

“Changing Pattern of E HRM in Corporate World after Globalisation”

Chetan Kaur

Assistant Professor

Department of Commerce

Mata Sundri College for Women, University of Delhi

Abstract

Prior to 1960 the presence of information technology (IT) in organizations was in the form of computers which basically handled a limited amount of HR systems such as employee records and payroll functions. These were stand-alone systems which were used by the concerned HR staff with no facility of sharing or data transfer. Moreover, at that time the computer systems were very costly and not many people were trained enough to use them. However, the improvement in technology and increase in usage not only made them user friendly but also lead to decrease in cost. As a result, more and more companies started using it. As the technology advanced further it not only started becoming relevant for use in all the industries but also started percolating into the various departments within the organizations. With the adaption of technology organizations witnessed a drastic transformation in the way they used to keep records, functions and carry out their routine tasks. The traditional way of keeping the records in files, tagging them, storing them in record rooms and also the manual process of retrieving got replaced with updating in electronic forms and storing in hard disk.

Date of Submission: 15-04-2021

Date of Acceptance: 29-04-2021

I. Meaning And Defintion

As per (Lengnick-Hall and Moritz, 2003) E HRM was first used in 1990 wherein it was defined as the system of conducting various transactions related to HR using internet as a tool. In other words, HRM is a set of tools and processes used for implementing HR strategies and policies with internet as a platform. A perfectly implemented E HR means that the network across whole organization is linked so that common sharing of HR related data is possible and by making use of conventional, web and voice technologies an overall improvement in administrative, transactional and process improvement is achieved. So as is obvious by above definition this is managed by first utilizing technology as a medium to remotely connect various employees and making it possible for them to communicate with each other. Once this is done then the next role of technology becomes is to take over partially or completely the execution of various HR related activities.

As per Bondarouk and Ruel (2004, p. 2) explains it more clearly and vividly by stating that in E HRM, web technology based platform is used to implement HRM strategies, policies and practices wherein a communication is made possible between the employees, managers and HR staff with regards to HR content thereby making available a lot of time at the disposal of HR professionals to work on other important aspects such as driving the employee behavior in line with the organizational culture which have a long time bearing on the overall performance of the organization. In organizations who have adapted to E HRM the managers, employees and HR can update, edit, view, and retrieve information from a common HR portal regarding the organizational manpower in order to implement the various HR related activities, strategies and policies. Also it makes possible for the managers to take decisions and communicate with each other without the need to consult a HR professional. Now this web based platform where all the data and information related to HR is stored is managed by the HR. However, all the updates regarding employee information are done by the employee himself while the manager takes decisions and gives approval based on the analysis of information available. At the same time the HR staff also shares with all stakeholders any development or change in policy etc. through this portal. Hence this platform comes out as a very handy tool especially in case of big organizations that are having a very big data base of employees. At the same time as all the administrative work such as updating of employee data, approvals, appraisals etc. are managed by the line managers and employees themselves it saves a lot of time for the HR managers. This saving of time provides an opportunity for the HR managers to involve themselves in strategic decision making aimed at improving the performance of the organization through knowledge management and molding the manpower in line with organizational culture. Thus, it can also be stated that E HRM basically provides administrative support to the HR department by making use of the internet technology. As per Watson Wyatt (cited in Olivas-Lujan et al., 2007, p. 419) fourth

annual survey of HR technology issues, E HRM relates to basically providing direct access to managers and employees to HR data/information so as to communicate, report performance, manage team apart from knowledge management and administrative application by making use of technology. HR portals act as the main platform for implementing E HRM as all the administrative activities are updated here by the users through the personal portals offered to them which are secured through user id and password. At the same time employees are updated about the latest news about the organization as well as incentive schemes etc. through the same portal where information regarding same is updated by the relevant function. Managers on the other hand are able to access employee details including appraisal history, qualification, performance etc. which enables them to make quick decisions, generate reports as well as manage their own data (Ruta et al., 2005). As per (Srivastava, 2010) E HRM provides a business solution in the form of online support for carrying out all processes, activities and data updating which are required to manage manpower in an organization.

