

The Implications of Implementing Electronic-Human Resource Management

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Abstract: *E-HRM is the (planning, implementation and) application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities.*

E-HRM is not the same as HRIS (Human resource information system) which refers to ICT systems used within HR departments. Nor is it the same as V-HRM or Virtual HRM - which is defined by Lepak and Snell as "...a network-based structure built on partnerships and typically mediated by information technologies to help the organization acquire, develop, and deploy E-HRM is in essence the devolution of HR functions to management and employees. They access these functions typically via intranet or other web-technology channels. The empowerment of managers and employees to perform certain chosen HR functions relieves the HR department of these tasks, allowing HR staff to focus less on the operational and more on the strategic elements of HR, and allowing organizations to lower HR department staffing levels as the administrative burden is lightened. It is anticipated that, as E-HRM develops and becomes more entrenched in business culture, these changes will become more apparent, but they have yet to be manifested to a significant degree. A 2007 CIPD survey states that "The initial research indicates that much-commented-on development such as shared services; outsourcing and e-HR have had relatively little impact on costs or staff numbers".

Key Words: *E-HRM, Human resource information system, ICT, Management.*

1. INTRODUCTION:

Individuals mean diverse things by the expression "e-HRM". It is an electronic arrangement that exploits the most recent web application innovation to convey an online ongoing Human Resource Management Solution.

It is complete however simple to utilize, highlight rich yet sufficiently adaptable to be custom fitted to one's particular needs. It additionally alludes to the processing and transmission of digitized data utilized as a part of HRM, including content, sound, and visual pictures, starting with one PC or electronic gadget then onto the next. It will have the capacity to meet the requests of today's Human Resource Management.

Ordinarily, the term e-HRM is utilized to depict innovation's part in empowering the change of exclusively HR movement. Rather than a concentrated work force group dealing with regular assignments, for example, affirming pay rises, dealing with preparing and checking occasion privileges, these can be taken care of by the employees themselves or their line supervisor. Essentially, the selection of e-HRM looks to limit or take out mediation from HR staff, permitting chiefs and employees to perform HR errands specifically with the self administration devices. These can appear differently in relation to the mutual administration focus condition, where the administration would ordinarily be relied upon to be conveyed by a client benefit agent or other class of HR staff.

2. OBJECTIVES:

- To trace the emergence of e-HRM in the global arena.
- To present the overview of the e-HRM functioning in the Indian scenario.
- To identify the underlying factors and pre-requisites for the success of an e-HRM venture.

3. METHODOLOGY:

Design : primary and secondary data both

Hypothesis 1

H₀₁: There is no significant difference between groups and within groups' w.r.t. the considered driver for introducing e-HRM systems in companies.

The hypothesis is tested w.r.t each of the considered driver (a to j) for presenting e-HRM systems in companies

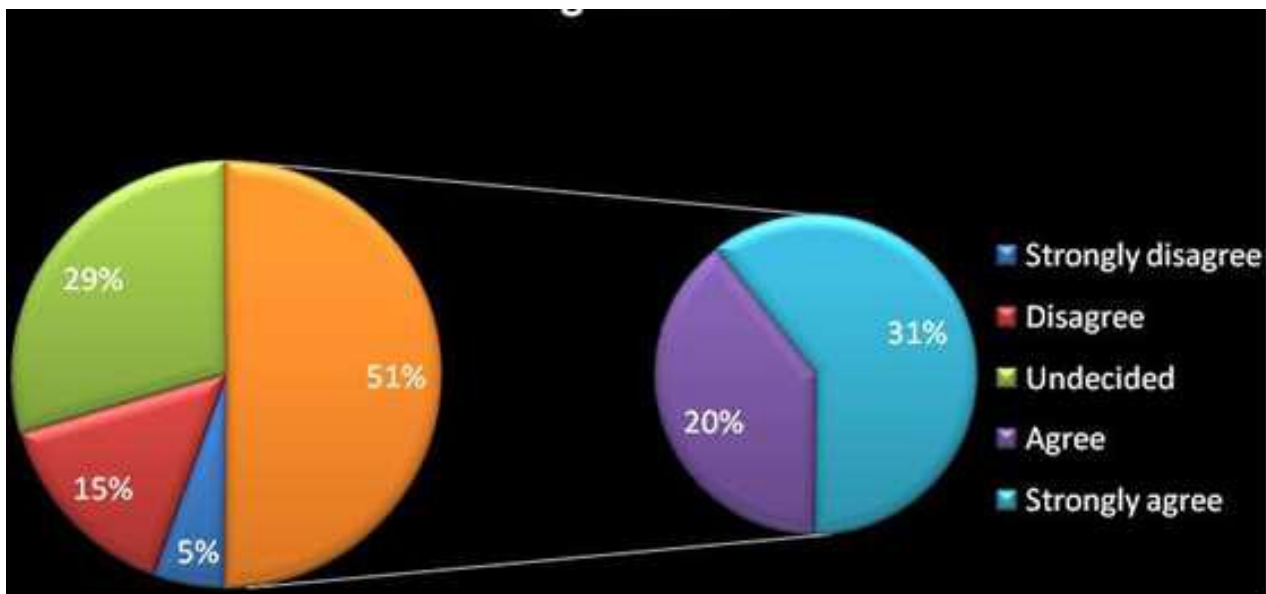
H01 is rejected w.r.t. the accompanying drivers - Increase Integration inside the HR work; Encourage open correspondence and sharing of Information; Standardize Systems and Procedures; Improve HR exchanges precision/speed/Integrity; Reduce paper exchanges; Refocus HR staff on strategic activities; Increase overall profitability and Reduce time spent on routine administrative assignments by HR staff.

