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**A STUDY ON ELECTRONIC-HUMAN RESOURCE MANAGEMENT AND ITS STRATEGIES: LITERATURE REVIEW**

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**ABSTRACT**

*Technology and tradition is in the current bilateral edge in which human and its practices are standing. When technology fuses with Human Resources dramatically reengineering with the HR practices, it gives birth to the advanced version of HR coined as E-HRM for which the human resource management process has been under transformational changes in the aspects of HRM functions over the last decades. Because the human resources involves the human capital therefore the process of human resource management is being undergoing by the phases of changes implementing various tools of technology while improvisation in its performances. The amalgamation between HRM processes with the Information Technology being termed as Electronic Human Resources Mgt. (E-HRM). So the phenomenon E-HRM undoubtedly tries for there up to functionalise all over the operations and its activities that the human resource management system is dealt with and with the help of information technology with the very fastest mode and adequately accurately. The uses of information technology in the field of human resource management is much improvised for the purpose of standardising the human resources functional and operational activities with allowing distributed facilitation to employees as well as the line managers. This particular study signifies to enquiry about the influential impacts of E-HR to the HRM functions within the organisations.*

**KEYWORDS**

HRM, E-HRM, information technology.

**INTRODUCTION**

Nowadays, technology is in each and every blink of us. People have been turning down luxury to more luxurious even if we say turning down the tasks to even more simplest form. Even these daily routines as well with the use of computers and that very use of Internet networking. It has fastened the whole of the functions and improvised the performance of the assigned tasks. Competitions are into cutthroat mode all over. So global competitions are always in demanding mode. So organisation have to use innovativeness with the help of IT for survival. Each units of department within the company of an organisation performs a vital role for its prosperity though each conceptualise that the HR department is the mother of the whole over processes of strategy planning, departmentalisation, distribution, implementation for darting the envisioned mission for an organisation as the HR manager reads its nature of job as recruiting, selecting, training, promotion and retention. So these are all the part and partial of the business as a whole. But a camouflaging healthy organisation can better compete with the beats of changes where there is the involvement of technology in the human capital. So it's E-HRM and its practices. But from the piles of evidences it shows that there was a struggling/puzzling situation while allocating the resources in those traditional affairs. They were often hindered by pen paper based processes and transactions, file movements and relocation, multitudes of manuals and leafs of papers reading taxes, payrolls and benefits information that were costly, error prone, stressed and time consuming to manage and deliver. So, these all looked like a milestone to cross over and aim on prominent values business task forces that would have helped to increase profit and captivity for those human resource organisations. For these the E-HR business strategic model that is channelizing those yesteryear's human resources things, tools and actions of processes of channelization onto internal intranets or the internet via a portal (medium). Those techno savvy human resources solutions automates the tasks and streamlines the flow of work to ascend the standard of the workforce through facilitating the self-service tools, training and information. Through this process of automation, human resources could streamline itself with the standards set for the business enterprises with a visionary eye upon the standardised worth of the services of the business and employee requisitions such as the need for the training and development processes.

**LITERATURE REVIEW**

Since the 1940s the uses of computers in HRM is seen. There was strategic improvement in the developmental processes in the year of 1980 as there was tremendous benefits by the technology and its applications and the evolving fields like finance and accounting were in the process mechanised. And here there was the evolution of HRIS (Human Resource Information System) that is being practised by the scholars, researchers, practitioners etc. With the emergence of networking technology, the focus was on the HRM functions and activities by the approach of 1990s. As per a research survey held by Cedar Crestone (2006) was founded that the organisations in a way spread the units of the companies in order to promote the facilities that is being provided by the applications of HRM and it's processes with a vision to capitalise the return of investment in the domain of HR technology. Along with this, it's been seen that the Enterprise Resource Planning System have included the applications and tools of the E-HRM processes for the systematic functionalization of those operational activities. It even sums up with the financial issues. As per Walker 1980 the information so collected regarding the employees and the payroll systems were believed to be the first amongst the processes of transactions inputted by the usages of information technology. It was even seen that in the year 1943 within the United States of America there was the active practice of federal taxation system where as still the struggle was going on for the clerks who were under the payroll basis who still continued the practices as in the manual methods and hardly anyone could find any errors in them. According to (Fletcher 2005:11) in order to lessen the constant pressure of the human resource department and their staffs, there was the usages of new advanced machineries which helped in the automation of the payroll systems and in a way increased the efficiency of the various departments within the organisation especially the auditing department.