However, it is pertinent to note that the attitude and interest of employees towards E HRM will be positively affected in case they find it easy to use, get good support system for users and an output of high quality (Voermans and Veldhoven, 2007) and for that to happen each part such as computer, application along with hardware and software used to collect, store, manage and manipulate data is important. Hence every organization which plans to shift to EHRM, from the traditional HRM need to take care of above facts for the transition to be successful. Thus it can be conclusively stated that E HRM leads to not only a drastic reduction in paperwork and processing time but also significantly affects both the efficiency and affectivity of the HR as a function. The reduction in processing time, availability of accurate data and requirement of less manpower in HR leads to efficiency of function while having all relevant data at their fingertips leads to capacity enhancement of both managers and employees which ultimately reflects in the form of an increase in effectiveness so far decision making is concerned.

II. Review Of Literature

The review of this paper includes the E-HRM and effect of implementing the practices of E-HRM in an organization. The focused fields for the review were acceptance of E-HRM, the effect of E-HRM practices on performance and satisfaction level of employees. The outcomes of E-HRM have also been reviewed in various organizations like banking sector, universities, textile industries, healthcare centres and multinational companies. The perspective of employer and employees towards E-HRM and strategies of E-HRM have also been reviewed. The literature also covers the conceptual views and comparison of traditional HRM system with E-HRM.

Mahmudul Hasan Foiji (2019) IT has a great impact on HRM practices. All HRM activities are incomplete without IT. In fact, E-HRM has got a shape with IT. The use of internet various HR activities like selection process, planning, execution and compensation etc. have been modified. It has become an integral part of many organisations. Keeping this fact in mind the study was conducted by Foiji on the role of e-hrm in outsourcing the HR functions and further to find out the strategies and out coming use of it in an organisation. To continue the study various journals were studied and information was collected from online library of East West University along with some other universities. The case study of CIBC was reviewed having 44000 employees, which was practicing the e-hrm strategies.

Saini (2018) Human resources are the integral part of any organization, which help the organization to achieve its goals. HRM deals with managing this powerful and essential resource of the organization so that it can be used to its potential. Manage this human resource is very difficult as there is variation in the capability and nature of work of each and every human being and to manage such variations is a challenging task. HRM help the manager to manage this task. It was the traditional method of managing the human resource power, and then came into existence the technology, which has totally changed the shape of the World.

Rastogi (2017) There is not even a single field where the technology is not used. Technology and internet together make a very strong combination to improve the overall structure of a work place. The use of E-HRM in banking sector has brought tremendous changes as the management of the main asset of any organization i.e. human capital has become easy with the help of E-HRM practices. The paperless work, automated activities, data sharing and centralized control are certain features which the banking sector can experience.

Nadeem (2017) E-HRM is nothing but the automation of human resource management and digitizing the activities using technology. There are various stages of HRM which are affected by the environment of a particular organization. Nadeem undergone a study with the objective to find out the impact of environment on the implementation of E-HRM practices and how does it help to build a positive work atmosphere for the employees, and also to explore that the change in environment affects the technology and up to what extent. In order to conduct the study, the researcher has gathered secondary data from twelve published research papers of banks, universities and multinational companies throughout the world.

Ilyas (2016) The use of technology is changing the business environment day by day. The information technology along with HRM system has brought a positive result for the organisation. This study is based on the effect of e-HRM practices on the performance of employees of telecom sector. The study was done in the telecom sector organisation of Rawalpindi and Islamabad (Pakistan). The main objective of the study was to determine whether the e-HRM practices affect the performance of employees, to find the effect of training practices, compensation and performance evaluation on the performance of employees and also to facilitate the top management to follow the e-HRM practices to improve the performance of their employees.

Deshwal (2015) conducted a study on the role of E-HRM in organizational effectiveness and sustainability. HRM is a term related to the management of human resources manually, this technique was used years back. Now the introduction of information and technology has totally changed the earlier used practices into a transformed technique called E-HRM, where the data is collected, stored and can be modified digitally as and when required. Not only is this but the sharing of data also possible. The main objectives of the study are to understand the concept of effectiveness and sustainability of organization, to know the tools of E-HRM which could improve and enhance the efficiency of an organization along with continuous development and last but not the least the possible hindrances in implementation of E-HRM in an organization.

Shaukat (2015) To manage the human capital is a challenging job of any organisation. It is the responsibility of HRM to manage this resource in order to achieve the goals of the organisation. This study is done to find out the impact of e-HRM practices on employee's performance. The objective of the study was to explore the role of implementation of e-HRM practices on employee performance. Data was collected from primary as well as secondary sources to conduct the study. To collect the data from primary sources different organisations of Pakistan like Treet Group of Companies, ICI Industries, shell, Wateen, MCB, UCB and many more were chosen. The well-structured questionnaire was used to collect the data. The findings of the study showed that e-RM practices like promotions and transfers, rewards and incentive, compensation, employee relation with employer, training and development system affects the performance of the employees. Employees are motivated with various factors light team incentive, pay for performance and gain sharing. The human factor has always been very important for the organisation and the performance of employees affect the overall performance of the organisation. In order to make the best use of e-HRM practices the employees should be given proper training and practical knowledge of using the technology.

