

E-HRM: A CASE STUDY OF CHALLENGES AND OPPORTUNITIES

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1. ABSTRACT

Electronic human resource management which is often known as digital or digitized human resource management has gained a lot of importance in the recent times. The credit may be devoted to the increased use of internet in today's time. There is cut throat competition in the corporate world and with the new era of internet and its ease of use organizations are bending towards a more systematic way of implementing the hr strategies. They use different tools to facilitate the HR function. No organization can survive without taking care of it's internal and external surroundings, which also includes competitors and what strategies they have applied. E-hrm is one of those. It helps in making the hr tasks easier. It can be said that it is a recent trend just like that in fashion that is being widely accepted. It can also be said that e-hrm makes organizations more reliable since it allows the records to be properly recorded and shown as and when the need arises.

Strategic human resource management will help in dealing with this alteration. It is one of the key processes in any organization. The progress of an organization is calculated on the basis of these new technologies that they have adopted and how effectively and efficiently are they able to carry out their day to day tasks using these systems.

This research paper helps us to understand better as to how e-hrm has impacted employees and organization in terms of job satisfaction and improved organization efficiency. One of the many advantages of this technology might include the ease of storage and retrieval of data. The hr activities such as training, communication, compensation etc can be done in a more organized way with the entry of electronic human resource management.

SAMPLE SIZE- Research has been carried out in NCR of India. A sample of 100 respondents was taken into consideration. The data has been collected through a well drafted questionnaire. Questionnaire was dispersed to the friends and the family members who work in different organizations of Delhi NCR.

RESULT- The result shows that E-HRM should be available in every organization as it improves the strategic orientation of HRM, reduces cost and improves client's services.

KEYWORDS: E-HRM, Employee Satisfaction, Organizational Effectiveness

2. INTRODUCTION

Human resource management is a very important function in every organization or every business that involves humans. Humans can be the medium of competitive advantage if they are managed properly. An organization is made up of its people and their management is very important to inculcate innovations and creativity in the organizations. The competition in today's world has reached very far. It can no longer survive just on the basis of "a better product". It need to expand its horizon and provide better services to the customers. Globalization has led to the entry of various technologies in the Indian markets.

Introduction of electronic human resource management in organizations has taken place due to this increased competition. It helps in the performance of human resource services and activities through the use of internet. It helps in easing the tasks of the hr managers. It is also useful in attracting and keeping employees in the organization. It is basically a much better improvement over the traditional hr activities.

In order to introduce this new technology into the organization, a lot of efforts will be required in acquainting the employees with the new system and explaining to them how it works and how is it beneficial for them. This could also help the employees in their promotions since they can go through the hr policies and other relate information which would be easily accessible to them and can improve themselves and overcome their shortcomings. It helps reducing the burden of the hr team since everything is available to everyone through the use of the World Wide Web and may also lead to employees and directors to fell more powered.

The employees today are no longer just interested in their salary. They want to know that they are the part of an organization which is leading towards growth and not an organization which just sticks to the old methods of doing things because its easier. This is one of the reasons of employee turnover as well.

Most of the organizations have incorporated these systems in their functioning. The old technology has now been replaced with the new one allowing every person to work from anywhere with the sole requirement of internet. E-mails, computers and telecommunications are very common and are heard almost in every organization. No organization which wants expand can do it without a www page these days. Technical knowledge is very important before using e-hrm as it may not produce effective results if not used properly. E-hrm allows the people to record retrieve and alter the information which is related to the hr policies and activities which makes it easily accessible for everyone to view.

Although the initial investment in e-hrm is high but in the long run it is very beneficial for the firm because paying for the software is a onetime expense but the benefit in the long run is huge. It eventually leads to reduced costs and makes the entire hr process less cumbersome. It has been noticed that there is an impact of employing e-hrm on employees work performance and total organizational efficiency .Therefore this research paper will help us in understanding the impact

of employing information systems and technology in organizations on employees' performance and how effectively it reduces costs.

