



The Research in Electronic Human Resource Management and Provide a Model of Successful e-HRM Adaption Factors

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Abstract

Each paper must be accompanied Human Resources Management is a crucial part of every organization as it deals with a vital resource: human capital. In the past 10 years, HRM has been going through a transformation adopting technological tools to improve its performance. The combination of information technology tools in HRM processes has been named “electronic Human Resources Management” (e-HRM). E-HRM is being used with increasing frequency in organizations. In order to gain organizational objectives, it is important to understand and apply the factors effect on the successful adaption of E-HRM. For this purpose, this paper is a complete review on different dimension of Electronic- Human Resource Management and provides a model of factors which lead to successful adaption of e-HRM. This model contains of three categories: Organizational Factors, Actuarial Factors, and External Factors.

Keywords: Electronic human resource management (E-HRM), Advantages and Disadvantages, Objectives, Functions, Adaption success factors

INTRODUCTION

Nowadays, technology is an inherent part of our daily lives. People have been simplifying some routine tasks and problems with the use of computers and the Internet. In contemporary business, information technology (IT) tools are fundamental to realize processes in a faster and more efficient way. Global competition is demanding and organizations have to use innovative ideas to stay competitive. Every department in a company plays a fundamental role for success, but we believe that there is one of special Human resources (HR) departments play a critical role in contributing to the overall productivity and strength of an organization. As HR helps to build a stronger workforce through better recruiting, training and retention, the workforce helps drive the efficiency of the business as a whole (Sarode , 2012). To improve their own efficiency and contribute to the organizations’ bottom line, many human resources organizations are transforming to an e-HR business model, moving traditional HR tasks, tools and processes onto internal intranets or the Internet via a portal. E-HRM is the application of IT for HR practices which enables easy interactions within employee and employers. It stores information such as company payroll, employee data, training, recruitment (Antony Joe Raja & Balasubramanian, 2011). New electronic human resource (e-HR) systems allow individuals to apply for jobs, change their job-related

benefits, and enhance their knowledge, skills, and abilities (KSAs) through web-based training systems (Stone, Stone-Romero, & Lukaszewski, 2006). But, even with the latest research in the field and however the impact and importance of e-HRM system adaption and implementation nowadays, citing a recent study (Totolici, Totolici, & LUKACS, 2012) we must point out the factors that lead to successful e-HRM adaption still does not get the attention it deserves in terms of research interest. In fact, if we were to be more specific, it can be stated that the empirical research in the field of e-HRM is mainly non-theoretical. The theories applied are all micro-level oriented, of a diverse nature and eclectic in application. Also, macro-level theories of HRM (e.g. Wright & McMahan, 1992) that were recognized by the scientific society were not taken into consideration. It is also safe to say that still the field lacks any leading paradigm (Strohmeier S. , 2007). All these issues show us that the research in e-HRM must continue and develop and that the field is still young and there are many unsorted quarrels and unanswered questions that need to be attended to. From this standpoint, this study was conducted to identify the main factors that lead to the successful adaption of e-HRS in organizations.

LITERATURE REVIEW AND DEFINITIONS OF E-HRM

In 1990, the personnel department shifted to Human Resource Management. HR role also shifted beyond automated payroll and benefits transactions through Human Resource Information System (HRIS). Because of HRIS failure to fulfil its duties, it led to stress return on investment of the HR function and its programs while the roles of HRIS are operational efficiency, cost reduction and control. After 1990, technological advancement and the emergence of strategic HR had influenced most organizations due to trend changes in economic, increase globalization and technological breakthroughs (internet web base services) and dynamic competition. As a result, HR re-designed processes such as right-sizing of employee numbers, reducing layers of management, reducing bureaucracy, autonomous work teams and outsourcing “as accorded by researchers (Kavanagh & Thite, 2008). E-HRM is developed HRM with the help of technological tools in a fast and accurate way. Doughty (2010) had declared that “there is plenty of HR systems, payroll, training administration, 360 degree feedback, psychological testing and competency software tools operating in their own software features in the HR software market that evidence had noted the failure of most organization to recognize that nearly all software on the market today is at the basis level of e-HR. On the other side,” E-HRM can be implemented by organizational democracy where the organization is applying the democracy to design the method to process, support achieving its goals and impact community in positive” as accorded by Sachidanand R. Kulkarni (2012). Also he concluded that” in organizational democracy, most of the employers and employees participate in decision making, equally authorization in respect, opinion expressing, leader in accomplishing objectives, and team up yields better results.” (Yahya & Abdalla Rashid Saho , 2013).