Mahadevan (2014) It is essential for an organization to manage the human resources in such a way as to the maximum usage of the capacity of this resource. The practices of HRM which are practised in an organization effects the performance of the employees. In this regard Mahadevan has undergone a study with an object to find out the impact of HRM practices on the performance of employees. As HRM practices effects the performances of employees in one or the other way which in return affects the performance of the company as employees are the main strength of the company. A sample size of 102 employees of Telekom Malaysia from the two provinces (Kuala Lumpur and Selangor) was taken into consideration. In order to continue the study, the data was collected both from the primary and secondary sources. Primary data was collected in the form of questionnaire and secondary data was collected from journals, text books and other published articles. To analyse Regression analysis was done using SPSS. The findings of the regression analysis proved that there was a significant relationship between training on employee performance. It was found that Performance appraisal has moderate influence on the performance and employee participation in decision making has least influence on the performance.

Mathivanan (2013) Initially banks were considered to be a sector to generate funds for various activities, office security and fair return on the deposits of the investors. With nationalisation the image of banks has been changed. In the daily routine work of banks, no professional training is required. But with the implementation of e-HRM practices the overall functioning of banks has been changed. The study was dedicated to find the impact of e-HRM practices in public sector banks. The main objectives of the study were to find out the HR and functions and their relevance in achieving the bank objective, the influence of motivational factors on employees of the bank and to study the effectiveness of training system and appraisal program of e-HRM followed by the banks.

Varma (2011) conducted a study to find out the implications of implementing E-HRM systems in companies. Although the E-HRM has been introduced and readily accepted by most of the companies because of its tools and features, yet there are some issues which needs to be discussed and taken care of. If the implementation and use of E-HRM practices is done in a right perspective by measuring all the challenges and hindrances can make a long corridor of success for a company as well as the people related to it. In this field the study was done by Varma and the main objective of the study was to find out the factors affecting the success of E-HRM implementation, the challenges which are associated with maintenance and implementation of E-HRM, suggestions for improvement and scope of E-HRM systems in a company. The study was done in Maharashtra with a sample size of 1000 companies of private sector where the practise of E-HRM was going on. Out of which 344 companies were from service group while 656 were from manufacturing group. The data was

collected by taking interviews in the form of questionnaire. On the basis of the study it was found out that if the E-HRM practices are taken up with positive attitude and right perspective they are on the steps of all-around success. Improvement in efficiency and speed of human resources, better control, time management and many more factors are there which are increasing the scope for recommendation of E-HRM in the companies.

Maatman (2006) the development of technology has changed the way of performing various activities of HRM. E-HRM has become an integral part of every institution in the past few decades. It has become very easy for an organization to manage the human resources efficiently and effectively with the use of technology and tools of E-HRM. Maatman has done a study to measure the effectiveness of e-HRM. The main objective of this research was to develop an analytical framework to measure the effectiveness of e-HRM with in a Dutch Ministry which was already using e-HRM and further the future recommendation for the same. Multi method research technique was used by the researcher to conduct the study. The data was collected in the form of semi structured interviews and three different questionnaires for HR professionals, managers and employees respectively at different stages of research. The findings of the result showed that there was reduction in cost, improvement in productivity and customer satisfaction level. There were different goals for different tool of e-HRM and it was an effective tool of Dutch Ministry.

III. Difference Between E -HRM And Traditional HRM

Now to understand the difference between E HRM and traditional HRM the first step is to understand what it actually meant by traditional HRM. In order to have clarity on this the first step is to understand that where does the human resource management as a function stand in the organization and how important is its role in the overall performance enhancement of organization. So, in the simplest of its forms Human resource management (HRM) is basically a support function in an organization whose purpose is to take care of the manpower which is in turn responsible for producing the products or delivering the services (De Cenzo and Robbins 1996). The support of HRM is in the form of manpower recruitment, selection, skill enhancement training, motivational training, appraisals etc. with the sole purpose of increasing productivity and generating commitment from the employees since these two factors are most essential for achieving organizational objectives, irrespective of the type and size of the organization. In other words, HRM is making best use of the capabilities of employees to achieve edge over competition through implementation of a set of policies, programs and practices (Bratton and Gold 2003).

