

## **The Influence of Electronic Human Resource Management Use and Organizational Success: A global conceptualization**

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### **Abstract**

This paper attempts to clarify the important role of electronic human resource management (E-HRM) in organizations. As a result, first of all, the present paper reviews the relevant literature about E-HRM. In the next step, the objectives of E-HRM in organizations are described. Then, three types of E-HRM are clarified. Thereafter, the benefits of E-HRM are described. Moreover, this paper identified some factors which contribute to successful implementation of E-HRM in organizations. Then, by proposing a model, this paper illustrates the important role of information technology in supporting HR practices. Finally, the current paper develops conceptual proposition that provide further insight, for managers of organizations and business owners, on integrating HR practices with information technology which contributes to organizational superior outcomes which leads to organizational success.

**Keywords:** Human Resource Management, HRM, Electronic Human Resource Management, E-HRM.

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## **1. INTRODUCTION**

Electronic Human Resource Management (e-HRM) is the use of technology in providing appropriate Human Resource services within the organizations. HRM or Human Resource Management deals with human beings working in an organization. It is a humanistic approach of managing people towards working effectively in an organization. In this process, the managers treat the employees as important and utilize their manpower to develop their organizations. Therefore, HRM is a system working for human resource development and the dignity of the employees who work with the organization (Ganeshan, 2010). Human Resource executives or professionals started in search of technology driven machines which will help in the process of decision-making. The major aim of utilizing technology in the decision-making process leads to the successful functioning of the organization. Human Resource Management can meet the challenges of the modern world turning more strategic, flexible, customer-oriented and cost-efficient with the help of information technology. Several studies proved that information technology has the potential to reduce administrative costs, speed response times, increase productivity, enhance decision-making and customer services (Mishra, 2008).

### **1.1 Introduction to e-HRM**

E-HRM is an expanded version of Human Resource Management. E-HRM, in short, is the planning, implementation and application of information technology to perform shared activities (Strohmeier, 2007). In the past 5 years, an increase in the use of information technology in Human Resource activities has been noticed. With the help of technological tools, E-HRM strives to implement all the HRM operational activities in a fast and accurate way (Nivlouei, 2014). It has been widely used to facilitate the recruitment and selection processes, from the simple task of uploading a CV to a webpage platform, filling an online job application to the moment of the actual hiring. Also, online training options and accessing performance information online is becoming more and more popular. In short, e-HRM has several definitions of which Ruël, Bondarouk and Looise (2004) proposed an early popular definition in which E-HRM was defined as a way of implementing HRM strategies, policies and practices in organizations through the conscious and direct support of and the full use of channels based on web technology (Marler and Fisher, 2010).

E-HRM is mediated by information technologies to help the organizations to acquire, develop, and deploy intellectual capital. E-HRM is a good way of implementing HR strategies, policies, and practices in organizations through continuous and direct support from web-based-technology channels and networks. (Swaroop, 2012). According to Ruël and Van der Kaap (2012), e-HRM is “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.” Also, E-HRM is taken for granted as a driving force behind HRM value creation. Bondarouk and Ruël (2009) suggested that E-HRM lays its focus on Human Resource practises and the relationship between HR and IT.

Moreover, it focuses on special stakeholder groups. The main aim of E-HRM is optimizing procedures in order to run faster the human resources functions, reducing costs and freeing scientists from administrative constraints to implement the strategic role (Kariznoee et al, 2012).

