E-HRM IN THE NEW ERA—A COMPARISON STUDY BETWEEN
CONVENTIONAL HRM AND E-HRM

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ABSTRACT:

With the development of information technology e-HRM becomes available and will be expected to replace the old ways of HRM gradually to meet the requirements of IT era. This paper attempts to examine the historical and mainly current e-HRM application through comparing with conventional HRM in four main HRM functional areas. The aim of this paper is helping people to understand e-HRM, providing new information for corporations which intend to transform conventional HRM to e-HRM to catch on the pace of the new era, as well as the companies providing e-HRM solutions. Finally, this research gives some advices for further research and the development of e-HRM. In order to achieve the aim, the primary research, ten semi-structured interviews were undertaken at Yitai group and Erdos Electric Power Corporation in China and another observation of e-HRM software exhibition was conducted. The findings shows the features and advantages of e-HRM and demonstrated that implementation of e-HRM indeed contributes to HRM effectiveness and corporate performance.

Key words: E-HRM, conventional HRM, Effectiveness, comparative study
INTRODUCTION

1.1 Background and motivation

Nowadays Human Resource Management plays a more and more important role in business administration (Elias and Scarborough, 2004). Upon the development of information technology, e-HRM becomes available and will be expected to replace the conventional HRM gradually. The study will explore; what are the features, and advantages of implementing e-HRM by comparing with the conventional way and why it is preferable. Furthermore, whether e-HRM could facilitate the corporation makes superior performance will be found out though interviews, and observation. Due to the advantages of e-HRM and the usage of e-HRM software, some suggestions on implementation of e-HRM will be offered.

The conventional HRM encompasses several activities designed to arrange and coordinate human resources within an organization in order to create even much profit (Byars & Rue, 2004; Storey, 2001). It has several main functions such as recruitment, selection, training and development. Sometimes it is saying personnel management instead. However, HRM is a more integrated way of implementing the different functions, covering a wider business strategy inside the corporation (Storey, 1992). The process of this kind of HRM needs a large number of HR managers and assistants. Accordingly, it costs highly but works inefficiently in current society which requires more efficiency and effectiveness.

E-HRM is the new style of HRM with the overlap between information technology and human resource management (Ruel, Bondarouk and Velde, 2007). It is short for electronic human resource management. Or it can be said that using information technology (IT) in HRM is called e-HRM. (Zhang & Wang, 2006) It is a new HRM concept based on the advanced software and hardware to accomplish the targets of cost reduction, efficiency, improvement of the employment relationship, automatic information management, and self-support system for employees and information sharing. (Panayotopoulou, Vakola, and Galanaki, 2007) Operating e-HRM with the existing network of the corporations could help administrators to ensure their HRM is well-developed.

Comparing with the old style or the conventional HRM, e-HRM introduces much more information technology such as HRIS (human resource management information system), into the management process, helping to integrate the human resource and other resources both inside and outside of the organization and set up strategic HRM system for considering much of
the corporation in microscope. Finally it could help corporation to create the competitive advantages (Ruel, Bondarouk, and Velde, 2007).

1.2 Aims, objectives and research questions:

The purpose of this study, by exploring historical and current e-HRM application, is to help people to understand e-HRM and provide new information for corporations which intend to transform conventional HRM to eHRM to catch on the pace of the new era, so are the companies producing e-HRM solutions. Meanwhile it makes contribution to e-HRM research and the development of eHRM. This research has several objectives as followed through comparing e-HRM and the traditional HRM.

1. To provide a comprehensive explain of e-HRM based on finding out the features and advantages of e-HRM.

2. To investigate the contribution of e-HRM to HRM effectiveness and corporate performance.

3. To explore the usage of up to date HR software and suggest on development of e-HRM.

The primary research questions of this research are listed as followed.

RQ1. What are the advantages of implementing e-HRM compared with the conventional HRM, and why is it preferable?

