

A STUDY ON THE PRESENT AND EMERGING TRENDS IN E-HRM AND HRIS IN THE HINDU

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ABSTRACT

The project was conducted to evaluate the present and emerging concepts of ELECTRONIC HUMAN RESOURCE MANAGEMENT (E-HRM) AND HUMAN RESOURCE INFORMATION SYSTEM (HRIS) in Mass Media with special reference to The Hindu. It was decided to check on the effectiveness of E-HRM and HRIS due to the strong base of the Personnel Department. The project was done in four phases, which included formulation of objectives, designing the questionnaire, collection of data and the analysis and the findings are also given in the project. The data collected was of immense usage as it gave deep insight into the employee's expectations on how the Human Resources Development can be best put to use. It facilitated the employees to express their valuable suggestions. The Questionnaire contained questions based on which the awareness of the employees on the various functions of the Human Resources Development Department was tested and evaluated. The effectiveness was based on this questionnaire. To understand clearly the use and the meaning of E-HRM and HRIS,

E-HRM:- Provision of HR related services via the internet, usually a company intranet.

HRIS:- Specialized HR software application used to collect, store, analyze and disseminate HR related information.

Key words: E-HRM, HRIS, Development, Effectiveness

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INTRODUCTION

Technological optimistic voices want us to believe that, from a technical perspective, the IT possibilities for HRM are endless: in principal all HR processes can be supported by IT. E-HRM is the relatively new term for this IT supported HRM, especially through the use of web technology. For many functions, HR transformation is currently one of their critical deliverables. As with all change, there are huge possibilities and exciting opportunities that lie at the end of the implementation journey. However, the obstacles stand in the way of effective implementation is considerable, and many HR functions lose their way or find that they have failed to deliver the outcomes that were initially anticipated. One of the key themes is that the advances around e-HRM provide organizations with great opportunities to rethink the way HR management is undertaken in organizations and yet technology driven change is often disconnected from other changes that are needed around capabilities, culture and structure. To transform HR effectively, change needs to be integrated. Like all professions, Human Resource Management (HRM) has been increasingly affected by the ongoing emergence of new technologies. For instance, the first introduction of the —Human Resource Information System|| (HRIS) some two decades ago has brought about greater efficiency and automation for people management. With the great leap forward of web technologies during the past few years, we have witnessed the birth of Electronic Human Resource Management (e-HRM) which, as indicated by experts, is a much more powerful enabler in transforming the role of Human Resource (HR) from an administrator to the more value – adding role of a business partner. But of course, the availability of an enabler doesn't guarantee the successful transformation.

STATEMENT OF THE PROBLEM

Although, a little later as within other business functions, IT retailers offered more and more new solutions for HRM problems. As within other business functions, IT has become an important tool for supporting the processes of the HR function and the HR function is now closing the gap in terms of applying new it capabilities to traditional functions. Distributors of the e-HRM technology promise several advantages an organization can benefit from when using these technologies. In practice however, the results mentioned are often not achieved. As the promises of the vendors of e-HRM technology are not achieved and the investments to be made in e-HRM

all high, scientific research can be of value for identifying the reasons for not achieving these promises. As it is the major and future need of any organization in terms of future and also present E-HRM and HRIS is considered to be the major supporting part of this organization in making HR activities.

OBJECTIVES OF THE STUDY

E-HRM

- The effectiveness of the present and emerging concepts of E-HRM and HRIS in Mass Media Sector is taken up for study.
- To identify the underlying factors and prerequisites for the success of an eHRM venture.
- To identify the challenges associated with the implementation and maintenance of e-HRM systems.
- To identify the efficiency gains and monitor the human resources demand and supply imbalances
- To identify the support for future planning of organizations hr processes and also for policy formulations of the organization.

HRIS

- To identify the HRIS facilitates for a better decision making.
- To identify the effective application of IS for an organizations HR functions (of tracking existing employee data)
- To identify the present and future advantages of adopting IS for a better and effective communication process of an organization to offer a better service with less effort at reduced cost.

SCOPE OF THE STUDY

- A decisive step towards a paperless office
- Higher speed of retrieval and processing of data
- More consistent and higher accuracy of information/report generated
- Fast response to answer queries

- Cost savings achievable through process improvements and due to reduction in Duplication of efforts
- A more dynamic workflow in the business process, productivity and employee satisfaction.
- To keep an updated database of the employees.
- To make a perfect decision for the benefit of the organization by the HR Department.
- To retrieve any data or information at any moment in a simple and sooner way.
- To change the organization to a better level with the emerging technology.
- To conduct and plan the interview in an advanced method.