IV. DIMENSIONS OF E HRM

It is an established fact now that most of the companies across the globe are adapting E HRM which is resulting in huge savings in cost coupled with spare time available with HR staff to focus on strategic activities. However another aspect related to E HRM is that there has always been a debate on the effectiveness of the HR in terms of contribution towards the performance of the organization (Hailey et al.; 2005).

There are apprehensions which are not unfounded that a disconnect might happen between the manager and the subordinates. In addition to that there is always a chance of data being hacked or getting corrupted which can be very harmful for the organization if it is not retrievable. Hence control and security issues are a major challenge when shifting from HRM to EHRM though these issues are being addressed by technological advancements in the IT sector (Sareen and Subramanian, 2012). Digital possibilities are endless and with the advancement in technology the traditional way of delivering HR services is being challenged regularly, it being considered to be rigid and lacking innovativeness when compared to E-HRM (Paauwe et al, 2008). Lastly as in the case with traditional HRM the E HRM is also divided into 3 types – operational, relational and transformational E HRM.

1) Operational HRM: This is mainly related to administrative functions such as maintenance of payroll and employee data. In other words, this relates more to operational aspects of HR. With the implementation of E-HRM all these administrative works have been shifted to the employees and managers thereby creating a huge opportunity of cost saving and manpower optimization in the HR department.

2) Relational HRM: This basically deals with various operations such as recruitment, training, performance management which are required to support the business operations. While most of the functions in this approach are carried out using the platforms such as intranet, extranet, HR portals etc. (Martin et al., 2008; Lengnick & Moritz, 2003) but in some activities, mainly recruitment and selection, HR professional might take the traditional paper-based approach (Bondarouk & Ruël, 2006). This is despite the fact that there are a lot many numbers of vendors who have made available readymade tools which take care of most of the activities related to recruitment, selection and training. Overall it is clear that relational E HRM focuses

more on HR tools which support business processes rather than the administrative aspects (Bondarouk&Ruël, 2006).

3) Transformational HRM: As the name suggests this type of E HRM focuses on the transformational aspects which are strategic in nature rather than administrative or operational aspects. Here various web-based tools are used to transform the work force culture in line with the organizational strategic direction choices (Bondarouk&Ruël, 2006). With the administrative work being taken over by the managers and employee thereby saving a lot of time, HR managers are utilizing their skills more on the transformational HRM keeping long term perspective of the organization in mind.

V. E HRM PRACTICES

The various E- HRM practices are as below:

1) E-Recruitment: This is in fact comprises of 2 distinct but interrelated steps – recruitment and selection. Recruitment relates to gathering a pool of data of suitable employees for a given job by matching the employee skill sets with what are the requisites for the given job.

2) E-Performance appraisal: Performance is basically the recording and measurement of the outcome against a plan for a specific function during a given period which is generally a financial year (Bernardin and Russell 1993). Performance review is part of the regular communication that happens between a manager and his subordinate with the purpose of identifying gaps and planning countermeasures in the form of training, job rotation etc. This helps in enhancement of the employee skills and capability to deliver better results in future.

3) E-Training/E-learning: Every organization imparts regular training to their employees in order to bring about behavioral changes in line with company's requirement, capability development, motivation build up etc. with the ultimate objective of imparting continuous up gradation of the skills of the employees. It is important to keep on training the manpower so that the organization can maintain an edge over the competition and it has been observed that those organizations which are serious about it have more productive manpower.

4) E-Compensation:

It is the most crucial aspect to deal with for any organization as it relates to compensating the various employees as per their capabilities and contribution to the organization. It can be both financial and non-financial in nature and plays an important role in keeping the moral boosted of the performers while challenging remaining one's to bring up their performance to remain in race.