This research will seek the answer by comparing them from different perspectives of implementary process, function and effectiveness. At the same time, the reasons why it is preferable will be investigated.

RQ2. Whether e-HRM contribute to the HRM effectiveness and facilitate the corporate performance and how?

Literature review:

At the beginning, management of people emerged with the development of industry and then turned into mature with the theory of human resource was built. There are three phases in general, personnel management, human resource management (HRM) and strategic human resource management (SHRM) which is more preferable recently.

1.1 The linkage between HRM and firm performance:
As the status of HRM in organizational management has been enhanced, most of the emphasis has been given to the question whether HRM really relates to corporate performance and if it is how it affects the performance. Guest (1997) introduced a ‘box model’ which shows the linkage between HRM and performance. Leede and Looise (2005) translated this as shows in Figure 1. It is a sequence system that organization strategy is reflected through HRM practices, while HRM behavior and performance outcomes influence the organization’s financial outcomes.

![Figure 1](source: Leede and Looise, 2005)

Hoque (1999) researched on the relationship between HRM and performance in the UK hotel industry and show the result that it is dependent upon the strategy. When HRM practices and functions are took as an integrated and coherent package that relates to the organization’s strategy, it contributes to competitive success more evidently. Though this research tested the relationship between HRM and firm performance only in one industry, it demonstrated a common phenomenon in the whole economy to a large extent.

The linkage between HRM and firm performance has been acknowledged according to many research based on test and analysis as well as evidence from practices. Nieto (2006) drew a conclusion from HR professionals’ report that 70% of them showed that CEOs consider HRM as the key to achieve corporate goals and performance.

As the popular term of e-commerce and e-business, e-HRM is short for electric human resource management. Just as its name implies using electronic techniques in HRM is called e-
HRM (Zhang & Wang, 2006). Or it refers to conducting HRM transactions using the internet and intranet along with other technologies (Lengnick-Hall and Moritz, 2003; Roberts, 2006).

2.3.2 The Evolution of E-HRM:

The term e-HRM was first used in 1990s (Panayotopoulou, Vakola and Galanaki, 2007). This is an era marked by the increased globalization and intensification of competition which facilitated by the speeding up of worldwide communication and the emergence of multinational companies on account of the extensive using of IT (Eplee et al., 2002; Farndale and Brewster, 2005). As a result, the international division of labour asked for better HRM solution (Legge, 2005; Frauenheim, 2006) and HRM faced a challenge that it was required new competencies to adapt to the new information age (Ulrich, 1997; Spanos et al, 2002).

Using of computer in business management was the first step that management evolutes from conventional style to the e-style. Firstly, the role of management should be understood, according to classical management scientists such as Taylor and Mintzberg, managers have to fulfill interpersonal roles as a leader, informational roles as monitor and disseminator, and decisional roles as entrepreneur and resource allocator (Barnatt, 1994). To help managers in accomplishing these roles, primary computer-based information system emerged with the naissance of computers. Then with the popularity of internet, the web-based information system appeared. These advantaged information systems may make managers easier to achieve their goals in management. (Gupta and Kohli, 2006) When the strategic HRM has expanded, researchers and practitioners began to interest in operating information system to enhance the efficiency of strategic management (Powell and Dent, 1997; Manley, 1996). Thus information systems have been broadly employed in management.

Watson (2004) listed the eras of computing according to Harvard lecture series on IT as in figure 2. It displays the IT focus, the generic systems primary IT and their different purposes in different decades.

**Figure 2**

<table>
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<tr>
<th>Era</th>
<th>IT focus</th>
<th>Generic systems</th>
<th>Purpose</th>
<th>Primary IT</th>
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<td>1960s-1970s</td>
<td>Organization</td>
<td>MIS</td>
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<td>1970s-1980s</td>
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As management gradually becoming specialized, different information systems appeared to meet particular needs. In 1990s, specific human resource management information system (HRIS) was introduced to companies (Linden & Parker, 1998). It contains all the functions of MIS, DSS and OAS, and takes HRM software as its central feature (Bocij, al., 2003). The use of HRIS make HRM changed a lot that HR professional became a strategic player and much more functional (Hussain, Wallace & Cornelius, 2006). Nevertheless, some HRIS have not connected all the HR functions together and most of the companies just buy the off-the-shelf package of HRIS (Bocij, al., 2003). As a result, it could not fully achieve the strategic purpose and might not fit for the actual situation and demand.

