THE IMPACT OF EMPLOYING E-HRM PRACTICES IN CORPORATE SECTOR

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Abstract
HRM Technology can improve management of HRM and also contribute to the organizations competitive advantage the benefits of technology usage outshines the benefits of engaging in traditional. Technology has increased and access made readily available of HRM ionformatuonal improved communication, improved the speed and which HRM transactions and information's are gathered and reduced cost making it easier to administer HRM functions. This article reviews current empirical work on electronic Human Resource Management (e-HRM) and discusses some implications for future research. Based on a definition and an initial framework the review analyzes the used theories, the employed empirical methods, the chosen levels of analysis, the examined topics, and the revealed findings. The review reveals an initial body of work from several disciplines that is mainly non-theoretical, employs diverse empirical methods, and refers to several levels of analysis and to diverse focal topics of e-HRMM. Based on the review some initial theoretical, methodical, and topical implications are discussed in order to support a future research program in e-HRMM.

Keywords: *Electronic HRM, e-HRM, Virtual HRM, Web-Based HRM, Internet, Human Resource Information System*

Introduction
The rapid development of the Internet during the last decade has also boosted the implementation and application of electronic Human Resource Management (e-HRM). When HRM Departments make use of the Internet and related technologies to support their activities, the process becomes e-HRM (where e stands for electronic). e-HRM is the complete integration of all HRM system and processes based on common HRM data and information and on interdependent tools and processes. Fully developed e-HRM could provide the data gathering tools, analysis capabilities, and decision support resources for HRM professionals to hire, pay, promote, terminate, assign, develop, appraise and reward employees in ways that fully engage them in managing their own outcomes maximize the contribution of each employee and support execution of firm's strategy[1]. Use of internet enables companies to search for talent cutting across time and distance constraints. Recruiting can include online job postings, applications and candidates screening from the company's website or the website of recruiting firms, such as monster.com, naukri.com and clickjobs.com. employees from geographic locations can all receive the same training over the company's computer network.[2]

Surveys of HRM consultants suggest that both the number of organizations adopting e-HRMM and the depth of applications within the organizations are continually increasing· Cedar Crestone.(2005) [3]. In addition, an escalating number of practitioner reports provide anecdotal evidence that e-HRMM is becoming increasingly common and may lead to remarkable changes. Consequently, academic interest in e-HRMM has increased, as several special issues of HRM-related journals demonstrate (Stanton & Coovert, 2004; Townsend & Bennett, 2003; Viswesvaran, 2003)[4]. In the interim, there is an initial body of empirical research in e-HRMM. However, since this research stems from several disciplines and is scattered HRM oughout numerous journals and since initial reviews are not encompassing

Even though the e-HRM concept is widely used today, there are hardly any explicit definitions. The few detectable definitions (Lengnick-Hall & Moritz, 2003; Ruël, Bondarouk, & Looise, 2004)[6]are rather general and emphasize the Internet-supported way of performing HRM policies and/or activities. Leaning on these intensions, the following definition of e-HRM can be specified:

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 HRM activities. This concept highlights several crucial aspects of e-HRM. At the outset, e-HRM utilizes information technology in a twofold manner:

First, technology is necessary to connect usually spatially segregated actors and enable interactions between them irrespective of their working in the same room or on different continents, i.e. technology serves as a medium with the aim of connection and integration.

Second, technology supports actors by partially – and sometimes even completely – substituting for them in executing HRM activities. Hence, information technology serves additionally as a tool for task fulfillment. The planning aspect accentuates the systematic and anticipated way of applying information technology. The shared performing of tasks HR Mough at least two actors' points out that the sharing of HRM activities is an additional feature and underlines the aspect of interaction and networking. The consideration of individual and collective actors takes into account that e-HRM is a multilevel phenomenon; besides individual actors, there are collective actors like groups, organizational units and even whole organizations that interact in order to perform HRM activities.

