Dr. Amit Kumar
Assistant Professor,
Department of Commerce,
Upadhi Mahavidyalaya,
Pilibhit, Uttar Pradesh, India

E-HRM: Necessity not an option (with special reference on E-recruitment E-selection and E-training)

Dr. Amit Kumar

Abstract
In today's era, technology is changing rapidly with every passing moment. One cannot imagine their life without the use of technology. Every place whether it is a local shop or a multinational company operating worldwide, profit or non-profit organization, any function of business whether its marketing, finance or HRM technology is being used. Today, no organization can survive without the use of technology. The use of technology helps the employees and managers of the organization to carry out their operative and administrative duties which saves their time and labor so that they can focus on more crucial aspects of their work.

Keywords: HRM, planning, recruitment, organization planning

Introduction

We know HRM is the process of procuring, planning, developing and managing of human resources. It is management of human assets of the organization. It starts before a person enters the organization and continues after he leaves the organization. Information technology has revolutionized the task of managing human resources. In simple words, it can be said that E-HRM is the process of managing human resources of the organization with the help of technology. E-HRM involves application of technology to carry out the functions of HRM more effectively and efficiently.

E-HRM helps the HR to store all the information pertaining to employees, i.e. age, qualification, salary, growth, performance, etc. with the help of which one can take decisions. "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].

Types of E-HRM

i. **Operational E-HRM:** operational HRM is related to recording and managing aerodynamic functions of HR. it includes administrative and day-to-day functions of HR like maintaining the record of employees, their age, personal information, qualification, experience, leaves, payroll etc.

ii. **Relational E-HRM:** Relational E-HRM supports business processes like training, recruitment, performance management and so forth. Use of intranets and extranets can be used in this context. These technologies facilitate relationships between users of the systems. The emphasis of E-HRM is not on administration of HR processes, but rather on the manner in which HR tools support business processes.

iii. **Transformational E-HRM:** Transformational E-HRM is related to those HR functions which focuses more on overall strategic initiatives of the organisation. When we use E-HRM for strategic and transformational purposes, it is possible to create a change ready workforce through an integrated set of web-based tools that enables the workforce to develop in line with the company's strategic choices.

Correspondence Author:
Dr. Amit Kumar
Assistant Professor,
Department of Commerce,
Upadhi Mahavidyalaya,
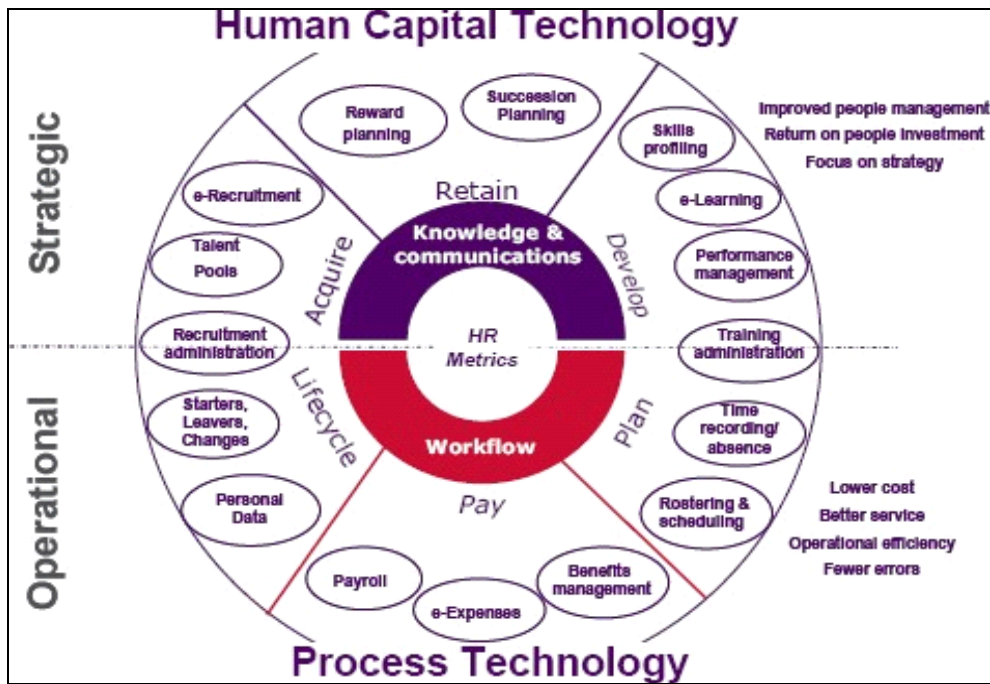Pilibhit, Uttar Pradesh, India

