



Impact of e-HR on professional skills and its role in Development of Employees

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Abstract - Technology changes are essential for any management to produce a qualitative and reliable service for their customers. Labor is one of the important resources in every organization, so people at work should be managed in such a way that they give best to the organization and Human Resource Management in an organization. The notion of Electronic Human Resource Management (e-HRM) as an Implementation Support System (ISS) for HRM. The improved skills, inspired abilities and talents of human resources are analyzed at a very quick time which helps to take immediate decision there must be a concept of e-HRM. It is an enhanced business solution provides online aide in management of techniques, action, realities and knowledge needed to manage human resources in recent companies and its helpful in decision making. It is an efficient, reliable, easy-to-make use of tool, reachable to a broad group of different users. HR proficient has to know knowledge to drive human resource in a systematic and efficient. The experts call this as HR Professionals proficient with HR Information System Technology expertise also in enabling HR professionals to manage technology vendors and ensure excellent services.

Index Terms—Electronic Human Resource Management (e-HRM), Human Resource Management (HRM), Implementation Support System (ISS)

I INTRODUCTION

The people and the management of people are increasingly seen as key elements of competitive advantage (Boxall and Purcell 2003; Gratton et al. 2000). Its driven to action by increasing competition, rapid technological change, globalization, and other factors,

businesses are researching to understand how competitive and their human resources can be managed for competitive advantage (Boxall et al., 2007, p.88). Human resource management has developed in its range to the point where it has become an industry than a simple occupation. Although there may be



considerable debate concerning the actual role HR should perform and how it should be done, HR established a place at the senior management table by the early 1990s through their ability to identify and solve practical problems in fields such as recruitment, employee relations, training, etc. (Stredwick, 2005, p. 22). According to Armstrong (2010, p. 8), the practice of Human Resource Management (HRM) is concerned with all aspects of how people are employed and managed in organizations. It covers activities such as: Strategic HRM, Human Capital Management, Knowledge Management, Organization Development, Resourcing (Human Resource Planning, Recruitment and Selection, and Talent Management), Performance Management, Learning and Development, Reward Management, Employee Relations and Employee Well-being.

GOALS OF ELECTRONIC HUMAN RESOURCE MANAGEMENT

E-HRM is a way of thinking about and implementing HRM strategies, policies, and practices. Organizations attempt to achieve certain objectives by following specific E-HRM path. Beer et al. (1984) recognized four points of E-HRM as follows:

1. High commitment

2. High competence
3. Cost effectiveness
4. Higher congruence

ELECTRONIC HUMAN RESOURCE MANAGEMENT

By reviewing the related literature, it is incidental that in 1998, Lepak and Snell suggested three types of E-HRM as follows:

1. Operational E-HRM;
2. Relational E-HRM;
3. Transformational E-HRM;

The inclusive reports of those mentioned types of E-HRM were extracted from Lepak and Snell (1998).

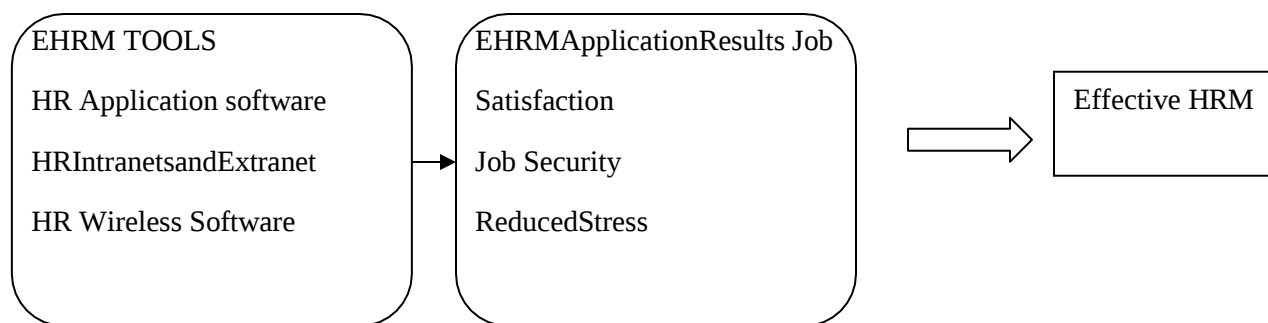


Fig 1. The Relationship between E-HRM Tools, HRM Applications And HRM Effectiveness

II UTILIZATION OF EHR

Phone interviews were carried out with the 19 managerial and each member was asked to answer two questions

1. What are the ways in which the HR function in a company utilizes IT sector?
2. How the Technical Competency (i.e., knowledge, skills, and abilities) requirement for HR professionals in their organization has changed?