After the 1940s, it was seen that the year 1980s took a rage of the developmental parameters witnessing the proof of very strong contented usages of information technology and it's tools and applications among the various sectors which was even proven beneficial as and when the time passed with efficiency and timely productivity. Within an organisation along with the human resources department, the marketing department and others; even one more department is that very essential for the functioning and operation of each units of/within an organisation and that is the Finance department; therefore, the processes of finance and accounting were gradually explored mechanically and developed. And now as because there is the usage of technology in providing information so there came the invention of the new term as "Human Resources Information Systems" (HRIS) which are being wide spread practised by both the practitioners and researchers. In 1990s, there was the evolution of the Internet and it's usages which again impacted upon the HRM and its functions. Cedar Crestone (2006) survey's stated that slow and steadily the organisations widened the functionality of those HRM applications which boosted their return on investment and again strategically planning to reinvest upon human resources information technology. Apart from this, there is the adaptability of sophistication by the E-HRM applications as it's considered to be a part of the ERP (enterprise resource planning. It even includes the financial and the accounting modules. It is worth to say that it needs "change"

as a practice of innovation and new methodology within the organisation when there is the introduction and involvement of the information technology in a wider mode and practices. And this involvement of E-HRM into the functions and practices of HR is as rapid as fire in a qualitative mode. Thus, the new change is good and is in increasing demand.

### DEFINITION OF E-HRM

The term Electronic Human Resource Management could be viewed as the collaborative intersection between the Information Technology and Human Resource Management. As per Rule (2004), the people's perspective of E-HR is diversified but then E-HRM is only a concept as in the process of commitment of doing the human resource management practices. The process of E-HRM can be defined as "when any technology is applied in a way helping it's employees and the managers to conduct or perform the HR practices in an easier mode and even practised in the other sectors of HR for quick, easy and better channelization of the information system, communication system, reporting of the performance appraisals, firm management in leading of the team, knowledge management and learning along with practising the administrative applications ....."(Watson Wyatt 2002:43). But then " (Foster 2009) says, the full integration of each units of companies within the inter/intra organisations connecting widely electronically to the whole of the networks through the HR related data, information, usages of tools and applications, services, databases.

### DEVELOPMENTAL PHASES OF E-HRM

Those can be classified into the followings:

#### OPERATIONAL HUMAN RESOURCE MANAGEMENT

The prime sector, operational E-HRM focuses on primary human resource of work doings in the perspective of administrative department. Basically the cost to company (etc) management along with the management of the storage of the information regarding the personnel staffs the can be considered. It's seen that the efficiency and effectiveness outcome of E-HRM is by reducing costs and alleviating administrative burdens. In order to bring the effectiveness into the HR practices as in the perspective of cost cutting; a way of reducing the number of headcounts by diminishing the transactional costs as well as the operational costs can be followed and the productivity in efficiency can be seen.

#### RELATIONAL HUMAN RESOURCE MANAGEMENT

The relational E-HRM focuses on highly developed practices of HRM functionalities and theories, which is of course an advanced integrated format in the HR strategies. Here, the importance is given on the tools of HR which acts as a helping accessory for the important business transactions /phases as in the processes of HR activities/performances such as recruiting, selection, planning, co-ordinating, training, performance management, controlling, performance appraisal and rewards of the selected candidates/personnel or the other personnel staffs.

As in the process of the relational E-HRM, there is always an option in between adhering (support) the process of recruitment and the criteria of selection by the source of a networking application software or else visit a printed based medium (through advertisement, paper-based application forms and letters, etc). Also emphasizes processes of exchange of information as in the form of interactions and channelizing intersection between networks for communication process. In order to meet the rising demands economically of those line executive managers, employees related to the business, the partners of business, there's need to be an improved level of services so as rendered.