Beside e-HRM (M), there are some further concepts which obviously refer to the same phenomenon. Widely accepted are such terms as virtual HRM (Lepak & Snell, 1998)[7], web-based HRM (Ruël et al., 2004)[8], or business-to employee ("B2E") (Huang, Jin, & Yang, 2004)[9]. "Virtual HRM" refers to technological mediated networks of different internal and external actors providing the firm with the HRM services needed without the further existence of a conventional HRM department which therefore becomes "virtual". e-HRM is additionally open to less developed varieties of technology application, e.g. the shared performing of an application process by a conventional HRM department and an applicant via the Internet. "Web-based HRM" couples the concept to Internet technologies. e-HRM, aswell, is particularly web-orientated, but also comprises additional technologies like networked ERP-Systems.

Finally, "business-to-employee" reduces the concept to the internal actor categories of "business" (presumably line managers and HRM professionals) and "employees". In contrast, e-HRM is open to further relevant actor categories like applicants or consultants.

Framework for e-HRM
In short, the framework distinguishes between context, configuration and consequences of e-HRM, proposing that the configuration will determine the consequences of e-HRM, while both configuration and consequences may be preceded and moderated by contextual factors. In addition, the framework assumes multiple relations within and between context, configuration and consequences as well as between macro- and micro-level. Thus, the existence, kind, direction, etc. of such relationships should clearly be subject to research
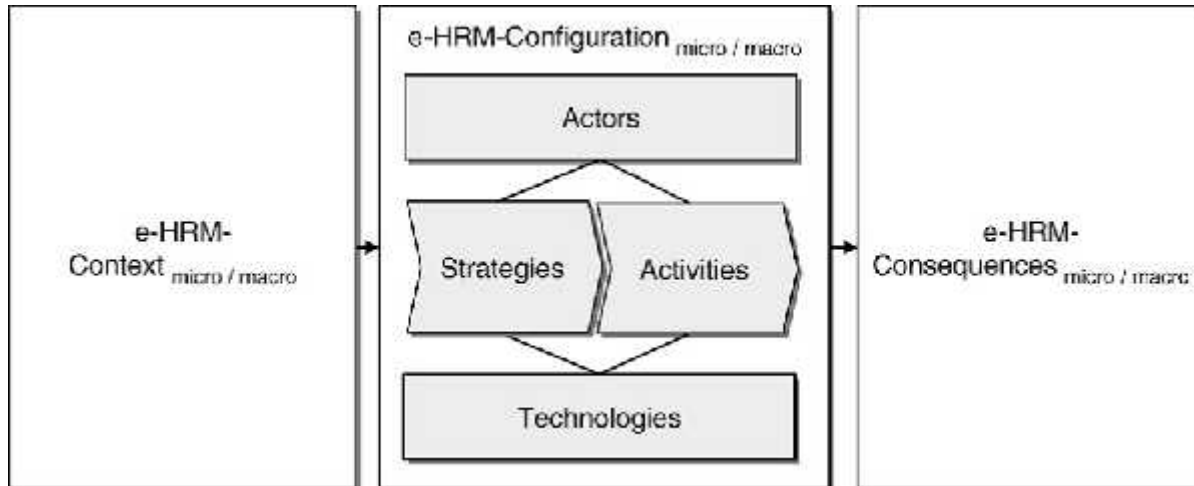

Figure 1: e-HRM Configuration

Types of e-HRM
The current e-HRMM literature distinguishes three types of e-HRM:

    a. Operational e-HRM,
    b. Relational e-HRM and
    c. Transformational e-HRM.

These distinctions are based upon the work of Lepak and Snell (1998)[10] who distinguished operational HRM, relational HRM and transformational HRM, and of Wright and Dyer (2000) [11] Within all the types of HRM, choices have to be made in terms of which HRM activities which will be offered face-to-face, and which will be offered through web-based HRM (i.e. e-enabled). For the operational type of HRM, this issue amounts to a choice between asking employees to

update their own personal data through an HRM web site or to have an administrative force in place to dothis for them. In terms of relational HRM, there is a choice between supporting recruitment and selection through a web-based application or using a paper-based approach (through advertisements, paper-based application forms and letters etc.).

