













a. Existence At the lowest level is the need to stay alive and safe, now and in the foreseeable future. When we have satisfied existence needs, we feel safe and physically comfortable.

b. Relatedness At the next level, once we are safe and secure, we consider our social needs. We are now interested in relationships with other people and what they think of us. When we are related, we feel a sense of identity and position within our immediate society.

c. Growth At the highest level, we seek to grow, be creative for ourselves and our environment. When we are successfully growing, we feel a sense of wholeness, achievement and fulfillment.

The implication of Alderfer (1972) ERG theory to the e-HRM is that organizations need to design user friendly e-HRM systems which are easy to understand to the employees. When the systems are user friendly both employees and organizations can able to achieve their desired goals and objectives. When there is an effective e-HRM system employees will perform well because employees are satisfied and they can work on their own with minimum supervision. Having an advance technology will not always make employees comfortable. To get 100% from those technological advancements it should be user friendly and well communicated to the fellow workers.

### **Management by objectives theory (MBO)**

Management by objectives (MBO) theory was very popular among organizations because it improves the overall performance in organizations. MBO is a personnel management technique which encourages managers and employees to sat together and establish future goals and objectives for a specific period. Through MBO managers and employees forecast, record and monitor future goals of organization. After the planning those goals and objectives it will translates into personal goals and communicate to the each and every employee.

The connection of Druckers' MBO theory to the e-HRM is that organizations need to design effective human resource management system to predict and communicate organizational goals and objectives to its employees. With the development of IT industry and technology e-HRM was born and from that point onwards managing human resource and communicate with them becomes much easier than it was. For example with development of Enterprise Resource Planning (ERP) systems now both managers and employees can log into the ERP system from anywhere to discuss and forecast organizations future goals. Earlier to conduct MBO both managers and employees need to get together to a certain location. With the implementation of e-HRM now there is no geographical barrier to managers and employees to conduct MBO. Also to communicate those goals and objectives now management can use intra e-mailing system which is a subset of e-communication.

## **Discussion**

### **e-HRM and employee job performance**

HRM is an all about managing human resource to achieve organizational goals and objectives (Opatha, 1995). Organization goals and objectives are mainly based on employee performance. So it reveals that there is a direct impact of HRM on employee job performance. As mentioned earlier the main objective of e-HRM is to provide network assistant to conduct HRM process very smoothly. With the time HRM moves from manual HRM to internet based HRM and now the benefits of those e-HRM has been used by employees.

The main objective of implementing an e-HRM system is to improve the overall organization performance (Al-Hmouze, 2016). To achieve that overall organization performance, employees need give their maximum effort to organization. According to the studies of Kumar (2017) he stated that before the implementation of e-HRM system manual HR process seems to be very annoying for both employee and HR department. In that time HR professionals took long time to complete HR administrative work because of the lack of resources. Because of that employees have to spend lot of time in HR department to get their work (Ex – salary issues, attendance issues, over time issues, holiday issues and grievances etc.) done. When employees spend lot of time in their employment related matters it will gradually affect to their job performance and it will directly impact on overall organizations performance (Othman et al, 2017). To overcome those issues in early 1990s e-HRM was introduced and currently most of organizations following this network based system. In present world thanks to e-HRM, most of the organizations are now following e-HRM system to manage their HR process such as e-recruitment, e-training, e-performance management and e-communication etc.

### **e-recruitment and e-training on employee performance**

E-recruitment also known as online recruitment is the process of finding suitable candidates to fill available vacancies in an organization via internet (Epstein, 2003). Normally different companies use different techniques to attract employees to their organizations. Nowadays many organizations use recruitment websites, social media and online ads to publish their recruitment advertisements (Dhamija, 2012). In past most of the companies used posters, banners, leaflets and paper advertisements to post their jobs. Even though organizations received CVs it took long time to receive those CVs. However with the implementation of e-recruitment organizations instantly received CVs via email. Because of that hr professionals can work with more efficient while job candidates can send their CVs without wasting any time. Also according to the Dhamija (2012) e-recruitment and analyze candidates profiles via internet and can shortlist them according to the wish of organization. Thanks to network based recruitment organizations can easily attract candidates with minimum effort and it will indirectly improve the performance of employees.



