A LITERATURE REVIEW ON ELECTRONIC HUMAN RESOURCE MANAGEMENT(E-HRM) AND ITS IMPACT ON ORGANIZATION PERFORMANCE

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Abstract

This study's primary study dimensions aree-recruitment, e-selection, e-training, e-performance appraisal, e-communications, and e-compensationwere used to evaluate the effect of electronic human resource management methods on operational performance. The organization will benefit greatly from the competence, congruence, and commitment of this e-HRM. The existing empirical research on electronic human resource management (e-HRM) is reviewed in this article, along with some research implications. The review evaluates the relevant theories, the used empirical approaches, the selected levels of analysis, the explored topics, and the disclosed findings on the foundation of a definition and an introductory framework.

Keywords: Electronic human resources management (e-HRM), Operational performance, Technology Innovation, Business performance.

I. Introduction

"A manner of executing HR strategies, policies, and practises in organisations with apurpose and directed support and with the full use of web-technology-based channels," according to the definition of e-HRM. A more specific definition of the implementation of Internet technology to assist the HR function in businesses is known as e-HRM. Employers may utilize electronic human resource management (e-HRM) for a variety of purposes, including maintaining employee data in company's database.throughout the entire tenure of the employee, performance management, benefits and compensation, development and training, safety and health, employee relations, retention, and work-life balance guidelines. The adoption of e-HRM is becoming more common among organizations. e-HRM refers to a set of IT applications that integrate HRM and IT department processes to provide value to employees and management within and between companies. The primary goal of e-HRM is to enhance HR operations and improve resource management, thereby benefiting the entire organization. This increased interest in e-HRM has led to a growth in software and service providers offering e-HRM solutions.

Rather than being considered a single function, HR is viewed as a collection of highly specialized competencies, each with its unique objectives, priorities, and requirements. The primary objective of e-HRM is to support HR operations and enhance resource management, resulting in benefits for the entire organization. The most cutting-edge online technology is used by e-HRM to make HRM functions more effective, strategic, and valuable to the firm. Each e-HRM action offers a benefit over the conventional method of carrying out these tasks, making e-HRM and its adoption the sole choice

for gaining a competitive edge in the modern company environment. Today's talent pool is small, and there is a shortage of competent people, making it difficult for businesses both hiring them and further retaining them. In all aspects, e-HRM aids firms in overcoming these difficulties. It has altered how top management previously regarded HRM that is assuming it to be only a cost center.

This viewpoint has completely altered as a result of the usage of web-based technologies in HRM (e-HRM), and HRM is now seen as both an investment hub and a strategic partner. The e-HRM relieves workers of their everyday tasks and frees them up to handle more strategic elements of their jobs. This system demonstrates to the company that its employees are its greatest asset.

Any HR practice that can be supported by IT, whether administrative or transformative, is included in e-HRM. This is because all forms of IT, such as the internet and ERP systems, can assist HRM.

The process of e-HRM acceptance and appropriation by organizational members is known as e-HRM implementation.

Initially, targeted managers, employees, and the HR department were the main audience for HRIS, but by the turn of the century, the entire staff was actively utilizing e-HRM software.

There is a significant demand for the usage of e-HRM for various activities in various organizations. However, several problems might impact these activities.

These elements are:

(a)Information flow (i.e., the use of e-HRM may enhance the flow of information regarding access and collecting of job openings information) and social interaction (i.e., the use of e-HRM may change social contact between the subordinates and the supervisor favorably or negatively)

(b) The e-HRM may appear to exert control over an individual by restricting their freedom.

(c) Employers should embrace the usage of the e-HRM system since their disapproval will render it ineffective.

II. RESEARCH METHODOLOGY

The literature review is fundamentally founded on the optional information. The information pertinent to the subject is gathered from various data sets, sites, papers distributed diaries, magazines and paper articles and other accessible sources.

III. NEED FOR E-HRM

The main aim of e-HRM is to assist in the achievement of HRM goals. HR goals have traditionally been classified as follows: being economical, improving the quality of services for management and staff, and supporting the strategic objectives of the organization.

