The Effect of e-HR on the Function of Human Resource Management

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I. Introduction

Technology integration within firms has always been a priority for the Human Resources (HR) department. Payroll administration was actually one of the first business activities to be automated in firms. Since then, HR has kept fusing new technology with established procedures. For instance, the majority of businesses utilise computers to manage their employment records. These HRIS (human resource information systems) boost administrative effectiveness and generate reports that could potentially lead to better decision-making.

Activities that were previously thought to be the responsibility of administrative staff and human resource professionals are now being taken up by managers and employees. Although this constitutes a substantial departure from the past, it may ultimately increase organisational effectiveness. When they have easy access to pertinent information and are given the freedom to use it to inform their decisions, both managers and employees can react to developments more rapidly. This has happened thanks to HR. However, what does this imply for the development of HR?

E-HR: What is it? A real-time, information-based, self-service, interactive work environment is now conceivable because to recent technological advancements, which was previously impossible for the majority of the 20th century. In the 1990s, as "e-commerce" (or electronic commerce) was taking over the business world, the term "e-HR" first appeared. Similar to e-commerce, the term "e-HR" referred to carrying out business transactions online, in this case, in the area of human resources.

As long as they had access to a connected computer, the Internet initially gave human resources departments the chance to make information available to managers and staff whenever they needed it and wherever they wanted it. However, as time went on, human resource specialists started to investigate all the options for delivering human resource services utilising the Internet and other technology. A complete e-HR system today may include manager and employee portals, HR service centers, interactive voice response (IVR), web applications, voice recognition systems (VRS), and enterprise resource planning (ERP) software.

Managers can access pertinent data and information, perform analyses, make decisions, and interact with others using e-HR, all without the need to consult an HR specialist unless they so desire. For instance, a manager who needs to decide on merit pay can obtain files with text, audio, and video instructions on how to do so. The manager can then access the data file containing the employee information. A simple mouse click notifies other departments (like finance) and records the decision. By using this technology, hours of processing are reduced to minutes, and a lot of paperwork is avoided.

Employees can manage their own personal information with e-HR. They are able to make many decisions on their own and update records when their circumstances change, consulting human resource specialists only when they feel it is required. For instance, a worker can use the Internet from home or the office to boost investments in a retirement plan. For instance, after work hours, employees may take part in a training programme at home.

What effect will e-HR have on the future of human resources, then? In the beginning, it will be smaller than in the past. Numerous clerks will no longer be required by organisations to record data and handle forms. Second, rather of playing an administrative role, it will play a more strategic and management one. Time spent on issues related to businesses' competitiveness will take the place of time formerly devoted to administrative concerns. Third, the human resources department will be able to develop innovative ways to benefit the company. The HR department can expand beyond its conventional hiring, training, and compensation priorities. knowledge facilitator (Lengnick-Hall and Lengnick-Hall, in press).

The History of e-HR e-HR was created as a result of a number of significant societal and business shifts. First, it was essential to have personal computers available almost everywhere in order to an essential

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component of the infrastructure on which e-HR could be constructed was personal computers. Second, in order for staff members and management to benefit from technological advancements, a high level of computer literacy was required. Simply possessing the necessary technologies is insufficient.

Three main sorts of e-HR development have taken place. Information publication is the simplest and most straightforward implementation. Automating transactions is a more complex version of e-HR. Finally, the most sophisticated e-HR models alter how HR is carried out within the company.

The first type of e-HR is information publishing. This entails managers or employees just receiving one-way communication from the organisation. Intranets are typically used as the main information delivery channel in this type of e-HR. The earliest attempts at publishing information used generic content (e.g., company policies and procedures; benefits; directories of services; current events, etc.). Personalized material was frequently introduced after that (e.g., job openings tailored to individuals).

The second, more advanced type of e-HR entails the automation of workflow, transactions, and even supply-chain integration. In addition to using intranets and extranets, this type of e-HR frequently combines several different application programs. Electronic input takes the role of paper input in this type of e-HR. Both managers and employees have access to databases where they may update information, look up necessary information, and make decisions.

The second, more advanced type of e-HR incorporates transaction, process, and even supply-chain integration automation. This type of e-HR generally includes several different application programmes and frequently utilises intranets and extranets. Paperwork is replaced with electronic input in this type of e-HR. Managers and employees can update information in databases, look for necessary information, and make decisions.

