E-HRM, Organizational Performance And Technological Opportunism: A Way Forward

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Abstract:
The current conceptual paper aims to draw attention of prominent scholars in the domain of HRM, organizational performance and related technology. The study reviews to forward an important conceptual framework that require research attention to help organizational scientists and corporate practitioners to understand whether or not, E-HRM can be of any significance to directly boost organizational performance. In addition, the current study also objects to hint on the likely significance of technological opportunism in boosting and strengthening E-HRM and organizational performance association. Though, not much has been studies in this regard yet still, the authors provide an important framework demanding urgent empirical attention after careful appraisal of extant literature. Conclusively, the paper recommends scholars to consider investigating to emphasize the need for investment in digitization of HRM functions to improve organizational performance and how technological opportunism can help to further this association for better end results.

Keywords: E-HRM, Organizational performance, Technological opportunism, Conceptual framework

Introduction:
Human resource management has pioneered in the implementation of information technology across a variety of its core functions as organizations realized the need and significance of it for enhanced performance (Al-Omari et al., 2022). Therein, early adopters of technology for HRM have actively worked on improving business productivity and performance with efficient recruitment and selection, online training and development, online processing of employee requests, e-performance appraisal and so on. Hence, information technology has become necessary to ensure that the organizations are objectively serving to enhance and enrich end performance targets (Hyde and Shafritz, 1977). Typically, information technology has also become essential for organizations to keep an eye on the performance and value of their HR functions and their contribution for better organizational performance. However, despite the importance and strategic significance highlighted above, less is empirically known in connection to the exact impact of each of the major information technology based HR systems (E-HRM) on organizational performance. One reason could be due to over emphasis on the use and implementation of information technology in HR systems as whole (e.g., Njoku et al., 2019), thus overshadowing individual HR
functions. Second could be the lack of conceptual framework by organizational scholars to encourage and direct future studies in this regard. Therefore, the current study serves to provide a conceptual framework for future scholars to consider investigating on the role and relationship between e-HRM and organizational performance.

Literature Review:

E-HRM
Since the globalization concept has become universal, technology and its implementation too has become inevitable. In the similar fashion, the E-HRM transformation has become a necessity particularly for enterprises going beyond national borders to ensure they are following objective company policies and practices (Ahmed & Ogalo, 2019). E-HRM is serving as a transformational driver for businesses to make the employee related prospects much streamlined and strategically contribute towards the wellbeing of business in relation to their performance (Thite et al., 2012). Depending on the expertise, goals and long-term plan of the organizations, the digitization of HRM functions is noticed across businesses (Wege, Ngige, & Dieli, 2019). Typically, majority of the organizations aiming for E-HRM start with digitizing their staffing, training, performance and general personnel related processes (Strohmeier, 2007). Thus the current study serves to outline how these activities can help enhance organizational performance.

E-Staffing:
Digitization of the staffing process denotes to performing recruitment and selection through using technology. This starts with the use of technology and online platforms to attract suitable candidates followed by online screening, testing and shortlisting. With the use of e-portals, organizations operating internationally are also conducting the final interviews online, thus completing the entire process electronically (Okolie & Irabor, 2017).

In general, there has been a surge in the awareness of technology in the recent past (Ahmed, Zin & Majid, 2016), thus the use of information and communication technology has also gained confidence amongst business entities as well (Talwar et al., 2022; Holm & Haahr, 2018). As a result, many social media platforms and their usage for recruitment purpose has become widely accepted (Koch et al., 2018). Talking about the impact of electronic staffing activities on organizational performance, scarcity of research is evident (Hosain, 2017). Studies though have hinted and underlined the application of new technologies and use of digital platforms on enhancing organizational performance (Florea & Badea, 2013), yet still, the critical review of the literature failed to highlight any concrete empirical evidence in this regard. Thus, with the notion that E-staffing activities can considerably help businesses to improve their recruitment and selection procedures and bring quality people on board (Daniel, 2019), we propose that it would equally help bring better organizational performance.

E-Training:
Training is one of the HRM factors and plays a strategically important role in enabling organizations to help build the skills base for organizational outcomes (Mihardjo et al., 2020;
Ahmed, Mozammel & Ahmed, 2018). With growing focus on electronic platforms particularly in the wake of recent COVID-19 Pandemic, training and development activities have been heavily digitized. Organizations globally are not utilizing a variety of different tools, platforms and other electronic resources to conduct training programs online. Scholars have outlined that training programs have a healthy contribution towards individual and organizational performance (Khalid et al., 200109; Samwel, 2018). These studies suggest that training programs help organizations to fill the skill gaps and offer opportunities for developing new competencies. Accordingly, the conduct of trainings through online modes (e-training) is also been found significant in boosting individual performance (e.g., Wiradendi Wolor et al., 2020). Hence, less is known with regards to the significance of e-training for organizational performance (Moradi, Mohamed & Yahya, 2018; AlMannai et al., 2017). One plausible reason behind the paucity of research in this regard could be the fact that organizations globally are yet to completely transform their training function online and thus, majority are partially relying on this prospect.

