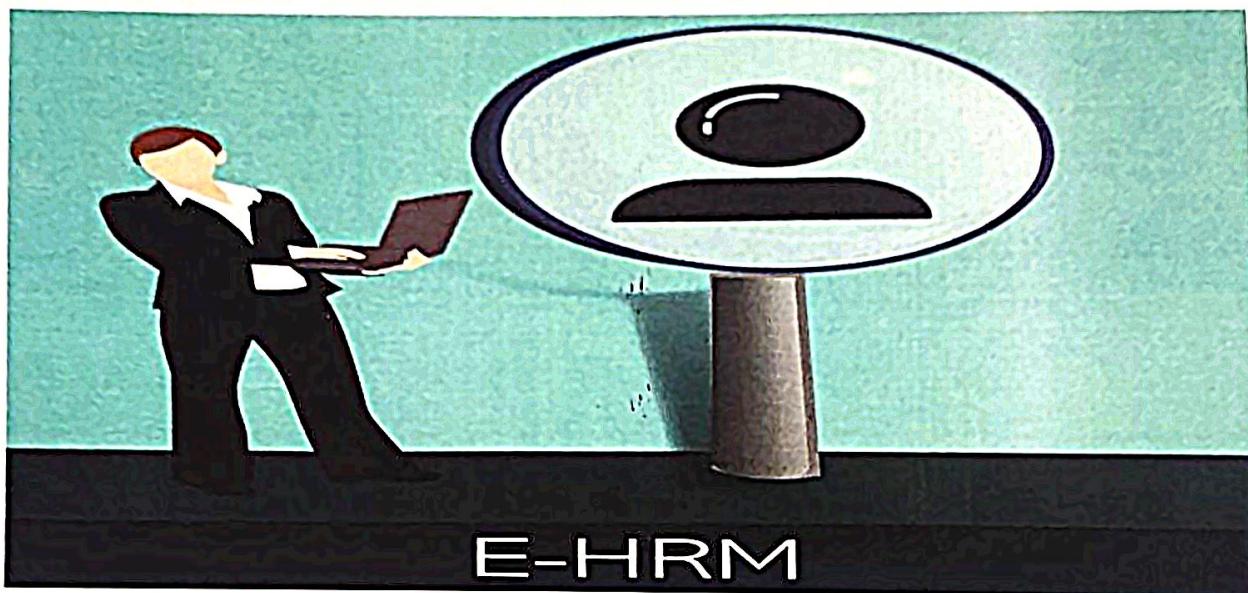


A CRITICAL STUDY OF HUMAN RESOURCES

MANAGEMENT WITH SPECIAL REFERENCE TO EHRM



A DISSERTATION SUBMITTED FOR THE DEGREE OF M.COM

DEPT. OF COMMERCE | JAMSHEDPUR WOMEN'S COLLEGE JAMSHEDPUR



BY

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M.COM 4TH SEMESTER

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REGISTRATION NO.:

SESSION: 2018 – 2020

UNDER THE SUPERVISION OF

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KOLHAN UNIVERSITY, CHAIBASA



JAMSHEDPUR WOMEN'S COLLEGE, JAMSHEDPUR

(A CONSTITUENT AUTONOMOUS COLLEGE OF KOLHAPUR UNIVERSITY)
COLLEGE WITH POTENTIAL FOR EXCELLENCE BY UGC, "A" GRADE COLLEGE BY NAAC

ADMIT CARD 2018-20

COURSE : M.COM. **REGISTRATION NO** : JWC201802401
BRANCH : HUMAN RESOURCE **EXAM ROLL NO** : 18MCOM24574

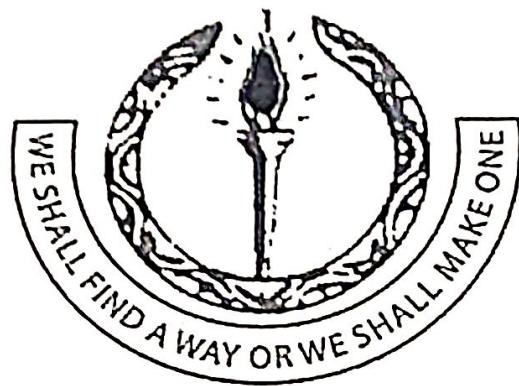
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SUBJECTS	Paper Code	Paper Name	Exam Date
PAPERS	: PCCMC410 PCCMC411	STRATEGIC MANAGEMENT CORPORATE TAX PLANNING & MANAGEMENT	06 AUG 2020 08 AUG 2020
DSE/ ELECTIVE	: PECL402-B	Industrial & Labour Laws	13 Aug 2020

