CHAPTER-7

IMPLICATIONS, LIMITATIONS, AND SCOPE OF FURTHER STUDY

This study has provided findings that have managerial implications on service provided by HR professionals, their own future, and the way new innovations will have impact on service delivery, process and mechanism of human resource department. Managerial implications are also significant for line managers and those who avail human resource services. The managerial implication offers platform and creates environment for future research. Cost constrains, time constrains, constrain due to nature of research undertaken, imposes limitations on the study which has been mentioned.

7.1 Managerial implications

* E-HRM has significant impact on internal stakeholder satisfaction and there is always chance of further increase in availing e- HRM services in digital platform and organization may further dehumanize the HR function and there will sea change in thinking of line managers regarding HR function. Line managers some time may be happy for having first hand information and some time may complain of extra burden.

* HR function is likely to be more process, IT oriented and lacking human touch, posing a big challenge for HR as a function. HR managers will show more willingness in acquiring hard IT skill rather than gaining soft man management skill.

* Sometime to safeguard interest and presence, HR managers may put hindrance in digitization of HRM function. Further all the HR issues cannot be mechanized and has to be resolved with case to case basis where HR managers have to take a leaf out of their cap and look beyond electronic solutions.
* Application of e-HRM will provide equal employment opportunity to external as well as internal stakeholder as recruitment information will shared by all and HR professionals will be free from the allegation of partiality and nepotism.

* With improved transparency and empowerment, the role of HR as middleman has reduced, sometime sense of insecurity and neglect may crop up in the mind of HR professionals. HR professionals have to accept the fact and have to work for higher order needs of the organization.

* Globalization cannot succeed unless companies adopt a global business strategy. This is possible only when companies are technology savvy and their HR department capable to sail in IT enabled superhighway and can support a globalized workforce. The rapid expansion of IT such as LAN, MAN, WAN, corporate intranets, portal, e-mail, videoconferencing, social networking sites are the hallmark of lean and mean flat networked company. If an organization want to be global then there HR function must have the support of technology, i.e. tools of e-HRM must be included while delivering the services.

* A lot of discussion has been made related to digitization of HR function leading to dehumanization of HR function. Almost all the services being delivered on digital platform, HR function is more IT centric rather than people centric, hence putting a limitation on HR executive’s role. Now they may be supposed to play secondary role and be facilitator of IT function in delivering HR services. In some cases at the highest level HR professionals are just supposed to formulate HR framework, policy and strategy and all other activities being automated.

* With networking of computers and virtualization of HRM department, HR practitioners are having a digital career as there is reduction in cost of technology and automation of process and work from home culture. So HR practitioners have lot of challenges and opportunities. These professionals will be tested on several parameters and to survive and excel have to deliver gold.
* Generation Y are knowledge workers and more technology savvy, there could be hardly any resistance from internal stakeholders and HR department can adhere to its mission and go for digitization. Now demand of the day is to provide services on mobile/ Smartphione platform.

* Social networking or web2.0 technology has already entered in some organizations for providing and solving HR related services and issues, So HR professional and line managers should be ready for it and any other major changes.

* Overall it can be said e-HRM as an instrument in the hand of HR professionals can remove almost all the work related issue and can be strategic enabler, financial contributor, stakeholder satisfier if implemented with right approach and spirit. So whole responsibility is with managers if e-HRM doesn’t succeed they cannot blame e-HRM system, if they do then people will use proverb “A bad workman quarrels with his tools”.

7.2 Barriers and Limitations

* One of the major constraints of this research is absence of empirical research in Indian context with exclusive studies that investigate impact of e-HRM in term of strategic contribution, financial contribution, and internal stakeholder’s satisfaction.

* The data collection needed lot of effort as respondents were the employees of the select Indian public and private organisations.

* Some of the employees were even sceptical of purpose of the study. In some cases researcher has to clarify and persuade the respondents. In some cases especially at operative level the researcher has to explain different queries of e-HRM.

* The study had selected eight organizations as sample organization so its result cannot be blindly generalized to all other organizations. Contextual analysis is important before implementing the results.
* Generalizing out of framework in case to relatively minor organizations, some other areas and segments, marginal divisions of the organization, or some different part of the universe, should be made with vigilance and prudence.

* This study had utilized non-probability sampling. Sample organizations had been selected based on judgment sampling and participants (respondents) were selected based on convenience sampling technique.

* Extracting information related to relevant HR practices or application of ICT for HR services, was hard nut to crack as some employees were unwilling to share as they were bound by code of conduct and were not supposed to disclose office/business secrets. In this research queries were general so there was hardly any issue of defying service code of conduct.

* One of the limitations of the study it had not taken implementation and operational cost in account while discussing financial matters. Digitization of HRM function is not a standalone activity, in most of the organization and it’s very difficult to measure implementation and operating cost in quantitative term.

* One of the limitations of this research is perception based study. Respondent’s opinion has been measured. It has been assumed that the employees have provided the correct response.

**7.3 Scope of further study**

* Present research paves the way of further research which can be based on factors responsible for level of electronic human resource management and ways to increase the level of electronic human resource management.

* Research can be based on why all e-HRM tools are not being used in Indian organizations. What is the significance of social networking or web 2.0 technologies in HR function? As smartphone is high in use in recent times how e-HRM services can be made user-friendly on mobile.
* Research can be based on if most of the organizations of a particular industry implements e-HRM, then whether e-HRM will remain strategic edge enabler or not.

* Further research can be based on value for money, payback period, and return on investment.

* Upcoming research can be based on change in satisfaction level based on pre e-HRM implementation and post e-HRM implementation.

For an Indian organization or any other organization in the world, e-HRM can make HR function more proactive rather than reactive, transforming the function from bureaucratic approach to market approach and a final destination to clan approach. It can be a pull factor rather than a push factor for all stakeholders who are availing HR services. Information and communication systems are supposed to be panacea to all the changes and hurdles posed by the system in which business function. To be effective and efficient information system need to have a thought of the people, organization, and the environment in which business operates. Electronic human resource management is an integral system of business organizations and has in built risk. It is obvious HR executives to get acquainted with the ICT first before then others to follow.