

The Role of Environment in e-HRM: Building Positive Work Attitudes

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Abstract— *The electronic-human resource management is basically the mechanization of human resource management electronically where all strategies, policies, goals and outcomes of hrm are automated. The whole process of e-hrm is consisting of different stages. These all stages are influenced by environment of organization. This paper is about how environment affects upon e-hrm. The e-hrm is basically a combination of human resource policies and their implementations using the help of information technology. E-hrm serves by reducing cost, time. It also helps in decision support with different activities like HRM strategies and policies, e-hrm goals, e-hrm types and e-hrm outcomes by using different models, but there is a gap, when we apply e-hrm models upon different cultures or types of organizations, the environment is the main factor which affects the e-hrm activities. Environment variable like competition, technology adoption, governmental regulations, societal development, labor market vary from culture to culture. The environment is ignored part of the whole process which affects lot. We will try to identify, how environment affects e-hrm through review of different research papers and case studies. At the end by using honey comb model come to know that environment affects the e-hrm where all variables affects the e-hrm process but the effect of Government Regulations Are very Low.*

I. INTRODUCTION

Human resource management is a field related to the matters of employers and employees, which contains the routine matters like recruitment, payrolls, increments, punishment of employees. A lot of multinational companies and small, medium size companies are interested to adopt HR policies with the use of technology where they become able to save their time and cost. So, the term called e-hrm is a way to go digital by the use of technology.

A plenty of research done in the area of e-hrm before and all activities of hrm are experimented and applied in this field that's why a lot of companies shifted toward the e-hrm systems.

There is a problem with e-hrm system that affects a lot and sometimes becomes the reason for the failure of systems that is environment. The environment is

ignored field in E-HRM. In this paper we will try to address this problem by analyzing the existing work and finding the gaps that how the change in environment effect the technology for this purpose we have selected the Ruel's six environment attribute and done a comparative study to explore that are the environment influence the e-hrm and which one is most effective and which one is less effective attribute. I will try to explore that how much the external and internal environment influence.

For such purpose we selected twelve research papers containing study in multinational companies, universities, banks from Pakistan, Turkey, Spain, Malaysia, Romania, India, United Kingdom, Germany, Netherlands, Norway, Switzerland, Finland, Austria, Belgium, Australia, New z eland, USA, Canada.

II. LITERATURE REVIEW

HRM is a process of organizing human related resources which deals with organization culture, leadership employment and labor laws while taking responsibility of selection, attraction, training, assessment and reward holding collective bargaining agreement.

E-hrm is, in the first place, a unique blend of human resource activities while implementing information technology for networking as well as support. Therefore e-hrm can be viewed as a method of implementing hr strategies, policies and practices in organization via deliberate and focused support of the fullest exploitation of web-based-technology-oriented channels. It pertinent to mention that the word implementation lends itself to multi shaded meaning involving causing some work to happen, triggering of practice and getting something materialized.

Fundamentally organizations incorporate three policies out of which one is predominantly implemented. These policies include: The bureaucratic policy, the market policy, the clan policy.

Ruel recommends three goals

- 1) Enhancing the strategic significance of e-hrm.
- 2) Cost reduction/efficiency gains
- 3) Client facilitation enhancement providing structured services to management and employee.

There are three types of E-HRM which are basically abstracted from the three types of HRM. The Ruel's

adds value by adding word electronic in HRM policies

Operational E-HRM
 Transformational E-HRM
 Relational E-HRM

Objectives that guides towards tentative or expected results several of such cumulative organizational goals can be singled out concerning an organizations social capital .In this perspective all hrm activities and consequently all e-hrm activities will either clearly or obscurely be focused towards these cumulative or general rules. Beer et al. (1984) underscored four possibilities namely: high commitment, high competence, cost effectiveness, and higher congruence.

The definitions of six environment factor which influence e-hrm activities, policies, strategies, goals and out comes.

The environment of an organization which is struggling to gain or win by establishing dominance over other is called competitive environment.

Hrm the state of the art is such an environment where human resource services are applied in an intelligent way.

