Review Article

The Adoption of Human Resources Online and the Role of Human Resources Management: the Facts Observed in Greece

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Abstract

Purpose - This paper attempts to examine changes in the role of HR functions in Greek companies due to the use of the Internet and technology. Design / Methodology / Approach - This document is based on a quantitative methodology and a qualitative methodology. Research and discussion groups were conducted to achieve the research objectives. The Results - This paper is to review and discuss the reasons for the development of e-HR in Greece and adopted e-HR strategies, processes and practices focused on human resource management issues. Studies show that online human resources facilitate the transformation of human resource management roles into more strategic roles. Identify and discuss the momentum and key success factors of adopting and implementing human resources online. Practical Implications - Identify key success factors as well as key issues related to the adoption of online human resources. Creativity / Value - The qualitative results provided by the focus group illustrate the example of the company presented.

Keywords: Human Resource Management, Internet, Research Paper on the Greek paper type

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Introduction

At the end of the twentieth century, there was a wide debate about the response of human resources management to changing external and internal environments. In the late 1990s was made a survey on the need for strategic human resources management was interested in a new role, the HR function must adopt to meet the challenges of modern organization (Kochan, 1997, Ulrich 1997a, 1998). This role is expected to be an important part of HR professionals' time in the future (Anderson, 1997).

However, this is a unique tension between the views of HR professionals in the necessary viewpoints and the traditional roles in HR strategic roles does not mean that the roles of administration Interrupted (Beer, 1997).

One of the important aspects of the evolution of the environment, especially with regard to management, is the information revolution. According to Ulrich (1997b), new areas of HR practice that require time, talent and resources use...
technology. Technology can reduce the tension between strategic roles and administrative roles that evolve to a level that can take away some of the administrative responsibility (Ellig, 1997). E-HR means doing business transactions (especially HRM) using the Internet with other technologies (Lengnick-Hall and Moritz, 2003).

Human Resource Management (with accounting) is a quantitative complexity due to a long history of information technology in the organization responsible for massive file management and continues to inform IT.

The purpose of this study is to examine the use of e-HR in Greece by providing a framework for the analysis of the e-HR system in small countries. More specifically, it aims:

We are studying the reason for the adoption of the e-HR practice. We will also discuss the adoption of e-HR and the effects of its associated problems.

Identify critical success factors in the adoption of E-HR

E-HR is to discuss the perceived effect of the e-HR system and the future of the HR profession to form the role of HRM in the new economy.

This paper begins with a brief introduction to HRM in Greece and reviews the literature on HRM on e-HR and its functions. It then provides methodological, quantitative and qualitative research results as well as relevant discussions.

**Definition of e-HR**

The term e-HR was used for the first time in the 1990s and refers to the realization of human resource "transactions" using the Internet or the Internet (Lengnick-Hall and Moritz, 2003)(1). This term is inspired by the popular terms of e-commerce, and although e-HR is very specific to the use of the Internet, it should be a more accurate term "HRM Online" by applying the prefix "e-" to represent "e".

E-HR aims to provide information to managers and employees anytime, anywhere. Current e-HR systems may include an ERP, an HR Service Center, an Interactive Voice Response, a Manager and Employee Portal, and Web Applications. Thus, with modern e-HR systems, employees can manage their personal information by updating their records and making decisions, and administrators can access and analyze information, make decisions, and make decisions without consulting the HR department. You can communicate with others.

Three types of e-HR levels have been identified according to the main objective of e-HR (Lengnick-Hall and Moritz 2003, Walker 2001).

1. **Disclosure of information**: Unilateral communication of the company to the employee or manager. In this e-HR form, the company uses the intranet as the main medium for disseminating information.
2. **Automation of transactions with workflow integration**: In this format
of e-HR, the paperwork is replaced by the electronic entry(2). Intranets and extranets are used and often combine several applications.

(3) Conversion of HR functions: In this form, e-HR frees the function from the task center and changes direction in a strategic direction. Under this form, HRM does the following: Work with the line, create a professional technical center and service center management.

