

A Systematic Review of the Literature on adoption and Impacts of Electronic Human Resource Management (e-HRM) towards recent Industrial Revolution

Dr. Niyati Patel

Asst. Professor, Navrachana University, Vadodara, Gujarat, India

Email ID-niyatirpatel2912@gmail.com

Abstract

As the world transitions into the fourth industrial revolution, characterized by the need for appropriate information technology, organizations require an electronic system for managing the human capital to meet demands of qualified along with dedicated workers in the age of industrial revolution 4.0. The primary objective of research is to evaluate usage of e-HRM, including its tools, drivers, facilitating factors, benefits, challenges, and effectiveness associated with its implementation. The review follows the PRISMA paradigm, employing various search engines to collect pertinent literature. A qualitative data analysis utilized to describe research findings. Results indicate that existing literature focuses on relational e-HRM, neglecting crucial aspects such as essential drivers, critical challenges, and facilitating factors specific to e-HRM-based systems. This research helps to comprehend e-HRM from the perspective of the fourth industrial revolution. Discovering gaps in the literature gives practitioners useful insights, allowing them to design effective e-HRM initiatives. The findings have implications for enhancing organizational performance and optimizing human capital in the evolving digital landscape.

Keywords: *e-HRM (Electronic Human Resource Management), Industrial Revolution 4.0, PRISMA, SLR (Systematic Literature Review), e-HRM Implementation*

1. Introduction

An organization is built in such a way that it can achieve its core goal (Jelonek et al., 2022). As the industrialized world grows more international, the success of organizational objectives is in the capable fingers of the organization's personnel. (De Keere & Cescon, 2023). Human Resource Management is given top priority in most organizations since it is often regarded as the foundation of any organization (Biron et al., 2021; Kaufman, 2015). Every organization's priority should be to find, recruit, and retain qualified human resources for their business to boost productivity in today's fiercely competitive industry. Over the past forty years, HR jobs as we know them today have seen significant evolution. (Barney & Wright, 1998).

The HR movement of antiquity can be used to trace the origins of HRM. There are several advances in the information technology sector in the twenty-first century. The human resources industry has had to create the essential techniques to deal with changes occurring inside as well as outside of the workplace if it is to prosper in the VUCA era (Baran & Woznyj, 2020). Information technology is crucial to opening new chances for any organization in the difficult environment we live in today (Turban et al., 2008). Due to competition, organizations must strengthen bond between their employees and their employers to foster a culture that is tech friendly (Xiao & Tsui, 2007). Because of the rapid growth of technology in human resource practices and procedures, management of employee personal files via software or web-based modules has largely replaced manual file maintenance (Althoff & Pfahl, 2003).

An organization may concentrate more on its area of competence thanks to its creation of the information system for human resources (Lado & Wilson, 1994). By assisting an organization in the formation of firm-specific competencies, the system for managing human resources (HRMS) enables the organization to preserve a competitive advantage. (Madera et al., 2017).

The new idea of e-HRM emerged with the technological performance of a firm to assist human resource departments in gaining competitive advantage. Enhancing the HR department's processes and services is the aim of e-HRM. The governing body of the e-HRM system is composed of all employees, the leadership team, and clients. Organizations that are technology-driven use technology to assist all organizational functions, not just those carried out by the HR department. Stakeholders often access these features through intranets or other web-based methods. According to organizational needs, HR decided to undertake some tasks using an e-HRM platform, which freed up HR to concentrate more on strategic HR duties. The adoption process entails developing and putting into practice technological solutions to assist with HR-related tasks and all parties involved in those responsibilities (Strohmeier, 2009). The phrase "implementation" in this instance refers to something far broader, such as making something work or putting something into action (Ruel and Bondarouk, 2004).

The implementation of e-HRM is crucial for every sector, and it is important to understand the difficulties they face. There hasn't been much study done on the requirements and variables influencing the deployment of e-HRM. Drivers that are crucial for implementing the practices are not well covered. In medium and enormous size enterprises, adoption of e-HRM is still quite less, even in the age of digitization. For this reason, the systematic literature review's main goal is to restate and synthesize the claims and ideas of previous scholars regarding e-HRM. Since e-HRM became a study issue, several researchers have made contributions in this area. In the current study, connected literature has been arranged and categorized under a specific theme so that review of research is understandable and can provide insight. In the United States, the United Kingdom, Germany, Iran, China, Sri Lanka, and other countries across the world, a significant amount of study has been done on adoption of e-HRM.

