

E-HUMAN RESOURCE MANAGEMENT THOUGHT AND WORDS – IN THE HUMAN, ORGANIZATION, COMMUNICATION AND TECHNOLOGY

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Abstract: Human resource factor is a mainly asset in the enterprise, because it has a unique characteristic and will not easy to imitated by the competitor. To make a well management of human resource process and its development in the enterprise is important. Together with the coming of information era, then the utilization of information technology to manage and develop the human resource is really necessary. Its means the human resources which managed traditionally would be change by manage it electronically. In the other word, the term of human resource management (HRM) changed by electronic human resource management (e-HRM). Certainly, to develop and manage e-HRM continuously is not easy without the consideration of such factors that exist within it as: human, organization, communication, and technology factors. Therefore, in this article explained such factor that will encourage these four factors in e-HRM practice, with the result is the e-HRM well management, and finally will increase the human resource development in the enterprise.

After the consideration of human, organization, communication and technology factor, then continue by analyzed ten of social theory and used it to encourage the e-HRM development perfectly, where the utilization of each social theory is adjusted with appropriate factor only. The social theories that used in this article are: 1) Attribution theory, 2) Act* theory, 3) Argumentation theory, 4) Contagion theory, 5) Cognitive dissonance theory, 6) Agenda setting theory, 7) Absorptive capacity theory, 8) Actor network theory, 9) Adaptive structuration theory, and 10) Administrative behavior theory. Furthermore, the last part of this article is an explanation of human, organization, communication, and technology factor, and how to make each factor will give an effective function in e-HRM practice by using the social theory style in order the development of e-HRM more effective, efficient, and increase continuously.

Key words: e-HRM, e-HRM development, social theories, personal extrinsic motivation, personal brand, human communication.

1. Introduction

When the sophistication of technology and the superiority of product specification are nevermore be dominated of a few enterprise as the former decade, then the human resource factor is the mainly asset of the enterprise which has a unique characteristic and will not easy to imitated by the competitor. Therefore, it is proper if the enterprises try to make an extra effort for the human resource development. The human resource development which has well planned and carry out continuously, then it will become the manifestation of the big attention toward the rise of human resource development effectiveness in the enterprise.

Firstly, the term of human resource was known as “human capital”. Human capital refers to the knowledge, skills, abilities and capacity to develop and innovate possessed by people in an organization (Swart, 2006). The Human Resource (HR) function was an early adopter of computing technology, it spent the last decade playing catch-up to other business functions in terms of integrating Information Technology (IT) into their processes (Hendrickson; 2003). During the nineties, organizations became experienced in using IT for Human Resource Management (HRM) (Maatman, 2006). The Human Resources Management have various activities and function, and key among them is deciding what staffing needs e-HRM have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring the e-HRM personnel and management practices conform to various regulations (McNamara, 2008).

Together with the growth of technology utilization in several aspect of human life, then the development of human resource management electronically (e-HRM) would seem necessary. It is not merely to increase and get effectiveness of HRM, but the enterprise also can get more advantages as the enterprise can get an opportunity to delegate the data entry to the employee, the network information enables the enterprise to get a consistent concept for their human resource development, and so forth.

Certainly, to develop the e-HRM will involve some factor such as the human, organization, communication and technology.

Therefore in this article, the author will try to discuss about these factors that supported by ten social theories which suitable with each factor such as Attribution theory, Adaptive Control of Thought (ACT*) Theory, Argumentation Theory, Contagion Theory, Cognitive Dissonance Theory, Agenda Setting Theory, Absorptive Capacity Theory, Actor Network Theory, Adaptive Structuration Theory, Administrative Behavior Theory.

a. e-Human Resource Management (e-HRM)

What is e-HRM?

Human resource management (HRM) is one department/division that exist in each the big enterprise, government, big institution which have the function to deals with payroll and benefit, collects data and produce report for myriad government report, oversees employee evaluations, tracks job application, handles training and education opportunities, and maintaining compliance with all relevant employment laws (Post and Anderson, 2000). The traditional HRM carry out their function by manually, and then a short time later this department utilizes the Information technology especially by using intranet. Together with the development of information technology and media internet, then the HR department tries to utilize it to manage the whole part in their department broadly. In this case the HRM term changed by electronic HRM (e-HRM).

The term e-HR was first used in the 1990's and refers to conducting Human Resource Management "transactions" using the intranet or an internet (Lengnick-Hall and Moritz, 2003). The term was inspired by the popular term of e-commerce, and wrongfully adopted the "e-" prefix, signifying "electronic", even if e-HR is very specific to the use of the Net, so that a more accurate term would be "online HRM". The terms that possibly carry similar meanings to the term e-HRM, in the literature, in addition to e-HR and e-HRM, terms are used such as virtual HR (M), HR intranet, web-based HR, computer-based human resource management systems (CHRIS), and HR portals (Ruel, 2004).

Why use e-HRM?

e-HRM is a web-based tool to automate and support HR processes (Biesalski, 2008). By using e-HRM the HRM department was provide all of employee and manager needs online, and give the right for them to manage their personal data, information, their needs, suggestion, knowledge, news, difficulties, to then used by e-HRM department to evaluate the whole of HRM development flow, whether it was effective or they have to rearrange and make some improvement of some feature that they was providing currently.