W.r.t. these drivers there is a noteworthy difference between gatherings and inside gatherings – Services versus Non-MNC, Services versus MNC, Manufacturing versus Non-MNC and Manufacturing versus MNC.

H01 is accepted w.r.t. the accompanying drivers-Enable HR cost sparing and control and Better management of information and data. w.r.t. these drivers there is no noteworthy difference between gatherings and inside gatherings – Services versus Non-MNC, Services versus MNC, Manufacturing versus Non-MNC and Manufacturing versus MNC. (Refer Annexure II - Tables 5.4a and 5.4b).

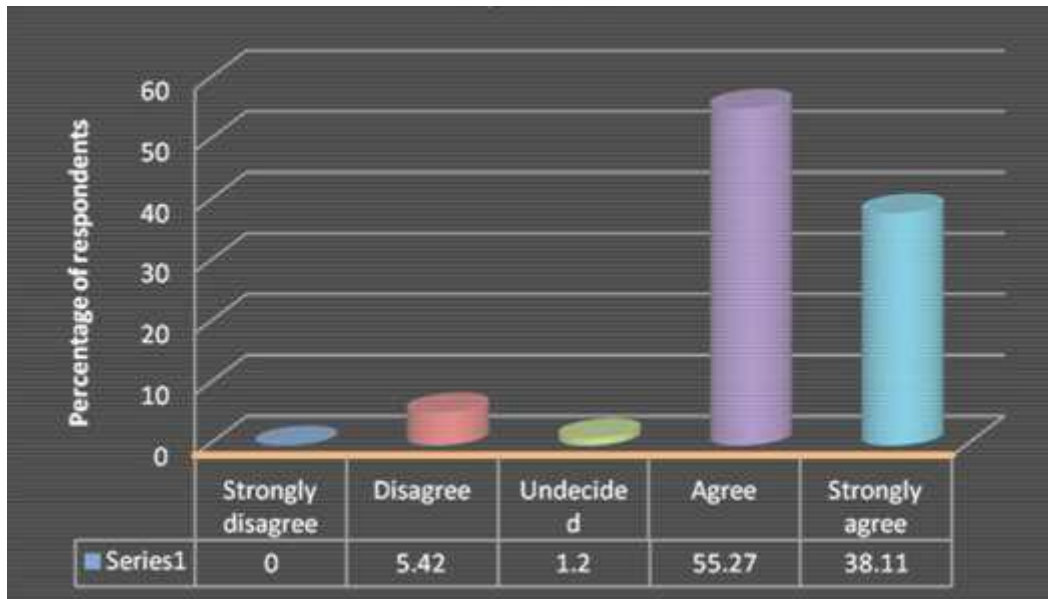
4. ANALYSIS:

Fig.1 The e-recruitment process operates with the need to match employee profile with positions vacant in the organization



