E – HRM "ELECTRONIC HUMAN RESOURCE MANAGEMENT" – ITS EFFECTIVENESS IN HOTELS

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ABSTRACT

Background: *Human Resource is an important department in any organization. This department helps bridge the gap between the organization expectation and the workforce who are working towards fulfilling the expectations. The success of any organization lies in the hands of Human resources working for them. Globally the pace of work is handled efficiently by the electronic medium available today. On the same lines Electronic Human Resource management (E-HRM) was adopted in the hospitality industry. E- HRM is basically practicing administration with the help of technology.* **Objective:** *The study analyzed the effective coordination within the organization with E- HRM.* **Methodology:** *The study adopted the descriptive research design. The target population of the study was 25 Human Resource professionals of the 5-star hotels across India.* **Results:** *E-HRM helps in maintaining effective coordination within the department. It acts like a platform to work coordinately within the department, as it is compatible to use (32%), helps in decision making (36%), accessing the information etc. for the whole organization (52%).* **Conclusion:** *E- HRM played a great role in ensuring that individuals and teams perform their tasks as required, it is shown that the application of electronic human resources has a positive effect on raising the efficiency of companies, and this gives the human resources a great importance.*

Key Words: *E- HRM, Human Resource, Efficiency, Performance.*

INTRODUCTION

E- HRM accesses these functions typically via intranet or other web-technology channels. The empowerment of managers and employees to perform certain chosen Human Resource (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. 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. This study aimed to investigate the impact of the application and use of electronic human resource management (E-HRM) within an organization on its organizational performance.

During these past few years, corporations have begun to embrace a "human capital approach," one that considers the money spent on fostering innovation in the workforce as an investment. As with any asset, by nurturing, protecting, and growing this investment, organizations that align workforce strategies with business goals and objectives will benefit from capturing and focusing the attention of the workforce. Just as the role of Human Resources continues to change, technology has continued to evolve. If the role of Human Resources has always been to deliver the workforce support and management based on the needs of the business, then technology's role has been that of an enabler (Aladwani, 2003).

Now companies are not only leveraging technology to support the function of the HR department, but they are also leveraging human capital technologies for use by everyone in the business. Consequently, human resources as a function

have evolved into human capital management (HCM). Where HR was the responsibility of a centralized, or sometimes decentralized, department, HCM is the job of everyone in the business, from employees to executives (Aswathappa, 2006).

In addition to e-HR and E-HRM terms are used such as virtual HRM, HR intranet, web-based HR, computer based human resource information systems (CHRIS) and HR portals. We are excluding HR information systems (HRIS) since there is a fundamental difference between HRIS and e-HR in that basically HRIS are directed towards the HR department itself. Users of these systems are mainly HR staff. These types of systems aim to improve the processes within the HR department itself, to improve the service towards the business. With E-HRM, the target group is not only the HR staff but people outside this department: the employees and management. HRM services are being offered through an internet for use by employees. The difference between HRIS and E-HRM can be identified as the switch from the automation of HR services towards technological support of information on HR services. Technically speaking it can be said that E-HRM is the technical unlocking of HRIS for all employees of an organization (Dessler, 2004).

This research was conducted to check if there is any problem in the coordination between the departments within the organization and to check if introducing E-HRM in the organization will be effective or not, is it easy to access or not, how much is it suitable for the work culture in the organization.

According to Doughty and 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.

Strohmeier (2007) stated that E-HRM extends outside the human resources department to the whole organization. Due to the E-HRM application of information technology (IT) for both interacting and supporting a minimum of two individual and collectives' actors in their common performance of human resource activities.

Wyatt (2002) defined E-HRM application as a technology that allows managers and employees to access HR and other services such as performance, communication, team management, reporting, knowledge management, and administrative applications. In addition Olivas et al. (2007) defined E-HRM application as a technology that enables managers and employees to have direct access to human resource and other workplace services for communication, performance appraisal, reporting, team management and knowledge management. According to Hopkins and Markham (2003) E-HRM application is a strategic of web-based technologies to HR-related systems that are linked with other organizational changes, will lead to more broadly-based access to human resource information and wider opportunities for managing that information.

The general purpose of E-HRM is to support the achievement of HRM goals. HR goals have traditionally been divided into three types: cost-effectiveness; improving services for internal clients and addressing the strategic objectives of the business (Lepak & Snell 1998). To improve the global orientation of HRM is the fourth type of goals for E-HRM added by Ruel et al. (2004), while Beltranet et al., (2008) suggested that the achievement of the HR functions transactional or transformational goals through the drivers who provide assistance of E-HRM.