There are some values of the e-HRM implementation such as: reduced paperwork, streamlined work flow, improved productivity and increased flexibility, faster response time, more informed decisions, improved time management, and empowered personnel (John & Jones, 1998). In viewing of employee, human resource which is managing electronically (e-HRM) will given a lot of advantages for them such as: employee and manager can view appropriate human resources information whenever and wherever they need it, through standard browsers with access tailored to specific roles and control the whole of personal data and needs by themselves which was provided in the enterprise, and then they also can create internal job postings, check internal and external job applicant status all online. The feature of e-HR software like easy-to-use wizards will help employees select their enrollment options, save their selections, discuss options with their dependents, and return to the wizard at a later time to change their selections. Hence, by using the e-HRM the whole element is the enterprise could doing their task actively and effective, and also they can receive information immediately even they are not available in the enterprise at that time.

In view of leadership, it must be realized that manager is in charge of ensuring the smooth running of an organization, and so, by allowing the smaller tasks to be taken care of automatically, they can communicate, convey messages, discuss issues and come up with solutions with more time on their side (Genie, 2008). Likewise, the e-HRM department will easier to monitoring the information flow, the employee and manager need in the enterprise and could be providing such solving problem as soon as possible

when the enterprise meets some difficulties which related the human who exist in the enterprise.

The Needs for e-HRM development

A modern e-HRM allows employees to control their own personal information by updating records and making decisions, and allows managers to access information and data, conduct analyses, make decisions and communicate with others, without consulting the HR department, it is was known as line manager. In order the organization could be applied a modern e-HRM, then needed the development stages as shown in figure 1.



Figure 1 the e-HRM development stage

- **The analysis stage**

In this stage, an estimation of needs is carried out in order to develop the organization's future plan. The analysis stage helps in understanding employees' capabilities and their needs, as follows:

1. Drawing up a human resource development plan according to the needs of the enterprise where the information about the development plan will publish on the enterprise website.
2. Analyzing the number of the employees and capabilities required for different works. The e-HRM department will put and find the employee information from the human resource information system (HRIS), to then make a classification according to their capabilities and division.
3. Segmenting and explaining the electronic training (e-training) system: different abilities to match different works.
4. Examining the feasibility of the needs analysis.

- The design stage

This stage aims at an entire *e-training* system and planning it completely:

1. Planning a completed *e-training* system.
2. Arranging a weekly or daily schedule for *e-training* courses.

- The development stage

This stage prepares materials for teaching (*e-learning*) and implementing a teaching trial. This stage seeks to ensure the preparation of teaching materials and tools.

- The implementation stage

This entails implementing a teaching plan after completing it. A daily record should be filled out so as to help in future reviews.

- The evaluation stage

The teaching objectives serve to determine how the e-training system should be evaluated:

1. Make effective reports from evaluated results, and publish it by online.
2. Interview trainers and trainees by using the computer mediated communication (CMC) as the tools in order to adjust and improve the e-training system.
3. Provide a complete electronic report (*e-report*) after training to the director and then decide whether or not to continue the training system.

2. Analysis of Ten Social Theories

In order to make the strong and stabile e-HRM development in an enterprise, then the enterprise should be consider about the human factor: their needs, behavior, difficulties and so forth in the enterprise, the state of HRM in organization, communication style of the human and organization, and the technology utilization whether it valuable for each personal in an enterprise. To encourage and discuss these factors, it would be clear by involving such social theories that have a relation to it. In order to make a sense for each theory that involved in this article, bellow the author will analysis it.

Attribution Theory

This Theory talking about how people explain something, it is a method that can use for how people perceive the behavior of themselves and of the other people (Heider, 1958). Attribution Theory attempts to explain causes of behavior. It attempts to explain the causes of people's behavior and attributing or explaining reasons as to why people behave the way they do. This theory is very useful when the people trying to understand about human behavior.

The core assumption

Attribution Theory is a humanistic theory. There is not a direct relationship between our behavior and its causes. There can be a variety of behaviors that are perceived resulting from a variety of causes. Because Attribution Theory is Humanistic, Epistemological assumption says that there are multiple realities, or truths as opposed to only one truth. Humanistic Ontological assumption says that our human nature is of free will and not predetermined. Lastly, Axiological assumption says that as opposed to objectivity, values are important in studying the discipline of Communications.

Attribution theory is good theory based on its strong Heuristic Value, because it is very applicable to many different situations and can be perceived in many different ways. It also has Intuitive Credibility. The theory makes sense relative to our actual communicative practice. In other words, it has practicality. On the other hand, this theory is not as refined as other humanistic communication theories. There exists room for improvement.

Attribution- A three step process

There are three step of Attribution theory such as: Perception of action, Judgment of intention and attribution of disposition. The process of Attribution as shown in figure 2,

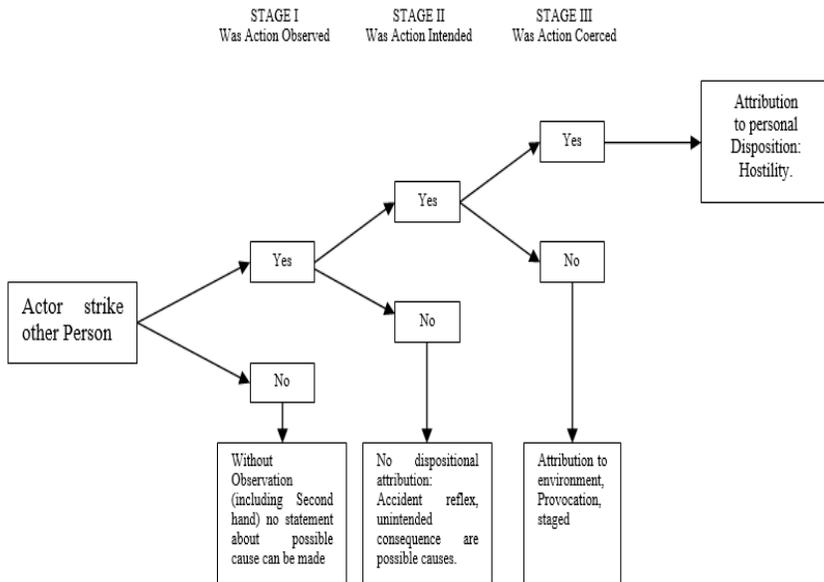


Figure 2 the Process of Attribution (From Shaver, *An introduction to Attribution Processes.*)

d. ACT* Theory

Adaptive Control of Thought (ACT*) Theory is a general theory of cognition developed by John Anderson and colleagues at Carnegie Mellon University that focuses on memory processes. According to this theory, all cognitive behavior is controlled by production rules, where the production rules specify the step of cognition.

