EXPLANATION OF ELECTRONIC SYNERGISTIC APPLICATIONS OF HUMAN RESOURCE MANAGEMENT ACCORDING TO THE E-HRM SYSTEM

FAHIMEH BABAEI NIVLOUEI

Research Scholar, Department of Management Studies, Islamic Azad University, Urmia Branch, Urmia, Iran

ABSTRACT

Nowadays, applying the electronic management in human resource management in order to improve and create synergy in its applications and also organizational operation plays a very significant role. Information and communication technologies has a great impact on human resource management and has made due changes in new directions. Experts believe that the E-HRM has the potential to reduce organizational costs, increase the efficiency, prompt the response time, enhance the process of decision making and develop customer servicing; with all these in view, it makes the HRM to be more strategic, flexible and cost-effective. This paper investigates the integration of EM and HRM and establishing E-HRM output and tries to explain the effectiveness of HR applications by means of E-HRM system as the basic component of electronic synergistic system, by proposing a model based on the electronic synergy. Moreover, it will present the objectives and applications of E-HRM.

KEYWORDS: EM, HRM, E-HRM, Synergistic System

INTRODUCTION

According to (Mahapatro, 2010) ,the term human resource management was used 10 -15 years ago; it was known before as "Personnel Management", which emerged as a field defined before the year 1920 in the United States. Human resource management in any organization has a great importance because it manages the most important and most expensive assets of the organization (Rawash & Saydam, 2012). All these definitions indicate that HRM is an elusive concept with various meanings; deciding on an accepted definition will lead to confusion. That is why Storey (2001) argues that HRM is elastic and it covers a range of applications that varies in books, societies and organizations. Moreover, in defining HRM, these three components should guide how the concept can be operationalized (Fajana & et al, 2011). Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business (Zafar, 2010). Human is a weighted combination of different organs and powers.

Although hands, feet, ears, heart and each of his organs and limbs are independent and distinct, all of them are at his service in a balanced way. In fact, the completeness of human body depends on the coordination and cooperation of its components. Lack of coordination and cooperation of each of them is considered as deficiency and does not put the body at the service of its high objectives. Therefore human in order to train and reinforce his body should take into account all his organs, activate them and guide all of them in a unified direction which means synergy. So synergy is one of the new and important issues in management science and particularly in management theories like the notion of systems. According to Price (2000), in most of the academic literature, the human element is lost in human resource management, but we cannot treat and talk about human as an equipment (Fajana & et al, 2011).

Nowadays organizations can transfer their orders and messages through all the organization by means of utilizing computer and information technology in the form of electronic management better than traditional management structures. Electronic human resource management benefiting from communication skills and effective communication in an organization can significantly assist the reinforcement of its employees, improvement and the synergy of human resource management's applications. So such a trend in addition to the preservation of human's high position, it preserves his organizational value (Kariznoee & et al 2012). Despite the importance of electronic synergy in management system, the bulk of presented information and research in comparison with the other branches of management and organization is very small.

This concept shapes on of the most important elements of criteria concerning the establishment of different strategies and is used specifically to motivate collective growth and ramifications. Therefore, nowadays growing knowledge-based economics, interdependence of organizational networks, and more dependence to experienced and committed staff intensifies the need for identifying a form of human resource management which is in accordance with the needs and requirements of management and staff. So in the era which is based on the economics and information technology, in order to be accountable towards challenges facing human resource in 21st century, the need for an electronic synergetic system called E-HRM is very necessary.

STUDY AREA

Integrating electronic management and human resource management is a new area of research. Such integration shapes a new synergistic system called electronic human resource management.