Research on e-HRM in India has mostly focused on its uses and advantages; However, there is a substantial gap in comprehending its transformational potential.

Research Questions:

To assist the literature review for this research, a series of six questions were developed:

RQ1: What is the primary e-HRM adoption studies, and what topics have they focused on?

RQ2: How is e-HRM used with different tools?

RQ3: What are the motivators for implementing e-HRM, as well as the variables that facilitate efficient e-HRM execution?

RQ4: What are the advantages of utilizing e-HRM?

RQ5: What were the primary challenges the organization faced before and after implementing e-HRM?

RQ6: Is e-HRM implementation effective for organizations?

2. Literature review

2.1 Literature Review on e-HRM:

In the HR sector, the use of technology will have a positive impact on improving service levels at a lower cost and reducing the time required for other valuable operations (Walker, 2001). In terms of e-HRM adoption or implementation, some organizations take a step-by-step approach, some jump straight from operational to transformational, while others move from the initial stage of operational e-HRM into relational to transformational (Lengnick-Hall & Moritz, 2003). e-HRM is used in different ways depending on the organization (Kettley & Reilly, 2003). Implementing the internet has an impact on employee trust. Research examining employees' attitudes about monitoring helped to reduce this relationship. The findings indicate that pre-implementation communication with employees and organizational support have a significant impact on post-implementation confidence (Alder et al., 2006).

Organizations should have relational e-HRM for effective transformation in e-HRM. It does not help with competency enhancement, but it does help with cost and administrative load reduction (Rulet al., 2004). The widespread use of electronic human resource management (e-HRM) and its impact on the management of human resources function will be studied. The study also aimed to determine how technology affected the work of human resource managers. The paper also looks at how various e-HRM tools are used in Sri Lanka. The survey finds that the implementation of electronic HR management is known to 70% of sampled businesses. The study's result said that the choice of e-HRM functionality application is crucial since it affects overall e-HRM performance (De Alwis, 2010).

Research is being done to investigate the effects of installing systems in firms with the goal of identifying the challenges involved in setting it up. A total of 1,000, private sector businesses in Maharashtra were used for research. Deploying a method of organized questionnaire and interview, result revealed that the primary motivation for e-HRM systems is cost savings and control, and secondary motivation is to reduce the amount of time needed for routine administrative tasks (Shilpa & Gopal, 2011).

The utilization and complexity of e-HRM were significantly positively correlated with the size of the organization. The organization's age has no noticeable effect on the complexity or use of e-HRM. Delegating HR responsibilities to line management is significantly inversely correlated with e-HRM expertise. HRO and e-HRM sophistication have a highly substantial positive association, independent of e-HRM usage. There is no data to suggest that having highly qualified personnel increases the use of e-HRM (Parry & Tyson, 2011).

To maintain the relationship between the employee and the organization, research was conducted to examine the role that e-HRM plays in promoting positive work attitudes in the workplace. Respondents were from the younger generation who had to complete a structured survey. Data was gathered at random from four colleges at a university in Northern Italy. The study found that the operational level of e-HRM system usage is most common; a strategic level of e-HRM platform usage does not exist (Bissola & Imperatori, 2013). Research was conducted to examine employee satisfaction with e-HRM deployment in an organization. Focus group interviews with 50 questions, five groups for HR managers and workers were employed. 9 organizations gained efficiency by using e-HRM. Some organizations had reduced their HR personnel due to the implementation of e-HRM, although these reductions were minimal. Results suggest that e-HRM improves efficiency and service delivery through standardization (Jaina & Goelb, n.d.).

The Results of a study involving a cross-section of senior HR personnel, there are three sorts of e-HRM users: those who do, functional users, and those who use it extensively. All these agreements contribute to the organization's success. (Strohmeier & Kabst, 2014). The degree to which devices are employed in specific Indian companies, such as governmental and private, manufacturing, and service categories, is described in this research. Employee responses to different statements on the use of e-HRM tools are gathered using standardized questionnaires. The ANNOVA simple t-test was utilized for data analysis. The research shows that private businesses use e-HRM solutions more frequently than public ones. In contrast to the industrial sector, the service industry makes extensive use of e-HRM solutions (Sinha & Mishra, 2014). Competition, global workforce management, improved HR administration, and cost reductions are some of the elements pushing the growth of e-HRM. (Sareen & Subramanian, 2012).