There are three relevance learning processes in the ACT* theory. The first concern encoding knowledge directly from experience, the second is learning process is associated with converting declarative knowledge into a production rule form, and the last is learning process in ACT* involves strengthening the production rules and declarative facts, the strength of a declarative fact determines how active it is (Anderson, 1993).

According to ACT*, all knowledge begins as declarative information; procedural knowledge is learned by making inferences from already existing factual knowledge. ACT* supports three fundamental types of learning: generalization, in which productions become broader in their range of application, discrimination, in which productions become narrow in their range of application, and

strengthening, in which some productions are applied more often. New productions are formed by the conjunction or disjunction of existing productions.

ACT* model

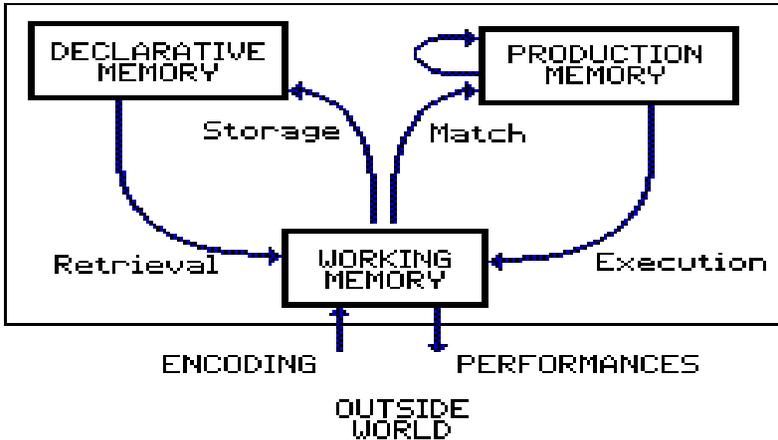


Figure 3 the ACT* Model (quoted from: <http://tip.psychology.org/anderson.html>)

ACT* distinguishes among three types of memory structures: declarative, procedural and working memory. Declarative memory takes the form of a semantic net linking propositions, images, and sequences by associations. Procedural memory (also long-term) represents information in the form of productions; each production has a set of conditions and actions based in declarative memory. The nodes of long-term memory all have some degree of activation and working memory is that part of long-term memory that is most highly activated.

e. Argumentation Theory

The theory of argumentation is descriptive of how people argue. The theory has roots in logic; however, Toulmin developed his theory in order to explain everyday argumentation (Toulmin 1958). In their description of an argument, Brockriede and Ehninger (1960) refer to Toulmin and describe an argument as “movement from accepted data, through a warrant, to a claim.”

The second set of components is not necessary, but may be present. These additional three components include backing, rebuttal, and qualifier. Backing refers to the evidence or support for assumptions in the warrant. Rebuttal recognizes the conditions under which the claim will not be true. Finally, qualifier is the probability or level of confidence of the claim.

An argumentation is a message aimed at convincing its addressee of the acceptability of a standpoint (or thesis) by presenting a series of reasons (arguments) that support it. In a broader sense argumentation refers to the communicative activity of debating the acceptability of a thesis by presenting arguments justifying or refuting it. Argumentation is a critical factor in a wide variety of everyday and specialized communication activities: from scientific and juridical discussions to persuasion in advertising and political communication, from negotiation in business settings to intercultural mediation, from public deliberation to collaborative problem-solving in various professional settings. Argumentation is now a thriving interdisciplinary field involving scholars from communication, rhetoric, linguistics, logic, philosophy, and computer science.

The argument theory model

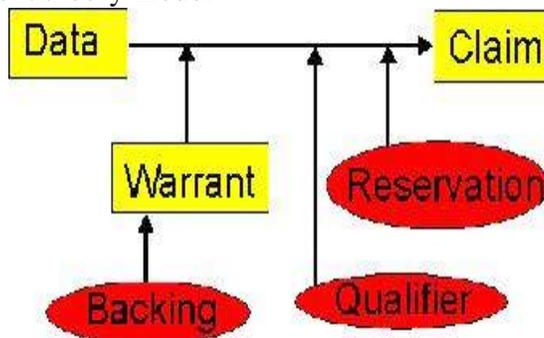


Figure 4 the Argument Theory Model (quoted from: <http://www.unl.edu/speech/comm109/Toulmin/layout.htm>)

The three main components in argumentation theory include data, warrant, and claim. Data refers to the facts or opinions of evidence. Claim refers to the conclusion. Warrant is the “leap” which advances data to a claim (Brockriede and Ehninger 1960).

f. Contagion Theory

Contagion theories seek to explain networks as conduits for “infectious” attitudes and behavior. Contact is provided by communication networks in contagion theories. These communication networks serve as a mechanism that exposes people, groups, and organizations to information, attitudinal messages and the behaviors of others (Burt, 1980, 1987; Contractor & Eisenberg, 1990).

