

BUSINESS ENHANCEMENT AND THE ROLE OF E-HRM IN THE IT SECTOR DURING THE NEW NORMAL AND MANAGING EMPLOYEE FUNCTIONS DURING THE COVID-19 SITUATION

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ABSTRACT

The Internet of Things has gone way ahead and embarked its space and presence globally. With the growing demand of technology and related developments, it has proved that with all those new inventions in the areas of technology, the life of people has become much more technology driven. This results to the changes in the way the technology works for people. The particular paper investigates on the usage of E-HRM (Electronic Human Resources Management), its adoption in the corporate sector and how it has bolstered the business and strategies in IT (Information Technology) organizations. In this paper and to explain the modalities and measuring the effectiveness of the usage of E-HRM, the author has taken the ongoing Covid 19 situation into consideration and tried to explain how the global pandemic has penetrated not just in the life of human being but also in their day-to-day activities and be this a job that they are performing. To be specific, the author has taken an example of few corporates that are into the line of IT business and how the department of HR (Human Resources) in such corporates are trying to cope up with such a pandemic situation, which has challenged their job and possibly in all of their day-to-day functions. Further to this, the author has collected certain data, which are used to measure the effectiveness of E-HRM in terms of how certain key functions of HR are functioning like: Recruitment, Onboarding, Employee Engagement, and Learning and Development and how effectively it was managed during the global pandemic situation and last but not the least how with the presence of E-HRM has helped to boost the people morale in the IT organizations.

Keywords: E-HRM, HRIS, Electronic Human Resources Management, Covid-19, IT Sector.

Introduction

Around 100 years ago when the Spanish Influenza wobbled the world that took millions of lives, little that people knew that after a century a similar pandemic would appear and hit the lives of people globally. Probably, around 100 years ago the advancement of technology was not very great and its presence was minimum. However, with the advancement of various business domains and by having a global business value culture, it became significant that with the help of the technological advancement, it is imperative to have a good control and monitoring of the overall pandemic situation, though it has made the lives of the people miserable. One of the primary concerns among people and business industries was how to run the business continuously during the covid situation as such an experience was totally unexpected. Another line of concern was about the employment and if there are any loss of job due to covid as it is nearly impossible to make people move and work. The department of Human Resources faced a big-time challenge in their career. The covid situation kept them on their toes to think on how they can continue running their company businesses and ensure that people are not losing their job. The loss of job and employment could further deteriorate the lives of people with the loss of mental and physical imbalances in their lives. With the existence of E-HRM, it played a very important role in driving the Human Resources aka employees in their jobs. The E-HRM process workflow helped to automate certain key functions of HR to run well and probably it proved that it served a lot better in covid times than during the pre-covid times. Some of those functions are E-Recruitment, E-Onboarding, E-Employee Engagement, E-Learning etc.

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Data Collection

Here, the data is collected is in two segments i.e., one with mid-sized IT companies and the other one is the large-sized IT companies. The classification of mid and large sized companies is as below:

Type of Organization	Approximate number of People
Large-scale	500+ employees
Mid-scale	75 to 500 employees
Small-scale	Less than 75 employees

The overall measurement of the data is in line with the 5 (five) major sub-functions of HR i.e., Recruitment, Onboarding, Training, Employee Engagement and Employee Grievance handling through E-HRM and how effectively it was managed during the Covid times. This not only measures the 'Performance' of E-HRM but also measures the 'Effectiveness' of using E-HRM during the pandemic situation.

Overall, and in total 50 (fifty) professionals from mid-sized organization and 50 (fifty) professionals from large-sized organizations who are working in the IT organizations across the city of Bengaluru were interviewed using a "Feedback Form" with a Likert scale of 1 (one) to 5 (five). The merit of rating considered was to be 1 as lowest and 5 as highest satisfaction level.

The target respondents were again sub-divided into HR and IT professionals working in the IT organizations on a percentage ratio of 60% - 40% with 60% as HR professionals and 40% as IT professionals. The experience range of these professionals mattered a lot as it was important to know the maturity level of professionals answering to the 'Feedback Form' and their ability to provide a genuine user performance and experience feedback on the E-HRM system implemented in their organization and how it functioned during the COVID-19 situation. The average experience of the above-said professionals were in between 5 years to 20 years range. All of them working for IT organizations in the city of Bengaluru.