The main focus of training is to help employees to develop their skills which are needed to perform specific tasks Goldstein and Ford (2002). E-training does this in an online environment. Speeches, demonstrations, videos, text documents, and other materials can be used as e-training methods. E-training is a very useful method of providing training for employees. Employees who are living in abroad can easily participate for a training program via Skype or other social network. Thanks to e-training employees don't want travel for lecture halls or training class rooms. They can easily participate for training program via their smartphones and laptop. Because of those facilities employees can save lot of precious time and it will impact on their performance too (Arsovski, Stefanovic and Arsovski, 2015).

### **e-performance management and e-communication on employee performance**

E-performance management can be defined as a web-based tool, which designed to measure the employee performance (Ravisha and Pakkeerappa, 2015). Because of e-performance management managers can easily conduct performance appraisals of employees. With the use of e-performance management systems organizations can capture employee performance through that and when it comes to performance evaluation organizations can use this e-performance management system to evaluate employee performance. It is a fair method because without any favouration e-performance system can measure the overall performance at the end of the year. It is true that having a good performance management system improve organizational performance by managing the performance of teams and individuals (Ravisha and Pakkeerappa, 2015). Thanks to e-performance management organizations now can correctly and accurately measure the performance of employees. According to the (Caligiuri, 2000) e-performance management is kind of competency based reward system. The one who have more competencies will be rewarded more and because of that employees will encourage to improve their performance to get more rewards.

E-communication can be defined as a system used to send or retrieve messages through computer or Internet connections (Engsbo and Sandhu, 2007). With the development of technology communication becomes an important aspect in every organization. According to the study of Engsbo and Sandhu (2007) they stated today most of the organizations use different kinds of communication tools ranging from simple e-mails to more complex electronic document management (EDM) systems and enterprise resource planning (ERP). With the use of these e-communication methods employees can now easily and quickly share their information with each other. To get instant feedback and real time information employees can use these e-communication methods. As long as employees use these e-communication methods it will improve the overall organization performance while improving the employee performance and because of that reason e-communication regarded as one of the important aspect of modern business (Raulea and Raulea, 2014).

## Conclusion and Future Research Directions

With the implementation of cloud computing towards the e-HRM, HRM process becomes easy and as a result of that, today most of the leading MNEs following this advanced e-HRM to manage their human resource in an effective and efficient manner. As a result of cloud computing and using IT support in HRM, E-HRM becomes more popular and HRM activities become less complex when comparing to its early years (Kumar, 2017).

With the development of SHRM (Strategic Human Resource Management), the main concern for HRM professionals is to reduce employee cost while increasing the job performance. To obtain those objectives they move from their traditional HRM to web based HRMS. That is the revolutionary point of HRM because from that point onwards HRM professionals are fully aware about new trends in HRM and how it will affect to employee overall performance.

According to Ghosh and Tripathi (2018), previously there have been few HR functions automated through e-HRM. But however with the development of cloud based systems, more HR functions were automated while increasing the scope of e-HRM. It is one of the highlighted points in this research area because with that automation of many HR functions, HRM becomes more global subject and it will directly involve to the employee job performance. So by investigating this research paper one can be able identify the connection of e-HRM towards the employee job performance.

e-HRM can be defined as conducting HR functions using internet. With this statement many argue that e-HRM is some kind of a supporting service which helps organizations HR administrative process to run it smoothly (Bondarouk & Ruel, 2009). Employee performance is identified as employees' readiness and ability to help their company's success, by providing substantial effort on a incessant basis. Furthermore employee job performance can be distinct as the job related activities expected of an employee and how well those activities were obtained by them. The author highlights four main dimensions of e- HRM as e- recruitment, e-training, e-performance management and e- communication and the impact of each dimension on employee performance is discussed. Furthermore the author has discussed existing theories such as ERG theory and Management by objectives theory which determine the impact of e-HRM on employee job performance separately. As explained by Othman et al (2017), e- HRM has a

significant effect on employee performance branding but there's still a research gap to identify the relationship in between the two concepts.

There is only a limited number of studies conceded out on “e- HRM and employee performance” and therefore to fill the literature gap more research studies, conceptual frameworks, articles need to be carried out on this regard. Researchers may conduct further research to explore more into the effects of different types of e- HRM practices on both employee performance and its effects on the organizational performance. Additionally, e- HRM practices are promptly growing, energetically altering and increasingly mounting platforms. Conclusively, we highlights the knowledge required on investigating effectiveness of e- HRM as a strategy in increasing employee performance with reference to different categories of uses.



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