Although, the use of electronic means has become a significant prospect for organizations to minimize training expenses and effectively conduct training events without any much of logistical arrangements, yet to what length, it is significant in directly impacting organizational performance is yet to receive empirical attention by researchers. Therefore, based on the evidence supporting the acute role of e-training in boosting individual employee based performance (e.g., Wege et al., 2019; Selase & Avenorgbo, 2021), the current study propose testing its direct impact on organizational performance.

**E-Processing:**

One of the commonly applied electronic prospect in HRM is e-processing function for general employee queries and activities. Typically, they are referred as HR portals (Ruta, 2005) and are utilized to process and facilitate basic employee queries and activities such as annual and medical leave, ticket booking for official or annual entitlements, financial transactions, loans, certificates and so on. With E-HRM making a huge impact on HR management as a whole (Lengnick & Moritz, 2003) and organizations are found actively utilizing the various electronic HR portals in this regard. Importantly, organizations through these e-processing tools and platforms come with self-service option, allowing employees to make requests or process any of the employee related activities conveniently (Meijerink et al., 2014). Recently, studies have also underlined that organizations striving for knowledge management related to employees are also utilizing such electronic processing tools to help build strong information sharing tool (Cruz, 2022). However, despite noticing some important benefits of e-processing HR portals, it is unclear as to what length they might be actively contributing towards harnessing organizational performance and other similar entities (Qaisar et al., 2018; Halid et al., 2020). Therefore, the current study speculates that organizations with effective digital HR portals for e-processing will be able to enhance and enrich business activities to boost end performance.

**E-Performance Appraisal**

Performance appraisal is one of the primary HR functions catering to the review of employees’ contribution towards the assigned role and organization as a whole. It is often referred as annual
review which is considered by organizations to make people related decisions. It is essential to understand that organizations that are actively emphasizing on performance appraisal systems often have a detailed review and evaluation process. These performance appraisal systems have a lot of impact on employee behaviors and outcomes such as motivation (Dangol, 2021), satisfaction (Mount, 1984). This is when the performance appraisal systems are viewed to be fair and transparent in evaluating employee performance (Sudin, 2011). Taking the leaps further, organizations are now using technology for performance appraisals to ensure it is confidential and the access to the information collected from them is available only to designated individuals. Based on the significance and strategic use of performance appraisal, the authors believe that the transformation of these evaluations in to electronic prospects can significantly help bring effectiveness in several employee related activities, thus harnessing the organization to perform better.

**Interaction Effect of Technological Opportunism**

The authors believe that technological opportunism will help to enrich the E-HRM and organizational performance association. We define technological opportunism as an organization wide approach which supports the identification and capitalization of appropriate technological advancements (Srinivasan et al., 2002). Technology has become part of every aspect of our life now, ranging from education (Ahmed, Ismail, Fati & Akour, 2021) to business (Shaheen & Cohen, 2018).

The authors argue that technological opportunism will provide a more proactive outlook for businesses to actively seek for any technological developments or innovations (for example in the case of HRM) to adopt and implement which will ultimately result in furthering organizational performance. Henceforth, a firm high in technological opportunism will be able to bring such e-resources (Al-Omari et al., 2022) in the context of HRM that will enable the organization to maximize the use of its personnel functions to further boost organizational performance. Firms with higher technological opportunism will be better than those not actively responding to technological developments, potentially limiting their competitiveness and organizational performance.

Thus, robust responsiveness toward technological developments would also be important to address any organizational performance challenges. Scholars have also indicated towards the importance of technological opportunism for businesses (Al-Omari et al., 2022; Orlandi et al., 2020) and its role in facilitating performance focused elements (Urban & Maphumulo, 2021). Conclusively, these evidence allow authors to propose that technological opportunism will enable organizations to make the most of technology based HR functions (E-HRM) through providing better and advanced technological developments needed to further enhance organizational performance. Therefore, following the empirical assertions of Voola et al. (2012), we propose that technological opportunism will help strengthen the direct association of E-HRM functions to improve organizational performance. Sadly, no shreds of empirical evidence are available outlining the interaction effect of technological opportunism on E-HRM and organizational performance nexus.
Proposed Framework
Based on the review of literature, the current study proposes the following framework:

![Proposed Conceptual Framework](image)

**Figure 1:** Proposed Conceptual Framework

The study proposes that future scholars need to consider investigating how individual E-HRM functions such as e-staffing, e-training, e-processing and e-performance appraisal can directly contribute towards enhancing organizational performance. In addition, the current study also proposes the investigation of technological opportunism on these associations. To the best of authors’ knowledge, no study has been conducted on this framework, thus offering significant opportunity for future scholars to contribute in the extant literature on E-HRM, technology and organizational performance.

**Conclusion:**
The current review-based study has attempted to investigate a critical framework to outline an important nexus of E-HRM, technology opportunism and organizational performance that is equally important yet remains largely untested. The paper offers a detailed analysis on the role and importance of E-HRM and how it is has potential to be viable for businesses to improve their procedural effectiveness but can also help boost organizational performance.

**References:**


