The Impact Of E-Hrm On The Roles And Competencies Of Hr

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Abstract

The purpose of this study is to investigate the impact of Electronic Human Resource Management or E-HRM on the role and competencies of HR in Pakistan. For this purpose, data has been collected through the close-ended questionnaire. The questionnaire comprises of 5 points Likert-scale ranging from strongly disagree to strongly agree. The core objective of this study is to understand that after the adoption of technological advancement what changes occur in performing the task and duties of HR specialists in an organization. Descriptive analysis of the data sets presents a detailed conclusion on the acceptance of the technological reforms. The study confirms that E-HRM is creating a positive impact on the role and responsibilities of HR that was done manually before technological change. Also, office tasks become much easier and progress tracking is possible through E-HRM.

Keyword: *E-HRM, Technological advancement, Competencies, Likert-scale*1. Introduction

1.1 Background of the Study

Organizations faced some serious competition concerning high-quality production and meeting the expectations of customers (Nivlouei, 2014a). Growth in information technology has slowly overcome the world's production and consumption pattern. Organizations also play smartly for staying in the battle of technology, so during the mid-1990s electronic human resource management (E-HRM) system was introduced. Their targets were to create value in and across the organization employees and management (Bondarouk & Ruël, 2006).

Before moving further, it is important to understand the role and competencies of Human Resource Management for a company's betterment. The core responsibility of HR managers is to find out the most suitable person for their required job. Also, try to improve employee performance by assigning different tasks according to the employee's expertise. During the 1980s, Human Resource Management was worked under the tag of Personnel Management in an organization.

Their core responsibilities include recruitment, promotions, appraisals, discipline in every aspect, employee and employer relationship, and most importantly implementation of restricted policies in the favor of employee or employers. (Ensher et al., 2002). After that, during the 2000s strategic human resource management took all their responsibilities to create a strategic relationship for the establishment of fruitful values.

Nowadays, because of technological advancement organizations reshuffle their workload from industry to informational era. Consequently, it is necessary to adopt technological advancement in the HRM field also for boosting up the company's performance (Fındıklı & Bayarçelik, 2015). To enjoy the better output of the company, electronic human resource management adopts proper in all organizations of Pakistan. E-HRM is not a new concept, it is the academic literature since 1995 (Strohmeier, 2007). Different named was assigned with HRM after the informational technological revolution arises, some of them are, web-based HR, Computer-based HRM, Virtual HRM, and

business to the employee (B2E) (Bondarouk & Ruël, n.d.; Huang et al., 2004).

It is very difficult to define and measure E-HRM technology and information technology, it is because a physical and practical aspect is included in technological reforms (Orlikowski & Scott, 2008). Here in this concept, information technology comes under the physical entity heading that includes hardware, software, and communication network. Keeping this concept in mind that physical entity is useless without human interaction with it. (Marler & Fisher, 2013a) defining the idea of E-HRM in a unique way that information technology is included in the physical entity that may differ from the place of individuals in a company. An organization's workforce activities are a part of information technology that is HR responsibilities. The role and competencies of HR in an organization are not negligible it is because the presence of physical items is as important as the individual workforce for the company (Kumari & Sita, 2010). So, it is obvious that E-HRM is also more important for organizational growth. It keeps all the digital information like data recording, data keeping, performance analysis, etc. But for operational purposes, individuals are also required to operate those machines (Abbas & Mujahid-Mukhtar, 2000; Marler & Parry, 2016; Shobaki et al., 2017; Yusliza, 2012).

1.2 Objective of the Study

After understanding the concept of E-HRM it is important to highlight its impact in Pakistan. But unfortunately, Pakistan has not yet adopted this technology completely. If an organization wants to excel in its productivity, then it is necessary to embrace technological changes and convert its businesses according to the demand of the world. So, the purpose of this study is to highlight the impact of E-HRM on the role and competencies of HR activities in Pakistan. Some of the objectives that are driven for finding out the impact of E-HRM on HR activities are:

- Determine the core responsibilities of HR on which E-HRM creating a greater impact.