To understand e-HRM, one must know its meaning, and since it is a relatively new concept in the world of organizations it is easily understood that misinterpretations can occur. Such a misinterpretation is to consider e-HRM as being a HRIS (Human Resource Information System). The main difference between them would be the fact that HRIS is directed towards the department of HR itself, rather than the whole corporate staff, as in case of e-HRM. So, e-HRM can be considered the unlocking of HRIS for all the employees in the organization (Antony Joe Raja & Balasubramanian, 2011). In order for this kind of misinterpretation not to occur we will provide some definitions of the concept (Totolici, Totolici, & LUKACS, 2012). People mean different things by the term “e-HRM”. The term e-HRM can be traced back to 1990s when it was used to designate the action of completion of HRM “transactions” by means of Internet or Intranet (Lengnick-Hall & Moritz, 2003). It also refers to the processing and transmission of digitized information used in HRM, including text, sound, and visual images, from one computer or

electronic device to another. It will be able to meet the demands of today's Human Resource Management. Typically, the term e-HRM is used to describe technology's role in enabling the transformation of solely HR activity. Instead of a centralized personnel team handling everyday tasks such as approving pay rises, sorting out training and checking holiday entitlements, these can be handled by the employees themselves or their line manager (SHILPA & Golpa, 2010). According to Strohmeier e-HRM is the "planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities." (Strohmeier S. , 2007). In addition, Olivás-Lujan, Ramirez, & Zapata-Cantu (2007) define e-HRM as the application of any technology that enables managers and employees to have direct access to HR and other workplace services for communication, performance appraisal, reporting, team management, knowledge management, and learning of administrative applications (Olivás-Luján & Florkowski, 2009). Bondarouk and Ruël, define e-HRM as an "umbrella term covering all possible integration mechanisms and contents between HRM and Information Technologies aiming at creating value within and across organizations for targeted employees and management" (Bondarouk & Ruël, 2009). Furthermore, E-HRM is also viewed as "a web-based solution that takes advantage of the latest web application technology to deliver an online real-time Human Resource Management Solution" (SHILPA & Golpa, 2010) and thanks to e-HRM, HR activities can now be done not only by trained HR professionals, but also more and more often by line managers, IT utilities and also through outsourcing. Ruël et al. (2004) consider e-HRM as a way of implementing HR policies, practices and strategies in organizations through a conscious and directed support and/or with the full use of Web-technology based channels. There is no common agreement on the definition, but the definitions suggested by Strohmeier (Strohmeier S. , 2007) and Bondarouk and Ruël (Bondarouk & Ruël, 2009) are the most exhaustive and broadest definitions in use at the time of this study and encourage more focused discussion of e-HRM.

TYPES OF E-HRM

E-HRM is a foundation part of degeneration HR operations to management and employees. It impacted slightly on costs and staff numbers. There are three kinds of E-HRM, which are: Operational, Relational and Transformational.

Operational is related with administrative functions such as payroll and employee personal data. It is called administrative tasks such as modifying personnel data, keeping records, payroll, company procedures and processes and so on. Strohmeier viewed that functions such as e-learning, e-recruitment, and e-selection to review efficiency and effectiveness of e-HRM, it would lead to decrease number of HR staff and cost, release from administrative burden and develop speed of processes and line managers and employees carried responsibilities from HR (Bondarouk & Ruël H, 2006). Furthermore, there is a choice between asking employees to keep their own personal data up to date through an HR website or administrative force (Yahya & Abdalla Rashid Saho , 2013).

Rational which can be classified in to internal or external sources in HRM and it requires direct and two way relationship among HR professionals. Moreover, Strohmeier defined relational is "interacting and networking of different actors". Further, Bondarouk and Ruel (2006) declared that "business processes are support by HR tools". There is a choice between supporting recruitment and selection through a web based application or using a paper based approach (advertisements, forms and letters) (Yahya & Abdalla Rashid Saho , 2013).

