

ADOPTION AND IMPLEMENTATION FACTORS FOR THE ESTABLISHMENT of E-HRM SYSTEMS

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ABSTRACT: Electronic human resource management (E-HRM) has been a rapid technological progress in the global arena to manage the human resources in an organization smoothly. This paper investigated to study about how the factors or determinants affecting on the organizational culture to accept and implementation of successful Electronic human resource management (E-HRM) system. Such investigation was based on the extension of many models available in the literature, namely, technology acceptance model (TAM) with theory of planned behavior (TPB), Yale model of communication and persuasion, perceived risk, social risk and organizations role. A review of literature represented a large number of previous studies have attempted to identify factors for determining the implementation of E-HRM applications. According to the previous researches can state that there are effective variables on Adoption and implementation of E-HRM system. These variables include Organizational, Actorial and External Factors.

Keywords: Information and Communication Technologies (ICT), Human Resource Management (HRM), E-HRM systems, Information Systems.

INTRODUCTION

By the introduction of information and innovation technology the human resource management (HRM) function has increased enormously. So organisations are trying to adopt the most that none other than the recent technology coined as E-HRM. It includes cost savings and value creation, the facilitation of strategic competence, and improvement in productivity and business processes, all of which are clearly beneficial from an organizational perspective. However, before organisations invest on E-HRM systems, it is important to determine whether E-HRM is supporting the attainment of business objectives or not. In this regard, it is important to consider the role played by E-HRM, the factors that influence the successful implementation of E-HRM systems, and the link between E-HRM and organizational productivity. This article aims to explore these considerations as well as provide an overview of the current body of knowledge related to E-HRM.

OBJECTIVES OF THE STUDY

1. To identify the critical success factors for the adoption of E-HRM.
2. To examine the factors affecting successful E-HRM implementation projects
3. To evolve appropriate management strategies to ensure E-HRM implementation success.
4. To give appropriate suggestions and measures for improving the effectiveness of E-HRM systems.

LITERATURE REVIEW

- **Muhammad (2018)** study identified the important factors that contribute to adoption of e-HRM among banks in Bangladesh. The result of the study indicated that employee's individual attributes, top management support, compatibility, IT infrastructure and industry pressure are important factors that influencing the management decision to adopt e-HRM among banks.
- **Priya and Munivenkatappa (2017)** study analyzed the satisfaction level of employees towards the implementation of E-HRM systems in their respective workplaces. The study found that the respondents are happy and satisfied with the various tools of E-HRM but most of the employees are facing difficulty in adopting the new technology. The study also shows that younger generation is easily catching up the technological change. Further, the line managers, top management and employees (end-users) play an important role in successful implementation of E-HRM systems.
- **Masum et al. (2015)** study explored the determinants that influence the adaptation decision for E-HRM among firms in Bangladesh. The study developed a framework to investigate the relationship between individual, organizational, technological, and environmental determinants, and E-HRM adoption. The study found that the top level management support, employee's individual attributes, system complexity, IT infrastructure, and industry pressure as the most

influential determinants that influencing the adoption decision for E-HRM.

- **Saleh (2014)** investigated the factors affecting the adoption of Electronic Human Resource Management system (e-HRM) in Palestinian organizations. The study developed a framework based on the extension of existing models, Technology Acceptance Model (TAM), Theory of Planned Behavior (TPB), Yale model of Communication and Persuasion, Perceived Risk, Social Risk, and Organizations Role. The results of the study indicated that perceived ease of use, attitude, intention and communication are the most significant factors influencing e-HRM adoption in Palestine. The results indicated that perceived risk, system security, organization role and availability of resources are influencing e-HRM technology adoption in less degree.
- **Bondarouk and Ruel (2009)** study examined the linkages between the use of e-HRM applications and perceived effectiveness of e-HRM in a public sector organization from multi-stakeholder perspective. The results of the study indicate that, the appreciation of e-HRM applications is associated with HRM effectiveness, and reveals differences in the use of e-HRM between line managers and employees.
- **Strohmeier and Kabst (2009)** examined the factors influencing the cross- national organizational adoption of e-HRM in Europe. The results of the study revealed that, e-HRM is a common practice throughout Europe since two-thirds of all organizations have already adopted e-HRM. It is also found that the major determinants of e-HRM adoption are size, work organization, and configuration of HRM.
- **Panayotopoulou et al. (2007)** examines and discusses the development of e- HR use in Greece and the reasons for adoption of e-HR practices focusing on strategy, process and HRM issues. The results of the study reveal that e-HR facilitates the transformation of role of HRM into a more strategic one.
- **Voermans and Veldhoven (2007)** study examined the employees' attitude towards e-HRM practises within Philips (Electronics), Netherlands. The study found differences in perceived usability of current IT systems, as well as the preferred HR roles strategic partner (high preference) and employee champion (low preference), were related to a positive attitude towards e-HRM systems.