Scope of E-HRM in Organizational Efficiency and Sustainable development

1. It helps the hr department in building and maintaining an improved internal profile which further results in better work environment.
2. It leads to increased transparency and produces more reliable results. Due to this they are able to gain the trust of everybody since everything is available to everyone.
3. It also provides improved and better services to it clients which is both the organization and the employees.
4. It provides a cost cut advantage which leads to cost efficiency inside the hr department
5. It allows the hr department to focus on more important and strategic decisions because e-hrm makes it easier to perform tasks. So the time and efforts of the hr personnel is not wasted in tasks which could easily be performed with the help of internet or the information technologies.

The electronic human resource management tools for the organizational efficiency and the sustainable development

1. E- Employee Profile
2. E- Learning
3. E-Recruitment
4. E- Training
5. E- Compensation and many more

Challenges in Implementing E-HRM in the Organization

1. Rate/Price Implications
2. The errors in recording information
3. Reluctance to change
4. with the introduction of new technology in hrm some of the staff may no longer be needed which will require to reduce the staffing requirements. This may cause the employees to feel threatened and not perform their jobs properly.
5. Incorporating the E-hrm system in accordance with the needs of the organization.

3. LITERATURE REVIEW-

Digitalized Hr means conducting human resource connections by using web technology. During the inception of the digitalized Hr, it is found that the HR employees are using technology to form more accurate and detailed data which is available to the employees and the managers because it has been evolved over the years(Mohamed. I, 2009). At the same time it enables all employees to participate in the process and keep track of relevant information.

The use of technology in HR is believed to be an opportunity for HR professionals to become strategic partners of the business (Mohamed. I, 2009). The assumption made is that digitalized HR might allow HR to be more efficient and provide with exact data for the process of decision making when and where they're being required. The organization between digitalized HR and the strategic partnering of the HR function is that the digitalized HR allows the HR department to focus their time on more strategic initiatives.

Digitalized/ E-HRM are being considered as a multilevel tool to perform all the HR activities. Digitalized HRM is the design and the implementation of the knowledge technology for supporting and networking of minimum two employees or collectively employees in performance of the HR activities. Digitalized HRM is the spirit of the devolution of all the HR functions to the employees and management (Mohamed. I, 2009). They perform these functions typically via internet or some other channels of the web- technology. Employees are the foremost resource which should be properly managed in order of attraction, retention, selection, recruiting, and the development of the organization growth. If an organization introduces something new into the organization it should give results otherwise it is just a waste of time and efforts. Similar is the case with e-hrm. If it does not give proper results it is of no use. There has been an evolution in the way that hrm has contributed towards improving the organization efficiency. Management of human resource requires that organizations take care of both its inside as well as outside. It should implement strategies which would be beneficial for the employees as well as the other stakeholders. The hrm practices and policies should be such so as they can cater to any changes happening at any time in an organization because the environment is dynamic that is it keeps on changing and if the organization is not in pace with these changes it will be left far behind. Talent management is another function which hrm is required to do. It should start with how to attract a pool of candidates, following on how to appoint and retain them, their training and development needs, and their level of satisfaction. All these activities are incorporated under a single head which is hrm. Hrm is already an improvement over the traditional ways in which the human resource was being managed. E-hrm brings a whole new experience to the hrm activities. In order to improve the overall organizational efficiency experts have to be appointed in order to introduce these new changes into the organizations. Employees need to have a better understanding as to why are these changes being introduced and how will these benefit the organization. There should be a direct connection between the hr department and the OE

department so that they can together figure out as to how this technological advancement is going to improve the overall experience for everybody.

E-HRM helps to enhance administration & efficiency and also helps to enhance client's orientation & service. E-HRM is a cost reduction program. Advances in IT hold the promise of meeting many of the challenges of the HRM area within the future like attracting, retaining and motivating employees; meeting the stress for a more strategic HR function and managing the "human element" of technological change. Most of the existing studies were conducted in the western countries and in the United States. However the results of these studies might not be applicable to other parts of the planet thanks to the existence of social, cultural, and economical differences (Seyal, 2000) and comparatively very little has been researched in this field in the developing countries.