According to contagion theory, emotion can spread rapidly through large crowds, as the massive social proof leads us into extreme states. This explains much of crowd behavior, where ‘normal’ people act in ways they may later deeply regret. Social contagion effects can also occur when people believe they have been infected by a disease. As more people show the (psychosomatic) symptoms, this is taken as proof that ‘I am bound to get it’. Contagion theory explain that why a group of people feel and act (1) unanimously, (2) intensely, and (3) differently from the manner.

g. Scope and application

Contagion theories are used to explain network members’ attitudes and behaviors. Networks increase in importance and therefore the influence of the relation between members and networks can be explained by these theories. Applications are very broad, since organizations, government and certain interest groups all depend on networks.

h. Cognitive Dissonance Theory

Cognitive dissonance is a theory of human motivation that asserts that it is psychologically uncomfortable to hold contradictory cognitions. The theory is that dissonance, being unpleasant, motivates a person to change his cognition, attitude, or behavior. This theory was first explored in detail by social psychologist Leon Festinger in 1957.

Two factors affect the strength of the dissonance: the number of dissonant beliefs, and the importance attached to each belief. There are three ways to eliminate dissonance: (1) reduce the importance of the dissonant beliefs, (2) add more consonant beliefs that outweigh the dissonant beliefs, or (3) change the dissonant

beliefs so that they are no longer inconsistent.

Dissonance occurs most often in situations where an individual must choose between two incompatible beliefs or actions. The greatest dissonance is created when the two alternatives are equally attractive. Furthermore, attitude change is more likely in the direction of less incentive since this result in lower dissonance. Dialogue is one method to produce cognitive dissonance and thus attitude change that has been used in both these and many other cases.

Scope and application

Dissonance theory applies to all situations involving attitude formation and change. It is especially relevant to decision-making and problem-solving.

i. Agenda Setting Theory

The Agenda-Setting Theory says the media (mainly the news media) aren't always successful at telling us what to think, but they are quite successful at telling us what to think about.

Individual Interpretation:

This theory is good at explaining why people with similar media exposure place importance on the same issues. Although different people may feel differently about the issue at hand, most people feel the same issues are important.

Critique:

The Agenda-Setting Theory comes from a scientific perspective, because it predicts that if people are exposed to the same media, they will place importance on the same issues. According to Chaffee & Berger's 1987 criteria for scientific theories, Agenda-Setting is a good theory.

- It has explanatory power because it explains why most people prioritize the same issues as important.
- It has predictive power because it predicts that if people are exposed to the same media, they will feel the same issues are important.

- It is parsimonious because it isn't complex, and it is easy to understand.
- It can be proven false. If people aren't exposed to the same media, they won't feel the same issues are important.
- It's meta-theoretical assumptions are balanced on the scientific side
- It is a springboard for further research
- It has organizing power because it helps organize existing knowledge of media effects.

Conceptual model

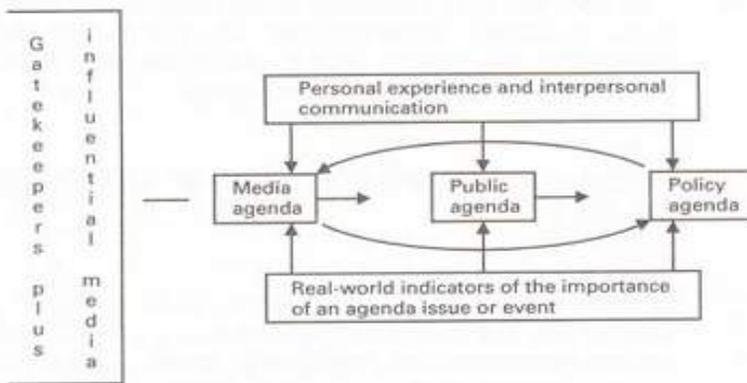


Figure 5 Agenda Setting Model, Source: McQuail & Windahl (1993) quoted from: http://www.tcw.utwente.nl/theorieenoverzicht/Theory%20clusters/Mass%20Media/AgendaSetting_Theory.doc/

j. Absorptive Capacity Theory

Absorptive capacity is a limit to the rate or quantity of scientific or technological information that a firm can absorb. Conceptually, it is similar to information processing theory, but at the firm level rather than the individual level. Absorptive capacity was introduced by Cohen and Levinthal in 1990. Zahra and George (2002) extended the theory by specifying four distinct dimensions to absorptive capacity: acquisition, assimilation, transformation and exploitation.

When absorption limits exist, they provide one explanation

for firms to develop internal R&D capacities. R&D departments can not only conduct development along lines they are already familiar with, but they have formal training and external professional connections that make it possible for them to evaluate and incorporate externally generated technical knowledge into the firm. Main dependent constructs of this theory is Quantity of knowledge absorption, quantity of knowledge transfer.

k. Actor Network Theory

Actor-Network Theory (ANT) is an interdisciplinary approach to the social sciences and technology studies, and closely relates to research in terms of complexity and locality, activity theory, the sociology of knowledge and systems theory. ANT was applied to Information Systems by Tatnall and Gilding in 1999, after its extensive use in geographical systems analysis continuing through its peak in the 1990's.

