Exploring the outcomes of Electronic Human Resource Management Within a Multinational Company in Morocco.

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Abstract

E-HRM technology is a way to improve efficiency and cost effectiveness within the Human Resource Department, and allows Human Resource to become a strategic partner in achieving organizational goals. The main aim of the study is to identify and investigate the outcomes of electronic human resource management within a multinational company in Morocco. The result of the in-depth interview with HR Manager of this company showed that electric Human resource management can be a key of efficiency, effectiveness, employee’s commitment and improving the employee’s competences.

Keywords - E-HRM; E-HRM Outcomes; E-HRM Practice

1. INTRODUCTION

Thanks to the swift growth of the electronic management revolution, electronic human resource management has become as an essential structure in an uplifting a completely positive relationship with human resource. The task of electronic management in human resource is considered to be very important to boost organizational performance.
(2014). As a matter of fact, the integration of the Electronic human resource is a first-hand research area. Therefore; scientific and literature research as well nearby remain limited.

Shedding the light on the massive modern technology, the speedy information revolution in the shade of Internet accessibility, network is measured to be the most requirement for all organizations to seek a full benefit from it; to guarantee quality performance and production, working methods development, and reach the goals wanted efficiently, as the ongoing rate of the economic and social transformations and policy all over the globe.

Recently, E-HRM has increasingly been a field of study for many scientists. Most of the studies have been handled in the United States and Europe. There are fewer than other developed countries are different economically, environmentally and technologically due to the large differences in the market field and mechanism of management of the countries in the Third-World. Several past studies have conducted on the E-HRM by many researchers in various developed countries.

In this study, our main purpose was to distinguish the electronic human resource management practices inside a multinational Company in morocco, their observed organizational outcomes of HR manager of the company. This descriptive study can therefore be a reference to look upon as a preliminary version of a more comprehensive and valid study, which will include higher number of organizations.

2. LITERATURE REVIEW

“E-HRM technology supports the human resource function to comply with the human resource needs of the organization across web technology-based channels” Katou (2008). According to Michael and al. (2013), states that the concept of Electronic Human Resource Management known as e-HRM meaning “the adoption of technology in delivering Human Resource [HR] practices due to the digital revolution in the world is such a tool that organizations can employ to manipulate the performance and behavior of the people on whom they rely on to achieve business Success”. E-HRM is all about supporting your HR functions; better manage resources for the greater good of organization as a whole (Sareen & Subramanian, 2012). In addition, Strohmeier (2007) explained the E-HRM makes the organization to work smooth without any hurdles in the business activities of the organization. He examined and stated that the E-HRM process quickens the process, reduces
the organizational costs, increases morale between the employees and in turn gives better satisfaction level to them.

E-HRM can be divided into three Levels. They are respectively named as Operational Human Resource Management where E-HRM is concerned with administrative function like payroll, employee personal data etc. The Relational HRM which is concerned with supportive business process by the means of training, recruitment, performance management, and so forth and Transformational Human Resource Management where E-HRM is concerned with strategic Human Resource activities such as knowledge management, strategic orientation etc. (Kausar & Sreenivas, 2015).

Literature suggests that the various goals of E-HRM and the different types of E-HRM are expected to result in outcomes including more efficient Human Resource Management procedures. E-HRM, as the matter of fact, is expected to contribute to the effectiveness of Human Resource Management, which consequently could help achieve the organization’s goals (Kausar & Sreenivas, 2015).

Researchers have reached general conclusions based on the results of the E-HRM practices. For instance, HRM influences the efficiency of the HRM activities which are well developed by Kaur (1984) through reducing the paper work by increasing data accuracy and reducing redundant data of HRM while preserving its quality. As e-HRM offers access to HR data, it also facilitates categorizing as well as reclassifying data. More, it embeds a more transparent system. Furthermore, it can be deducted that e-HRM develops a supplementary positive organizational culture through a higher internal profile.

For example, Marler and Fisher’s point (2015) meet all together in the same stream in which their argument states that HRM investments gives a massive support in reducing the costs by reforming the operations of HRM, evolving efficiency by enlightening the quality of HRM services and renovation of the HRM plays a great role in a strategic business partner. The influence of HRM on the efficacy and usefulness of HRM actions is well illustrated by (Lawrence & Lorsch, 2015) through decreasing the paper work by rising the accuracy of data and, in the same time, by stabilizing the data’s quality of HRM. Additionally, according to the simplicity the e-HRM furnishes to have access to HR data and puts classifying and reclassifying of data at ease, it also embeds a more crystalline system. Furthermore, it can be
assumed that e-HRM develops and makes a more positive organizational culture easier through a higher internal outline for HR.