All interviewees were executive-level HR professionals charged with the strategic management of the firm's eHR system, but the specific roles of respondents varied depending on how their organization utilized eHR. For example, in several firms those were using eHR primarily for learning and development, the researcher interviewed the Vice President of Learning or the Head of E-Learning.

Other companies where eHR was being used more broadly, the researcher spoke

to the Chief Information executive, the Director of HRIS, or a superior business HR executive. In situations where the initial respondent was unable to fully answer questions about how his/her organization or function was utilizing eHR, the researcher interviewed multiple (2-3) respondents in the firm.

All of the 19 surveyed companies indicated that they utilize technology in the HR function. However, the extent of usage different, ranging from a business that only newly started to implement ad hoc eHR initiatives to an organization that relies heavily on technology for most of its HR tasks. Among the HR tasks that the companies are transferring to technological requests, data organization/workers record keeping (100%) and payroll and benefits (73.7%) were mentioned most commonly. Companies pointed out that the wish to automate these transactional HR tasks served



as an impetus for the decision to integrate information technology into the HR function.

Training and development (47.4%), staffing (36.8%), and performance management (36.8%) were also named as significant eHR domains. In the guidance area, eHR was used for centralized online registration, classroom administration, and documentation keeping.

In the field of recruitment and selection, eHR was applied for more basic dealing activities, such as job posting and resume gathering, as well as more planned actions such as generating metrics on time to fill positions and gives ratios. For performance appraisal, technology was used as a mechanism for gathering and analyzing employee performance information. For example, employees and managers at one large multinational company utilize online forms for annual performance appraisal and progressive negotiations. This substitute of the paper method saved over one million pieces of paper plus the time and energy of HR.

Table 1

Impact of eHR on HR Competency Requirement



Competency	More Important	Unchanged	Less Important	Not Mentioned
Knowledge of the Business	68.4%	5.3%	0%	26.3%
Transactional HR Delivery	0%	5.3%	68.4%	26.3%
Functional HR Delivery	47.4%	10.5%	0%	42.1%
Change Management	10.5%	5.3%	0%	84.2%
Technology Expertise	36.8%	5.3%	0%	57.9%

SOURCE : SECONDARY DATA

III RESULTS AND DISCUSSION

Knowledge of the Business

The proficiency requirements for HR professionals in their firm have changed as a result of their eHR proposals. The cumulative results are shown in Table 1. Steadily with the research reviewed earlier (e.g., Lawler & Mohrman, 2003), it appears that eHR plays a key role in allowing HR professionals to spotlight attention on the tactical business partner role. Specifically, 68.4% of the respondents indicated that eHR has made it more important for HR proficient within their organization to possess facts of the business.

computerize transactional HR functions and relocate attention on being directly concerned in the business, it is not surprising that 68.4% of our respondents indicated that proficiency intranctional/administrative HR delivery is

Transactional/administrative HR delivery

Given the trend toward using eHR to



less important as a result of information technology. Benefits, compensation, and staffing were commonly stated as areas in which many regular transactions are now performed by electronic means.

Functional HR delivery

Nearly half (47.4%) of our respondents indicated that eHR has made proficiency in functional HR delivery more significant. These respondents pointed out that by dropping administrative and transactional responsibilities, eHR has allowed HR staff within their organizations to adopt significant roles, which entails a higher level of expertise within specific functional areas of HR (e.g., staffing, training, performance management).

Change Management

One of the most unexpected results of our survey concerned how infrequently participants mentioned competencies falling within the field of change supervision. Two respondents stated that eHR has added focus



on HR professionals' role as driving change. These respondents disputed that HR proficient must drive culture change to support self-service HR systems.

tailored to your explicit needs. It also submits

Technology Expertise

The final category of competence we examined focuses on skilled expertise. Our findings propose that eHR has not outcome in a substantial change in the technology expertise required of HR professionals. HR professionals need to equip themselves to compete with the fast growing technology.