Labour market is a place in which employee and employer both are satisfied and agreed upon an agreement.

Technology adoption is the capacity of a society to adopt technology willingly and accept it as a way of life.

Societal development means living of an individual with relation to others and having the capacity to accept changes and as a result of accommodating himself to the changes, the individual develops himself and broadens his scope for future.

Laws rules or orders defined by a government are called Governmental regulation.

A honey comb model of seven functional building blocks is a frame work which was first used by Kietzmann for social media that I now intend to use bringing certain changes and adopting it to my needs for the comparison of environment behavior.

III. METHOD

The e-hrm model suggested by Ruel's and a honey comb model used by the Kietzmann's, Both are used as a tool for viewing the environment effect upon e-hrm, Where the honey comb model is used to classify all environment factors. We use research paper comparison which helps us to evaluate the affects of all 6 factors upon organizations environment. While selecting sample, it is observed that selected paper ensures some discussion upon environment factor which is abstracted by reading several papers secondly care has been taken in selecting the latest and contemporary papers. After that we draw a table, that table represents the behavior of each research paper upon each factors of environment. By using this

table we tries to analyze that how much an environment factor is discussed in a paper where each tick represents the positive value and by using binary method we allot 1 to tick and zero to empty which show no impact and calculate them using decimal system. We also use three levels to show the impact of each paper upon each environment factor. We classify these levels as high, medium, low. The filled box represents that the said paper supports this environment practices on the other hand blank color box represents that this practice is not applied are suggested in the paper.

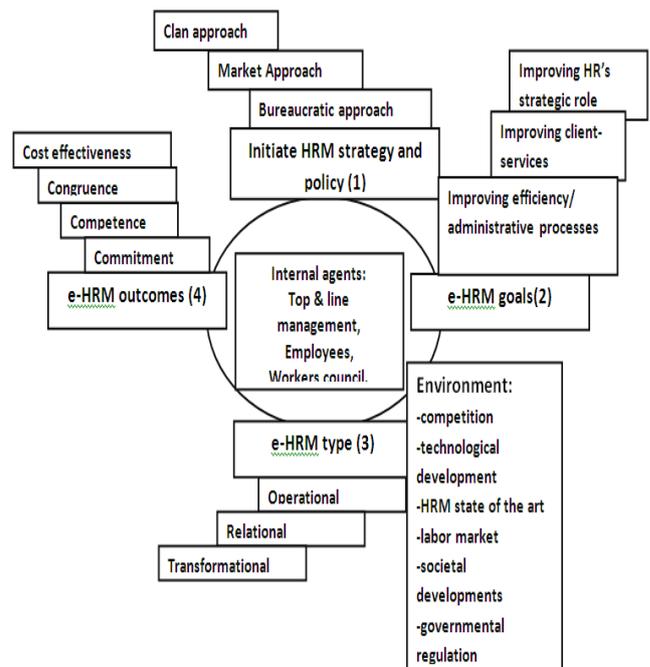


Figure 1. E-HRM Model

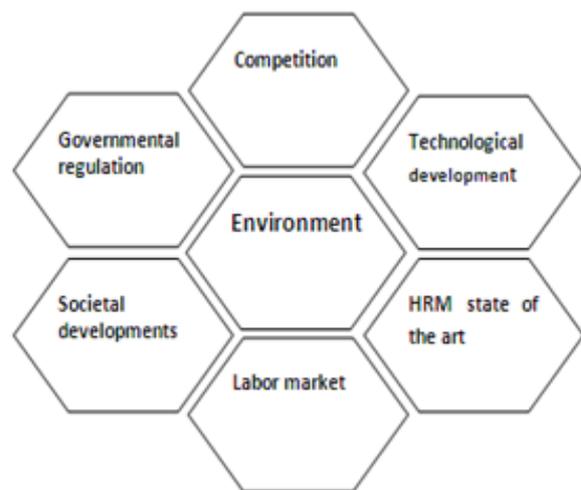


Figure 2. Honey Comb Model for E-HRM

IV. RESULTS

We applied our Model upon various research papers and case studies according to the e-hrm in various countries and obtained some results.