The human resources function is transformed as part of the third and highest level type of e-HR. E-HR starts to broaden its scope beyond its more conventional focus by focusing on information, automation, and transformation. The human resources function is freed from its operational focus and redirected toward a strategic one in the transformation form of e-HR. In this transformation form, Walker (2001) distinguishes three types of work for human resources: strategic partnership with the line businesses (at a leadership and senior level; at the local, generalist level); establishment of centres of expertise (housing the necessary human resource functional specialists); and management of service centers.

In order to develop new products and services, increase customer service efficiency, and develop capabilities that will benefit the organization's "intellectual capital" (the knowledge, skills, and capabilities of its employees), HR can play a more active role in fostering the organization's "social capital" (the connections between people that foster productivity and innovation). Although just a small number of businesses have successfully used e-HR, the potential is promising.

In conclusion, there are three ways that e-HR can be described: as information, as automation, and as transformation. The choice of organisational structure is likely influenced by a number of variables, including the accessibility and availability of personal computers with broadband connections, the percentage of employees who are computer and interact literate, and the number of information technology specialists and human resource professionals who have the skills to create and implement specialised solutions for their organisations.

The Advantages and Disadvantages of e-HR Why Would an Organization Implement an e-HR System? For businesses of all sizes, purchasing an e-HR system can be a significant financial investment.

One common defence is that by using e-HR, your business may cut costs associated with administration and processes. Because e-HR removes the "HR intermediary," fewer human resource experts are required. Additionally, e-HR enhances tracking and control of human resource tasks, speeds up transaction processing, and lowers information mistakes. Consequently, e-HR enhances service provision. The majority of businesses who adopt e-HR rely on practical, readily available metrics to justify the expenditure. The average cost of an HR transaction, the number of enquiries to the service centre, cycle times, headcount changes, employee satisfaction, and financial metrics, like the return on investment or payback period, are some examples of the metrics that are used to validate e-HR (Anonymous, April, 2002). The top four criteria cited in formal business cases supporting e-HR, according to Watson Wyatt's 2002 e-HR survey, were productivity gains inside the HR organisation, cost savings, return on investment, and improved employee communications..

Since many of these savings and productivity improvements are likely to be experienced early in the adoption of an e-HR system, they offer convincing proof when it comes time to launch a project. Actually, the payback period, or the amount of time needed to recover the investment, might be as brief as one to three years (Lego, 2001). To quantify the intangible benefits to be gained from an e-HR system, however, is more challenging even though it may be possible to identify many of the relevant costs (such as software and hardware).

Beyond cost savings and increased productivity, e-HR also has the potential to significantly alter revenue streams. It is more challenging to establish objective and direct measures of these advantages. For instance, e-HR may boost employee morale, decision-making, and information sharing; it may promote

innovation; and it may shorten the time it takes for products to reach the market. Additionally, e-HR has the power to fundamentally alter how people interact with one another and their businesses through a variety of communication channels. This could enhance the flow of knowledge and information throughout the company, strengthening businesses' strategic skills. An empirical case for how these effects of e-HR affect an organization's "bottom line" can be presented, but it is more difficult to do so.

However, there are expenses related to putting in place an e-HR system. For instance, "wiring the work force" (enabling everyone to use the e-HR system) necessitates providing laptops and Internet connectivity to every employee. Additionally, in order to fully take advantage of e-potential, HR's employees must have access to computers and the Internet both at home and at work (including work "on the road"). Some businesses help achieve this result by offering computer discount schemes to employees to promote use at home. The costs of transitioning from a more "traditional" HR system to an e-HR system, including delays, errors, and other negative effects of switching from legacy systems to the new, go beyond just "wiring the workforce."

While many businesses are implementing e-HR systems and touting their advantages, others are waiting to see how things turn out before making such a costly and time-consuming shift. Before attempting to overhaul their HR departments, some businesses are "testing the waters" by using less complex forms like "posting information." And among those who have already used e-HR, many still haven't experienced all of its advantages. For instance, a recent survey by Towers Perrin revealed that while 80% of respondents believed employee self-service could reduce HR costs, only 5% said they had fully achieved this goal, 35% said they had only partially achieved it, and 3% said it was speeding up HR's transformation into a strategic partner (Brown, 2016).