RESEARCH METHODOLOGY

RESEARCH DESIGN

A research design is the arrangement of condition for collection and analysis of data in a manner that to combine relevance to the research purpose with economy in procedure.

DESCRIPTIVE RESEARCH

Descriptive research studies are those studies, which are concerned with describing the characteristics of a particular individual, or of a group it is also includes surveys and fact-findings enquire of different kinds.

DATA COLLECTION

Primary Data

Primary data are those that are gathered for a specific purpose or for a specific research project. The information was collected through a structured questionnaire.

Secondary Data

Secondary data means data that have already been collected and analyzed. The sources used to collect these types of data are: Books , Journals and Websites

TOOLS FOR DATA COLLECTION

The various methods of data gathering involve the use of appropriate recording form, like

- Mailed questionnaire
- Rating scale

SAMPLING DESIGN

Sampling design is the process of obtaining information about an entire population. The items selected are called the samples, their selection process or technique is called sample design and the survey conducted on the basis of sample is described as sample survey.

SAMPLING TECHNIQUE

Simple random sampling is the simplest form of random sampling. It is the basic sampling technique where you select a group of subjects, a sample, for study from a larger group, a population. Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample.

SAMPLE SIZE

The sample size should be optimum it should neither be too small nor be too large. The sample size used in this research is 66

PROPOSED STATISTICAL TOOLS FOR ANALYSIS

The data collected was analyzed by applying appropriate statistical tools or appropriate techniques. The techniques used for the analysis are: Chi-square method , ANOVA two -way method and Mann-Whitney U test.

REVIEW OF LITERATURE

Huub ruel *et.al* (2011), This perspective assumes that organization and information systems cannot be separated. By first elaborating on this integrated perspective in terms of a web of causes and consequences of the implementation of IT in organizations, a list of new

organizational phenomena is presented. Subsequently, research on HRISs to date is summarized, resulting in the observation that HRIS research needs to be broadened and deepened. In the third section we combine the list of emerging phenomena with how HRISs are being implemented and used in mainly large global companies. We raise a number of critical questions for HRIS research per each emerging phenomena and suggest a number of appropriate research topics.

Stefan Strohmeier and Franca Piazza (2011), numerous research questions in e-HRM research are directly related to the usage of diverse information systems by HR professionals, line managers, employees, and/or applicants. Since they are regularly based on Internet technologies, information systems in e-HRM automatically store detailed usage data in log files of web servers. Subsumed as —web mining,|| such data are frequently used as inputs for innovative data analysis in e-commerce practice. Though also promising in empirical e-HRM research, web mining is neither discussed nor applied in this area at present. Our chapter therefore aims at a methodological evaluation of web mining as an e-HRM research approach. After introducing web mining as a possible approach in e-HRM research, our evaluation reveals that —web mining|| constitutes a promising additional research approach that enables research to answer numerous relevant questions related to the actual usage of information systems in e-HRM.

Ruel et.al (2007)⁹, The study was conducted in the Ministry of Internal Affairs in The Netherlands, where e-HRM in the form of employee self-service applications was introduced. The study shows that individual assessment of e-HRM applications influences HRM technical and strategic effectiveness. This is especially so in the perceived quality of the content and the structure of e-HRM applications which have a significant and positive effect on technical and strategic HRM effectiveness.

RESULTS, DISCUSSIONS AND CONCLUSION

Findings

- It is clear that 77% of the employees —strongly agree|| that implementation of E-HRM faces challenges in terms of expenses.

- 88% of the employee's accepts that for implementation of E-HRM will help in reducing problems with replacing decision makers. Whereas 12% of the employee do not accept.
- 73% of the employee's accepts that for implementation of E-HRM will help to manage difficulties. Whereas 27% of the employee do not accept.
- Here it is clear that 76% of the employee's accepts that for implementation of E-HRM will helps in handling pressure of various departments. Whereas 24% of the employee do not accept.
- Here it is clear that 85% of the employee's accepts that for implementation of E-HRM will helps in resolve issues in timely manner. Whereas 15% of the employee do not accept.
- 38% of the employees —strongly agree|| that implementation of E-HRM makes unwillingness of employee's leads to failure in implementation. Whereas 36% of the employee —agree|| and 26% of them have —neutral|| suggestion.
- It is clear that 86% of the employee's accepts that for implementation of E-HRM provides High Standards and support to employee's. Where 14% of the employee do not accept.
- It is clear that 35% of the employees —strongly agree|| those implementations of E-HRM helps in improve Organization performance. Where 32% of the employee —agree|| and 33% of them have —neutral|| suggestion.
- It is clear that 61% of the employees —strongly agree|| that implementation of E-HRM helps in Recruitment process. Whereas 29% of the employee —agreeel and 11% of them have —neutral suggestion.
- 30% of the employees —strongly agree|| those implementations of E-HRM helps in improve Admin Efficiency and productivity. Where 35% of the employee —agreeel and 35% of them have —neutral suggestion.
- 53% of the employees —strongly agree|| those implementations of E-HRM helps in making strategic decision for organization benefit. Where 35% of the employee —agree|| and 12% of them have —neutral suggestion.
- It is that 47% of the employees agree implementation of EHRM will be helpful in —Managing relation with trade union|| , and 27% prefers that it helps in —Human resources development|| , and other 26% states that it helps —Decision Making|| .

