

# A SYSTEMATIC LITERATURE REVIEW ON THE IMPACT OF E-HRM.

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**ABSTRACT:** *It's becoming more common for businesses to use electronic Human Resource Management (e-HRM) and it's also a topic of interest to new researchers. For the last two decades, this study has done a systematic literature review to look at all of the research on the adoption and effects of e-HRM that has been done. This study is an attempt help the future research on e-HRM. It's an new look at a few examples shows that e-HRM can make a big difference: It can be operational, relational, and even change the way people work together. There has been a shift in the debate over the years from operational gains to strategic gains. The success of e-HRM is very important for these benefits to come to fruition. Human, technological, organizational, and environmental factors all play a role in whether or not people use it. Our research looks into these factors in more detail and says that more research is needed to figure out how adoption factors and the benefits of e-HRM are linked.*

**Key Words:** Human resource Management (HRM), Electronic Human resource Management (eHRM), Human resource Management Information System (HRIS).

## INTRODUCTION

The role of the human resources department has changed significantly in recent years as a result of factors such as globalization, rapid technological progress, a knowledge-based economy, and the need to overcome limitations in order to achieve high performance [1,2,3], and the department has had to adapt [4]. As a matter of fact, information technology has fundamentally altered the manner in which individuals manage their employment and services [5]. Moreover, the fast expansion of the Internet (Strohmeier, 2007), as well as the increasing role of technology in several areas of work [6], have contributed to this transformation. This has made it simpler for firms to implement and deploy E-HRM [5].

E-HRM is increasingly becoming a more frequent and recognized corporate practice [2,5,8], as shown by the following statistics: Historically, the majority of transactions were completed by hand [10]. This increase in the usage of new technology in the human resources departments of various firms is an excellent indication of how vital and helpful it is for the HR department [8]. Many individuals believe that E-HRM represents a significant advancement in the area of human resources [11]. It has the potential to increase the efficiency of the HR department, assist it in moving up to a more strategic level, and increase the productivity of human resources (Davaranpanah & Mohamed, 2020). A number of individuals have written about the advantages of electronic human resource management, but there isn't enough data to support the assertions. This is despite the fact that there has been a great deal of study done on the issue and that many individuals have said that e-HRM may improve the effectiveness of HRM [11,12,13]. These individuals are interested in learning more about how electronic human resource management (e-HRM) adoption works, whether or not it has varied consequences on firms, and whether or not they reach their objectives after implementing e-HRM.

These findings prompted us to conduct a thorough literature analysis on the usage and effect of E-HRM. This literature review will present, analyze, and debate the findings of twenty empirical research on the usage and impacts of computerized human resource management. Also included will be an examination of how these studies relate and contrast with one another. This will enable us to contribute to the body of knowledge on E-HRM and to get a deeper understanding of how E-HRM is utilized and how it impacts people's lives. The following is a breakdown of our article: First, we'll discuss E-HRM and the differences

between E-HRM and human resource information systems (HRIS). In the next section, we'll go through how we conducted our research, selected our literature review sample, and examined it. Following that, we will demonstrate and discuss our findings. Finally, we'll go over some of the most significant results of this research as well as some innovative approaches to studying E-HRM.

## Literature Review

A lot of articles about E-HRM and Information Technology use a variety of terms to describe how technology is used in human resource management, including human resource information systems (HRIS), HR intranets, computerized human resource management systems (CHRMS), virtual human resource management systems (VHRMS), and human resource portals (Saleh & Saleh, 2016). Furthermore, the word e-HRM is often used to refer to HRIS, HRMS, HR software, and a variety of other terminology [10, 11]. According to Rul et al. [11], HRIS are a collection of information systems and computer programs that are utilized for human resource management, whether they are employed individually or in conjunction. They may be used to assist in the development of human resource practices, policies, and initiatives. Human resource information systems (HRIS) are defined by Tornatzky et al., [14] as a means for gathering, storing, preserving, accessing, and verifying data on an organization's human resources, staff activities, and the characteristics of its organizational units [10]. The design, implementation, and use of information technology for the networking and support of at least two persons or groups in the shared exercise of human resource activities, according to Strohmeier [5], is defined as e-HRM. When compared to HRIS, e-HRM is more inclusive, since it is not limited to HR personnel. It is intended for use by all employees, not just those in human resources. [8] Human resource information systems (HRIS) are a component of e-HRM technology, which is the unlocking of HRIS for all workers in an organization.