The E-HRM is believed to be one of the fundamental factors that every single organization needs to focus on (Choochote & Chochiang, 2015). Everything will be processed through electronic solutions, and as a consequence, it can help foundations guarantee its continuity, (Kitimaporn and Kitsiri, 2015).

3. RESEARCH APPROACH

Only fewer empirical studies related to the subject between E-HRM and organizational outcomes such as employee’s commitment, competence and cost effectiveness Nivlouei (2014). Due to the limited and formed knowledge on the subject matter, we designed a qualitative method with a semi well uplifted interview that supports using open-ended questions Katou (2008). In the interview process with the H.R. Manager of this multinational company, founded in 1985, with total of over 5000 employees, has First Grade of Power Engineering Construction General Contract Qualification, Foreign Project Contracting & Operation Qualification, and Foreign Economic Cooperation Business qualification. Its customer base has spread throughout the world to countries including Nigeria, India, Pakistan, Bangladesh, Saudi Arab, Oman, Jordan, Egypt, Iraq and Morocco for construction of the Noor II and Noor III thermosolar plants, 10 questions are used to find out effectiveness of E-HRM.

The interview was furnished using an interview guide designed specifically for this research paper, based on a review of the research and methodological literature. Our research questions are focused on the factors underlying the use and the practices of E-HRM. To illustrate, what are the benefits of electronic HRM, the changes in organizational outcomes as employee and what are the Factors Influencing implementation of electronic HRM? This interview was approximately 4 hours long.

4. RESULTS

The question that served as a significant point of the study was “which human resource practices do your company do electronically?” the company’s use of electronic recruitment website includes a rich blended information about the company’s perspective, Human
Resource brand and work environment, and the selection of activities using Skype, knowledge, skills tests, E-Employee Profile, E-learning personalized programs from work place and E- compensation practices, and E-performance Anywhere and Anytime.

A Study carried on by Davoudi and Fartash (2012) showed that there is a remarkable effect to electronic human resources management on organizations. However, their highly appreciated and valued performance and achievement of the competitive advantage surrounded, depends on the current methods of human resources management in organizations are to give back keys to efficiency, effectiveness and productivity. Therefore, the continuity of the organization is to be guaranteed and prone. Thus, it helps in achieving the organization’s future attainments. For this reason, we were interested in figuring out the outcomes of E-HRM. That is, we asked the question as: “What advantages does E HRM provide for your company?” Several answers are given below:

“As an HR department, the main reason to prefer using electronic HR practices is:

1. To save offered time and workforce;
2. All electronic functions are to facilitate and improve access to reach global data;
3. Allowed for better and faster communication between worker, co-worker as well as managers;
4. To create organizational memory, accelerate processes and prevent data loss;
5. A higher internal profile for HR leads to a better work culture;
6. HR tasks’ decentralization;
7. Facilitation of the recruitment process;
8. Effectiveness can be affected by improving the competence of both managers and employees to make better, quicker decisions.”
9. Reduces many less paper work and decreases unnecessary workforce;
10. It is of big support for future attainments and policy information as well.”

The answers provided underline the main purpose of electronic human resources which is saving and minimizing the highest amount cost of administration. It makes it easy to access HR data, develop organizational memory, reduction in cycle times for all effective faster functions by E-HRM. So, the department greatly influences effectively and efficiently the core of the company.

Additionally, when asked “is there any change in degree of commitment?” the manager also agreed with us. “As a result, increased motivation, employees are more committee to their organization”.
5. DISCUSSION AND CONCLUSION

Human resources are known to be the most expensive resource in any organization; therefore, they need cautious management. The goal of human resources management is to make sure that a company has a fulfillment in terms of the number of engaged people with the required knowledge, skills, abilities and competencies, in both the right place and time, with an affordable cost. Also, those who are quite motivated, determined, and believed to achieving the current planned needs of a firm.

E-HRM practice provides a well structured methodology of work to achieve the company’s goals. E-HRM facilitates human resource functions with the chance to draw new pathways for greater organizational success. E-HRM is a approach to 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 Nivlouei (2014).

The results signify that electric Human resource management can be a pillar to efficiency, effectiveness, employee’s commitment and improving the employee’s professional abilities. However, the research work suffered from some difficulties; we interviewed only one company so if the survey is conducted in many companies, results may substantially differ. Thus, the results cannot be generalized. Therefore, future studies might include more than two companies that belong to different areas.

However, the research affords a reference to organizations which want to measure their level of performance and commitment of its employees towards its respective e-HRM systems.

REFERENCES