Data Analysis

The given below is the table that gives the complete information about the Feedback responses and satisfaction level rating against each sub-function, which are in the areas of E-Recruitment, E-Onboarding, E-Learning, E-Employee Engagement and E-Employee Grievance Handling procedures.

Feedback Survey from Mid-Sized Organizations

Even during this COVID-19 time, the E-HRM has shown its consistency and effectiveness in the following areas:

The below feedback survey was conducted for the mid-sized organizations which are into IT sector.

S.No.	E-Recruitment		E-Onboarding		E-Learning		E-Engagement		E-Grievance		Scores	EHRM Efficiency
	*	**	*	**	*	**	*	**	*	**		
1	5	4	3	5	3	3	4	3	4	5	39	0.725
2	3	4	4	5	3	5	5	3	3	3	38	0.700
3	4	5	5	5	4	5	5	4	5	4	46	0.900
4	5	5	5	5	5	5	5	5	5	5	50	1.000
5	1	1	4	1	1	1	1	4	1	1	16	0.150
6	5	5	5	5	5	5	5	5	5	5	50	1.000
7	1	4	5	4	5	5	1	1	1	4	31	0.525
8	5	5	5	5	5	5	5	5	5	5	50	1.000
9	5	5	5	5	4	5	4	4	4	4	45	0.875
10	4	4	4	5	5	4	5	5	5	5	46	0.900
11	3	4	3	4	5	4	3	3	4	4	37	0.675
12	4	3	3	3	4	5	5	3	5	4	39	0.725
13	5	5	4	5	5	4	5	3	3	4	43	0.825
14	4	5	5	5	5	5	3	4	3	4	43	0.825
15	2	2	2	2	2	4	4	2	2	4	26	0.400
16	4	5	5	5	4	5	5	5	5	5	48	0.950
17	3	3	3	3	3	3	3	3	3	3	30	0.500

18	3	3	3	3	4	4	5	4	4	4	37	0.675
19	4	4	5	5	5	5	5	3	5	4	45	0.875
20	5	5	5	5	5	5	5	4	5	5	49	0.975
21	5	5	4	4	4	4	5	5	5	5	46	0.900
22	4	4	3	3	4	4	4	4	4	3	37	0.675
23	4	4	4	5	5	5	5	5	5	4	46	0.900
24	4	4	5	5	5	5	5	4	5	3	45	0.875
25	4	5	4	4	5	5	4	5	4	5	45	0.875
26	1	1	1	1	1	4	1	1	2	2	15	0.125
27	4	4	4	4	4	3	4	3	4	4	38	0.700
28	5	5	4	5	5	5	5	4	4	4	46	0.900
29	5	4	5	5	5	5	5	5	5	5	49	0.975
30	5	5	5	5	5	5	4	4	4	4	46	0.900
31	1	4	1	4	1	4	1	1	1	1	19	0.225
32	3	4	3	4	4	5	4	4	4	3	38	0.700
33	3	4	4	5	3	5	4	3	4	4	39	0.725
34	5	5	5	5	5	5	5	4	4	5	48	0.950
35	4	5	4	4	5	4	5	5	5	5	46	0.900
36	5	4	5	4	5	4	5	5	5	4	46	0.900
37	4	4	5	5	5	5	5	4	4	4	45	0.875
38	5	5	5	5	5	5	5	4	5	4	48	0.950
39	4	3	5	4	5	5	5	5	5	5	46	0.900
40	1	1	1	1	1	5	4	1	4	5	24	0.350
41	3	3	3	3	3	3	3	3	3	3	30	0.500
42	4	5	4	4	4	4	5	5	4	4	43	0.825
43	4	4	3	3	4	3	4	4	4	4	37	0.675
44	3	4	4	4	4	4	4	3	4	3	37	0.675
45	4	4	5	4	4	5	4	5	4	4	43	0.825
46	4	4	4	4	4	4	5	4	5	5	43	0.825
47	5	5	4	5	4	5	5	5	3	5	46	0.900
48	5	4	4	4	4	4	3	3	4	4	39	0.725
49	5	5	5	4	5	5	5	4	4	4	46	0.900
50	4	4	5	4	4	5	5	4	5	5	45	0.875