Organizations that have adopted e-HR :

It is challenging to determine the amount of firms' e-HR utilisation with accuracy. Survey information on e-HR practises is dispersed and unreliable. The majority of published surveys (such as Anonymous, 2002) use convenience sampling. As a result, nothing is known regarding the spread of e-HR within enterprises. Anecdotal data provided by some of the pioneering companies that have documented their experiences can be used to infer what little is known about e-HR practises. The following section will give an overview of American Family Insurance, Avaya, Inc., and Dell Computer Corporation, three businesses that have implemented some kind of e-HR to show the similarities and contrasts in their approaches.

United States Family Insurance. Dave Anderson, the company's new president and chief operating officer, served as the impetus for change at American Family Insurance (McDon- ald, 2002). He pushed every department in the company, including HR, to consider how they could use technology more effectively, be more creative with their business operations, and collaborate with other departments. The HR department at American Family was able to tack on top of the new corporate enterprise solutions rather than creating its e-HR system on top of legacy computer systems.

The HR team at American Family was able to create a system that is beneficial to users and not just for the convenience of the HR department with the support of customer surveys and focus groups. The end result was an electronic human resources system named "No Barriers (No Kidding)" with the intention of providing every employee with the technological resources required to carry out fundamental HR transactions online. The idea was to free up HR professionals to focus on more important con- suitable functions by shifting mundane questions and chores to the web. The business decreased its operating expenditure by 10% in the first year and saw a 20% return on investment. It also stated that acceptance from internal HR staff and service users has been overwhelmingly positive.

American Family Insurance reorganised its current HR division and made all HR positions available to staff members of all ranks. Although seven HR offices were shut down, all impacted HR staff members were still able to apply for positions within the newly reorganised HR division. The new organisational structure was in place by the spring of 2000, and the HR department had undergone significant change. A substantial new position was created with the title "business partner," and its duties included working closely with line directors and the top management of each division on a variety of strategic people concerns.

American Family Insurance made the decision to employ e-HR to modernise their HR department, and the business president's directive gave the initiative legitimacy. Their top HR executive was a passionate supporter of the new framework. In addition, the business preferred a quantum transition than a piecemeal one. And finally, American Family chose to embrace e-HR immediately rather than take a more gradual approach. According to the reported outcomes, American Family Insurance has benefited. American Family Insurance serves as an illustration of how a business can transition from "traditional" HR to e-HR.

Company Avaya Business communications and corporate network provider Avaya, Inc. was established after being spun out from Lucent Technologies (Waltke, 2002). The approaching deadline, when Avaya would no longer be a part of Lucent and would have to survive independently, served as the impetus for overhauling HR at the company. The right moment offered both a threat and a chance for change. While there

wasn't much time to install a sophisticated e-HR system, it was the ideal opportunity to completely transform how HR would be managed in the fledgling company.

Avaya decided to push three key initiatives: (1) create global employee services and centres; (2) integrate SAP's HR system and BrassRing for online recruiting; and (3) outsource where it was strategically and financially appropriate. The company made the decision to use "plain vanilla" installations in order to achieve their goals and meet their deadlines. They also configured the SAP system without customising it, helped managers manage their own HR through self-service, and gave employees more access to and control over their own data through self-service. Additionally, Avaya engaged 30 different suppliers for services ranging from payroll to expatriate administration and outsourced services that did not fall under the company's core strengths.

The brand-new Avaya HR division is made up of "centres of excellence" (providing HR expertise in areas like labour relations, compensation, and recruiting), HR service centres (replying to employee administrative inquiries and processing HR transactions that cannot be handled by employee self-service), and shared services (man-agers assume new roles in delivering HR services, and employees assume new responsibility for their own personal data and career issues). A transformational form of e-HR has been embraced by the firm, and Walker (2001) identifies this design for the HR department as the model structure for such an organisation.

The Dell Computer Company. The company's relentless cost-cutting strategy, which has helped them endure even the most recent severe downturns in the sector, served as the impetus for reform at Dell. The business realised in the middle of the 1990s that its HR staff and budget were expanding far more quickly than was necessary to keep up with the fast expanding employee base. In order to minimise HR headcount, improve customer service, and transform HR professionals from administrators into strategic partners and consultants, the HR department turned to e-HR.

Dell opted to construct its e-HR system by acquiring "best of breed" apps rather than buying enterprise resource planning (ERP) software. In other words, they first established the requirements for what they intended the system to be able to achieve before identifying the appropriate application components. The design phase received a lot of attention, and ideas like "no training required" and "information should be no more than two clicks away from the start page" assisted in the creation of a system that suited Dell's particular requirements and culture.