E-HRM is that the new field of technology that's widely spreading in organizations round the world. The main aim of E-HRM is to transform the HR functions into a paperless, more flexible and resource efficient transaction. With the present status of IT round the world, HRM has become simpler through the utilization of E-HRM technologies, it's the potential to thoroughly change the normal way HRM functions are performed. An example to understand this is the function of recruitment, where job opening can be posted online, and the candidates can also apply for the same online. With the issue of compensations and benefits, E-HRM will make it easy for employees to review salary and bonus information and also to seek information about bonus plans. The traditional HRM was not very effective from the view of the employees and the implementation of E-HRM will be a win-win for both the employees and the employers.

A company who wants to introduce the new and innovative electronic human resource management is required to reengineer some of the organizations hr functions to meet the needs of the new system and for it to work efficiently. The employees at every step should be guided and trained to deal with the new system and any doubts should be cleared which the employees may have. The employees should be provided with tests in order to ensure that they are well versed with the new technology. They should know the advantages that E-HRM is going to provide to the organization and to them. They should feel that is a great opportunity for them to be the part of an organization that uses such a technology. Education and information is very important to make the employees understand the importance of such a change why is it better for everybody. They should be able to understand as to what is this system needed for and how is it an improvement over the traditional hr system. If employees are well aware of everything it will lead to reduced absenteeism and employee turnover. In order to manage this change effectively the top managers should be fully involved and also it will not be fully complete without the involvement of each and everybody who is a part of the organization.

4. RESEARCH METHODOLOGY:-

It is the most important step of any research work being done. It is nearly impossible to complete any research work and to get any conclusion without having some sound research on that topic. This research work is mainly based on Questionnaire survey. The main objective of questionnaire survey plan is to get an appropriate information, so as to get exact and correct information and exact analysis can be done to reach to any conclusion.

Sampling Size- 100 employees

Sampling Area- Delhi NCR

SCOPE OF THE RESEARCH PAPER:-

This research paper will help the employees to study the perceptions of the employees, who are using the e-HRM system of selected organizations. This research paper is expected to bring to light certain factors which employees perceive as important for their usage of e-HRM systems. It will also help to find the relationship between the satisfaction levels of employees using these systems and demographic variables. This research paper will definitely help the HR employees to bring all the possible changes in their practices in order to get success in implementation and accomplishment of their goals more efficiently and effectively. It will also going to help them in understanding all the negative impacts the E-HRM faces in the organization and how it is being successfully implemented by all the training professionals which will lead in the development of an efficient organization.

SORCES OF DATA:-

The information for this research paper is being collected carefully and exactly in order to achieve the research's objectives. The two sources of data are as follows:-

1. Primary Data- This statistics was being gathered from the field by the questionnaire. The questionnaire was designed and dispersed to get the responses from the targeted group of the research during their hours of working. Also the respondents were asked to provide their own opinions for the variables of this research work.
2. Secondary Data- It was collected from the research papers and journals. Also, many dissertations, reports and essays were being considered and analyzed. Some of the textbooks were also being accessed.

RESEARCH DESIGN OF THE PROJECT:-

It is vital primarily due to the increment in the complexity within the marketing approaches which are available to the researchers. In fact, It's is the answer to the growth of the success in the marketing strategies and plans and programmers. It's an important tool in order to study buyer's behavior, the usage pattern, the brand loyalty, the selling pattern and focus all the market changes.

METHODS ADOPTED FOR DATA COLLECTION-

Questionnaire survey is being used to collect first hand data. The analysis is in the position to explain things of a cooperation from where the data is being collected with the help of a questionnaire. The questionnaire was urbanized for gathering the information.