Apart from all these, the most important function of E-HRM system is that it plays a significant role in reducing the organizational costs and of course towards the globalization paradigm. Also, automation of human resource processes enhances productivity through rapid processing, positive work environment and reduction in mistakes or errors as well as in overlapping work. The integrated human resource information system enables the sharing of reliable information quickly. It also allows for better and faster communication among all the agencies involved. The study has found that HR functions aim at targeting outsourcing in the near future. For the successful functioning of E-HRM, every organization mandatorily follows a few methods implemented and suggested by the practitioners. First and foremost step in E-HRM is developing a reengineering mechanism transforming from manual HR processes to paperless forms (Nivlouei, 2014). Moreover, training and education is a critical step in managing change itself. Hence, employees must be educated about the new system to understand how it changes business processes. According to Zafar (2010), the most critical success factors for implanting an E-HR system is the support and involvement of top managers in the project during its life cycle. Also an executive sponsor should be appointed to coordinate, communicate, and integrate all aspects of the project between the development team and top management. The executive sponsor should communicate, integrate and approve the shared vision of the organization and responsibilities and a structure of the new E-HRM system. In other words, for the successful implementation of EHRM, the top managers without any fail should continuously support the new practices.

## **1.2 Purpose of the Study**

Electronic Human Resources Management is a term that includes all HRM processes performed with the help of information technologies to generate value for organizations. Moreover, it offers the opportunity to automate administrative HRM work and to optimize value creating HRM processes. It is a web-based tool serving HR processes within an organization. According to Nivlouei (2014), E-HRM facilitates the usages of the HR marketplace and offers more self-service to the employees. E-HRM is an advanced business solution which provides complete online support in the management of all processes, activities, data and information required to manage human resources in a modern company. It is an efficient, reliable, and easy tool, accessible to a large group of different users. E-HRM is a way of implementing HR strategies, policies, and practices in organizations through conscious and directed support of full use of web-technology-based channels. Additionally, EHRM uses internet and software for effective communication between the employees and employers.

EHRM has several influences addressed in the past studies which include recruiting part-time and full-time professional and knowledge-oriented employees; developing computer skills and optimized use of web facilities; increasing the number of managers and experts in utilizing the world wide web in order to save time and costs and preparing the technological infrastructures. Irrespective of the influences identified, there are several more to be identified which will be one of the concerns of the current study.

This research will provide a global context on the impact of Electronic Human Resource Management on organizational success with the critical exploration of the literature. Analyzing and synthesizing the literature will be useful in acquiring relatively new dimension for the effective and efficient functioning of E-HRM. The current research will develop a conceptual framework based on the review of literature. The framework developed in the current research can be utilized as a foundation by other researchers for building a better outcome of E-HRM. Also, the study will be valued for a new perspective in the management studies particularly in this modern technological world. The main aim of the study is to analyze the influence of Electronic Human Resource Management use on Organization success in a global overall context.

## 2. ROLE OF E –HRM

### 2.1 Types of electronic human resource management

By reviewing the relevant literature, it is inferred that in 1998, Lepak and Snell suggested three types of E-HRM as follows: 1.Operational E-HRM; 2.Relational E-HRM; 3.Transformational E-HRM; The comprehensive descriptions of those mentioned types of E-HRM were extracted from Lepak and Snell (1998).

**Table 1:** Types of e-HRM

Types of e-HRM		
Operational e-HRM	Relational e HRM	Transformational e-HRM
Concerned with administrative functions. Eg. – payroll and employee personal data	Concerned with supporting business processes. Eg. – training, recruitment, performance management, etc.	Concerned with strategic HR activities. Eg. – knowledge management, strategic orientation

*Source: Rüel, Bondarouk and Looise, (2004)*

Publishing of information, where intranets are the channel for principal information supply is the first phase (Lengnick et al., 2003). It is a type of one-way communication. As it deals with the plain HR actions like publishing of organisation policies and procedures; benefits; directories of services; present events, it is characterized as `operational e-HRM (Lepak and Snell, 1998, Ruel, Bondarouk and Looise, 2004). Operational e-HRM disregards high-priced printing costs, imparts easier access to information and attains modifications speedily (Maatman, 2006). The second phase is additionally expanded than the information phase vis-à-vis the automation of processes. Automation practices extranets for assisting the HR exercises like recruiting or performance management, and not on administrative processes (Lepak and Snell, 1998). This phase is called as relational/tactical e-HRM (Lepak and Snell, 1998). It comprises transactions, workflow and also supply chain integration. In this type of e-HRM, paperwork is substituted by electronic input (Lepak and Snell, 1998). Transformational e-HRM is the final and the uppermost stage of e-HRM that Lengnick-Hall and Moritz, (2003) differentiated. It comprises the transformation of the HR role (Lepak and Snell, 1998). The concentration shifts in the direction of an extra strategic one that facilitates HR function to join in in the intellectual capital, social capital and the flow of knowledge. Walker (2001) recognizes strategic partnering with the line businesses; creating centers of expertise and service center administration as three kinds of work for human resources in this phase.