The "HR Direct!" e-HR system from Dell aims to give managers and employees direct ownership and administration of information. HR Direct! does not utilise HR middlemen for the majority of HR processes, just as Dell does not use them when selling laptops to clients. "To offer a global information system environment where HR information is readily accessible to our customers, and leads them to direct ownership of their information, assuring its correctness, timeliness, and relevance." is the goal of Dell's HR information strategy.

In 1996, Dell started deploying several e-HR system components. The implementation strategy used from late 1996 to 1999 may best be characterised as piecemeal and gradual. The development and implementation of various modules, including "my organisation," salary planning, stock-purchase-plan administration, external job posts, corporate directory, recruiter resume generator, stock-option nominations, and others, occurred during this time. Dell then started a two-phase, all-encompassing implementation of the new "HR Direct!" system in March 1999. In 2000, Dell's official HR system was HR Direct! Staffing procedures have since been merged, and the system is currently being used globally.

Dell projects a first-year cost reduction of $2.5 million. The turnaround time for HR transactions significantly decreased from 10 days before HR Direct! to 1.0615 days after HR Direct! HR can now more effectively control the costs associated with managerial carelessness. For instance, it is now possible to identify which managers, how many, and how late terminations are being processed retroactively, and take action to fix it. By reducing overpayments to terminated employees, this action saves money and equips HR to work more "consultatively" with line managers.

The flow of information has significantly increased. Information demands from employees and managers have increased, but no extra HR staff or resources have been needed. Additionally, thanks to the HR Direct! technology, questions that Dell managers and workers would never have thought to ask are now answered. Additionally, because they can review and verify their own personal information, employees may now feel certain that it is accurate. Last but not least, preliminary findings point to positive employee responses to the system.

The Dell HR division has also undergone changes. Less HR personnel are employed. In contrast to earlier times, HR professionals now play more consultative and strategic roles. Dell also employs a "centres of competency" strategy, wherein experts in HR who specialise in particular fields, such compensation and staffing, are housed. They also maintain an HR Service Center (to address issues that cannot be resolved through self-service), albeit the scope of this role has been significantly scaled back since the launch of HR Direct!

Dell has discovered that e-HR has liberated the HR department from the administrative duties of the past and enabled it to search for new ways to offer value to the organization's "bottom line," similar to what American Family Insurance Company and Avaya, Inc. have discovered. However, Dell has chosen a different

route to e-HR than American Family Insurance or Avaya, Inc. Instead than using a single, integrated suite, Dell has combined several apps and technologies to create its e-HR solution. Additionally, Dell started advancing in the direction of e-HR with the gradual incorporation of process applications. But as soon as Dell made the decision to revamp the HR department, a more drastic and quick transformation was implemented. Together with its "direct ownership" approach to information management, Dell has also changed its company culture.

The Evolution of e-HR What comes after e-HR? Web portals will undergo technological advancements that will make them more sophisticated and customised office productivity aids for managers and employees. Organizations and employees will benefit from improved decision-support technologies, such as those that are now being tried for health insurance. Additionally, virtual offices will spread and see increased utilisation. By being freed from administrative restraints, the human resources function will be better able to concentrate on creating intellectual capital, social capital, and managing know-how to increase an organization's competitive advantage. As a result, the role of human resources in the twenty-first century will be very different from that of the earlier century.

Decision-support tools will increase in number and sophistication, enhancing managers' and employees' ability to make decisions in businesses (Boyett and Boyett, 2001). Managers will receive detailed information regarding human resource concerns from these tools. For instance, a manager's response at each stage will affect the information they receive. Additionally, risk evaluations for each of the possibilities managers examine will be given to them. Additionally, these decision-support technologies will provide "predictor" algorithms, which help managers foresee and anticipate prospective issues including turnover, hiring, remuneration, and labour relations. Sensitivity analysis, sometimes known as "what-if" analyses, let managers test out many options and weigh the possible outcomes of their choices.

Employees will also receive step-by-step knowledge regarding human resource concerns through decision-support tools. For instance, Humana is now testing a health insurance programme on its own staff that will soon be made available to the numerous clients of the business. When employees sign up for the SmartSuite health plan, an online "wiz- ard" quizzes them about their needs and helps them select the best option from six available (Hathcock, 2002; O'Keefe, 2002). Humana tested a version of their system that gives employees 42 alternative plans during the summer of 2002.