Strohmeier (2007) explained that E-HRM application systems lead to better information responsiveness and more information autonomy and find out the benefits of using E-HRM application which reduces the administrative burden and improves the accuracy of the results and the quality of human resources activities, Ruel et al., (2004) observed signs of a shift in responsibility from HR staff to line managers and employees.

The objectives of the study were:

- To study the sustainability of E-HRM systems.
- To analyse advantages and disadvantages of E-HRM systems.
- To analyze the effective coordination within the organization.

METHODOLOGY

In order to accomplish the objectives of this study, it was essential to showcase the matter in a practical way and thus the process was carried-out in a certain framework.

Research Design: A research design is considered as the framework for data collection and analysis of data. The

primary objective of using descriptive research was to identify effectiveness of E-HRM in the organization.

The research has been conducted with primary data. For the primary data collection process, qualitative data collection was used which was an online questionnaire. For the study a list of questions was used.

Locale: The locale for the study were Human Resource employees of hotels pan India.

Sampling Design: Convenience Sampling; n= 25. In sampling surveys-selected samples are identified and surveyed for collection of relevant data for that sampling method has been employed. Sampling consists of studying only a subset of the population to save cost & time, to get accurate & reliable results. Convenience sample was used by mailing the questionnaire to the mailing list of the researcher. The minimum sample size was 25 HRs of hotels pan India.

Tools and Techniques – A survey instrument i.e., an online questionnaire was designed to gain insight related to objectives of the study along with their relevant personal details which focuses on their age groups and gender. Google Form was used.

Data and Statistical Analysis: Microsoft Excel and Google Forms were used to analyze and interpret the data collected. With the help of tools mentioned, a critical analysis has been made which results in certain observations and interpretations which guided this research through the objectives.

RESULTS AND DISCUSSION

The study result was focused on usage of E- HRM in the hotel industry. To begin with is the demographic profile of the respondents. To gather the data, sample of 25 individuals combination of both males and females with ratio 13:12, in different age group were selected.

Table 1: Age Group of employees

Age Group	Number (n = 25)
20-25 years	4
26-30 years	8
30-40 years	13

All these individuals were employed in the Human Resource Department of hotels from around the country i.e., India and holding different designations & experience.
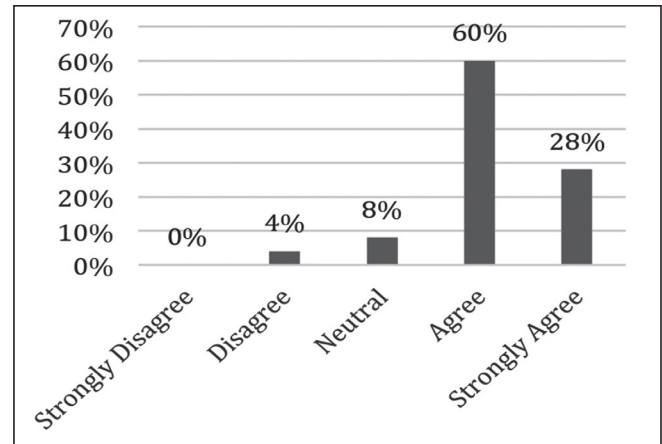

Figure 1: Effort reduction

Through the data it was assessed that 28% people strongly agree with the statement E-HRM technology has helped in reducing the time and effort in preparing the job-description & job specification, 60% agrees with it while 8% finds it neutral but 4% disagrees with it. Technology has helped in easing up the job as the same task has not to be repeated every time and basic tasks can be done with a click which reduces the efforts of employees. As also discussed by Klaus et al. (2003) "The use of E-HRM systems helps to expand the communication among the employees, help teamwork and increase cooperation, increase the level of employee satisfaction, and improve the accuracy of the information. Moreover, the system improves the climate of the organization clearly, which helps the staff to relax, and therefore perform their jobs perfectly, which in turn leads to improved productivity. Therefore, this will contribute to organizational development efforts"
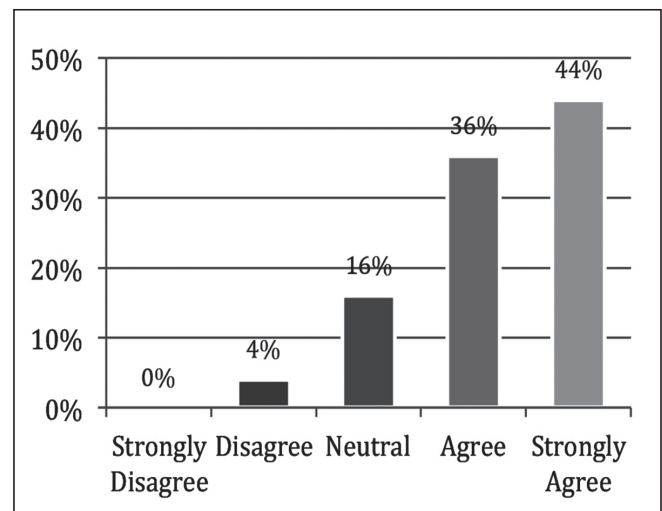