VI. SIGNIFICANCE OF E-HRM

The significance of E HRM lies in the paradigm shift it has brought about with respect to the role of HRM in an organization. Shifting of administrative activities from the HR to the employees has brought about substantial savings on cost and time apart from ensuring data accuracy. At the same time decision making has improved considerably in terms of quality and speed as a result of enhanced transparency in the whole system. In addition to this it has brought about a shift in the activities HR is supposed to follow which is now expected to take a more strategic role in terms of recruiting, developing and retaining talented employees. This is because the time earlier used in administrative activities has been shifted to managers and employees as stated above. Organizations generally carry out the E-HRM exercises through intranet which is a network based on TCP/IP protocol which can be primarily accessed by the employees of the given organization and to others the access can only be through prior authorization. This way the security and privacy of the company information is safeguarded. In addition to this the E-HRM tools are also used as a primary means of communication between different functions and employees within the organization. Apart from this it acts as a single point source of all data and information which an employee requires to do his job quickly and efficiently (Nielsen, 2000). The significance of E-HRM is even more for large corporate since the information and data they need to collect, store, process and manipulate is very large. As the data is huge, using various tools of E-HRM results in drastic decrease in the manpower requirement while also becoming a reliable source of retrieving and analyzing HR data whenever needed with a high degree of accuracy. However, at the same time it needs to be kept in mind that in the quest of efficiency and cost saving it should not happen that the resultant technology of E HRM does not deliver a good service experience to the managers and employees. It is very important that using of E-HRM tools should be convenient and useful for employees and managers so that they are motivated to use it on regular basis making it a success. Thus the two pronged approach towards E-HRM should be achieving cost efficiency while at the same time ensuring high service quality (Usability) (Keebler and Rhodes, 2002). An important point to note is that E-HRM provides considerably more benefits to the multinationals as compared to domestic organizations, reason being that it enables the multinational organizations to integrate their domestic and global HRM which lets them identify the probable overlapping in HR practices and activities which are removed to save on manpower. Secondly it gives the capacity to attract talent globally thereby saving cost on commercial

HR portals(Harris, 2008; Dowling et al., 1994).However a point of caution which every organization planning to shift to E-HRM should exercise is that while shifting to E-HRM all organizations need to pay attention to two key aspects which are choosing of electronic media for communication and the other is active participation of employees in the process.Once it is ensured that these two elements are aligned then savings on administrative costs and employee satisfaction as a result of better communication are the two natural outcomes. In fact,E-HRM can also be considered as a self-service portal for both the managers and the subordinates. Reason being on the one hand subordinates can select their preferred reward schemes online which saves a considerable amount time HR used to spend earlier in zeroing in to their choices and on the other hand managers are able to take an informative decision about salaryincrement and applicability of bonus or some other reward(Panayotopoulou et al., 2007).Thusit can be said that EHRM is basically an interface facilitating quick identification of talent with the help of stored information and a ready tool for HR to identify gaps in skills of manpower and plan trainings to improve the overall capabilities and skills of the work force. Moreover,E-HRM has tilted the power balance towards the employees by making the system transparent wherein the employees can exactly know where they stand in the organization in terms of desired and actual skills thereby empowering them to take charge of their carrier. Hence it can be said that E-HRM has all together transformed the functioning of HR department and at the same time provided flexibility to employees and managers in terms of accessing information as a result of which on one hand savings on administrative cost are being achieved and on the other it is enabling quick decision making for managers apart from providing support to HR staff to take a strategic approach towards functions other than administrative in the overall advantage of the organization.

VII. BENEFITS FOR EMPLOYERS

Some of the major benefits which accrue out of implementation of E-HRM to employers are as below:

- It is the cheapest and fastest way to conduct HR activities since the administrative part which is the most complex and time consuming one is taken care of by employees themselves.
- Efficiency of HR function increases as due to decentralization of work to the line managers and the employees they are able to make quick and informed decisions.
- E-HRM provides a platform to integrate the HR activities across globe especially in case of multinational and global organizations and reducing overlaps thereby optimizing the manpower requirement and the various processes.
- Shifting of HR administrative functions to managers and employees brings about enough time at the disposal of HR managers enabling them to focus on strategic aspects such as recruitment, selection, training, compensation and reward systems etc. which have a long-term effect on the performance of the organization
- Since with the implementation of E-HRM, each individual is responsible for updating his data himself chances of error in data are considerably reduced thereby increasing the sanctity of the available data. Also, the subsequent decisions made by the managers with regards to their subordinates as a result are quick and information based and hence more effective.
- Since there is complete transparency in the system due to clear visibility to all stake holders, this provides for better controls on the data and HR actions, thereby increasing the customer satisfaction and trust with the system.
- E HRM enables easy monitoring and calculation of changes in manpower requirement as a result of fluctuation in demands. This makes it possible for the HR staff to schedule the recruitment and selection in such a way that the cost is optimized while enough manpower is available at all point of time.
- E-HRM leads to the concept of paperless office thereby having a positive effect on environment while having minimum complexity in terms of data storage and retrieval.
- E-HRM enables quick retrieval and processing of data enabling quick and fast response with least chances of information being suspect.
- It makes the recruitment and selection process very effective due to access to a large list of eligible candidates, automatic filtering and communication and ability to attract talent from across globe at a substantially reduced cost with saving in time as well.