The CEO's attitude towards technological information influences whether Singapore's small and medium-sized firms (SMEs) would adopt IT. The preceding literature study outlined the usage and advantages of it. The attitude of the HR manager toward e-HRM may also boost its acceptance in an organization. Thus, it can be inferred from the above that HR managers' attitudes regarding Organizational implementation of e-HRM in Chinese firms is impacted by e-HRM. (Thong & Yap, 1995).

Lack of financial resources, infrastructural limitations, and the requirement to apply e-HRM in both manufacturing and service organizations were the main obstacles or problems for adopting e-HRM (Hooi, 2013). A comprehensive investigation that included a sample of 2336 enterprises from 23 European countries was conducted to determine the major factors affecting the adoption of e-HRM.

According to a survey, two-thirds of the enterprises in Europe are currently utilizing e-HRM. However, they also discovered that the size of the organization, the configuration of e-HRM system, and its interaction with HR are main determinants of e-HRM acceptance. There are notable differences in e-HRM implementation across different countries (Strohmeier & Kabst, 2009).

In Malaysia, researchers are looking at the factors that impact employees' attitudes towards utilizing e-HRM. In accordance with the study, there is a significant correlation between user satisfaction with e-HRM, perceived benefits, perceived ease of use, desire to embrace e-HRM, positive social impact, and enabling environment. However, it turns out that opinions concerning implementing e-HRM and conviction in e-HRM are unrelated (Yusoff et al., 2010). 170 employees from 15 manufacturing organizations made up the sample, and two different kinds of questionnaires were employed to gather information required to assess the hypothesis. The findings indicate that there is a significant connection between work performance and e-HRM. All three of the categories of e-HRM components have a high correlation coefficient, as well. The adoption of e-HRM is a crucial factor in an organization's ability to survive in a global marketplace (Kariznoee et al., 2012).

According to research, the goal of the system and the elements that make e-HRM use easier are positively associated with development of HRM value. The findings revealed that if the supporting contextual aspects are larger, there is a lower association between implementation of e-HRM and production of HRM value. (Rul & Van der Kaap, 2012). To determine the variables impacting adoption of e-HRM, a study was conducted in Bangladesh. According to some research, e-HRM significantly affects HR performance in private organizations. It is not well-supported by evidence for public entities. In both the public and private sectors, E-HRM is only partially adopted. Findings dispel the assumption that public organizations in poor nations are hesitant to adopt and use electronic human resources management (Rahman et al., 2018).

Through the application of e-HRM, processing times for e-HR deployment in businesses were slashed. This improved and accelerated manager-staff communication. The result further proved that e-training is ineffective (Fındıklı & beyza Bayarçelik, 2015). Primary goals of implementing and using e-HRM is to improve delivery of HR assistance, eliminating procedures, speeding up and streamlining workflow, reducing administrative expenses, enhancing management access to vital data, giving managers greater time, ultimately enabling strategic human resources management that ultimately boosts organizational efficiency. (Adamson & Zampetti, 2001). Making technology client-friendly will increase HR productivity and is necessary for any organization wishing to deploy e-HRM successfully (Keebler & Rhodes, 2002).

There are several tactical and administrative benefits to employing e-HRM. These include enhancing HR operations through e-HRM, producing varied HR reports with accuracy, refocusing HR on strategic decisions rather than administrative tasks, reengineering HR roles inside company (Kovach et al., 2002). A study put out a few advantages of e-HRM implementation practices to the IT industry.

The outcome shows that effective e-HRM systems in IT firms increase the quality of work. HR strategies may be implemented using e-HRM technology, which can be changed as needed. This study reveals, main goals of e-HRM practices to increase employee satisfaction and save costs for businesses. Most respondents, 63.2%, are in the 20-30 age range and possess knowledge of the advantages of e-HRM for hiring in IT firms. They concur, e-HRM techniques help firms save a lot of time and money. (Nagendrababu & Girisha, 2018).

The methodical and effective operation of diverse services depends on a revamping and restructuring of HR activities. The use of e-HR necessitates a shift in how human resources professionals carry out their duties. Effective and worthwhile implementation can only be possible when human resources specialists develop their conventional HR knowledge and abilities as well as their ability to apply expertise through technology (Banerji, 2013).