*Performance of E-Recruitment, E-Onboarding, E-Learning, E-Engagement, E-Grievances in the IT organizations during the Covid situation

** Effectiveness of E-Recruitment, E-Onboarding, E-Learning, E-Engagement, E-Grievances in the IT organizations during the Covid situation

***Total Score obtained against each sub-function

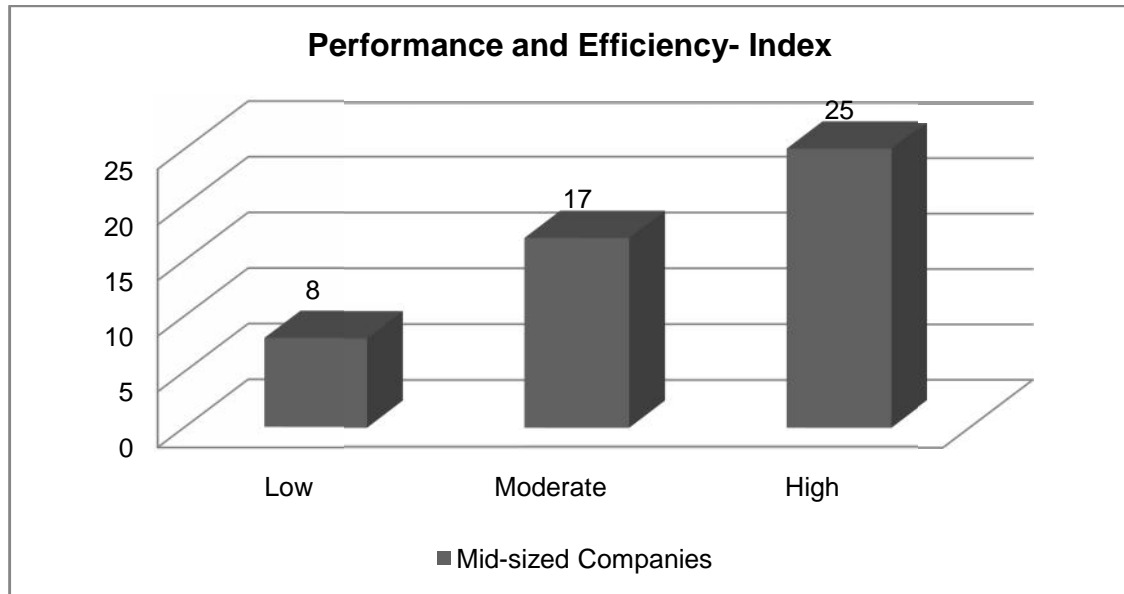
****E-HRM efficiency index (Minimum = 10, Maximum = 50)

Response Analysis

Scoring Range	No. of Responses	Category of Responses
0 to 0. 656	8	Low
0.657 to 0.872	17	Moderate
0.873 to 1.000	25	High

Pointers	Scores
Average	0.765
Std Deviation	0.216
Average - (1/2 standard deviation)	0.656
Average + (1/2 standard)	0.873

From the above tables, it is inferred that around 50 responses were taken from a mixed workforce of people working in the IT sector and who are HR and Tech professionals working in mid-sized companies and all of them provided their feedback and responses to the survey. Out of the responses received approximately 84% of the professionals expressed their level of satisfaction for the E-HRM usage and has approved to the fact that the E-HRM system was indeed a boon to their line of work and has helped them to work efficiently and effectively during the Covid times. This is expressed in the table under the category of Moderate to High level of satisfaction. Whereas, the people who expressed a Low-level satisfaction had given their feedback which is not towards the negative experience and usage of E-HRM, but due to their lack of infrastructure and also due to the fact of having less compatible E-HRM system in their work places, which according to them needs a re-look and calls for a change for betterment and part of their internal review process and development.



The above is a graphical representation of the feedback responses received from the HR and Tech professionals from mid-sized organizations working in IT sectors across the city of Bengaluru.

Feedback Survey from Large-Sized Organizations

The below feedback survey was conducted for the large-sized organizations which are into IT sector.