#### TRANSFORMATIONAL HUMAN RESOURCE MANAGEMENT

It aims to the foundation (base) in changes emphasizing the mere scope along with the functionalities of HRM, including the capability to dedicate to whole over organisational performances. In order to become an ideal business partner strategically, it can be promisable in nature only when the strategies so formulated to perform the business activities are standardised as the visionary objectives to accomplish the mission. The transformational E-HRM, this third phase focuses upon the HRM related activities aiming the performance to be done in a strategic manner camouflaging the visionary character enhancing better scope for further research by both the practitioners and researchers. The activities concerning the organisational change processes can only be accomplished with the vital playful strategic competence management. According to ( Lepak & Snell,1998), in the context of Electronic Human Resource Management, it's an obvious to give birth to a ready to change workforce by the medium of an accumulated pair of networking foundational applications and electronically scientific tools which then re-enforces the efficient human resources to productive in the context of the contented flow keeping in view the organisational policies and procedures strategically.

### REFORMS IN HR DELIVERY OF SERVICES FROM STEREO- TYPES (TRADITIONAL) TO E-HRM

#### E-HR AND RECRUITMENT

Organisations for mostly initiated the use of computer systems as the medium of practising HR activities according to which this particular tool acted as a recruiting body(tool) for performing the operational functionalities. For example - advertising jobs on a bulletin board. And this particular service was enjoyed by various aspirants/ job seekers who could/couldn't make up to be physically present to the particular place for attending the interview. Many of those companies even entertained to receive the e-applications. Nowadays, this networking web is widely meant to be an extra-ordinary medium in fact the most unique vital connectors both for the employees and employers. The aspirants who are the job seekers and the employers who are looking out for candidates have got this perfect medium of networking connection. There are numerous job sites and n number of portals related to job descriptions on the networking based web sites, which help the seeking employers to upload their requisites to fill up of the desired vacancies as per the job descriptions and job specifications. Those employers use the job search portals to post their vacancy position and this obviously stimulates the seeking aspirants to step forward by applying to the desiring posts. Now there on those web sites help in the reviewing of the resumes of various types. If the process HRM turned into E-HRM when involved and stimulated with the technology granules so why not the process of recruitment can be turned out to a new name termed as the "online recruitment". It's obvious by the name that it performs one of those functions of E-HRM activities. The online recruitment darts to fill up the desired candidates within the fixed cost and the stipulated time. The vacancies are posted over the walls of the corporate websites or else on an online recruitment vendor's website, which allows the applicants to send their resumes along with documents so asked for via e-mail (electronic mail). The online recruitment process involves the active surfing over the Internet and in a way the addresses of resumes as well. But, then, there is the risk of overloading of received resumes and bio data can become an option anytime that can create the low profile and weak effectiveness of various websites and databases. The effectiveness of this concurrent networking system is often questionable when there happens to be a chaos cloud while uploading into very often job websites for a even that hold the position of senior executive level.

#### E-HR AND TRAINING

The probable number of companies initiated the online learning as the prime factor of the learning process. And yes, this is considered to be one of the most efficient ways to impart /distribute training inside the organisation. In fact, those sort of online learning by the organisation states its wealthy reputation of intake of employees. Basically, it's been read and even practised in on-the-job basis and off-the-job basis. It's availability as "any point of moment", "any random place" modules diminishing the direct related costs (instructors, printed materials, training facilities) and indirect costs (travel time, lodging and travel expenses, work-force downtimes) makes it worth to be defined as process of e-training. The most abundant, disadvantaged or remote locales can be advantageous by the acceptance of the churning training sessions through the E-learning processes modules (Hirschman, 2001). The another perspective of learning through the efficient uses of electronically human resource management is the tailor made learning processes that in a way actually justifies the exact need of the learner in the processes(Mumford 2003).

But Swaroop, 2012 and Zafar, 2012 slightly differ in their opinion as commenting that the process of e-learning can itself act upon as the source of barrier in the process of learning as it can bring the fear of new technology so implemented, lack of facilitation of hardware and of course the learner's inactiveness.

#### E-HR AND LEARNING

The term E-Learning signifies to any programmed of learning, training or education where electronic devices, applications and processes are used for knowledge creation, management and transfer. It covers a wide set of applications and processes, such as web-based learning, computer based learning virtual classroom

and digital collaboration. It includes the delivery of content via Internet, intranet/extranet (LAN/WAN), audio and video tape, satellite broadcast, interactive TV, CD-ROM and many more. (Swaroop, 2012 and Zafar, 2012).