## **2.2 Benefits of electronic human resource management**

Davoudi and Fartash (2012) has listed out certain benefits of E-HRM such as E-HRM has the capacity to handle the effectiveness and efficiency of the organization; improves the efficiency and competence of both managers and employees to make better, quicker decisions; provides a better work culture; leads to a more transparent system; reduces administration burden; provides Integral support for the management of human resources and all other basic and support processes within the company; identifies workflow in the business process, productivity and employee satisfaction; save costs while maintaining the quality of data; standardization; user friendly interface; access to archived records and documents employee and time managers self-manage employee; and automation of routine HR tasks. Previous researchers suggest that E-HRM increases the efficiency of HR activities, improve Human Resource service delivery and transform the role of the HR function into a strategic one. Hence, it can be concluded that E-HRM provides an organized framework to educate and manage skilful employees in the field of web and face problems in operational and strategic sections and also those acquire the ability to manage different cultures (Parry and Tyson, 2011).

By reviewing the relevant literature, this paper extracted some benefits of E-HRM from various studies which are as follows:

**Table 2:** Benefits of e-HRM

Benefits of E-HRM	Source
The generation of HR metrics to support strategic decision making	Hendrikson, 2003; Lengnick-Hall and Moritz, 2003; Lawler et al., 2004; Hussain et al., 2007; Bondarouk and Ruël, 2009
The automation of routine HR tasks and replacing “filing cabinets”	Martinsons, 1994; Brown, 2002; Parry et al., 2007
The branding of organizations	Lawler and Mohrman, 2003; Martin et al., 2008
Freeing HR staff from administrative burdens and allowing them to undertake strategic people-management activities	Lepak and Snell, 1998; Ruel et al., 2004; Shrivastava and Shaw, 2004; Martin et al., 2008
Improving talent management through e-selection, self-assessment, e-performance management	Martin et al., 2008
Transforming HR professionals from administrative paper handlers to strategic partners	Broderick and Boudreau, 1992, Burbach and Dundon, 2005; Bell et al., 2006; Voermans and Veldhoven, 2007; Keegan and Francis, 2008; Haines and Lafleur, 2008

### 2.3 Objectives of electronic human resource management

As mentioned above, E-HRM is a way of thinking about and implementing HRM strategies, policies, and practices. Organizations attempt to achieve certain objectives by following a specific E-HRM direction.

Kaur, (2013) identifies the major objectives of EHRM as follows: To offer an adequate, comprehensive and on-going information system about people and jobs at a reasonable cost; To facilitate monitoring of human resources demand and supply imbalances; To provide support for future planning and policy formulations; To offer data security and personal privacy; To enable faster response to employee related services and faster HR-related decisions and To automate employee related information.

### 2.4 Influences of E-HRM on HR practices

Further, Zafar (2009) identified the important influences of E-HRM on HR practices as follows:

