

Assessing Employees Perception Regarding E-HRM



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Abstract:

Electronic human resource management (e-HRM) means the information required to manage HR processes. These may be core employee database and payroll systems but can be extended to include such systems as e-recruitment, e-learning, performance management and reward system. The system may be web-based, enabling access to remote or online and at any time. This paper aims at finding out the perception level of employees regarding e-HRM. For these employees responses have been collected through a structured questionnaire consisting of demographic variables and statements regarding perception. Factor analysis, ANOVA and t-test are applied for finding out the perception of employees.

Introduction:

Behind the production of every product or service there is human mind, effort and man hours (working hours) no product or service can be produced without help of human being. Human being is the fundamental resource for making or constructing anything. Today many experts claim that machines and technology are replacing human resource and minimizing their role or effort. But even machines and technology have been build by the human aid and besides companies have been continuously in search for talented, skilled and qualified professionals to further develop latest machines and technology, which again have to be controlled or used by humans to bring out products. Human Resource Management is the process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labour and with trade unions, maintaining employees safety, welfare and health by complying with labour laws of concern state or country.

It tries to help the employees to develop their potential fully.

- It encourages employees to give their best to the organization.
- It is all about people at work, both as individuals and groups.
- It tries to build and maintain cordial relations between people working at various levels in the organization.
- It is a multidisciplinary activity, utilizing knowledge and imports drawn from psychology, economics, etc.

Electronic human resource management is the use of web-based technologies to provide HRM services within employing organizations. It embraces e-recruitment and e-learning, the first fields of human resource management to make extensive use of web-based technology. From this base e-HRM has expanded to embrace the delivery of virtually all HR policies. Within a system of e-HRM, it is possible for line managers to use desktop computers to arrange and conduct appraisals, plan training and development, evaluate labour costs, and examine indicators for turnover and absenteeism. Employees can also use a system of e-HRM to plan their personal development, apply for promotion and new jobs, and access a range of information on HR policy. Systems of e-HRM are increasingly supported by dedicated software produced by private suppliers.

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. Electronic human resource management 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 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. And deploy intellectual capital.”

Significance:

Standardization:

By standardizing the system used within the group and by providing employees with direct access to records, particularly leave records, the company can achieve a significant reduction in employee queries and reduce the need for HR to undertake data entry of employee records.

Ease of recruitment, selection and assessment:

e-Recruitment can be one of HR’s nightmares. With e-recruitment the company gets an additional possibility besides the normal application by paper to recruit people over the web in an online-application process. Although this, and like processes, will always need significant human intervention. E-HR systems can streamline the process and reduce errors.

Ease of administering employee records:

Whether be it leaves, benefits, personal details, accident and discipline reports, etc., it is generally accepted that once everyone can overcome the initial it phobia, HR and employees will experience fewer headaches and efficiency will rapidly increase.

Reductions to cost, time and labour:

Reduced duplication, reduced time spent fixing errors, reduced labour costs through ESS, reduced or no hard-copy entry. Not only manpower can be saved, the processing time can also be shortened. With this e-HRM reaches the prime objective of cost effectiveness.

Access to ESS training enrolment and self-development: e-Training can enable employees to search for and enroll in training programmes on-line and validating course availability. This can streamline the training administration process enabling employees to access computer based training. Cost and pace can be individualized as well. Cost and ESS: ESS reduced the workload of HR department by more than 50%, for instance in the traditional method the employee has to type in a formal leave application get approved from his/her direct boss who will send it to the HR department for further approval which would consume lot of time to be processed. On the other hand, with e-leave, the employee needs only to log in and make his/her leave application and his/her boss will be alerted to approve. Upon approval the leave balance is automatically updated and this is just one aspect.

Research Objectives:

Primary objective:

The primary objective is to assess the employees’ perception towards e-HRM.

Secondary objectives:

- 1.To determine the effectiveness of the various stages of resource management using e-HRM technology
- 2.To ascertain the usage of compensation strategies through e-HRM solutions
- 3.To study the performance strategies used by the e-HRM technology
- 4.To make an assessment on the skills management techniques used by the e-HRM solutions
- 5.To understand the level of employee relation maintained using the e-HRM technology.

Scope of E-HRM:

- A decisive step towards a paperless office;
- Increased access to HR data and ease in classifying and reclassifying data;
- Collection of information as the basis for improving the strategic orientation of HRM;
- More consistent and higher accuracy of information/report generated;
- Fast response to answer queries;
- A higher internal profile for HR leading to better work culture;
- Establishing of streamlined, standardized and systematic procedures; More transparency in the system;

- Cost savings achievable through process improvements and due to reduction duplication of efforts;
- Significant reduction of administrative burden;
- Adaptability to any client and facilitating management;
- Integral support for the management of human resources and all other basic and support processes within the company;
- A more dynamic workflow in the business process, productivity and employee satisfaction.