This last form of E-HR is rare in countries where HRM is very advanced, such as the United States (Lengnick-Hall and Moritz, 2003, Walker, 2001). Therefore, the first two distinctions of e-HR will be used primarily in this paper.

E-HR function: What benefits do you get?

E-HR can affect all areas of HRM. This section presents the impact of technology on the six key HR processes.

(1) Personnel planning;
(2) Recruitment of staff (recruitment and selection)
(3) Staff evaluation (performance evaluation);
(4) Communication;
(5) Reward HR (performance evaluation, compensation and benefits); and
(6) Human Resources Development (Training and Development, Career Management).

The reason for focusing on the above services is considered a key area of online human resource use. In addition, this classification has already been applied to the use of e-HR in earlier publications (Ensher et al., 2002).

Human Resource Planning With respect to human resource planning, e-HR has made significant progress in terms of updating employee data, staffing changes and job applications, including through the functionalities of human resource planning. Retention of HR records improves the accuracy and quality of data as employees have the opportunity to update their personal data (Zampetti and Adamson, 2001). The same is true for staff changes and work requests that an administrator submits to an HR representative via a self-service application.

Acquire human resources. Online recruitment practices are one of the most widely discussed features of e-HR. Online recruitment involves posting job postings on the company's website or on the online recruitment provider's website and allowing applicants to send resumes by email or email (Galanaki, 2002). He is also actively researching Internet searches and recovery sites. The likelihood of such online recruitment has been the subject of much controversy as a unique means of recruiting passive jobseekers. Online hiring also offers significant benefits in terms of cost, time, pool of candidates and quality of response. However, not to mention the questionable efficiency of management positions (Ensher et al., 2002), there is still a risk of overload recovery and the low reputation and effectiveness of various websites and databases. The Internet can facilitate the
selection of employees, especially if they are long distance. For example, videoconferencing and online testing can be widely used in the early stages of the selection process, which significantly reduces costs and time.

Adoption of E-HR and role of HRM

Human Resources Assessment E-HR allows for a complete performance evaluation (PA) on the online business’s Internet interface. This means that managers and employees can submit performance data directly to the human resources department of the e-department(3). Despite criticism of the lack of written evidence, paperwork is reduced and the use of supervisory and supervisory receipts can significantly reduce HR department time and costs. Self-service applications allow administrators to immediately capture results and PA employees to manage performance goals and results, and schedule performance on personal HR pages. You can also provide an example and template for the information, as well as specific criteria for effective evaluation and measurement for a given position and role on the PA administrator's performance (Adamson and Zampetti, 2001).

Communication

The benefits of using e-HR in communication are important. In its simplest form, e-HR includes the use of email to communicate with employees. The penetration of computer-mediated communication on e-mail is more than 75% in the corporate environment E-mail has become a means of communication (Bontis et al., 2003). Intranets and e-forums can modify corporate communications to facilitate access to all kinds of information managers want to pass on to their employees and mitigate upstream communications.

Compensation for Human Resources

Employee self-service reduces the burden on the HR department by allowing employees to submit electronic preferences in terms of benefit options. According to the experience, it can be a self-service employee welfare system after the employee of the implementation of the benefits-related issues are still unable to determine a more comprehensive perspective of compensation confused about the choice of their choice (Dietch, 2001). However, if the social benefits of Web implementation are properly implemented, I think this implies a considerable saving of staff. Self-Service Manager also allows administrators to view or view salary actions, salary changes, bonuses, and inventory management. The application usually requires the administrator to inform them of the remuneration of their subordinates and inform them of the choices they must make and insert the decision.

Human Resources Development

The use of the Internet for education and development is one of the most discussed aspects of e-HR and one of the most profitable areas(4). The Internet can be used for educational needs assessment, e-learning activities and career management. Using an intranet or e-mail and electronic forms of the
limited liability company website gather information for evaluation training needs and benefits such as reduced paperwork, reduce management costs, deploy and shorten response times, improves response rates. Their only drawback is the loss of confidentiality or the anonymity of the answer. Online learning includes learning activities supported by ICT. Full interconnected access to the local intranet or over the Internet and the world's web provisions provided by a computer network, a full range of multimedia links and downloads to other sites and resources available video streaming and streaming system communication (Sambrook, 2003). E-learning is the learner (Mumford, 2003), as well as special tailor-made learning that meets your needs, but can provide a distance or training solution in vulnerable areas (Hirschman, 2001), learning disabilities, lack of equipment, technology and learners due to fear of isolation (Sambrook, 2003).

