

# E-HRM Application During Teleworking: A Structured Literature Review

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## ABSTRACT

The purpose of this paper is to trace the use of an e-HRM (electronic human resource management) related technology interface that led up to the adoption of teleworking conditions. As we witnessed that in the past two years the HR landscape is dramatically changed due to the Covid-19 pandemic. Drawing from related empirical studies, the paper critically analyzes e-HRM in terms of where it is now (to the extent to which the e-HRM are applied in the early 2010s), where it should be (future-focused e-HRM that caused by Covid-19 Pandemic). Thus, this paper presents a comprehensive framework that encompasses the demand to fulfill both employee performance and organizational performance benefited from the use of e-HRM. Key recommendations for a fit-for-purpose, future-focused e-HRM strategy are also drawn. This implies the adoption of technology-led developments in the HRM field.

**Keywords:** E-HRM, teleworking, systematic review, Covid-19

## 1. INTRODUCTION

Human resource management (HRM) research and practice scholarship in Asia has risen quickly in the last twenty-five years, in response to indigenous Asian researchers' calls for increased self-confidence [1]. Much of the research, which has been published in prestigious HRM journals, has centered on modeling, testing, and expanding western-developed positivist theories. Covid-19 has created a situation in which 50 percent or more of the workforce may be unable to work for a short length of time. Companies have begun reopening [2] amid this ongoing pandemic, under extraordinary rules and a new functioning (such as physical distancing in the workplace) that no one can predict when it will end [3]. As a result, this pandemic has created a complex and challenging environment for managers and human resource management (HRM) practitioners who needed to devise creative solutions to keep their businesses afloat while also assisting their employees in coping with the challenges of this unprecedented situation. Teleworking, telecommuting,

or the policy of working from home has become one of the most visible shifts as a result of the COVID-19 pandemic [4, 5]. In the meantime, electronic human resource management (E-HRM) has become a widely accepted and renowned organizational practice [6 - 9]. The majority of transactional activity is now done electronically [10]. This rise in the use of new technology in HR departments across the board is a great example of their importance and various benefits to HR departments. It can boost the HR function's efficiency, simplify its transition to a more strategic level [8, 11] and boost human capital productivity [12].

More than three billion people utilize the Internet worldwide, and an increasing number of people are adopting digital technologies to work "remotely" [13]. HR departments in government organizations in developing countries have enhanced their performance in recent years by implementing e-HRM technologies. In contrast, e-HRM research and application in underdeveloped nations is still in its early stages [8, 14, 15]. However, several government organizations have

attempted to install (partially) e-HRM systems and have run into numerous roadblocks [14]. The absence of an e-HRM system skilled workforce, as well as the lack of advanced IT infrastructure in government organizations, are among the problems. The implementation of e-HRM is mostly dominated by the multinational company (MNCs).

The ASEAN countries' GDP per capita has increased dramatically during the last half-century. Brunei, Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam are among the ten members of the Association of Southeast Asian Nations (ASEAN). ASEAN countries, which are placed between two emerging economic powers, China and India, have enormous direct opportunities and challenges as a result of the rise of these two titans in a rapidly changing global context. Geographically, multinational companies have begun to optimize the use of e-HRM as a tool to control work done by teleworking, remote working, or working from home regulation. The use of HRIS is not only used in the process of HR activities in general but also to control the quality of teleworking productivity. This paper tries to identify the adoption of e-HRM application especially during teleworking which is caused by the Covid-19 pandemic using a qualitative approach, especially structured literature review (SLR).

## 2. RESEARCH METHODS

This paper used a structured literature review (SLR) approach [16]. When scoping out a study, a structured literature review (SLR) can be used as a tool to consider any central literature. Management, public health, social care, and education are among the fields where qualitative research synthesis has been developed and tested [17]. The primary approaches of

SLR are the selection and review of the papers used in this study. There were five stages to the evaluation process. The core research objectives, such as research objectives and several classification/codes, were formulated in the first stage (that is the use of e-HRM during teleworking in Asian countries). This paper has used the identification database searched and the list of inclusion/exclusion, synthesis, and assessment of the overall quality of each paper to reach the best possible inclusion of study review. It does not exclude papers based on quality assessment based on the researcher's justification. Using the keywords "E-HRM\*" combined with "teleworking\*", "ASEAN\*", and "Covid-19\*", as a search technique, the Harzing Publish or Perish software search engine was used as the first gate to enter the world of e-HRM application during teleworking (Figure 1). Examined the titles and abstracts of all publications published in journals during the pandemic in the third step (2019-2021). As we know that the pandemic provide positive aspect in e-HRM processes that speed up the acceleration of teleworking worldwide as we never anticipated before. The fourth stage involves pilot testing and using a classification method based. The author read the papers based on the abstracts and full text of the publications during this pilot stage. The classifications were used in the final step to create a variety of descriptive discussions from the reviewed articles.