A. Operational Need

The notion that e-HRM might boost productivity or cut costs has received support. There have also been suggestions that e-HRM will have positive effects on operations of organisation. It was suggested that operations like payroll would become more efficient by "enabling more transactions to occur with fewer predetermined replies." According to the research, e-HRM may increase efficiency by lowering the need for HR professionals, accelerating workflows, cutting expenses, and relieving employees of administrative duties. Even though these results were seldom studied, it was discovered that the most frequent effects of e-HRM were cost savings and a lighter administrative load for HR professionals.

B. Relational Need

When it comes to relationships, e-HRM gives managers and workers remote access to HR data and improve their capacity to interact with other internal and external organizations so that they may perform HR tasks on their own. The e-HRM may be utilized to enhance HRM services, such as assisting managers and workers. Although delegating HR responsibilities to managers may not be aimed at improving service delivery, it can still have positive effects on the effectiveness of the HR function. This is because by taking on more HR-related tasks, managers can gain a better

understanding of the challenges and opportunities of managing people, leading to constructive feedback that can improve HR processes and practices. Moreover, by empowering managers to handle certain HR tasks, HR professionals can have more time to focus on strategic initiatives that can directly impact business outcomes. Ultimately, this can contribute to improving the overall performance of the organization.

To clarify, we should treat these as separate criteria: one is the demonstration of improved HR service delivery through streamlined processes, and the other is the proof of enhanced data input accuracy. It was discovered that line managers' and employees' evaluations of the overall efficacy of HRM were favourably correlated with e-HRM utilization. Similar to this, an online performance management system received more favourable responses than a paper-based one. It suggests that modern e-HRM broadens its focus and attends to all stakeholders' requirements outside the boundaries of the corporation.

C. Transformational Need

People may exchange information and interact across geographic borders thanks to the transformative role, which is crucial for enabling virtual teams and network organizations. The strategic approach of e-HRM has the potential to alter the HR department. HRM must be "associated with the strategic management process of the business" forutilizing an integrated system of rules and processes to manage the company's human resources in order to realize the company's internal or external business plan. While some studies contend that e-HRM has not yet realized its promise to help the HR function to play a more strategic role, others argue that technology may help the HR function become a business partner. The strategic integration of e-HRM with the business plan was made easier, and a link was discovered between its use and a more strategic HR role. It is currently unclear whether e-HRM will bring about transformational changes to the HR function.

D. Need of Standardisation

Instead of necessarily crossing geographic boundaries, standardization should occur across departments or units. By using standardized procedures, an organization may make sure that it is in compliance with certain HR regulations and enhance management, which contributes to strategy by facilitating quicker and more accurate decision-making. Companies have not publicly stated if e-HRM makes their HR departments "more strategic." The adoption of e-HRM will not, in the opinion of the strategy literature on competitive advantage, make a primarily administrative HR department more strategically focused. On the other hand, an already-existing strategic HR role could enable e-HRM to become more strategic.

IV. e-HRM functions future direction

Overall, businesses throughout the world are less startled by e-HRM and are prepared to continue investing in it. Recent organizational changes have prompted (or are the result of) new moves in e-HRM practice. For example, e-HRM practices are now typically integrated into more sophisticated ERP systems, where HR modules are interconnected with numerous other modules, rather than existing as standalone tools.

Let us consider important e-HR functions:

A. E- Recruitment&E-Selection

The organization needs high-quality HR since it will be its future engine for achieving or keeping its competitive position. The adoption of the right approach is essential since the selection criteria is intricate and drawn out. Managing several interlinked phases of selection is required. Effective interaction between selection activities and other HR management operations, such as job analysis, planning, recruiting, socialization, performance assessment, and compensation, is necessary to meet the objectives. An organization's choice of approach is just as significant as its ongoing process of change adaption.

