

HOW AND WHY TO ADOPT GREEN HUMAN RESOURCE MANAGEMENT INTO BUSINESS ORGANIZATIONS: CHALLENGES IN THE DIGITAL ERA.

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Abstract:

Green Human resource management (G-HRM) using information and communication technologies (ICTs) is becoming an increasingly important phenomenon commonly referred to as e-HRM particularly in the digital age.

The purpose of this paper is to help in providing a better understanding of the implementation of green human resources management in firms in the digital age. The main aim is to investigate how the most competitive firms like " Tec-E" are implementing their G-HRM strategy. this article discusses: how do the green concept and their culture impact the implementation of the E-HRM strategy in the digital age? The study is primarily based upon the secondary data. For this extant literature related to the topic from different databases, websites and other available sources were collected. To answer the research questions, a literature review was conducted. The articles were selected from evidence-based scientific databases such as Emerald, Sage Premier, Science Direct, Springer Open, and Google Scholar. we searched relevant literature using specific keywords, e.g., "Electronic Human Resources Management," "Information Technology," "Green Human Resources Management,". Twenty-two scholarly articles were selected by using exclusion and inclusion criteria and screening the relevant articles.

Keywords: Electronic Human Resources Management; Information Technology; Green Human Resources Management.

1. Introduction:

The management of human resources electronically is the managerial activity linked to recognizing project requirements from employed resources, providing them with numbers and competencies that are commensurate with the requirements of the mission, and working to use these resources successfully in achieving the objectives of productive efficiency (Durra & Al-Sabbagh, 2008). The application of technology in the management of human capital or human

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resources is known as e-HRM, which means the introduction of web-based methods in HR-related processes and functions (Hopkins & Markham, 2006).

Electronic Management of Human Resources (e-HRM) entails processes of collaboration and content exchanged between HRM and Information Technology (IT) (T. V. Bondarouk & Ruël, 2009). The efforts to describe e-HRMs have differed over recent decades and have varying connotations to reflect technical and HRM innovations. Researchers studying the effects of IT on HRM have described e-HRM as the (planning, execution and) application of IT for both networking and the assistance of at least two collective and individual actors in their shared production of HR activities' (Strohmeier, 2007), And more recently, 'the use of computers and telecommunications infrastructure to capture, archive, retrieve and disseminate [HR] data for commercial purposes'(Stone et al., 2015). Researchers examining IT-enabled improvements in the HRM function have preferred to describe e-HRM as 'support staff of the HR function in organizations through internet technology'(Voermans & van Veldhoven, 2007), 'A way to enforce HRM strategies, policies and activities in organizations through aware and direct assistance and/or complete use of web-based platforms'(Ruel et al., 2004). In seeking a balance.

The globally growing concern for environment compels businesses to move towards sustainable operations and formulate green policies. The international standards for environment protection and preservation call for businesses to devise environment-friendly strategies. With everyone, from customers to employees to investors becoming more and more environment-conscious, 'Green Human Resource Management (referred as green HRM or GHRM)' is emerging as a significant area in management (Mehta & Chugan, 2015).

The incorporation of environmental objectives and strategies into the overall strategic development goals of a company helps in arriving at an effective environment management system (Haden et al., 2009). Fayyazia et al. (2015) said that there is a requirement for the amalgamation of environmental management in Human Resource Management (HRM) because it is essentially or very important rather than just desirable.

1.1. Statement of problem:

The implementation of technology in green human resource management offers an incentive for HR professionals in becoming involved strategic partners in the enterprise. With an e-HRM structure in place that assists in the execution of key HR tasks, the HR Department is able to direct its efforts on strategic measures. In today's business environment, e-HRM is considered essential to companies around the world. And from this perspective, the research problem can be formulated as follows:

How does the green concept impact the implementation of the E-HRM strategy in the digital age?

1.2 Research questions:

This article focusses to answer the following questions:

- What is the perspective of the green meaning toward E-HRM implementation?
- what is the concept and the main types of electronic human resource management?
- What is the strategic role of information technology in HRM functions?
- what is the reality of E- HRM in Tec-E firm?