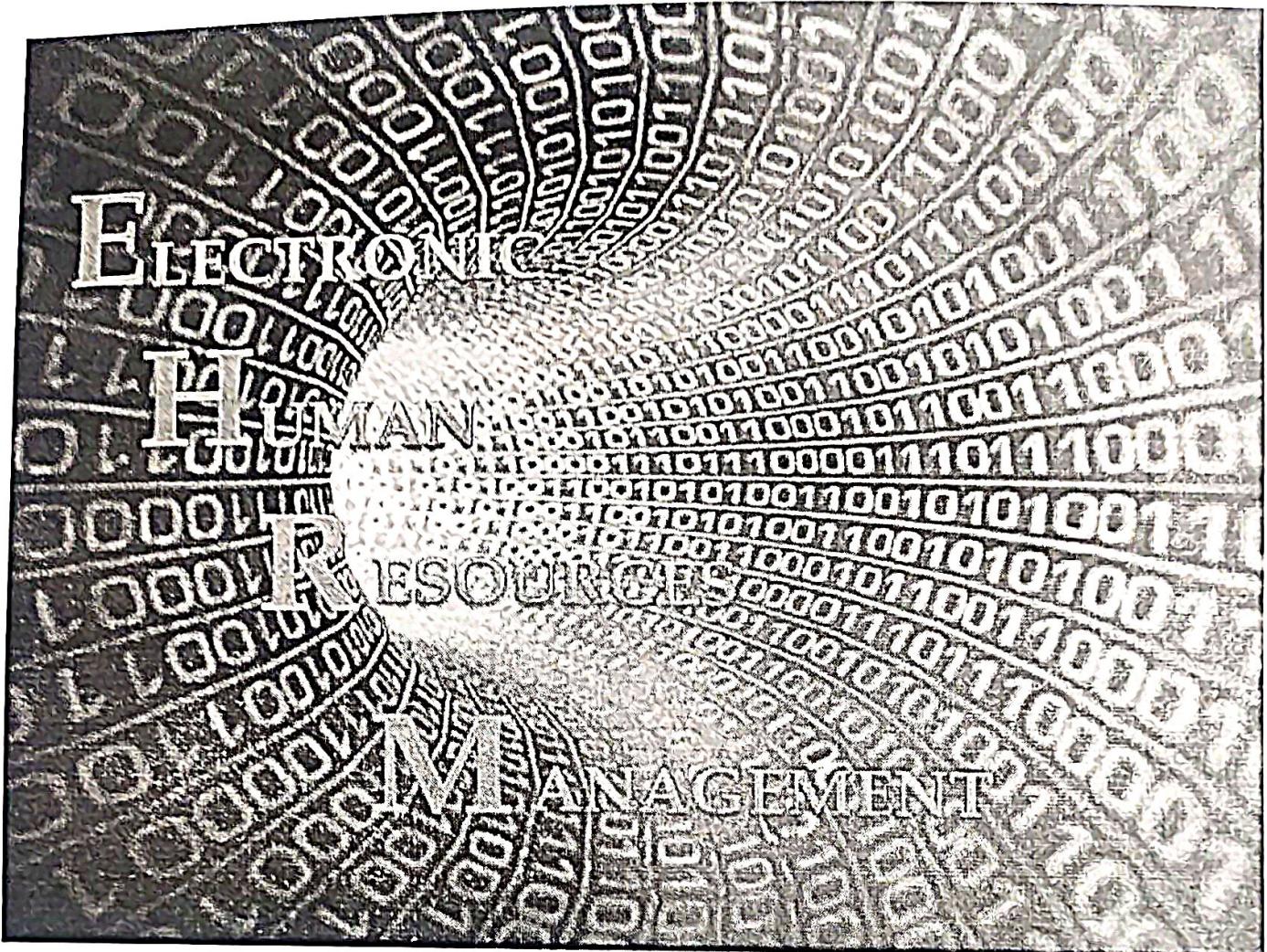
DATE OF COMMENCEMENT OF EXAMINATION : 06 Aug 2020