SL. N	E-Recruitment		E-On boarding		E-Learning		E-Engagement		E-Grievance		Scores	E-HRM Efficiency
	*	**	*	**	*	**	*	**	*	**		
1	4	4	4	4	4	4	4	3	3	3	37	0.675
2	4	4	4	5	5	5	5	5	5	4	46	0.900
3	4	3	5	5	5	5	5	5	5	5	47	0.925
4	5	5	4	4	4	5	4	5	5	5	46	0.900
5	5	5	5	5	5	5	5	5	5	5	50	1.000
6	5	5	3	5	4	5	4	5	5	5	46	0.900
7	3	4	5	4	4	4	4	4	3	3	38	0.700
8	4	4	5	5	4	5	4	5	4	4	44	0.850
9	5	4	4	5	5	4	5	5	5	4	46	0.900
10	5	4	4	4	4	5	5	5	5	5	46	0.900
11	4	4	5	5	4	5	5	5	5	5	47	0.925
12	4	4	4	5	5	5	5	5	5	4	46	0.900
13	5	5	5	5	4	5	5	5	5	3	47	0.925
14	5	5	4	4	4	4	5	4	5	4	44	0.850
15	4	4	5	5	4	4	5	5	5	5	46	0.900
16	5	4	4	5	5	4	5	5	4	4	45	0.875
17	5	5	5	5	5	5	4	5	4	3	46	0.900
18	4	5	5	3	5	5	5	5	4	5	46	0.900
19	5	5	5	5	5	5	5	3	5	5	48	0.950
20	4	4	4	4	5	5	4	5	5	4	44	0.850
21	4	4	4	5	4	4	4	4	5	4	42	0.800
22	5	5	4	4	5	4	5	4	5	5	46	0.900
23	5	4	4	5	5	4	5	5	4	4	45	0.875
24	5	5	5	5	5	5	5	5	5	5	50	1.000
25	3	4	3	4	4	4	3	3	5	5	38	0.700

26	4	4	4	5	4	3	5	5	5	4	43	0.825
27	4	4	4	5	5	5	4	5	5	5	46	0.900
28	5	4	5	4	5	4	4	5	5	4	45	0.875
29	5	4	4	5	5	4	5	5	4	5	46	0.900
30	4	4	4	4	4	4	3	5	5	5	42	0.800
31	4	5	4	3	3	3	3	4	4	5	38	0.700
32	3	3	3	3	3	3	3	3	3	3	30	0.500
33	3	4	4	4	4	5	5	5	5	5	44	0.850
34	5	4	5	5	5	5	5	5	4	5	48	0.950
35	5	4	4	5	5	5	5	5	5	5	48	0.950
36	4	4	5	5	4	4	4	4	4	5	43	0.825
37	4	4	5	5	5	3	5	5	5	5	46	0.900
38	4	5	4	5	4	4	4	5	4	4	43	0.825
39	5	5	5	5	5	5	5	5	5	5	50	1.000
40	5	5	5	5	5	5	5	5	5	5	50	1.000
41	4	4	5	4	5	5	4	5	5	4	45	0.875
42	4	4	5	5	5	5	5	5	4	4	46	0.900
43	4	4	4	3	4	3	3	3	3	4	35	0.625
44	5	5	5	5	5	5	5	5	5	5	50	1.000
45	4	5	5	5	5	4	5	4	4	5	46	0.900
46	4	3	3	4	4	4	4	4	4	4	38	0.700
47	5	1	5	5	4	4	5	5	5	5	44	0.850
48	5	4	5	4	4	4	5	5	5	5	46	0.900
49	3	3	4	4	3	4	3	3	4	5	36	0.650
50	5	4	5	5	5	4	5	5	5	4	47	0.925

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***Total Score obtained against each sub-function

