

# e-HRM: Changes in Business and Labor Culture in the Digital Paradigm

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## ABSTRACT

This article reviews electronic Human Resource Management (e-HRM) and the economy's changing business and workforce culture according to the digital paradigm. Based on the definitions and initial framework, the review analyzes the theory used. In diagnosing the ongoing transition to changing work relationships and business culture in the digital age, the study reveals an initial collection of work from a variety of disciplines, the majority of which employ diverse empirical methods and draw from various levels of analysis and e-HRM focus topics. This study employs a qualitative approach and descriptive methodologies. The study's findings indicate that e-HRM offers significant advantages for organizational success, particularly in terms of work efficiency and effectiveness. E-HRM is intended for workers outside the HR department, as well as employees and organizational management. E-HRM enables HR applications to be accessed by personnel outside of the firm at any time and from any location. E-HRM is a transformation in an organization's business and worker culture. These changes include business process activities, workforce planning, recruitment, employee/payroll/employee leave information systems, evaluation and remuneration, performance and training, and employee development.

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## I. Introduction

The influence of technology on human resource (HR) practices is fast expanding and plays a crucial role in reshaping how organizations operate. Here, e-HRM (electronic human resource management) plays a crucial role [1]. The success of e-HRM is highly dependent on the interaction between humans and computers. Numerous large international corporations have adopted e-HRM, placing technology at the center of HR procedures. Organizations have adopted e-HRM technology to gain administrative and strategic benefits for more than four decades [2].

e-HRM has altered the strategic role of HRM within enterprises. Incorporating information/web technology into HR processes increases the strategic use of HR data and is utilized by a variety of enterprises and industries [3]. According to [4], complexity such as national regulatory requirements, a varied workforce, and the acknowledgement of human dignity are motives for HR professionals and leaders to seek solutions to enhance diversity management. Consequently, e-HRM is replacing traditional HRM human tasks and processes with technology. The increased reliance on technology for interaction, communication, and collaboration has resulted in the creation of a faceless environment [5].

e-HRM impedes the development of human ties in firms, particularly where employees must collaborate [6]. In order to preserve interpersonal ties and organizational cohesiveness, firms are charged with rethinking diversity management in particular. According to [7], HR departments continue to adopt technology-enabled HRM systems in an effort to bring value to their organizations.

The premise that information technology has an effect on the way companies are formed provides the rationale for the concept that there has been a shift in the function that HRM organizations play as a direct result of technological advancements [8]. The process of making decisions is becoming more decentralized as more administrative chores are becoming automated and as access to data becomes

more widely dispersed. Those who were previously responsible for HRM chores are now better able to focus their attention on more difficult, evaluation-focused, and professionally demanding responsibilities and activities. The work that is done in HRM is improved in this respect as an adaptation to the impacts that the effects of new technology breakthroughs have [9].

This viewpoint, on the other hand, is in competition with other points of view. From a different point of view, managerial and strategic decisions play a significant role. Decisions are made regarding how technology can best assist the organization in achieving its strategic goals; from this point of view, when e-HRM is adopted and how it is implemented is the result of managerial intention and strategic decision-making [10]. As a result, the implementation of electronic human resource management in businesses was an intended consequence of strategic choices regarding the manner in which HRM services should be delivered. Instead of elevating HRM work to the level of a vital strategic function, many times the results that were envisaged will make the supply of HRM services more efficient [11].

The pace of societal change has quickened as a result of globalization (across social fields: Law, Policy, and Economics, especially). The world transitions from an era of tightly controlled rigidity (the world in a box) to a new era that is marked by increased adaptability and openness (the world in a circle) [12]. These transformations demand a reexamination of paradigms in order to get a more comprehensive grasp of social reality and to manage it more effectively. Especially in light of the fact that globalization has ended and post-globalization has replaced it. Post-globalization is a period of trial and convergence during which people must adjust to the project of establishing the desired knowledge society and economy, along with the fourth industrial and technology revolution, whose current phase is known as the digital economy. This time period coincides with the fourth industrial and technological revolution [13].