- Investigate that E-HRM fulfill all required needs in the context of HR activities.
- To examine that either E-HRM is a successful initiative for most of the organization in Pakistan.

1.3 Research Questions

The current research is intended to answer the following research questions:

1. To what extent does the E-HRM impact the competencies and role of human resource management activities in Pakistan?
2. After adopting E-HRM, what changes may occur in the performance of duties and tasks of human resource specialists in an organization?
3. How much ease does the integration of E-HRM provides to the organization?

1.4 Scope of Study

As it is obvious that E-HRM is in its initial phases of implementation in the organizations. It is not widely spread all over the world yet. Because previous literature that is present in the review part of this study showed that the USA and Europe are officially adopted this technique and try to find out and overcome the flaws from it. But here in Pakistan it is not yet supported by every sector of the economy. So, it is important to highlight this aspect as well and provide awareness to others.

1.5 Structure of the Current Research

The organization of the study are as follows; section 2 discussed the previous literature on which the importance of this study is driven out. Section 3 present a suitable methodology through which the objectives of this study is to find out. In section 4 discussed the empirical findings of the study. And the last part of this study presents the conclusion and policy recommendation.

2. Literature Review

This part of the study provides a detailed analysis of different previous literature that was conducted on the topic of E-HRM and HRM

competencies and responsibilities. This section provides empirical research support that gives literature strength to the study.

2.1 Empirical Support of the Study

Human Resource Management is a very old concept, it includes recruiting, employee appraisals, employee-employer relationships, workforce management, and policy implementation in an organization (Ensher et al., 2002). Before technological advancement, HRM was named as Personnel Management but their responsibilities were as same as today's E-HRM. But before moving toward the discussion on E-HRM, it is necessary to understand the concept of Human Resource Management. One research paper by (Wright & McMahan, 1992), define HRM in the following way that to achieve the organizational goals, the planned human resource development and activities is required (Marler & Parry, 2016). Another researcher (Gilley et al., 2009) concluded HRM definition in this way, it belongs to all those activities and assignments through which employee's performance is maximized for the organization and to efficiently and effectively heighten up the productivity of a firm, leaders, and managers involved in practice and dynamics of it.

Some other researchers like (Bruner, et.al, 2003) said that HRM is the combination of Philosophies, Processes, and Procedures that any organization is required to manage its goals and aims. Some of the key points from their definition are:

- Recruitment and resigning processes of organizations.
- Employee's growth and development.
- Environment and responsibilities of employees.
- Relationship between employee and employer and their behavior toward each-others.
- Rewarding and recognition systems.

2.2 Motive of HRM

While some of the other researchers believe that management of the workforce for the benefit of the organization is the main motive of HRM (Armstrong & Taylor, 2014). At this point if all this definition is combined and try to conclude HRM then it will be: it is a management of human resource to provide a better workforce for efficient and effective products for an organization, recruitment process, growth of employment and also provide a better ground for employee and employer relationship (Bondarouk & Ruël, n.d; Lin, 2011; Nivlouei, 2014b; Sareen & Subramanian, 2012; Shobaki et al., 2017).

2.3 Human Resource Assessment

Some of the other researchers like (Mathew, 2012; Ulrich et al., 1995) conducted a study on Human Resource Assessment in the HR occupation in India to decompose the competencies of HR. They suggest four domains of HR competencies for a firm's financial performance. These four categories are shown in table 1. The first one is Functional Behavioral HR, 2) Generic Behavioral HR Competencies, 3) Generic Technical Competencies and the last one is Functional Technical HR Competencies. They are further divided into subsections in which each of them is described very well (Prikshat & Kumar, December 4-5, 2014).