**E-HR AND PERFORMANCE MANAGEMENT**

The internet-based system of appraisal can be defined as the system, which uses the web (intranet and internet) to effectively evaluate the skills, knowledge and the performance of the employees that lowers the cost of operation. The process of electronic human resource management too provides the line managers and rest as well with information regarding the context of evaluating the performance appraisal, along with the specific criteria, the degree of measurements of the given allotted positions and the nature of roles as well as examples and models of effective appraisals. The medium e-mail evolved and is stagnant as the only medium of communication electronically as well as firstly. The penetration rate of computer mediated communication, mainly e-mail, is higher than 75 percent in corporate environments. The e-mail and electronic forms on the intranet of the company or a restricted website are used to gather information on training needs assessment, including benefits in terms of less paper work, lower administration cost, shorter distribution and response time and higher response rate. (Swaroop, 2012 and Zafar, 2012).

**E-HR WITH REWARDING/COMPENSATION MANAGEMENT**

It's been seen that the companies all over whether it might be small or large should be engaged in the process of compensation planning. The process of compensation planning can be defined as the process of making sure that the managers have allocated the hiked salary equitably across the units of the divisions/departments of an organisation keeping the policies and procedures in view and moreover very specifically being within the budget constraint. As it can be seen that the organisations have already initiated expanding their arenas, the use of networking within inter and intra organisational circumstances, so it's a vital Performa to ponder over and thinking in a developing positive way strategically. The process that involves the liquidity factor much in concern and steps taken to retain the available monetary figures and assets concerning it without much depreciation or loss in favour aims at E-compensation management system and for those all the usage of internet and intranet is prominent enough. No denials.

**DRIVERS AND INHIBITORS OF HR CHANGES**

Young Brock bank and Ulrich (1994) have suggested the four main drivers leading to profound changes in an effort to reengineer HR and those are as follows:

**COST REDUCTION**

Here there is the point to eradicate the work that does not add any value to the substantial and this can be done by the usage of advanced technology to handle the delivery of routine based but essential HR processes that would emulsify the rapid increase in knowledge based and problem solving activities to satisfy customers (Young et al. 1994). But the HR put forth to operationalize in an advent cost effective manner without affecting the matter of quality regarding the delivery of services. It's even agreed by most of those organisations (companies individually) that by simply reducing the head counts is not that a very smartest solution over the track of runs.

**CUSTOMER SATISFACTION**

The main aim of employees working within an organisation is darting the visionary goal as in the mission for the productive development of the organisation as well as self. Therefore those line managers and employees in order to fulfil the desired targets assigned to them must be facilitated with immense fast track communications systems so that the service delivery in turn reciprocate in more of an effervescent efficient, value oriented and responsive manner. It's highly quoted that for a proper successful business in the long run it is very much essential to satisfy all the differences amongst the needs in all over the segments related to the HR interventions.

**STRATEGIC CORPORATE NEEDS**

The corporate strategies so made for a particular purpose needs to be lighted upon every slightest rim of the circle of fire as it needs to be spontaneous and inflammable for the action to be taken of. The leaders of HR are now being questioned to reengineer their functionality of operations and to focus more upon the advent time and energy on the strategies formulation to boost the sustainability of the business hemisphere rather than engaging more upon routine operational activities. There is always a cutthroat competition by each and every organisation that strive hard for newness. And this run for the radical innovation and the high level of grip for the customer captivity are more or less often not that very quenching that of the those with the transactional goals as in the cost price reduction or the improvement in the productivity but then definitely darts to the performing of the changing ambitions such as developing strategies to build blocks for each unit of the HR department.

**TECHNOLOGICAL DEVELOPMENT**

Zampetti and Adamson (2001) confirm that the employees and managers in order to obtain information used that form of technology that was interactive by nature. It even helped in transfer of transactions and even followed the short cut methods of work to be done especially the work that needed multiple steps to be followed, paperwork, the involvement of staffs amongst each of the units in the HR departments and the delays that such processes are prone to. The technological advancement that led HR to turn into E-HRM has impromptuously gave an enthusiasm to help the technology by self. In easier words, the process of E-HRM provides self-service in order to accomplish the HR works to be done. In a way by this, the electronic human resource management processes has gradually improved the captivating power in each finishing work. It has paramount enhanced the accuracy, the data quality of employee information system, departmentalisation of job posting, certain standardisations in policies along with the procedures, formulation of rules and guidelines, forms of training(on-the-job and off-the-job) processes and changes specifications of staff personnel.