The study on benefits and problems connected with e-HRM was conducted using semi-structured 30 interviews. Thematic analysis revealed that the development of role conflict, employee resistance to e-HRM adoption, system knowledge among workers, as well as the impact of e-HRM on motivation and satisfaction with work (Rahman & Aydin, 2019). The research discovered a favorable association between the extents of IT assistance for HR operations in Canada. In addition, the research findings demonstrated a favorable association between HR managers' opinions of the organization's HR strategic success and e-HRM utilization (Haines & Lafleur, 2008).

The paper stated that enhanced openness in functions and a comprehensive systems approach had enabled top management to exercise better control. HR professionals must also play a practical role in the software sector (Raja & Balasubramanian, 2011). Through effective and efficient employee engagement and communication, the effectiveness of HR management processes and operations has enhanced thanks to information technology. At the same time, HR managers' roles and skill sets have gradually expanded because of their adoption and ongoing education in the use of IT in the displacement of their core responsibilities. To determine the proper size of IT required to achieve the greatest results in a business, a research investigation of e-HRM practices in the service sector is conducted. (JO, 2012).

The investigation found that 60 claimed e-human resources practices were recognized, with a modest level of overall awareness and a higher degree of perceived efficacy (Arulrajah, n.d.). The research, which included 315 responses, showed that e-HRM significantly impacted organizational agility. There was no evidence to establish a link between organizational agility and characteristics associated with e-HRM communication (Hamidianpour et al., 2016).

Adoption of E-HRM requires a plan, and the necessary telecommunications, the internet, and information technology infrastructure to be in place to make this happen. The adoption's outcome may depend on constraints including software, technology, workforce skills, and the company's financial capability (Sanayei and Mirzaei, 2008).

The study incorporates to the body of literature by developing and clarifying the e-HRM technology acceptance model, identifying two external factors that significantly influence the perceived value of e-HRM and its ease of use, and extending the model to account for employee flexibility. The Results revealed that HR department roles and organizational preparedness are important indicators of e-HRM perceived utility and simplicity. Users' behavioral intentions to utilize e-HRM are heavily impacted by their views about e-HRM (Al-Alwan et al., 2022).

Sustainable competitive advantage has been profoundly impacted by practices for managing electronic human resources. The findings also demonstrated that the link between perceived ease of use, perceived usefulness, and persistent competitive advantage in e-HRM was not moderated by user happiness or intention to regularly utilize the system. (Shamout et al., 2022).

The key e-HRM practices in the private sector include e-communication (62.26%), e-personal profile (64.44%), e-training (64.53%), e-application tracking (66.36%), and e-recruitment (66.57%). According to findings, the private sector should continue to use technology in the field of communication, personal profiles, training, application monitoring, and recruitment in place of traditional HRM practices (Milon et al., 2022).

2.2 Systematic Literature Review:

A particular form of literature review methodology is the systematic literature review (SLR). This approach is a research strategy that involves a careful review of prior research utilizing defined criteria to address research problems (Helaluddin, H., & Alamsyah, A.,2019). According to another definition, SLR is a research activity that involves evaluating literature using an analytical framework and then interpreting the findings, a process called "defining the body of literature (Kennedy, M. M. ,2007). The SLR technique is characterized by a process of looking for pertinent information to recognize, evaluate, and analyses the findings of studies into issues of interest to researchers (Kitchenham, B.,2004). Compared to unstructured reviews, the SLR technique provides several benefits. This approach uses a clear, measurable, and scientific procedure (Tranfield, D., Denyer, D., & Smart, P, 2003). Professionals have modeled the SLR method in an assortment of different ways. The Preferred Reporting Item for Systematic Reviews and Meta-analysis (PRISMA) is one such paradigm. Such methodology is used to provide methodical, accurate, and trustworthy literature review (Danese, P., Manfredi, V., & Romano, P, 2018).

3. Research methodology

3.1 Research design:

The Systematic Literature Review (SLR) method, which was used for this study, aims to compile, identify, analyses, and synthesize a wide range of studies, including thorough work on the usage, application, advantages, drivers, factors, and challenges associated with e-HRM across the world. As proposed by M. Peter on preferred reporting items for systematic reviews and meta-analysis, or PRISMA, this study makes use of various steps such as Identification, screening, eligibility, and inclusion. The methodical approach taken to respond to this research issue is shown in the accompanying Figure 1. In addition, 57 articles were examined in greater detail based on the data search results shown in figure 1.