As a result of the transition from the old, rigid, and bureaucratic HRM model to the new, flexible, and innovative HRM of genuine prosperity based on Talent management and digital economy [14], it is now possible to conduct a micro-cultural analysis of business and workforce and organizational relations. This was made feasible by the shift away from the previous, rigid, and bureaucratic HRM model. In the traditional model, a person "stands on the tracks" in an organization, much as if it were a train. This means that the person is aware of his itinerary, stops, and the precise day on which he will finish his journey or retire. It makes perfect sense to talk about human resources (as a component that can be replaced), but this paradigm has been in crisis ever since the beginning of globalization, which was in the 1970s, and it is set to come to an end. The primary reasons are as follows:

- a) The organization strives to achieve its goals and operates like a well-oiled machine, in addition to having an abundance of human resources (HR) spare parts;
- b) Not only because of its uncertainty, but also because of its fading when the real and the virtual coexist, the mechanistic and bureaucratic vision of labor relations and business organization has given way to another, more organic, even pervasive cycle. This has occurred not only because of its uncertainty, but also because of its fading.

## II. Methods

Using data, this qualitative research solves social reality-based challenges [15]. According to [16], qualitative research aims to comprehend phenomena about what research subjects experience, such as behavior, perceptions, motivation for action, etc., holistically and through the use of descriptions in the form of words and language in a context-specific manner. Moreover, by employing numerous scientific approaches. This study is anticipated to explain e-HRM as a shift in corporate culture and labor in the digital era.

This descriptive research seeks factual information, justifies conditions, and conducts evaluations to obtain a clear image of situations or events, as well as the characteristics of specific people or locations [17]. This research is descriptive, providing methodical, factual, and accurate descriptions of the facts, characteristics, and relationships of the examined phenomenon. In this study, all acquired data were examined and assembled for the purpose of making findings in written form.

### III. Result and Discussion

#### A. *Electronic Human Resource Management (e-HRM).*

The importance of a company's human resources as a success factor cannot be overstated (HR). According to [18], human resources (HR) are a combination of a person's mental and physical capabilities. Then, these skills will be utilized to contribute to the organization through the execution of duties and obligations by each individual in order to fulfill the organization's or company's objectives and ensure their success. In order for each employee to efficiently carry out their duties and obligations, the company must have a set of methods or systems for managing each individual so that they can devote their mental and physical abilities. This strategy or methodology is known as human resource management (MSDM) [19].

[20] defines human resource management as a management activity that includes utilization, development, appraisal, compensation, methods for designing planning systems, staffing, career management, performance evaluation, employee compensation, and employment relations in order to achieve individual and organizational objectives. HRM is also characterized as a science and art that manages the human element (creativity, taste, and intent) as an organization's asset through acquiring, developing, and retaining a workforce effectively and efficiently [21]. According to a few of these definitions, human resource management is a collection of strategies or systems that employ people to fulfill individual and corporate objectives.

When human resources play an important role in an organization, a set of methods or systems are needed to manage and process each existing human resource to provide suitable work results to achieve the organization's goals. Many ways have been taken to manage and improve human resources function, but they still need to realize this. For this reason, the HR department in the organization must work hard to find the right way to make changes and improve the quality of existing human resources. One of them is by utilizing new technology [22].

By definition, Technology Systems can be interpreted as systems that can make it easier for us to achieve a goal, the application of which uses computer technology and information and communication networks. The application of information technology systems is an essential point in developing the human resource capacity of an organization or company. The development of information and communication technology, which is currently a choice for increasing human resource capabilities in organizations, is Electronic Human Resource Management (e-HRM) [23].