1.3 Research objectives:

This paper focus to:

- delineate the role of information technology in achieving the effectiveness of green HRM functions.
- explore the reality of electronic HRM in the environment of business organization.
- View the experience of firm and concluding the advantages of using information technology in the function of human resources management and exploiting it in the Algerian business area.

1.4 Justification of the Study:

Green HRM is an emerging philosophy that focuses on the integration of green management concepts into HR strategies. With the increase of the awareness on environmental management and sustainable development, Green Human Resource Management (Green HRM) gained its unique position in research. This study aims at analyzing the concepts, importance, practices and implications of Green Human Resource Management (Green HRM). This study is supposed to contribute to the field of Green HRM literature. First, the study will help the HR professionals in adopting and implementing Green HR strategies. Second, it will help the unions and employees to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being. Third, it will help the academics by revealing additional data to add an HRM element to the knowledge base on Green Management in general. Fourth, the study is supposed to open the doors of future research.

1.5 Previous studies:

The study of (Al Shobaki et al., 2017) has shown the impact of electronic human resources management on the development of electronic educational services in the Palestinian universities in Gaza Strip. The study population consisted of (35) IT staff centers in the Palestinian universities in Gaza Strip. The researchers used the questionnaire as a tool of the study and used the descriptive and analytical approach to achieve the objectives of the study. (SPSS) program was used to analyze the data. Results of the study 40 showed that the university system in the provision of electronic

educational services affect the process of transition to electronic management of human resources in terms of the use of information technology in some of the functions of human resources management. There are electronic educational services in universities under study, where there is a general trend for electronic educational services, and there is clarity of the concept of e-learning. The study results showed limited educational and training materials published electronically about the staff. The results of the study confirmed that the university system has statistically significant effects on the provision of electronic educational services in electronic human resources management. The study found several recommendations, the most ones are: the need to take advantage of e-educational services in the activities and functions of human resource management such as training and distance learning. The capabilities are available, but they are not taken advantage in this area for the employee. There is a need for optimum utilization of the tools and means of ICT available in the universities such as internet and computers in completing the work and simplify its procedures, and to consider these tools as investment to the university and not as the possession of the equipment, the goal is to not put a computer and internet line in each employee office, but the goal is to take advantage of the computer, network, and ICT tools in all areas to the maximum extent possible.

Study of (Abu Rahma, 2005), entitled "Human Resources Information Systems and their Impact on the Effectiveness of Personnel Management in the Ministries of the Palestinian National Authority in the Gaza Strip," which aimed at identifying the human resources information systems used in the personnel departments of the ministries of the Palestinian National Authority in the Gaza Strip, and to assess the areas of their use and analysis with a view to identifying the difficulties faced by those systems and limiting their efficiency and effectiveness. The study found that the departments of personnel in the ministries use the manual systems by 73% followed by the computer by 36% as a system supporting the manual systems. The study found that the use of human resources information systems is concentrated in the areas of personnel affairs, which relate to staff time by 75%. Therefore, the limited areas of use of human resources information systems adversely affect the effectiveness of personnel management in the ministries. The study recommended the need for all personnel departments to take advantage of modern file-keeping techniques and the need for coordination and cooperation between them and the staff office to guide the use of human resources information systems towards wider areas such as planning and development, in order to ensure the good use of the human element, such as selecting competent individuals to fill jobs and motivate and reward them for their efforts. The study also recommended that the senior management should provide the necessary financial support to provide personnel departments with the equipment and equipment required for the establishment and operation of human resources information systems using computer.

(Buckley et al., 2004) explained in his research that, the major successful value creation strategies were; continuous improvement in the quality of product and process, obvious understanding of competitive changing, real time awareness of customer needs and taking advantage of new technologies in existing markets, specifically information technology. Further a company may find

opportunity in technology or regulatory changes to forge new markets and reconfigure and improve upon company and industry value chains. The organizations were also responsible for mutually beneficial relationships with customers, employees, and suppliers. Electronic HRM system is an automated employment recruiting and screening system for hiring potential employees in an organization. This automated recruiting and screening system was helpful and applicable to Electronic Human Resource Management as value creation in the Banking Sector of Pakistan when it would be adopted in this sector. The author shows the results of this automated recruiting and screening system in following diagrams, the given table shows the detail of the difference between traditional HRM and e-HRM.