Transformational is the highest level and most complex type of activities also it is the most strategic with the same pace of the company's mission and vision. It is linked with strategic HR activities such as

knowledge management and strategic preordination. In addition, it will develop in line with company's strategic choices through integrated set of web based tools to create a change ready workforce (Yahya & Abdalla Rashid Saho , 2013).

Different details about these three types shown in table1.

Table 1- Different Types of E-HRM (Sarode , 2012)

Type of e-HRM support Varies Cover		Informational e-HRM technology	Relational e-HRM technology	Transformational e-HRM technology
Intended impact of IT	Target	HR department	HR function	Organization
	The impact of the technology	Reducing administrative and informing pressure on the HR professionals	Optimizing the workflow between employees, management and HR professionals	Creating of a flexible organization
	Means	Provision of HR data through web based channels	Automation of HR activities and workflow supported of the HR activities	Supporting the execution of HR activities adjusted to the specific situation
Role of IT in supporting an HR activity	IT capabilities	Digitalizing HR data and making this HR data available for its stakeholders	Steering and recording of the interactions and mutations made when an HR activity is performed	Bypassing organizational hierarchy and freeing up HR decision making from bureaucracy
	Technology HR data	Providers and records	Supports the flow and recording	Analyses, processes and distributes

ADVANTAGES AND DISADVANTAGES OF E-HRM

Most of the democracy and technological companies execute e-HRM to reduce process and administration costs, for example; it will construct a number of middleman HR managers (Lengnick-Hall & Moritz , 2003). In addition, it will give quality; accurate and speed information also improves controlling HR activities. Moreover, it will increase perfect strategic ordination of HRM and customer services. Further, it will enhance HRM professionals and executive manager that need information to take decisions, manage his work business and observe modulation. At the same it will enable employees to engage in the process and keep a path pertinent through use Enterprise Resource Planning (ERP) systems that they can automate their process, also it will compound their satisfaction (Yahya & Abdalla Rashid Saho , 2013). Besides it, there are many benefits that summarized below (Sarode , 2012):

- Collection and store of information regarding the work force, which will act as the basis for strategic decision-making
- Integral support for the management of human resources and all other basic and support processes within the company.
- Prompt insight into reporting and analysis
- A more dynamic workflow in the business process, productivity and employee satisfaction
- A decisive step towards a paperless office
- Makes the work to get over fast

On the other side, there are many challenges of E-HRM that faced by managers to control their businesses which are (Sarode , 2012):

- Employees and line managers’ mindsets need to be changed: they have to realize and accept the usefulness of web-based HR tools.
- They generally feel that they lack the time space needed to work quietly and thoughtfully with web-based HR tools and so, if there is no need, they will not do it.
- Guaranteeing the security and confidentiality of input data is an important issue for employees in order that they should feel ‘safe’ when using web-based HR tools.

OBJECTIVES OF ELECTRONIC HUMAN RESOURCE MANAGEMENT

In addition to above mentioned literature about HRM, e-HRM is a way of implementing HR strategies, policies, and practices in organizations with the full use of web-technology-based channels. Organizations attempt to achieve certain objectives by following a specific E-HRM direction. Beer et al. (1984) identified four objectives of E-HRM as follows:

Table 2 - Objectives of E-HRM (MOUSAVI DAVOUDI & FARTASH, 2012)

Objectives	Descriptions
High commitment	By high commitment workforce is motivated and understanding, and that they are willing to interact with the management about changes in the organizational environment and the impact that this can have on the internal organization. For HR itself, this means that it should be able to play the role of change agent.
High competence	High competence points towards the capacities of employees to learn new tasks and roles if the circumstances require it.
Cost effectiveness	Cost effectiveness refers to the competitiveness of pay levels and employee turnover rate, and to the acceptability of costs resulting from employee resistance such as strikes.
Higher congruence	Finally, higher congruence refers to the internal organization, the reward system, and the ‘input, throughput, and output’ of personnel, which need to be structured in the interests of all stakeholders.