**Table 3:** Influences of E-HRM on HR practices

Influences of E-HRM on HR practices		Source
Human Resource Planning	In relation to HR planning, E-HRM updates employee data, personnel changes and job requisitions. This means that, since employees are given the opportunity to update their personal data, the HR record-keeping gains higher accuracy and data quality	Adamson and Zampetti, 2001
Human Resource Recruitment	Online recruitment refers to posting vacancies on the corporate web site or on an online recruitment vendor's website, and allowing applicants to send their resumes electronically via e-mail or in some electronic format. It also includes the active search of the internet and the location of resumes.	Galanaki, 2002
Human Resource Evaluation	E-HRM allows the whole performance appraisal to be conducted on-line, on the corporate internet interface. This means that the manager and the employee are able to submit performance data directly to the HR department in electronic form. This practice, though criticized for the lack of written evidence, reduces paperwork and if read receipts for both supervisor and supervised are used, it can impressively decrease time and cost for the HR department.	Zafar (2009)
Communication	E-HRM includes the use of electronic mail for communication with the personnel. The penetration rate of computer-mediated communication, mainly e-mail, is higher than 75 percent in corporate environments and e-mail has emerged as the communication medium of choice	Bontis et al., 2003
Rewarding Human Resource	Employee self-service allows employees to submit electronically their preferences in terms of benefit selection, reducing the burden for the HR	Zafar (2009)
Human Resource Development	Using the internet in training and development is one of the mostly discussed aspects of E-HR and probably the one with the most potential in terms of cost benefits. The internet can be used in training needs assessment, in pure e-learning activity and in career management	Zafar (2009)

### 2.5 Successful implementation of electronic human resource management

According to Tania et al., (2009), there are some factors which contribute to successful implementation of E-HRM in organizations; which are as follows:

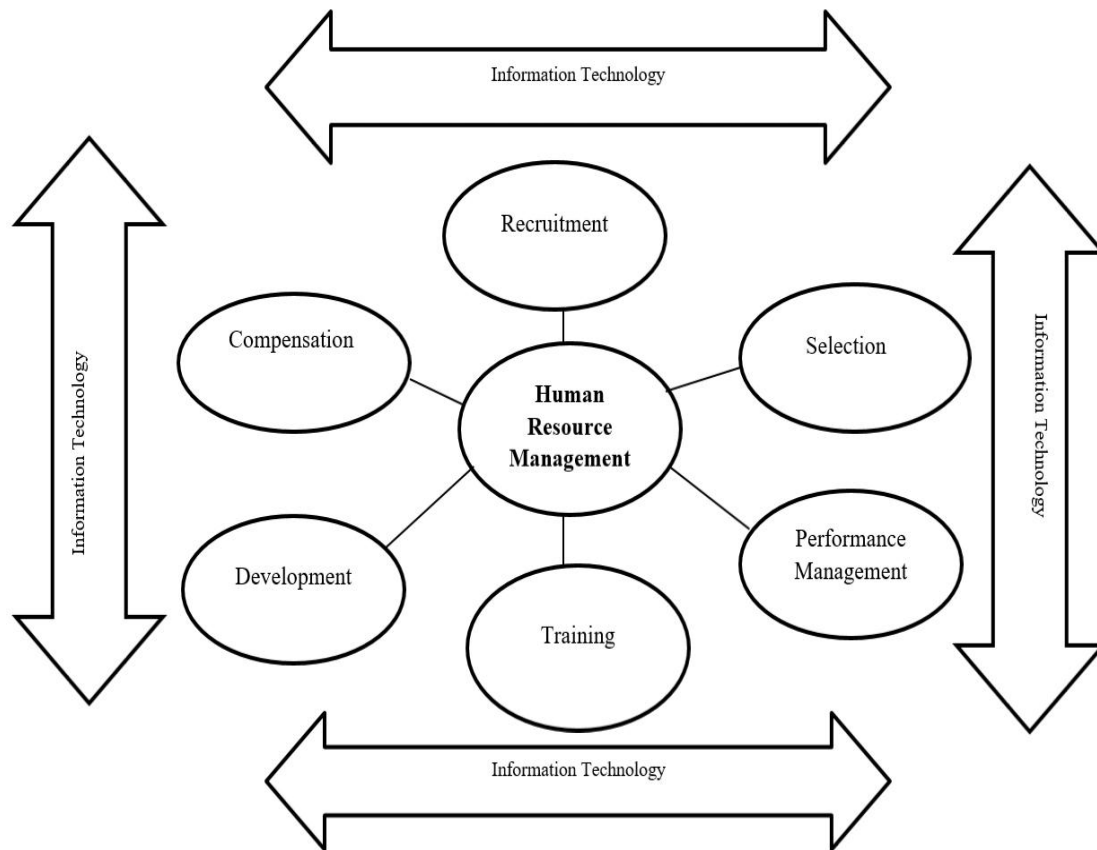
**Table 4:** Factors which contribute to success of E-HRM in organizations