Omer Faruk Ünal & Mehmet Mete (2012) elaborated the importance of Information Technology as it serves as a significant instrument for acknowledging of HR activities and extensively utilization of IT in the HR activities influences HR administration in numerous aspects. Traditional HR activities: Use of IT inside the HR capacities increments viability and proficiency of HR. New HR practice: Self administration HR, e-learning and e-recruitment was new appearance conceivable with IT apparatus. These new practices noticing viability, productivity and cost make more worth than accepted HR formed accomplish for the assortment. New sorts of living up to expectations: Widely utilization of IT in the business makes new sorts of works, for example teleporting and online venture contracts.

2. Literature review:

2.1 Human Resource Management Practices:

Marciano (1995) Describes the role of HRM in the awareness, maintenance, growth, usage and inclusion of individuals in the workplace. That is a particular category of management and is responsible for handling a specific category of organizational services. Alternatively, 'HRM refers to the part of the organization's operations relating to the recruiting, growth and management of its staff.'(Wall & Wood, 2005) .

According to Mahé (1998), HRM is the sum of all practices aimed at developing and growing human potential that is capable of creating, enriching and responding to change. Dolan et al., (2002) , identify HRM activities as talent and energy management in order to lead to the achievement of the goal, vision, policy and priorities of the organization.

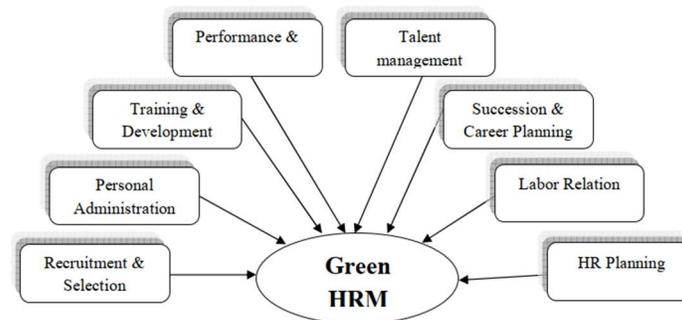
2.2 Meaning of 'Green'

The Oxford Paperback Dictionary (1979) defines 'green' as the colour between blue and yellow; the colour of growing grass; covered with grass or with growing leaves; unripe, not seasoned; immature, inexperienced, easily deceived; pale and sickly-looking. Thus, the term 'green' has different meanings. However, mostly it means something relevant to nature or natural environment. Green means environmental. "Green" or "greening" has at least four meanings in the context of managing people at work / human resource management (Deshwal, 2015).

2.3 Green HRM

Green Human Resources Management (Green HRM) is the use of HRM policies to support the sustainable use of resources within organizations (Deshwal, 2015). The term “Green HRM” is most regularly used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule. In fact it refers to the policies, practices and systems that make employees of the organization green for the benefit of individual, society, natural environment, and the business (Opatha & Arulrajah, 2014). The purpose of green HRM is to create, enhance and retain greening within each employee of the organization so that he or she gives a maximum individual contribution on each of the four roles, i.e., preservationist, conservationist, non-polluter, and maker. Thus, Green HRM is seen as a strategy of the green movements of organizations to ensure environment safety (Shaikh, 2012).

Fig.1. Process of Green HRM



Source: (Deshwal, 2015)

Green HRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital (Mathapati, 2013, p. 2).