FUNCTIONS OF E-HRM

E-RECRUITMENT

Internet has changed dramatically the way of recruitment for most organizations and job seekers.” Many big and small organizations are using Internet as a source of recruitment. They advertise job vacancies through worldwide web (Yahya & Abdalla Rashid Saho , 2013). The organizational intranet systems are often used to search employment records to determine if the KSAOs of current employees are consistent with the requirements of vacant or soon-to-be vacant roles. Such systems may automatically provide managers with lists of qualified employees, and notify individuals about new job opportunities (Stone, Stone-Romero, & Lukaszewski, 2006). In addition, the same systems may send messages to employees that ask about their interests in job openings. Overall, e-HR-based recruiting systems are thought to reach a much wider set of prospects than traditional recruiting systems (Gueutal & Stone, 2005; Stone, Stone-Romero, & Lukaszewski, 2003).

E-SELECTION

Selection systems are important because they are one of the means that organizations use to increase the likelihood of incumbents meeting role requirements. It proceeds of varied tests through online and contacts candidate meanwhile email also makes an interview by audio and video conferencing. It is the process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria by online. Such systems typically allow (a) applicants to submit resumes or complete applications online, (b) organizations to use sophisticated software to scan applications for key job-related information, and (c) applicants to get very rapid feedback about their suitability for jobs (Stone, Stone-Romero, & Lukaszewski, 2006). Organizations use online testing for a number of purposes. Some use it to assess the KSAOs of applicants in a cost-effective manner. Other organizations use e-selection systems to conduct online interviews or simulations that are designed to assess the critical thinking or decision-making skills of applicants (Gueutal & Falbe, 2005). Still other organizations provide applicants the opportunity to complete online self-assessments of personality. The purpose of doing so is to assess the degree of fit between the applicant's traits and the organization's culture (Yahya & Abdalla Rashid Saho , 2013).

E-COMPENSATION

E-compensation is used for such purposes as developing and implementing pay systems, providing benefits, and evaluating the effectiveness of compensation systems (Dulebohn & Marler, 2005; Stone, Stone-Romero, & Lukaszewski, 2003). It uses the internet to distribute compensation in electronically in anywhere on the earth. It will increase the effectiveness adapt compensation procedures to confront challenges, manage and maintain all aspects of equity in pay plan design, also align it with the strategic management of the organization.

Such systems will be effective to the degree that are developed in the light of and function in the service of organizational goals. Thus, for example, such systems will be effective if they provide individuals with rewards and other inducements that enhance their motivation to meet or exceed role expectations. Moreover, it will benefit HRM professionals in dynamic and antagonistic environment in following (Yahya & Abdalla Rashid Saho , 2013):

- Simply on an as-needed basis without dependent on IT staffs and sophisticated it infrastructures to assess critical compensation information, for example, knowledge management databases, best practices inner and exterior, individual equity design and competitive information.
- Support decision making by enabling round-the-clock availability of meaningful compensation information to managers and employees company-wide.
- Strength HRM professionals' productivity by streamlining bureaucratic tasks through the introduction of workflow functionality and real-time information processing.
- Develop budgets, model the impact of incentive systems, and ensure the fairness of salary allocation decisions by giving data about salary, profit sharing, merit increasing, and stock options.
- Improve employees' performance through linked with the e-performance management system.
- Make sure that compensation systems have internal and external equity.
- Heighten employees' satisfaction and retention level.

E- PERFORMANCE MANAGEMENT

It is a software program that facilitates the completion of performance evaluations online. The primary goal of a performance management system is to control employee behavior, ensuring its alignment with organizational goals. In order to meet the overall goal of controlling employee behavior, many organizations now use E-Systems to facilitate the performance management process. These systems typically help managers to measure performance, write performance reviews, and provide feedback to employees (Cardy & Miller , 2005; Stone, Stone-Romero, & Lukaszewski, 2003). One of the many reasons for organizations using such systems is that they allow for greater spans of control and eliminate the need for managers to spend time observing the behavior of employees and assessing their performance. In addition, E-Systems are also used to assist managers with the provision of feedback to employees (Cardy & Miller , 2005).