S.No.	Factors which contribute to success of E-HRM in organizations	Source
1	User involvement	Al-Sehali, 2006; Lee and Lee, 2007; Remus, 2007
2	Business process re-engineering	Nah et al., 2001; Lee and Lee, 2007; Remus, 2007
3	Planning and strategy	Nah et al., 2001; Al-Sehali, 2006; Lee and Lee, 2007; Remus, 2007
4	Training and education	Al-Sehali, 2006; Lee and Lee, 2007; Remus, 2007
5	Change management	Nah et al., 2001; Al-Sehali, 2006; Remus, 2007
6	Top management support	Nah et al., 2001; Remus, 2007
7	Effective communication	Nah et al., 2001; Remus, 2007
8	Project management	Nah et al., 2001; Remus, 2007

### 3. RESEARCH PROPOSED MODEL

Taking into account the above mentioned literature, figure 1 illustrates the research proposed model. According to the proposed model, human resource management and HR practices should be supported by information technology in organizations. In other words, organizations should apply information technology to assist HR managers in their day to day activities, like in job analysis, recruitment, performance management, compensation, training, development and Labor-management relations. Further, when these HR practices are supported by Information technology it means that the concept of E-HRM comes to existence in that organization which affects organizational outcomes leading to organizational success; as illustrated in figure 1.





**Figure 1:** Research proposed model of HRM supported by IT.

*Source: From the literature*

AbuZaineh and Ruël (2008) give details in what way HRM has positively taken on eHRM for its benefit. They have offered e-HRM Gears for HRM exercises

- *E-Recruitment and e-Selection.*

Internet knowhow has turned into a most important instrument for recruiting and selecting workforces (Cappelli, 2001). Recruiting turned into one of the very fruitful functions of the web due to internet technology advent (Harrington, 2002).

- *E-Compensation*

E-compensation may well be termed as a internet-centered software device that assists managers to model, manage, and impart compensation systems more meritoriously (Duhlebohn and Marler, 2005).

- *E-Learning (e-training and e-Development)*

Tavangarian, Leypold, Nölting, Röser and Voigt (2004) termed e-learning as the kinds of electronically maintained learning and educating instrument. Its goals are to improve knowledge of operators (bosses and workers).

- *E-Performance Management.*

E-performance is expressed as “improving individual performance by leveraging technology” (Karrer and Gardner, 2003). E-HRM gears back performance management; the valuation of employee performance could be maintained with e-HRM gears by computer observed systems.

#### **4. REVIEW OF LITERATURE**

E-HRM has been widely used in various companies, for the effective functioning of Human Resource Management. It is a collection of knowledge, principles, and approaches for effective human resource management (Mafod, et.al, 2018). E-HRM is a management practice established with the desired positive outcome. For instance, the application of E-HRM reduces the costs, speed up the process, improves the quality and eventually gaining the role of HR within an organization. Additionally, E-HRM influences the effectiveness and efficiency of the HR function. Human Resource efficiency can be achieved by reducing paperwork, increasing data accuracy, and diminishing HR staff. While effectiveness is influenced by enhancing the capabilities of managers as well as the employer to make accurate, appropriate and timely decisions. A recent study has listed out the benefits of E-HRM system which will ultimately reduce the organizational costs. Employing E-HRM system made it easier to apply the human resource activities within the organization. Human resource management system makes it easier and available to perform human resource activities at a pace. Major functions of E-HRM are e-Employee profile, e-recruitment, e-learning, e-training, e-selection, e-performance management system, and e-compensation (Swaroop, 2012).

