A STUDY ON THE ADOPTION AND IMPACT OF ELECTRONIC HUMAN RESOURCE MANAGEMENT

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ABSTRACT

In the era of new technologies and global networking, electronic Human Resource Management (e-HRM) is becoming an increasingly common practice in organizations and a topic of interest to the research community. Through a systematic literature review, this study synthesizes and analyzes research on the adoption and consequences of e-HRM over the last two decades, with the aim of supporting future research in e-HRM. A review of selected references shows that the gains from e-HRM are significant: They can be operational, relational and transformational. Over the years, the debate has shifted from operational to strategic gains. The realization of these benefits is closely linked to the successful implementation of e-HRM. The factors impacting its adoption are multi-dimensional: human, technological, organizational and environmental. Our research examines these determinants in greater detail and highlights the need for more empirical studies to theorize the relationship between adoption factors and the actual gains of e-HRM.

Keywords: Adoption, Electronic Human Resource Management (E-HRM).

I.   INTRODUCTION

The digitalisation of business has helped many HRM functions be digitalised (Ziebell, Albors- Garrigos, Schultz et al., 2019). Such a digitalisation is known as Electronic Human Resource Management (e-HRM). It is defined as using information technology to interconnect and support at least two individuals or groups in HRM activities (Strohmeier, 2007).

Thus, e-HRM allows employees to access e-HRM systems and perform their HRM tasks independently and efficiently. The e-HRM services evolve through innovative technologies (Ziebell, Albors-Garrigos, Schultz, et al., 2019). For example, social media is used for recruiting and selection (Bersin, 2017). It helps with job postings, skill tests, profile checks (Bersin, 2019), and job seeker tracking (Waddill, 2018). Social media also help internal communications, team collaboration, training, learning, and employee development (Waddill, 2018).

 Employee tracking for a variety of purposes, such as predicting employee behaviours and satisfaction levels, succession planning, employee engagement patterns, learning and development levels, health, safety, and well-being levels, employee performance and evaluations, and career path modelling, are possible with big data and data analytics technologies (Waddill, 2018).

Cloud-based technologies provide better automation for almost all HRM processes through human capital software solutions. Employee tracking, performance management, health, safety, wellbeing, and job design are all aided by the Internet of Things (IoT) (Aronica, 2013; Waddill- Goad, 2016).

Mobile technologies support all these social media, big data, data analytics, cloud computing, and the IoT. As a result, industry experts and analysts believe that e-HRM has become a more strategic approach to organisations(Aparicio et al., 2019) as it can increase efficiency, improve employee experience (Karan, 2020) and process quality (Lengnick-Hall & Moritz, 2003), and makes HRM practices more accessible than before (Bersin, 2017; Wright & Ulrich, 2017). Thus, the e-HRM encourages the stakeholders to adopt such technologies.

Researchers have empirically investigated factors for the adoption of e-HRM. For example, user attitudes (Chandradasa & Priyashantha, 2021a, 2021b; Masum et al., 2015), organisation support (Masum et al., 2015; Ibrahim et al., 2019), technology infrastructure (Chandradasa & Priyashantha, 2021b; Masum et al., 2015; Strohmeier & Kabst, 2012), employee skill (Dilu et al., 2017) and perceived usefulness (Wahyudi & Park, 2014) are some of them.

Knowing such different factors may help practitioners and policymakers to take action in promoting e-HRM adoption to grasp the full advantages of e-HRM. For that, the availability of a synthesis of all the factors empirically investigated on e-HRM would be a great advantage for them. Researchers have used the systematic literature review methodology to synthesise the current knowledge on a particular subject (Priyashantha, A. De Alwis & Welmilla, 2022; Priyashantha & Dilhani, 2022; Andrlić, Priyashantha & De Alwis, 2023; Priyashantha, De Alwis & Welmilla, 2023a; Priyashantha, De Alwis & Welmilla, 2023b; Priyashantha, Dahanayake & Maduwanthi, 2023).

Thus, we found few studies synthesising the e-HRM adoption data. One included four decades of e-HRM adoption and consequences based on research using quantitative, qualitative, and mixed method data up to 2017 (Bondarouk et al., 2017).