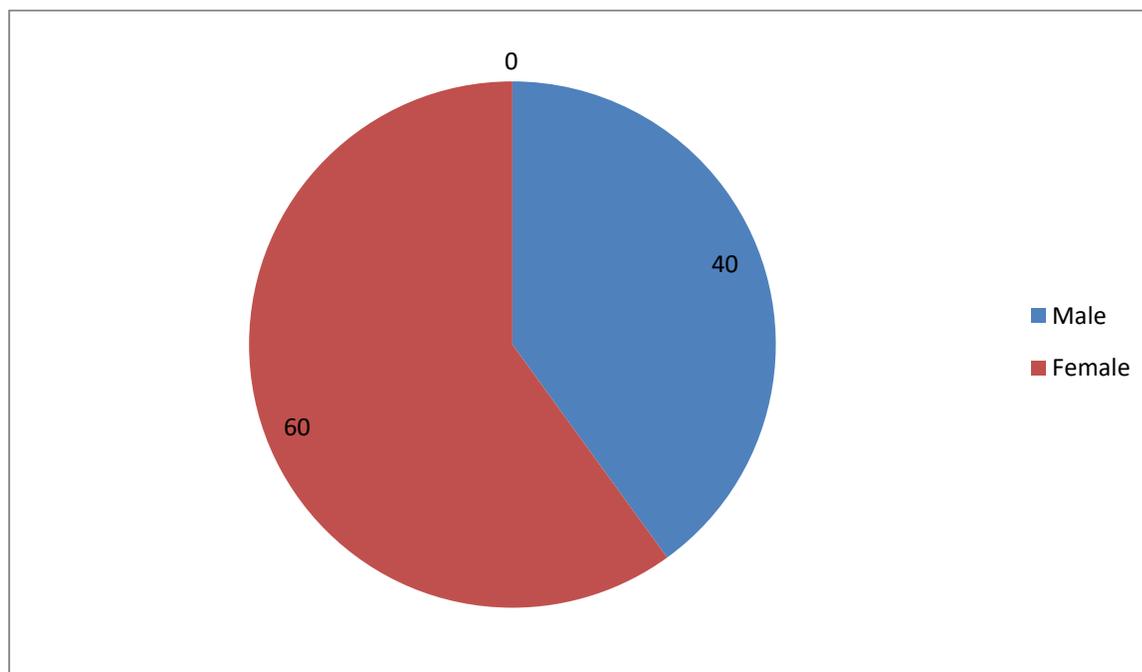
HYPOTHESIS:-

- There's a significant relationship between the determinants of E-Hrm and the levels of engagement of E-HRM in a company.
- There's a significant relationship between the benefits of E-HRM and the demographic profile of the respondents.
- There's a significant relationship between the parameters of the determinants of E-HRM (System Complexity, IT Infrastructure, Employee's individual attributes) and the levels of engagement of E-HRM (Organization's goals, Objectives and values, Encouraged factors to contribute to organizational success) in a company.