Role of E-HR and HRM

The transition from traditional HRM practices to eHR practices has an impact on the role of HRM(5). With a substantial reduction in costs, time and administrative effort for HR employees, E-HR can "highlight employee HR as a strategic partner to recruit, develop and retain talent in the organization" (Ensher et al., 2002, page 238).

First, the main impact of the transition from traditional human resources management to online human resources is to enable human resources personnel to focus on more strategic and value-added activities. With fewer administrative and administrative tasks, HR professionals can develop more strategic functions in their work. On the other hand, e-HR may mean that fewer HR professionals are needed using e-HR because it eliminates the "HR broker" (Lengnick-Hall and Moritz, 2003). Therefore, the impact of e-HR on HR specializations can be considered a threat and an opportunity(6).

Second, e-HR increases self-service through the participation of employees and managers in HR practices. Employees and general managers become familiar with HR practices and HR reforms become reality. This distributed knowledge raises the challenge for HR professionals to keep up with new developments in their field to maintain advisory consulting roles (Ulrich, 2000).

Another point to emphasize is that e-HR is more than just technology, so you need a competent HR specialist to take full advantage of the development and implementation of e-HR. "Technology itself can be value neutral, but the way it is used can have a significant impact on the role of human resources" (Ensher et al., 2002, p.238). This is an opportunity for HR professionals to play a role as eHRdevelopers. However, as HR professionals learn about basic computer problems, communication using information technology should be more productive.

Although the E-HR tool can turn human resources into a strategic partner, this transition will be effortless. To move to e-HR, the third level of HR transformation,
you need to identify opportunities for improvement in five areas (Beatty, 2001).

(1) Process used to provide HR
(2) HR staff and skills;
(3) Culture of the organization of the personnel;
(4) Its structure; and
(5) Techniques used.

Thus, in the long term, the adoption of e-HR requires significant adjustments in the functioning of the human resources department. This gives the HR professional a greater expectation of transferring some functionality to the administrator, degrading some management capabilities and playing a more specialized and knowledgeable role.

Methodology

The subsequent research strategy was a combination of qualitative and quantitative methods, including focus groups and questionnaires. Quantitative research was based on a descriptive questionnaire designed for the purposes of this study. This questionnaire is divided into two parts. The first objective was to analyze the adoption of e-HR by the company and to use and explore the benefits and associated obstacles. The second is related to the perceived impact of human resources on the role of HRM.

The author sent a letter to randomly select 150 HRM departments to explain the goals and objectives of the research and to ensure participation. The members of the research team visited the premises of each company and managed the questionnaires. The questionnaire was completed in the presence of the researcher or was posted to the research team, depending on time and availability. A total of 76 available questionnaires were collected and analyzed for this study. The response rate in the standard response rate of the OB / HRM search proposed by Roth and BeVier (1998) is 50.6%.

To lead the focus group, the researchers invited three human resource managers in the following areas:

(1) Manufacture;
(2) Banking services; and
(3) Communication.

These sectors were selected based on their stronger representation in quantitative research. The participants in each 120-minute session are authors and three human resources managers in each division. These three focus groups focused on in-depth data collection to help you understand the quantitative results. As a result, the research team has developed a guide that includes questions related to the impact of e-HR and the adoption and use of HRM. The focus group consists of four parts. At first, there were questions about HR organization and strategy, the second became the e-HR system to use it. Turn the third part focuses on the reaction and finally the impact of e-HR for e-HR and HRM staff was discussed. Here are some representative questions included in the Interview Guide.
Part 1: General HRM Issues:

(1) Human Resources Department Number
(2) HRM Strategy;
(3) Main HRM issues and Main challenges in terms of HRM


(1) E-HR area of use
(2) Frequency of use
(3) Reasons to adopt e-HR And
(4) What is the adoption procedure?

