CURRENT SCENARIO IN E- HRM - LITERATURE REVIEW

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ABSTRACT

In this article deals to explore the perspective about e-HRM , their perspective for choosing the application for the system ,their observed the organizational outcomes of HR managers in the leading companies. The e-HEM following company shows that time management ,easy acquiring and access to the personal data, and reduce the administration cost was the primary motivator for electronic human resource applications. E-HRM reduce the organizational costs , improved better and faster communication between manager and employees , reduce the processing time for e- HR usage in organizations . However, interviews showed that e- learning / e- training is not very effective for the organization.

Key words: *E- HRM, HRM portals, e- recruitment, e- selection, e- learning*

INTRODUCTION

HR'S role has been to deliver workforce support and management based on the needs of the business the role of role of technology has been one of enabler . during past years , HR processes and procedures have been supported by everything from complicated file-folder systems to automation, going from usage of multiple systems and databases to a single version of the whole system. These are the days of e-HR HR professional needs to be aware of and knowledgeable enough to adopt the new technology for the benefit of his or her business.

NATURE OF E-HRM.

When HR department make to use of the internet and related technologies to support their activities . The process become e- HRM (Where e stands for electronic). E- HRM is the complete integration system and process based on the common HR data and information and on inter-depended e-HRM could provide the data gathering tools , analysis, capabilities , and decision support resource for HR professionals to hire , pay ,promote , terminate , assign , develop ,appraise and reward employees in ways that engage them in managing their own outcomes ,maximize the contribution the benefit of his or her business.

Implication of e-HRM

HRM Practices	Implication of e- HRM
Analysis and design of work	Employees in geographically dispersed location can work together in virtual teams using video, e-mail the internet.
Recruiting	Post job opening s online candidate can supply for jobs online.
Selection	online simulations ,including tests video ,and e-mail can measure candidate abilities to deal with real- life business challenges.
Training	Online learning can bring training employees anywhere , anytime.
Compensation and benefits	Employees can review salary and bonus details and seek information about and enroll in benefit plans .

E- HRM Activities

E –HRM activities are recruitment , selection , training , performance management and compensation.

E- RECRUITING

 Alternatively called online recruiting , e-recruiting   is bring widely used these days, surveys show that 70 to 90 per cent of large firms now   use e-recruiting system s, and   it is anticipative that over 95   per cent of organization plan to use   them in near future. E- recruiting offers   several benefits to the firms   practicing it . facility to apply online ,wide reach often cutting across national 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- recruiting are:(1)adding recruitment   to existing   organization web sites (2) using special recruitment websites,(3)developing interactive tools for processing application , (4) using software for screening for applications

E- SELECTION

  Next to e- recruitment is e- selection , e-selection includes such activity as 800 numbers scheduling , web based testing , face -to -face   interview and job offering .

 The purpose of e-selection are   mainly three :

   (a)Achieving   cost reduction.

   (b)Maximum   utilization of human capital

    (c)sustainability

   Cost reduction is the main objective and in fact . it is mainly   for cost saving that organization switch over to e-selection in conventional selection process . e- selection help cost reduction is several   ways . loss rate between events in selection   process are minimize administrative costs involved   in the selection process are reduced and costs of sourcing   candidates into the employment process become less.

E-PERFORMANCE MANAGEMENT

     Performance management   is another area which has been   e-based . the use to technology in performance management   tends to increase productivity ,enhance competitiveness and   motivate employees. This is through two ways : (1) technology   may facilitate measuring an   individual's performance via computer monitoring activities.(2) technology become a tool to facilitate the process of writing review or generating performance feedback.

E-LEARNING

E learning refers to use of internet or an organizational internet to conduct training online. E - Learning is becoming popular because of the large number of employees , who need training take Wipro, for example out of its 17500 employees 2500 are on site and 15000 employees are off – shore centers at Bangalore, Hyderabad, Chennai, Pone and Delhi. How do organize training for all this? Wipro also has a policy of subjecting any employees for two- weeks training every year . E learning helps Wipro considerably similarly , at system nearly 80% of the 9000 employees are logged into the in - house learning management system for various courses .Infosys has almost 10% its total training through e- learning .

E – COMPENSATION

Compensation represent a web –enable approach to an array of compensation tools that enable an organization to gather , store , manipulate , analyze , utilize , and distribute compensation data and information using internet browser , the   internet and the world wide web , individual access electronically distributed compensation software , databases , and analysis tools from anywhere - their office , their home ,on vacation , and on the other side of the globe.

LITERATURE REVIEW.