**DIFFERENT ROLES OF HR**

The strategic human resource management concern is depicted to be as one of the inevitable tool in driving a successful business by the HR professionals. But then this is the challenge faced by the HR professional to become a critical business partner. There can be evidences found from the academic point of view that the roles of HR changes with the time.

The table figured below summarises several main studies concentrating on the roles of HR from 90's until recently.

**THE HR ROLE TYPOLOGIES**

TABLE 1

Sources	HR roles
Schuler (1990)	Personnel related to business concern, changes formulators, Personnel related to consultation in the organisation, Partners to line and employee managers, strategy planner and firm implementer, talent acquisition manager, assets and costs controlling agents.
Walker (1990)	Helping partners, rendering service agents, consultation prima facie, quality of leadership engagement.
Wiley (1992)	Different roles of strategic agents : Agent consolatory, assessor, diagnostician, agents bringing innovativeness and changes, catalyst, service partners, partners of businesses and cost and admin manager. Authenticated legalised roles: auditor/controller, consultant, Provider, conciliator. Performers as and in Operations: fire fighter, innovator of changes, change Agents, employee advocacies, policy formulator, facilitators, and training consultants.
Tyson and Fell (1992)	Clerical works by admin officials and senior and junior officials, contractual works handled by managers, and engineering and architecture.
Storey (1992)	Board of advisory council, handmaidens, change regulators officials and change makers.
Ulrich (1997)	Business partner formulating strategies, administrative expert, people handling champion and agent of change maker.
Kahnweiler & Kahnweiler (2005)	Keen observer of the whole over processes, consultant providing feedback, helping agents, expert Advisory agents, trainers, guides, directors, models, Collaborating partners.

The personnel management proposes the three models. Those models performing are ranging from the below mentioned following ways- The routine administrative works or the clerk of works from the 1960s to the interpretative industrial relations as in the contracts manager in the 1970s. By the year 1992, Tyson and Fell introduced the business manager planning or the architect of 1980s. Tyson (1995) states that the personnel management is the intersection of accumulation of the HR planning strategy so formulated with the corporate strategies there on. The process is on going and a long term continuum while it's loosely arranged from the least to the most powerful strategic role so formulated.

The "change maker agents" was very finely conceptualised by Storey (1992) while his way of thought process was similar to that of Tyson and Fell (1992). The HR roles has departmentalised into various forms of roles persisting and ranges from a wide varieties of activities ranging from what HR does from time to time till where HR spends time to how far does HR has created it's identity (metaphors) to what value HR has created or the HR value creation. This can be cited by the example- Walker(1990) in his theory of the HR relational transformational activities has defined the four roles as the key factor that a HR professional is needed to be responsible for and those are- Leadership, Service, Consultation, And support system.

For the conduction of an effectively efficient business, a business partner needs to be that effective enough for the operational activities needed to be performed. Even a business partner needs to be active in both of the operational and strategic decision maker and then and there only equally justifies to be an eminent HR staff. The organisations have been underlying importance to the consultation and the leadership roles instead of emphasizing on the other roles. The external vendors are nowadays entertaining the outsourcing activities. And those activities are indulged in pertaining the automation of the processes. These processes include certain HR activities like recruitment, training, payroll systems and certain legal compliances as well as others. There is an increasing craze of HR consulting roles that include indentifying of the clients' demands, providing them with the evaluation to take affirmative alternative actions, taking indigenous choices and implantation of those choices with proper coordination and planning. With those all roles the HR functionalities obviously adds value in fast and effective chanelization of the strategic business planning.

As by then, the professionals of HR perform as the team member of the management playing the role of an effective leader trying to solve the people related issues (Walker 1994). While Schuler (1990) in the meanwhile categorised the six main roles from another perspective – Time is guided by the personnel who are related to business, agents of change making, organisational consultant, business partner of line managers, formulator of strategies and implementer, talent hunt acquisition controller, assets controller manager, cost controller and implementer.