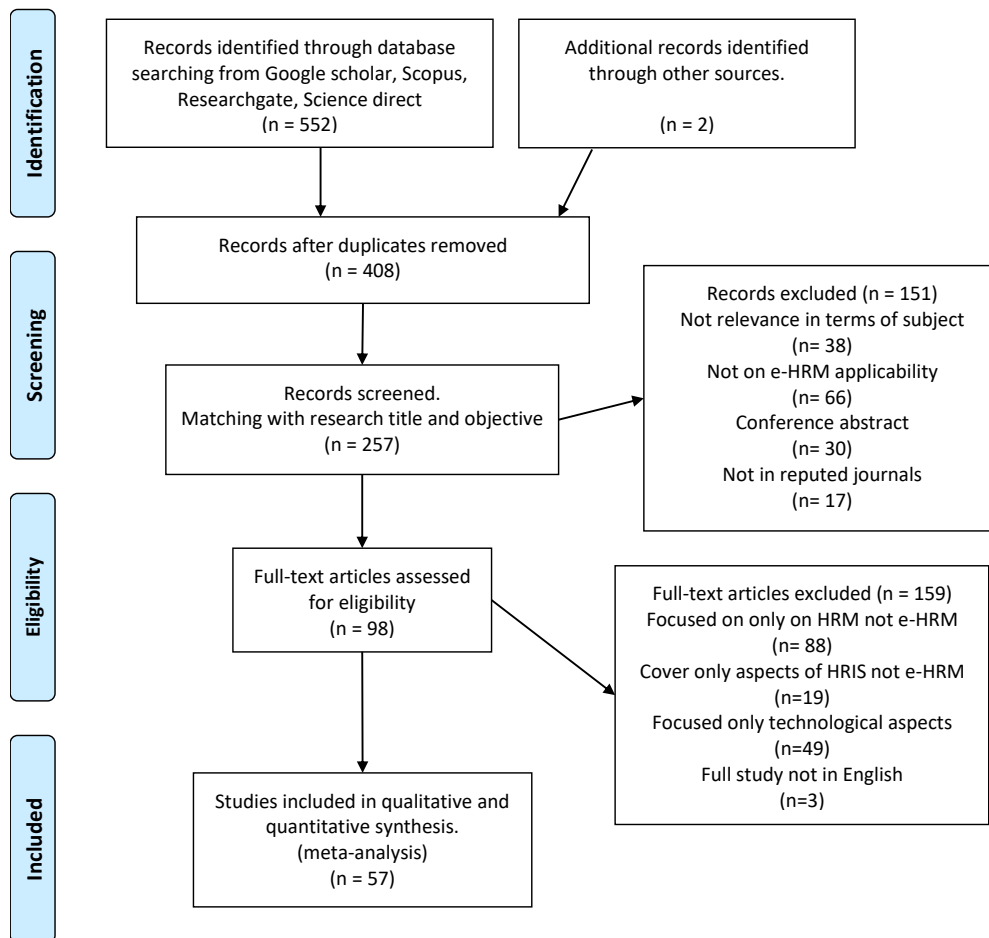


Figure 1 – Systematic Literature Review (PRISMA Model)

3.2 Data Collection:

Searching for sources of data Several electronic databases, including Google Scholar, Scopus, ResearchGate, and others, were used to retrieve the data for this study. In data searches, numerous keywords are employed such as e-HRM, its benefits, drivers, factors, challenges, impact, implementation, usage, tools used under e-HRM application etc. These standards are chosen using the SLR model equation known as Preferred Reporting Items for Systematic Reviews and Meta-analysis (PRISMA). Papers selected are from reputable scientific journals since journal media are seen to be superior because they follow a peer-review mechanism. The prerequisites for admittance are Research is carried out anywhere in the world, journal papers are written by reputable authors, and publications are printed in respected English-language national or internal journals. The research paper presented of published in national or internal seminar proceeding, the paper published in the disreputable journal, articles in any other language except English are the exclusion criteria.