According to Al-Salami (2013), e-management is defined as “the process of automating all administrative functions and activities based on all necessary information technology to achieve the objectives of the new management in reducing paper usage, simplifying procedures, eliminating routine, fast and accurate execution of tasks and transactions”. “Electronic management is the administrative process based on the potential of the Internet and business networks to plan, direct, and control the resources and core competencies of the organization and others without borders, in order to achieve the goals" (Malkawi, 2018). According to Shuai, 2016 electronic management has the potential to deliver efficient, effective and fast services to the institutions, government and non-government organizations. Moreover, the e-HRM has the ability to cope up with information systems and technological advances. The study also identifies certain elements crucial to electronic management such as paperless management, minimum time and space and management and management with dynamic organizations. Therefore, E-HRM is can be defined as the use of internet and intranet within the organization to achieve the expected results from the human resource department electronically. It also provides services to the customers within the least time, effort, cost and high quality (Tan and Nasrudin, 2011).

Malwaki (2018), in the research, discussed the types of E-HRM namely operational E-HRM, relational E-HRM and Transformational E-HRM. Operational E-HRM focuses and highlights on HR matters such as payroll and personal data. While relational E-HRM is concerned with supporting business processes like services, recruitment and others. And lastly, transformational E-HRM concerning with human resource strategies and activities. Knowledge creation and management are the main strategies of HR involved in the process. Poisat and Mey (2017) in their research study investigates the different aspects of E-HRM, theoretical perspectives of E-HRM, the role of E-HRM and various types of E-HRM. The main purpose of the study is to determine the status of e-HRM and examine the report discussing the link between e-HRM and organisational productivity. The main motive of the study is to increase and improve the organizational efficiency with respect to the human resource activities, roles and responsibilities. The results of the study state that implementation of E-HRM increases the organizational productivity. Further, it is argued that e-HRM can increase the efficiency of HR activities, improve HR service delivery and transform the role of the HR function into one that is more strategic.

Marler and Fisher (2013) tried to understand and explain the relationship between E-HRM and strategic HRM. The study criticized E-HRM for being deterministic. E-HRM is the accepted tool for the existing HR processes. It is observed that E-HRM allows to play the role of HR in a systematic and strategic manner. Moreover, E-HRM has the ability to promote innovativeness and creativity with regard to the practices within the organization. Another study explained the relationship between decision making power and E-HRM. Decision making is defined as the process of selecting an alternative course of action in order to solve the problem raised. The study suggested that E-HRM serves as the decision support system. In other words, decision making system should possess the skills to understand the abstract ideas and obviously find out the solutions for the problems popped up.

In recent era, several organizations increased their use of technology with the human resource management. In Europe it is recorded that almost seventy percent of organizations including the territorial institutions began using internet and intranet to deliver the human resource services to the employees. For instance, Parry (2009) in the study mentioned some of the HR functions E-HRM used in the process of decision-making. It monitored and recorded the absence of management. E-HRM is used to increase the effectiveness of marking and recording the absence across the organization. It records the starting and finishing time of the employees who work in the organization. Further, it enables the e-recruitment system to enter the details of the employees by themselves. And lastly, the system helps the managers to review all the forms, pay slips, salary slips, bonus ratings, attendance of the employees in a pace. Instead of submitting papers, this E-HRM system allows to directly enter the details into the system. Additionally, the HR managers can provide good strategic planning for the whole department. This decision supporting system enhances the decision-making of the human resource managers.

Another study remarks that E-planning enables HR practitioners in South African tertiary institutions to estimate future labor supply and demand electronically (Swanepoel et al., 2007). E-HRM is implementing HR strategies, policies, and practices in organizations through the use of web-technology-based channels. E-HRM is supported by an integrated system, consisting of hardware, software, and databases designed to provide information that can be used in HR decision making, HR analytics and metrics. It improves administrative and operational HR functions by ensuring the availability, compilation and management of HR data for effective strategic HR planning. Further, it allows the HR Department to update employees' information; post job specifications, change policies and procedures, and arrange training for staff members. The so called E-HRM system also enables HR practitioners to estimate future human resources management needs by analyzing current job occupation, turn-over, transfers, promotions, retirements and employee skill levels.