Table 1: HR Competencies Table

Functional Behavioral HR	Generic Behavioral HR Competencies	Generic Technical competencies
(1) Service Orientation	(1) Strategic Thinking & Alignment	(1) Business Knowledge
(2) Personal Credibility	(2) Change Orientation	(2) Financial Perspective
(3) Execution Excellence	(3) Networking Management	
Functional Technical HR Competencies		
(1) HR Planning and Staffing (2) Performance Management (3) Training and Development		
(4) Talent Management (5) Compensation and Benefit (6) Managing Culture, Design & Change		
(7) ER and Labor Laws (8) Building HR Strategy (9) International HRM		

Source: HR Compass (2009): HR competency model developed by CII-NHRD-XLRI

2.4 Era of E-HRM

Nowadays, HR turned into E-HRM and more focused on internet service and online work progress. It is the more widely spread term in today's world. Some researchers (Lengnick-Hall & Moritz, 2003; Ruël et al., 2004) emphasize the definition of E-HRM. According to them, E-HRM is dependent on internet-supported HR activities. Furthermore, it is the implementation of information technology through which two individuals or teams performed and shared HR activities. This indicates that E-HRM depends on the two pathway, first one is discussed about the importance of technology in an organization. Because without this individuals may not be able to connect their tasks and activities. Secondly, technology also provides major support to individuals either completely or partially (Strohmeier, 2007). In (Lengnick-Hall & Moritz, 2003) research it is investigated that E-HRM eliminates the performed duty of a middle-man through which many process and administrative costs reduced. E-HRM also improves the service quality and chances for poor quality minimize.

In another research by (Ruël & Kaap, 2012) and (Bondarouk et al., 2009) suggest a definition of E-HRM and said that it is a driving force behind HRM value creation. They also suggest that E-HRM having four major aspects that are:

- Content.
- Implementation.
- Targeted employees and managers.
- Consequences.

They describe these four major concepts in one figure that is showed in figure 1. It is describing the proposed model of E-HRM by Ruël (2004). Whereas figure 2 showed the objectives of E-HRM, the proposed model of E-HRM and its objectives it was suggested by (Kaur, n.d.; Nivlouei, 2014b). Although the core responsibilities and competencies of E-HRM are not much different from HRM. But informational technology is playing a key role in Electronic-HRM. Because duties and tasks are now performed more on the digital platform rather than manually. Electronic media is one of the most growing media from all over the world so slowly and steadily it overcomes all sectors related to businesses, production, etc. (Kaur, n.d.;