According to [5], e-HR emerged in the 1990s. They define e-HRM as "a way of implementing HRM strategies, policies and practices in organizations through conscious and directed support and with the full use of web technologies" joint HR activities HR related to handling HR data involve several processes such as recruitment, selection induction, training, and development, fostering employee interaction, performance appraisal, and others.

Various e-HRM objectives and types are anticipated to deliver results, including more effective HRM procedures. e-HRM is anticipated to contribute to the efficacy of HRM, which can assist organizations achieve their objectives [24]. According to [25], e-HRM has three primary goals: decreasing costs, enhancing HR services, and strengthening strategic orientation. However, according to [5], e-HRM has four goals: cost reduction, enhancement of HR services, strategic orientation, and global orientation. Consequently, the introduction of e-HRM is essential for all organizations.

E-HRM implementation yields positive results for the organization. E-HRM lets employees catch up on their daily tasks and gives the HR function with opportunity to build new pathways to contribute to corporate success via knowledge management and intellectual and social capital [26]. E-HRM enables firms to optimize the potential and productivity of their personnel. Moreover, Patil noted that technology plays a crucial role in human resource management by facilitating contact and communication between employees and managers. Moreover, the presence of E-HRM makes it easier for employees to access information about their duties and responsibilities, as well as data and processing data related to personal data, such as information about salaries, employee personal data, performance management, training, recruitment, and others. [27].

e-HRM also improves and enhances the quality of administrative services to the public. By looking at the various benefits mentioned above, implementing E-HRM provides time and cost efficiency for the organization. In addition, the application of this technology also provides convenience in business

processes, increases information flow and organizational performance, centralized data management, optimizes HR development and productivity, and increases employee satisfaction which, of course, has an impact on employee productivity.

Organizations employ E-HRM because E-HRM aids organizations in managing their human resources and adds value to HR's position in organizations, which influences their competitive edge [9]. e-HRM also helps organizations or firms improve service quality [25]; e-hrm also provides time and cost efficiency for various organization tasks, which is one of the reasons organizations use e-HRM.

e-HRM, or the use of technology in human resource management, is the application of web-based methodologies to HR-related systems and processes [28]. e-HRM is a new type of management thinking and practice that embraces the rapidly changing era, adapting renewable technologies, information, and communication in the performance of its functions, where HRM is concerned with a set of policies and practices required to implement various HRM activities necessary for the organization to operate in a changing organizational and business environment. This promotes the HR function's creation of dynamic and operational capabilities and greatly contributes to HRM's efficacy.

Considerations like user friendliness and mentality are crucial to the successful implementation of e-HRM, according to HR managers. This data demonstrates that training programs boost e-usability, HRM's aim clarity, and user satisfaction while also fostering a more favorable outlook on the practice overall [29]. [29] found that the integration of e-HRM practices in various sectors, such as manufacturing and service sectors, increases the efficiency of different HR functions like identification of potential applications, recruiting processes, planning training modules, maintaining employee records, improving payroll, and more. This is especially true in large German companies that use automated systems in the recruitment process. Human resources processing expenses are reduced as digital HR practices efficiently replace manual processing. The need for government initiatives to implement E-HRM in public organizations was also highlighted by [30], who discovered that the private sector was more successful at implementing electronic planning and budgeting, recruitment and selection, training and development, performance management, compensation and benefits management, and employee file and database maintenance.

The HRM function has been formalized under the e-HRM concept to adapt to the evolving technological landscape and business climate. The practice of human resource management has consequently evolved. More effort is being put into coordinating with other departments to improve organizational efficiency and cut down on wasted time, money, and resources. Human resource management serves both the organization's management and its employees, therefore e-value HRM's arises from its alignment with e-objectives. The following factors are highlighted by [31]: enhance labor relations, cut expenses, increase efficiency and productivity, adapt to the demands of employees, respond more quickly to market shifts, and increase focus on strategic concerns and HR's strategic direction are all possible outcomes of this shift.