Another reviewed 40 e-HRM research published from 1999 to 2011 and found that strategic HRM predicts e-HRM outcomes (Marler & Fisher, 2013). Besides, the latest review studies covered disruptive HRM technologies (Priyashantha, A. C. De Alwis & Welmilla, 2022; Priyashantha, 2023), cloud-based e-HRM (Ziebell, Albors-Garrigos, Schoeneberg, et al., 2019), e-HRM adoption (Winarto, 2018) and e-HRM antecedents, consequences, and cross-national moderators (Zhou et al., 2021a). No previous study explicitly investigated the current knowledge and gaps of e-HRM adoption in a given study period. Thus, we designed the current study to fill that gap.

HRIS

Given that various authors published articles related to HRIS and information technology, it is visible that there are interchangeable terms used to refer to HRIS, for instance e-HRM, HR intranet, web-based HR; computer based human resource management systems, virtual HR and HR portals. Several authors argued about internet or web-based channels as a venture of HRIS.

Originally, DeSanctis (1986) functional areas of the organization, designed to support the planning, administration, decision-However, several authors argued that the definition of DeSanctis (1986) narrows the scope to the HR position and neglects the adoption and deployment of the information systems in the corporate organization .

Kavanagh et al. (2012) mentioned although HRIS includes hardware and software, it also includes people, forms, policies and procedures, and data. Recently, the focus of HRIS has shifted to more strategic applications of an organization like recruitment, performance and compensation management, self service tech (Bell, Lee, & Yeung, 2006; Lengnick-Hall & Moritz, 2003; Panayotopoulou, Vakola, & Galanaki, 2007).

While some authors preferred to use the term e-HRM over HRIS , several authors agreed that a line cannot be drawn between IT-based information system for HR and internet based HR applications as these two are basically doing similar jobs . Thus, et al. (2011) -based information systems and applications either stand alone or networked, for policies and strategies.

HRIS IS IMPORTANT

Almost all HR processes can be done by using HRIS on a daily basis which can benefit the organization in several . For instance, as an implication of HRIS the automation of tasks and process reduce the use of resources. Reduction of HR costs; less usage of paper as well as to assist managers in HR process are some of reduction of resource usages.

In addition, HRIS produces data as a by- product and has front-end web applications which can transfer part of HR data management to employees and line-managers 2011). Thus, employees can enter and update data by themselves which create more accuracy of data and saves time and costs. Other authors mentioned some important facts of HRIS are effective human resource decision making and (Sadri & Chatterjee, 2003).

In some organizations it also lets the employees attend internal training courses via the web in order to develop their personal skills and knowledge. As a result, it encourages employees to make decisions and initiatives on the basis of information obtained in the HRIS system. In a HRIS is a computerized system that assists the process of to human resource management.

Thus, the importance of HRIS can be seen all-around, such as operational assistance human resource departments, and providing timely and diverse information to the management of the organization, based on which it is possible to make quality strategic decisions related to human capital (Aggarwal & Kapoor, 2012).

II. OBJECTIVES OF THE STUDY

- The objective of this study is to know the Adoption and Impact of Electronic Human Resource Management
- To identify the role of ehrm in hiring the best talent from industry
- To evaluate the function of ehrm based specifically towards the screening process which is the primary process of hiring and cost of using such systems.
- To understand the effect of ehrm on recruiters' job.

SCOPE OF THE STUDY

- The Human Resource information Systems is the one, which has all the HR related datastored in it.
- The stored data could be accessed when and where it is necessary.
- Using these stored data the Human resources department is able to perform variousfunctions.
- It is a vital part of the organization.

STATEMENT OF THE PROBLEM

To Study the Adoption and Impact of Electronic Human Resource Management.

III. REVIEW OF LITERATURE

Chytiri (2019) Human Resource Management started from the Labour Relations Management and stretched to Personnel Management (1945-1979) (Barman & Das, 2018). It earlier viewed human capital as a cost to the organisation; as a result, managers at that time approached personnel management with the eye of reducing employee-related costs by strictly emphasising performanceoutcomes.

Zhao et al. (2012) For instance, Armstrong (2006) defined HRM as an employment management approach to achieve competitive advantage by deploying the right workforce using various cultural, structural, and personnel techniques. and Marler and Parry (2015) defined HRM as a strategic approach to managing employment relations that emphasises leveraging the employees' capabilities to achieve a competitive advantages.