rler & Fisher, 2013b; Marler & Parry, 2016; Shobaki et al., 2017; Strohmeier, 2007). After reviewing so many research papers, this study emphasizes the impact of E-HRM on the role and competencies of HR.
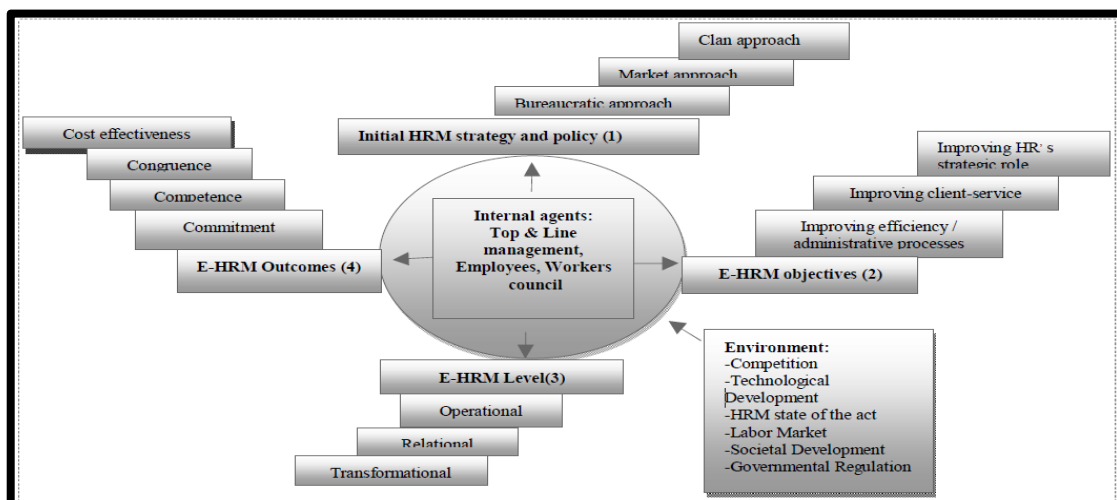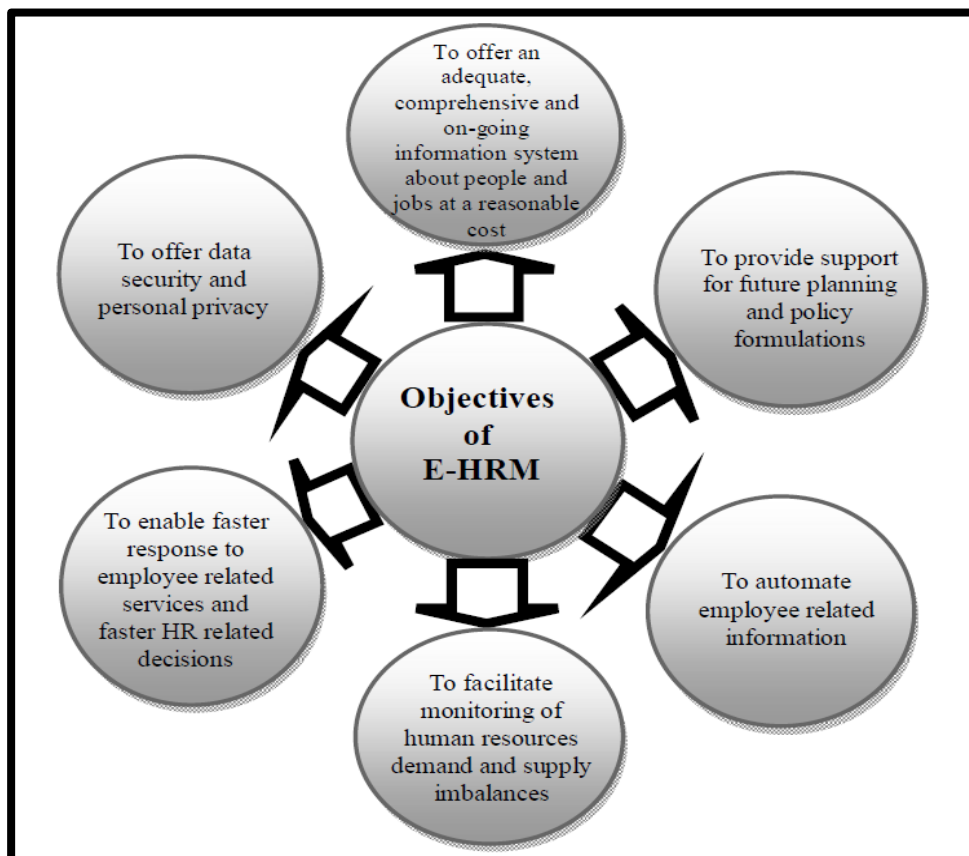
Figure 2. Model of E-HRM (Ruël, 2004)

Figure 1. Objective of E-HRM (Kaur, n.d.)

3.

Research Methodology and Data Collection

This section of the study describes the research methodology and data collection through which the objectives of this study are to be achieved. This study is based on the primary data set and data is collected through a questionnaire. The first part of this study consists of data collection, for this purpose questionnaire for this research comprises of close-ended questions on a Likert scale ranging from 1 to 5 strongly disagree to strongly agree on various relevant questions. Some of the basic information like education, gender, and occupation are also included in the questionnaire. That is helpful to understand the research outcomes properly. The questionnaire is designed to ask the different opinions of the people that are working as HR managers, assistant managers, and other employees as well. A total of 353 respondents were selected randomly to collect the information on E-

HRM's impact on the role and capabilities of HR activities. For investigating the impact of E-HRM, it is necessary to collect information from the upper management level of the organization. The study used frequency analysis to scrutinize the objectives of this research. Section 4 provides a detailed analysis of the responses of the participants.