3.3 Data Analysis:

The type of data analysis performed in the current investigation is content analysis in relation to the research topic. This method is employed to identify trends in descriptive-level research on a given topic. This method involves three processes for data analysis: coding, clustering codes based on comparable characteristics, and abstraction of data. Additionally, member verification methods and peer review were used to confirm the analyses' findings. When it came to the peer review process, two individuals with expertise in the field of e-HRM—one with expertise in e-HRM tool development and the other with experience in inclusive e-HRM—examined and provided feedback on the work of the researchers with the group, which included up to four people. The SLR approach was utilized in this study as one indicator of validity, both during data collection and analysis. It is supported through the presence of detailed explanations at each stage of the study. The consistency result was 90% in twelve articles chosen at random and encoded by two researchers. This consistency value is determined using Miles and Huberman algorithm. The outcomes of the consistency test indicate that the study's findings were valid and dependable.

4. Analysis and Results

4.1. Data extraction and synthesis:

The purpose of this section is to create an information extraction form that will collect valid data from the selected articles. Each primary study was thoroughly read in this step, and relevant data was extracted using Microsoft Excel and Mendeley software. The extracted data for this systematic review included the following set of columns in Microsoft Excel: study ID, study theme, kind of research, data collection method, research participants, notable outcome, author(s), year of publication, and country of publication. These components were examined considering the study's research goals and aims.

4.2 The overview of publication sources:

4.2.1 Coverage of research region

Figure 2 depicts the regional distribution of main studies. Bangladesh has conducted the most research when it comes to e-HRM application and practices with the major focus on benefits and challenges towards implementation of e-HRM (4 publications), followed by India (4 research studies), Iran Jordan, Netherland, Sri Lanka is the following country with 14 quantitative research studies. While Europe, Germany, Italy, Nigeria, Singapore, Turkey, USA, UK in total undertook variety of qualitative and quantitative research studies in the e-HRM arena.

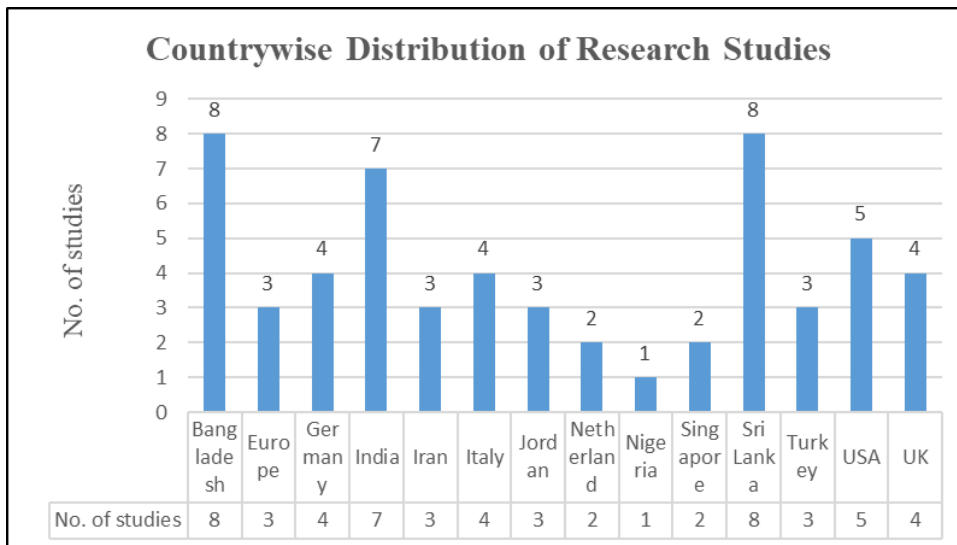


Figure 2 – Countrywise Distribution of Research Studies

4.2.2 Timeline of publications (in years) included in SLR

Fig. 3 depicts how primary research was distributed across this period. The period from 2017 to 2022 (15), 2012 to 2017 saw most publications (14), followed by that from 2006 to 2011 (13), 2000 to 2005 (10), and 1994 to 1999 (5). Even though the e-HRM concept evolve back into the 19th century, the research was little less in terms of implementation of e-HRM in various industries but e-HRM implementation drastically studies in the 20th century specifically from the year 2012 onwards. According to this figure, researchers' purpose to investigate e-HRM implementation has expanded dramatically in recent years.