- It can be seen from the above figure that around 50% of the respondent's concur/strongly-concur with the view that that the e-enrollment prepares works with the need to match worker profile with positions vacant in the organization. Only about 20% disagree/strongly-disagree with the view and about 30% remain undecided.
- About 50% of the respondents concur/strongly-concur with the view that e-HRM innovation has helped in lessening the time and exertion in setting up the set of working responsibilities and employment detail while 32% disagree/strongly-disagree. Around 20% stay undecided.
- About 44% of the respondent's concur/strongly-concur with the view that the competitor application kept up and recorded online has made the candidate following framework effectively open. Around 30% disagree/strongly-disagree and around 26% stay undecided.
- Regarding the view that the e-HRM innovation has guaranteed a powerful compensation organization framework, around 61% of the respondent's concur/strongly-concur and just 7% disagree. Around 32% of the respondents are undecided, though none of the respondents strongly-disagree with the view.
- Opinion of respondents with respect to the view that the compensation structure has been plainly characterized in the e-HRM framework is appeared in Figure 2.

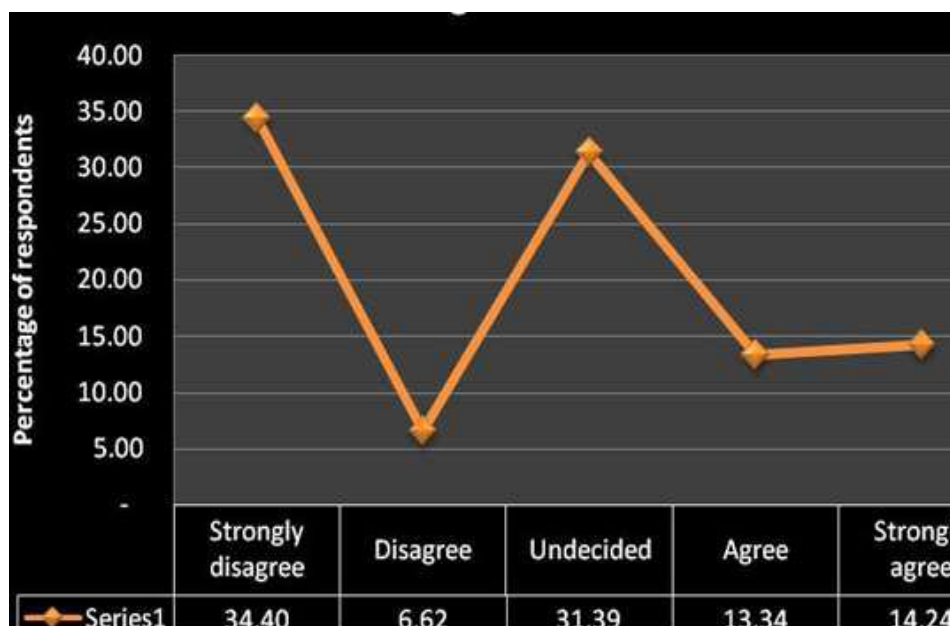
Fig.2 The pay structure has been clearly defined in the e-HRM system



The above figure demonstrates that a larger part of the respondents (around 93%) agree/strongly-agree with the view that the pay structure has been clearly defined in the e-HRM system. Around 1% remain undecided on the issue and just 5% disagree. None of the respondents strongly-disagree with the view.

- W.r.t. timeliness of pay-checks in reaching the employees since the implementation of e-HRM, around 56% of the respondents’ agree/strongly-agree and 29% disagree with the view. Around 15% are undecided and none of the respondents strongly-disagree with the view.
- About 24% of the respondents strongly-disagree with the statement that the recording of employee absence, excursion, sickness etc by means of e-HRM technology reflects in the pay move system whereas around 17% disagree. Of the aggregate respondents around 41% agree/strongly-agree with the statement and around 18% of the respondents remain undecided.
- Figure 3 demonstrates the conclusion of respondents on the issue that the e-HRM process has enabled employees to enroll for flexible benefits organization effectively.