“Ref. [1]”Hub Ruel’s in 2004 published a paper on E-HRM, in his paper he suggested a model in which he stated the E-HRM policies, E-HRM goals, E-HRM types and E-HRM outcomes and environment factors affect E-HRM. This paper provides overview of HRM and E-HRM in detail. To prove his studies he applied his model upon companies having >500 employees where he studied and analyzed the environment which affects the whole procedure. The effect of environment summarized using a framework which is in fig1.

“Ref. [2]”This paper also uses the Ruel’s model and shows that Success of E-HRM varies from culture to culture and environmental factor is the ways which affect E-HRM. This research is conducted in two countries of Europe Romania and Spain.

“Ref. [3]”The next paper provides the review of the research done upon E-HRM and Strategic Human Resource management. The paper shows that there is no great relationship between both fields and tries to identify gap between them where researchers comes to know that both techniques differ from each other.

“Ref. [4]”This paper is on technology side. It reflects the effect of technology upon E-HRM .Two models of technology are applied where the finding shows that the behavior of the user affects while preparing the E-HRM systems. The study shows a survey conducted in Turkey upon 500 organizations

“Ref. [5]”The implementation of E-HRM in software organization is effective and suitable. The paper observes the E-HRM in technological view point and states that E-HRM is very supportive for Information Technology organizations.

“Ref. [6]”The generation from 1980 to 2003 is called Y generation the research tells us that how E-HRM affect the Y-generation researchers states that Y generation is the generation of technology and he finds out that Y generation adopts technology warmly but technology must be updated.

“Ref. [7]”This is very useful research paper where the State Bank of Pakistan’s case study is analyzed. The writer tells that there is great scope for E-HRM in Pakistan. The Pakistani environment is positively adopting E-HRM strategies and there is a great scope for that.

“Ref. [8]”This paper shows the behavior of people about technology and indicates the attitudes on changing environment and technology. It states that the total business success depends upon the people, knowledge of society, attitude, behavior and adoption of technology which builds the overall environment and affects the E-HRM process. The governmental regulations also affect the E-HRM strategies. This paper shows that the Sri Lankan government is much

more interested in the development of E-HRM process. The research is done in Colombia using 30 companies. The results show that to “Ref. [9]”papers is about the survey of 12 countries (United Kingdom, Germany, Neitherland, Norway, Switz elan, Finland, Austria, Belgium, Austrailia, Newzeland, USA, Canada) where E-HRM policies are well implemented .The research shows that the implementation of E-HRM not only improves the work efficiency, reduces cost but it also enhances and enriches the Human Resource strategies and polices in the organization so the adoption of E-HRM does not mean the enhancement and adoption of technology but it is also effective for all human management issues as a labor market , competitive environment and HRM itself as a state of art but it does not decrease cost.

“Ref. [10]”This part of research is done in Malaysia at small and medium size companies. This research covers the overall environment behavior discussed by Hub Ruell in his model. This paper provides detailed study upon competitive environment, Societal Development, Technological challenges and adoption, governmental participation in development and improving of E-HRM. Malaysian government is willing to apply E-HRM policies and strategies with effective technology but due to the lack of resources, expertise and infrastructure, implementation of E-HRM is quite difficult for small and medium organizations but it is necessary to equip companies with E-HRM.

“Ref. [11]”In this paper the study is that the Multinational Companies working process is entirely different from domestic companies The MNC’s have to deal with environmental , cultural and societal issues according to the political, governmental , technological, Trade unions and employee legislations so the researcher recommends institutional approach for MNC’s where environment of area is main stake holder. At the end research shows , that the MNC’s deals with different countries so the culture and environment of the country where governmental laws , political and societal pressures ,labor unions competition with local and international markets ,technology and HR strategies and policies affect the E-HRM and the best approach to overcome is institutional approach.