A successful literature review is characterized by the ability to locate and choose publications that are relevant to the subject matter, and then to examine them at the appropriate level [13]. As a consequence, we decided to conduct a comprehensive literature review in our particular situation. Due to the fact that it provides an objective, thorough, and easily reproducible summary of the data [15,16], it is widely used. In order to begin, we searched for references to our study in a variety of scientific databases, such as

Scopus and Web of Science, among other places. We also checked in Proquest, Cairn, and Science Direct, among other databases. More information may be found in Table 1. It has a large number of management journals that are relevant to our subject. The majority of the articles are sourced from the Scopus database, which has a large number of these periodicals. The majority of persons who searched for these terms did so for the phrases "e-HRM" or "e-HRM." Additionally, the terms "HRM AND IT," "digitalization of HR management," and "e-HRM" were often searched for on the internet. A search for each phrase yielded hundreds of entries. After filtering the results by management discipline in order to reduce the number of results returned, we proceeded to choose the references that were relevant to our study topic. We looked at the most frequently referenced publications in the area, as well as recent ones, to see what's new in the topic of E-HRM. The reason for this is because our topic brings together a managerial and technology component that is always changing and growing. After completing this stage, we were able to locate 268 references, which were dispersed over journal articles, conference papers, book chapters, books, and encyclopaedias. In fact, as indicated in Table 2, journal articles account for 84.7 percent of all the references we discovered.

### Theoretical Framework

The theoretical framework of the publications that were examined demonstrates a wide range of various sorts of theoretical approaches. This is due to the fact that there are so many distinct themes and components of electronic human resource management. The majority of ideas regarding how people adopt technology and information systems are used to describe how individuals behave when they employ E-HRM. The Technology Acceptance Model, for example, has been utilized in this manner by Ruel and his colleagues. Additionally, Taylor's Theory of Planned Behavior was used in this manner. It was also necessary to employ the Technology Trust Model, the Unified Theory of Acceptance and Use of Technology, and the Information Systems Success Model, among other models. This is a list of the models that were used [16].

**Table 1. The total number of Documents used in this article and their sources**

Sources	Share in Percentage
Scopus	65.9%
ProQuest Academic	13.4%
Cain	5.3%
Google Scholar	4.5%
Science Direct	3.8%
Stringer	3.1%
JSTOR	2.5%
Web of Science	1.2%
<b>TOTAL</b>	<b>100%</b>

Source: Constructed by author

When it comes to the language of the references that were identified, 92.2 percent of them were in English, which can be attributed to the large number of papers and publications in English regarding E-HRM that can be found in the scientific databases that were utilized to conduct the research. It is possible to find 21 French references in total: Cairn has 17 publications, all of which came from Cairn. Two of the publications are from ProQuest, and the other two are from the search engine Google Scholar, respectively. In terms of when the documents were released, Figure 1 indicates that the number of publications

has increased steadily since 1986, with the most recent publication being in 2011. This demonstrates that enterprise human resource management (E-HRM) is a popular study subject that receives a great deal of attention from the scholarly community. The number of publications we discovered in 2022 decreased since we conducted our study between March and April of that year, and as a result, many papers had not yet been published.

**Table 2. . The total number of Documents used in this article and their types**

Type	Share in Percentage
Journal Article	82.3%
Book Chapter	8.4%
Conference Paper	7.3%
Book	2.8%
Online (Internet)	1.2%
<b>TOTAL</b>	<b>100%</b>

Source: Constructed by author

Furthermore, several theories of innovation adoption are being used to the study of how e-HRM spreads and what motivates an organization to attempt new things and adapt to new environments. Some of the ideas that we discuss include Attewell's model of innovation views, the model of information technology adoption by businesses, the Teo et al. model of innovation perspectives, and the TOE model, to name a few [25].

Additionally, there were several papers that made use of the conceptual framework of e-HRM typologies, such as the first one from Zuboff [17], which distinguishes between a "automated" type and a "informational" type. The typology based on the significance of e-HRM, on the other hand, distinguishes between an operational and a strategic type [18] of organization. The resource-based perspective [20], the adaptive structuring theory [20], and the organizational capabilities approach [13] are all valid ways of looking at how electronic human resource management may help a firm become more competitive. It's merely that three of the research lack a theoretical framework on which to build. To summarize, the majority of the ideas are concerned with different sorts of e-HRM, innovation, and technological acceptability. There is no one hypothesis that underpins the present study on e-HRM.

### FINDINGS AND DISCUSSIONS

E-HRM has been the subject of much academic investigation on its objectives and potential consequences. There are, however, just a few studies that look at how these objectives are fulfilled or attained in real practice. Parry and Tyson [4] have classified the impacts of E-HRM into three categories: operational, relational, and transformative. The operational advantages of E-HRM are significant and have been the focus of several studies, including this one. As human resource operations become more standardized, there is less danger of errors, and they are completed quicker and with more transparency [4,21]. Employees that benefit from these perks are also more productive [19]. All of these advantages contribute to more efficient and streamlined human resource procedures (Tursunbayeva et al., 2019), which results in increased profits for the organization [4. According to the literature, implementing e-HRM may reduce the number of workers employed by a firm, although this decrease is still relatively minor compared to the whole workforce.