Further, Arnold Anderson concluded that "performance appraisal is a way for a manager to observe employees' behaviors and it is difficult for the manager to find time for one-on-one appraisals due to the growth of business so it converted to e-performance appraisal." Furthermore, he enumerated the benefits such as (Yahya & Abdalla Rashid Saho , 2013):

- It will save manager's time. To illustrate, instead of compiling report, the system will enable to collect metric data throughout the year and use a formula which is created by the human resources department to succeed with a performance evaluation number.
- It will increase workflow efficiently and give an accurate appraisal. To illustrate, instead of stacking papers on a manager's desk, the manager can review through e- performance system in his free time then moves on to the next person who needs to see him, which will improve employee's performance and build promotion.
- It will remove a personnel attraction between employee and manager. To illustrate, instead of discussing, which can be difficult to create a career plan for the employee or to work on a program to fix the deficiencies in their performance, they will out fill an online form.
- It can effortlessly integrate appraisal documents with talent and development activities such as 360-degree feedback and talent management.
- It is a "living document" so all parties can easily access the latest version at any time also facilitate continuous development and appraisal year-round.

E- TRAINING

Most companies start to think of online learning primarily as a more efficient way to distribute training inside the organization, making it available "any time", "anywhere" reducing direct costs (instructors, printed materials, training facilities), and indirect costs (travel time, lodging and travel expenses, workforce downtimes). Attracted by these significant and measurable advantages, companies start to look for ways to make the most of their existing core training available online, and to manage and measure the utilization of the new capabilities (Sarode , 2012). Clark Adrich (2004) claimed that "e- training will lower management cost, increase accurately of access and measure of employees, also scale significant parts of a learning value chain that includes management and delivery through use of combination processes computers and networks, additionally, advanced techniques such as simulations and communities of practice and included customers and vendors as well." Development Solutions declared that "e- learning will provide new skills and experience through innovative technologies and transform learning models as well it is a collaboration of information, interaction, collaboration, and in-person.

RESEARCH MODEL OF SUCCESS FACTORS OF E-HRM ADAPTION

There are some factors had affected both capabilities of the organization and the realization of the intended objectives to implement e-HRM which are divided into three categories: Organizational Factors, Actuarial Factors, and External Factors that each category covered some factors as follow:

ORGANIZATIONAL FACTORS

It is related to the organization itself which success implementation of e-HRM such as following:

Size

Stro & Kabst (2009) had found that "the large size of organization, the more successful to adopt e-HRM" (Strohmeier & Kabst, 2009). Further, Ball (2011) had recognized that "small companies would get lower risk of Human Resource Information (HRIS) which it's used to acquire; store; manipulate; analyze; retrieve and distribute information regarding an organization human resources the more positive relationship between the size of organization and E-HRM" (Yahya & Abdalla Rashid Saho , 2013).

Age

Parry (2011) had searched more than 2000 firms across 12 countries through survey if there is relationship between organization age and both the habit action and the level of e-HRM operations and he had found there is no connection between them (Parry , 2011).

Industry

Stro and Kabst (2009) had found that the sector of a company which had variant tasks structures would control e-HRM adoption (Parry , 2011).

Public/Private Organization

Strohmeire (2007) had noticed that" both public and private have comparable in IT practices while have distinction in terms of the pattern of the system and the level of investment" (Strohmeier , 2007).

Organization Culture

Olivas – Lujan (2007) had said that "the role of organization cultural in the company is technology transformation" (Olivas-Lujan , Ramirez , & Zapata-Cantu , 2007). Further, Pollitt (2006) had emphasized that "a company's internal culture may affect the success or failure of e-HR system (Pollitt , 2006).

ACTUARIAL FACTORS

It is associated to the employees which were supposed to link with the system. It is presented after implantation of e-HRM. It has variance factors such as:

Perceive usefulness and ease of use

Perceive usefulness mention which a person believes that using particular framework would support his/her job performance which leads to build positive use performance relationship, for instance, online management of one's time would help an employee to become more productive, whereas perceive ease of use points that a person believes that utilizing specific method would be independent from effort, to illustrate, in e-HRM, the schedule is plain to aperture and to engage with employees (Yahya & Abdalla Rashid Saho , 2013).

Demographic Characters

Voreman & Veldhoven had assumed that age, gender, education of employees in Phillips if it affects e-HR adoption, the result had showed there is no relationship between them (Voermans & Veldhoven , 2007).

IT skills

Panayotopoulo et al (2007) had searched whether skills would promote the process of adoption, the outcome had exhibited that if an organization is processed with the minimum skills enabled employees low investment while if it's procedures with high skills qualified employees high placement (Panayotopoulou L, Vakola , & Galanaki , 2007).