2.3.3 Features of e-HRM:

Literatures of research and practices demonstrated the features of e-HRM. Depending on the research of Lengnick-Hall and Moriz (2003); Panayotopoulou, Vakola and Galanaki, (2007) identified three levels of e-HRM and the features. The primary level is *publishing of information* which helps managers to communicate with employees by delivering information through intranet. The second level is *automation of transactions with integration of workflow*. This combines the intranet and extranet to accomplish integration of different parts of HRM as well as the whole management of the organization. Meanwhile electronic input substitutes for paperwork. The highest level is *transformation of the HR function*. E-HRM promotes the
functions of HRM from operational to strategic level that makes the role of HRM turn to a partner, creator and administration supporter. They also defined that eHRM aims to make information of each HRM functions available to everybody from top executive to line managers and employees at any time and any where. Employees could manage their personal information, training plan, holiday and some other daily affair, and managers and employees could communicate with each other directly and instantly. These release the burden of HR department and increase management efficiency.

Moreover, Runy (2006) has the same opinion that eHRM helps to eliminate much administrative burden and makes managers and employees focus on more important tasks. This not only reduces the cost but also enhance the employee satisfaction and financial performance. Li and Wu (2002) pointed out that e-HRM system could build an objective norm for appraisal and performance in order to reduce the subjective and unfair factors in evaluating. Hence the complexity of HRM in today’s society has been simplified and turns to more standardization, more efficiency, high transparence and more participation.

Another important characteristic of e-HRM as Lengnick-Hall and Moritz (2003) noted is that e-HRM will involve more strategic and managerial purposes. At the meantime, to adopt it requires large investment both in money and intangible rebuild of management concept within the organization. This is a great challenge because e-HRM is based on the popularity of computer and internet, and intent to make the work system become whole. Therefore to implement e-HRM needs more courage to change the whole system in the organization (Barnatt, 1994; Safran, 2006).

Besides Ruel et al. (2007) indicated that e-HRM could help to moderate employment relationship. The changing of labour market such as supply shortage, individualization and higher educational level, causes the shift of power from employer to employee. E-HRM offers the better service for employees who are the internal customers by which increase the satisfaction of employees and their commitment.

Integrating all these features, implementation of e-HRM contributes a lot to gain corporate competitive advantages. Researchers suggested that organizations could acquire or increasing competitive advantage via IT implementation. For instance Hoppszallern (2005) recommended that corporations should have a comprehensive understanding of all technologies which could be used in value adding process, so that information technology could be applied to
improve performance and enforce competitive advantages. In today’s knowledge economy environment, to gain competitive advantages from IT systems is in the mainstream. This is also depends on the attitude changes across the organization which is really a big challenge for any corporations. However this is the trend that sooner or later it will be accepted by all kinds of corporations (Barnatt, 1994).

To sum up these notions, the typical features of e-HRM are as below:

- Based on internet and intranet
- Strategic involved
- Self-serviced
- Electronic input replaced paperwork
- Expedite and speedy communication channel
- Objective appraisal system
- Enhancing the employee satisfaction through higher level of internal service
- Improving employment relationship
- Cost reduction
- Changing the centre of HRM from operational management to strategic management.
- Reducing unfairness and dissatisfaction in performance appraisal
- Meeting the requirement of IT era
- Achieving more competitive advantages

