LINKING ELECTRONIC HUMAN RESOURCE MANAGEMENT (E-HRM) TO ORGANIZATIONAL EFFICIENCY.

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Abstract: In today's demanding world, IT plays a fundamental role in creating new opportunities and bringing competitive benefits to enterprises. The HR profession has had to respond to increased competition for changes in bothworkforce approaches and composition, shifts in the employer/worker relationship and rapid advances in HR technology. Therefore, moving towards the electronic world is a predictable phenomenon. In recent years electronic human resource management (E-HRM) is being used in most of the big companies and institutions and is among the leading organizational systems in human resource management (HRM) because its applications are considered to be very effective and costly.

Information technology plays a major role in creating new opportunities and competitive benefits to the organization. To sustain in such competitive and dynamic world Human resource has to bring in change in attitude and composition. This study focuses on how technology has and will change the face of Human resource management and the organization in total. The aim of the present study is to examine the effects of electronic human resources management (e-HRM) on the effectiveness of organization. It reviews transformation of HRM from Personnel management to e-HRM and from manual processes to completely automated systems. This study shows how technology supports various systems in the organization.

IndexTerms: E-HRM, Human resource management, effectiveness, automated systems, technology

Introduction:

The rapid spread of internet in the last few years has led to underpinning and implementing electronic human resource management. In order to achieve goals such as the improvement of efficiency, business processes, customer service, the improvement the strategic role of human resources etc., organizations have started to employ facilities offered by e-HRM.

E-HRM is characterized for is its flexibility in different organizations.This blend suggests planning,application, implementation and involvement of information systems in sharing of HR activitiesthrough networking and supporting performanceactivities (Strohmeier, 2009).

Today, the development of knowledge and bringing change and innovation in human resources is readily possible by the development of employees within an organization. IT and e-HRM play a significant role in professional development, institutional change and innovation, increased engagement, increased competence and capability, cost effectiveness, and increased consensus and cohesion. Besides, such facilities can bring about human development.

Definition:

The generation Y (millenniums) saw substantial developments in technology. This era saw the rise of Strategic HRM. In the early 1990s the term E-HRM was first used. This was broadlyreferring to use of technology or intranet to fulfil transactions for HRM (Swart and Kinnie, 2003).

Steve Foster (2009, p49) defined E-HRM as "a wayof implementing HR strategies, policies and practicesin organisations through a conscious and directedsupport of and/or with the full use of web technology-based channels".

Objectives:

1. To determine the relationship between electronic human resource management (e-HRM) and organizational efficiency
2. To determine e-HRM usage in HR department

Review of Literature:

The aim of this review is to provide greater understanding of e-HRM.

a) Human resources management:

The keyconcern of Human resources management in any organization is to utilize manpower in most optimum way. Human resource is responsible for identifying, selecting, train and developing manpower to achieve organizational predetermined goals.

Javadin, reviewed main functions of HRM that its related to Job description, job specification, planning of manpower i.e. human resource planning, recruiting, selecting, placing a right person at the right job, training and developing manpower, system design and performance evaluation, compensation, payroll, health- safety and discipline system.

b) Role of Information Technology in HRM functions:

By using ITa lot of HRM functions can be performed in in order. The benefits of IT in HRM are: speed of function, transparency in system, accurate assessment, on time feedback, monitoring & evaluation. E-HRM is an extension of HRIS (human resource information system) adding strategic value to the organization, through automation and information.

c) Electronic Hyman Resource Management (e-HRM):

It is often used with terms that carry similar meaning like web based HR, computer based HR or HRIS. According to Lengnick-hall and Moritz (2003) with e-HRM, the managers can get appropriatedata and records for analyses to make decisions and communicate with others without consulting a HR professional. For an example, employees can manage their own personal data, like if employee wants to upsurge his/ her investments in the superannuation plan can do as such from work or home using internet.

d) E-HRM functions:

Functions	Description
E- Employee Profile	E-employee profile maintenance lies with the individual employee. It comprises of all the details of employee like education, competencies, past experience etc and job profile, like awards, membership, service details etc.
E- Recruitment	Posting vacancies on corporate websites, allowing candidates to send their CVs via email.
E- Selection	Online test- tests their knowledge, behaviour, and attitude. It reduces paper work and cost
E- Training	Web based training using videos, audios etc which allows employee to use anywhere and anytime they want. It reduces direct trainer, printed materials and classroom costs.
E- Performance management	e-HRM provide managers with specific criteria, rules, benefits, assessment details
E- Compensation	Budget planning, allocating equitable salary
E- Leave	It reduces cost by defining the work force in advance and to review past leave records
Anywhere, anytime access	Service and assistance is for 24*7 with internet

Research Methodology:

The research population is including the HR employees who use electronic HRM system. The sample size taken for the study is 100. The results of the survey are important for a broad range of industries, including private sector organizations and start-ups.

Data Analysis:

This section presents the result of data collection from the respondents of the questionnaire.

The survey focused on 3 major aspects:

1. **Performance anticipation**

   It is a degree to which employee believes that using the system will help them gain on job performance. Based on the data gathered from respondents, 90% employee feel e-HRM system facilitates them to work efficiently, 72% employees feel e-HRM is factor to boost their motivation and approximately 80% employees believe that e-HRM improves their performance of daily activities.
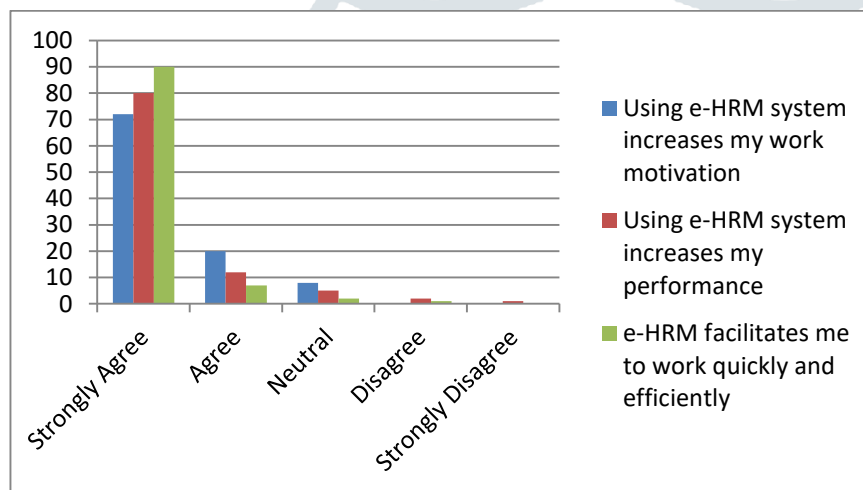

2. **Effort anticipation:**

   This aspect was studied to understand how easy and feasible it is to use e-HRM for any employee. As we know majority of people often don't like to go out of their comfort zone, even when the change could be positive or hopeful. It is related to our psychological defence mechanism which gives out the emotional reaction of resistance to fear of unknown. Changes have a same effect when they are announced: they create fear! Why? Because: "change is good, except when it applies to me." Employee resist to change less when are given opportunity to participate and given proper training. 75% respondents find it easy to use e-HRM and 78% feel it's easy to learn. This shown e-HRM is helping employee work faster and efficiently.
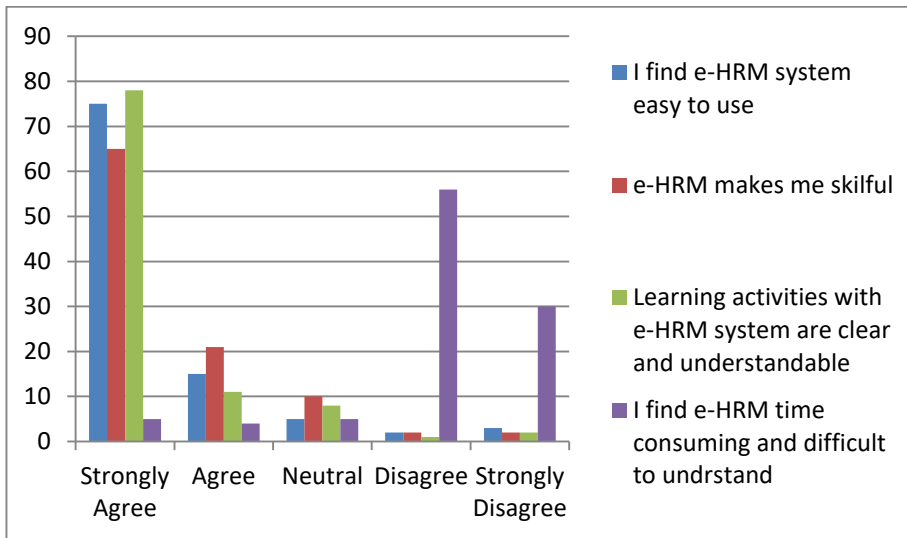
3. Overall attitude towards e-HRM:

Based on data gathered, the respondents demonstrate high level of attitude towards e-HRM system. 83.3% employees feel that with the help of e-HRM they save on time to do other work. 66.7% employees feel e-HRM increases the organizational commitment.
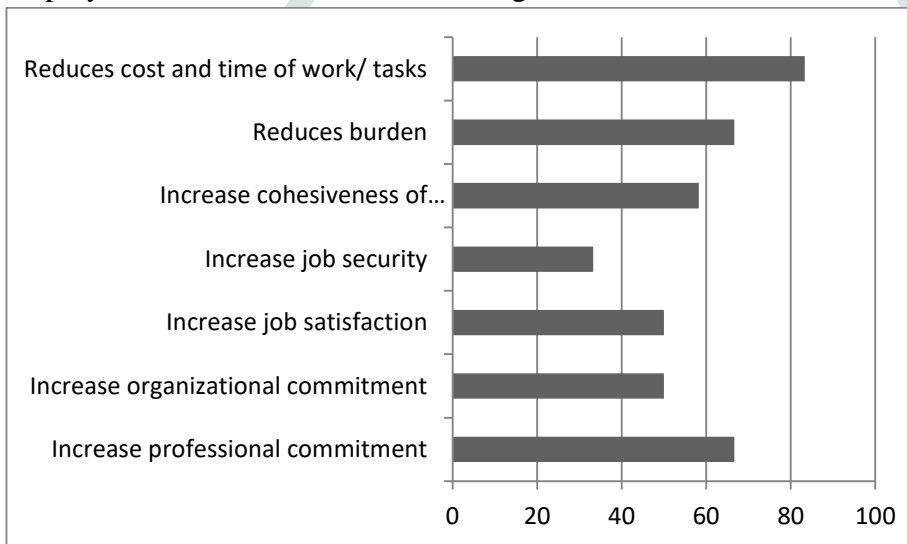
Linking Electronic Human Resource Management (e-HRM) to Organizational efficiency: the interpretation of this study shows:

A suitable grounding of employees to utilize e-HRM has led to employees believe that the system is easy and beneficial as it saves time and money. There's high co-relation between usage of e-HRM and organizational efficiency.

One of the respondent said, *"Yes, IT And e-HRM play a significant role in professional development, institutional change and innovation, increased engagement, competence, cost and time effectiveness and increased cohesion. Hence Organizational efficiency is directly linked with HR efficiency."*

Recommendations:

Training programs need to be designed more effectively for HR department employees to enhance the using of e-HRM system.The training programs have to define clearly how e-HRM system can improve efficiency, profitability, and the overall job effectiveness of an employee. Employees in general are keen to use the system if they think it will enhance their overall productivity

Conclusion:

e-HRM provides productive and strategic way of working to achieve the organizational objectives. In direction to encounter the demands of today's information based economy it is necessary for organizations to make the most of latent and efficiency of their employees, a goal towards which e-HRM could of help.

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