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A CRITICAL STUDY OF HUMAN RESOURCES MANAGEMENT SYSTEM WITH SPECIAL REFERENCES TO E-HRM



DECLARATION

I declare that this dissertation work entitled “**A critical Study of Human Resource Management with special reference to E-HRM”** is a result work carried out by Miss Nadiya Tahseen at the department of Commerce, Jamshedpur Women’s college Jamshedpur under Kolhan University under the guidance of Dr. Kamini Kumari / prof. H.P Singh.



Signature of Student



Date:

Certificate

This is to certify that the dissertation report of **A critical Study of Human Resource Management with Special Reference to E-HRM**" submitted to the Faculty of Commerce; Jamshedpur Women's college Jamshedpur [Kolhan University, Chaibasa] in partial fulfilment for the award of the degree of Master of Commerce, is a record of bonafide work carried out by Ms. Nadiya Tahseen.

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ACKNOWLEDGEMENT

Completing a task successfully, after days of perseverance and hard work, inevitably brings about a sense of satisfaction and happiness. However, this feeling would be incomplete without expressing our gratitude to all those people, without whom this task would have remained incomplete.

First and foremost I ought to pay my due regards to this institute, which provided me a platform and gave an opportunity to display our skills through the medium of Dissertation Work on **A Critical Study of Human Resource Management with special Reference to E-HRM**. I express my heartfelt thanks to beloved H.O.D Mrs. Kamini Kumari & Prof. H.P Singh Jamshedpur Women's College Jamshedpur for his encouragement throughout the semester, without which I could not have demonstrated this Dissertation.

I would like to express my sincere gratitude to Prof. H.P Singh for providing a congenial environment to work in and carry out my Dissertation.

I thank all faculty members and friends who have supported us throughout the course of this dissertation.

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ABSTRACT

Perhaps we can claim that current era is the period at which human is standing on the bilateral edge of industry and tradition. The basic characteristics of the complex industrial society in the future confirm that most of the human management and communication mechanisms will not change during human life. Therefore, moving towards the electronic world is a predictable phenomenon. In recent years electronic human resource management (E-HRM) is being used in most of the big companies and institutions and is among the leading organizational systems in human resource management (HRM) which its applications are considered to be very effective and cost-effective. Doubtless in nowadays chaotic world, implementation and development of the E-HRM systems as one of the basic features and elements in capacitating globalization paradigm play a significant role in companies and countries. Globalization paradigm is a set of multidimensional and complex processes which comprises several fields including economics, ideology, politics, culture and natural environments and leads to more dependency among different countries. In this paper we try to propose an implicit model to identify the nature, objectives, policies and strategies, applications and E-HRM system outputs in order to clarify the role of this system as one of the most affective and affected basic elements in capacitating globalization paradigm by relying on its dimensions, and point out the importance and necessity of the phenomena of organizational globalization in modern societies via E-HRM system. In following sections we will try to fill in the existing gap regarding the lack of sufficient attention to the present resistance in implementing E-HRM in the era of globalization by identifying challenges, opportunities and proposing suggestions to fulfill the implementation and development of the E-HRM system.

CHAPTER 1

INTRODUCTION

INTRODUCTION

The E-HRM literature on HR transformation has discussed a range of goals that can be associated with the introduction of E-HRM such as cost savings, strategic aims, and improvements in efficiency (Rule et al. 2004 Marler 2009). However Marler and Fisher (2012) suggest that companies believe the advertising from vendors and fail to independently realize the real impact of E-HRM. Therefore there is an urgent need for empirical evidence regarding the impact of E-HRM on MNCS, particularly given the size of investments in E-HRM that are currently being undertaken by many MNCS.

