E-HRM – UNDERSTANDING THE NUANCES OF
DATA ACCESSIBILITY AND REINFORCEMENT

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ABSTRACT

When the exploration of technology advanced to the next stage, it was then combined with information services that brought the attention of people towards computers, software, and related web-services. Now, with the progress of time and development of technology the HR (Human Resources) department can drive their work activities. The important aspect of having a technology in use is to determine how effective is the technological system. It is equally important to determine the user experience and how much user friendly are these technological systems. Since, the whole matter is revolving around Human Resources and Technology; hence, this practically introduces the concept of E-HRM system (Electronic Human Resources Management System). The E-HRM concept is an advanced technology adopted by organizations to ensure a smooth flow of employees related matters within an organization that is executed and controlled through digital automation. To explain the whole concept, the researcher conducted a survey to collect certain data that are in lines to E-HRM system. The collected data will help to interpret the access of the available data, which is the employee data and its authenticity. The survey conducted is in IT organizations and that too with people working in the department of Human Resources in the city of Bengaluru. Around 50 HR professionals got approached with the help of a questionnaire that focused on the data access and retrieval from a E-HRM based system that was used in their organizations.

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Keywords: E-HRM (Electronic Human Resources Management), IT (Information Technology), Data Access, HR (Human Resources).

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Introduction

There are ample challenges that come across while managing a global workforce that operates out of different countries under an umbrella of one entity. This relates to the real time existence of multiple entities having their workforces operating globally in different regions. The Information Technology is one of the sectors that has consistently focused on bringing and developing a global workforce that operates from different regions. This results into diversity and inclusion. One of the primary challenges of the Information Technology industry is managing their resources efficiently and effectively. With the competition of IT skills in the job market and different organizations looking for IT skilled resources, there are chances of losing the best of the resources to another competitor. One of the ways to mitigate these challenges and difficulties is by having a systematic tool in place that is capable of handling tasks that are easy to use and at the same time it is easy to get the required output i.e., when it comes to accessing the employee data. In such instances, it is E-HRM that helps organization to manage such challenges with ease and covering the workforces not just locally, but across the globe. It is human

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resources management which is vital for an organization to run its business (Bartlett & Ghoshal, 2002). Through this paper the researcher has tried to explain the core importance of E-HRM system in an organization and how the digital system can help in automating the HR processes and thereby helping to globalize the organization's business by dealing with multiple workforces who are located globally. Not just that, but out of the many activities that are lined up in the corporate environment, one of the core activities and focus from an organizational standpoint is how much they can automate their key HR processes and how much of employee related information can be pulled to achieve better results and correspondingly increase the overall productivity.

Problem Statement

The world is moving towards a continuous development and as the day passes there arises certain innovations that catches the momentum of the people. Advancement of technology is one of the areas of continuous development that is growing bigger and has this ability to catch the attention. It is not very much relevant to say in which business sector that an organization is functioning, but what is important is to know how the organizations are running their businesses and what are all the challenges faced by them. A stable workforce or employees in the organization can help creating a stable business for the organization. Hence, it is important to ensure to nurture the employees in the organization as it relates to the success of an organization. The crux of the matter is the employee data and the accessibility. Consider an organization having their workforces operating out of multiple geographic locations. The first question comes here is: how to manage a workforce that is aligned globally? The second question would be: How to align these diversified workforces in a centralized environment to ensure a proper synchronization? All of these can happen once there is a credible information available within the system to have proper knowhow of the workforces and their contribution. In such a scenario, the data plays an important role. The access of data is thus possible by having a steady human resources system that enables the human resource administrators to pull the data from any of their work locations.

Literature Review

It is "War for Talent' when it comes to hiring the best of the best resources for an organization. This is generating a great competition (Chambers, Foulon, Handfield-Jones, Hankin, & Michaels, 1998). Various survey and job market analysis has thrown enough lights to the fact that majority of the organizations across all the sectors are facing a fierce competition for the right talent and are not able to fill in their open job position throughout the year, and this is happening since many years (Von Stetten et al., 2014).

There is enough pressure on HR managers to transform their role and their team member role and this transformation of the role should happen in such a way that they become strategist. This is referring to HR transformation (Ulrich, Allen, Brockbank, Younger, & Nyman, 2009).

One of the core issues noticed against the HR professionals is they are not technical and there arises a dependency factor. Here, the HR and the IT managers (Information Technology Managers) should collaborate to ensure that the automation of the HR processes that are laid out are working fine in their organizations. It is equally important for the IT department to create the value addition (Carter, Grover, & Bennett, 2011; Weill & Woerner, 2013). It is important to ensure that IT and business should synchronize with each other and agree to the strategies at a time. In a practical case, such synchronization between the IT and the business is a challenge (Kappelman, McLean, Luftman, & Johnson, 2013).