- 47% of the employees —strongly agree|| that E-HRM is User friendly and highly secured about the database. Whereas 41% of the employee —agree|| and 12% of them have —neutral suggestion.
- Here it is that 86% of the employee's accepts that for implementation of E-HRM helps in tracking entire details of an employee. Where 14% of the employee do not accept.
- 82% of the employee's accepts that for implementation of E-HRM help in updating organization transactions in timely manner. Where 18% of the employee do not accept. □ It is that 47% of the employees —strongly agree|| that E-HRM helps to conduct recruitment effectively. Whereas 36% of the employee —agree|| and 17% of them have —neutral|| suggestion.
- 29% of the employees —strongly agree|| that E-HRM maintains Backup of all data and its simple to retrieve them. Whereas 59% of the employee —agree|| and 12% of them have —neutral|| suggestion.
- Here it is clear that 50% of the employees —strongly agree|| that E-HRM allows organization to get adapted to the evolving technology. Whereas 41% of the employee —agree and 9% of them have —neutral|| suggestion.
- It is that 41% of the employees —strongly agree|| that E-HRM leads to easier communication among various departments. Whereas 36% of the employee —agree|| and 23% of them have —neutral suggestion.
- 92% of the employee's —accept that is Software is a User Friendly. Where 8% of the employee states do not accept.

Suggestions & Recommendations

- The *e-HRM* technology should be modified as to increase efficiency of conducting *e-induction* meetings via web technology in order to bring in high efficiency level of employees.

- The pay structure defined currently is insufficient, therefore the *HR* department can give in more break ups or a more detailed description of what is being currently given.
- The *HR* department has to given in a description on how assessment of the employee performance is made online in order to realize the payments calculated online.
- *E-HRM* still has to be responsible to build high level performing teams. In that case the
- *HR* department can conduct more reviews and training in order to pick out high performing teams.
- *E-HRM* can also improve organizational performance through reframing the *HR* policies according to the preferences of the employees.
- *HR* department has to implement policies that serve to benefit for all the employees in order to plan and develop their career.
- The *HR* department has to bring in more options under *e-HR* technology for employees to enroll for flexible benefit administration.
- The *HR* department can often make use of chat rooms, fairs, networking etc for recruiting in order to make them effective in the organization.
- The *HR* department has to give in a detailed employment contract offer online in order to make it clear for employees.
- The *HR* department should record and maintain all incoming applications online in order to make the applicant tracking system easily accessible.
- The *HR* department should also give preferences to policies that change the nature of relationship with the employees and managers.

Directions for further research

- The researcher in the future for further research can cover the technology that is evolving for the future that will help the organization.
- There can be detailed study of the implementation and use of updated EHRM in future in this organization as it is the beginning stage of using EHRM in this organization.
- There can be research in finding or developing new software's that will help in building a new and effective organization for its future.

- There can be research in making the organization's peer-peer communication strong.
- Research can also take place in the effective utilization and awareness of new software's for HR department's strategic tasks and activities also helping the employees in future.

Conclusion

The transformation of *HR* has a range of facets which have been posed out in the study at *The Hindu* exposes the main themes of cost, the relative capabilities of self-service, shared services, outsourcing and crucially, the quality of the people in *HR* function. From the study we can understand that most of the human resources functions of *The Hindu*, has been automated and the employees are quite comfortable using these functions through web based technology. It also shows the amount of interest people within the company show towards the function and the effort put forth in order to learn how to perform these functions. It is also evident that the system followed at *The Hindu*, is quite effective and user friendly. Thus it is advisable to other organizations also to use E-HRM and HRIS technology, as the software solutions promises to give a trouble-less system and inexpensive technology though in fact the level of this promise is made up only to a certain extent. But the software solution keeps up the promise to provide a useful, efficient and increased performance through this e-HRM and HRIS technology in spite of all barriers it has to face. Perhaps the ultimate determinant of the success of *HR* will be its own ability to source and develop human talent with the capability to share and lead *HR* into a pre-eminent position within the business, where its own value is then truly perceived to be creating value through people.

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