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Employees are presented with trade-offs, such as agreeing to a higher deductible and higher pharmaceutical co-pays in order to pay less in monthly wage deductions. According to early data from Humana, workers are taking on greater risk in exchange for reduced monthly payments, which helps keep the cost of health insurance under control. Without web-based technology, neither the degree of personalised health care alternatives nor the decision assistance would be conceivable. Employee education about the true cost of healthcare, equipping them with the knowledge they need to make complex benefit decisions, and generating preference data that HR can use to inform strategy all depend on decision-support tools.

Future workplaces will increasingly resemble virtual ones. Employees will use web conferences, video conferencing, project team workspaces, and online meetings. Organizations can benefit from virtual workspaces in a number of ways (Cascio, 1998): They allow businesses to expand their potential labour markets, enabling them to hire and retain the best employees regardless of their physical location; (a) they save time, travel costs, and eliminate the lack of access to experts; (b) they can be organised whether or not members are in close proximity to one another; (c) businesses can use outside consultants without incurring expenses for travel, lodging, and downtime.

In contrast to the regular practise in the past, the human resources department will now continuously monitor employee opinions and attitudes (Boyett and Boyett, 2001). With the help of e-HR, it will be possible to conduct "pulse surveys" and learn what employees think about certain topics or their preferences for alternative HR services. To learn about employee worries, issues, and complaints before they develop into major crises, organisations can use electronic chat rooms and "open door" e-mail. As a result, HR will be able to continuously monitor employee concerns and make necessary adjustments in time to seize opportunities or head off risks.

The human resources function will still be in charge of customary tasks (such as hiring, selecting, training, and remuneration), but it will now be in charge of system design and maintenance rather than direct, in-person service delivery. In light of this, HR professionals will require greater information technology expertise and skills than in the past. e-HR will make it possible to complete non-strategic tasks faster and cheaper with less reliance on HR staff, which will enable HR to play a more consultative role with line managers and take a more active role in the formulation of the organization's strategy. In addition, HR must acquire or build a policy

and systems infrastructure that can support an organization's need for rapid response, global integration, and total flexibility.

In the value-creation process, HR will also take on new responsibilities. For instance, the HR department might start concentrating more on networks of people rather than just computer networks. Human capital (the knowledge, skills, and talents of an organization's workforce) and social capital can be combined in social networks made up of employee groups both inside and outside of the company (the trust, mutual understanding, and shared values and behaviours that bind people together and make cooperative action possible). For instance, "communities of practise" (informal connections between people inside and outside of businesses based on common interests and expertise) that cross organisational and industry barriers allow organisations to innovate and adapt to shifting market circumstances (Wenger, 1998). The HR department can emphasise knowledge management more actively in addition to social capital. The HR function can assist organisations in designing systems that employees will use and facilitate the flow of pertinent knowledge — to those who need to know it, when they need to know it — in order to create new products and services, improve customer service efficiency, and develop capabilities that lead to new sources of value creation. Currently largely the domain of information technology specialists.

Research Issues There are several unsolved concerns regarding the future of e-HR, lest we conclude on an unduly hopeful tone. To better understand and manage these HR advancements, a strong research agenda is required. The research questions listed below serve as a starting point for building a body of scientific knowledge regarding e-HR.

First, e-HR has the potential to obfuscate the distinction between work and personal time. Employees may regard such initiatives to be an intrusion into their personal lives or they may prefer that blurring. Will there be expectations that people must work 24/7 if they have the ability to do so? Or does e-HR simply make it more simple and easy for workers to carry out whatever they may already be doing? How many managers carry their work (i.e., paperwork) for running their businesses home so they can work on it without being distracted by noise from the office? They can still do that now, only more effectively. Perhaps by streamlining their workday that they bring home, they might improve their family life.

Second, if it becomes more of a burden than a benefit, the shared-services model, which transfers personal responsibility and accountability for human resource transactions to managers and employees, may encounter increased resistance. Is it possible to share only so much responsibility? Is there a "breakeven" point after which providing HR services to managers and employees actually lowers their productivity and hinders the effectiveness of their organizations? Third, e-HR may turn workers into "information junkies" who are constantly checking their email and websites, wasting time that could be spent more effectively performing work that is of value to the company. What results from constantly supplying managers and workers with information? How much knowledge can managers and staff effectively process?