The results revealed that 36.8% of our sample believed technology expertise is more important as a result of their utilization of information technology in the HR function.

A respondent added that, people interested in advanced technological backgrounds within the HR function are increase in number within the company.

Satisfaction of employees towards E-HRM

People mean different things by the term "e-HRM". It is a web-based solution that takes advantage of the latest web application technology to deliver an online real-time Human Resource Management Solution.

It is wide-ranging but simple to use, attribute- rich yet flexible enough to be



to the processing and broadcast of digitized information used in HRM, together with sound and visual images, from one computer or electronic appliance to another.

It will be capable to meet up the burden of today's Human Resource Management. Primary data based on 400 respondents of IT and banking sector operating in India was used to evaluate satisfaction level of employees towards e- HRM.

Data was examined with the help of statistical toolst-test. It is found that six main factors of employees' satisfaction towards e- HRM are quicker Communication, Improvements, Benefits, Employee Management, Time Efficiency and Client Oriented have different satisfaction level towards all the factors.

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Table 2

T Test for Sector – Wise Analysis of Employees

Factors	Sectors	N	Mean	Std Deviation	t value
Faster Communication Improvements	IT	200	4.04	0.385	-1.886
	Banking	200	4.16	0.805	
	IT	200	4.00	0.428	2.544
	Banking	200	3.85	0.759	
Benefits	IT	200	4.03	0.439	-3.618
	Banking	200	4.25	0.768	
Employee Management Time Efficiency	IT	200	4.07	0.482	-0.561
	Banking	200	4.11	0.837	
	IT	200	4.15	0.478	-5.630
	Banking	200	4.45	0.582	
Client Oriented	IT	200	4.01	0.709	0.378
	Banking	200	3.98	1.100	

SOURCE : SECONDARY DATA

DISCUSSION

From the analysis it can be concluded that respondents from different firms have different view towards all the Factors Faster Communication, Improvements, Employee Management, Benefits, Time Efficiency and Client Oriented. Respondents of different age groups have same view towards Faster Communication, Employee Management and Time Efficiency while they have different opinion towards Improvements, Benefits, and Client Oriented. Respondents of different sector have same opinion towards Faster Communication, Employee Management and Client Oriented while they have different opinion towards Improvements, Time Efficiency and Benefits. Respondents of different experience have same opinion



towards Faster Communication, Employee Management and Client Oriented. While they have unlike views towards Improvements, Benefits, Time Efficiency.

Respondents of different income groups have same opinion towards Faster Communication, Employee Management while they have different opinion towards Improvements, Time Efficiency, Benefits and Client Oriented. Respondents of different type of organisations have same opinion towards Employee Management while they have different opinion towards Faster Communication, Improvements, Time Efficiency, Benefits, and Client Oriented. The different gender in respondents has similar opinions towards Improvements, Time Efficiency and Client oriented while they have



thesametowardsFasterCommunication,

Benefits and Employee Management.

IV SUGGESTIONS

1. e-HRM is client oriented. If clients are satisfied with it then the employees also.
2. Employeeshavetoinvolvemoreandmore part in online discussions of the organization.
3. Employees have to discuss their problems so that their queries are removed and they feel satisfied.
4. E-HRM enjoys complete transparency in thesystem.Noinformationcanberetained as secret in the organization with the help of e-HRM.
5. Employees have to self managed 'employee management'.
6. Administrative burden can be reduced by implementing e-HRM thus the employees will feel satisfied.
7. Today time management is must for everyone and e-HRM helps in Time Management.
8. As e-HRM supports multi-lingual thus can overcome cross-cultural barriers.

V CONCLUSION

It seems that introduce E-HRM in business is accompanied by a reduction in HR stafflevels,inparticularinterms of



administrative staff. And well implementation provides an opportunity for HR departments to get a clearer profile and a better image. Moreover, the introduction of E-HRM to workforce brings revolution in the way they skill HRM in their organizations and in the HR tools and utensils they get proposed.

They obtain the ability to get updated in terms of organizational vibrant and take part in online communications. To sum up, the proposed model developed in this paper clearly shows how HRM changes to E-HRM which helps organizations achieve competitive advantages. Although providing groundwork, future research is required to build, augment, and refine this form. But, researches are needed to amalgamate information technology and HRM better into the E-HRM literature both theoretically and empirically.



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