2.4 The technological shift:

Technological development is one of the most important guiding forces. The exploitation of HR Technologies and its numerous uses for labor have become particularly intensive in broader market associations; the productive use of technology is now considered a critical element in the effective management of human resources in organizations of all sizes. Constant advancement of technologies, synchronized with smarter use of the Internet enables smaller companies to navigate applications such as electronic accounting, time and attendance processes, application tracking/recruitment tools, networks and intranets, facilitates networking benefits and supports workers with self-service and employee data and analytics. The effect of E-HRM technologies on the HR system will still rely on the way the technology is used. It depends on when and how the

technology ropes work in the HR, but also on how the technology is developed or designed. This in essence, influenced the mission of the organizations and their goals, which they are seeking to attain through the application of technologies. The goals of the E-HRM and the practical application of the E-HRM technologies therefore have an effect on the HR system (Kaur, 2013).

Fig.2. number of E-HRM articles

Search query	Number of articles	
	Web of science	Scopus
e-HRM	8	30
e-HRM	6	10
e-HR	39	71
Electronic HRM	16	39
Electronic Human Resource Management	62	402
Online HRM	6	15
Online Human Resource Management	26	158
Web HRM	9	20
Web Human Resource Management	99	387
Web-based HRM	5	12
Web-based Human Resource Management	61	132
HRIS	136	39
Human Resource Information Systems	689	1847
HRIT	3	1
Human Resource Information Technology	397	1193
Virtual HRM	8	9
Virtual Human Resource Management	55	84
Digital HRM	5	4
Digital Human Resource Management	31	112
Computer-based Human Resource Information Systems	28	395
Total:	1689	4960
	Grand total: 6649	

source: (T. Bondarouk et al., 2017).

As e-HRM analysis is informed by a number of disciplines, we have searched extensively for applicable journal publications in the fields of HRM, Organizational Behaviour, Psychology, Management Information Technology and Computer Science. The primary source of knowledge was the search of a website on the Science and Scopus ISI Site. To find the papers, an initial list of search terms has been checked by experienced e-HRM academics. Broad debates eventually lead to a shortened list of 20 search words such as 'e-HRM,' 'electronic HRM,' 'digital HRM,' 'virtual HRM,' 'web (based) HRM,' 'online HRM,' 'HRIS,' 'HRIT' and 'Computer-based human resource management.' This process resulted in 4960 hits on Scopus and 1689 hits on the Science Web (T. Bondarouk et al., 2017).

2.5 The Concept of (e-HRM):

The (e-HRM) concept has meanings and names with the same definition, some of which are referred to in global literary studies as e-HR or interactive HRM, others call it HR intranet, web-based HR, and other scholars call it another concept computer-based HRM and stands for CHRIS, while others call it HR portals (Ruel et al., 2004). This distinction leads us to present a series of meanings that dealt with this concept, so that we can provide a simple description of it and then separate it from the HRMIS concept. These definitions (Parry et al., 2007) are the use of technology with human resources management functions. (Parry et al., 2007) Contact via technologies targeted by networks between the company and its employees on the management of human resources. As well as the definition of (Schramm, 2006) The application of human resource management techniques, processes and practices in the enterprise by direct and knowledgeable

assistance focused on online technology. Foster (2008) Defines it as the use of any technology that allows managers and staff to have direct access to human resources management and other organizational facilities for networking, performance evaluation, team management, knowledge management, learning and other management purposes.(Strohmeier, 2007) defines it as an IT planning and implementation process to support at least two individuals or a group of individuals to participate in the delivery of human resources activities (Torres-Coronas, 2008).

The key distinction between (e-HRM) and HRMIS is that the information systems for human resources are geared towards the same service for the practices of human resources, and HRMIS customers are mostly human resources professionals in order to build programs for the organization (Ruel et al., 2004).

2.6 Types of e-HRM:

E-HRM is not a specific stage in the development of HRM, but a choice for an approach to HRM. Wright & Dyer (2000) distinguish three areas of HRM where organizations can choose to 'offer' HR services face-to-face or through an electronic means: transactional HRM, traditional HRM, and transformational HRM. Lepak & Snell (1998) make a similar distinction, namely operational HRM, relational HRM and transformational HRM.