ANT began in the 1980's in Paris as an exploration of actor-networks, and is current through to *Society and Space* published in 2003. Key ideas for the discourses of Information, Complexity and Design: The ANT perspective attempts to explain and interpret social and technological evolution using neither technical-material nor social reductionism, but rather it incorporates a 'principle of generalized symmetry', that what is human and non-human should be integrated into the same conceptual framework. As a result, humans and non-humans are sometimes both referred to as "actants".

l. Adaptive Structuration Theory

Adaptive Structuration Theory (AST) is based on Anthony Giddens' structuration theory. This theory focuses on the structure that is created and recreated through the generative and adaptive rules and resources of the group members. Main dependent constructs of this theory is decision outcomes (efficiency, quality, consensus, commitment), New social structures (rules, resources), and main independent constructs is structure of advanced information technology (structural features, spirit), other sources of structure (task, organizational environment), group's internal system.

m. Metatheoretical Assumptions:

Ontological Assumptions: This theory is very deterministic in that groups follow a structure or guidelines, yet they are willing to adapt through many different structures. Rules are always being created for the group.

Epistemological Assumptions: This theory is based on one truth that groups are constantly changing rules and guidelines. The theory focuses on the fact that groups will always be able to adjust to these changes.

Axiological Assumptions: This theory is value-laden, taking into account the fact that groups often times need to make changes to better themselves or due to certain circumstances. If the group considers the values of their members, they will adapt well to these changes.

Conceptual model

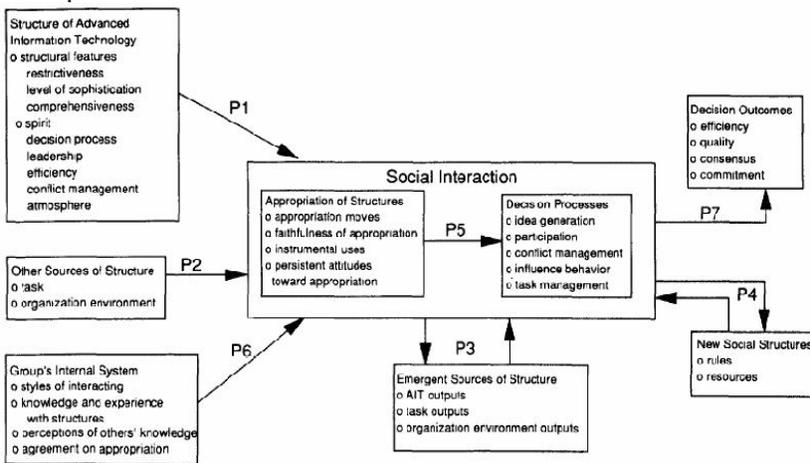


Figure 6 AST Model, Source: DeSanctis, Geradine & Poole, Scott, M. (1994). Capturing the complexity in Advanced Technology Use: Adaptive structuration theory. Organization Science, 5(2), 121. quoted from: <http://www.isttheory.yorku.ca/ast.htm>.

n. Administrative Behavior Theory

The theory of administrative behavior is a generic term used to describe the process by which people within organizations

work. The theory is credited to Herbert Simon, and in particular to Simon's findings about how organization function that run counter to other, classical approached.

Participants in high positions make decisions with a higher value component, and people in lower positions make decisions with a higher factual component. The top makes "what" decisions, the bottom "how" decisions. Choice of ends can only be validated by fiat or consensus, choice of means empirically.

Two key concepts, both attributed to Simon, are related to the theory of administrative behavior. The first is the concept of bounded rationality. Bounded rationality notes the cognitive limitations of decision makers. The second concept related to the theory of administrative behavior is satisfying. Satisfying is a behavior which attempts to achieve at least some minimum level of a particular variable, but which does not strive to achieve its maximum possible value.

3. The Human, Organization, Communication, and Technology Factor in e-HRM

a. The Human Factor

Human factor is valuable to the enterprise as long as it's stable over time. To develop the e-HRM, then the consideration of human factor is indeed important. The human factor is a strategical function in the development of e-HRM, its mean that how the personal positioned themselves to reach the organization goals in HR development. The human factor is also as the operational function, its mean that how to carry out the operational transaction effectively and efficient in order to create a well condition in the enterprise and also to achieve the high satisfaction of employee. There are two human factors that the personal needs in the enterprise in order the development of e-HRM will increase perfectly such as: the extrinsic motivations of the personal and to construct of personal brand.

The extrinsic motivation of the personal in the enterprise

One of the personal habits is to emerge the motivation for themselves, even for people who exist around them. Motivation is, in effect, a means to reduce and manipulate this gap. It is inducing

others in a specific way towards goals specifically stated by the motivator. Naturally, these goals as also the motivation system must conform to the corporate policy of the organization. The motivational system must be tailored to the situation and to the organization (Accel, 2008). There are two kind of motivation such as intrinsic and extrinsic motivation. Intrinsic motivation is the motivations which emerge from the personal, and the extrinsic motivation is the motivations which emerge from the factor personal outside or from the environment.

The function of extrinsic motivation of the personal is to increase their willingness and awareness in the e-HRM development process. There are such basic strategies that the management must be carrying out to increase the personal extrinsic motivation as:

- Positive reinforcement / high expectations

If the enterprise wants to emphasis the human resource management electronically, then the consideration of positive reinforcement is an important extrinsic motivation that the enterprise must carry out. Positive reinforcement is was become as a cornerstone of an emerging “Positive psychology” in the workplace (Crowell, 2005). Therefore, by providing the good electronic environment for the human resource management, then the employee will get the good experience trough some program and strategies that the e-HRM department was create, in the result is a positive psychology of employee will emerge by itself. In additionally, when the employee got well experience of their workplace environment, then it will give a positive influence toward their motivation and loyalty for their task in the enterprise. The result of this process is the e-HRM management can see from the achievement of the employee in a period.

- Effective discipline and punishment

Progressive discipline helps correct employee behavior and bring it within acceptable standards, ensuring a productive and satisfied workforce (Bernardi & Lauren, 2003). The e-HRM department must consider and put the information in the website for some rule and its consequences if the employees infringe the rules. It means, when the employee getting online, then they

have to follow the enterprise rule to avoid some situation which irrelevances of the enterprise goals.

