Exploring the Critical Functions of Electronic Human Resource Management in Banking Sector of Pakistan

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Abstract

The study's central tenet is to examine the rising role of E-HRM practises in the banking industry. It studies E-HRM practises and their causes by interviewing managers in Pakistan's banking industry, one of the rising economies. The researchers documented the target audience's reactions using a qualitative research technique. Ten semi-structured interviews were performed to elicit information on the primary practises, functions, and barriers related with the role of E-HRM practises among corporate banking management level staff. Nvivo 10 software was utilised for analysis. The data reveal that E-HRM has a direct impact on recruiting, selection, training, job opening, mobile banking, fintech, TRSM, motivation, communication task fulfilment, and bank performance.

Keywords: E- HRM, Interviews Based Study, Banking Sectors

1. Introduction

The existence of these management information systems puts enormous pressure on making the HRM function more effective efficient, supporting strategic goals, and creating a new E-HRM approach. In reality, ongoing innovative advances have a significant effect on HR management processes, and created an informed, interactive, real-time, and self-service environment." (Lengnick-Hall & Moritz, 2003)that expects to make an incentive for stakeholders (Ruël, Bondarouk, & Velde, 2007). Such systems include potential business benefits, such as improved operational efficiency, quality of HR processes, reducing costs, HRM services, and improving human resources management for strategic partners (Marler, 2009).. In early studies, for example, the introduction of technology was often used as a theoretical point of view in studies on electronic HRM.

In recent years, the role of strategic human capital is increasing such as organizational design, decision making, skills, and talent are recognized(F. Khan et al., 2015). Various researches have transformed the e-HRM into an integrated business model of human resource management to create and deliver strategic values(Lengnick-Hall & Moritz, 2003). This seems to indicate a developing requirement for e-HRM in different sectors of the economy especially banking sector in emerging economies like Pakistan. Unfortunately, previous studies on E-HRM typically did

not take into account the main practice of E-HRM concerning the various functions, its implementations, and various other determinants that can significantly affect the successful implementation of E-HRM practices specifically in the banking sector.

In Pakistan. there are many products of financial technology that include internet banking, telephone banking, mobile banking, and many more. The role of financial technology in the HR department is very crucial. There is a large number of studies available that discuss the importance of technology in the banking sector. However, there is limited research available on the e-HRM practices. In addition, there are some existing models of E-HRM developed in Europe and the USA. Therefore, these researches demonstrate Western ideas and beliefs. Up until now, little was known about the implementation of the e-HRM concept in the context of South Asian banks. In this study, researchers select the Pakistani banking industry to explore the different functions of e-HRM in these banks. There are several reasons to select that particular sector. First, the banking sector significantly contributes to the economy of Pakistan(Iqbal, Ahmad, Allen, & Raziq, 2018). Second, it is one of the most profitable industry(M. A. Khan, 2010), that advances the utilization of the most recent management trends and technologies.

Third, the use of e-HRM in banks has freshly engorged as administration has decisive on the quality (Jawaad, Amir, Bashir, & Hasan, 2019).

2. Literature Review

Human Resource Information System (HRIS), the sub-system of E-HRM is an intuitive process, based on the needs of organization employee's and it is the first system that can be seen as a form of E-HRM in an organization. HR department and the managers and employees of the organization. (Ruël, Bondarouk, & Looise, 2004). In short, E-HRM allows employees in an organization to use human resources without having to go anywhere outside the organization (Polat Dede, 2019)Currently, different organizations prefer to complete their hiring process through electronic channels by using the concept of e-HRM instead of using traditional means because it saves time and cost of the organizations. Previously recruitment process, when chain links are tracked together, the e-recruitment process synchronizes the connections of mid-level efforts to the Internet applications of different companies, making e-commerce functions particularly specific.

Companies have widely accepted and used the advantages of integrated recruitment systems (Sylva & Mol, 2009). E-Recruitment electronic utensils that effectively arrangement in a company(Marler & Parry, 2015). The hiring process was reduced by 75% over previous periods, while spending decreased by 95% (Marler & Parry, 2015).

