



ELECTRONIC HUMAN RESOURCE MANAGEMENT: CHALLENGES IN THE DIGITAL ERA

***I. PUNITHAVATHI**, *Asst. Professor, PG & Research Department of Commerce with
Computer Application, Hindusthan College of Arts and Science. TN INDIA*

****DR. P.M. SUGAVANESWARI**, *Asst. Professor and Head, Department of Commerce
with Computer Applications, Government Arts College, Dharmapuri. TN INDIA*

Abstract

More and more organizations have been replacing face-to-face human resource management activities with electronic human resource management, E-HRM for short. E-HRM facilitates the HR function to create dynamic and operational capabilities and contributes greatly on HRM effectiveness. This paper elaborates on E-HRM in detail on the following aspects: Introduction of E-HRM, types of E-HRM, Functions of E-HRM, role of E-HRM, level, nature of E-HRM, advantages and disadvantages E-HRM of determinants of attitude towards and it is expected to help people understand E-HRM more comprehensively and systematically. Great changes have been brought to our economy, society, and culture with the rapid development of science and technology, especially the usage of Internet and computer technology.

Key Words: *Human Resource Management, Challenges, Digital Era.*

Introduction

Technological development and electronic instruments dominance on phenomena world, and different sciences such as management, contributes to this fact that today employees have a greater awareness than employees in past in this area. New technologies have created a new generation of employees and the organizational structure has changed. The changes are organized in a way that today the absence of organization on the www, means the loss of huge capital resources. Nowadays organizations or formally wider the businesses face many challenges such as globalization, the value chain for competitiveness and technological changes. To arise the web-based technology, the new concept of E-HRM, entered the field of human resources. This type of management is suitable for human resource professionals to create that causes promotion in their competencies and is playing an effective role. All organizational activities, including finance, business and personal activities in addition to saving resources, through a web-based system is achieved, among the activities that organizations can do through the web sites, are considered as personnel matters. The present paper elaborates on electronic human resource management (E-HRM) in detail on the following aspects, namely definition of E-HRM, types of E-HRM, factors influencing utility,



effectiveness of E-HRM, determinants of attitude towards E-HRM and the context for E-HRM in China. Hopefully, this paper could help readers understand E-HRM more comprehensively and systematically.

Objective of the Study

To study what is e-HRM (its types, objectives, functions, Implementation, benefits) and how e-HRM is shaping organization in a technology driven environment.

Research Methodology

Research Design: I did descriptive study.

Research Tools: I did secondary research. I collected data from the internet from various websites, journals, and magazines.

Types of E-HRM:

Lepak and Snell (1998) distinguished three areas of HRM as, operational HRM, relational HRM and transformational HRM.

Operational HRM:

E-HRM is concerned with administrative function like payroll, employee personal data, etc. Operational type of HRM provides the choice between asking employees to keep their own personal data up to date through an HR website or to have an administrative force in place to do this.

Relational HRM:

E-HRM is concerned with supportive business process by the means of training, recruitment, performance management, and so forth. As to relational HRM, there is the 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.).

Transformational HRM:

E-HRM is concerned with strategic HR activities such as knowledge management, strategic re-orientation, etc. As to transformational HRM, it is possible to create a change-ready workforce through an integrated set of web-based tools that enables the workforce to develop in line with the company's strategic choices or to have paper-based materials.



Objectives of E-HRM

1. To offer an adequate, comprehensive and on-going information system about people and jobs at a reasonable cost
2. To provide support for future planning and also for policy formulations
3. To facilitate monitoring of human resources demand and supply imbalance
4. To enable faster response to employee related services and faster HR related decisions
5. To automate employee related information
6. To offer data security and personal privacy.

Functions

E- Employee Profile:

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 and which 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 programmed 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 pedagogue, which governs the course. For students, pedagogue offers information, knowledge, and educational materials mostly in the representation 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 pedagogue. The virtual learning system enables horizontal and vertical communication. For required information, participant can often gets much more information than in classical model of education as here the other participant also share which is not a real happening in the classical model.

The Level of HRM in an Organization

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-based channels. E-HRM is a concept a way of doing HRM. This is not to ignore the fact that E-HRM can transform the nature of HRM strategies, policies and practices. Researchers are searching for relevant and adequate theory that can fully grasp the concept of E-HRM, and frequently present fragmented empirical evidence, particularly on E-HRM sub-fields such as e-



recruitment and e-learning, these-called early bird areas where web technology was first adopted.

Implementation of E-HRM

There are five main phases in the implementation of the E-HRM business solution.

1. Analysis (Infrastructure)

Analyzing the existing infrastructure with regard to quantity of data and classification of business activities.

2. Business processes in the company

After the existing processes have been analyzed, the options for automating these processes in the client's environment are proposed. Finally a project plan is developed based on the model of the processes identified.

3. Implementation

After the fundamental analysis of the processes in the work team, individual modules are deployed in the client's environment. With modular design a gradual implementation is possible. Company-specific functionalities are discussed with the client and built upon request.

4. Implementation and Training

A complete knowledge of the components of the solution is a key factor for successful implementation. The entire team of project managers, information technology professionals and human resources specialist are thus involved in user training and implementation.

5. Maintenance

Fast technological development and development of new modules make cooperation after the implementation indispensable. A maintenance contract typically includes:

- Technical support experts available by phone, through e-mail or on-site
- Adaptation of existing modules or development of new ones
- Application software adjustment to changes in the system environment or
- Operating system

- Functionality improvement and software upgrades in the form of new versions
- Consultation about further development of the system.

The advantages of e – HRM

1. E-HRM has the potential to influence both efficiency and effectiveness.
2. Effectiveness can be affected by improving the competence of both managers and employees to make better, quicker decisions.
3. A higher internal profile for HR leading to better work culture and a more forceful workflow in the business process, productivity and employee Satisfaction
4. It leads to a more transparent system and considerable reduction of administrative burden
5. Provides Integral support for the management of human resources and all other basic and support processes within the company
6. E-HRM can save costs while maintaining the quality of data, decentralization of HR tasks and standardization.

The disadvantages of e – HRM

1. Not apt for employees who need personal support, reduces face to face interaction between the management and the employees and risk to losing data to hackers.

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 way of doing HRM.



References

1. Ruël, H., Bondarouk T., and Looise J. (2004), “E-HRM: Innovation or Irritation. An Explorative Empirical Study in Five Large Companies on Web Based HRM”, *Management Revue*, 15(3).
2. Parry Emma (2011), “An Examination of E-HRM as a Means to Increase the Value of the HR Functions”, *International Journal of Human Resource Management*, V 22, Issue 5.
3. Suramardhini Mahisha, (2012), “E-HRM Paper Presentation”, ebstudies.
4. Dileep K M and Ramesh M (2009), “E-Recruitment: Leveraging Technology towards Business Excellence”, *Business Review*, Vol. 4, No. 1 & 2.
5. Bemus, C., Henle, C. & Hogler, R. L. (1998), “Internet Recruiting and Employment Discrimination: A Legal Perspective”, *Human Resource Management Review*, 8.
6. Gupta C.B. (2010),”Human Resource Management”, 1st Edition, Sultan Chand & Sons. New Delhi.
7. Rao VSP (2005), “Human Resource Management Text & Cases”, 2nd Edition, Excel Books, New Delhi.
8. Dowling, P.J. & Welch, D.E. (2004), “International Human Resource Management”4th edition. Thomson, Australia.
9. www.wikipedia.org
10. www.gijms.org
11. www.sympiaox.org
12. www.ijarcms.com