E-HRM is a web based tool to automate and support HR processes. The implementation of E-HRM is an opportunity to delegate the data entry to the employee. E-HRM facilitates the usages of HR marketplace and offers more self-service to the employees. E-HRM is advance business solution which provides a complete on-line support in the management of all processes, activities, data and information required to manage human resources in a modern company. E-HRM is a good way of implementing HR strategies, policies, and practices in organizations through a continuous and directed support by full use of web-technology-based channels and networks. E-HRM is a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels. It covers all aspects of human resource management like personnel administration, education and training, career development, corporate organization, job descriptions, hiring process, employee's personal pages, and annual interviews with employees. Therefore E-HRM is way of doing HRM in cost effective manner (Swaroop, 2012).
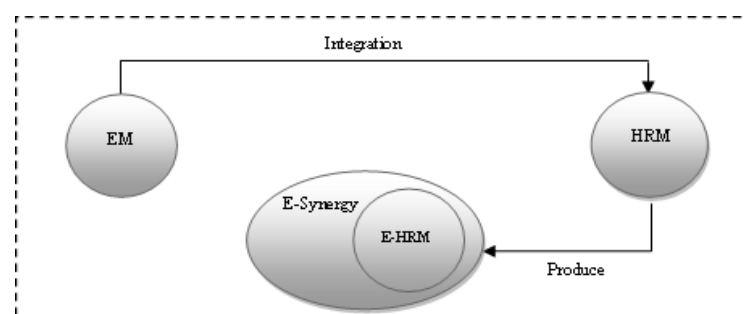
Quoted; (Rawash & Saydam, 2012)

Figure 1: Study Area; the Process of EM and HRM Integration

Despite the great development of modern technologies, information revolution and accessibility to internet and other web networks, the necessity of using this technology for all companies and organizations is a must. Utilizing the technology as the driving force in economic, social and political changes in global level to ensure the quality of performance and production, developing working methods and effective way of obtaining the considered objectives is of extreme importance (Kariznoee & et al, 2012). A quarter of the companies claim that E-HRM has a priority, and more than half claim at least a moderate priority. It means only attracting applicants, not using the support of the back office processes, or the selection itself (Zafar, 2010). Therefore nowadays E-HRM is being studied by most of the researchers in this field increasingly. Rawash and Seydam believe that the integration of electronic management in any of human resource management performances in utilizing information technology with its different functions in organization including human resources and its functions plays a very significant role. Login and use information technology in various functions in the organization will have its own Including in the area of human resources and a lot of functions that can be performed in order to better manage tasks Human Resources plays., As determined by using technology Information on each of the practices, identify areas for selection, recruitment, training and deployment of Human Resources will develop and ultimately improving human resources will follow. Some of the results of Information technology in human resource management functions are as follows:

- Precision in function

- Speed in function

- Transparency in the system.

- Integrated system design

- Extensive and timely information using the Internet and Intranet networks

- Accurate and rapid assessment

- The timely feedback

- Repeatable tasks performed by system hardware

- Monitoring and evaluation of the subtle

- Justice

- Higher order (Kariznoee & et al, 2012).

The Technological Shift and Human Resource Management

Nothing is constant but change holds true in this ever transforming business world, technological advancements are one of the powerful driving forces. It has redesigned the way we live, communicate, work and also the way business is conducted. The technology and digitized business communications have enhanced and reformed various organizational activities. The impact of this IT revolution can be seen in every profession and in all functions of management as well. Like all vocations, Human Resource Management (HRM) has been progressively affected by the ongoing emergence of new technologies. For instance, the introduction of the "Human Resource Information System" (HRIS) two decades ago has brought about a paradigm shift and resulted in greater efficiency and automation for people management.

Technological advancement is one of the powerful driving forces. The exploitation of HR Technology and its various work force applications were only intense in larger business associations, ever more; the effective use of technology is now considered a key factor in the successful management of human capital in organizations of all sizes.

The constant development of technology synchronized with more savvy use of the internet is facilitating smaller organizations, to have access to applications, such as automated payroll, time and attendance systems, application tracking/recruitment software, networks and intranets, that ease communication benefits and assists employees self-service and workforce data and analytics (Kaur,2013). If we consider human as a system, the fact is that the integration and unification of this system will be fulfilled when all powers and components regarding the association of limbs operate in a coordinated and cooperated manner. This fact not only is true about human, but also applies to the society and all of its constituting units and institutions. Industrial organizations and business institutions have the same nature as human. The necessity of establishing organizations concerning the development of human resource and their due changes, has created such institutions in human society that while possessing a unified nature are composed of several units and components. Production, engineering, education and sell, marketing, finance, personnel, purchase, research, development and planning in any organization regarding its establishment objectives, staff, kind of work process and many other factors, has some of such units.