2.3.4 The relationship between conventional HRM and e-HRM:

The nature of HRM decided the status of HRM in an organization became more important and the emergence of SHRM indicated that HRM is one of the strategic partners of the organizational management. At the same time with the development of the internet and IT industry, the usage of network and information system in management is popular and the introduction of e-HRM is just meet the requirement in the new era. (Legge, 2005)

The shift from conventional HRM which focuses on the operation of HRM functions with paper-based manual processes, to e-HRM which emphasizes more on strategic, integrated, and automatic approaches based on IT to increase the efficiency and effectiveness of HRM, could be seen as a sequential phenomenon of two general phases of HRM or two types of HRM.
Conventional HRM refers to those ways of HR management without IT or just a little using of simple DP, while e-HRM bases on IT, depends on internet and intranet and relates more to strategic management. Nevertheless their foundation is the same, which are the functions of HRM. Both of them achieve their goals and value through operating these functions.

2.4 E-HRM in Practice and its effectiveness:

The evidences from several organizations of different countries show the operation of e-HRM in practice and how effective it is. However there is still controversy about whether the e-style of HRM relates to corporate size.

2.4.1 Cases of e-HRM in practice:

2.4.1.1 Evidence from Northeast Health in UK:

Runy (2006) did a case study about using of e-HRM systems in three hospitals. Northeast Health, a three-hospital system with 4,000 employees is one of the successful cases. It used HRIS in the late 1990s. At first, it operated three distinct systems to manage scheduling, benefits, payroll and other HR functions. But this was not that efficient. In 2000, Medi Solution provided it software that could integrate all HR functions and added online recruiting, salary modeling and training (Runy, 2006).

Prior to implementation of this system, when a manager wants to know some information, he has to call human resource department to request the data. Then HR department would print the data and manually deliver it to the manager or send it through interoffice mail. By the time these data reached to the manager, it would be late and sometimes even weeks late. The manager said that they reached the glass ceiling and were not meeting HR need in an efficient way, but after implementation of the HR software in 2000, both employees and managers felt it easier to do their jobs. They enter self-service site which allows them to update personal information and sign up for training programs and so on. For managers, the software provides up-to-date details about employees, tracks work history and display new requirement of employees, and evaluates their performance. It can analyze the data as well that aid to decision making. As what the vice president of corporate HR said, e-HRM helps them to assemble a large, multidisciplinary team to achieve more.
2.4.1.2 Evidence from a Dutch Ministry:

A qualitative research on e-HRM operation based on the data from a Dutch Ministry by Ruel, Bondarouk and Velde (2007) tested whether e-HRM contributes to HRM effectiveness. They found that “only the quality of the e-HRM application was positively related to technical and strategic HRM effectiveness” (Ruel, Bondarouk and Velde, 2007, p.288). Therefore they listed the factors influence the assessment of e-HRM quality, including the support by employees and managers and their judgments of the information provided.

The conclusion is that the assessment of e-HRM applications has positive relationship with technical and strategic HRM effectiveness. When managers and employees perceive higher quality of an e-HRM application, there will be an increasing of HRM effectiveness. But they do not relate their ease of use and the linkage between e-HRM and their job to HRM effectiveness. For these reasons, to make e-HRM more effective, organizations should obtain good support from colleagues and managers, and better information provision. This research is helpful to HR practitioners to implement e-HRM and once more illustrates that to operate e-HRM is a big challenge for organizations that they need build new concept or even new culture within the organization.