#### *B. e-HRM as a Change in Business and Workforce Culture in the Digital Paradigm*

In organizations, human resource management performs essential functions. [18] describes the functions of human resource management, including planning, organizing, directing, controlling, placement, development, compensation, integration, maintenance, discipline, and termination. All of them play an essential role in the organization. However, in today's digital era, all HRM functions require a set of methods or systems to manage and process each existing HR to provide suitable work results so that the organization's goals can be achieved. Many ways have been taken to manage and improve human resources function, but they still need to realize this. For this reason, the HR department in an organization must work hard to find the right way to make changes and improve the quality of existing human resources. In this case, it is necessary to change the business and workforce culture in the digital paradigm of the e-HRM concept.

e-HRM is used in organizations because it helps organizations better manage their businesses and workforces. Additionally, it adds value to the position of HR in organizations, which in turn determines the competitive advantage that organizations or corporations have. One of the reasons why organizations use E-HRM is because it helps organizations or firms increase service quality while also providing time and cost effectiveness for various organizational tasks. This is one of the elements that drives organizations to use E-HRM.

Efficient human resource management can be achieved by streamlining the HRM process and implementing electronic human resource management (e-HRM). This would help businesses become more competitive. This provides more evidence that the implementation of technological change frequently occurs within the framework of an engineering or functionalist paradigm. In addition, the primary reason for taking such a method is to guarantee consistent overall performance results. As was just mentioned up above, the digital paradigm will also bring about shifts in the functions associated with managing human resources. Changes in business and workforce cultures can be implemented via e-HRM in a variety of ways, including the following:

a) e-HRM in changing business process culture

In order to implement the e-HRM process's organizational structure, business operations, and documentation follow-up, a company-specific HR Information System must be developed. Definitions are the starting point for any Management Information System. Departments, duties, personnel titles, workplaces, roles, organizational charts, process flows, approval processes, and document-required flows should all be clearly specified. Jobs in the HRM system will determine which positions are created within a business, and those employees who possess the necessary skills for the new positions will be flagged. The Human Resources Information System must keep all mandatory records indefinitely. The company's organizational chart must be designed in accordance with all of these frameworks. All generated hierarchies will be archived in the system, making it possible to track and analyze the evolution of the organization over time.

b) e-HRM in changing the culture of Manpower planning

Human resource planning is a technique used by organizations to foresee their future staffing needs and make the most efficient use of their current pool of talent. With e-HRM, all HR-related tasks are performed in an online setting. Each category in the produced electronic application represents a necessary number of workers at that level. There is an electronic record of every HRP-related analysis, evaluation, action, and plan. As a result, HR professionals will always have access to the relevant data, and the plan can be managed easily from anywhere thanks to its permanent presence in the digital sphere. Also, compared to electronic systems, this one has many advantages in terms of day-to-day operations. Human resource-heavy operations in the workplace are optimized for a speedy transition to the digital sphere. Using a computer in the system makes calculations like total work rate, labor turnover rate, and continuity analysis more accurate and faster, as well as allowing for the determination of the necessary number of staff, reserves, and additional personnel. Information and data acquired can be maintained in an electronic environment, allowing for periodic changes to be viewed and comparisons to be made, in addition to the calculations.

c) e-HRM in changing the culture of the workforce recruitment system

In terms of time, money, and efficiency, computerized recruiting approaches have surpassed their more traditional counterparts in many modern businesses. Electronic recruiting is a simultaneous online process, in contrast to the sequential offline phases of the traditional recruitment chain. E-recruitment processes have become more streamlined as candidate pools have been connected to internal web apps. The advantages of an integrated recruiting system have been extensively recognized and utilized by businesses. When a company has a job opening, they can use electronic recruitment to find qualified candidates quickly. Utilizing the corporate website, businesses can advertise job openings to a wide audience, attract qualified applicants, and fill positions at a reasonable cost.

d) e-HRM in changing the culture of employee information systems, payroll, and employee leave.