- (Managing) Treating people fairly

The e-HRM department should be treating the employee fairly but not equally. By considering their personal task in the enterprise and what kind information and learning material they need to develop their performance in the enterprise. Each employee will get the same right to get and put the information to their own space in the enterprise website, to make an discussion across organization electronically, to get the reward for best result of their task, and to venturesome when they make a mistake without consideration of their background and level in the enterprise.

- Satisfying employees needs

One of e-HRM department is to make a periodic reports are created for job vacancies and analyses of employee performance and morale (Post & Anderson, 2000). A periodic report is made base on their performance in online community such as their personal performance in their own space, from online discussion, online decision making, online training, and so forth. Next, the e-HRM should try to satisfying the employee needs to support their task electronically and in real life of their work according to electronic periodic report. The employee also enables to explain or note some suggestion for the enterprise development, with the result is the e-HRM indeed known the employee needs. Thereby, the employee will feel comfortable and carry out their task consciously.

- Setting work related goals

To increase the extrinsic motivation of an employee, then the enterprise should be setting the related enterprise goals, but achieve it the enterprise must be provide various ways, not merely by considering what the enterprise want from employee, but also the enterprise can provide some ways grounded by employee attitude and intention. It is valuable for everyone to connect daily life activities with work-related goals (Priddy, 2008). To avoid inexpediency between work and the enterprise goals, then the e-HRM information in the enterprise website about task for each

employee should be absolutely clear. Next, the e-HRM will review each stage that was doing in the enterprise. If there is some lack of the strategy that was implemented in the enterprise then the e-HRM have the duty of the information delivering regarding to appropriate task.

- Restructuring jobs

Providing information that refer restructuring the jobs of employee is an important task of e-HRM, then the e-HRM also have to make ongoing e-training for the employee about how to carry out their task structuralize, and to avoid the drabness when they doing their job.

- Base rewards on job performance

In this case the electronic human resource partnership (e-HRP) will play the role to developing job evaluation and analyze the employee achievement for then give them the reward according to their performance. The goals of rewards of employee performance are: to Improve response rate to members' requests, increase employee accuracy, increase employee morale and engagement, improve employee attendance, decrease unplanned employee turnover, enhance options for peer-to-peer recognition and cross-enterprise collaboration, and the last is to achieve an employee approval response of 80% (Kenney, 2006).

To construct the personal brand of employee

As a human being, certainly the employees are having the personal value to form the personal brand for themselves. How the employees constructing the personal brand of themselves? Corkindale (2008) reveals their thinking which involved with the other scholars that currently was developing broadly such as: Rethink the way an employee view his/her career, Reassess the loyalties, Be authentic, learn from the big brands, make themselves visible, be consistent, balance substance with style, build and manage your marketing network, learn to influence, seek feedback, reassess.

- Rethink the way an employee view his/her career

An employee should put his/herself as an asset for the enterprise, and try to forget his/her job title. An employee is not merely suspended on the ways that e-HRM effort in addressing ways to improve the employment practice covered title his/herself of the enterprise. But they also have to proactive to utilize various ways that e-HRM provide for them. In the other word is an employee should carry out their own space in the enterprise website to write and update their own personal identity, display the e-learning result/e-training result, their comment for each program which was giving by enterprise, and trying to write and convey their idea synchronously or asynchronously to the e-HRM department or the other organization members which refer to enterprise needs or theirs needs to improve their task result.

- Reassess the loyalties.

Each employee should reassess their loyalty toward the enterprise, by put the loyalty to themselves, group, and enterprise afterward. An employee could be reassessing from each effort that they give to develop their own capability by following each instruction in e-HRM for then flow their knowledge to the other member in the organization.

- Be authentic

The employees have to honest about their quality and their attribute. If they can understand about themselves, then the employee could be put themselves by honestly in e-HRM development process.

- Differentiation

The employees have to try to indentifying that what factor that make their look different with the other enterprise employee, and also what they have to do and will make them as a winner in the competition?

- Construct an own profile

The employees have to construct their profile internally and externally afterwards. The way is with by using the networking,

involve in high-profile project, shown their skill by presentation or workshop, and they also must try to publish their writing paper internally or externally, have a willingness toward their work, and involving into the discussion and conference.

- Consistent

The employees are should be make sure that the message that they present is consistent. Every concerning that they done or not then it will give a contribution toward they own personal brand including their speaking style in the phone, writing email, even they attitude when they follow the meeting in the enterprise.

- Constructing the networks

The employees' friend, colleague, client and customer are the important equipment for their brand. What are they spoke about the employee is will establish the value of employees' brand.

- Learn about the influence

The employees have to utilize their directionary, role and network that they have for get an influence.

- Seek Feedback

To measure that how high the value of employee brand, then will be important that employee require the feedback from such element that exist around them. With the feedback that has a positive value, and then the employee will able to develop their personal better than before.

- Personal motivation

The employees have to check such thing that could become a motivation continuously. What are their personal definitions which refer to success? And then they must try to write their personal statement about why they want to work in the enterprise and check it regularly.

To encourage the extrinsic motivation and constructing the personal brand of employee and manager in the enterprise is will more effective by using the social theory style. When manager

would like to explain and give some motivation to the employee, or inter colleagues by using the attribution theory style to predict their behavior through their online action (Weiner, 1974, 1980, 1984), (Heider, 1858), then it would be increase the employee awareness of such obligation and willing to follow electronic learning continuously wherever and whenever they are. In controlling the electronic learning process is will be more interesting by using the ACT* theory (Anderson 1983, 1988, Anderson *et. al.*, 1997), as Scalies, *et. al.* (2006, 2007) presented the ACT* theory used as procedural knowledge (how to do things) in electronic learning assessment, (Hinesley, 2007) reveal that the delivery of e-learning continuously will emerge all of the human scientific knowledge, likewise the critical continuously ensure that the best quality which appropriate for each personal in e-learning would be achieve.