These organizational units are considered as human organs and organizational and communication culture can be considered as human power. What is called team work today and is considered to be the base of organizational development, not only demands the cooperation and coordination of all members in a unit, but also in a more comprehensive range it covers the coordination, agreement and alignment of different organizational units and their integrated movement towards a certain objective. If any of organizational units drop behind the main and effective processes' cycle, this would be considered as removing one the organs or power sources from human body which in turn results in an uneven distribution of activities, putting the pressure on other units and the emergence of imbalance in organizational system. This situation ultimately will result in members' disappointment and team failure. An organization reaches the synergy when uses its own and environmental resources, particularly unique resources like information technology in the form of electronic synergy in an optimized way.

Therefore one of the newest emerging information systems which has been remarked, because of the significant influence of the information technology, is the electronic human resource management system that is presented as the most basic part of the electronic synergistic system (Hoseini & et al, 2011). The impact of E-HRM technology on the HR system would always be dependent on the way the technology is used. It is dependent on what and how the technology ropes in the HR function but also on how the technology is created or constructed. This in turn affected by the organizations vision and its objectives it is trying to accomplish with the use of technology (Kaur, 2013).

**Electronic Synergistic Human Resource Management System**

Electronic synergistic human resource management system helps to improve the strategic human resource orientation, management, efficiency and customer service significantly. Also as a cost reduction program it reduces the strategic dimensions of repetitive actions and administrative load. Through this synergistic system, employees attending in online discussions experience most of the human resource skills by means of the electronic human resource management and receive up to date news from their organizations dynamically. In other words they are self-initiators of their own career mgt. direction and focused on job's efficiency. Since the electronic human resource management system in addition to

accessibility to documents and archive records, has parametric capability and customer servicing ability, produces efficiency by dynamic workflow in business processes.

Therefore this system is a user-friendly interface. Also this system is considered as an integral support for the management of human resources and all basic and support processes within an organization. And with prompted insight into reporting and analysis takes a decisive step in reducing redundant bureaucracy (Swaroop 2012). E- Synergy is more different and developed than other information systems. While the other systems which are in accordance with the kind, situation and nature of the organization are used and installed according to the organizational task (like; accounting system, human resource management and enterprise resource planning, customer relation management and supply chain management) E- Synergy is a leading administrative and web-based system which in fact is developed from organizational resource planning system; which comprises all other systems as its subsystems and distributes information among all individuals.

This system enables the organization to manage all its processes and operations like customer relation management, customer service, electronic workflow, knowledge and marketing documents management and sell plans, recruitment, resource planning, web portals and management's online reporting. In fact electronic synergistic system is a solution towards web-based business management which provides the organization with those individuals, processes and knowledge that seems to be the most important issues for the organization. The advantages of such an ideology and attitude are;

- Quicker return on investment cost reduction

- Better access to the information

- Improving the process of decision making

- Personal interaction with customers and raw materials

- Stronger trade ties

- Right and proper orientation towards business process
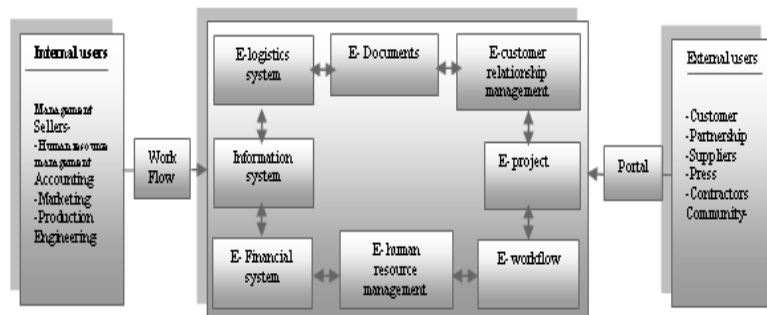
Source: (Hoseini &et al, 2011)
Figure 2: E-Synergy of Model

One of the other important advantages of the electronic synergy is that in both internal and external applications there is the opportunity to inter the web site timely and have access to the needed information whenever during the day to make appropriate decisions.

As you can see in figure 2 different parts of this system are interrelated and system user can enter the other parts whenever he wishes and use existing information. Of course due to the security controls on this system those who are permitted can access the information. So an organization which uses the system can manage whole value chain by means of a web-based database. The electronic synergistic system includes the following components;

Moreover we will explain the nature, content and applications of electronic human resource management which is the most important part in the electronic synergistic system.