Figure 2: Training

From the results it can be seen that 44% of people strongly agree that employees have been provided the necessary resources and sufficient training to be able to use E-HRM Technology. 36% of people agree with it whereas 16% find it neutral but 4% disagree with it. Every new technology requires training and as per responses received 44% Strongly agreed they have necessary training in operating E-HRM software. Contrary to what Maatman (2006) found in his study where he recommended that more time and efforts has to be laid on training of users, a possible reason for this varied result can be technological improvements during time which would have been the reason for this difference.

Figure 3: Compatibility

By the response received it can be seen that 32% strongly agree with E-HRM technologies compatible with other systems in use, 28% people agree with it whereas 32% find it neutral but 8% disagree with it. It can be assessed that today's E-HRM tools can be easily used with HRM tools. Technological development has made these tools smarter and easy to use with an array of options available. The ease of use was studied by Maatman (2006) and he could not find a conclusion for the problem as he stated "No conclusion can be made for HR professionals as they use other systems as well for performing their HR activities'.
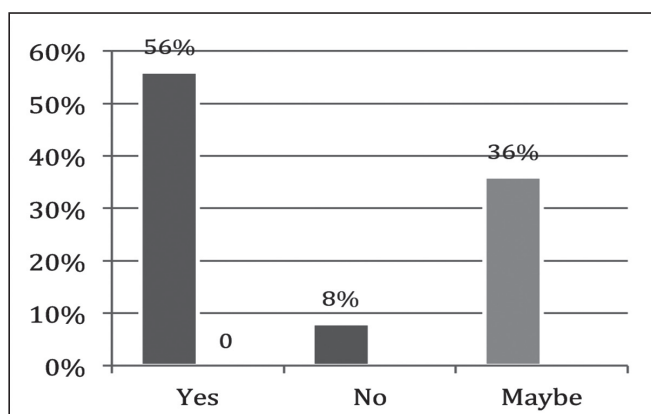
Figure 4: Return on investment

As per the results 56% people completely agree with the statement. Will the benefits from E-HRM justify the expenditure incurred on the same, whereas 36% found it neutral but 8% did not agree with that. We can find a majority of respondents who believe that it is beneficial to spend on E-HRM tools. E-HRM tools reduce the manual work and repeated task hence reducing cost spent on manpower doing data feeding jobs as Priya (2018) stated "part of the employees is engaged in converting the handwritten statistics into the laptop statistics or retaining a record of paper manually. E-HRM reduces the fee of administration via the practical way of using the era for recurring management and data feeding".
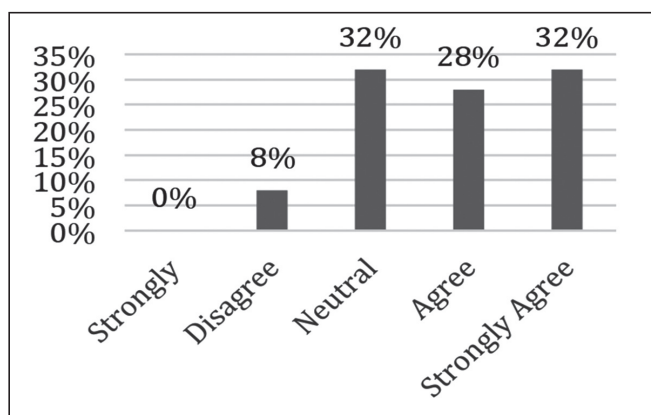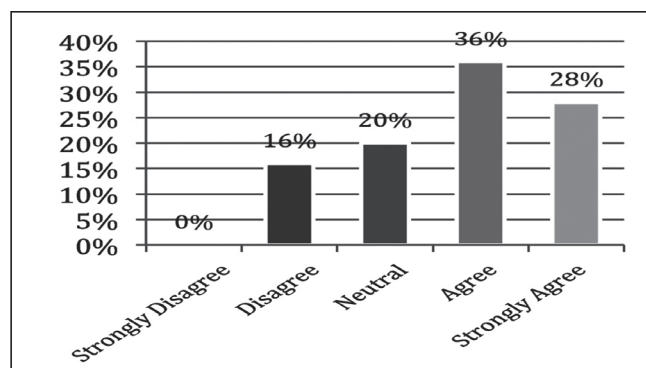