## 3. RESULTS AND DISCUSSION

The identification results show that 6 articles match the keywords used in this paper. Papers dominantly use qualitative approaches. All of the criteria in the checklist should be met for qualitative studies (Table 1). In this study, there are few cross-sectional survey appraisal tools or verified guidelines [18].

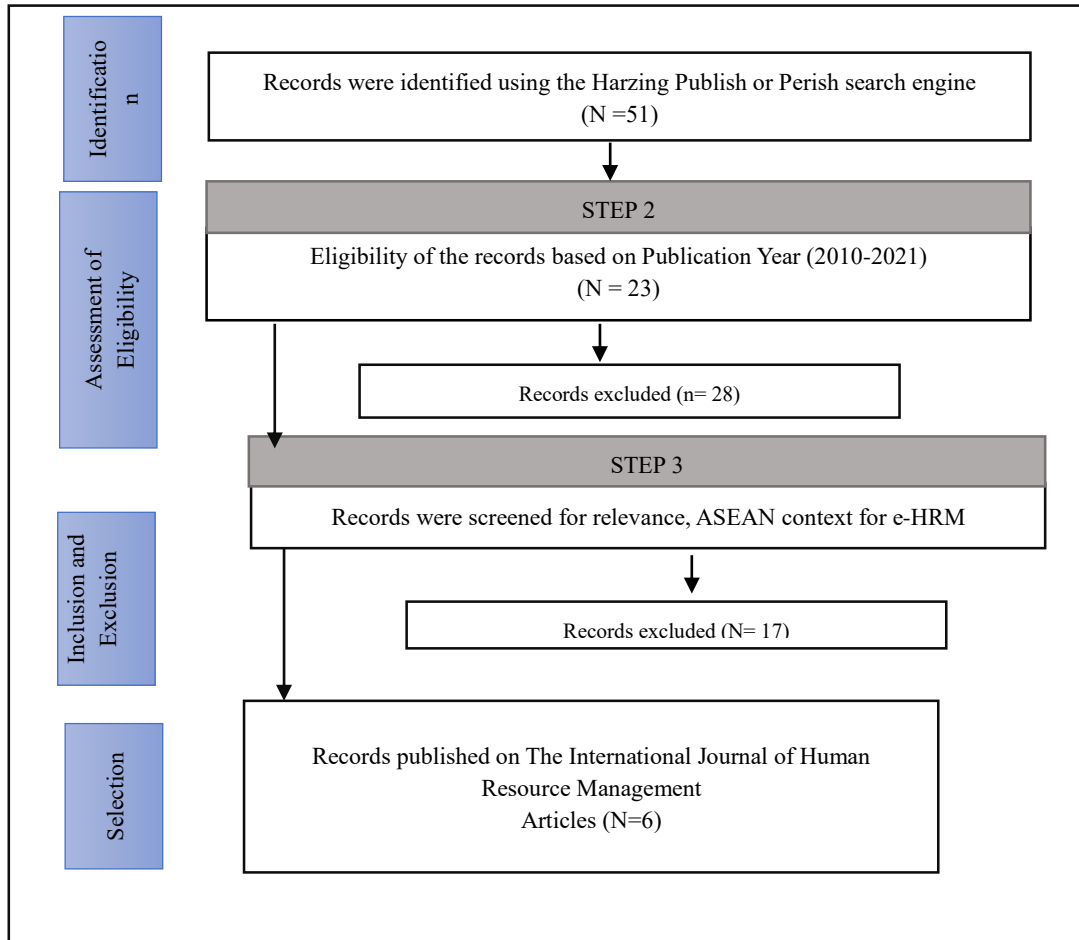


Figure 1 Article Searching Process

Table 2. Critical appraisal checklist for qualitative research [17]