5. DATA INTERPRETATION AND ANALYSIS:-

- Gender profile of the respondents

Male	40
Female	60

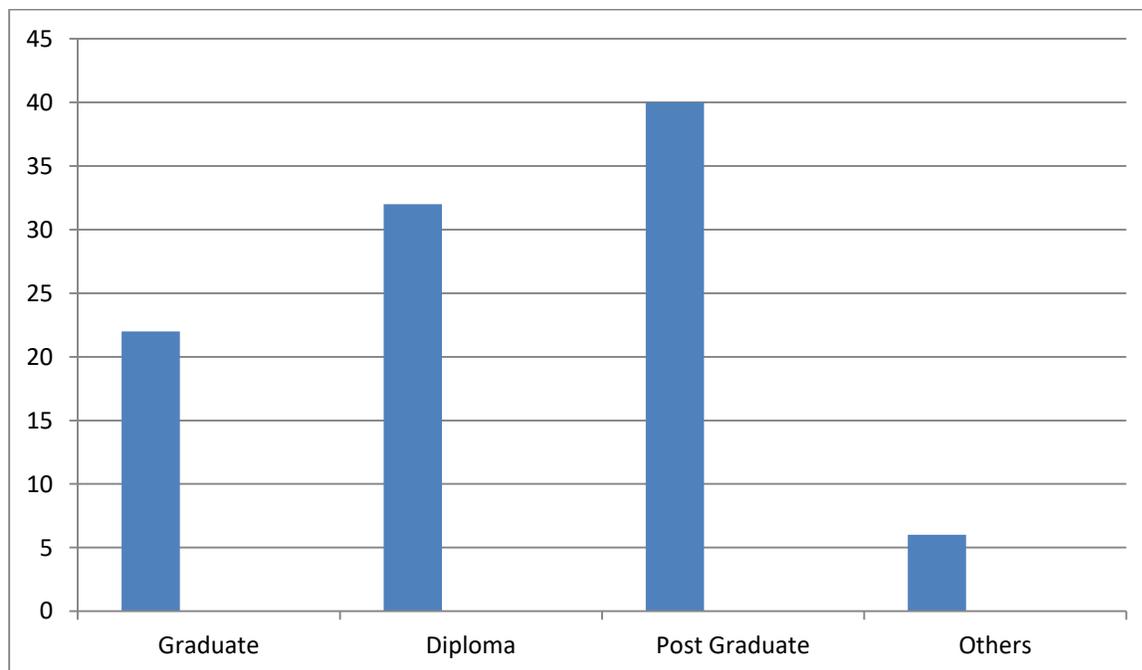


100 employees were being surveyed, out of which 40 respondents are male and 60 respondents are female. Thus, we can say that there is a good ratio of males and females as working professionals which are being included in the survey.

- Qualifications:-

Graduate	22
Diploma	32
Post Graduate	40
Others	6

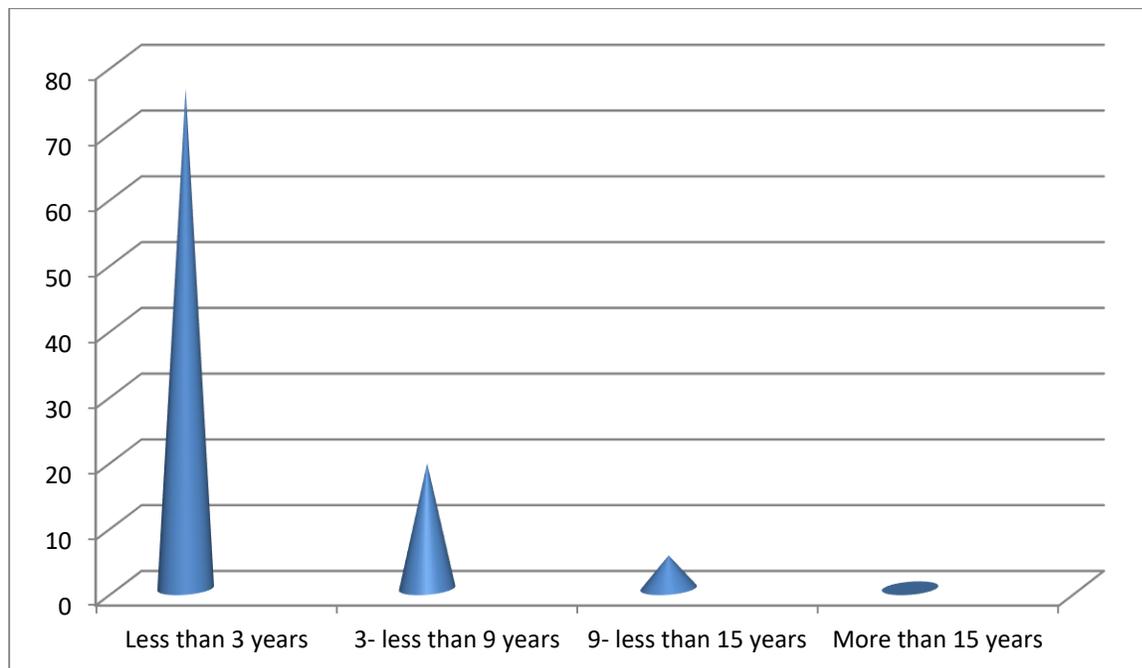
Out of 100 respondents, 22 are graduates, 32 are diploma holders, 40 are post graduates and 6 have other degrees as their qualifications. Respondents have different qualifications which are being included in the survey. Therefore, Data will present more reliable and valuable data on impact of E-HRM on organizational effectiveness.