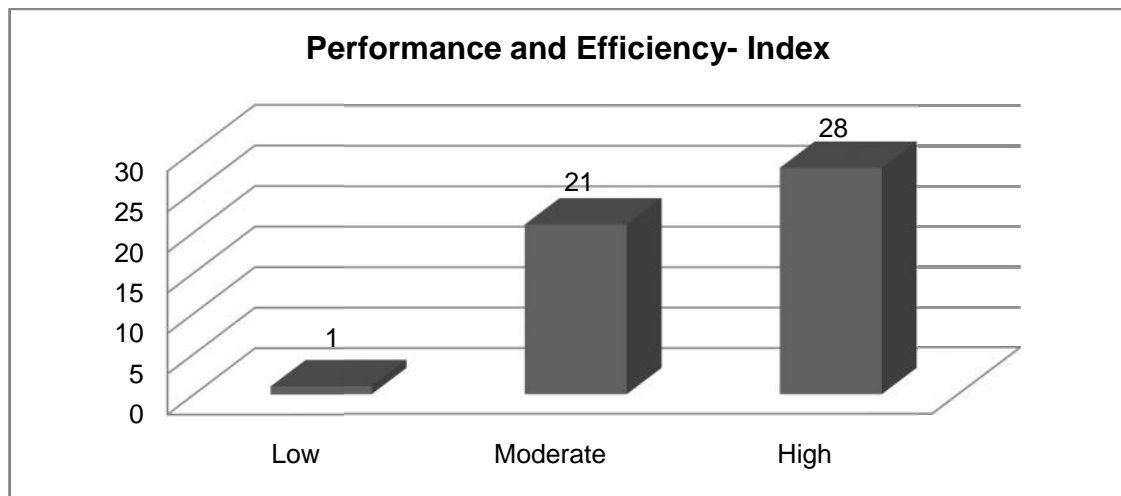
****E-HRM efficiency index (Minimum = 10, Maximum = 50)

Response Analysis

Scoring Range	No. of Responses	Category of Responses
0 to 0.564	1	Low
0.565 to 0.891	21	Medium
0.892 to 1.000	28	High

Pointers	Scores
Average	0.729
Standard Deviation	0.326
Average - (1/2 standard deviation)	0.565
Average + (1/2 standard deviation)	0.892

From the above tables, it is inferred that around 50 responses were taken from a mixed workforce of people working in the IT sector and who are HR and Tech professionals working in large-sized companies and all of them provided their feedback and responses to the survey. Out of the responses received approximately 98% of the professionals expressed their level of satisfaction for the E-HRM usage and has approved to the fact that the E-HRM system was indeed a boon to their line of work and has helped them to work efficiently and effectively during the Covid times. This is expressed in the table under the category of Moderate to High level of satisfaction. Whereas, the people who expressed a Low-level satisfaction had given their feedback which is not towards the negative experience and usage of E-HRM, but due to certain technical glitches in the E-HRM system, which according to them needs a re-look and calls for a change for betterment and part internal review process and development. A score of 98% also indicates how well a E-HRM system has managed to establish its presence and how effectively and efficiently it is working even during a Covid situation. It also indicates that larger organizations are having much more stable and brittle systems in place that can do the required transformation.



The above is a graphical representation of the feedback responses received from the HR and Tech professionals from large-sized organizations working in IT sectors across the city of Bengaluru.

Results and Discussion

It is inferred that the usage of E-HRM is very much in existence for the past couple of years and with the passage of time the quality and quantity of the usage of E-HRM in the IT sectors has only increased. This is largely due to the fact that the companies would want to accept the stage of continuous improvement and work towards achieving it. E-HRM is definitely one of those system that is capable of delivering the required output in a continuous form.

Conclusion

The entire world and various level of experts could hardly predict the arrival of Covid albeit certain speculations in the past, which never went into the notice of people or the so-called speculations were never ever concrete enough to make or arrive at a decision so as to prevent such a cause pro-actively. Even though and looking at the present scenario, it is hard to predict if any form of new wave of Covid would hit the world again that could potentially cause more damages than ever before. This particular state is unknown at present. It is even harder to imagine that such type of occurrences or any other natural calamities will not appear again and cause long-term damage to the Businesses. Future health crisis is too early to alleviate. However, no matter the situation the positive thinking has to come into existence and at the same time one has to face the reality and work towards it. The 'New Normal' is the actual Normal that can be the reality for the future. This paper discusses these points into action and throws a light to the direction that once again is prominently pointing towards the betterment of the organization and its employees by planting a scenario on how to deal with unexpected crisis situations with certain pro-active measures in place and acting on it.

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