The first area, operational HRM, relates to simple HR tasks in the field of administration. We might think about the administration of salaries (payroll) and the administration of personnel details. The second field, relational HRM, concerns HRM practices that are more advanced. The focus here is not on management, but on HR resources that facilitate key business processes, such as procurement and recruitment of new employees, preparation, success management and assessment, and incentives. The third field of Transformational HRM involves HRM operations of a strategic sort. We're concerned about organizational transformation processes, corporate reorientation, strategic expertise management and strategic information management practices here.

The areas mentioned may also be known as HRM forms that can be found in practice. HRM focuses in some organizations on management and registration, in others on the use of organizational HRM tools, and in the third community on the strategic position of HRM. Choices will be rendered within all modes of HRM in terms of which HRM operations will be delivered face-to-face and which will be provided by web-based HR (e-enabled). For the operational type of HRM, this query offers the choice between asking workers to keep their own personal details up-to-date with an HR website or getting an administrative force in place to do so. The alternative of facilitating recruiting and selection using a web-based application or using a paper-based solution (through ads, paper-based application forms and letters, etc. is possible for relational HRM. Finally, in terms of transformational HRM, with an interconnected range of web-based technologies, it is possible to build a change-ready workforce that helps the workforce to grow in line with the strategic choices of the organization or to provide paper-based resources. We should

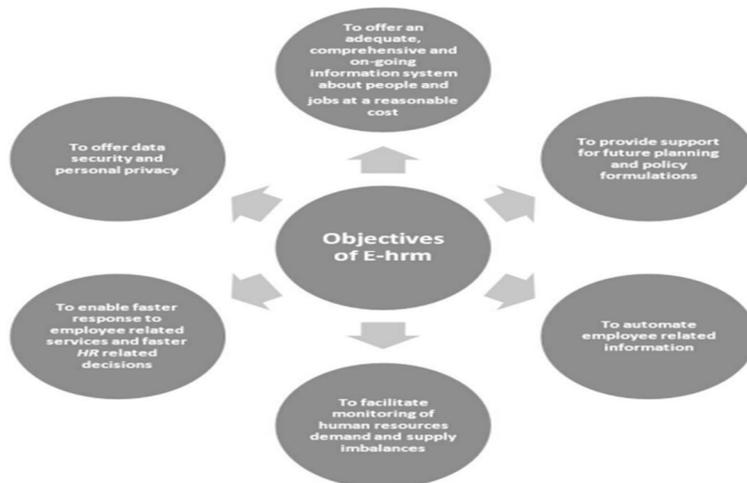
talk about eHRM in situations where a company actively and focused decides to bring online technologies in place for HRM purposes, focusing on the premise that management and personnel should take an active role in carrying out HR work. Three types of e-HRM can be differentiated along this line of reasoning: Operational e-HRM, Relational e-HRM, and Transformational e-HRM; and these three types are included in our model (Ruel et al., 2004).

2.7 Objectives of E-HRM:

E-HRM is designed to achieve the following objectives:

Electronic Human Resource Management (E-HRM) is one of the newest human resource management science topics that has been established to simplify processes to operate human resources functions quicker, minimize costs and free scientists from institutional constraints to execute the strategic position (Kariznoee et al., 2012) . In the E-HRM, there are usually four required conditions to be considered; first, human resources teams are asked to concentrate on strategic issues; second, these units need to be agile in decision making and substantive action. And thirdly, human resources units should operate well and be mindful of the costs. Four, the human resources units should be at the disposal of administrators and staff. In short, these units must concentrate on policy, versatility and at the same time, be effective and customer-oriented. Figure 2 indicates six other E-HRM goals drawn from similar literature (Kaur, 2013).

Fig.3. Objectives of E-HRM



2.8 The Nature of Electronic Human Resource Management System:

Technological advancement and the supremacy of electronic technologies over global phenomena and various sciences, such as management, lead to the fact that workers today have a higher knowledge of this sector than employees in the past. A new wave of workers has been generated with new technology and the corporate framework has shifted. The improvements are structured in a manner that today means the destruction of tremendous capital wealth due to the lack of coordination on the www. Organizations or formally larger firms currently face numerous obstacles, such as globalization, the productivity supply chain, and technical developments. The new idea of E-HRM has penetrated the human resources sector in order to improve web-based technologies. This style of management is ideal for human resources practitioners to build and play an important role in promoting their expertise. In addition to saving money, all corporate tasks, including financing, business and personal activities, are done by a web-based framework, among the activities that companies can do through websites, are known as personal issues (Kariznoee et al., 2012). Recently, E-HRM has been studied increasingly by many scholars.