Irving (1986)[76]observed that earlier computerized performance monitoring systems was operate offices /organization which were actually software packages able to count the number of work units completed by employees in a specific time period ,record idle time of each terminal ,calculate error rates ,capture time spend on different task or even count the number of times an employee strikes the keys etc. These system was collecting all the information about all the activities done by the employee inside the company and provide the feed back to both superiors and subordinates .Furthermore, since E-HRM is a multi level phenomenon research would profit from studies that address several levels including the corresponding inter level relationships(Markus and Robey(1988)[77]). Davis (1989)[78]show that some employee factor come from technology acceptance model. If users of an information system do not perceive it to be easy to use or useful, then they are not likely to use the system. The relationship between size of organization and E-HRM was studied by Kavanagh et.al., (1990)[79], which shows small size company faced lower risk as compare to large scale company .

Griffith (1993)[80]by emphasizing on the importance of the right usage of computer monitoring which does no abuse workers by creating a difficult working environment like a sweet shop,proposed some guideline for effective use of these systems (i) use it to provide feedback not just gathering social information ,(ii) determine the type of data based on what employee believe will help them and be willing to adopt the system as they get ideas about how to use the data,(iii) integration of the collected data increase the value of the system to employees, and (iv) drive the system on a way to identify areas for efficient production ,training needs etc because if workers find out its against them the digital fight would begin. Since level issues create particular problem when the level of the topics, theory, data collections and / or analysis are incongruent (Klein et.al., (1994)[81]), future work would profit from explicitly addressing level issues. The micro and macro level research serves as a minimal model that can be expanded by some conceptual suggestions and such conceptual work is necessary (Klein et.al., 1994).Since E-HRM constitute a rather new and unknown field,case studies yield valuable and deepened in sight that again might lack external validity .A single study also combines an initial case study with a final survey pointed out by Kinnie and Authurs(1996)[82].

Findings concerning the E-HRM strategy at first hint at a lack of strategy considerations in general IT applications in e-recruiting and e-learning (Liff, (1997)[83]). He pointed out further advanced level strategic or decisions – support oriented applications are lacking. Over all finding concerning human resource information systems also shows that privacy and fairness perceptions of employees depend on their ability to authorize the content and targets of the information disclosed (Eddy, Stone and Stone Romero,(1999)[84]). The idea of initiating internal employee communities by using portal technology to provide means for interactions – such as chats ,forums and news groups ,as well as additional content such as health or sports – aims at improvement of communications , knowledge transfer commitment etc observed by Fandray,(2000)[85.]   Prasad (2003) had

defined "HRIS is a computerized method of providing information about human resources, their functioning, external factors relevant to managing human resources." Moreover, Kettley and Reiley(2003)[90] said Thus case study is very comprehensive and covered all types of HRD practices,hence human resource is the greatest asset of the enterprises (Ghosh, 2002)[87] , and E-HRM has the potential to change all traditional human resource management functions (Noe, 2003)[88].

Moreover, Globetronics Multimedia Technology Sdn. Bhd. (2003)[89] had proclaimed that "install System Manager, HR Manager, Time Manager, Payroll Manager, and Report Manager will lead to success E-HRM." Large organizations use e-HR because it is qualified to collect, store, process and manipulate the large amount of data inputs, reduce cost of maintaining human resource data and provide accurate information about human resources anytime and anywhere. Further more that "a computerized human resource information system is contented of a fully merged organization wide network of HR-related data, information, services, databases, tools and transactions." Technology enabled E_HR to introduce corporate intranets and web-enabled HRIS.

Evidence for improvements to HR services delivery through increased accuracy of data entry or by simplifying processes has been provided by Gardner, Lepad and Bartol (2003)[91].

The Swift development of e-HRM has resulted from the combination of the need to work more efficiently and the possibilities of current information and communication technology, observed by Stanton and coovart (2004)[92].

Moreover, Foster. Hawing and Stein (2004)[93] had depicted that "the usage of the internet the Human Resource function E-HR had consolidated two elements of using of electronic media and operating participation of employees and employees in the process to help organization decrease its administration costs, improve employee communication and satisfaction and provide real time access to information." One of the benefits of E-HRM systems is that, when designing systems, attempts to modify and describe management processes are likely to have been made (Tyson and Selbie (2004)[94].

E-HRM is often, characterized as being a technological solution its effective implementation can be a powerful enables for broader business change (2005)[95]. Further, Stone. D.L. (2005)[96] is suggested that 'technological innovation is played a leading part in E-HRM such as self-service systems, interchangeable devices, cognitive software, non-technology and the convergence of the internet, digital TV and the wireless technology communication into a vibrant net work like YouTube, Face book, LinkedIn and so on."

Stefan(2007)[97] reviewed more than 57 e-HRM studies in a systematic and scientific manner .The review studies are classified into (1) Theoretical perspectives, (2) Methodological approaches (3) Levels of analysis and (4) Topics and findings. Further studies on topics and findings reviewed by researcher into (1)Context, (2)Actors, (3)Strategy, (4)Activities,(5)Technology, (5)Consequences .