2.4.1.3 Evidence from a Chinese corporation:

Another case from Chinese state-owned factory (Zhang and Wang, 2006) revealed several common problems in implementing e-HRM. Plant A is one of the top 500 industrial enterprises in China and has over 10000 employees. In the early 2002 a managerial revolution is needed due to its rapid development, so it started from innovation in HRM. A consulting team helped it to figure out the problems to be solved in Plant A and what should be done to implement successfully in e-HRM. The biggest problem was the failure of Plant A to consider HRM at a strategic level, because its HRM model is outdated. There was a lack of job analysis and standardized specifications and no standards and plan in recruiting and training. Consequently employees do not satisfy with the management especially the wage standards and the performance assessment. In addition the channel of communication is not expedited. As a result the turnover rate is high, the old HRM system of Plant A unable to meet the demands of development.
According to this investigation, the consulting team provided the solution for Plant A and began to implement the e-HRM system. They summarized four general criteria to implement the e-HRM system: first is to build up the concept and principle of HRM in the modern time to help managers to understand the essence of HRM. Secondly, set up a clear goal and manage well to reach the goal step by step. Thirdly the procedures should be manageable and be optimized to achieve transformation smoothly. Fourth, there should be clear regulations to make sure HRM normalized and applicable. Lastly is to develop the software modules which are the core of e-HRM.

Based on these problems and criteria they listed the tasks to be done and corresponding software systems. It includes HR planning system, intelligent job management system, recruitment system, talent quality system, training and development management system, performance management system, wage and welfare management system, policy management system and staff information management system. All of these systems compose the e-HRM system. To implement the system, Plant A operated four steps. First step is HRM which rebuilds HRM systems to fulfill the functions of HRM. Next is organizational transformation and structural regrouping which make sure that the organization is ready to accept the new system. Third is enterprise training which ensure the correct use of the new system. Last step is providing user instructions and collecting feedback for future maintenance.

Implementation of the e-HRM system brought great value for Plant A. It helps strengthen the cooperation in Plant A, brings down costs and raises productivity, and it grounds for a better development of Plant A.

2.4.2 Controversies in practice:

From these cases, it can be seen that the use of e-HRM system has numbers of advantages for organizations. Nevertheless some researchers pointed out that the advantages and effectiveness of e-HRM depends on the size of organizations. As Ball (2001) indicated that use of HRIS in HRM process like recruitment, training and HR planning or even appraisal seems “sophisticated” but it depends on the size of the company and the human resources strategy.

However Hussain, Wallace and Cornelius (2006) pointed out that there is no difference in using HRIS between small companies and large companies. Their research shows that in more than 40% cases HRIS is used in the areas of HRM, such as HR planning, salary advice, and
training for non-strategic purpose. Whilst approximately 44.5% of all companies make the strategic HR tasks were supported by HRIS. The rest of them were still performing some HR tasks manually. There were no obvious differences depend on the size of the organizations. They concluded that strategic use of HRIS is the future trend, and it has conduced to the value-add for corporations by HRM.

Indeed, HRM practices are changing with the size of the firm increases (Kotey and Sheridan, 2004). From the cases above, using HRIS in HRM and implementing e-HRM which is totally digitization could facilitate effectiveness and efficiency of HRM in macro organizations, but there is limited literature on small sized organizations using e-HRM. Nowadays, e-HRM is till at its infant stage that organizational size determines whether an organization operates e-HRM (Ball, 2001). However the trend of digitization in management might decrease the differences in using e-HRM between small and large companies.

2.5 Research Question Revisited:

Based on these literatures about HRM, the use of HRIS and eHRM, this study will explore the features and advantages of e-HRM compare with conventional HRM to help people to understand e-HRM better and show why it is preferable in the future. In addition, this study will investigate whether e-HRM could make HRM more effective and facilitate the corporation makes superior performance than conventional HRM did. The application of the up to date e-HRM software will be examined as the core of e-HRM operation. The findings will demonstrate e-HRM from every aspect to make it more legible for managers who are seeking a better solution of HRM.

Methodology:

In order to answer the research questions, the most appropriate methods are used to collect data, through both secondary research and primary research. The reasons for the methods selected and how the research was conducted will be explained. Inevitably there will be some limitations in this research, and it will be mentioned in the end.