Part 3: Staff response to e-HR:

(1) What is the employee's response to e-HR?

Part 4: Effect of e-HR on HRM:

(2) E-HR satisfaction;
(3) The impact of e-HR on the role of the Human Resources Department;
(4) Main issues related to the adoption of electronic human resources
(5) Results analysis

Reasons to use and adopt E-HR

Of the 76 organizations in the sample, only 10.5% do not have web pages. In almost 80% of cases, but it is based on a web page created to improve customer communications, advertising and product promotion first wrote this report creates a web page for the offer. Of the 69 organizations that have websites, 54.8% use the website for their human resources service.

The HR domain that most often uses the e-HR tool is the internal communication domain. The second is education and development, with about 30% of workforce planning, staffing and compensation. The lowest use is reported in the PA region.

However, respondents believe that the technology used in a variety of HR functions would be more prevalent over the next two years. As you can see in Figure 1, the expected growth rate is higher in the PA and training and development sectors. In addition, the use of e-HR for communication purposes is likely to decrease in the future.

This may be due to the fact that the Greek environment already uses e-HR for communication purposes. However, according to the previous study studies CRANET internal communication area is lower than companies of Greek companies in other countries, especially non-managerial employees (Papalexandris and Chalikias, 2002). It is difficult for HRM to improve communication, and it seems more important to achieve this by adopting a more traditional and less inhumane approach, taking into account the online communication problems faced by organizations, such as organizational briefings. To better understand the e-HR value of our samples, we asked the HRM department to report the main issues to be addressed in the existing business environment. Endless questions about the problems facing human resources representatives today have created the following list: Recruitment, selection and retention of talent has proven to be a major challenge, followed by a lack of
communication between the human resources department and the staff. Human resource managers have also identified key issues as diversity is not only the result of different nationalities or origins, but also the level of adaptability of staff to organizational culture in the context of changes such as mergers and acquisitions. Finally, other issues such as lack of human resources, resistance to change, inefficient processes and turnover rates are issues for human resource managers.

It is not surprising that the above challenges have been reported as the main cause of the adoption of e-HR. Specifically, the most common reason respondents favor using the Internet as an HR tool was the ease of communication and the ease of recruitment processes (advertising, resumes, and applications). Only 10% of respondents said that cost-effectiveness was a major reason for using electronic resources.

Users who do not use e-HR must provide reasons why they did not integrate the technology into their HR department. The main reason is that they do not see the benefit of use (31.4%). 28.6% indicated that they do not currently use human resources online, but are about to integrate them into the short-term HR functionality. A total of 22.9% of respondents reported using the technology to communicate with customers and other stakeholders, but it is not useful to use them for HRM purposes. There are 12% who claim other justifications, such as practical problems in web design or inconsistencies in the practices used, but for non-security users, the security problem seems to be a problem. %. The list below summarizes why the e-HR was adopted and not adopted for users and non-users.

**Companies using e-HR:**

1. Facilitate the recruitment process
2. Benefits for communication and
3. Cost efficiency

**Companies that do not use e-HR:**

1. Limited availability
2. Security issues
3. Conventions and contradictions used; and
4. Other practical problems

The most important benefits are judged by time management, operational cost savings and corporate image. It is interesting to note that the main advantage of e-HR is that 90.9% of respondents who minimize their mistakes use it for PA purposes and 75% of those who think that e-HR contributes to staff development are trained and developed. In addition, all respondents who believe that time management is an advantage of e-HR now plan to apply HR tools in compensation management or use it over the next two years.

The areas can be roughly divided into three categories: strategic objectives (corporate image, goal setting, and cost savings), HRM objectives (employee satisfaction, employee development, employee retention, Time management, fewer errors). What is interesting here is that HR professionals are aware that adopting electronic HR practices has a relatively less beneficial impact on
pure HRM objectives than on organizational strategic objectives.