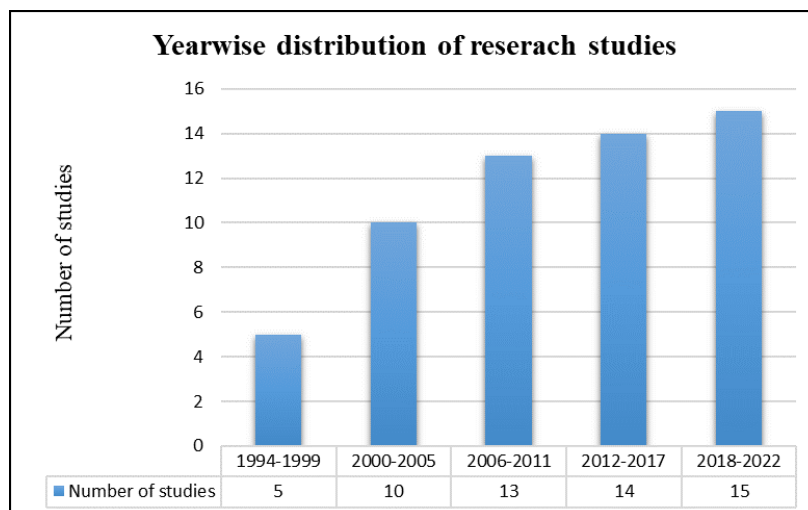


Figure 3 – Year wise distribution of Research Studies

4.2.3 Distribution of LR based on the Research methods

Fig. 4 shows that 30% of publications (17 papers) utilized quantitative technique, 33% used qualitative methodology (19 papers), and 37% research 21 papers) used a combination strategy that comprised both. In total, 15 of 57 studies were conducted; they employed questionnaires as their primary method of data gathering.

The remaining quantitative investigations (17 publications) combined survey methodology with other data gathering techniques, including observations and case studies. Contrarily, most qualitative studies (19 articles) obtained data through in-depth interviews, focus groups, and semi-structured interviews., or previous studies. The combination of structure Questionnaire and interview data collection tool employed by the researcher under mixed research method (21 papers).

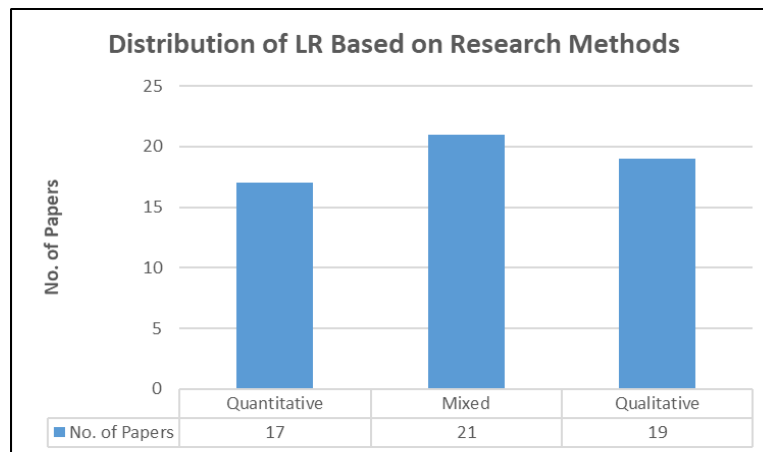


Figure 4 Distribution of LR based on the Research method

5. Findings

This study wants to know in which area the e-HRM adoption study done and what were the major topics covered, how is e-HRM used with different tools and What are the driving forces for e-HRM installation and elements that support successful implementation, what are the benefits of using e-HRM? What significant obstacles did the organization face both before and after implementation? Is the organization benefiting from using e-HRM?

At first, it was discovered that IT expertise referred to the IT knowledge and competency of the HR staff, whereas a lack of IT understanding among employees would limit or prevent a company from adopting modern technologies. Even while there is a severe shortage of e-HRM acceptance in Kuwait, and usage of this system is just operational at this point, there is no strategic e-HRM usage at all. Research on e-HRM focuses on using technology to execute HR functions, deploying e-HRM, factors influencing e-HRM adoption, and other studies concentrated on the advantages associated with e-HRM deployment. The CEO's perspective on technological information, Organizational size, and conformation of e-HRM, standardization, career development, globalization and specialization, value creation, improvement in business performance found to be major factors that are affecting the e-HRM usage, adoption, and implementation at different level at different organization.