4. Findings and Discussion

This study surveyed 353 individuals of which 80.7% are male respondents and 18.4% are females. The educational distribution of study respondents is as follows, MPA-HR is highest in numbers in this research survey that are around 27.2% after that MHRM is 24.2% whereas MPA-HR is 22.9%. Some other respondents holding a bachelor's degree of which BBA respondents are almost 13% and BPA are 11% only. These statistics are shown in table 2 and table 3.

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	285	80.7	81.4	81.4
	Female	65	18.4	18.6	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

Table 3: Educational Achievement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MPA-HR	96	27.2	27.4	27.4
	MBA-HR	81	22.9	23.1	50.6
	BPA	39	11.0	11.1	61.7
	MHRM	88	24.9	25.1	86.9
	BBA	46	13.0	13.1	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

Most of the respondents in this study are working as Assistant Managers around 75.4% after 9.9% are Managers and other professionals whereas only 4% of respondent are HR-Executives.

Table 4: Jobs Designation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	35	9.9	10.0	10.0
	Assistant Manager	266	75.4	76.0	86.0
	HR - Executive	14	4.0	4.0	90.0
	Other	35	9.9	10.0	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

4.1

Frequency Table

Some of the series of questions were asked to understand the impact of Electronic-HRM on the roles and competencies of HR, among which usage of electronic models like Portal, Social websites for transparent recruitment and selection process are few of them. The majority of outcomes agree with the concept of a transparent recruitment system while using the electronic models for this purpose. Total 45.9% responses come in favor of this statement whereas 28.3% are strongly agreed and emphasize that due to the usage of electronic models, the recruitment and selection process become much easier and transparent as compared to before. It is also a time-saving element and environment friendly too. Table 5 present the statistics of this question, 14.2% are showing neutral thoughts on this. 7.9% do not agree with this argument, according to the electronic models may not be able to create transparency in recruitment while only 2.8% of them are strongly disagreeing with this concept.

Table 5: Usage of electronic (like portals, social websites) model in the selection process may bring transparency in recruitment & selection process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	2.8	2.9	2.9
	Disagree	28	7.9	8.0	10.9
	Neutral	50	14.2	14.3	25.1
	Agree	162	45.9	46.3	71.4
	Strongly Agree	100	28.3	28.6	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

Another question is about the reduction in employee turnover due to the use of the electronic recruitment process. Employees are the assets for an organization and selecting the perfect and most suitable candidate for a firm is always the toughest task. Whereas after the introduction of the Electronic HRM process, the recruitment process also improves and responsibility for shortlisting the most suitable applicant for a company now becomes a little easier. Table 6 displays the numbers related to the reduction in employee turnover due to electronically selecting candidates. The majority of the respondent agree with this statement they are around 47.6% responses. 23.5% are strongly agreed and feel that because of the use of electronic media, the employee turnover ratio decreases. The remaining responses are as follows 21.2% are neutral while 5.7% disagree with it and only 1.1% of respondents strongly condemn this statement.

Table 6: Selecting candidates electronically can lessen employee turnover.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.1	1.1	1.1
	Disagree	20	5.7	5.7	6.9
	Neutral	75	21.2	21.4	28.3
	Agree	168	47.6	48.0	76.3
	Strongly Agree	83	23.5	23.7	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

While using the advanced tools and techniques related to electronic models through which either recruitment and selection process rate improves or not this question is asked for further analysis. The core responsibility of HR managers is to arrange the most talented and appropriate workforce for the organization. And because of this recruitment process takes time and energy of upper management to fulfill this job more effectively and efficiently. Before the introduction of E-HRM, recruitment and selection process tasks were done manually by the employer. First, they announce job vacancies, then initially they shortlist the relevant applications. Then they contact those candidates and request them to come for an interview. Multiple candidates are interviewed on the span of several days leading to the need of more time. Then again shortlisted for the most appropriate list generates, and one last interview held to finalize the candidate for a job.