ELECTRONIC HUMAN RESOURCE MANAGEMENT SYSTEM

The term E-HRM concerning the use of internet to fulfill the applications of human resource was under the attention in 1990s. With the advancement of web technologies during the past few years, we have witnessed the origination of Electronic Human Resource Management (e- HRM) which, as indicated by experts, is a much more potent enabler in transforming the role of Human Resource (HR) from a mere advising staff function to a more strategic line function becoming an administrative expert, an employee champion a business partner and a change agent. But of course, the accessibility and availability of an enabler doesn't assure successful transformation (Kaur, 2013). Tabarsa in a conference entitled "evaluating the requirements, advantages and challenges in utilizing electronic human resource management in organizations" proposed that:" the process of recruiting and employing, education and enhancement, care and maintenance, in order to fulfill the organization's objectives using information technology in a way that the process of collecting, recording, producing, transferring, distributing and saving human resource information is created in a cooperative form .

"E-HRM costs money, but ignoring E-HRM costs a fortune. Modern technology can be helpful in creating a strategic HRM-policy, reducing costs, higher productivity, increasing quality of your labor force and more responsibility of managers and employees in the execution of HRM-tasks. Your organization cannot miss this surplus value."

E-HRM is the planning, implementation and application of information technology for networking and supporting at least two individuals or collective actors in their shared performance of HR activities "Technological optimistic voices want us to believe that, from a technical perspective, the IT possibilities for HRM are endless: in principal all HR processes can be supported by IT. E-HRM Is the relatively new term for this IT supported HRM, especially through the use of web Technology" (Ruel & .; 2004).

As defined by Kettley P and Reilly P (2003), a Computerized Human Resource Information System (CHRIS) consists of "a fully integrated, organization-wide network of HR related data, information, services, databases, tools and transactions." Such a system can be described as e-HR, meaning the application of conventional, web and voice technologies to improve the HR administration, transactions and process performance. As stated by Ernst Biesalski "Electronic-Human Resource Management (E-HRM) is a web based tool to automate and support HR processes. The implementation of E-HRM is an opportunity to delegate the data entry to the employees. E-HRM facilitates the usage of HR market places (e-recruitment) and offers more self-service to the employees. E-HRM is a collection of many different technologies. Mary Gowan has defined Electronic Human Resource Management System as a web-based solution that takes advantage of the latest web application technology to deliver an online real-time human resource management solution. It is comprehensive but easy to use, feature-rich yet flexible enough to be tailored to your specific needs.

As said by MS Kauffman "An automation system is a precisely planned change in a physical or administrative task utilizing a new process, method, or machines that increases productivity, quality and profit while providing

methodological control and analysis. The value of system automation is in its ability to improve efficiency; reduce wasted resources associated with rejects or errors; increases consistency, quality and customer satisfaction; and maximize profit." (Kaur, 2013). E-HRM is a good way of implementing HR strategies, policies, and practices in organizations through a continuous and directed support by full use of web-technology-based channels and networks. The word 'implementing' in this context has a broad meaning, such as creating something to work, putting something into practice, or achieving something. E-HRM, therefore, is a concept - a way of 'doing' HRM.

The E-HRM business solution is designed for human resources professionals and executive managers who need support to manage the work force, monitor changes gather the information needed in decision-making and controlling them and to co-ordinate the employees in organization. At the same time it enables all employees to participate in the process and keep track of relevant information. Much is expected of E-HRM in terms of improving the quality of HRM, increasing its contribution to company performance and freeing staff from administrative loads. The empowerment of managers and employees to perform certain chosen HR functions relieves the HR department from all these tasks, allowing the most HR staff to focus less on the operational and more on the strategic elements of HR in organization, and allowing the organizations to lower the HR department staffing levels. It is anticipated that, as E-HRM develops and becomes more important in business culture, these changes will become more prominent, but they have yet to be manifested to a significant degree (Swaroop, 2012).