EXTERNAL FACTORS

It is connected the environment to organization. It has two factors are:

National Business System

Companies should think about their share of completely new organizations which were being created to reinvestment themselves in other countries depending on their Gross Domestic Production (GDP) because it will affect the success of their national economy, for instance, a country which has low GDP, It will reverse the success of e-HRM adoption and vice versa (Strohmeier & Kabst, Organizational Adoption of e-HRM in Europe. An Empirical Exploration of Adoption Factors, 2009).

Social Cultural Factors

Olivas- Lujan el at (2007) had noted that successful of e-recruiting depends in a country/ region which people strongly prefer to have a face to face or through online. In addition, there are diverse degrees of difficulties which an employer encounters due to social, cultural, contractual, institutional or in-structural

norms (Olivas-Lujan , Ramirez , & Zapata-Cantu , 2007). According to above factors the research model showed as figure1:

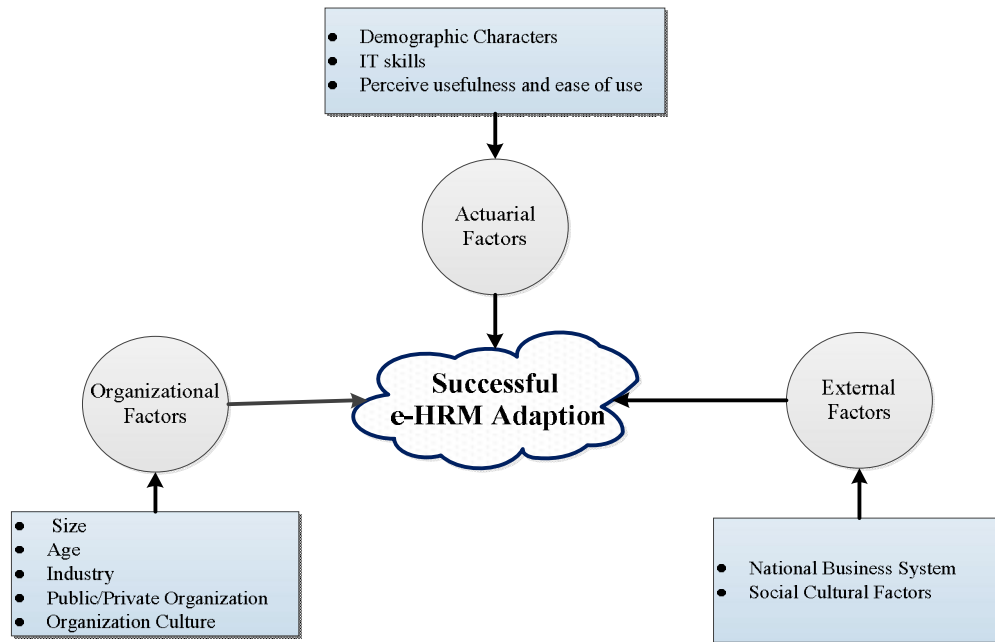


Figure 1- MODEL OF SUCCESS FACTOR OF E-HRM ADAPTION

CONCLUSION AND RECOMMENDATION

Electronic human resource management is fundamental prosperous for any organization. It is a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels. The implementation of e-HRM is an opportunity to delegate the data entry to the employee. There are many reasons to use e-HRM that it will facilitate complex technical functions, increase employees satisfaction, decrease process and administrative costs. Beyond it can get various benefits such paperless and liberal applications. However, e-HRM is not subrogating traditional HRM but it will improve HR department activities. It plays diversified roles such as E-recruitment, E-selection, E- compensation, E-performance Management and E-training. There are three factors had influenced organization to implement E-HRM which are Organizational Factors, Actuarial Factors, and External Factors. To sum up, the proposed model developed in this paper clearly shows the factors which effect on the successful adaption of e-HRM. Although providing a foundation, future research is needed to build, augment, and refine this model. The model proposed here is an initial attempt to lay the groundwork for this purpose. Despite the importance of e-HRM, most organizations neglect it due to its complex challenges such as high cost of enforcement and difficult to recognize the benefits, also it is hardness to define the activities and functions additionally learn using it, in my opinion, it needs further research and deal with professional agencies and third parties also follow with the latest technology in human resource management.

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