VIII. BENEFITS FOR EMPLOYEES:

The various benefits which accrue out to employees as a result of implementation of E-HRM in their organization are as below:

- E-HRM commands trust of employees being a transparent system where all details regarding past appraisals and trainings conducted are visible.
- E-HRM works as a ready tool for the employees and their managers to identify the future training needs based on the gaps in skills and past trainings conducted

- It facilitates quick and informed decision making by the managers as they have access to all information of their subordinates such as past performance and trainings undertaken along with educational and demographic details.
- Employees are assured about the security of their personal data and other details since sharing of all data is strictly controlled through passwords to various users with clearly defined user rights.
- Being web enabled all employees have the flexibility to access data from any location and at any point of time, the only requirement being an internet connection.
- HR policies can be accessed by employee whenever they require thereby avoiding the constraint that an HR staff is accessible only during office hour if some sharing of document or policy is required.
- Also, E-HRM enables employees to have immediate access to any latest HR communication since it can be uploaded by HR and circulated to all employees without waiting for office to open the next day.

IX. E-HRM IN SERVICE SECTOR

Service sector which contributes approximately 60% to India's gross domestic product (GDP) is without any doubt one of the most important contributor to economy of India. Even at the Global level this is considered to be one of the largest and fastest growing sectors. Since it is one of the largest contributors, naturally it generates a substantial amount of employment as well (Payne et al., 2009). Though India is considered to be an agriculture economy, the major occupation here being agriculture, and the existence of a large and vibrant manufacturing sector as well, their growth rates nowhere come near if we compare with the rate at which service sector is growing. The soft practices as explained above are replacing the hard HRM approaches, though the earlier approaches are still being used by many companies to get more productivity from existing manpower (Lucas, 2002).

X. E-HRM IN MANUFACTURING SECTOR

Post industrial revolution the industries across the world were set up at a fast pace which gave employment to lakhs and lakhs of people. As the industries took the centre stage as a growth catalyst for the economy of world a lot of focus was directed towards the best practices in the manufacturing sector. The main focus in the manufacturing industry initially had been on increasing the output level of the manpower which were bonded together to safeguard their interest in the form of various labor unions... Hence in order to do maximize the output the role of human relations and industrial relations were important giving rise to establishment of HR and IR departments. The main focus of this department was to keep a control on the labor issues, adherence to the statutory requirements, time keeping and compensation issues. As this was a labor-intensive industry and had to comply with statutory requirements lot of manual records were needed to be maintained regarding the production rate, attendance, overtime calculations etc. Since those times manufacturing sector has seen a huge transformation from being a labor-intensive industry to becoming a skilled labor based and technology driven industry. With the liberalization of industry in 90's the competition increased due to entry of many new players both domestic and foreign. In the changed environment, for the organizations to not only grow but to even sustain and survive, it became a necessary to focus on the quality of the products apart from increasing the productivity per person. It can be said that this became a mandatory requirement in order to have a competitive edge over the other players. This gave rise to the need of maintaining a focus on some additional parameters such as calibration schedule of machines and tools, skill enhancement of the workers, controlling the defect rates, adherence to standard operating procedures (SOP) etc. apart from the regular ones. Adherence to quality parameters and having certification such as ISO which certify consistent product/service quality became necessary to retain the customers. Apart from that additional certifications were required to ensure that all preventive measures to reduce pollution levels were also being adhered to. With all these checks and controls coming into picture, manually controlling and keeping records became practically impossible giving way to adoption of E HRM in the manufacturing sector (Bell, 2007). The various tools of E HRM not only effectively control and measure all the parameters but also support in maintaining records and information's which can also be easily retrieved for analysis in order to devise improvement plans. Records of calibration schedules, productivity per person, incentive and overtime payments etc. are maintained which helps in scheduling the recruitment plans, compensation planning, promotion decisions, PPM level of products etc.

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Chetan Kaur. "Changing Pattern of E HRM in Corporate World after Globalisation." *IOSR Journal of Business and Management (IOSR-JBM)*, 23(04), 2021, pp. 23-30