PREVIOUS RESEARCH

The term E-management is a term in modern management, which emerged as a result of the tremendous revolution in information and communication networks. It has caused a significant shift in the performance of organizations to improve productivity, speed of performance, and quality of services. There are a lot of researchers who have defined the concept of e-management. For example, it has been defined by (Nawafleh, Obiedat, & Harfoushi, 2012) as a set of processes interacting between government and citizens, government and business, government and staff, providing services directly via the Internet in order to develop services and increase the efficiency and effectiveness. Moreover (Djurickovic & Kovacevic, 2011) see the E-management as the way that the most innovative information is used by the government and as a way of using information technology and Internet applications in order to comfort and secure access to the information provided by the company, and provide participation in the processes of the institution as well. Another definition (Vrhovsek & Spalevic, 2011) says that it was easy to conclude that the E-management is the use of information technology and communications to improve governance and management processes. (Salmi, 2008), adds the objectives of E-management such as managing files instead of saving them and reviewing the content instead of reading. He also talks about other objectives such as E-mail instead of incoming and outgoing, Operational procedures instead of the minutes of the meetings, Achievements instead of follow-up, discovery of problems instead of follow-up, and the successful processing of the meetings.

Furthermore (S. Ranganath, K. Raju, & T. Rao, 2011) emphasized the developments in E-government is to facilitate the task of information technology to make all the business inexpensive and comprehensive as well. Human resources management in any organization has a great importance because it manages the most important and most expensive assets of the organization. The human resource management as explained by (Hafiza Hafsa Nayyab, 2011) is linked to all the managerial functions involved in planning for recruiting, selecting, developing, utilizing, rewarding, and maximizing the Potential of the human resources in an organization. In addition, (Ho, Wilson, & Chen, 2010) see that the

unique human resource management systems and strategies focus on the interaction between cognition and administrative organization. Furthermore, (Günsel, 2006) divided human resources' practices that affect the performance of the company into five groups. These groups are Selective Recruitment, Use of Teams and Decentralization, Training, Performance, and Information Exchange. Furthermore, (Ismail, Omar, & Bidmeshgipour, 2010) divided human resource management practices into two sections. These sections are administrative and instrumental sections. The instrumental practices can lead the organization to achieve the vision and mission which includes knowledge management and leadership while administrative tools are used to achieve implementation and include recruitment, selection, training and performance. Recently, E-HRM has been studied increasingly by many scientists. Most of the studies conducted in the United States and Europe. There are a few studies less than other developed countries which are different in environment economic and technology. Because of the great difference in the market and mechanism of management in developing countries, several of previous studies have conducted on the E-HRM by researchers in various developed countries. To add confusion to the debate, academics and professionals in human resources literature use a wide range of terms to describe the use of technology in the management of human resources. For instance, the terms E-HR, E-HRM, HR intranet, HR portals and self-service are in common usage.

E-HRM is a way to implement human resources strategies, policies and practices in organizations through the use of Internet channels and take full advantages of them as (Sanaei & Mirzaei, 2008) said. Also (Hoseini & 2010) in a study "Analyzing the role of E-HRM in the effectiveness of HRM" conducted among the administrative experts and managers of the Department of Commerce, introduced E-Synergy more developed and different from other ITs and suggested that E-Synergy is a leading web-based administrative system which is the developed form of human resource planning system and enables organization to manage all its operations and processes like workflow and E-customer relationship management.

In another study in order to present a model to develop E-HRM in Iran's public organizations (which its population consisted of the experts and directors of the ministry of cooperatives, labor, welfare and social security) using the modeling method analyzed the structural equations and variables' interrelationship were analyzed. In turn resulting outcomes indicated that in order to develop E-HRM in public organizations first we need to identify the environmental and organizational factors, then according to them the IT leadership and HR communications and finally E-HRM should be shaped (Mosakhani & 2010).

Different Areas of Electronic Human Resource Management

Lepak and Snell (1998) make division of E-HRM as followings;

- **Operational E-HRM:** The first area, operational E-HRM, concerns the basic HR activities in the administrative area.

- **Relational E-HRM:** The second area, relational E-HRM, concerns more advanced HRM activities. The emphasis here is not on administering, but on HR tools that support basic business processes such as recruiting and the selection of new personnel, training, performance management and rewards.