Various reports suggests that both the HR and the IT departments had shown enough of symptoms of slow growing in the organization. This also indicates the level of maturity as well as a tendency to collaborate and arrive at a common solution to the problems faced including and not limited to addressing those problems in a common forum. Overall, thisis an area of concern to the management or people who are running the organization (Laumer, Eckhardt, & Weitzel, 2010; Strohmeier, 2007).

One of the factors of adopting the E-HRM is the size of the organization and how complex is the organizational processes as that relates to process automation and personnel administration (Mayer, 1971). Access to data, security of data, privacy of data all these evolving HR processes and practices were found to be some of the crucial decision makers while using the automation tool in organizations (Eddy, Stone & Stone Romero, 1999). Further to this, any violation of personal data and privacy can easily rupture the confidence of the employees in the system and can question the practices of ethics of the organization (Mathieson, K, 2001)

Data Collection

The data collection process worked on the parameters of developing a questionnaire that was distributed to the HR professionals having a rich experience of 5 years and above in the HR area and working in various IT organizations across Bangalore. It was important to have the right level of expertise and experience level from a responded point of view as that helped to make them understand the whole process better and helped to retrieve the required information

All put together and in total around 50 HR professionals were given the questionnaire that was answered on a Likert Scale with a rating of 1 (one) to 5 (five). The merit of rating considered was to be 1 as lowest and 5 as highest satisfaction level.

Data Analysis and Interpretation

The collected data from the HR professionals were aligned primarily into different scenarios and mapping them with the employee experiences and in line with the operational activities that is faced by the HR professionals on a day-to-day basis. When it comes to employee experience, it is all about meeting the requisition of employees which are related to these issues and are raised by the employees itself. From a HR perspective, it is important to have the problem raised by the employees solved in a relatively quick turn-around time. This helps to upkeep the employee morale, which means the motivation level of employees are high and helping them to perform better in their day-to-day work-related activities (K Rukshani, 2015). As the moral and motivation of the employees are high, it means a positive impact on the productivity of the organization.

Scenario 1: Ease of access of employee data with the help of E-HRM

It is important to have a newly joined employee feeling good on the first day of them joining an organization. It is a new beginning for them and the expectations of employees towards the new organization and the expectations of the organization towards the employee(s) are high. On-boarding of an employee in an organization does not stop in one-day. This is one of the important phases for an employee to settle in the organization and create a visibility. Various study on the attrition analysis in IT organizations had shown significant evidence that an employee plans on whether to stay in the organization based upon their experience with the employer during the first 3 months of the tenure. The given below scenario (figure 1) helps to arrive at a conclusion that round about 90% of the respondents have categorically admitted to the fact that due to the presence of E-HRM, their organization is able to upscale their employee on-boarding processes. There is about 10% of respondents in the neutral state. However, being neutral does not indicate any negative side of the E-HRM system. The reason of them neutral is because either their organization is yet to adopt a digital process for employee on-boarding or are in the mode of a digital evaluation process and consideration.
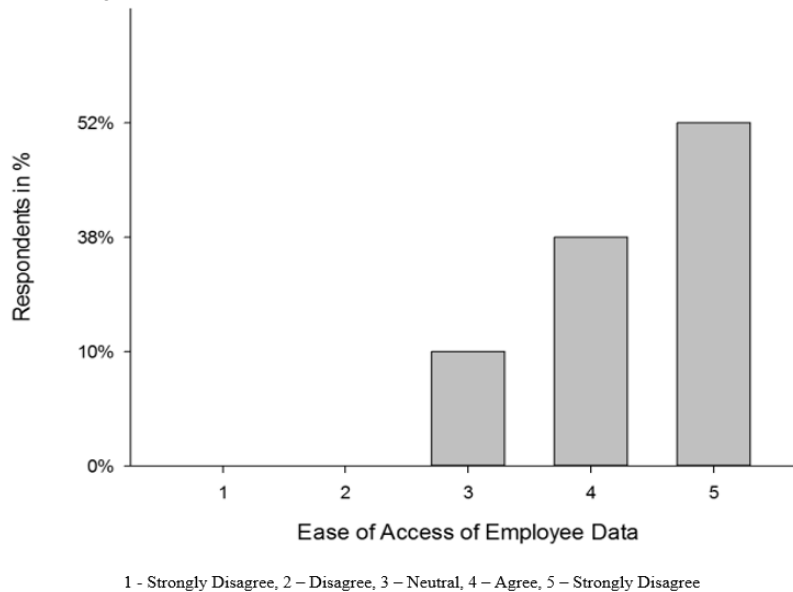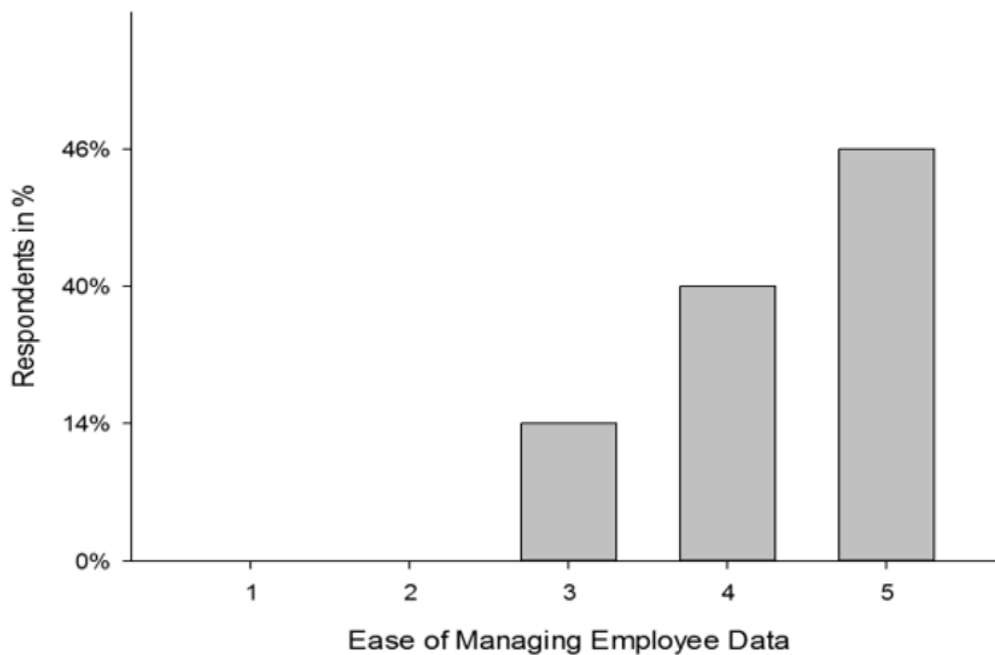

