RESEARCH ARTICLE

E-HRM EFFECTIVENESS ON ORGANISATIONAL PERFORMANCE IN INDIA: A CONCEPTUAL ANALYSIS

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ARTICLE INFO	ABSTRACT
	With the advent of Globalization, the use of Electronic tools within HRM has increased a lot over the recent years. The word e-HRM was coined in the 1990's; it is the submission of information technology for networking and supporting at least two individual or combined actors in their shared performing of Human Resource Management activities. In this paper we offer a conceptual framework of e-HRM effectiveness on organisational performance

INTRODUCTION

Electronic human resource management (E-HRM) represents a relatively new transformation in the field of human resource management. In a rapidly and drastically changing competitive environment, human resources are one important source of competitively sustainable advantage. Human resource systems can contribute to sustained competitive advantage through facilitating the development of competencies that are firm specific. Electronic human resource is concerned with the role human resource management systems play in firm performance, particularly focusing on the alignment of human resources as a means of gaining competitive advantage. The electronic human resource management (e-HRM) technology supports the human resource function comply with the human resource (HR) needs of the organization through web technology based channels. It stores information regarding payroll, employee personal data, performance management, training, recruitment and strategic orientation. With electronic human resource management, HR departments handle record keeping and information sharing. It decreases the paperwork substantially and allows easy access to voluminous data. The employee can also keep track of his/her achievements without having to go through litigious procedures. It uses intranet or other web technology channels. It can also be used for implementation of different human resource strategies.

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The authorization of different HR functions can be distributed through Electronic Human Resource. In addition to saving resources, through a web-based system is achieved, among the activities that organizations can do through the web site, are personnel matters. Electronic human resource management (E-HRM) is one of human resource management science that with the aim of procedures optimizing in order to run faster the human resources function, reducing costs and freeing scientists from administrative constraints to implement the strategic role has been created. A human resource self-service system allows managers and employees access to information and facility to interact with the system to input information or make choices of their own. This can operate through HR portal that may be designed to product a brand image of HR function this is sometimes referred to as a business to employee's portal (B2E).Organizations are seeking e-HR solutions that can help automate tasks and streamline workflow & Improve the efficiency of the workforce by providing self-service tools, training &Information. By automating processes, HR can better align itself with the business objectives of the enterprise and focus on higher value business services and employee needs, such as training and development. Keeping in mind the importance of the issues responsible to managerial effectiveness and organizational goal completion this topic have been chosen for detailed analysis and investigation to recommend appropriate action choices for betterment of the individuals and the organization. Bondarouk and Ruel (2006) stated that e-HRM contribute to HRM effectiveness? This study showed the first empirical confirmations that in general positive use of e-HRM applications facilitate an improvement

in HR effectiveness. And job relevance correlated only significantly with strategic HR effectiveness. People management has travelled a long way, from purely handling industrial disputes; it grew into personnel management which matured into human resource management. These are the day's e-HR.HR professional needs to be aware of and knowledgeable enough to adopt the new technology for the benefit of his or her business. E-HRM is the complete integration of all HR process based on common HR data (Ashwathappa, 2007). Electronic human resource management is defined as a way of implementing HRM strategies, policies and practices in organization through a conscious and direct support of and/ or with the full use of web-technology-based channels (Ruel *et al.,* 2007). E-HRM can be accessed from virtually anywhere and can be used to more effectively develop the human capital of organizations (Heneman and Greenberger, 2002; Bondarouk *et al.,* 2009).

e-HRM outcomes

According to (Beer *et al..,*1984) all e-HRM activities will implicitly or explicitly be directed towards distinguish four possibilities: high commitment, high competence, cost effectiveness and higher congruence. These outcomes, in turn, may change the state of HRM in an organization, in to a new HRM state. e-HRM will change the nature of the HR department by making less administrative tasks for the HR department and therefore less administrative positions, more focus on the strategic goals of the organization.

Type of e-HRM

There are three tiers of e-HRM. These are described respectively as Operational, Relational and Transformational. Operational e-HRM is concerned with administrative functions payroll and employee personal data for example. Relational e-HRM is concerned with supporting business processes by means of training, recruitment, performance management and so forth. Transformational e-HRM is concerned with strategic HR activities such as knowledge management, strategic re-orientation. An organisation may choose to pursue E-HRM policies from any number of these tiers to achieve their HR goals.

Electronic Human Resource Management (e-HRM) Tools:

E- Employee Profile: E-Employee profile consists of the following: Certification, Honour/Award, Membership, Education, Past Work Experience, Assignment Skills, Competency, Employee Assignment Rules, Employee Availability and Employee Exception Hours.

E-Recruitment: Organizations first started using computers as a recruiting tool by advertising jobs on a bulletin board service from which prospective applicants would contact employers.

E-Recruiting Methods: Job boards, Professional/Career, websites, Employer Websites.

E-Selection: Most employers seem to be embracing Internet recruitment with enthusiasm, the penetration of on-line assessment tools such as personality assessments or ability tests, has so far been limited.

E-Learning: E-Learning refers to any programmed of learning, training or education where electronic devices used such as MOOCs, applications and processes are used for knowledge creation. E-Learning is a term covering a wide-set of applications and processes, such as web-based learning, computer-based learning, virtual class room, and digital collaboration.

E-HRM effectiveness in India

In Indian organization' has assessed various E-HRM practices in Indian organization and examines the relationship between HRD practices and the philosophy of management. Several previous studies demonstrate that Indian organizations seem to have played only lip sympathy to e-human resource development as (i) they do not follow the structure principles, (ii) very few have feedback and counseling system (iii) no separate potential appraisal system and (iv) mostly do not have full time human resource development facilitator. And on the other hand some studies of e-HRM implementation at one big information technology firm in India (referred to as India-Tech here; India-Tech is one of the largest Indian IT firms).

Conclusion

The e-HRM plays vital role for improving the organizational performance and has proved effective for the employees working in the organization as it provides sufficient opportunities for employee's career planning and development. Moreover, by the implementation of e- HRM the employees can identify and nurture their talents and helps them to raise their performance. E- HRM is a way of implementing Human Resource strategies, policies and practices in an organization through a conscious and directed support of and/or with the full use of web- based channels. e- HRM is an increasing phenomenon; more than one- fifth of large companies have made considerable steps to support HR practices and policies through web technology.

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