Where as Wiley (1992) defined the roles of HR fro his viewpoint as classifying them into three groups which are as followed- The critical planner thinker, the authorised and authenticated, and the operational aspects.

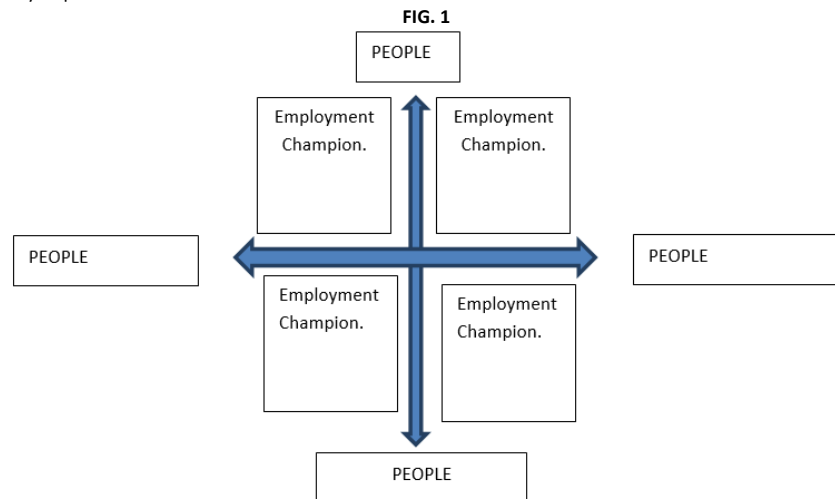
The critical planner roles includes as the agent consolatory, assessor, diagnostician, agents bringing innovativeness and changes, catalyst, service partners, partner of business and cost price and admin intervener. With relation in the context of those on the authorised aspects, it includes as the authenticated legalised performers: auditor/controller, consultant, provider, and conciliator.

As in the roles in the operational context it focuses upon the operational part that is the fire fighter, innovator of changes, change agents, employee advocacies, policy formulator, facilitators, and training consultants.

It has been an account of debate over the topic on how HR promotes value to the organisation decade by decade. And Schuler (1990) argues that obviously HR promotes and adds value as the value creator irrespective of coding only as the cost centre of evaluation processes by the conclusion that it solves the matter of people related to business processes balancing bondage between the HR, employees and the line managers. The Towers Perrin study (1992) even paid an yes to the point that the firing competitive advantage would be earned from the business partnership between those of the HR and line management. It prevails to align the HR efficiencies with the corporate needs.

Recently appraised as the practitioner paradigm" towards which the HR professionals should desire (Caldwell 2003:988), Ulrich's model (1997) prescribed that HR departments engage in a set of roles such as a change agent, strategic partner, employee champion and administrative expert defined along two axes: strategy versus operations and process versus people.

The "managing expert" impels traditional HR role concerning with designing and delivering HR processes such as :recruiting, hiring, compensating, rewarding and disciplining, training, record-keeping and terminating. An HR is there and then to be called as successful who delivers the high quality of services at possibly minimum costs and as efficiently as possible.



There is always an eyed focus on the people's matter and people as n the role defined by the employee champion instead of the process. There is a functionality of activities on operational part rather than the strategic parts. As the name goes as the employee champion, therefore the HR professionals are in concern to handle the daily issues, the matter concerning factor and the requisites needed by the individuals so concerned. The medium of communication is in the factor scale because the employee champion has to pay a hearing as it is related the people and their issues dedicating quality time, conducting surveys, questionnaires, discussions, one to one meetings and the communication processes. As per Conner and Ulrich 1996 suggestion the organisation (company) where there is the concern factor for the intellectuality in progress, then this capital exceeds the monetary capital though both of them are the two major wheels to run the organisational vehicle at par. The mind and soul of each and every employee should be engaged in developing the organisational benefit as wanted by the HR professionals and it demands them to be aggressive and active increasing the capital budget as well.