- Work Experience:-

1. Less than 3 years	76
2. 3- less than 9 years	19
3. 9- less than 15 years	5
4. 15 years and above	0

As the Work experience of Respondents which are being surveyed for research work, 76 respondents have work experience of less than 3 years which shows that maximum respondents are of freshers category that they've just started working. 19 respondents have the work experience of 3- less than 9 years and 5 respondents have work experience of 9- less than 15 years.



1.

Correlations

		DETERMINANTS OF E-HRM	LEVELS OF E-HRM
DETERMINANTS OF E-HRM	Pearson Correlation	1	.276**
	Sig. (2-tailed)		.000
	N	101	101
LEVELS OF E-HRM	Pearson Correlation	.276**	1
	Sig. (2-tailed)	.000	
	N	101	101

** . Correlation is significant at the 0.01 level (2-tailed).

2.

Correlations

		BENEFITS OF E-HRM	DEMOGRAPHIC PROFILE
BENEFITS OF E-HRM	Pearson Correlation	1	.764**
	Sig. (2-tailed)		.000
	N	101	100
DEMOGRAPHIC PROFILE	Pearson Correlation	.764**	1
	Sig. (2-tailed)	.000	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

3.

Correlations

		SYSTEM COMPLEXI TY	EMPLOYE E'S INDIVIDU AL ATTRIBU TES	IT INFRASTRUCT URE	ORGANISATI ON'S GOALS	OBJECTI VES AND VALUES	ENCOURAGED TO CONTRIBUTE TO ORGANISATIO NAL SUCCESS
SYSTEM COMPLEXITY	Pearson Correlati on	1	.643**	.804**	.817**	.709**	.762**
	Sig. (2- tailed)		.000	.000	.000	.000	.000
	N	101	101	101	101	101	101
EMPLOYEE'S INDIVIDUAL ATTRIBUTES	Pearson Correlati on	.643**	1	.674**	.773**	.644**	.766**
	Sig. (2- tailed)	.000		.000	.000	.000	.000
	N	101	101	101	101	101	101
IT INFRASTRUCT URE	Pearson Correlati on	.804**	.674**	1	.852**	.843**	.836**
	Sig. (2- tailed)	.000	.000		.000	.000	.000
	N	101	101	101	101	101	101
ORGANISATIO N'S GOALS	Pearson Correlati on	.817**	.773**	.852**	1	.804**	.839**
	Sig. (2- tailed)	.000	.000	.000		.000	.000
	N	101	101	101	101	101	101
OBJECTIVES AND VALUES	Pearson Correlati on	.709**	.644**	.843**	.804**	1	.816**
	Sig. (2- tailed)	.000	.000	.000	.000		.000
	N	101	101	101	101	101	101

ENCOURAGED TO CONTRIBUTE TO ORGANISATIONAL SUCCESS	Pearson Correlation	.762**	.766**	.836**	.839**	.816**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	101	101	101	101	101	101