| Checklist Used  |   | Yes | No |
|---|---|-----|----|
| Qualitative Survey Studies Critical Appraisal Checklist*, N=6 |   |     |    |
| 1   | A clear statement of the aims of the research                                       | 6   |    |
| 2   | Qualitative methodology appropriate   | 6   |    |
| 3   | Research design appropriate to address the aims of the research                     | 6   |    |
| 4   | The recruitment strategy appropriate to address the aims of the research            | 6   |    |
| 5   | Data collected in a way that addresses the research issues                          | 6   |    |
| 6   | The relationship between researcher and participants has been adequately considered | 6   |    |
| 7   | Ethical issues have been taken into consideration                                   | 6   |    |
| 8   | Data analysis is sufficiently rigorous  | 6   |    |
| 9   | A clear statement of findings   | 6   |    |

Technology has had a significant impact on HRM processes and practices in the last 20 years, and a new area, human resource information systems [14] and e-HRM has

evolved to focus on leveraging technology to support the HR function. From our analysis through coding the theme in each articles analyzed, it can be concluded there is a

significant change in the way people work, and thus in organizational structures, routines, and functions, have been enabled by information technologies [8]. As a result, the interface of information technology and human resource management, often known as eHRM, has gotten more attention as scholars seek to understand external rather than internal influences on organizational operations and HRM practices in particular. When today HRM responding the sophisticated model of recruitment, our analysis revealed that the implementation of the recruiting process online, also known as e-recruitment, has received a lot of attention in the literature. According to previous research, organizations implement an e-recruiting system to decrease expenses, gain access to more individuals, receive faster responses, and boost applicants' positive opinions of the company [11, 19]. The lockdown prevents workers from using public transportation, forcing them to engage in remote working and enjoy job autonomy. However, some firms had inadequate facilities, while others obtained permission to force staff to conduct regular work at the office, resulting in a detrimental influence on HRM functions [20].

According to Waheed et al. [9], the effectiveness of e-HRM implementation is highly dependent on employee attitudes toward the system as well as organizational resources such as human, financial, and technological resources. Management must promote a culture of technological user-friendliness within the organization, make staff aware of the goals and benefits of e-HRM and involve them in the project's design, implementation, and improvement to ensure end-user commitment and involvement. The internal environment of e-HRM in the context of this study includes organizational goals/mission statements, individual organizational goals/mission statements, technological adoption and innovation, organizational strategy, size of an organization, organizational structure, government management priorities, and others. Technological advancements, international HRM problems, national economic transformation, national culture transformation, industry sector changes, competitor issues, and regulatory framework changes are all examples of external variables. As a result, the organizations studied in the study benefit from their innovativeness [20].

In the industrial revolution 4.0 era where all individuals are engaged with the fast information flow through the using of smart phone, digitalization can enable better working and help with work-life management, and it can help with these forms of flexibility. Greater flexibility and mobility are likely to be key outcomes of these advances, which can benefit both individuals and businesses while also posing issues [13]. When applied to an organizational level, the consequences for e-HRM are related to ongoing differences in how employers and their employees are connected, as well as the growing integration of "digital" and "non-digital" work. Workers can inhabit both digital and non-digital environments at the same time, but their

ability to access digital spaces is limited by social inequalities, such as class, urban location, and national boundaries [21]. Teleworking frequently causes people to blur the lines between work and personal life, resulting in job overload and increased stress [22]. Although the negative consequences may influence human well-being, the chance for productivity and creativity remains accessible [5, 23]. This also produce a precaution for HRM practitioners that future research in the area of e-HRM could be arranged for balancing this.

#### 4. CONCLUSION

The outcomes of our study show that in the digital economy whereas in most growing ASEN countries labelled in the era of Industrial Revolution 4.0, remote working setting and its implications that e-HRM responded are being rearranged. Numerous companies, multi national companies that expanded globally as well as individuals may shape their experiences with work-related e-HRM climate, therefore the broader viewpoint is required.

In the future, the adoption of technology will lead to developments in the HRM field. This paper highlights that when teleworking is supported by good e-HRM and the right policies, there is still a possibility for increased productivity. This can be the future outlook of HRM in the sense of transition from strategic HRM toward e HRM.

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