agenda for bridging the science-practice gap. This article mainly focuses on new application of E-HRM, e-lancing. e-lancing enables employees to post jobs or projects on the internet and hire employees from anywhere in the world, that may be for permanent or contract basis. Individuals who are interested might apply for them, and complete the work online. E-lancing creates some very fundamental changes in the nature of work, and alters the employer-employee relationship. The authors discuss these new relationships in detail, and offer an agenda to guide research on the issue.

The Second article titled "An integrative model of e-learning use: Leveraging theory to understand increased usage, by Brown K & Charlier S, 2012, integrates the theory of trans-theoretical change, technology acceptance and employee development to understand the factors that influence the use of e-learning in organizations and also provide directions for research on e-learning and recommendations for practice. As it is explained about the use of e-learning, we are confident that this research will advance existing theory and research on the issue.

The Third article is by Hoch J E and Dulebohn J H, 2012, titled "Shared leadership in enterprise resource planning and human resource management systems implementation. This article is based on principles of shared leadership in teams to enhance the implementation of ERP and HRM systems. In continuation, they contend that shared leadership in the teams should enhance the implementation of these systems. Shared leadership represents a state of team leadership, where the team members rather than a single team leader, engage in leadership behaviors. This article also represent specific propositions to encourage research on the issue.

The fourth article is by Mine Afacan Findikl and Ebru Beyza Bayarcelik, 2015, titled "Exploring the outcomes of Electronic Human Resource Management (E-HRM)" describes about the perspectives for choosing the applications for the system, their observed organizational outcomes of HR managers in the leading companies in Turkey. E-HRM reduced organizational costs, improved better and faster communication between manager and employees reduced the processing time for E-HR usage in organizations. However, interviews showed that e-learning/ e-training is not very effective for organizations.

The fifth article titled "Determinants of attitude towards E-HRM: an empirical study among HR professionals" by MY Yusliza and T Ramayah, 2012. This article aims to investigate the relationship between clarity of E-HRM goals, user satisfaction with E-HRM, perceived usefulness, ease of use and facilitating conditions that can influence attitude towards E-HRM. E-HRM is obviously not a strictly universal practice: it is appropriate for a certain type of organization and inappropriate for others. The ultimate aim was to extend the research large number of HR professionals. Advanced IT-based HR systems can off-load administrative tasks, freeing up HR professionals for more value-adding roles.

4. CONSEQUENCES OF E-HRM:

As there are many studies about the description of advances, various articles show about certain consequences of E-HRM. The consequences are merely in general and they may or may not affect the core value of E-HRM of organizations. The article titled "e-HR and employee self-service: A case study of a Victorial public sector organization" by Hawking, 2004, describes that the studies do not do so but rather aim generally at "results" of "outcomes" in an exploratory manner. Hence, in order to categorize the findings

concerning consequences, individual consequences in the micro level and operational and transformational consequences on the macro level which are related to E-HRM.

4.1. INDIVIDUAL CONSEQUENCES:

Individual consequences refer to the E-HRM impacts in the micro level. Apart from the applicant reactions, attitude of recruiters where also examined. Interestingly, manual resume applicants are viewed as more friendly, while electronics resume applicants were reviewed as more intelligent, technologically advanced, and possessing better overall qualifications. This was proposed by Elgin and Clapham, 2004.

By combination of e-recruiting and e-selection, findings reveal that the applicants react more positively to recruiting oriented as opposed to screening oriented websites since recruiting oriented websites provide more positive and detail oriented information than screening oriented websites, researched by Williamson, 2003. Another study by Huang Jin and Huan Yang, 2004, examines reactions to a special variety of e-compensation and e-benefits. Findings concerning a website that offers certain products as additional benefits show that accuracy, price and security are factors that influence satisfaction of employees with satisfaction significantly related to organizational citizenship behavior.

To sum up the above, E-HRM seems to be generally accepted and sometimes even preferred to conventional HRM. Attitudes of individual actors seem to pose at least no general problem for E-HRM.

4.2. OPERATIONAL CONSEQUENCES:

Operational consequences comprises of both efficiency and effectiveness related to macro level consequences of E-HRM. The mixed findings about the effectiveness of e-recruiting by Chapman and Webster, 2003 is that the respondents of two surveys report rather moderate success of e-recruiting since, while the applicant pool increased, the applicant quality decreased.

An experimental comparison of several different recruiting technologies reveals differences in recruiting appropriate applicants: Non-technically supported and decision-support-system supported varieties performed better in terms of employer satisfaction. Matching algorithms and intelligent-agents supported search performed better in terms of general performance. This was researched by Nissen and Gates, 2004 under title "An Experimental analysis of e-employment market designs"

An organization may have a minimized employee turnover by affecting the operational traits of an organization. The effectiveness of e-selection transition from conventional to electronic testing does not lead to a loss of quality since Internet versions of tests seem to be equivalent to conventional paper and pencil tests. The case study by Buckley, 2004, shows that web-based screening and selection leads to reduced employee turnover.

In summary, findings of e-employment market designs and efficiency consequences are limited and varied. There is some support for productivity gains especially due to the automation of routine activities, overall gains and losses of efficiency seem to be difficult to measure. Similarly the findings of effectiveness of E-HRM is mixed and varied.

4.3. TRANSFORMATIONAL CONSEQUENCES:

Transformational consequences relate the overall changes of the HRM functions that centrally aim at the role of HRM in companies' performance and strategy support. However the decisive question whether E-HRM is able to transform HR into an appreciated business partner that provides value to the organization is only at the top management. Earlier findings of case studies reveal that IR has not provided a strategy supporting role of HR despite potentials to do so. This was researched by Tansley, 2001 under title "Effecting HRM-style practices through an integrated human resource information system"

Given this wide set of consequences, the micro level and macro level relationships between consequences are of further interest. For instance, user acceptance on the individual level seems to be a necessary condition for operational effectiveness on the macro level. Also a variety of operational consequences may constitute an antecedent of transformational changes like redefining scope and function of HR. However, the results of some case studies are robust and reveals that persistent evidence are missing, there are mixed findings under the role of HR, E-HRM may contribute to a more strategic role of HRM.

5. CONCLUSION:

This paper aimed at a theoretical review of previous papers related to the emerging issues in E-HRM and the consequences of E-HRM. E-HRM is an innovative and substantial development in HRM that results in new phenomena and major changes, which might be reflected in advancement of organizations. Finally, E-HRM is a new and intriguing field of research at the intersection of human resource management and information system. By reviewing previous articles, this articles hopes to stimulate further research and developments in E-HRM.

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