Statement of the problem
Even though digitization has pervaded the office and business environment, the application of web based technology, has mainly been adapted in the functional areas of sales, marketing and finance.

There are still bottlenecks in the implementation of E-commerce in the field of HRM and where ever it has been applied there is no concrete result-oriented process to check whether such an E-HRM practice is relevant or not. This study aims to analyze and resolve the above problem.

In today's current scenario, organizations are facing a lot of problems with regard to the human resource management. Managing human resource is one of the most tedious, important and challenging task for an organization.

E-HRM (Electronic Human Resource Management) is an 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, easy-to-use tool, accessible to a broad group of different users.

The implementation of E-HRM brings additional complexity by integrating HRM, people management, and other related aspects.

Some companies are not moving towards adopting the electronic way of managing human resource. They may be various factors hindering to update to new technologies available. An in depth study has to be done with regard to analyze and understand the factors impeding to adopt E-HRM in Indian organizations.
So based on this discussion the research problem can be stated as
"""":
"To what extent e-HRM has impact on HR performance in corporate companies?"

Objectives of the study
➢ To present the underlying and necessary factors for the success of an E-HRM venture.
➢ To identify the various challenges/pitfalls associated with implementing and maintaining E-HRM systems.
➢ To understand the satisfaction levels of HR managers with regard to E-HRM systems.
➢ To draw inferences through respondents questionnaires and give suggestions.

Scope of the study
(a) Subject scope
Since the beginning of the 1990s, organizations have increasingly introduced web-based applications for HRM purposes, frequently labeled as electronic Human Resource Management (e-HRM), E-HRM is a comparatively new area of research, it is challenging, innovative, and has very wide scope of research especially as there complete dearth of empirical research in Indian context. This study has very wide application for business organizations

Scope of this study lies on assessing the impact of effectiveness of E-HRM on employee competence, cost, and administrative burden of companies, and how it would be helpful in achieving business strategy, financial growth, internal stake holder's satisfaction.

Scope of present research can be summarized as follows
• Present study will examine present level/ form, challenges, opportunities, different stages and strategies of implementation of e-HRM in companies
• The study will provide recommendation and suggestions how e-HRM can contribute efficiently to companies
• The proposed study will end with conclusion, recommendation and scope for further research which will be very useful to business, academician and researcher.
• This study by analyzing the impact of e-HRM will be a torchbearer in showing the path for effective and efficient implementation of e-HRM.

(b) Geographical Scope

The study is confined to corporate companies in Bengaluru.

Review of Literature

- **Anjali Gupta and Shabnam Saxena[1] (2012)** attempted to highlight the importance of e-HRM for the organizations. If 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. It shows that e-HRM has so much objectives as well as it has a large scope and challenges to employees and employers to do their work effectively. With computer hardware, software, and tinta bases, organizations can keep records and information better as well as retrieve them with greater ease.

- According to **Ankita Jain and Ankita Goyal[2] (2014)** internet has a great impact on the overall functioning of human resource department. Human resource functioning whether its recruitment, selection, training, induction, database management all are done through internet media. By doing this a concept of E-HRM has came into existence. E-HRM as a progression in which all the HR plans, policies and practices are undertaking through internet medium. E-Recruitment is an internet media through which job seekers can apply for vacancies online.