Training and development is an initiative and effort aimed at improving current and future employees in the organization by enhancing job skills. Developmental and e-learning activities can be achieved at a lower cost than traditional learning and development practices (Ukandu, Iwu, & Allen-Ile, 2014). It also improves the quality and efficiency of training, as well as creating training that suits your work needs and provides training through timely application and information access. Moreover, personalized training content enhances employee motivation in the sense that employees value their institutions and ensure the retention of talented people.

While e-learning has many benefits for businesses and employees, employees who are accustomed to learning in a physical environment may have biases about e-learning and have difficulty adapting. Despite these shortcomings, the benefits of e-learning and development should not be overlooked., the companies of the future can't be indifferent to e-learning (Rahman & Aydin, 2019)

Workplace analysis is a process in which a job analyst identifies tasks in different places in the union and the distinctiveness of the natives who execute them (Dessler, 2005). during job psychotherapy, the institute develop job imagery and job specifications and, as a result, leads to staff planning and budgeting. (Armstrong, 2003).

Significant communication is always a key condition for organizational effectiveness(Punnett, 2004). Being a part of e-HR function effective communication connects employees to a team and helps achieve personal and group goals(Penrose, Rasberry, & Myers, 2005).   Therefore, employee communication is an integral part of personnel management functions. This differs from the general and daily routine functions of other departments, as this communication requires transparency, generosity, concreteness, clarity, and all forms of perfection to disseminate truthful and relevant information to employees while ensuring that the recipient receives and understands the content correctly.

3. Methodology

The population of the study consists of managerial level employee's in the banking sector in Pakistan. For sampling, researcher choses commercial banks for conducting interviews as seventeen banks In the sampling technique the particular origin on the purpose basis is used to scrutinize (Laura, Warren, John, Samuel, & Dan, 2013). There is a erudite substantiation that there strength be least amount Six to Eight relevant familiarity for survey (Malterud, Siersma, & Guassora, 2016). Ten interviews demeanor with managerial levels employees of commercial banks operating in Pakistan. For the study, the researcher chose only banks that had implemented the e-HRM system for at least a year Ruël et al. (2004)recommend that the annual improvement of the HRM electronic system will make the study area more convenient.

4. Results

4.1 Sample characteristics:

The interviews were conducted with ten Bank Managers and explore the significant role of E-HRM Practices within the banking industry of Pakistan. None of these interviewers have less than five years of managerial level experience. All respondents are male and currently working in banks operating in Pakistan. Most of the respondents are from commercial banks then Islamic and Microfinance banks. All the respondents have good knowledge of E-HRM practices in their banks.

Table 4.1: Respondents' Profile

Row ID	Respondent ID	Experience	Nature of Bank	Bank Name	Designation
1	R01	08	Commercial	UBL	HR Manager
2	R02	10	Commercial	Askari bank	Manager
3	R03	08	Commercial	National bank	HR manager
4	R04	15	Commercial	Bank of Punjab	Manager
5	R05	13	Commercial	MCB	HR Manager
6	R06	09	Commercial	Allied	Manager
7	RO7	14	Commercial	First Women Bank	Manager
8	RO8	11	Commercial	HBL	Manager
9	RO9	06	Commercial	Bank Alfalah	HR Manager
10	R10	07	Commercial	Bank Al-Habib	Manager

4. Results and discussion

4.1 E-Job Analysis & Planning

The purpose of posing this inquiry is to take views of respondents about, how E-HRM facilitates the process of Job analysis and HR planning. E-HRM facilitates the process of Job analysis and HR planning. The following responses from different respondents stress the importance of e-job analysis and planning.

> *"By focusing on using technology to continuously improve the quality of the work. One of the biggest allies in HRM, HRIS is adopted to make organizations more accurate and effective" (Interviewee No.1)*

> *"Well! The HR planning process is a step by step process which is followed by the HR department like qualification, experience, activities, attitude, and behaviors, etc." (Interviewee No.3)*

> *"HRIS can help organizations by automating most HR planning functions. HRIS becomes an important strategic tool since it collects, manages, and reports information for decision-making." (Interviewee No.10)*

4.2 E-Recruitment and Selection

The following are responses from the interviewees regarding the importance of the above-mentioned topic:

"Announcement of jobs are being done through websites, applications and resources are being collected electronically shortening are being done through database software. Written tests are being taken electronically, interview is being taken through a video or audio conference." (Interviewee No.2)

"Make technology work for you during the recruitment and selection process. You can use an ATS to post job openings, view resumes, and track where candidates are in the hiring process. And, you can import resumes right into the software to organize candidates by skill level" (Interviewee No.3)

Some of the respondents point out that the selection process is very effective through E-HRM. According to the respondents, E-HRM helps banks to seek talent. The technology work very fast in selecting people.