“Ref. [12]”This paper states that the electronic economy changed the way of working of people, managers and technology persons. This paper also explains the main change in the electronic word which are internet, intranet and web 2.0 technologies. The research shows that how these enablers change the trends of economy by enhancing the labor market, providing competitor advantages, societal improvements, adoption of the new technologies and other environment related issues add values in E-HRM. The HR policies and strategies in addition with information technology also affect laws and rules. As

case study University of Alicante is selected where 1240 administrative staff ,2212 teaching staff and 95000 users of E-HRM system and hopefully the E-HRM brings positive results in efficiency , work experience and environment.

When we mixed up the analysis of environment behaviors comparison it shows the following out comes.

TABLE I. COMPARATIVE STUDY OF PAPERS

Paper	Competition	Technology Adoption	Governmental Regulation
¹ . Hub Ruel	✓	✓	✓
² . Sofia Totolici	✓	✓	✓
³ . Janet H. Marler	✓	✓	
⁴ . Nihat Erdogmus	✓	✓	
⁵ . Antony Joe Raja	✓	✓	
⁶ . Rita Bissola,Barbara	✓	✓	
⁷ . Junaid Zafar	✓	✓	
⁸ . De Alwis	✓	✓	✓
⁹ . Emma Parry	✓	✓	
¹⁰ . Lai Wan Hooi	✓	✓	✓
¹¹ . Royle, T	✓	✓	✓
¹² . de Juana Espinosa	✓	✓	✓
	12	12	6

TABLE II. COMPARATIVE STUDY OF PAPERS

Paper	Societal Developments	Labor Market	HRM state of the art
¹ . Hub Ruel	✓	✓	✓
² . Sofia Totolici	✓	✓	✓
³ . Janet H. Marler	✓	✓	✓
⁴ . Nihat Erdogmus	✓		✓
⁵ . Antony Joe Raja	✓		✓
⁶ . Rita Bissola,Barbara	✓	✓	✓
⁷ . Junaid Zafar	✓		✓
⁸ . De Alwis		✓	✓
⁹ . Emma Parry	✓	✓	✓
¹⁰ . Lai Wan Hooi	✓	✓	✓
¹¹ . Royle, T	✓	✓	✓
¹² . de Juana Espinosa	✓	✓	✓
	11	9	12

The tables elaborate the importance of environment factors in whole e-hrm process. It shows that the most of the factors have full impact but there are some factors which are still ignored in the field of e-HRM,

for example Governmental regulations and support, labour market. Than we elaborate our idea through “Ref. [13]”honeycomb model where most of the factor have high impact.

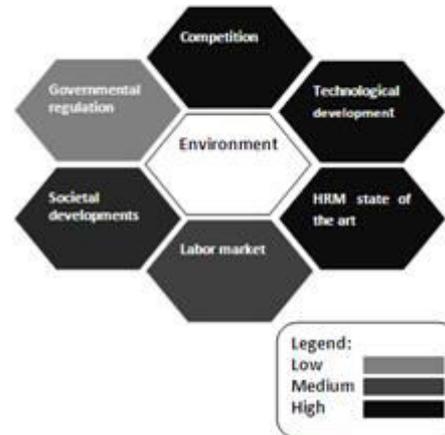


Figure 3. Impact of Honey Comb Model for E-HRM

DISCUSSION

A. Conclusion

In this paper our research focus was to identify the effect of environment upon E-HRM process we have discussed 12 research paper having related work where three are some case studies, small and medium level companies, multinational companies, universities, banks from Pakistan, Turkey, Spain, Malaysia, Romania, India, United Kingdom, Germany, Netherlands, Norway, Switzerland, Finland, Austria, Belgium, Australia, New eland, USA, Canada. As the result shows that technology adoption ability of peoples, Human resource as a state of art and competitive environment are environment variables which have effusive affect the E-HRM. The Labor market and societal development are behind them but the governmental regulations are at the 50% so at the end a government laws still have less influence upon E-HRM.

B. Future research

In future we are planning to view the effect of E-HRM upon Pakistani environment for that we are planning to make questioner for both human resource managers and Information Technology managers and after that we find out which factor effect Pakistan’s economy and also refine our research for public , private ,small , medium and multinational organizations in Pakistan. We hope our work in that field contribute a lot for HR managers, Software developers and I.T managers.

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