But after all of above process; if an employee resigns from that job due to any reason so this whole process starts again to find another one for a company. This procedure takes time, energy, and cost which creates a huge burden on and organization. Table 7 discussed the success rate in the recruitment and selection process due to the adoption of electronic models like portals and social websites. Around 43.3% of participants agree with the success rate in the recruitment and selection process while 34% are strongly agreed and believe that electronic models play a significant role in boosting-up the recruitment process. Around 15.9% of interlocutors showing a neutral response to this argument whereas 3.4% have disagreed and only 2.5% are those who strongly disagree with it.

Table 7: Advanced tools & techniques (like portals, social websites) will enhance the success rate of the recruitment & selection process.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	2.5	2.6	2.6
	Disagree	12	3.4	3.4	6.0
	Neutral	56	15.9	16.0	22.0
	Agree	153	43.3	43.7	65.7
	Strongly Agree	120	34.0	34.3	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

The next question of this study discussed E-HRM tools that increase the incorporation of HR process or not like performance management that is rewards and remuneration.

Only 1.7% strongly disagree with this concept while 4% only disagree with it. 44.8% of participants agree with this argument and 34% strongly agree with it. The remaining applicants are showing a neutral response to this question.

Table 8: E-HRM tools enable increased integration of HR processes (e.g., performance management is linked to reward and remuneration). Enhanced reporting is facilitated by e-HRM tools.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	1.7	1.7	1.7
	Disagree	14	4.0	4.0	5.7
	Neutral	52	14.7	14.9	20.6
	Agree	158	44.8	45.1	65.7
	Strongly Agree	120	34.0	34.3	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

In the next step respondents were asked about the pay-slip collection criteria, that either they preferred their pay-slip online or not? The answer to this question showed in table 9, in which most of the respondents like around 43.9% are agreed to receive pay-slips online. While 13.9% are strongly appreciated this effort. 26.6% of participants showing a neutral response whereas 11.6% disagree and 3.1% strongly disagrees with it.

Table 9: I prefer to find my pay-slip online to give out pay-slips in printed form.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	3.1	3.1	3.1
	Disagree	41	11.6	11.7	14.9
	Neutral	94	26.6	26.9	41.7
	Agree	155	43.9	44.3	86.0
	Strongly Agree	49	13.9	14.0	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

As the world is growing so fast then it is also creating an impact on all types of businesses and a firm's productivity. It is way difficult to do tasks manually, especially when it is related to HR responsibilities like recruiting, selecting candidates, pay-slip, and most importantly calculation of salary. When businesses are nurturing very fast, so it is obvious that the workforce for an organization is also growing. And for handling such a huge workforce it is necessary to introduce a healthy environment that will be beneficial for employee and employer both. Technological advancement is a solution to this problem. Table 10 represents this idea in a statistic from, respondents were asked to give their opinion on that salary calculation is no longer done manually. 37.4% of responses come in favor of it while a very slight difference between strongly agree and neutral responses. 25.5% are showing neutral reaction on this question while 25.2% strongly agree with it.

Table 10: I agreed that salary calculation is no longer done manually.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	3.1	3.1	3.1
	Disagree	28	7.9	8.0	11.1
	Neutral	90	25.5	25.7	36.9
	Agree	132	37.4	37.7	74.6
	Strongly Agree	89	25.2	25.4	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

Salary is one of the most important elements for workers as well as employers. While its calculation is still creating a burden on the finance department. Most people think if salaries are calculating through electronic devices that will be very helpful for reducing cost and saving time also. 48.7% of participants are agreed that by using electronic devices, salary calculation becomes more accurate and faster as compared to manually. 20.7% are strongly in favor of electronic devices and 20.4% are neutral. Whereas 7.6% disagree and 1.7% strongly disagrees with using electronic devices to calculate salaries table 11 present these numbers

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Table 11: The use of electronic devices for salary calculation enhances speed and accuracy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	1.7	1.7	1.7
	Disagree	27	7.6	7.7	9.4
	Neutral	72	20.4	20.6	30.0
	Agree	172	48.7	49.1	79.1
	Strongly Agree	73	20.7	20.9	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

Table 12: I prefer using e-learning tools to traditional methods in order to learn.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	4.2	4.3	4.3
	Disagree	49	13.9	14.0	18.3
	Neutral	98	27.8	28.0	46.3
	Agree	119	33.7	34.0	80.3
	Strongly Agree	69	19.5	19.7	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

Table 12 showed the information related to e-learning tools for traditional methods to learn something new. When participants asked to mark their opinion on this statement, most of the respondents are agree with it, they are

around 33.7%. Although the majority of the respondents are agreed with the e-learning concept, 27.8% are those who are showing a neutral thought on it. While 19.5% strongly support this statement, 13.9% disagree and 4.2% strongly disagree with this.