Recruitment is another function which was manually executed and in recent times it turned online. In other words, online recruitment has developed into electronic recruitment. Earlier studies noted the importance of electronic recruitment is found growing in modern times as it seems to be cost-effective, quality-productive and easy to use. Girard and Bernard, (2009) in their study revealed that the recruitment process has often been affected by challenges such as an increasing need for flexibility and responsiveness. Thus E-recruitment paved a new way to attract, recruit and select candidates by HR practitioners in South African tertiary institutions and this has contributed to organizational effectiveness.

Johnson and Gueutal, (2011) in their study discussed about the e-selection process. The HR practitioners adopted the E-selection process to identify the best candidates with appropriate knowledge, skills and abilities mandatory for a particular job. The E-selection system enables HR employees to manage the selection process more actively and to provide more evidence of the effectiveness of the chosen selection method. The E-selection system enables the sustainability of the organization and evolves the system to satisfy the changing requirements of selection. This system allows the managers to reduce the time and space in the process of selection. Likewise, e-training, e-development, e-learning and e-communication also enable the organization to satisfy the needs of the employees.

According to Stankiewicz, (2015) organizational culture promotes the strategic Human Resource Management within the organizations. Organizational culture is broadly defined as the collective programming of the mind which distinguishes the members of one organization from another. Implementation of the strategic management of human resources in organizations is influenced by various factors, including national culture of the country in which the company operates, and its organizational culture.

Some of the past researches highlighted the most of the challenges faced by the Human Resource Management in the twenty first century are retention of the employees, multicultural workforce, women workforce, retrenchment of the

employees, change in the demand of the government, technology, globalization, and initiating the process of change (Hashim et.al, 2012). Further, another important challenge faced by the HR in any business are layoffs. This is a hard issues being faced by the managers and the higher authorities. Additionally, technology, E commerce, workforce diversity, globalization, ethical consideration of the organization, recruitment, training and development and job performance turn to be the latest challenges. The most important challenge faced by the HR is technology. Technology includes the ways and methods of living and work. Modern technologies took birth to make changes which will eventually earn fame for the organization. It shares information and ideas essential for the national economy. Economy has a large amount of capital that resides in people. There are some other assets which are physically owned by the people but Human Resource as an essential asset has no true ownership. The only way to develop and retain human resources is to create an environment which compete them to stay in the organization and hence it has become the main challenge for HRM. Another HRM challenge noted is the workforce diversification. Such workforce diversification means technology has changed each and everything with great extent, the methods of production, the process of recruitment, the training techniques, new equipment and technology should be introduced and purchased by the organization and training should be provided to young and educated workers to effectively manage the workforce that come from different backgrounds with respect to regions, cultures, race and gender. This so called workforce diversity seems to be growing in the modern organizations (Hashim, 2012).

Therefore, HR practices such as recruitment, training, development, and organization communication may also have a great impact on organization success, and still these are the main trends for HR. Developing sound organizational culture HR can overcome these issues, because culture is the brand of the organization. It acts as a representation of the company to outside people, good culture can only be maintained when act upon the culture norm. Keeping these in mind the study concluded that technology has changed everything to a great extent. The changes include the methods of production, the process of recruitment, the training techniques, proper awareness on new equipment and technology provided to young and educated workers (Iqbal, 2016).

Issues and challenges like, workforce diversity, leadership development, change management, organizational effectiveness, Globalization, E- Commerce, succession planning and compensation are noted as the best HR management practices implemented by HR manager within the organizations. It will also include rigid recruitment, selection policy, division of jobs, empowerment, encouraging diversity in the workplace, training and development of the workforce, fostering innovation, proper assigning of duties and responsibilities and managing knowledge (Mangi et.al, 2012).