Review of Literature:

» **According to Broderick & Boudreau [1992]**, over the years Human Resource Systems have been acknowledged as important inputs of corporate decisions making process. Operational and strategic business objectives are now not being considered in isolation of HR objectives. Hence, Human Resource Systems are now enterprise-wide decision support systems. Traditionally, e-HR is considered as automated record keeping of employees and computerization of their payroll. However, it is now well established with HR managers with information systems can play a greater role beyond their administrative role. In fact they are now being able to play even a strategic support role. Technology not only substitutes manpower, they also substantially contribute to efficiency, automating representative operations. Dealing with human resource information manually hardly allows any complexity to human resource professionals to address monitorial issues of human resource management.

» **In the view of Noe, Hollenbeck, Gerhart And Wright [2000]** in their view 'HR functions can become critical partners in driving success, but to do so requires that HR changes its focus, its role, and its delivery systems'. Electronic human resource management (e-HRM) refers to the processing and transmission of digitized information used in HRM, including text, sound, and visual images, from one computer to another electronic device. Electronic human resource management has the potential to change all traditional human resource management functions. Employees do not have to be in the same geographic areas to work together. Use of the internet lets companies search for talent without geographic limitations Electronic human resource management. Recruiting can include online job postings, applications, and candidate screening from the company's website or the websites of companies that specialize in online recruiting, such as monster.com or hotjobs.com.

Employees from different geographical locations can all receive the same training over the company's intranet. It also can increase the speed with which employees can bring a product to market by facilitating communications between employees on virtual teams using internet discussion forums, video and audio-conferencing, and global-scheduling.

» **As stated by Mark Doughty and Simon Pugh [2000]** today, within the HR software market there are a myriad of HR systems, payroll, training administration, 360 degree feedback, psychological testing and competency software tools-typically operating in their own software fiefdoms. Evidence suggests that most organizations fail to recognize that nearly all HR software on the market today is at the foundation level of e-HR. "very few organizations have reached the strategic level of e-HR." This involves the development and deployment of tasks that allow managers, employees and HR to use the massive amount of data created and housed within the foundation and service levels of emerging internet technology. Perhaps it could be argued that instead of wasting money on lots of paper, HR is now wasting money on non-strategic databases. More importantly, the buyers of this software (i.e. e-HR) fail to realize that most HR software solutions available today are based on client server (old) technology. People soft (v8.1) the world's number one HR software has only recently moved to a web platform, yet it could be argued that this latest offering is little more than what was available in its client server application. HR as a profession is still struggling to make the impact and earn the respect it deserves, yet HR and organizations are being duped into spending money for something which is fundamentally flawed. However, it does not have to be this way. People can and do make the difference. The human resource management function has changed dramatically over time evolving.

» **Alfred J Walker [2001]** states that if HR technology is to be considered successful, it must change the work performed by the Human Resources personnel by dramatically improving their level of service, allowing more time for work of higher value, and reducing their costs. Many systems have been implemented by cutting HR staff, outsourcing and imposing technology on what was left. But Walker argues that survey results demonstrate that overall HR departments have actually upward their staffing levels over the past decade to do the same work.

Walker advocates the business process re-engineering the HR function first, then e-engineering the HR work. He suggests the formation of re-engineering teams of providers, customers and users to examine the whole range of HR activities including those which are not being done at present. The end product is a set of processes organized into broad groupings such as re-sourcing, compensation or training and development. These processes should then be examined by the re-engineering team and re-designed. From this redesign comes the picture of a new HR function but Walker argues that the most effective approach is to introduce new technology to deal with the redesigned processes.

» **According to Biswanath Ghosh [2002]**, in an organization the most valuable input is the human element. The success or failure of an organization depends to a large extent on the persons who manage and run the organization. In business the greatest asset is the human resource of the enterprise and not the plant, equipment or the big buildings it owns. There was a time when manpower was considered as a cost factor but not it is recognized as an investment. The e-HRM can range from basic personnel records to sophisticated networks of sub-systems with definite purposes. Today most of these will be computer systems. The manpower information system can provide necessary information in a form which can be integrated with any other business data. With most data base systems, there are facilities to pull out any of the data and present them in the required form.

» **The Institute for Employment Studies at U.K. [2002]** quotes Electronic human resource management as “the application of conventional, web and voice technologies to improve HR administration, transactions and process performance.” It involves using technology to provide HR services, such as recording and monitoring systems, automating administrative tasks like recruitment and dissemination information such as HR policies on the internet. As an enabling tool technology has the capacity to transform the way in which HR is delivered to an authority. Together with the exponential rise in the use of technology in the corporate field, it now plays a vital role in effective people management.

Methodology:

The present study is an exploratory cum descriptive research. In order to achieve the aforesaid objectives, following research methodology is used in the study described in these sections:

- i) Sample and sample profile
- ii) Instruments for data collection
- iii) Tabulation and codification of data
- iv) Statistical analysis

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