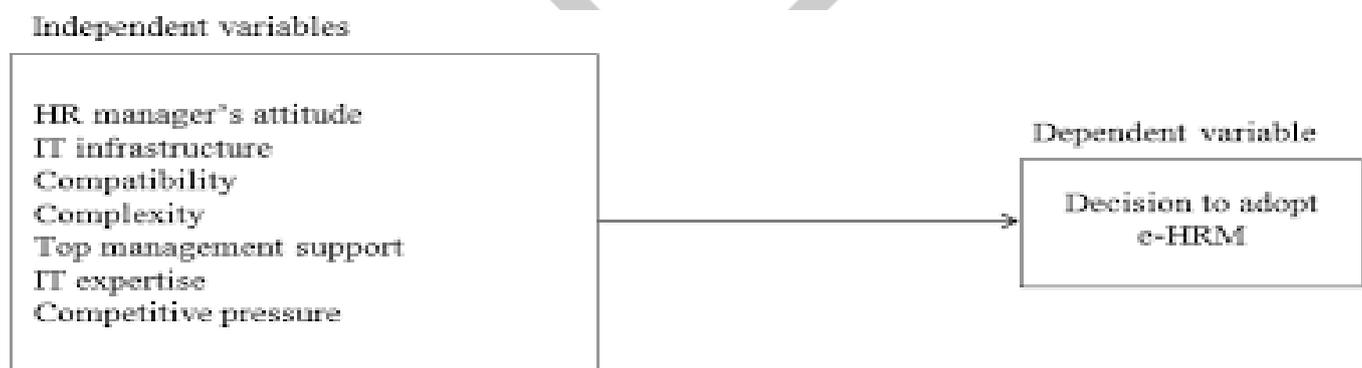
METHODOLOGY: The present study is an exploratory cum descriptive research. In order to achieve the a foresaid objectives, following research methodology is used in the study described in these sections:

- i) Sample and sample profile
- ii) Instruments for data collection
- iii) Tabulation and codification of data
- iv) Statistical analysis

ADOPTION AND IMPLEMENTATION FACTORS FOR THE E-HRM SYSTEMS:

The factors in three categories:

- **Organizational (contextual) Factors which are related to the organization itself,**
- **Actorial Factors which are related to the employees which are supposed to interact with the system**
- **External Factors which connect the environment to organization.**



1. ORGANISATIONAL FACTORS

The factors that portrayed here and derived from organization's characteristics, **might** directly cause a successful implementation of E-HRM.

A. SIZE: Take into account an organization with one thousand staff that goes to introduce a course electronically (e-Learning) and an organization with fifty. clearly the primary one would decrease the value (economies of scale) and also the second would increase (Strohmeier, 2009). conjointly Strohmeier and Kabst (2009)'s findings across Europe support the scale of a corporation has an impression on the adoption of e-HRM since larger organizations can additional often times adopt it. Previously Ball (2001) recognized a positive relationship between the scale of a corporation and e-HRM and all over the smaller firms opt for lower risk HRIS [more on definitions]. Conjointly Ruel et al. (2004) believe e-HRM movement would be additional suited and attention-grabbing for larger firms than to little or maybe medium-sized ones.

B. AGE: Whereas past researchers didn't think about this issue as a very important one to research, Parry (2011) took it as an effect variable, however they didn't notice any relationship between organization age and each the usage and therefore the level of sophistication of e-HRM applications throughout their survey-based investigation on quite 2000 companies across twelve countries.

C. INDUSTRY: Whereas Strohmeier and Kabst (2009) assumed the sector which a company is operating may make a difference in adoption (they examined companies in different sectors across Europe) with an hypothesis based on companies with more clerical and stationary tasks will more frequently adopt e-HRM, they only found a partial evidence which says the sectorial differences in task structures significantly further or restrain e-HRM adoption. However as they explained, the research was generally conducted on the whole organizations which may hide 'segmented' adoption (E-HRM for only a certain segment of employees). Then it needs more specific investigations.