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E-recruitment refers to the practice of advertising job vacancies on a company's website or online job marketplaces, allowing job seekers to search for suitable openings and submit their resumes electronically.Online hiring also offers considerable time and response quality savings when looking through the prospect pool. Moreover, technology can be used to improve the communication and screening of the applicants. An easy online search for resumesand contacting the applicant is part of this approach. Online recruiting's potential as a unique strategy for luring prospective prospects is examined. The employment process could be made simpler by the internet, especially when it comes to long distances. For instance, early in the selection process there was a lot of usage of video conferencing through the Internet, which may save time and money in amazing ways. Also, it involves actively looking ononline tools and databases to locate resumes of potential candidates.

Identifying the right individual for each job is important, thus how employees are chosen inside a firm is crucial. According to the procedure by which an employer chooses whether to hire applicants for a job, selection. In a similar vein, selection is understood to be the selection of the best candidate within a pool of competent applicants attracted through the recruiting process.

Personnel selection is a procedure that serves as a filter since it only permits a small number of people—those who possess the necessary qualities—to join the team. Each candidate's knowledge and talent is a future asset for the company's pursuit of a sustainable competitive advantage. The groundwork for sustaining improved company success will be set by this selecting procedure. Pre-recruitment, selection, candidate reporting, decision-making, and hiring are the steps that make up this process.

B. E- Performance

The entire human resources evaluation procedure is permitted to take place online, on the front end of the internal business network. This shows that the human resources department may get performance information online from managers and employees. By reducing the amount of documentation required for each supervisory role and supervision, this approach can help the human resources department reduce the time and cost connected. Employers' performance objectives, outcomes, and performance planning may all be promptly entered by managers using self-service tools on their employees' personal profiles. With the help of e-performance management, employees may operate in a setting that supports their best efforts. E-performance management aids in tracking employee performance within the company and collecting data for performance element measurement. Instead of keeping personnel files in offices, online performance management keeps information secure.

C. E- Communication

In business contexts, there is a greater than 75% penetration rate of online communication, mostly email, and email has become the preferred method of communication. Email is a form of employee communication included in e-HRM. Online meetings are also one of the important and popular communication channels.

D. E-Compensations

Organizations provide e-compensation systems that are accessible to all employees from anywhere via their intranet and the internet. It comprises both direct and indirect employee compensation, such as salaries, wages, and other perks. Employee attendance records, leave records, pay slip generation, and yearly reports are all aided by e-compensation. Moreover, e-compensation systems are utilized to inform employees about their benefit options and provide them the option to select a benefit plan online.

Employers may also confirm or take action on changes to stock management, incentives, and payroll via the manager self-service. Managers commonly decide to use an application to notify staff when they need to check their work or request their input on a decision.

Directors may also set budgets, show the effectiveness of incentive programs, and ensure the morality of compensation designation decisions using e-remuneration frameworks.

E. E-Training

One of the key themes in e-HR is leveraging the internet for training and development purposes, with a focus on identifying cost-effective options that offer significant benefits. The internet can be utilized for career management, e-learning in various fields, and assessing the need for training. Additionally, email and electronic forms on intranets or corporate websites can be used to collect data for evaluating training requirements. This limitation has several advantages, including fewer forms to fill out, cheaper administrative costs, quicker distribution response times, and greater response rates. Any educational activity made feasible by information and communication technology is referred to as electronic learning. This could take the form of the government offering services via a local intranet (delivered through a network of connected computers) alternatively, access to the full range of multimedia resources, including links to various websites and resources, as well as video clips and communication systems, may be provided through complete Internet and World Wide Web access, subject to availability.

V. Recommendations

Although some businesses with e-HRM had superior HRM information than businesses without it, e-HRM was typically employed for administrative rather than strategic decision making.

It was argued that the advent of e-HRM simply resulted in the substitution of administrative tasks with technology-related tasks rather than freeing up the time of HR practitioners.

The ability of HR to assist the business in attaining its strategic goals through increased efficiency and effectiveness is one way that e-HRM has a strategic influence.

Nevertheless, the design and execution of the system are crucial to realizing higher efficiency and effectiveness, and the proper redeployment and upskilling of HR professionals may be necessary to boost efficacy and engagement in executing the business goal.

Employees must get ongoing training to lessen perceived risk associated with the e-HRM system and should be capable of using it.