Fig 1: Process Technology

Functions of E-HRM
Just like HRM the functions or components of E-HRM are also manifold which includes:

E-Recruitment: E-Recruitment refers to the attracting suitable candidates for the job (either permanent or temporary) within or outside the organisation with the help of Information Technology. Today, the organization can attract candidates from all over the world with the help of Information Technology. Today, most of the organisations which require larger number of employees do not prefer recruiting manually or through pen-paper mode. They post the vacancies, job description and other information related to the job on different online platforms, job sites (like naukri.com, indeed.com)to attract various job applicants from all the parts of the world. The common methods adopted by the organisation for E-Recruitment are-
i.   **Online job portals:** It is the most common method of attracting probable candidates online. Almost all the big corporates are hiring employees from this method of recruitment. There are various job sites whose main motive is to act as a link between job seekers and job givers like naukri.com, indeed.com, etc. and to help the organisation find the probable employees for the job opening and vice-versa.
ii. **Recruitment notice on official sites:** This is one of the other most common methods of recruiting employees with the help of Information Technology. Every organisation especially public sector organisation post the vacancies inviting applications from the candidates suitable for the job. All the details related to the job are posted online and the interested candidates can apply for the job.
iii. **Passive Candidates:** With the help of technology and various job sites and apps like LinkedIn, the organisation can also reach out to passive candidates. They can engage with these candidates and build a relationship with them. Even if the candidates is not looking for the job right now, an encryption of the organisation is formed in the mind of the candidate and

whenever he will search for the job in the near future he/she will definitely think about the organisation.
iv. **Virtual Reality:** Virtual Reality gives candidates a realistic and virtual tour of the office or the place of work of the organisation to show them their culture, working conditions, etc. Virtual Reality provides a higher level of realism and detail and further, it is less expensive.
v.   **Use Data:** This is one of the internal sources of recruitment. In this method, the organisation uses its own data in context of past and present employees with the help of Human Resource Information System (HRIS) to recruit employees for the vacancies available.

E-Selection: E-Selection is the process of selecting a qualified person through IT who can successfully do a job and deliver various contributions to the organisation. It is the process of selection and short listing of the right candidates from the applications received through recruitment. Today, most of the selection process involves tests and interviews and it is not possible to conduct tests offline (by pen and paper) in every part of the country because the applicants are generally scattered to all parts of the country or even world in some cases. So, the organisation conducts online tests to test the general aptitude of the candidates and special skills required for the job. By conducting online tests and interviews all the candidates can give tests at the same time at their own place which is economical on the part of both employer and employee. This method save a lot of time and effort of the HR and does not compromise the efficiency and effectiveness of the test. This method of online test is very common for selection in government jobs nowadays. Various government organisations like SBI, RBI, LIC, NABARD, are conducting test to select the candidates.
After the test, interview is conducted for those candidates who have qualified the test. The organisation can use technology in this step also by using the method of Video-Interviewing.

In video- interviewing the interviewer can ask questions from the interviewee sitting at a far-off place. This method feels just like face-to-face interview and has a very realistic touch. The interviewer is able to analyse the verbal response, communication skills, eye movements, non-verbal responses and other gestures of the candidate to make a decision about whether the candidate is right for the job.

E-Learning and E-Training: E-Learning and E-Training are often used interchangeably by a common man. But to an HR these words have a different meaning. Training is given to employees to perform some special duties or one can say duties for which they are specifically hired by the organisation. Training is given to employees to perform specific duties which are surely to arise in the near future. Learning makes the employees ready for an uncertain and unanticipated situation which may arise in the future and which is not specific to the job of the employees. It is related to the organisation in general i.e. rules, regulations, principles, culture, etc. A successful learning atmosphere will apply both e-learning and e-training principles to help employees grow.

E-training can be of two types
Synchronous Training- In this type, both learning and teaching takes place in real time even though the trainers and learners are physically separated from each other.
Asynchronous Training- In this type, the learning takes place with time delay as well as the trainer are learner are physically separated from each other.