- **Babita Dosajh & Paramjit Sujlana[3] (2012)** tries to explore the contribution of E-HRM to the Indian literature specially pertaining to this subject. The topic of E-HRM has certainly not becoming obsolete, and its full potential is still anticipated and therefore academic involvement in the topic needs to grow. Besides, there has been a great deal of research on Technology Acceptance Model (TAM) in India. Less attention is given to examine the relationship between HR roles (strategic partner, change agent, employee champion, and administrative expert) and E-HRM by adoption of TAM

- **Bhagawan Chandra Sinha & Dr. Mridula Mishra[4] (2014)**, basically tries to explore the difference in use pattern of (electronic human resource management) e-HRM tools in context to private vis-a-vis public and manufacturing/mining vis-a-vis services. It also identifies whether the application of e-HRM tools is same or different for select Indian organizations. This study also investigated that all the e-HRM tools are not fully utilized in Indian organizations and private organization are ahead of public organizations in application of e-HRM tools similarly services sector is of manufacturing/mining sector in application of e-HRM tools

- In the opinion of **C. DhanaLakshmi[5] (2014),** the current e-HRM practice of the hospitals has been appreciated. Electronic Human Resource Management System (e-HRM System) is actually a web-based solution that takes advantage of the latest web application technology to deliver an online real-time human resource management solution. It is comprehensive but easy to use, feature-rich yet flexible enough to be tailored to one's specific needs.

- According to **Emma Parry (2011)[6]** e-HRM acts as a means to increase the value of the HR Function. The researcher has examined the potential use of e-HRM as a means to increase the value of the HR function, within the framework of the resource-based view. Past research has also suggested that e-HRM may support the HR function in becoming more efficient, improving service delivery and adopting a greater role in delivering the firm's business strategy. This suggests that organizations are using e-HRM in order to redeploy HR practitioners from transactional work to more strategic and value added activities.

- **Mr. K. Reddi swaroop[7] (2012)** has exactly concentrated on how e-HRM will be useful in reducing the cost in the organization. E-HRM is different from HRIS (Human resource information system) and Virtual HRM. E-HRM is mediated by information technologies to help the organization to acquire, develop, and deploy the intellectual capital. It is a web-based solution that uses the latest web based application technology it is online and real-time Human resource management solution is possible through e-HRM.

- **Majid Ramezan, Younes Nazari & Mohammad Mehdi Ahmadi (2013)**. It is an attempt done to explore and study the important dimensions of electronic human resources management and the effect of these dimensions on quality of services provided by human resources of Iran insurance company in the city of Khorramabad by using the structural equation modeling by AMOS software. In order to develop an e-rewarding system, the organization by providing an electronic assessment system, should create a platform that staff can get rewards commensurate with their performance.

- According to **Nidhi Oswal, & Prof. G.L.Narayanappa[9] (2014),** E-HRM can be considered as a multilevel phenomenon to perform HR activities. It can help the organizations to upgrade the HR functions to web based technology and speed up the flow and implementation of business strategies and processes.

- **Parveen kaur (2013)[10]** focused on the advantages and disadvantages of e-hrm and discussed whether it is a boon or bane in today's corporate scenario. With the advancement of web technologies during the past few years, companies have witnessed the origination of Electronic Human Resource Management (e-HRM) which, as indicated by experts, is a much more potent enabler in transforming the role of Human Resource (HR) from a mere advising staff

function to a more strategic line function becoming an administrative expert, an employee champion a business partner and a change agent.

