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The rise of E-HRM

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Abstract
The E-HRM technology supports the HR function through web technology based channels. E-HRM is a good way of implementing HR strategies, policies, and practices in organizations through a continuous and directed support by full use of web-technology-based channels and networks. The main objective of the study was to focus on the attitude of employees towards using E-HRM. For this purpose the investigator selected 50 employees working in IT sector in Delhi and Bangalore. Convenient sampling technique was used to collect the data. The collected data were processed by applying 't' test. The result of the study revealed that there was no significant difference between employees for E-HRM.

Keywords: E-HRM, Employees, Organizations, Strategies, Attitude.

Introduction
E-HRM is a good way of implementing HR strategies, policies, and practices in organizations through a continuous and directed support by full use of web-technology-based channels and networks. E-HRM can be defined as "a way of implementing HR strategies, policies and practices in organizations through a conscious and directed support of and/or with the full use of web technology-based channels" (Ruel *et al*., 2004). "E-HRM can be used for transactional activities (i.e. those that involve day-to-day transactions and record keeping); traditional HRM activities such as recruitment, selection, training, compensation and performance management; and transformational activities that add value to the organization." (Thite and Kavanagh, 2009). Strohmeier (2007) [7] described e-HRM as, "The planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities." E-HRM can be defined as, "An umbrella term covering all possible integration mechanisms and contents between HRM and information technologies, aiming at creating value within and across organizations for targeted employees and management." (Bondarouk & Ruel, 2009) [3]. the purpose of this paper is to find out the attitude of employees towards electronic human resource management (E-HRM).

E-Hrm Drivers
The drivers of HR domain are identified at three levels (Lepak & Snell, 1998):
i.   The Operational Driver: To make HR cost effective by reducing the HR headcount, lowering the transaction costs and brings about efficiency.
ii. The Relational Driver: To meet the growing demands of line managers, employees, business partners and increasingly improved levels of service.
iii. The Strategic Driver: To be a strategic business partner by addressing the strategic business objectives.

Purpose of the Study
- The study was aimed at to get an insight about the employee attitude for E-HRM.
- To find out the benefits of E-HRM.

Hypotheses
H01: There is no significant difference between the attitude of employees for electronic human resource management.

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H11: There is significant difference between the attitude of employees for electronic human resource management.

Research Methodology
A sample of 50 employees (27 from Delhi and 23 from Bangalore) working in IT firms was considered for study. The questionnaire was given through e-mail and face to face interaction. The employees answered the questions as to their previous experience and their attitude towards E-HRM. Employees were asked to give their views on three point Likert Scale. Websites and journals have been used for collecting the secondary data. To know the employee attitude a questionnaire was developed which includes following items:
1. Implementation of the HRM
2. Faster recruitment process
3. Improve administrative efficiency and productivity
4. Faster Communication and time saving
5. User friendly
6. Improvement in client service

Analysis and Interpretation

Table 1: Comparison of Mean and SD between employees for attitude towards E-HRM

IT Firms	N	Mean	S.D	't' value
Delhi	27	93.4	21.7	1.44 NS
Bangalore	23	89.1	17.2	

The mean value of employee attitude for E-HRM is 93.4 in Delhi and 89.1 in Bangalore. The 't' value is 1.44 which is less than the table value so the difference can be said as insignificant. So we can conclude that there is no significant difference between the employees working in IT firms in Delhi and Bangalore for attitude regarding E-HRM.

Benefits of E-HRM
1. Ease of administering employee records: The number of probes directed towards HR department regarding employee records will decrease significantly by offering employees with immediate access to their personal data, for example, the number of leaves, personal details, insurance claims and so on. As stated by Adamson & Zampetti (2001), since employees are allowed to amend their personal information, the HR record-keeping benefits higher precision and information quality.
2. Assessment of employees: With the introduction of IT into HR function, organisation benefits from online performance management of its employees by using the company's intranet. Furthermore, the employees can do e-filing of 360 degree feedback form, which can later be analyzed. Adamson & Zampetti (2001) indicated that e-HR can also provide managers with information on how to conduct a performance appraisal, the distinct requirements and metrics of given positions and roles as well as examples and models of effective appraisal process.
3. Simplification of recruitment and selection: The paper based recruitment process is costly, lengthy and time consuming. However, e-HRM techniques can streamline the process and decrease mistakes. Interestingly, a recent study showed that 100 percent of large firms in the United States use e-HR systems for

recruitment (Cedar, 2002; Gueutal, 2003).
4. Training needs and development: With the use of computer based training, employees can identify and plan their own training programs. In the opinion of Sambrook (2003), E-learning can propose a solution to training as well as tailor-made learning that fits the particular needs of the learner, but it can also create barriers to learning, due to lack of hardware, fear of technology and learner isolation. There is also distance learning which an extension of the e-learning concept is. "Because of its flexibility, distance learning offers several benefits over traditional forms of instruction, including the ability to train employees quickly and efficiently around the globe, use the most knowledgeable instructors for high-quality training, provide updates to training material as necessary", (Burgess & Russell, 2003).
5. E-Performance Management system: A web-based appraisal system can be defined as the system which uses the web (intranet and internet) to effectively evaluate the skills, knowledge and the performance of the employees which reduces the cost in terms of money and time.

Conclusion
The focus of this study was to gain an insight into what is the attitude of employees for E-HRM. Through an extensive review of literature and the obtained results from sampled data it can be concluded that the E-HRM is acknowledged by all and growing at a rapid rate. It is the efficient and effective leveraging of technologies to deliver HR solutions that bring about a convergence in human capital, processes, data and tools as a catalyst towards achieving business goals. The paper suffers from some limitations. Employees working in IT sector only were considered for the study. A small numbers of respondents were taken as sample for the research. Convenient sampling technique was used. Future researchers can use better sampling technique and larger sample size to get more valid results on the employees' attitude towards E-HRM.

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