The quality of professional life, satisfaction with work, and motivation are all improved by e-HRM practices in IT organizations. Value creation, business performance improvement, cost reduction, reducing time spent on routine administrative are the major benefits of e-HRM adoption.

One of the major obstacles the organization faces is that the full implementation cannot be done in one step, and it is also challenging to execute all three levels at once. Lack of funds, infrastructure, and technical capabilities are the other significant obstacles to using e-HRM in manufacturing and service organizations. Other challenging challenges to cope with are budget allocation, government regulation, equal employment opportunity, employee resistance to e-HRM, employees' awareness.

Regarding e-HRM effectiveness, HR managers' viewpoints of the organization's HR strategic competence and the use of e-HRM. e-HRM can enhance organizational efficiency while boosting HR's role as a strategic business partner. The total utilization of known e-HRM techniques is modest, while the perceived effectiveness of e-HRM activities is high.

Table 1 shows the summary on the outcome of the systematic literature reviews:

Sr. No	e-HRM drivers	e-HRM challenges	e-HRM factors	e-HRM benefits
1	Data management	Investment in e-HRM	Attitude of managers	A rise in the gathering and protection of personal data
2	Standardization	Resistance from departmental heads	Knowledge and experience of managers	Decrease in administrative cost
3	Reduce paper transaction	Users' resistance	Fund availability for investment in IT infrastructure	Reduction in time employed and allowing HR to focus on strategic HRM
4	Accuracy HR transactions	Lack of structure and preparation for the transfer from the current system to an e-HRM-based system.	Organization culture for adopting change	Greater sourcing for employee-related statistics for organizational needs
5	Employee data secrecy	Top management support	Top management support	Ease and quickness in gathering and responding to employee concerns
6	Open & transparent communication	Infrastructure availability	Competitive pressure	Increase efficiency in HR practice and policy assessment
7	Integrity of HR transaction	Customization of standardized packages	Availability of efficient vendor or service providers	The ability to design a new HR intervention with ease
8	HR cost saving	-	Employees readiness to learn	A rise in collection and security of personal data
9	Increased overall productivity of organization	-	Flexibility for module creation in stages	Decrease in administrative cost
10	Aligning hr initiatives with strategic endeavors	-	-	-

6. Conclusion

This review provides an outline of a comprehensive understanding of e-HRM practices. Systematic Literature Review (SLR) method, which was used for this study, aims to compile, identify, analyses, and synthesize a wide range of studies, including thorough work on the usage, application, advantages, drivers, factors, and challenges associated with e-HRM across the world. These reviews are studies that are published between 1994-2022. Following the application of multiple systematic processes, as primary studies, 54 papers were chosen. Due to their failure to adhere to the inclusion and quality review standards, the remaining items were removed from SLR. This method involves three processes for data analysis: coding, clustering codes based on comparable characteristics, and abstraction of data. The results show that The Bangladesh has conducted the most research in e-HRM application and practices with the major focus on benefits and challenges towards implementation of e-HRM (4 publications), followed by India (3 research studies), Iran Jordan, Netherland, Sri Lanka is the following country with 8 quantitative research studies. Even though the e-HRM concept evolved back into the 19th century, the research was little less in terms of the implementation of e-HRM in various industries, but e-HRM implementation drastically studied in the 20th century, specifically from the year 2012 onwards. 41% of publications (17 papers) utilized quantitative technique, 45% used qualitative methodology (19 papers), and 14% research (6 papers) used a combination strategy that comprised both. The survey also revealed that there is no strategic level of electronic human resources management; instead, e-HRM system adoption is limited to the operational level. The bulk of e-HRM research focuses on technology adoption to carry out HR tasks, e-HRM usage, variables influencing e-HRM acceptance, and other studies focus on the advantages. The main benefits of e-HRM deployment include value creation, improved company performance, cost savings, and reduced time spent on regular administrative tasks. Allocation of funds, regulations from the government, equal opportunity in employment, the human aspect, employee resistance to the deployment of e-HRM, and employee comprehension of the system are all hurdles to overcome. Lastly, E-HRM can improve organizational effectiveness while maximizing HR's position as a crucial business partner. The overall usage of recognized e-HRM methods is limited, but their perceived efficacy is high.

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