Another study explained the relationship between Human Resource Management and organizational performance. HRM activities uncertainty increases the performance of

the employees within the organization. The study distributed questionnaires among the employee to find out the relationship among HR practices, job satisfaction and outcomes. The employee questionnaire contains five indicators that are often used in HRM and performance research: training and development, performance related pay, teamwork, job design, and autonomy. It is stated that HR practices adopted in HRM systems incorporate high performance work practices found to have had a positive effect on performance. It is also found that training and development improves employees' abilities, performance related pay motivates employees to perform, and teamwork, job design and autonomy provide opportunities to perform (Tariq et al., 2012).

Chapman and Gollodei (2017) in their research study have examined the acceptance and effectiveness of these new systems including e-recruitment, e-learning, e-selection, e-performance management and the impact of e-HRM on HR effectiveness, HR metrics, and strategic planning. In the study it is stated that organizations began designing, developing, and implementing centralized computing systems for applications such as inventory control. The application of computer technology transformed HR in several ways. Initially, it automated many of the transactional processes that characterize administrative activity of HR and personnel management. In addition, computer technology enabled HR administration functions to be decentralized and outsourced to external vendors, organizational service centers, and employees through self-service, using e-HRM technology. It also changed the role of HR performing within an organization. The roles of HR included planning, change management, organizational development, human capital acquisition and development, and assessment of human capital capabilities which are transformed into bottom line impact, monitor the environment and incorporate labor market data in HR decision-making, integrate the varied HR functions with each other, and align HR functions with business strategy in strategic implementation. It is found that e-HRM continues to evolve with changes in technology, and therefore additional research is needed to examine its effectiveness.

Dulebohn and Stone (2013), in their research discussed the evolution of electronic human resource management (eHRM), and its impact on human resource management (HR). The transformation of HR after 1980s and the effect of computer technology and E-HRM practices in the strategic functioning of the organizations are recorded in the study. The study concluded that e-HRM is a web-based interactive human resource management systems (HRMS) that provides real time information and enable organizations and employee end-users to access HR functions and enter and retrieve HR related data from anywhere through a web browser. Also, e-HRM systems carry more productive work relationships, facilitate communication, offer training and development, and analyze how their performance can be enhanced. Based on the literature discussed; a conceptual framework is developed below.

## **5. FINDINGS**

Organizational success has always been a continuous challenge for both managers and employees as well. As per the current study, there are several factors that result in the success of the organization. E-HRM activities like e-recruitment, e-selection, e-training, e-performance management, e-compensation and e-development tend to upgrade the organization in terms of technological advancement. The high desire for the growth of any organization, there are certain factors which needs to be focused. According to the study, these E-HRM activities and others enhance the performance of both the organization and the employees as well.

## **6. IMPLICATIONS AND RECOMMENDATION**

The present paper attempts to clarify the important influences of e-HRM on organizations. As mentioned above, personnel are the most important resources of all organizations. Thus, in today's uncertain and competitive environment, new methods of managing these important resources should be recognized and need to be understood. Only in this way organizations reach to the competitive advantages. Competitive advantage occurs when strategic actions result in resource or capability differences that produce higher organization-level profitability and cash flows (Rumelt, 2003; Pacheco-de-Almeida and Zemsky, 2007). To achieve competitive advantage an organization should be different from its competitors in ways that allow it to earn higher returns. As discussed above, E-HRM is a new method of managing human resources which will decrease organizational costs and increases organizational efficiency, effectiveness and productivity which firstly leads to organizational survival and then leads to organizational success. It seems that introducing E-HRM in organizations is accompanied by a reduction in HR staff levels, especially in terms of administrative staff. And well implementation provides an opportunity for HR departments to get a clearer profile and a better image. Moreover, the introduction of E-HRM to personnel brings changes in the way they experience HRM in their organizations and in the HR tools and instruments they get offered. They acquire the chance to get updated in terms of organizational dynamics and take part in online communications. To sum up, the proposed model developed in this paper clearly shows how HRM changes to E-HRM which helps organizations achieve competitive advantages. Although providing a foundation, future research is needed to build, augment, and refine this model. But, more researches are needed to integrate information technology and HRM better into the E-HRM literature both theoretically and empirically. The model proposed here is an initial attempt to lay the groundwork for this needed integration from a conceptual perspective.

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