** . Correlation is significant at the 0.01 level (2-tailed).

RESULT-

In table 1, Pearson's correlation coefficient of 0.276 at 0.01 significance level shows that there's a significant relationship between the determinants of E-Hrm and the levels of engagement of E-Hrm in company as E-Hrm at the low end can be a simple web-based system to access Human Resource (HR) related documents and at the high end E-HRM is a fully integrated, organization-wide electronic network of HRM related data, information, services, databases, tools, applications, and transactions that are generally accessible at any time by the employees, managers, and HRM professionals. Through E HRM, it is easy to communicate vision and values of the organization. E HRM is mainly used for collecting suggestions from employees. The main thrust of having E HRM system is to act grievance addressing system. In order to have E-HRM successfully implemented it the organization it requires outmost transparency. And compared to the traditional HRM practices, the implementation of EHRM has reduced human interactions. It has also made most transactions automated reducing the use of paper by almost half. E-HRM also makes it easier to back up all the information saving it from being easily manipulated or destroyed.

Similarly in table 2, Pearson's correlation coefficient of 0.764 at 0.01 significance level substantiates that there's a significant relationship between the benefits of E-HRM and the demographic profile of the respondents as the benefits of e-HR practices which helps the organization to reduce cost and standardize HR. Besides this E-HRM facilitates easy accessibility to information, enables saving time and cost, enhances quality and adds a lot of value to organizational performance enhancement.

Similarly in table 3, there's a significant relationship between the parameters of the determinants of E-HRM (System Complexity, IT Infrastructure, Employee's individual attributes) and the levels of engagement of E-HRM (Organization's goals, Objectives and values, Encouraged factors to contribute to organizational success) in a company.

6. RECOMMENDATION:-

- Companies should adopt E-selection as it utilizes the human capital at a reduced cost and in less time as the candidate need not move from his place to take the written test, preliminary interview, provide additional information and final interview.
- Companies should have more attractive design of company website as it plays a vital role in attracting more top talent which can boost corporate culture.
- Companies should have more proper implementation of E-HRM in interview process which throws light on selection of bright candidates for companies which leads to strategic advantages, including improved productivity.
- Companies should adopt e-HRM Practice in interview which improves quality of work life in companies.
- Companies should clear the objectives more clearly during the e-training program.
- Companies should have necessary communication services with high quality, internet during E-training programs
- Companies should make their employees understand the motive of e-training courses and its advantages.

7. CONCLUSION:-

At the high end E-HRM is a fully integrated, organization-wide electronic network of HRM related data, information, services, databases, tools, applications, and transactions that are generally accessible at any time by the employees, managers, and HRM professionals. Through E HRM, it is easy to communicate vision and values of the organization. E HRM is mainly used for collecting suggestions from employees. The main thrust of having E HRM system is to act grievance addressing system. In order to have E-HRM successfully implemented in the organization it requires utmost transparency. The major downside of having E-HRM in an organization is the huge cost involved in implementing this system. And compared to the traditional HRM practices, the implementation of EHRM has reduced human interactions. It has also made most transactions automated reducing the use of paper by almost half. E-HRM also makes it easier to back up all the information saving it from being easily manipulated or destroyed.

LIMITATIONS:-

- Mainly, Delhi NCR area's professionals are being considered for the selection of respondents in this study.
Delhi NCR is being covered for selecting respondents due to lockdown of COVID-19 which is obviously not enough to study the effectiveness of E-HRM on the organizational efficiency.
- Lack of time
Because of lockdown of COVID-19, it became impossible to interview respondents personally so only questionnaire responses are being considered.
- Geographical Constraint
It was impossible for me to cover other different areas of Delhi NCR to expand the results in my research work, as in order to cover more respondents it was difficult for me to move to other cities due to lockdown. So, this study is limited to Delhi NCR area only.

SCOPE FOR FUTURE RESEARCH

The results of the research have implications both for further research and development. The study is preliminary study to understand bases and practical applications of E- human resource management. There are some limitations like limited number of company and respondent; and also participants are chosen from only human resource department, not verified from other departments and the level of management hierarchy. Thus, the results cannot be generalized. Therefore future studies might include a broader perspective from different department employees like research & development and supervisor or first line employees.

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