A Study on Relational E- HRM and Its Outcomes in IT Sector (With Special Reference To Pune Region)

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Abstract: *This study is aimed to know the use of electronic Human Resource management within an Organization on its Organizational Performance. It is the word "Technology" which has been inherited in our daily life. This word has to Led to the creation of jobs and has bridged the gaps between the jobs seekers & interviewers. e-HRM is actually the use of web based technologies to provide HRM services within employing Organizations. It embraces e- recruitment from this base e-HRM has expanded to embrace the delivery of virtually all HR policies.*
Key words: *e-HRM, Technology, Organizational Performance, e-recruitments, HR Policies.*

I. Introduction

"Technology" is a word which has been inherited in our daily life without this it is difficult to survive. Technology has simplified our lives in several ways including providing on-the-go services, easy access to information, internet of things, improved entertainment services, advanced communication tools and has always encouraged creativity, talent and innovations enhancing productivity and efficiency. Moreover, social networking applications have only confirmed in the affirmation of the importance of technology. Such platforms allow for smoother organization communication as people communicate instantly and at a relatively short duration.

Technology has led to the creation of jobs and has bridged the gap between the job seekers and interviewers; it has enhanced communication so that people can connect digitally with the world through platforms such as Twitter, Facebook, WhatsApp, Google etc. In connect to this E-HRM is the concept which is in BOOM to the Organizations in this competitive world.

e-HRM 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.

Purpose of e-HRM
1. To improve services to HR department clients.
2. To improve efficiency and cost effectiveness within the HR department.
3. To allow HR to become a strategic partner in achieving organizational goals.

II. Review Of Literature

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".

The term E-HRM, inspired by the term of e-commerce, was first used in late 1990s. Many definitions related to E-HRM have been proposed since the early studies on the intersection between information technology (IT) and human resource management (HRM) (Bondarouk, 2009).

Currently the E-HRM concepts have flourished, but with little consistency in sight. Lednick-Hall and Moritz (2003) defined E-HRM as applying intranet or internet to conduct HR activities.

Van Veldhoven and Voermans (2007) narrowly defined that E-HRM is important HR function in an organization which provide the administrative support for the HR function through information technology.

E-HRM refers to any type of HR activities, either administrative or transformational, as long as that can be supported by information technology (Olivas & Zapata, 2007; Lau & Hooper, 2008; Panayotopoulou, 2007).

However, E-HRM is considered as a web-based technology solution that makes use of the latest information and communication technology to deliver online and real-time human resource management solution (Olivas & Zapata, 2007). Basically, HRIS is guided towards the HR department, which serves the managers and staff within HR department. While it can be said that E-HRM technically unlocks the HRIS for the employee all over the organization, not just for HR manager and staff (Gueutal & Stone, 2005).

In an Organization the most valuable asset is the manpower as mentioned by Biswanath Ghosh [2002]. There was a time when manpower was considered as a cost factor but not recognized as an investment. 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.

III. Framework

Relational e-HRM

There are three tiers of e-HRM which are respectively known as Operational, Relational and Transformational. Operational e-HRM is concerned with administrative functions-payroll and employee personal data. Relational e-HRM is concerned with supporting business process through training and development, performance management and so forth. Transformational e-HRM is concerned with strategic HR activities.

Through e-HRM, the main activities that could be performed online are Recruitment, Selection, Training, Performance Management, and Compensation.

E-Recruitment: Also known as online Recruiting is being widely used by IT companies these days. Through e-Recruitment, companies usually hire the candidates using the internet as a medium.
The common practice of facilitating the online recruitment is by uploading the recruitment information on the company's official website or hiring the online recruitment websites to serve the purpose. Monster.com, Naukri.com, Timesjob.com are some of the well renowned online recruitment websites.
E-Selection: The HR department using the online selection process must ensure that each step complies with the procedural requirements viz. Project steps, vendor selection, assessment steps, feedback to the candidates, etc. The purpose of e-selection is to utilize the maximum human capital at a reduced cost and in less time.
e-Performance Management: Many companies make use of web-based technology to evaluate the performance of an individual. This can be done either using the computer monitoring tool, wherein the complete working of an individual can be recorded, or through writing the reviews and generating the feedback on the employee's performance using the web portal.
e-Learning: It means using the internet or organization's intranet to facilitate the training and development programmes for the workforce. Getting the online modules of training, a large number of employees can be covered irrespective of their locations.
e-Compensation: An organization using the compensation management online enables it to gather, store, analyze, and distribute the compensation data or information to anyone at anytime. Also, the individual can access electronically distributed compensation software, analytic tools, from any place in the world.
Thus, with the help of e-HRM, the records of all the employees sitting in different geographical locations can be stored and also the new candidates could be hired from any part of the world.
Merits of e-HRM
* E-HRM helps to improve in record keeping
* It helps to minimize the human bias and maintain accuracy
* Maintains secrecy of staff in evaluation and feedback giving
Demerits of e-HRM
* High cost of implementation
* High cost of Training and Development
* Human Relations is replaced by technical and inorganic relations.
Outcomes
The main challenge for IT companies was to manage its HR needs in the face of its rapid growth like how to recruit employees and develop them through Training, Performance Appraisals, addressing their grievances etc. When the concept of e-HRM was in boom and implemented by the system it is easier to get

access to number of people through centralized system and propagate common culture across different location. Through e-HRM it is helpful for everyone to understand the Framework and process in the same way; hence it establishes the common culture in the organization. The study was based on the available literature and borrowed from other disciplines like Organizational Culture, Organizational Behavior and Information system.

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