Furthermore, when the personal want to discuss something trough internet with manager or colleagues, then the utilization of argumentation theory to present some argument is will be necessary. Certainly, of the many personal in the enterprise not all of them will achieve the same information and have the similar intention toward the work environment. Therefore the e-HRM department should be able to predict the behavior by using the contagion theory (Burt, 1980, 1987; Contractor & Eisenberg, 1990) of each personal and try to solve the problem according to their needs. When the personal feel uncomfortable with their work environment, and then by using Cognitive Dissonance Theory (Festinger, 1956) to reduce their dissonance feeling would be valuable. And then try to rearrangement the thinking or the ways to improve the personal capability and increase their intention toward their task, colleagues, organization and enterprise.

Finally, the goal of e-HRM department by considering the human factor will be achieved in the enterprise. The process of this achievement will show in figure (7) below:

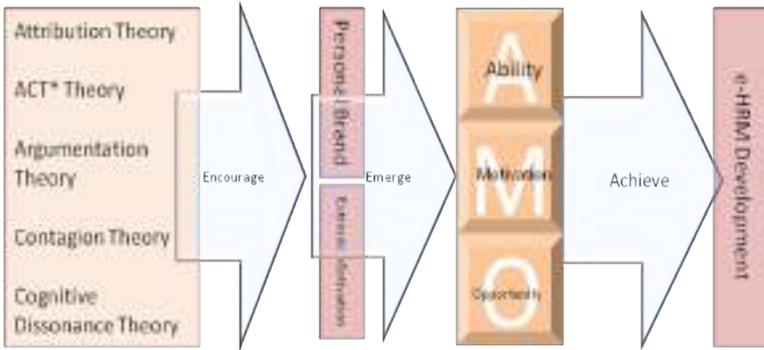


Figure 7 the achievement process of e-HRM development

b. The Organization Role in the e-HRM

When the human factor was controlled perfectly by each personal which supporting by extrinsic factor, then the next steps in e-HRM development process is the consideration of organization factor. The organization has an important role to emphasis that the e-HRM will develop continuously or not. Therefore, by explain some elements that exist within organization would be necessary. According to its function in e-HRM process, there are two division of organization:

The e-HRM department.

The e-HRM department has an important role to emphasis that the e-HRM will develop continuously or not. According to McNamara (2008), e-HR Department has a function as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner (McNamara, 2008). In this case, the e-HRM Department role are: 1) to decide the focus of e-HRM strategies, to make the e-HRM process flexibility, efficiency, effectiveness, and client oriented, 2) to choose what kind of information technology that the suitable with the employees and managers, 3) to monitoring the e-HRM development process, 4) to provide some solution if there is such problem which occur in the e-HRM, 5) to evaluate the e-HRM development process and the using of technology afterwards. In the other word, the

e-HRM department should carry out their leadership, managerial, and operational role to achieve the right behavior of manager and employee in e-HRM practices (Schuler, 1992)

In order to avoid some negative influence and ineffectiveness of in e-HRM department function, then this department have to consider the best approach for the e-HRM development. Lepak and Snell (1998) make the distinction for e-HRM approach, namely: 1) operational HRM which concern to the basic HR activities such as: Salary and personal data administration. 2) Relational HRM which concern to advance HRM activities such as: HR tools that support to recruitment and selection new employee, training, performance management and appraisal, and reward. 3) Transformational HRM which concern to strategic character such as: Re-orientation, competence management, and knowledge management.

The whole of employee and manager in the enterprise.

The well management of e-HR is not sufficient in examine that the e-HRM development process will achieve in enterprise without the supporting by the whole department within the enterprise. Therefore, the whole departments have to utilize their important role includes their own duty and obligation in e-HRM.

To compose the good relationship among employee and member in the enterprise, then the utilization of social theory style to sustain the organization activity smooth and balance, and avoiding the discrepancy of each employee or manager within organization in the enterprise. Each employee and manager should be understand each other to avoid the confrontation within organization by using Attribution theory (Heider, 1958), then by utilize the three relevance learning process in ACT* theory will avoid the ineffective of time use, information for learning process among member in organization, and its will encourage the organization strength in learning process and sharing knowledge (Anderson, 1993).

When the organization members will reveal an argument for their opinion or action, then the using of argumentation theory would make an argumentation effective (Brockriede and Ehninger, 1960). The communication of members that carry out electronically should be following the mechanism as mentioned in contagion

theory (Burt, 1980, 1987; Contractor & Eisenberg, 1990).

Furthermore, when the e-HRM department meets some problem in e-HRM development process, then the e-HRM should be able predict the human unpleasant in using the e-HRM development facility and try to reduce the dissonance as reveals in Cognitive dissonance theory (Festinger, 1953). In the outcome of decision making process within organization will effective by using the Adaptive Structuration Theory (Giddens, 1984). Last, the more important for e-HRM department is to administrative the employee and managers behavior according to Administrative Behavior Theory (Herbert, 1957).

c. An Effective Communication in e-HRM

Communication is the delivery process of information, idea, emotion, competence, and so forth through the utilization of symbols such as words, picture, numbers and so on (Hovland, et. al, 1953). Electronic communication (e-communication) is the communication that carries out through electronic media such as *World Wide Web*, *e-mail*, *e-bulletin*, *blog*, *e-conference*, and so on. By optimalization of e-communication then the *hand written* and *face-to-face* communication could be reduced. Likewise, by doing communication electronically, then the delivery system of information is broader than traditional communication. Its mean the communication could be carry out by *personal-to-personal*, *personal-to-group*, *personal-to-system*, and conversely.