Figure 5: Decision making

From the results we can say that 28% people strongly agree that the E-HRM application supports the decision making of E-HRM, 36% people agree with it whereas 20% find it neutral but 16% disagree with it. It can be easily said that E-HRM assists in decision making actions. A study in Greece emerges that the first and most referenced impact of E-HRM on human resource professionals was, being able to take the strategic role of HR business partner, and being able to collaborate with management in strategy development and strategic decision making that has an impact on the overall business strategy. It also concluded that e-HR is a tool that can facilitate the transition from an administrative to a more strategic role for HRM, enabling it to improve the quality of its services (Panayotopoulou et al., 2007).
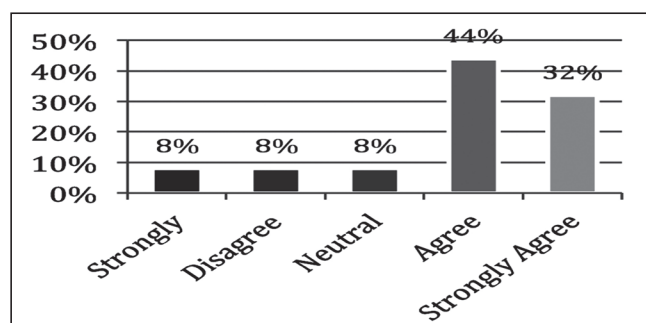

Figure 6: Relevance

As per the responses received 44% people agree with that E-HRM technology is relevant to the system and tools that were already in place, 32% strongly agrees with it whereas 8% finds it neutral but 8% disagrees with it and 8% strongly disagrees with that. A good number of respondents find that E-HRM technology is relevant to tools which were already in place. Which was also found in the studies done by Priya, 2018 "e- Rewarding, e-Appraisal, e-Grievance, e-Reporting packages have made the personnel to bear in mind that, e-HRM to be an obvious, relaxed and secure machine to put into effect in any enterprise commercial enterprise."

CONCLUSION

E-HRM has become an inseparable part of the functioning of almost all the large business players in the current scenario. It helps in integrating the widespread activities of organizations by enabling connectivity between different organizational functions and providing accurate and timely personnel information on-line and round the clock. The ultimate result is a substantial elimination and cutting down of redundant activities and a boost to the profit margins of the organizations. E-HRM phenomenally reduces dependence on the time consuming and error- prone Human Resource paper trail. However, as always, technology comes with its inherent risk- that of huge set up costs, overkill and loss of the "human touch." Hence, first and foremost it is very important for the HR professionals to get comfortable with the technology before they make other people see the value of such tools.

Using specialist software helps to automate and streamline Human Resource processes and to provide a single source of Human Resource data. A comprehensive analysis of the key areas that companies should consider when selecting and implementing a human resource management system must be done. Information on the principal products offered by software suppliers must be done. A Human Resource Management System (HRMS) can be used to streamline Human Resource processes and to provide a single source of all associated employee and organizational data.

The fact remains that E-HRM enables better management of every enterprise's most important competitive edge: the thinking, idea generating, customer-serving human resource. E-HRM eliminates redundant activities, provides more accurate and timelier personnel information and perhaps most important – automates the time-consuming, error-prone Human Resource paper trail. It leaves Human Resource professionals with more time to focus on strategic tasks and manage better the company's most important resource- its people.

On the basis of the results of the study following can be concluded:

1. E- HRM played a great role in ensuring that individuals and teams perform their tasks as required. Therefore, the organization is able to ensure quality in processes and services, and this is the quality of customer's satisfaction and this is important in customer retention.

2. Through this study, it is shown that the application of electronic human resources has a positive effect on raising the efficiency of companies, and this gives the human resources a great importance.

3. The implementation of the E-HRM system is not limited to human resources staff, but it also includes all the elements of the company, staff and administrators.

4. The application of E-HRM in the companies, gives the company a competitive advantage, through quickly adapting to external changes, and meeting the changing needs of customers in a short time.

5. Electronic Human resource management reduces the costs, improves the procedures in order to run faster processes and functions.

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