Caldwell (2003:997)contradicted in a way that the employee champion camouflaged as the business partner strategically with the line manager executives to produce the value additional by ensuring the employee contribution to accomplish the company's goals. Ulrich and Brock bank (2005) have unprecedentedly rectified or made some changes to the framework holding originality when there was the division occurred in between the concepts of employee champion defining it as synonymously divided into employee advocate and the HR developer.

In order to resolve and pertain an organisation's (company's) sustainability, competitiveness, resolving the challenges issues those change agents are responsible to be taken care of. Ulrich (1997) suggested that change agents "help make changes happen, they understand the critical processes for change so took place,

building up of the commitment and ensuring that the change so occurred happened for the good. The changes can be defined as both strategic perspective and people oriented. The change agents streamline themselves to be dealt only with the public in a collective manner as an interface of the medium of communication believing as the step taken forward to the developmental process for strategic business as a whole. While on the other hand, the employee champion focus on the matters related to the people as in individual.

In another word, it is concerned with the “health and needs of the organisation as a whole “ (Kirk bride 2003).According to him, the role of the change agent is that very precarious and dangerous unlike the role of the strategic partner because it focuses on the generalisation of the facts and figures so concerned to be taken care of as a matter of challenge while keeping the assumptions behind the veil.

The role of the strategic partner emphasizes on adjusting the HR strategies and the belief of practices that fit for the corporate strategies. It transforms the assigned plans into actions within it’s stipulated timeframe concerned along with proper strategic decision and in a way shows how HR can achieve the implemented directions through a particular set of strategies(skills and competencies) streamlined thereof.

And according to Ulrich and Brock bank (2005), it’s defined as the most desirable playing of roles as far as designed that any of the HR professional would adapt and even at times referred as the partner of the business.

**HR ROLES (CONNER & ULRICH 1996)**

**TABLE 2**

Role of HR	Description
Strategic Business Partner	The processes and programs are developed by the HR that forms the linkage to formulate the HR strategies to accomplish the business goals. The other face of HR can be seen as a strategic business partner. The strategy so formulated to act upon helps in building credibility again to the business strategy itself. The business planning needs an active participant, which the HR justifies it in the proper manner. And obviously the HR in these all ways helps the organisation to achieve the goal so formulated.
HR /Business Partner as Change Agent	Changes happen only when the changes are made to happen. And this credit of changing scenario goes to the HR acting as the business partner. Therefore, it’s very rightly said that HR as a strategic business partner is perceptualises as a change agent. For a change HR needs to experiment on different transformational changes and plays an active participant in renewal of changes. The processes and programs are to be made as such that ensures the productivity of the organisation and trusts in change process. The work so accomplished by the HR needs to reshape at time and again. It needs to predict future needs of the people.
Employee as the Champion factor	The employee personal needs are taken care of by the HR developmental processes and programs. Those beneficiaries even include helping with the personal needs of the employees. The act of listening to the problems and reciprocating them with the solutions is the best act, which the HR justifies to it. The HR spends quality time over counselling the employees. In a way, the HR strengthens the morale of the employees.
Administrative Expert	The administrative processes are monitored by the HR as an expert. The operational efficacies are handled and controlled by him/her. It ensures that the tasks are turned out efficiently. Those documents and transactions are very smoothly processed in order of maintenance.

The researchers and practitioners are attracted towards the discussion debating over the topic role played and contributed towards the success of the company. And this topic is rather debated very strongly the more easy an impression it creates. It can be perceptually either partly or wholly there are varied in discussions that the importance of roles performed because of the development in E-HRM has been varying from each unit to other in this changing environment. The only sole belief there within is regarding the role played by the strategic partner which is considered as that very important. Therefore the strategic partner plans to free the staff from the admin works to be carried there on from the huge pressure of admin works that handles the critical people management activities. According to Ulrich (1997) the roles that are needed to be handled effectively with credibility are the administrative expert and employee championship. So, it perceives a loosened impression if the considering role is only to and fro from operational to strategic and vice-versa by the HR professionals for which they need to scatter themselves enough in a full fledged covering all the departments within. Ulrich (1997) suggests to gain a mastery over both the strategic and operational processes involving people as prime ingredient. Wright and Dyer (2000) very fairly discovered the thin line of differences between the line executives and that of the change agents. In fact both need to perform the role of an HR having being the line executives in greater demand where as the change agent needs to perform in speed facing the uncertainty of challenges.