Implications for Research

To address the challenges of e-HRM, empirical research should identify the key research topics, produce viable theoretical perspectives to frame these topics, collect meaningful data, and transfer the findings into useful recommendations for practitioners (Stanton & Coovert, 2004)[4].Finally, the organizational context constitutes the most promising contextual subset, referring to both the macro- and micro-context. Again only occasionally addressed, it seems to offer a rich reservoir of factors that may influence certain e-HRM configurations and consequences. Besides general organizational features like size, organizational culture, computer orientation, etc. first findings indicate that especially the narrow HRMM context seems to be of relevance. Hence, a systematic investigation of HRM strategies and policies, tasks, or status may constitute a further fruitful contribution in understanding e-HRM.
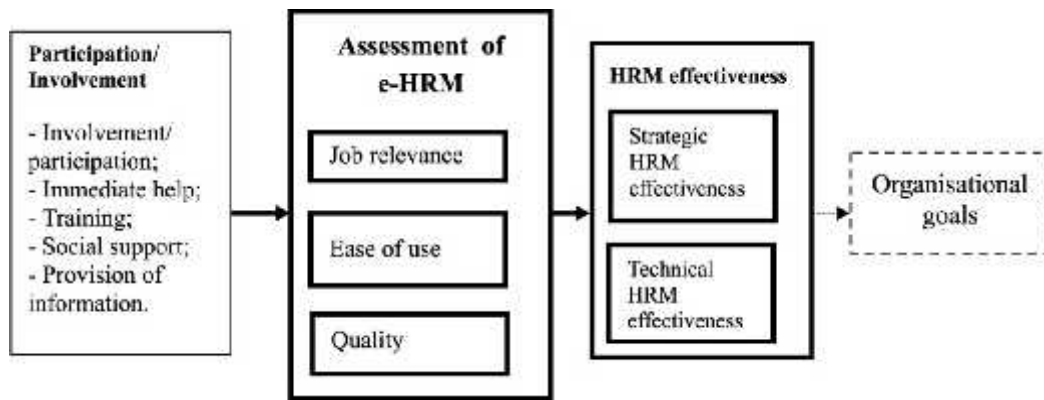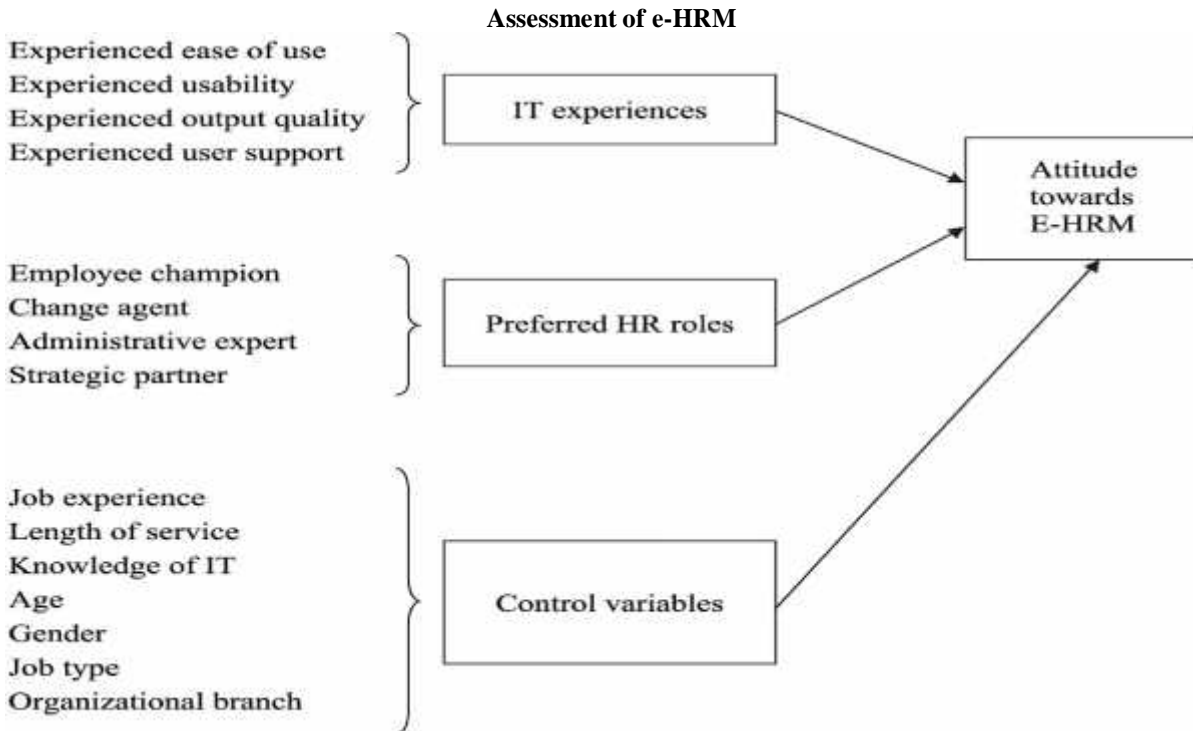