Table 13: "Traditional" training skills need to be supplemented with additional skills.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	2.5	2.6	2.6
	Disagree	25	7.1	7.1	9.7
	Neutral	60	17.0	17.1	26.9
	Agree	138	39.1	39.4	66.3
	Strongly Agree	118	33.4	33.7	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

Moving toward the most important responsibility of HR specialist that is the training of employees. Training is something that needs to be done after every year or bi-annually. Because we are living in this growing technological world where things and techniques change very fast. So, it is important to adopt new methods for providing a benefit to the organization as well as for yourself. 39.1%

2.5% strongly disagree with traditional training skills.

When a question related to training and development methods that are used in an organization is asked, that either your company is providing training and development using e-learning technique or not? The majority of them said that their company is not providing training

Table 14: Most of the training and development in my companies is not done through e-learning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	4.0	4.0	4.0
	Disagree	37	10.5	10.6	14.6
	Neutral	87	24.6	24.9	39.4
	Agree	146	41.4	41.7	81.1
	Strongly Agree	66	18.7	18.9	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

are in favor of traditional training skills and 33.4% are strongly promote encourage this. While 17% are neutral, 7.1% disagree, and

through e-learning. 41.4% are those who agree and declare that their company is not providing training and development through e-learning. While

24.6% are neutral, 18.7% strongly agree that they are not using e-learning techniques. Only 10.5% and 4% disagree and strongly disagree with it.

Table 15: E-HRM tools have allowed me to better communicate with my colleague (more analytical information).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	.8	.9	.9
	Disagree	26	7.4	7.4	8.3
	Neutral	62	17.6	17.7	26.0
	Agree	185	52.4	52.9	78.9
	Strongly Agree	74	21.0	21.1	100.0
	Total	350	99.2	100.0	
Missing	System	3	.8		
Total		353	100.0		

One of the main reasons to adopt technological advancement for the HR process is to better communicate with employees. 52.4% of respondents feel that due to E-HRM tools they can communicate in a much better way with their employees and colleagues. Whereas 21% strongly agree that after implementation of E-HRM, they can interconnect with their associates in a much better way than before. Only 17.6% are those who showed up a neutral reaction on this while 7.4% disagree ad only 0.8% are those who strongly disagree with it.

5. Conclusion

The purpose of this study is to highlight the impact of E-HRM on the role and competencies of HR activities in Pakistan. Electronic HRM is considered as the modern way to communicate with office colleagues, a better and improved method for recruitment and selection process. This study mainly focused on E-HRM impact while performing the routine task and duties in an organization. For investigating these objectives of this study data is collected through close-ended five-points Likert-scale questionnaires. Through which 353 respondents were scrutinized, some of them are Managers, Assistant Managers, HR Managers, HR Specialist, and others. Most of them are MBA in HR, MPA in HR, MHRM, BPA, and BBA by qualification. The sample selection criteria are random sampling, almost 80% of participants are male employees and the remaining 20% are female. The study questionnaire comprises different questions related to Electronic learning, recruitment, and selection process, turnover rate, communication procedure between colleagues,

and pay slips, etc. The majority of the responses come in favor of the adoption of E-HRM in an organization. Some strongly agree and support E-HRM implementation in a company because due to the introduction of electronic technology routine tasks become much easier and accountable. Transparency in the hiring process, recruiting a new workforce for the organization turns out to be less costly and this procedure is done effectively and efficiently. Organization administrative cost also decreases due to the online networking system. Pay slips and communication become simple and accessible because every individual in an organization is now connected with the internet and networking system.

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