**THE IMPACT OF E-HR ON THE ROLE OF HR**

The impeccable influences that the HR technological information impacts over the HR roles so to be performed is highly measured. It’s been seen that the transactional HR work is being shifted to a strategic oriented work by lessening of the burden of the administrative works. The renowned researchers Bell etal. 2006, Brown 1999, Ulrich 1997, Walker 2001 have been supporting this claim. The HR executives find the technology as a sword to channelize the strategic activities for and within the organisation. And Kossel, Young, Gash and Nichol (1994:137) even support this idea that “ practically and symbolically the interference of the technology within the HRM processes represents the transformation of HR into a strategic business partner”. Where as Longneck-Hall and Moritz 2003 even state the fact that the transformation of traditional HRM to E-HRM reduced the headcounts as E-HRM eliminated the HR middlemen. The implementation of E-HRM has brought inevitable changes.

According to Guitar and Fable (2005:191), reductions of 33 – 50% in HR staff in 2002 in US organisations occurred after the implementation of self service technology with forecasts of spending on E-HR set to increase. And by these changes the retaining HR professionals can act as specialists in a more strategic way finding this as an opportunity to act upon.

**THE HR COMPETENCIES CAN INCLUDE**

**BUSINESS KNOWLEDGE**

It is a much needed that the professionals of HR should be gaining sound knowledge in Finance sector, external client needs, information technology competitors and the like to become an effective strategic business partner. Those HR professionals need not have to worry becoming a master in those fields but it is critical for them to be able to conversant with line management in meetings. Those accumulated knowledge would act as the foundation to successfully align HR strategies with the visionary mission of the business and consult with line management about strategic issues. Granule with such epitome of technical information, fairly the HR professional as act as confidants to put forth the business related decisions and participate actively in the team of management.

**DELIVERY OF HR PRACTICES**

The human resources experts / professionals gain empowerment over the design schedules and the delivery of the HR practices within time effervescently and accurately. This process anticipates knowledge of “best-in class” human resources practices through benchmarking and environmental scanning, process management, improvement and the streamlines to measure the effectiveness of those human resources practices. The shared services centres that are channelized by the HR specialists would rather appreciate those set of competencies than any other skills. The only reason being is the deliverance of the HR services in a consistent and cost effective mode as it’s considered to be as their fibal goal to establish an efficient infrastructure.

**PERSONAL CREDIBILITY**

As an employee relationships champion the competency model of personal credibility is considered to be as an important factor for the HR professionals. Ulrich and Hechinger 1998 stated that the HR professionals must enjoy the credibility and act with proper attitude handling the HR related issues as they embody values to their organisation. This competence values much to those HR experts who will to nurture the fulfilment of the employees and generate ideas to the relationships (Ehrlich 1997).

**CHANGE MANAGEMENT**

Now-a-days the fast changing business environment module the operations in the companies that refers the ability to anticipate changes and manage the situations as and when required. Those all processes are not only important for the line executives but also HR strategists as well. This competency serves the role of HR as a change agent who is capable of designing a change process for both HR and business initiatives (Ulrich and Hechinger 1998) helping the organisation over come and manage the individual resistance to changes when the change process is employed for example the implementation of E-HR systems (Bell et al.2006).

**TECHNOLOGY EXPERTISE**

The embedment of information technology and technological tools over the functionalities of the human resources arena helps to gel well with each other and in a way it allows the HR professionals to increase the productivity and integrity of the organisation. Now this improvement of the HR performances helps in the transformation of information into strategically important information (Bell et al.2006).The transactional HR skills are set to redesign themselves with the valuable contribution by the technology and it's tools in the manner that it reinforces the HR changes to gear up with positivity efficiency along with the speed.

**CONCLUSION**

The research gap that inspires the initiation to this study is to find out the varying influences of E-HR on the performances and competencies of HR. Though E-HRM is wide spread among academics and practitioners still it is in its youth phase so, it is needed to ponder over minutely. HR is confronting as much considerable barriers such as the shortfall of staff expertise, the availability of technology, the lack of support from the top management level and the difficulty in dealing with organisational and national cultures when attempting to reengineer its function for example adopting E-HRM strategy.

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