3.2 Research strategy and research design:
This study conducted qualitative strategy, because qualitative study is concerned with words rather than numbers, which is the most obvious difference from quantitative research (Bryman & Bell, 2007). As multiple research methods are suggested to be used in empirical qualitative research (Silverman, 2005), this study will combine observation and interviewing together to get the general conclusion through induction and comparative design (Bryman & Bell, 2007), based on the plenty of secondary data, using more or less identical standards in comparing two contrasting situations, conventional HRM and e-HRM.

Finally, bringing together the research strategy and research design, according to Bryman and Bell (2007), there is a typical form associated with the combination of qualitative strategy and comparative design. It always adopts qualitative interview on two cases. In this study, observation and qualitative interviews are implemented on the situations of both conventional HRM and e-HRM practices which are conducted by two different corporations.

3.3 Secondary data collection:
Secondary data is gathered through secondary research which is an important qualitative technique. Based on the secondary research there is a clear framework and elementary information for the study. However reliable and validity are the common concern of all these secondary data collection. To make sure the outcome of the research is valuable, the study needs more primary research to collect data to support and complement these secondary data.

This study adopted observation from the exhibition, semi-structured interview. The author attended the HR software exhibition held by Softworld to collect a plenty information on the actuality of e-HRM and the e-HRM software practices which are quite valuable data. The interviewees including some from UK companies the author met in the exhibition and primarily from Yitai Group (company A) and Erdos Electric Power Corporation (company B). In order to collect more extensive information and to find the support of the findings, the interviewees include managers, designers, scholars, HR director and employees. Though there is a little inconvenience in the procedure of primary research, the data collected finally is far more reliable than secondary data due to the nature of the primary data. It is the first hand, actual and is checked by practice.
3.4.1 Primary data from the exhibition:

The author attended the HR software exhibition held by Softword on 21st February at Hamersmith in London. As an important source of the primary research for this study comparing the conventional HRM and e-HRM, this exhibition provided a great chance to know the state of e-HRM, the situation those corporations adopting e-HRM and how e-HRM is operated through different kinds of e-HRM software. Hence observation and unstructured interviews are applied to gather the primary data from this exhibition to support the semi-structured interview later on.

There were almost 100 software companies exhibiting their products on e-HRM and BASDA (Business application software developers association) as well. Each of these companies has their own specialty. For example, some are good at payroll, while some others are particular in training or appraisal. Of course there are several of them provided the whole system of e-HRM including the section of personnel management, recruitment and selection, training and development, performance and rewards, and HR planning. It combines all the functions of HRM and adds the self-service module which is the most distinct feature of e-HRM. To illustrate the effectiveness of their products these companies show many cases such as National express, Rotherham. The experience from the cases like BASDA a UK-based, not-for-profit association which represents almost 200 of the world’s leading business software suppliers. It offers a bridge for buyers and supplier. Buyers could get help form BASDA to know how to choose fit software, and suppliers could display their products to more buyers and compete reasonably.

This study adopted the semi-structured interview, because it has a guide or a direction and could be deployed comparatively free with the interviewee’s interests. In order to obtain reliable data, the interviewees are mainly chosen from the HR managers and employees of Yitai Group and Erdos Electric Power Corporation. Most of the interviews are set up over the telephone. Additionally, the author interviewed two HR managers from UK companies and several designers, sellers and researchers on the software exhibition which are mentioned above.

Conclusion and limitations:

6.1 Conclusion of the study:

This research will give an introduction of e-HRM and adopts comparison in many aspects to demonstrate e-HRM actually which is different from most of the pervious studies. It includes the comparison between two corporations currently conducting different HRM style, as well as
the comparison between the previous system and new e-HRM system in one corporation. Based on these comparisons this research examined the facts of e-HRM both in theory and in practice through comparison study between conventional HRM and e-HRM in the purpose of contributing to advancing e-HRM research. Taking the essential theories of HRM as the foundation which promoted by several famous researchers such as Storey, this study learned the previous research on both conventional HRM and e-HRM and found out how is the e-HRM developed and its relationship with conventional HRM. Furthermore the features and advantages of e-HRM are generalized according to all kinds of research papers. Therefore the reasons for adoption of e-HRM were reduced.