1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Disagree

Figure 1

Scenario 2: Ease of managing employee database with the help of E-HRM

The core importance of having a HR automation system in an organization is to manage the database of their employees. These data could be in the form of personal or professional format. These data are also of sensitive in nature and should not be disclosed to any insider or an outsider in an organizational framework. Another important aspect to consider here is the how secured and authentic is the data and how are they captured and stored within the E-HRM system. As the workforce alignment is moving towards globalization; hence, the norms across various countries are different when it comes to handling a large amount of data. This scenario of sensitivity towards data security is very common in developed countries. However, due to the globalization of the workforces, it is now a mandate from an organization stand-point to ensure that the employee database is managed effectively and efficiently in the E-HRM system. These employee data also help to retrieve various employee related information which helps to make various organizational level decisions. The given below scenario (figure2) helps to arrive at a conclusion that round about 86% of the respondents are agreeing to the fact that due to the presence of E-HRM, there is an ease of managing the employee database and it helps them to use the system freely. There is about 14% of respondents in the neutral state. However, being neutral does not indicate any negative side of the E-HRM system. The reason of them being neutral is because either their organization is yet to adopt a digital process for managing their employee database or are in the mode of a digital evaluation process and consideration.

1 – Strongly Disagree, 2 – Agree, 3 – Neutral, 4 – Agree, 5 – Strongly Disagree

Figure 2

Results and Conclusion

From the above scenarios, it is observed that by having a steady HR system in place and by having a strong HR team in existence, it is possible to bring the required ease of automating the HR processes in the organizations. Even though the current research was carried out in the IT organizations, but the workforce conditions towards HR related matters remains similar across all the industries except for a few changes that are directly related to a sector or industry wise classification (D Thoman, 2018). The core focus of the paper is to highlight the advantages of E-HRM by creating an environment wherein the effectiveness of E-HRM is at its best possible state and it is creating a platform for helping the HR professionals to manage the people matters more efficiently and effectively. In addition, the paper also addresses the concept of globalization and its impact in the organizations. Out of the many goals set by

the organization to achieve as part of their corporate activities, one of the key goals is to ensure that the environment that they operate is safe and eco-friendly (YLPathiranage, 2020). The logic of E-HRM helps the organization in great deal to raise their conscious level of becoming environment friendly that believes in investing on technology that will also cater to digital transformation.

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