- **Transformational E-HRM:** Transformational E-HRM, the third area, concerns HRM activities with a strategic character. Here we are talking about activities regarding organizational change processes, strategic reorientation, strategic competence management, and strategic knowledge management (Parry and Tyson, 2011).
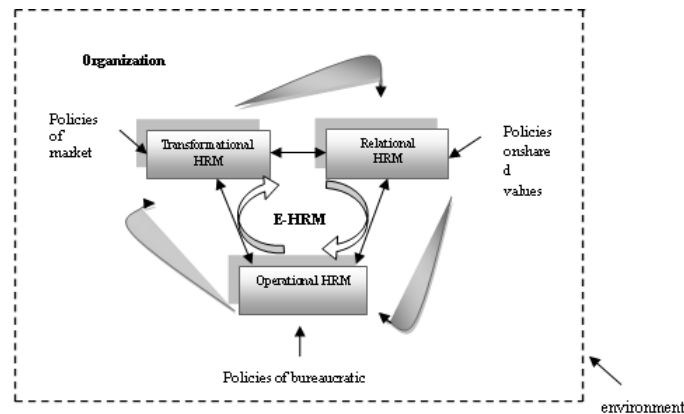
Source: Hoseini & (2010)
Figure 3: Different Areas of Electronic Human Resource Management

As you can see in figure 3 organization's and human resources' policies affect all kinds of E-HRM. In other words such policies determine organizations' administrative domains. Direction of arrows related to human resources' policies and bilateral relationship between E-HRM domains indicate that organizations can benefit from the utilization of a specified E-HRM domain according to their special policies in any location and time and according to environmental conditions, to fulfill organizational objectives (Hoseini & 2010).

Objectives of Electronic Human Resource Management System

As mentioned above, E-HRM is a way of thinking about and implementing HRM strategies, policies, and practices. Organizations attempt to achieve certain objectives by following a specific E-HRM direction. Beer. (1984) identified four objectives of E-HRM as follows:

- **High Commitment:** By high commitment workforce is motivated and understanding, and that they are willing to interact with the management about changes in the organizational environment and the impact that this can have on the internal organization. For HR itself, this means that it should be able to play the role of change agent.

- **High Competence:** High competence points towards the capacities of employees to learn new tasks and roles if the circumstances require it.

- **Cost Effectiveness:** Cost effectiveness refers to the competitiveness of pay levels and employee turnover rate, and to the acceptability of costs resulting from employee resistance such as strikes.

- **Higher Congruence:** Finally, higher congruence refers to the internal organization, the reward system, and the 'input, throughput, and output' of personnel, which need to be structured in the interests of all stakeholders (M. Davoudi & Fartash, 2012).

The Applications of Electronic Human Resource Management

K. Reddy Swaroop (2012) expresses the applications of the electronic human resource management by putting emphasis on the synergy of human resource management activities and the way of reducing organizational costs by means of the activities of this system as follow;

- **E-Employee Profile:** The E-Employee Profile web application provides a central point of access to the employee contact information and provides a comprehensive employee database solution, simplifying HR management and

team building by providing an employee skills, organization chart and even pictures. E-Employee profile maintenance lies with the individual employee, the manager and the database manager. E-Employee profile comprise of the following: Certification, Honor/Award, Membership, Education, Past Work Experience, Assignment Skills, Competency, Employee Assignment Rules, Employee Availability, Employee Exception Hours, Employee Utilization, Employee tools, Job information, Sensitive job Information, Service Details, Calendar, Calendar Administration, Employee Locator easy and to make decisions with less cost and speedy time.

- **E-Recruitment:** Organizations first started using computers as a recruiting tool by advertising jobs on a bulletin board service from which prospective applicants would be contacted by the employers. Some companies began to take e-applications. Today the internet has become a primary means for employers to search for candidates and for applicants who look for a job. As many web based job portals are there were the employers will post their vacancy position in the job search web portals to stimulate the applicants to apply for that particular job. and this websites help in review resumes of various types.

- **E-Selection:** Most employers will recruit their employees from the online job search engines (website like Naukari, Monster) etc and new selection process are keeping tests online by testing their level of knowledge, behavior, attitude all those the employer will recruit it properly by conducting all the test online by using strong IT which helps to reduce the cost.

- **E-Learning:** E-Learning refers to any programmed of learning, training or education where electronic devices, applications and processes are used for knowledge creation, management and transfer. E-Learning is a term covering a wide set of applications and processes, such as web-based learning, computer-based learning, virtual class room, and digital collaboration. It includes the delivery of content via Internet, intranet/extranet (LAN/WAN), audio-and videotape, satellite broadcast, interactive TV, CD – Rom, and more. Training program provides.