The communication in e-HRM is grounded by *Information and Communication Technology (ICT)*. Its mean the whole element that exists within the e-HRM is carry out by virtually. ICT has been central to the emergence of new industries such as call center that have global reach and where work can be closely monitored and controlled (Taylor and Bain, 1999).

In order to get a good e-communication climate among personal, groups and organization in the enterprise, then the e-HRM department should be implement and socialize some strategy and method such as: the implementation of Contagion theory as a mechanism that exposes people, groups, and organizations to information, attitudinal messages and the behaviors of others (Burt, 1980, 1987; Contractor & Eisenberg, 1990). Next, the utilization

of Cognitive Dissonance Theory in decision making process and solving problem as Bohner & Schwarz (1993) found that dissonance can increase creativity in extemporaneous speaking, depending on the mood of the speaker, and use Administrative Behavior Theory to classify the members in decision making process (Herbert, 1957). Finally, the Adaptive Structuration Theory used to predict a decision outcome (Giddens, 1984).

The other thing is the e-HRM department also has to think about the media utilization that will produce a good impact for human development in the enterprise. Therefore, by using the Agenda Setting Theory to determine the communication media for employee and manager, then the e-HRM would be recognize the problem and opportunities in communication process among group and organization (Kosicki, 1993).

d. The Utilization of Appropriate Information Technology in e-HRM

The utilization of information technology in each division of e-HRM is must be suitable for those divisions and also for the employee. The division such as: *e-payroll*, *e-recruiting*, *e-benefit/HR*, *e-training*, and *e-learning*. The e-HRM department also has to consider the information technology which appropriate for each division to get the significant impact in e-HRM development. The accessibility of information technology for each division is really important. If these divisions not accessibility, it could be emerge some problem such as: the work enthusiasm of employee will be decrease, prevent people to applying or finding open position, and create a new barrier to the advancement of individuals who want to access online training to improve their skill and ability, and so on. Therefore, the e-HRM department must be able to carry out and maintenance the information system in each division.

The influence of the information technology utilization in each division would be used to telling the employee and manager in e-HRM process as revealed in Agenda-Setting Theory (Chaffee & Berger, 1987). The Absorptive Capacity Theory used to develop resources and development e-HRM capacities (Zahra & George, 2002). Furthermore, Actor-Network Theory (ANT) could be use by manager and e-HRM to explain and interpret social and

technological evolution in the e-HRM development process (Tatnall & Gilding, 1999).

Finally, after the consideration of human, organization, communication, and technology factor, and encourage each factor with the social theory then the enterprise would be achieve a well management of e-HR and an effectiveness of e-HRM practice continuously, as shown in figure 8:

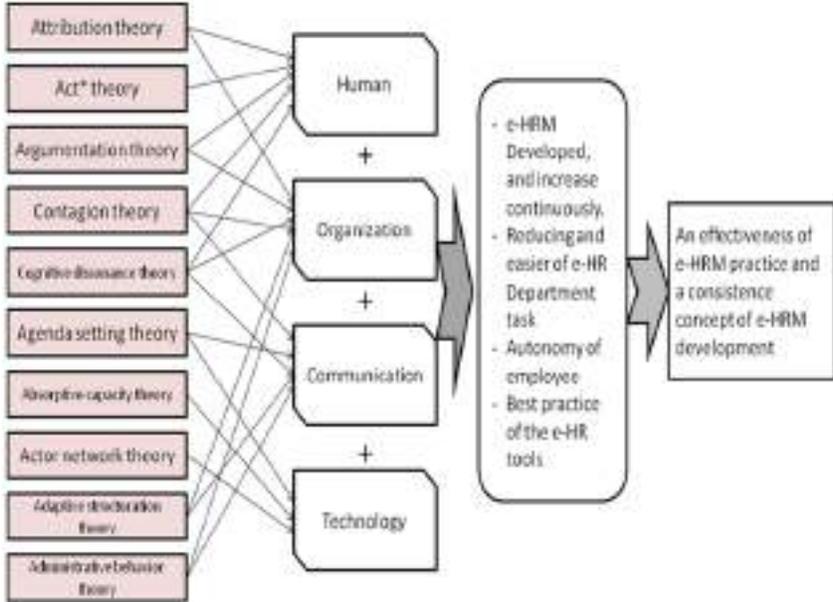


Figure 8 an effectiveness and well management of e-HRM

4. Discussion & Conclusion

In this article, the author have tried to highlight, discussed and give some opinion how to achieve an effectiveness and well management (efficient, flexible, strategic) of e-HRM and its practice for manager, employee and e-HRM department in the enterprise. Then utilized the social theory to encourage each factor which within enterprise such as: human, organization, communication and technology. Now is the time for the enterprise to change the human resource which managing traditionally to human resource which managing it electronically.

Certainly, in this article only explained a little information about e-HRM and how to develop it by considering such factor

which exist within the enterprise. Therefore, it seems necessary if there is further discussion, explanation, research about the e-HRM by considering the other factor, like enterprise environment factor, an explanation for e-HRM practice for the employee deeply and detail, and so forth.

Finally, this article wouldn't useful for the enterprise without the implement it from right now. Hence, if the enterprise try to considering changing their method in managing of human resource electronically it would be interesting with the result is the rise of human resource development effectiveness in the enterprise.

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