With these issues in mind, an academic field that combines HRM and IT is a new and interesting area of research that has attracted growing attention in recent years. However, IT issues in HRM research are not well-structured (Hobbler & Johnson 2004) and the E-HRM research field is still in its infancy and is supported by only limited empirical evidence. Most importantly, the field suffers from limited theoretical contributions (Strohmeier, 2007), and the main critique leveled at existing research in this dissertation is that e-HRM suffers from limited empirical evidence and theoretical contributions, above all in an international setting.

Without good theory, research in the field of e-HRM will produce a plenitude of statements regarding some observed relationships and/or prescriptions for practice that fail to explain why such relationships exist and/or when, if ever, and why such prescriptions will work. (Strohmeier 2007: 28).

The increasing use of technology is a result of HR departments in MNCs facing greater efficiency and cost-effectiveness pressures than ever before. In response to these pressures, the main motivation to adopt E-HRM systems is based on the

‘transformation of HR’, which means that E-HRM may improve efficiency, cut

costs and ultimately facilitate a shift in the HR role to a more strategic level (Parry & Tyson 2011). In other words, E-HRM, in theory, enables the HR departments of MNCs to analyze and store data to increase the flow of workforce information as well as enabling the devolution of many routine administrative and compliance functions traditionally performed by corporate HR departments (Bondarouk et al. 2009; Tinsley 2001). Therefore, e-HRM systems in general have the potential to enhance the contribution HR makes to the company's strategic aims (Kavanagh et al. 2012).

The vast majority of human resources management aspects apply to industry as well as for higher educational institutions. Globalization, international competition and technology advancements have accentuated the importance of HRM for competitive advantage.

Human resources management reduces the uncertainty of the further and thereby does job of coping with the future.

Not only does successful management lead to better chance of success but it also helps organizations cope with changes and it also requires managers to define the organization objective.

Teacher preparation world over is considered a professional endeavor. In India, teacher preparation has not yet been given a professional status. It has continued to be looked up on merely as a degree or certificate which a young person can easily acquire. For a quality improvement and for human resources management in higher education, there is no shortcut to professionalize higher education.

Higher educational institutions should provide attractive remuneration to teachers in order to attract the best academic talent to the noblest of all professions. This is particularly important in higher education where an

emerging shortage of qualified teachers is assuming critical proportions. Retention of outstanding teachers is also becoming a major problem.