To improve system performance and reduce execution time, tasks performed through the e-HRM system should not take too long.

Employee attitudes regarding e-HRM are examined, as well as the link between attitude and perceived utility and usability. Perceived utility and attitude toward e-HRM have been proven to positively correlate in earlier research.

Staff adoption of the e-HRM system is evidence that it is simple to use and that the company can quickly use it.

Table 1.1: Uses of e-HRM

Sr. no.	HRM PRACTICES	e-HRM FOR IT ORGANIZATION	e-HRM FOR IT EMPLOYEES
1	Recruitment and Selection	• Overview job vacancy • Online application letters imported automatically • Job interview scheduling • Job interviews results are reported • Employee's registration automatically • Employees' contact information	• Detail description of job vacancy on job portals • Scheduling job interviews • Result of the job interviews • Registration of all employees automatically • Contact information of all employees
2	Training and learning	• Course enrolment • Learning platform • Summary of finalized courses for related employees	• Course enrolment • Learning patterns • Information and skills sharing platform
3	Compensation and performance	• Online pay slips • Receiving dates salary • Keeping Record online	• Online pay slips • Receiving dates salary • Keeping record online •
4	Performance appraisal	• Meetings with the staff for assessment • Details of the all employees with yearly progress	• Meetings with subordinates for appraisal • Keeping records of the personal data and information
5	Employee participation	• Survey/polls online (intranet) • Supervisor/employee meetings for improvements without the company • Overview of teams: members plus competencies	• Survey /polls online • Supervisor/employee meetings for improvements within the company • Forum (for surveys discussions)

VI. Conclusion

(1)Organizations implement e-HRM to boost productivity and service delivery, raise the strategic focus of the HR department, enhance uniformity and the organization's image, and empower managers.

(2)Efficiency, service delivery and standardization, relationship results, and possible changes in organizational image are the key repercussions of e-HRM.

(3)Managers' use of e-HRM has primarily concentrated on using its more basic features. Its focus on larger enterprises may be another drawback. Large firms, where there are enough personnel to make process automation economical, may see e-greatest HRM's influence.

(4)It is necessary to conduct further study on the effects of e-HRM in smaller firms.

(5)By supplying the organization's members with accurate information that enables informed decisions and prompts appropriate reactions in order to improve operational performance, the study demonstrated the importance of E-HRM practices in attaining operational performance.

(6)This essay advances knowledge of operational performance and E-HRM techniques in the literature.

(7)It illustrates how operational performance and E-HRM techniques are combined.

(8) These results should help policymakers understand the practices of human resource management and help them pay more attention to them given how important they are to enhancing operational success.

(9) The use of e-HRM device permits the HR branch to deliver powerful and inexperienced offerings to their colleagues and stakeholder through offering the assessment record this is retrieved and segregated through-HRM applications.

(10) As the general public of the information is electronically managed and maintained, that superior the accuracy and, fast get entry to and retrieval of facts with secured get entry to. By having an e-HRM system, the picture of the business enterprise is being more appropriate a few of the competitors.

(11) New technology and implementation of electronically controlled HR method and the view of the technical and non-technical people. For successfulness of any system into the agency, it very masses vital that, manipulate, personnel, and clients need to get equally satisfied overall performance.

(12) Decision Making is essentially indicates that e-HRM can serve as a choice help machine. Decision-making, therefore, calls for the capacity to understand abstract thoughts and the selection of alternatives to resolve problems.

VII. Challenges faced by organizations in implementing e-HRM
(1) Lack of basic knowledge of e-HRM application.
(2) Lack of integration skill
(3) Low level of technical expertise among instructors
(4) Shortage of time to adopt new technology.
(5) Lack of confidence due to less knowledge
(6) Resistance to change towards new technology.
(7) Employee's fear for technology
(8) Privacy & security issues related to new software.
(9) Lack of support which is necessary to implement the e-HRM application.
(10) The purchase of new IT applicationsfor e-HRM has been hampered by a lack of funding.
(11) A substantial amount of documentation that is difficult tocomputerize.

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