''The technology works very fast in selecting people. There is an applicant tracking system that can manage all the applications of candidates. This system also sorts the candidate in any desired order'' (Interviewee No.9)

''In my bank for selection and recruiting of employees used different strategies include Treat candidates like customers, use social media, implement an employee referral program, creating a job description, check to resume posted online, consider past candidates, claim your company page and also include peers in the interview process, etc.'' (Interviewee No.5)

4.3 Electronic Training and expansion

E-learning as well as conservatory services squeeze dominance and expansion executes all the technique throughout the employ of in sequence. (Khashman, 2015)instruction necessities are also pore in excess of by book fissure in the contemplation of annually expansion.

"Focus on the proper skills, translate skills to the real world, lets employees take charge and track their progress" (Interviewee No.3)

"For employees training our bank take some important steps: Keep staff updated with the latest systems, Improve performance, Self-assessment, Retain staff, Attract new talent" (Interviewee No.4)

''For the training of employees, HBL has given a proper portal to its employees for the gradual training. Instead of training, on that portal, everything is available for the smooth functioning of day to day activities of bank-like updated lists of data, etc.'' (Interviewee No.8)

Some respondents constant worry competence of the workers of the rigid as illuminate in the following lines;

''Proper Information Technology training can boost efficiency and productivity of the employees of the firm'' (Interviewee No.10)

''A new approach to banking technology that fasts& more agile. Contact us to find out more. Get to market faster& have the flexibility to change as you learn from your customers. Developer Resources, Cloud banking platform and Composable Banking''

4.4 E-HR Communications

In this regard following lines affirm the above statement.

"The accessibility and instant availability to talk to anyone and at any place is what makes technology an integral part of the banking environment. Emails, conference calls, Skype calls, Messenger chatbots, and various other channels of communication contribute highly to improve communication system." (Interviewee No.1)

"IT is used to improve the communication system with banking employees by services and motivational lectures" (Interviewee No.3)

"Banking system improve organization effectiveness through Email, Marketing, and Face to face communication, Feedback, Texting, and social media" (Interviewee No.6)

"Every employee at HBL has its email id through which everyone can contact with one another in mili-seconds" (Interviewee No.8)

4.5 E-HR Bank Performance

This section of the interview represents some important insight from the respondents about the impact of E-HR on the overall performance of the banks. Technology plays an important role in improving overall performance. Different respondents give their opinion about it as follows;

"Yes HR technology plays a vital role in banking performance by imparting the monthly performance of employees and give rewards to employees to motivate them" (Interviewee No.1)

"IT makes things easier effective and efficient which has multi-dimensional good effects. Banks have benefitted from one's features of IT" (Interviewee No.3)

"Implementing HR technology within an organization enables managers to gather, collect, and deliver information, as well as communicate with employees more easily and efficiently. HR technology also provides managers with the necessary decision-making tools to allow them to make more effective HR-related decisions" (Interviewee No.6)

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5. Conclusion and recommendation

The HRM function is moving into the digital age through continuous development and progressive improvement. The study contains many results, specific problems, workflow models, and an accessible electronic human resource management system. Thus, before deciding to implement an electronic system, it is necessary to fully institutionalize the understandable functions of HRM.Thus, the main task should be the efficient and effective implementation and operation of the new complete system, as well as achieving maximum performance. The main driver of each new system is the creation of new features and new advantages.

This qualitative study can make an important contribution to decision-makers, HR managers, and knowledge seekers in gaining information and acquaintance of this avant-garde system to manage HR functions. The researchers believe that high management, clerical training, building a scientific evolution, allocating adequate resources, perfect Internet connection, intelligible and grounding, and flexible e-HRM can be a powerful tool for success.

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