Modes of e-Training and e-learning
1) **Webinars:** A webinar is a training session or workshop delivered over the web using video-conferencing software. It is similar to a traditional classroom training except the trainers and learners are physically separated and login virtually from different places.
2) **Web-based Learning:** This form of training is accessed via web browsers or the corporate intranet. The best part of this mode of online training is that learners can access it at their own pace within the set time. Also they don't need to travel to the training centre to attend the training. The compatibility of web browsers with videos, audios, animation and other media elements make it a user- friendly medium to deliver online training. On the other hand, the learner needs to have a certain set of system requirements (additional bandwidth and software).
3) **Video-Based Learning:** In this mode, training is imparted via videos that grab the attention of the learner who had enough of traditional training. Videos can include animations, documented case-studies, interviews and testimonials of experts, or screenshot recordings. These online training materials can be accessed anytime from anywhere, allowing learners to watch the video as many times as they want and learn at their own pace.
4) **Collaborative Learning:** Collaborative learning focuses on building collaborations and encouraging interaction among learners, their peers, instructors and other experts of the field. Online social networking plays an important role in Collaborative Learning as it connects a diverse and global workforce. Social learning platforms like discussion boards, chat rooms, messengers, etc. are present in most Learning Management Systems, encouraging employees to discuss and share ideas and opinions.
5) **Mobile Learning:** Mobile Learning provides information to learners that can be accessed remotely through their mobile devices. Many companies are now following the Bring Your Own Device (BYOD) policy and m-learning has proved to be a boon to such employees. This policy also enabled mobile learning to become an independent online learning format, while earlier it was used just as part of a regular e-learning program.
6) **Micro Learning:** This training methodology takes training to a micro level by chopping down information to small digestible bites. Unlike regular e-learning courses, micro learning deals with only one learning objective per course. This allows learners to focus on specific information and also eases knowledge.

Nowadays, there are many software that are available and which are used by most of the organisations.
- Grove
- What fix
- Essential
- Pro Class
- Learning Stone
- Composica
- Relias LMS
- Skill Builder LMS
- SHIFT
- Mind flash

E-Recruitment, E-Selection and E-Training paves the way for Green HRM
Green human resource management involve an integration of organizational environmental management objectives to the HRM process of recruitment and selection, training, development, performance management and reward for environment sustainability. (Renwick *et al*. 2008, and Muller-Carmen *et al*. 2010) [9]. Callenbach *et al*. (1993) [10] had elaborated that in order to carry out green human resource management, employee must be inspired, empowered and environmentally aware of greening to be successful. E-HRM and Green HRM compliments each other. They both are related to each other in the sense that adoption of E-HRM practices and techniques will lead to sustainable development and Green HRM. Many companies and organisation have adopted the policy of Green HRM practices which make use of E-HRM. In the context of recruitment, selection and training, E-HRM practices will help the organisation to reduce the use of pen and paper thus leading to protection of environment like online tests and video interviewing and various methods of online training. If the candidates can take the test at their place the fuel which would have been used is also conserved. These small steps can pave the way for Green HRM.

Conclusion
In conclusion we can say that E-HRM is the present and future of HRM. It is impossible to imagine the future of HRM without the use of technology. Almost all the organisations and companies use E-HRM in their day to day operations. E-HRM has definitely reduce the workload of HR and it can focus more on framing strategies and more

important work. It will also reduce the cost of HR and bring about more efficiency and effectiveness.

References
1. https://www.instructure.com/bridge/lc/articles/difference-e-learning-e-training
2. https://blog.commlabindia.com/elearning-design/models-of-elearning-for-corporate-training
3. Bondarouk T, Looise JK. A Contingency Perspective on the Implementation of E-Performance Management, 197-202. In: Encyclopaedia of Human Resources Information Systems: Challenges in E-HRM. Ed. Teresa Torres-Coronas & Mario Arias-Oliva. IGI global Books, Pennsylvania USA; c2009.
4. Bondarouk T, Rule H. Does E-HRM contribute to HRM effectiveness? Results from a quantitative study in a Dutch ministry, paper presented at the 4th International Conference of the Dutch HRM Network, 2006 Nov 4-5. Enscheda, The Netherlands.[online] [cited 2010 -09-20]; c2005.
5. Dr. Anchal Rastogi, Garima Srivastava. International Journal of Engineering and Management Research, "E-HRM: Emerging HR practices in private banks. 2017 May-Jun;7(3):111-116.
6. Dr. Ankita Jain, Ankita Goyal. International journal of scientific and research problem, "e-recruitment & eHuman resource management challenges in flat world: A case study of Indian banking industry (with special reference to ICICI bank, Jaipur); c2014, 4(1).
7. A Chamaru De Alwis. Ekonomika Management. "The impact of e-HRM on the role of human resource managers", 4 / 2010.
8. Prasad LM. Organizational Behaviour. Sultan Chand & sons. 5th edition [18]
9. Renwick D, Redman T, Maguire S. Green HRM: A review, process model, and research agenda. University of Sheffield Management School Discussion Paper. 2008 Apr;1(1):1-46.
10. Callenbach E, Capra F, Goldman L, Lutz R, Marburg S. EcoManagement: The Elmwood guide to ecological auditing and sustainable business. Berrett-Koehler Publishers; c1993.