Figure 2:

Assessment of e-HRM

Research framework on attitude towards E-HRM

Implications of e-HRM

Table 1

HRM Practices	Implications of e-HRM
Analysis and design of work	Employees in geographically dispersed locations can work together in virtual teams using video, e-mail and the Internet.
Recruiting	Post job openings online, candidates can apply for jobs online.
Selection	Online simulations, including tests, videos and e-mail can measure candidates abilities to deal with real-life business challenges.
Training	Online learning can bring training to employees anywhere, anytime
Compensation and Benefits	Employees can review salary and bonus details and seek information about and enroll in benefit plans

Source: Raymond Noe,et al.,op.cit.,p.52

The various e-HRM activities include
E-Job Design and E-Job Analysis: In a dejobbing environment, alternative work schedules, flexi work ,broad job banding, employee empowerment and multi skilling, HRM managers job Is to identify and match employees skills and companies requirements. E-HRM plays a vital role in such dejobbed environment.

E-HRP: Computer programmes are extensively developed and used for the purpose of planning HRM requirements based on data and information. Recent trends are outsourcing and contingencies clause.

E-Recruitment: Alternatively called online recruiting, e recruitment is being widely used these days. Surveys show that 70 and 90 percent of large firms now use e-Recruiting systems , and it is anticipated that over 95 percent of organizations plan to use them in the near future. Cisco systems recruit employees only through e-Recruiting. e-Recruiting offers several benefits to the firms practicing it .Facility to apply online, wide reach often cuttings across nationals borders ,reduced cost ,decreased cycle time and reduced burdensome administrative processes are some of the benefits of e-Recruiting . The most common practices in e-Recruitment are (a) adding recruitment to exiting organizational web sites , (b)using special recruitment web sites (c) developing interactive tools for processing applications, and (d) using software for online screening of applications .[16]

E-Selection: The purposes of e-selection are mainly three(a) achieving cost reduction ,(b) maximum utilization of human capital ,and (c) sustainability . The second objective of e-selection is to achieve maximum utilization of human capital. this is being achieved through high retention rates ,increased percentage of candidates who meet employment requirement and improved productivity after the new hires . Sustainability is the last objective of e-selection .sustainability refers to the organizations ability and willingness to maintain the e-enabled system and also progressively evolve the system to satisfy changing requirements. sustainability is necessary to ensure that the business continews to reap ongoing benefits from e-enabled systems.

HRMM provides the right resources, competent and experienced trainer and consolidate training initiatives scalable cost effectives basis, apart from measuring training effectiveness.

E-Payroll:- It takes care of employee salary payment. E payroll model automatically collected data regarding employee attendance and work regard for generating paychecks and tax reports. It able to crosses simultaneously fro data entry to fully recognized results and multiple employee groups.

E_HRM Records:- HRM records are created maintained and updated with the help of computers easily and rated fast way. E-Performance Mangement: the use of technology in performance management tends to increase productivity, enhance competetiveness and motivate employees tHRMough
- Facilitating measurement of individuals performance via computer monitoring activities
- Facilitates the process of writing reviews or generating performance feedback.

E-Learning: It refers to the use of Internet or an organizational Intranet to conduct training online. It has become increasingly popular because of large number of employees, who need training.

E-Compensation: It represents a web-enabled approach to an array of compensation tools that enable an organization to gather, store, manipulate, analyse, utilize and distribute compensation data and information.

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