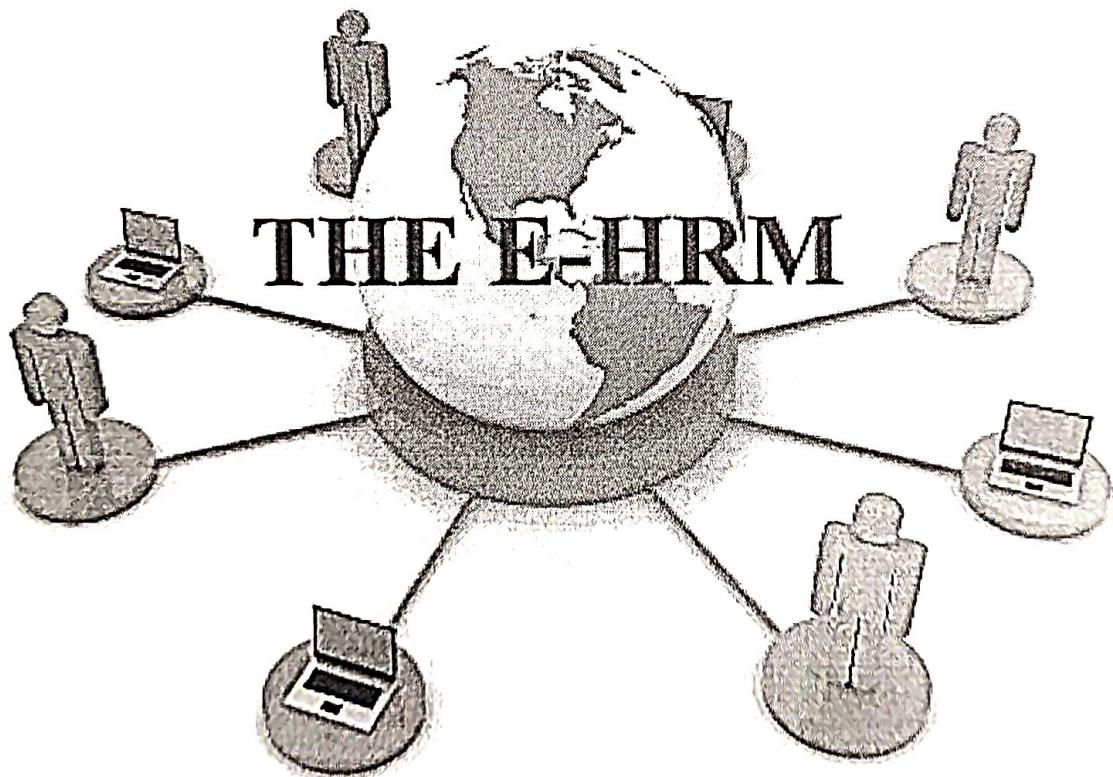
The purpose of education is not to turn every student in to a Nobel Laureate but the real endeavor should be to kindle the spark of creativity in each student. Introduction of the new dimensions of lateral thinking, creative problem solving, fluency, flexibility, originality, and elaborative capabilities in thought and action would make the task of teaching and learning more exciting, productive, and meaningful expected through proper human resource management.

The Internal Performance Indicator points to the success rates of a teacher in rendering of quality teaching; the External Performance Indicator measures the reputation rates (publication, citation, patents and so on); and the Operational Performance Indicator evaluates how effectively a teacher performs in the system of higher education are to be taken into consideration in planning of human resources.

Since the Mid-1990s, organizations increasingly introduce electronic Human Resource Management (HRM). It has different names, for example e-HRM, digital HRM and web-based HRM. The rapid development of the Internet during the last decade has also boosted the implementation and application of electronic Human Resource Management (E-HRM). Surveys of HR consultants suggest that both the number of organizations adopting e-HRM and the depth of applications within the organizations are continually increasing (e.g. CedarCrestone, 2005) in world wide.

Investment in and adaption of new technologies continues to rise in organizations, even though the implementation and use of computer and information technologies such as Electronic Human Resource Management (E-

HRM) systems present huge challenges.. For instance, E-HRM systems may offer important benefits for an organization as a whole, but the organization will most likely be unable to overcome the resistance of staff who do not perceive those advantages as being especially beneficial to them.



AIM & OBJECTIVE

The study's findings provide broad support for the argument made here that the implementation of a globally integrated e-HRM system not only provides fertile ground for revisiting the HRM global-local debate, but furthermore, that it generates a somewhat transparent forum in which to observe key actors forced to come together in a relatively short period of time to make their case for either the standardization or local adaptation of a range of HRM practices.

By adopting a micro-political perspective, the main objective of the present study was to explore the ways in which the IT-based integration of HRM is negotiated and contested within a foreign MNC subsidiary setting. The specific aims of the research were to identify those issues which generate the greatest degree of conflict during the IT-based integration process, the key parties involved and the resources used by those parties during negotiation. In doing so, the study acknowledges the potentially significant role of micro politics in the MNC's use of control mechanisms in general (e.g. Geppert & Meyer, 2006) and HRM integration in particular. Hence, information technology serves additionally as a tool for task fulfillment. The planning aspect accentuates the systematic and anticipated way of applying information technology. The shared performing of tasks through at least two actors' points out that the sharing of HR activities is an additional feature and underlines the aspect of interaction and networking. The consideration of individual and collective actors takes into account that E-HRM is a multilevel phenomenon; besides individual actors, there are collective actors like groups, organizational units and even whole organizations that interact in order to perform HR activities. There are some further concepts which obviously refer to the same phenomenon.