Moreover, Ulrish. D., Younger, J and Brockbank, W. (2008)[98]had argued that the beginning of the 21st century, the goal of HR is creating value for stockholders such as employees have right set of competencies: confidence in the organization's ability to deliver on its social responsibilities additionally; its functions are measuring its impact on productivity, data mining and making decisions about talent. During this period, HR is moving to talent management and recruiting, maintaining talented people personal data and information on a personal network through wireless. "According to Florkowski, G. Olivas-, 'Lujan, M.R. (2006) "most companies used one of the following E-HRM technologies: HR functional applications, integrated HR suite applications, interactive voice responses (IVR). HR intranet applications, employee self-service, (ESS) and Manager Self-Service (MSS) portals, HR extranet applications or HR portals".

BondaroakRuel and Vander Hijden (2009)[99]found that E-HRM use was positively related to perceptions of general HRM effectiveness in line managers and employees. Payne et.al. (2009)[100]found that reactions to an online performance management system were more than those to a paper version of the same system. Marler (2009)[101]argued that HR department with an administrative orientation were more likely to have efficiency goals for E-HRM whereas those that already function as a strategic partner to senior management were more likely to have strategic goals. Perry and Tyson (2011)[102]studied a case study on E-HRM qualitative aspects based on interviews with Senior HR practitioners and HR users of E-HRM, as well as managers and

employees. 70 interviews and 5 focus groups were undertaken by researcher. He traced out goals and achievement of E-HRM goals as well as factors affecting the realization of E-HRM goals.

Khatoon (2012)[103], based on Technology acceptance model (TAM) has studied the operational, rational and transformational outcomes of e-HRM that will have an effect on the attitude towards e-HRM adoption. 150 was sample size. The target population for the study was the HR professionals of private hospitals and they included the HR executives, HR coordinators, managers and HR heads. On the basis of structured questionnaire data was collected, 6 variables were used to measure the constructs i.e. operational outcome rational outcome, transformational outcome, perceived ease of use perceived usefulness and external variables. It was concluded by researcher that the cost reduction, reducing the administrative burden, reducing paperwork over the key factors that influence the adoption of e-HRM in Indian healthcare sector. E-HRM empowers the HR professionals to make their own decisions effectively and improves the quality of service.

Bodhankar (2012)[105] assessed bullwhip effect on marketing channels of pharmaceuticals. It is empirical study based on primary data, collected through questionnaire from Nagpur. The sample and sample size was 317 retailers and 32 wholesalers who involve in the distribution of the pharmaceuticals items. The samples were collected on random basis. The period of study was 2001-2011 (i.e. 10 years), Z and F test were used for testing formulated hypothesis. In all 9 hypotheses were set by researcher and tested. Least square regression coefficient method was also used for the testing the research hypotheses and analyzing the casual relationship between the dependent and independent variables. Indian Pharmaceutical industry, its market environments, policies of 2006-2011, and the bullwhip effect was studied and examined by the researcher. He found out that the average variation of the demand for the Indian Pharmaceutical industry varies between – 24 percent to +35 percent, averaging to be equal to 5.5 percent every year (average of last five years) and he suggested management should immediately control the growth suppressors.Pant, Chattergee and Jaroliya offer a conceptual framework of e-HRM system implementation (2012)[106] in the respect of (a) the relationship between e-HRM systems implementations in organization and their benefits and (b) identify the factors that moderate this relationship. They proposed that the higher the level of e-HRM system implementation in organization, the better will be the performance of its HRM and higher will be the strategic gains.

On the other side, "E-HRM can be implemented by organizational democracy where the organization is applying the democracy to design the method of process, support achieving its goals and impact community in positive" as accorded Sachidanand R. Kulkarni (2012)[107]. Also he concluded that "in organizational democracy, most of employers and employees participate in decision making, equally authorization in respect, opinion expressing, leader in accomplishing objectives, and team up yields better results.

E-performance appraisal was studied by "Danialari (2013)[108] focusing on advantages, disadvantage, feedback and implementation tips. He concluded that e-HRM be used for providing feedback and not just gathering social information and determine the type of data based on what employees believe.

E-HRM resource management is studied by Hani and Eman (2013)[109] in respect of (1) advantages and disadvantages, (2) aligning the e-HRM system with the business requirements, (3) factors for e-HRM successful, (4) frame organization with e-HRM, (5) e-training, etc. size, industry and culture are the 3 factors effect on e-HRM practices .

CONCLUSION:

e- HRM refers to the use of internet and related technologies in support of .HR activities, e- HRM has the potential to change all the traditional activities .Typically e-enable HR activities include e- selection , e- learning , e- performance management and e- compensation. All these have been converted brief .

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