A Study on E-HRM: A Review and Implications

Assistant Professor Dr. Atul Kumar, Assistant Professor Asha, Assistant Professor Nutan Singhwal
Department of Commerce
SD College of Commerce, Muzaffarnagar (U.P.)

Abstract- The latest management based on information technology has appeared to improve communication and information technology. Because it is easy to access them, HRM's decision-making support system is more effective, successful, creative and capable in promoting strategic goals and developing new E-HRM strategies. Most recent developments in HR have been significantly impacted by technology. Most recent developments in HR have been significantly impacted by technology which focuses on information-based relevant data, self-service, and interactive workplace. Advances in technology require strategic HRM to adapt to changing employee attitudes, become more adaptable, and become more cost-effective. It is therefore important to assess the positive and negative impacts when implementing and developing E-HRM. This article reviews current empirical research on electronic human resource management (e-HRM) and discusses implications for future research. Based on a definition and initial structure, the review analyzes the theories used, the empirical methods used, the level of analysis chosen, the topics investigated, and the results identified. The review uncovered an initial body of research from multiple disciplines that was primarily non-theoretical, used a range of empirical methods, and addressed multiple levels of analysis and a variety of core e-HRM topics. Based on the review, some initial theoretical, methodological and thematic implications are discussed to support a future e-HRM research agenda.

Keywords- e-HRM, implications, human resource, online database

I. INTRODUCTION

The rapid development of the Internet over the past decade has also accelerated the adoption and application of electronic human resource management (e-HRM). Surveys of HR consultants show that the number of organizations adopting e-HRM and the depth of its application within organizations are continuously increasing. Furthermore, a growing number of reports from practitioners provide anecdotal evidence that electronic human resource management is becoming more common and can lead to significant changes. As a result, there has been growing academic interest in electronic human resource management, as evidenced by several special issues of HR journals (Stanton and Coovert, 2004 , Townsend and Bennett, 2003 , Viswesvaran, 2003), while the first empirical studies are being conducted in the field of e-HRM.

However, because these studies span multiple disciplines and are scattered across many journals, and the initial reviews are not exhaustive (Anderson, 2003 , Leavens and Harris, 2003 , Welsh et al., 2003), the results of these studies remain unclear at this point in time. The purpose of this paper is to review this literature and identify implications for future research that may advance the understanding of e-HRM.Research in related areas such as virtual teams (Hertel, Geister, Konrad, 2005) and e-leadership (Avolio, Kahai, Dodge, 2000)

was not reviewed as it is beyond the scope of this article.

After presenting the definition of E-HRM and discussing the relevant concepts briefly, the first BASE was introduced to systematize the subjects linked to the E-HRM. After that, current empirical research is considered. In particular, this review analyses the theories used, the empirical methods employed, the level of analysis chosen, the topics investigated, and the findings determined. Based on this review, some of the initial theoretical, methodological, and topical influences are discussed to support future research programs in e-HRM.

Research Objectives

This study is based on the following research objectives:

- To analyze the implications of E-HRM.
- To examine the impact of e-HRM on strategic human resource management.

II. LITERATURE REVIEW

The development of E-HRM began many years ago when Lepak & Snell (1998) discussed the three important classifications of E-HRM: 1.Management of payment buckets and personal information employees), 2) conversion e-HRM (strategic E-HRM (strategic E-HRM (Training, more basic activities more than related to efficiency and organizational development evaluation) and 3) and 3) skills.

Knowledge management, management, skill-based consideration (Mojeed-Sanni and Ajonbadi, 2019; Diaz-Carrion et al. 2021). Similarly, Ulrich & Dulebohn (2015) categorised the role of e-HRM into three categories: transactional, traditional and transformational.To date, a range of studies have supported several organisational benefits of e-HRM. E-HRM makes it possible to digitize analog or manual organizational records and data for future digital processing (Gelbard et al., 2018).

Furthermore, e-HRM allows companies to consider opportunities to convert information electronically

to achieve strategic goals, such as a long-term e-HRM system (Golden-Biddle, 2020).

According to leading researchers (Guerci et al., 2019), automating HR tasks improves the long-term sustainability of an organization and ensures cost control.

Moreover, it supports effective and accurate decision-making regarding HR activities (Muisyo & Qin, 2021).Kupper et al.(2021) discussed a tactical and holistic perspective of e-HRM. Strategic e-HRM helps organizations improve their performance and operational e-HRM helps organizations improve their return on investment. However, some organizations and businesses face various challenges in adopting e-HRM and its associated practices.

Identification of Study

Identifying the studies To identify empirical studies with e-HRM as the main topic, we used a scientific Internet search engine (scholar.google.com) and several online databases (ABI/Inform, Business Source Premier, INFODATA).

We covered not only the fields of human resources and general management, but also information systems, the recently developing field of electronic business, and also industrial psychology and organizational fields. In addition to the main term "e-HRM", we used a total of 47 search terms.

III. IMPLICATIONS FOR RESEARCH

Addressing the challenges of e-HRM requires identifying key research topics through empirical research, developing a viable theoretical perspective for their formulation, collecting meaningful data, and translating the results into useful recommendations for practitioners (Stanton & Coovert, 2004).

In the following sections, we address these requirements in detail and discuss some initial implications regarding key theoretical perspectives, methodological approaches, and levels of analysis.

Theoretical Implications

One of our main contributions in our research is that the operation, relationship, and transformed strategy E-HRM can increase employee productivity. According to the report, the use of E-HRM Practis improves the effectiveness of the HR procedure and increases workers. Previous studies have shown that e-HRM practices improve the level of HR services, however, some authors argue that the effectiveness of e-HRM depends on the perception of high-quality HR services and that achieving strategic outcomes for the organization is the ultimate objective of an HRM system (Al-Alwana et al., 2022). Therefore, this study contributes to the literature review by demonstrating that e-HRM practices improve employee productivity enhance HR services. This study extends the e-HRM model by demonstrating how e-HRM impacts strategic human resource management. Any organization that wants to improve employer-employee relationships must have access to e-HRM, so that it becomes an operational, relational and transformational technology that gives companies a competitive advantage.

Managerial Implications

This study has clear managerial implications. Implementing e-HRM alone is not enough for managers to achieve their strategic goals. Rather, they need to adopt a holistic strategy and improve the efficiency of the system with a focus on service quality. In addition, there is a lot of space for Saudi Arabia HR managers to implement technology - based HRM solutions to support staff and achieve strategic goals. This study indicates that SGRH's operation electronic ability and efficiency need to be recognized. This is to greatly affect the productivity of the staff and the perception of HRM services. In addition, e-HRM relational methods such as electronic performance reviews and complaint processing procedures improve their work environment. Employee productivity is also strongly predicted by the transformational practice of E-HRM focusing on knowledge management procedures, such as access, replacement, and development of employees. By implementing e-HRM practices, practitioners can add value to their

organizations and help the HR function advance strategic objectives (Obeidat, 2016).

IV. CONCLUSION

This study states that the cost of the personnel management program and the procedure is related to the effective strategic management of human resources. As a result, we have confirmed that improving strategic management of human resources depends greatly on E-HRM based on actual data. This study demonstrates that the implementation of e-HRM systems has improved the effectiveness of strategic HRM. It specifically illustrates how operational, relational and transformational e-HRM approaches are crucial to improving HR service quality and strategic HRM.

Although further research is needed to investigate the impact of e-HRM on employee productivity, and other factors such as engagement and turnover must be considered to draw final conclusions about the link between e-HRM and performance, this study assesses the impact of e-HRM on strategic human resource management.

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