e-HRM moves payroll and personnel transactions online. First, each employee receives a personal registration number, which is used to track their HR processes. Personal, educational, contact, demographic, and date of birth information. Personal information records include address, work experience, foreign language, family, children, driver's license, and official institutions. Applications for employee reasons, paid and unpaid leave, and permission rights are also processed electronically. In a classic permission management program, employee leave requests and other information are handwritten and recorded in the personnel file. The computerized application system allows employees to exercise their legal employment rights and request leave, such as holidays, by providing location and time information. Unit managers can see it in the electronic information system when requesting vacation leave, dates, and unused passes. The electronic permission application saves time and paper, helps managers improve their business strategy, and reduces personnel file issues related to employee permission/vacation information.

e) e-HRM in changing the culture of job evaluation and employee remuneration

Human resource management (HRM) software has allowed for the digitization of formerly paper-based tasks including salary administration and company asset appraisal. The term "E-Pricing" refers to the act of using electronic media to gather, store, process, analyze, and use data and information necessary to develop a compensation system for an organization. Businesses can save both time and money by collecting the analytical data used by payroll and other HRM systems in an electronic setting. For the sake of argument, let's say that the company has decided to do its business analysis using a survey. In that instance, surveys can be distributed to all operational staff in a short amount of time, allowing for quicker collection of responses from employees on important business matters. After collecting and compiling relevant information, HR can draft position descriptions for every open position in the business.

f) e-HRM in changing the culture of employee performance appraisal systems

Employees can track their progress toward career goals based on their knowledge, abilities, and present job performance, as well as their training, thanks to an electronic performance appraisal system. The correct person is placed in the proper job, and employees' future competency development is planned and developed in accordance with the position for which they are being considered, thanks to the integration of the electronic performance appraisal system with the HRM system. In addition, the working person's compliance with the task is facilitated by assessing the candidates' or employees' competencies. There are both needed and desirable skill sets for this position. It is possible to assess an individual's degree of conformity with the competences and to draw broad statistical conclusions based on the data collected.

g) e-HRM in changing the culture of employee training and development.

The costs of providing training and development activities online are cheaper than those of more conventional methods of training and development. Learn by applying what you've learned and gaining access to material quickly to enhance your skills and knowledge. Furthermore, individualized learning content helps the retention of brilliant persons by boosting employee motivation through a sense of appreciation for their work. While there are many advantages to e-learning for both employers and workers, some employees who are more accustomed to traditional classroom instruction may be resistant to the idea. The benefits of online training and development cannot be ignored, notwithstanding these difficulties. For the sake of their vision, forward-thinking businesses must be receptive to e-learning if the current shift in educational structure is to keep pace with technology advancements.

#### IV. Conclusion

The function of human resources (HR) has grown in significance over the years, which has resulted in a shift in attitudes toward human capital as well as how technology develops. This is because technology has always served as a framework for organizing the processes and activities involved in running a business. At the same time, a new HRM concept that has been given the label e-HRM was established as a result of the connection that exists between IT and HRM. According to the findings of the paper, the primary benefits of implementing such a system include processing information about employees in a quicker, more accurate, and less difficult manner; reducing costs; relieving HR managers of administrative responsibilities; increasing access to HR data; standardizing HR processes within companies; and data that is more consistent with and up to date regarding employees and their performance, among other benefits. In a nutshell, by utilizing the idea of electronic human resource management (e-HRM), this function is able to have a large positive impact on the company as a whole because its implementation results in an increase in the work's efficiency and effectiveness. e-HRM as a form of the digital paradigm shift in business and workforce culture can be seen in business process activities, workforce planning, workforce recruitment, employee/payroll/employee leave information systems, evaluation and remuneration, employee performance, and training and development. The desire for growth is substantial for any organization, and certain factors must be focused on. According to research, changes in business and workforce culture in the digital paradigm in the form of E-HRM are to improve the performance of both organizations and employees.

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