Fig.3 The e-HRM process has enabled employees to enroll for flexible benefits administration effectively



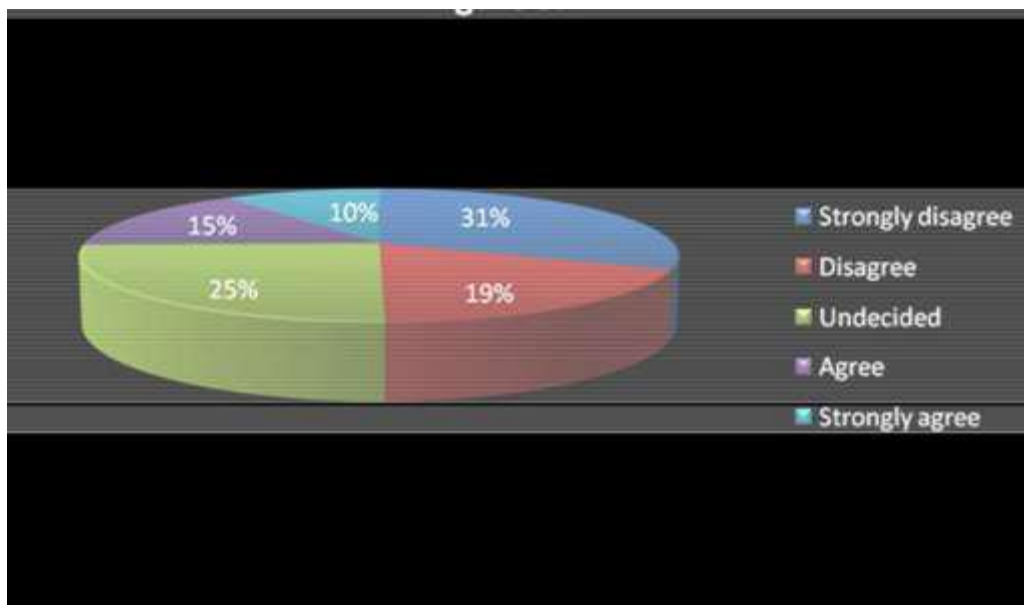
A substantial proportion of respondents i.e. around 31% remain undecided on the issue that the e-HRM process has enabled employees to enroll for flexible benefits administration effectively.

Additionally, a substantial proportion i.e. 41% disagree/strongly-disagrees on the statement just around 28% agree/strongly-agree on the issue.

A substantial proportion i.e. 37% of the respondents remains undecided on the view that the compensation framework implemented by the e-HRM permits managers to calculate incentives and rewards for the employees' online and very little proportion (4%) disagree/strongly-disagree with the statement. More than ½ of the respondents (58%) agree/strongly-agree with the view.

- More than ½ of the respondents (52%) agree/strongly-agree with the opinion that the assessment of employee performance online helps to calculate performance related pay effectively. A relatively little proportion of 7% remain undecided on the issue. Around 41% of the respondents' disagree/strongly-disagree.
- Figure 4 demonstrates the opinion of respondents on the view that e-HRM process has been effective in providing clear role definitions.

Fig.4 The e-HRM process has been effective in providing clear role definitions



The above figure shows that several respondents i.e. about 25% are undecided on the view that e-HRM process has been effective in providing clear role definitions. A substantial proportion (50%) disagree/strongly-disagree with the view of all the respondents 25.38% agree/strongly-agree with the view.

5. CONCLUSION:

One needs to consider the advantages of separating out HR administration from more strategic work and of institutionalizing and centralizing this movement in an in-house HR service center. In this context the issues that need to be addressed are dealing with the move, staffing the service center and the role of technology.

Numerous employers have tried to streamline and centralize their routine HR exchanges and processes in a HR service center. The service center is often the lynchpin of an organization's efforts to move towards a more efficient HR work. It additionally tends to go about as the point of convergence for taking care of HR enquiries from line managers and employees. The service center often operates alongside a HR intranet and employee self-service. Among the benefits of this model are cost funds from lower exchange costs and the need for fewer staff, a greater consistency of approach over an organization to HR matters, and a more responsive service from HR that is better aligned to overall business objectives.

Setting up a HR service center can be a complex and time-expending undertaking, especially in associations where a wide range of HR practices have hitherto been the standard. The concept needs to be clearly defined and communicated and the move process carefully planned.

As budgets develop for HR technology investments, companies are catching more value by utilizing their shared service centers to handle the simple undertakings that comprise their more complex HR service delivery processes. Companies are concentrating their HR service delivery processes, their shared service centers and the fundamental HR capacities they handle. Shared service centers have already been appeared to reduce costs and improve essential HR service delivery. As a result, shrewd companies are looking beyond the fundamental processes and are catching more value by examining three areas of potential value: middle-tier processes, business event management and service center

performance measurement. Because the service center infrastructure already exists, the budgetary commitment needed to invest in these areas is well inside the reach of many expanding HR budgets.

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