2.9 The role of information technology in HRM functions:

In order to properly handle activities performed by human resources, certain duties may be performed. If determined by the utilization of technology knowledge on any of the processes, areas for procurement, recruiting, preparation and deployment of human resources will be identified and human resources established and eventually strengthened. The following are some of the findings of information technologies in human resource management functions. Work precision, function speed, system transparency, streamlined system architecture, accurate and swift measurement, timely input, repeatable system hardware functions, subtle monitoring and review, and fairness (Nataraj, 2018). For human resources administration purposes, there are several web-based database systems used. Human resource management systems (HRIS), preceded by enterprise resources planning (ERP) systems, are the framework that is well known and accepted by many. E-HRM is an expansion of these innovations by automation and information, bringing strategic benefit to the organization.

2.10 Electronic Human Resources Management (E-HRM) practices:

For the purposes of this paper, we will be taking E-HRM practices as follows:

2.10.1- E- Recruitment & E-Selection:

E-recruitment refers to the posting on the company's websites of vacancies or on the online seller recruitment page that enables candidates to submit their CVs electronically (via e-mails or by some other means of electronic forms) (Galanaki, 2002). An successful internet search of CV locations is included in this process. As a new way to hire job seekers, the promise of online recruiting is explored. In comparison, online recruiting provides major advantages in terms of the time expense of scanning applicant pools and the consistency of response (Ellen et al., 2002). Technology may

also be used to facilitate the selection and correspondence of applicants. The Internet will encourage the selection of workers, particularly where long distances are involved.

2.10.2- E- Performance Human resources evaluation:

The entire output of the assessment that will take place online at the front of the internal organizational network is allowed. This ensures that directors and staff members are able to submit performance reports through electronic forms directly to the department of human resources. For any of the managers and supervision, this activity eliminates the use of records that will decrease the time and expense of striking the Department of Human Resources. Self-service apps enable administrators to automatically enter on their personal HR accounts the results of performance evaluation management, staff performance targets, outcomes and performance preparation (Ball, 2001).

2.10.3- E- Communication:

E-HRM provides contact with workers through electronic mail. In corporate environments and e-mail, the penetration rate of online communication primarily e-mail, which is above 75 percent, has emerged as the communication medium of choice.(Bontis et al., 2003) .

2.10.4- E-Compensations Employee:

Self-service encourages the employees of the company to present their interests remotely in terms of chosen priority and stress avoidance on the management of human resources. Nevertheless, it is thought that the provision of employee compensation on the Internet, if carried out properly, requires considerable savings in the management of human resources. Additionally, the self-service manager encourages the manager to take steps or to validate improvements in accounting, compensation and stock management. Application alert managers is a tool that is typically chosen once managers have to make incentives or check their subordinates and ask them to intervene with their decisions (Townsend & Bennett, 2003).

2.10.5- E-Training:

One of the key E-HR factors addressed is the use of the internet in training and development, and could be the one with more than one possibility in terms of costs and benefits. The Internet will be used to determine educational requirements, pure-area e-learning programs and job management. The use of e-mail and electronic forms on the company's intranet or website is confined to gathering information for the review of training requirements, resulting in many advantages, including decreasing reporting, reducing operating expenses, shortening time and delivery response, and the response volume. Any learning experience with the help of information and communication technologies requires electronic learning. This could take the form of government either via local intranet or through direct access to the Internet and the World Wide Web and connections to various sites and services, and software networking networks for video clips (Sally, 2003) .