IV. RESEARCH METHODOLOGY

This paper is built around a review of secondary data found in articles, periodicals, books, and journals, both printed and online, as well as the researchers' own experience, knowledge, and observations.

Research Design

On the general term, the research design is viewed from two perspectives, quantitative research design or qualitative research design. They can both be used or applied distinctively or together. A quantitative research design is used to examine the relationship between variable by using numbers and statistics to explain and analyze its findings and there are four types of quantitative research design.

Data Collection

This study utilized both primary and secondary data. The primary data was gathered with the help of a structured questionnaire. The questionnaire was distributed to 150 respondents. After considering the reliability and the plausibility of the data, 19 completely filled questionnaires were used for data analysis. The secondary data was collected from articles, journals and PDF's. Primary and secondary data was interpreted and analyzed to arrive at logical conclusion.

Data Analysis Tool

SPSS tools was used for data analysis.

LIMITATIONS OF THE STUDY

In order to conduct this study, the following research limitations have been recognized by the researcher: The main limitation of this research was that a low number of recruitment professional participated in the survey/questionnaire. Of the 150 Google forms sent out to professionals, only 19 replies were received. However, response rate of 20% is acceptable if the information collectedis of good quality. In order to collect and analyze.

THE IMPACT OF E-HRM ON BUSINESS PERFORMANCE

It was observed that businesses that have embraced digital technology are more powerful (Jones & Wynn,

2021). There is always a vast performance difference between firms that adopted eHRM and those that did not (Adeniji, Osibanjo, & Abiodun, 2013). Digitalisation links the firm with the global community, enabling it to compete for effective and competent human resources.

Furthermore, the adoption and usage of digital technology in HRM has enabled companies to attract, and motivate a talented workforce (Jameel, Abdul- Karem, & Mahmood, 2017).

The primary function of HRM, according to Armstrong (2014), is the acquisition and retention of talent. Talent management is a significant differentiator and a business builder (Kumar, 2016). Talented employees are heavily sought after in the global employment market. What makes eHRMeffective for talent management.

FACTORS INFLUENCING ADOPTION OF E-HRM

Numerous studies have been done on innovation which focuses on both organizational and individual level. Authors of this paper have found that both qualitative and quantitative method are available in innovation adoption research, though qualitative approach were widely visible; see for example, (Carter & Belanger, 2004; Florkowski & Olivas- arry & Olivas- et al., 2004.

Teo et al., 2007; Troshani et al., 2011; Yang, Lee, & Lee, 2007) and these studies were conducted mostly in Europe and outside Asia except those two of Teo et al. (2007) and Yang et al. (2007). Among innovation adoption studies, a huge number of studies followed diffusion of innovation theory which was mainly provided by Rogers in 1995.

IMPLICATIONS

Findings provide both managerial and theoretical implications. Findings provide insights for managers in making decision on e-HRM adoptions. Innovation characteristics (relative advantage and compatibility), competition and top management are the key consideration in establishing theintention.

Further, organizational resources like IT expertise, top management support and financial resources play a key role in e-HRM adoption. In addition, the findings provide important insights for vendors of e-HRM applications. The findings suggest venders should take into account relative advantage and compatibility of the e-HRM adoption of the potential adopters.

V.   CONCLUSION

HRIS assists the HR department in making the HRM process easier, faster, cheaper, and more effective as well as it benefits the organization to greater success. All these benefits of HRIS can be achieved perfectly only if the system is adopted or adapted in an organization accurately and more effectively. However, several challenges are faced by almost every organization while implementing and adopting the HRIS. The aim of this study was to investigate factors influencing HRIS adoption in organizations. According to the review and analysis it is clear that several factors influence the HRIS adoption. Among those some of the organizational factors such as organizational size, management commitment showed more influencing impact in adopting the system. It was noticed that mostly studies were done in Europe and outside Asia thus, this opens a perspective to examine the HRIS adoption in different geographical area in the future. Besides, future studies also needed in identifying the degree of the influence of these factors identified. Furthermore, as in this globalization era many organizations are working in a global network, culture of both the country and the organization play an important role as influencing factor in adopting HRIS. As a result, the researchers strongly recommend investigating the aspect of culturein HRIS adoption.

VI.   REFERENCES

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