- **E-Training:** Most companies start to think of online learning primarily as a more efficient way to distribute training inside the organization, making it available "any time"," anywhere" reducing direct costs (instructors, printed materials, training facilities), and indirect costs (travel time, lodging and travel expenses, workforce downtimes.

- **E-Performance Management System:** A web-based appraisal system can be defined as the system which uses the web (intranet and internet) to effectively evaluate the skills, knowledge and the performance of the employees which reduces the money.

- **E-Compensation:** All companies whether small or large must engage in compensation planning. Compensation planning is the process of ensuring that managers allocate salary increases equitably across the organization while staying within budget guidelines. As organizations have started expanding their boundaries, usage of intranet and internet has become vital. The usage of intranet and internet for compensation planning is called E-Compensation Management which reduces the money.

- **Anywhere, Anytime Access:** As a web-based HR service system, HRIS offers you the flexibility of accessing the program 24/7, from anywhere with internet connection and IT.

- **Eliminate Majority of HR Paperwork:** With the growing awareness for environmental sustainability, many companies are looking for ways to "go green." Implementing a HRIS will help reduce almost all of the paperwork associated with HR tasks we can save money and time.

- **E-Leave:** It helps to reduce the cost by defining the work force in advance and to review the past data records of the employee leave etc. (Swaroop, 2012).

CONCLUSIONS

The electronic human resource management is an innovation considering human resource management. In fact with the pervasive use of technology and its functional uses, human resource should be in line with these developments. Integrating electronic management with human resource management has a significant role in quickening the activities and reducing organizational costs, enhancing related tasks of human resource, improving services towards employees and their job satisfaction, but such a relationship needs field researches. Information technology and electronic human resource management play a key function in professional development, institutionalization of change and innovation, increasing commitment, increasing competence and capacity, cost effectiveness, increasing agreement and solidarity and are conducive to human development. Factors like the lack of change in employees' insight, the lack of security to guarantee input data can make organization's senior managers to lose their confidence concerning the capabilities of the electronic human resource management in creating values.

However conscious and without duplication use, understanding the duty of human resource and being aware of the challenges in utilizing technology in an organization can eliminate such barriers. Also creating a synergistic system in organizations helps the uniform and coordinated distribution of activities' burden on the other units and prevents from facing failure in activities and staff fed up. Generally, synergy prevents from crisis in organization. Crisis created in organizations often is up to a specific section (without coordination and systemic view). Reprimand and punishment for a special section not only is useful but also leads to achieve a worse operation of the section. Nowadays managers can prevent from crisis by establishing cooperation and benefiting from advantages of electronic synergy.

Therefore regarding the necessity of synergistic system we should always remember that increasing total efficiency, preventing from dispersion of sections and increasing the capabilities of organization all depends on the electronic synergistic human resource management. So, according to the different advantages and low deficiencies we can suggest the use of E-HRM in order to reach a useful and practical presentation and increasing due performances by means of E-HRM technology despite all encountering barriers.

REFERENCES

1. Biesalski, E. (2005) "Knowledge Management and E-human resource management", forschungzmtru in fermatik (FZI) & damlerchrysler AG Plant Wörth, Karlsruhe Germany.

2. Fajana, S. & Owoyemi, O. & Elegbede, T. & Sheriff, M. G.(2011) "Human Resource Management Practices in Nigeria", Journal of Management and Strategy Vol. 2, No. 2.pp:57-62.

3. Hoseini, abolhasan & hadizadehmoghaddam & hoshmand, javadi. (2011). "The role of human resource management of E-HRM effectiveness". Fifth National Conference on Human Resources, Tabriz. pp: 1-39.

4. Soltani, M. & Mirzanejad, R. (2012) "Electronic human resource management and required infrastructures in its implimentation", Seventh Conference on Human Resources Development, Tehran. Pp: 1-20.

    http://athir.blogfa.com/post-689.aspx

5. Ibrahim, H. & Yusoff, Y. M. (2013) "Satisfaction Towards E-HRM in government organizations of Malaysia: A proposed model based on field theory", International Conference on Social Science Research, ICSSR 2013 (e-ISBN 978-967- 11768-1-8). 4-5 June, Penang. Malaysia. pp: 1467-1480.