In general, e-HRM is developed from HRIS and shares the same basic theory with conventional HRM, whereas the efficiency and effectiveness of e-HRM are much higher than conventional HRM because of the adoption of technology in e-HRM. Thus the performance of e-HRM mainly depend on the application of software or even larger management system, including self-service capability based on internet and intranet, integrated capability, and shaking off the inefficient work flow. Moreover contribution of e-HRM to strategic HRM is distinct. The cases and evidences from literatures illustrated better that the application of e-HRM could bring a great many benefits in the long term. (Runy, 2006; Ruel, Bondarouk and Velde, 2007; Zhang and Wang, 2006)

In order to investigate more about the up to date usage of e-HRM in practice, this study mainly conducted interviews with two different corporations which implement conventional HRM and e-HRM respectively. Supported by observation of the e-HRM software exhibition, the actuality of e-HRM and the effect of e-HRM adoption as well as problems associated with it have been discussed among managers, employees, scholars, designers and sellers. The findings show that adoption of e-HRM could build efficient HRM processes, enhance the employee satisfaction through higher level of internal service, improve employment relationship, reduce cost, change the centre of HRM from operational management to strategic management, as well as reduce unfairness and dissatisfaction in performance appraisal. It really brings plenty of benefits for effective HRM and corporate performance. Moreover the interviews show that e-HRM has been accepted by most of managers and employees, though there are still some problems in implementing. The culture problem is the most important problem one, any corporation wants to change the style of HRM should do more on the improvement of their
corporate culture and system first. It means the acceptable culture among employees and managers could lead to the success of e-HRM.

Considering the controversies of the relationship between the corporate size and e-HRM practices, the findings show that it indeed existed. On the one hand, the producers of e-HRM software could not consider more about the small-sized companies’ needs. On the other hand, the e-HRM is not that popular in most of the companies, especially in small-sized companies. Therefore the effectiveness of e-HR for small companies won’t be achieved unless much effort from both providers of software and companies themselves.

6.2 Contribution and beneficiaries of this study:

After discussing the findings of the primary research and data from secondary research, the aims and objectives of this study are achieved and the research questions are answered. The explanation of advantages of e-HRM answered why it is preferable and provides managers useful information when they intend to adopt e-HRM. Moreover the findings show that due to the HR software usage e-HRM facilitates effective HRM and better performance of corporations. Therefore these findings could help more managers to consider about the transformation of HRM. The effectiveness of e-HRM also reminds managers to focus more on B2C communication, which views employees as the internal customers. According to the exhibition observation and interviews, the exploration of using HR software and suggestions offered information for managers and providers to know each other better. Managers could learn how to choose the HR software while providers could know what kinds of products should be provided and they could understand better about HRM. These suggestions to both customers and producers of e-HRM software provided a valuable consultation for them to develop.

For other researchers on HRM, this comparison study provides a comprehensive explanation of e-HRM from another point of view. It introduced e-HRM compared with conventional HRM and explained the relationship between them, so that the inevitable trend of e-HRM popularity is obviously. This research also examined the actuality of e-HRM more detailed in practice according to the interviews and observation. It could help people to understand e-HRM deeply and have clear cognition of eHRM application after identifying critical factors in e-HRM adoption, and discussing the manner in which e-HRM shapes the role of HRM in the new economy. People will perceive the effect of e-HRM in the future.
6.3 Limitations:

Finally it has to be explained that there were some limitations in conducting this research. Firstly, the interview did not involve a broad range of interviewees, thus the findings might not be comprehensive representatively. The reason is that this topic might relate to some corporate secret and most of the corporations did not like to communicate with the author about their management affair. The future research should try to cover more corporations. Secondly, most of the interviewees are employees and their responses to the interviews were simply based on their perception. Further studies needs to interview as many managers as employees. Therefore, it must be cautious to use the findings in other research.

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