D.PUBLIC/PRIVATE: Parry (2011) which analyzed private sector organizations or Bondarouk et al. (2009) which worked on a public sector one or an investigation on a pool of both by Strohmeier and Kabst (2009) shows more similarities than differences in IT usage as Strohmeier (2007) notifies, and stresses, of course, there are differences in terms of the type of the systems and the level of investment, but it is not a deterministic factor to give the organization an existential advantage.

E.ORGANIZATIONAL CULTURE: Panayotopoulou et al. (2007) mark the organizational culture as a critical success factor for e-HR adoption. Also this is one of the factors that Pollitt (2006) try to emphasize where organizations pay too much attention on technology at the expense of other two areas: people and processes. He says "A company's internal culture may ultimately decide the success or failure of an e-HR system." During the four case studies which were analyzed by Olivas-Lujan (2007) you can feel the role of organizational culture in the company's e-HR adoption; or better to say, technology adoption. For example, In "Smart Building" company due to the demanding corporate culture, employees are fully aware of the possibility to lose their job if they do not upgrade their skills. On the other hand, the company did not introduce the system immediately and force the employees to adopt when they did not think on a same base, but they firstly launched the e-learning to teach them how to work in the new cultural atmosphere which the company was trying to create through changing employees' mindset.

2.ACTORIAL FACTORS

Whereas the previous set of factors could be evaluated, here there are some other factors which may cause trouble in the process of e-HRM adoption even if all the above-mentioned factors are justified. Actually these contingent factors may appear after the implementation of e-HRM.

A. PERCEIVED USEFULNESS AND EASE OF USE: According to the Technology Acceptance Model (TAM) with its two central variables as perceived usefulness and perceived ease of use (Davis, 1989), the clients of a system would embrace the technology only if they feel it is useful for their performance and easy to work with. Voermans and Veldhoven (2007) applied this model in Philips and found out a positive attitude toward e-HRM where you can find usability and ease of use on the system. You can assume what would happen in the reserve case.

B. DEMOGRAPHIC CHARACTERISTICS: Despite of the perception that links technology more to the younger and educated people, In Europe, a research by Strohmeier and Kabst (2009) which assumed the same, i.e. age, gender and education may have an effect of e-HR adoption of the employees, result neither relationship nor any influences. Voermans and Veldhoven (2007) reached the same result in Philips. Shane (2009) added another factor as 'race' and she could not find any significant difference as well.

C. I.T SKILLS: This is the second critical success factor proposed by Panayotopoulou et al. (2007) which emphasizes these skills would facilitate the process of adoption. Obviously for every organization which wants to walk into this process at least a minimum level of skills are required either through previously recruited skill-enabled employees (low investment) or holding training courses (high investment which needs to be justified).

3.EXTERNAL FACTORS

These factors are not directly derived from the organization or the people inside but the environment through which they are living and operating every day.

A.NATIONAL BUSINESS SYSTEM:

This is an interesting factor which was introduced by Strohmeier and Kabst (2009) during an investigation in Europe. They found out Eastern countries in Europe are leading e-HRM adoption whereas they assumed, it may be reverse because of the lower Gross Domestic Production (GDP) rate of these countries. So their hypothesis was just partially supported. They justify this result by referring to the big share of completely new organizations which are being created or the ones had to reinvest themselves in these countries due to their starting point after former communist atmosphere, and their preference to implement e-HR as a new way of doing organizational tasks. So it is a good news for companies which think these kinds of movements may be damaged by their national economy and cause a failure.

B.SOCIO-CULTURAL FACTS:

Would you be successful by your e-recruitment system in a country or region which people strongly prefer to have a face-to-face interaction? If you definitely think it is a yes, you would be better off to take a look at Olivias-Lujan et al. (2007) research in Mexico which did not consider it as an impossible mission but tried to inform you about the varying degree of difficulties which may you face due to social, cultural, contractual, institutional or infrastructure and cultural norms.

CONCLUSION

The intention of this study was to investigate factors influencing e-HRM adoption and implementation. The findings of the study suggested that top management support, HR managers' attribute, IT infrastructure, compatibility and industry pressure are the important determinants to the adoption of E-HRM. The research has contributed to the body of knowledge in the area of E-HRM research through providing a greater understanding and important insights into the determinants factors that affecting the organizational adoption of e-HRM systems. There are some limitations that exist during the process of this research. Moreover, in this article I have chosen three types of determinants to investigate the decision of E-HRM adoption and implementation, but there are also many other potential determinants that may affect the decision of E-HRM adoption and implementation.

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