6. Kariznoee, A. & Afshani , M. & Moghadam, M. R. H.(2012) "The Examine of effect of E-HRM on employee's job performance", Advanced Research in Economic and Management Sciences (AREMS) Vol.6. pp:275-282.

7. Kaur, P. (2013) "E-HRM: A Boon or Bane?", ANVESHANAM a National Journal of Management, vol.1, NO.1, pp:35-36.

8. Lepak, D. P., & Snell, S. A. (1998) "Virtual HR: Strategic human resource management in the 21st century", Human Resource Management Review, 8, pp: 215-234.

9. Mosakhani, mohammad & Manian, Amir & Hoseingholipour, Tahmores & Mirbaha, Omid. (2011). "Model for the Development of Human Resources Managementin Electronic Government", Journal of Public Administration Research. vol. 14. NO. 4. pp: 41-62.

10. Panel reviews the requirements, benefits and challenges of implementing E-HRM. (2010). Journal of Human Resources. Vol.7. PP: 7-11.

11. Parry, E. & Tyson, S. (2011) "Desired goals and actual outcomes of E-HRM", Human Resource Management Journal, Volume 21, Number 3, pp: 335-354.

12. Parry, E. (2011) "An examination of E-HRM as a means to increase the value of he HR function", The International Journal of Human Resource Management, Volume 22, pp: 1146-1162.

13. Rawash, H. N. & Saydam S. (2012) "The Impact of Electronic Human Resource Management on Organization's Market Share: An Empirical Study on the Housing Bank for Trade and Finance in Jordan", International Journal of Business and Social Science Vol. 3 No. 24. Pp: 113-120.

14. Swaroop, K. R. (2012) "E-HRM and how IT well Reduce the cost in organization", Journal of Marketing & Management Review. Vol.1 (4). pp: 133-139.

15. Zafar, J. (2012) "An Analysis of E-Human Resource Management Practices: A Case Study of State Bank of Pakistan", European Journal of Social Sciences – Volume 15, Number 1.

16. Sparrow, P. R. (2006) "Globalization of HR at Function Level: Exploring the Issues Through International Recruitment, Selection and Assessment Processes", Cornell University ILR School, Visiting Fellow Working Papers, International Programs. pp: 1-12.

17. Mousavi Davoudi, S.M & Fartash, K (2012) "Electronic Human Resource Management: New Avenues Which Leads to Organizational Success", Spectrum: A Journal of Multidisciplinary Research Vol.1, pp: 75-87.

18. Sanayei, A., & Mirzaei, A. (2008). DESIGNING A MODEL FOR EVALUATING THE EFFECTIVENESS OF E-HRM (CASE STUDY: IRANIAN ORGANIZATIONS). International Journal of Information Science and Technology, 79-98.

19. Ismail, W. K., Omar, R., & Bidmeshgipour, M. (2010). The Relation of Strategic Human Resource Practices with Firm Performance: Considering the Mediating Role of Resource Based View. Journal of Asia Pacific Studies, 395-420.

20. Günsel, O. E. (2006). Relationships between human resource management practices, business strategy fit and firm performance. Gebze Institute of Technology, Turkey, 97-107.

21. Ho, M., Wilson, M., & Chen, S. (2010). HRM in New Zealand biotechnology SMEs: emergence of employment systems through entrepreneurship. nternational Journal of Human Resource Management, 313-336.

22. Hafiza Hafsa Nayyab, M. H. (2011). The impact of HRM practices on the Organizational performance the study of banking sector in Okara, Punjab (Pakistan). Interdisciplinary journal of contemporary research in business, vol. 3.

23. Santosh Ranganath, N., Kama raju, T., & Trinadha Rao, P. (2011). E-governance and ICTS: challenging initiatives in india. Asia Pacific Journal of Research in Business Management, 231-239.

24. Vrhovšek, E. M., & Spalević, Ž. (2011). The perspectives of development of electronic government in Serbia and EU experience. Megatrend Review, 115-140.

25. Djurickovic, T., & Kovacevic, D. (2011).Enhancing e-government in Montenegro using knowledge management for creating knowledgesocity. International Journal of Management Cases, 320-330.

26. Nawafleh, S. A., Obiedat, R. F., & Harfoushi, O. K. (2012). E-government between developed and developing countries. International Journal of Advanced Corporate Learning, 8-13.