3. E-HRM and Performance:

A Study by Davoudi & Fartash (2012) It acknowledged that the electronic administration of human capital has a major effect on organizations. In comparison, the effectiveness of organizations in their results and the attainment of a competitive edge depends on the new techniques of corporate human resources management, which in turn contribute to quality, efficiency and competitiveness. This will aid in corporate survival that helps achieve the success of the company. Furthermore, Srivastava (2010) It has demonstrated that the management of electronic infrastructure has an important effect on the management and creation of human resources in the sharing of experiences and in the provision of a distance learning network and in the changing of the institution's culture of paper and electronic usage in all fields of work, and the working environment depends mainly on information and communication technologies. The analysis found that electronic resource control is versatile in reacting to shifts in processes and labor laws and personnel, and a tactical adjustment in attention schedules promotes the execution of strategic planning.

4. Significance of Green HRM practices

In the past, sound economic performance of the firm was expected to guarantee corporate success by companies and its shareholders, but now it is no longer valid; economic and financial outcomes need to be accompanied by minimization of ecological footprints and increased attention to social and environmental aspects. Therefore, the new strategic issue, corporate environmentalism or green management emerged in 1990s and became a popular slogan internationally in 2000s (Lee, 2009).

Daily and Huang (2001) recommended that organizations essentially need to balance the industrial growth and ensuring that the environment where one lives is well preserved and promoted. The adoption of these practices has been presented with a number of different advantages which would ultimately benefit the firm which has led to the emergence of “green and competitive” mantra (Molina-Azorin et al., 2009).

Pawar (2016) identified some of the benefits that an employee and organization can attain by implementing green HRM in the organization as follows:

- Improved rate of retention in employee
- Improved public image
- Improvement in attracting better employees
- Improvement in productivity
- Improvement in sustainable use of resources
- Reduction of practices that cause the degradation of the environment

- Reduced Utility Costs
- Save Environmental Impact
- Rebates and Tax Benefits
- Increased Business Opportunities

Green HRM is new phenomenon in the field of HRM. It creates some new challenges for HR professionals. The study tried to explore the concepts, importance, processes, requirements and challenges of Green HRM based on the analysis of existing literatures. Efforts were made to make the study as complete as possible. HR Professionals must address the environmental needs in crafting HR strategies and implementing the HR policies and practices in alignment with environment management.

Although Green HRM creates some new challenges for HR professionals, a well study and careful consideration of HR practices in alignment with environment management will increase the chance of adopting better HR policies. This study is supposed to help the researcher to identify the areas like training and development, performance appraisal system and some regular activities where non implementation of this concept of Green HRM takes place.

2.5 Research Gap & Scope for Further Research for challenges of Green HRM:

This study was conducted based on the extensive analysis of existing literature. The author has tried to organize the concepts, process, requirements and challenges of Green HRM in a constructive manner so that it can help the interested readers, researchers and academicians. However Green HRM is an emerging philosophy. Indeed, there are many gaps to be filled in respect of green HRM. Such gaps include an informative guide on the emergent literature, its scope and coverage, and a process model and research agenda in this field. Theoretical and empirical studies are needed to enhance the body of knowledge of Green HRM. The interested contributors/researchers can do extensive quantitative and/or qualitative research on Green HRM.

Conclusions and suggestions:

Currently, Green e-HRM has become an inseparable part of the working of virtually all market niches, regardless of scale and capability, at various levels. It has created a constructive relation between numerous departmental-level organizational initiatives and offers reliable and timely online information about workers without time constraints. E-HRM is a means for organizations with a conscious and planned sponsorship of a full web-technology-based network to apply HR techniques, policies and processes. Nevertheless, each technology has its own intrinsic risk associated with its implementation: e-HRM is no exception to the tremendous financial commitment, the reduction in human participation and the materialistic approach. The implementation of emerging technology and management approaches has contributed to the problems facing administrators of human resources (Welbourne, 2010). In order to face these

potential demands, Algerian businesses in the 21st century must respond to web-related management. While e-HRM is a fresh and hot research subject, it lacks the momentum or guiding force that can motivate scholars and specialists in the field to pursue its full potential. In other words, new thinking can be implemented by the research community to propose better ways of doing HRM. The area of HRM should let go of its history and step into a new realm, mixing technology, philosophy and scientific study with creative discovery and science.

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