Cost-cutting is still one of the primary motivations for implementing e-HRM, however the research does not seem to support this claim. Research: Parry and Tyson (2011) conducted a qualitative study in ten UK organizations and discovered that E-HRM may save money by reducing expenditures for training, recruiting, and other activities. E-HRM, according to Tursunbayeva et al. [21], may reduce maintenance costs by combining or replacing numerous outdated information systems with a single, more efficient system. The expense of e-HRM is cited as a justification for not implementing it, however Troshani et al. [22] and Waheed et al. [2] argue that this is not a valid argument for doing so. Further investigation is required to properly comprehend the relationship between e-HRM deployment and cost reductions..

E-HRM offers a number of operational advantages as well, but more and more firms are focusing on the benefits it provides for their employee interactions. The professional position of human resource professionals increases when they share information with workers, and they become more responsible and possess superior managing abilities as a result of doing so [21,23]. According to Tursunbayeva et al. [21], improved human resource operations, as well as the utilization and updating of personal data, are also beneficial. Despite the fact that there is no evidence that e-HRM is beneficial to enterprises, they perceive it as a method to improve the image of their organizations [4]. In order to remain competitive, a firm must adhere to the current model of excellent human resource practices, which involves the use of automated recruiting tools, among other things. E-HRM is also believed to assist HR services in becoming more customer-focused as well as improving the overall quality of HR services [4,19].

A great deal of focus was previously dedicated to the operational and relational advantages of E-HRM, but now a great deal of attention is being directed to the strategic benefits of E-HRM. According to Bondarouk and Rul [24], deploying e-HRM does not ensure that the company would reap immediate strategic gains as a result of the implementation. It is not enough for a human resources department to become "strategic" on its own [4]. However, there are certain advantages to doing so. Through the modification of their job descriptions as well as a change in the emphasis of their work, it enables managers to devote more time to value-creating and strategic activities [7,21,24]. It is possible for a corporation to make structural changes to its human resources department when it implements electronic human resource management. Because of efficient procedures, appropriate data, and effective structure, this simplifies strategic decisions and aids in strategy execution [4,20]. However, it is still difficult for HR professionals to provide actual evidence of these improvements [4].

## CONCLUSION

Over the past two decades, empirical research on E-HRM has been conducted, and the results of this systematic literature review detail and summarize the findings of that study. We have conducted a thorough investigation into the aspects that influence people's desire to utilize and profit from electronic human resource management in their workplaces. With each passing year, the use of technology in human resource management has gotten more and more widespread. This has resulted in a significant increase in e-

HRM outcomes [2]. Businesses may reap significant operational, relational, and transformative advantages from using electronic human resource management. The appropriate approach to introducing this new notion into a business may result in significant financial gains. This emphasizes the need of adopting a holistic approach to adoption that takes into consideration human, technical, organizational, and environmental aspects. The majority of study has placed a strong focus on human factors and how people would adopt computerized human resource management. Despite the fact that we conducted a comprehensive literature assessment of the most relevant studies on the adoption and impacts of e-HRM, our study has a number of weaknesses that need to be addressed in order to be more effective.

We just looked at twenty research papers over the previous twenty years, to begin with, to keep things simple. There may be other causes or repercussions that we did not include in our evaluation since they were examined in other studies that we did not include in our review. In addition, we focused only on electronic human resource management (E-HRM) and did not examine other aspects of human resource management such as e-learning, electronic recruiting, electronic selection, and so on. It's also crucial to note that we haven't looked at any other research that would be relevant to our study and that discusses how to employ information technology in the human resources department. This covers research that discusses topics such as web-based human resources, human resources software, and human resources self-service (ERP).

Human resource professionals, information technology professionals, managers, and workers should all be included in future study to determine the elements that impact the adoption of e-HRM by diverse groups of individuals in a business. It should also examine the link between these elements and the adoption of e-HRM by various groups of individuals within the firm, such as human resource personnel, information technology personnel, managers, and workers. The usage of electronic human resource management and its impact on enterprises of all sizes, as well as how national and international corporations utilize and profit from e-HRM, would be intriguing areas for future study to explore further. We expect that by doing this literature review, we will be able to contribute to the richness of e-HRM research as well as a better knowledge of how e-HRM is utilized and its impacts.

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