Fourth, e-HR technologies that compile information into neat, calculated summaries and provide them to managers and staff risk encouraging an unhealthy reliance on the tools at the expense of good judgement. How does the quality of decision-making in businesses change as a result of the information and decision-support tools offered by e-HR? What are the mediators and moderators that influence the links between the quality of decision-making and e-HR information and tools?

Fifth, control and security concerns are expected to present ongoing difficulties. Some businesses, like Honeywell, are more flexible when it comes to how their employees use the Internet and give them more latitude to engage in both work-related and personal activities while they're there (Christie, 2001). How does this strategy impact the attitudes and behaviours of employees? Can managers and employees be subject to the same level of scrutiny as they are at work when they are working from home and using confidential information? How can a business ensure that its confidential information is safe in such a setting?

Sixth, can any company plan be modified to match e-HR? A company like Dell would benefit from using e-HR. The "direct model" of business used by Dell is consistent with an e-HR strategy. But what about businesses like Nordstrom's that priorities attentive, in-person service? Will their business plan be compatible with an e-HR system? What aspects indicate which industries will benefit most from e-HR systems?

Seventh, what elements influence e-HR effectiveness and how are they measured? One model has been created by the consulting company Watson-Wyatt to evaluate the development and efficacy of e-HR (Watson Wyatt, 2002). Three factors are used to gauge the advancement of the e-HR: (1) Access: the proportion of employees who use all e-HR delivery channels used by the organization, including email, voicemail, IVR, VRS, the Internet, intranet, and HR service centers; (2) Applications: the number of HR-related services made available on the organization's e-HR delivery channels; and (3) Concentration: the degree to which access is concentrated on specific delivery channels.

Researchers that have investigated the implementation of manufacturing resource planning (MRP) systems have established the distinction that implementation effectiveness may be a required but not sufficient condition for e-HR effectiveness, and this suggests that the same may be true for e-HR (e.g., Klein et al., 2001).

While the Watson-Wyatt model provides academics with a starting point, it is obvious that additional work is required to establish a causal model of e-HR effectiveness.

Eighth, given that the creation of e-HR is based on a shared-services mentality, how do you encourage staff members and managers to really use the system—and to use it appropriately for optimum benefits? According to several recent surveys, e-HR system use is quite low (Anonymous, April 2002). What aspects affect how managers and employees use e-HR systems? For instance, Honeywell encourages customers to mix business and leisure activities during business hours, as was previously mentioned. Through their "direct ownership" philosophy and careful consideration of web design challenges, Dell promotes use. What aspects of the organizational structure and compensation plan also support the regular and effective application of e-HR systems?

Ninth, e-HR systems have the potential to violate employees' perceived rights to privacy (Eddy et al., 1999). Eddy et al. studied two factors — ability to authorize dis- closure and target of disclosure — on invasion of privacy perceptions and fairness perceptions. They found that providing employees with the ability to authorize dis- closure of personal information along with maintaining personal information within the organization, **lessens** perceptions of invasion of privacy and greatly increases per- captions of fairness. However, the external validity of their study was limited, since it focused on an HRIS system used for **students** in an academic environment. Would the samefindingsoccurinacorporationwithane-HRsystem?Thepolicies,practices,and methods for protecting privacy vary widely across organizations. How do various e- HR policies affect employees' perceptions of privacy? How do e-HR privacy protect- tion measures affect other employee attitudes andbehaviors?

Tenth, what are the consequences of providing employees with more responsi- bility for their own decisions regarding many HR services? For example, by provid- ing employees with more control over decision making regarding 401(k) plans, do employees get better results, or as some argue (Quinn, July 8, 2002), does eliminating organizational paternalism result in more employees making bad decisions with neg- ative personal consequences? This seems to entail two separate research questions:

(a) What are the effects of employees controlling more of their own HR decision mak- ing?, and (b) How can employees be educated to make more informed personal deci- sions on such matters as pension management?

II.   Conclusion :

What we currently know about e-HR is based primarily on nonscientific surveys and organizational testimonials and anecdotes. What we need is rigorous research to better understand and capitalize on the opportunities of e-HR. e-HR holds much prom- ise for improving the way human resources are managed in businesses of the 21st century. However, along with the promise, there are also many challenges that will be createdasinformationtechnologyandhumanresourcesbecomecombinedinevermore symbiotic relationships. HR professionals have the opportunity to use e-HR to play a more strategic role in the operations of their businesses — something that has been much discussed in the last two decades. However, it will require a different kind of HRprofessionalandadifferentkindofHRfunctiontomakethatdesirea reality.

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