**E-HR effect on the role of HRM: present and future**

It shows the number of people hired by our human resources department. Only 5% of the organizations in our sample do not have HR / HRM departments. All other employees have well-trained employees (the HR or HRM represents a manager role, while the second emphasizes the strategic role of HR functions) and only one employee is responsible for the employee. Human Resource Issues taking into account these specific characteristics of the sample, the following sections clarify the impact of the e-HR on the current HR role.

It shows the main challenges that human resources will face in the future. The majority of respondents suggested that human resource management would be an integral part of future strategies. As a result, the human resources department is expected to grow by hiring more HR professionals. This is the second major challenge identified by the participating HR managers. This discovery contrasts with what should be reduced as the HR department uses more electronic resources. However, 19.4% of respondents who expressed this view could reflect a high percentage of the single person division in the sample, or a natural concern that the existing HR department should have more employees having computer skills. Another challenge is the assessment of the quality of the service. HRM must satisfy internal customers and provide quality service. As the penetration of technology increases and the investment in training increases with the participating companies, the challenge for HRM will continue. Although only about 8% of respondents saw increased use of online human resources for their HRM departments, the view that adoption of e-resources for various functions will be fairly widespread in the next two years. It is important to note that 18.6% of people are suspected of expanding electronic resources in the future because they cannot replace personal communications and contacts.

Overall, respondents in our sample believe that the adoption of e-HR has many benefits for HR services (Figure 5). The majority found that e-HR increased information (81.1%) and improved communication (75.5%). We also believe that technology has helped reduce HR costs (55.4%), employee access to HRM issues (41.9%) and internal customer service improvements (40.5%). These results suggest that e-HR can add value to the HRM department. This is why 87.7% of respondents believe that the adoption of new technologies will improve the role of human resources managers. On the other hand, a small percentage (12.3%) says that the status of HR managers does not change because of the use of HR online.

Finally, according to our respondents, we need to improve our electronic tools. About 40% expect companies to adopt integrated systems, and an equal percentage expects organizations to invest in human resources training. Low rates expect electronic tools to become more user-friendly (15%) and faster (7.5%).
Qualitative study

As described in the Methodology section, three focus groups examined practitioners' perspectives on important success factors leading to the adoption of e-HR and perceptions of the role of HR functions. The results of the focus groups for each sector are described in the following sections.

Manufacturing sector

Adoption of E-HR: Two participants clearly identified the benefits of e-HR and supported future development. The third claimed that online human resources could certainly facilitate management, but showed serious doubts about its extension to other human resources functions. They all agreed that the adoption of electronic human resources resulted in cost savings and that two facilitated decision making.

All participants identified organizational culture and individual computer skills as critical success factors for the uptake and use of electronic human resources. They have learned to use the system progressively when culture supports the use of human resources online, and this process benefits both themselves and the organization. One of them insisted,

We received good feedback from people who perform knowledge-intensive tasks, such as R & D, and the use of a knowledge base or intranet for internal communication has simplified the process life.

Change in the role of HR functions: All participants focus on cross-functional collaboration. One participant specifically mentioned the importance of collaboration between the human resources department and the IT department. One of the participants said:

A few years ago, we could not communicate. We did not really know that the systems and IT people we needed could not understand our needs. The situation has improved. My colleagues in human resources are getting closer to technology and realizing its benefits, and IT staff is starting to understand the capabilities of human resources.

They all agreed that one of the challenges their department faced was to recruit and retain the IT skills, flexibility and adaptability needed to develop and implement human resources online.

Banking sector

Adoption of E-HR: Two of the participants have just adopted the e-HR, so they have successfully implemented an intranet for internal communication, but they doubt the use of e-HR.

One of the participants said:

Employees do not really want to hear about electronic systems for human resources systems. They think there are so many other problems that this system looks like a "luxury" for our company.

All participants noted that the role of personal computer competence was a critical success factor in the adoption and use of online human resources. Another important
factor of success is the nature and culture of the banking sector. They all agreed that the banking sector started the process of introducing technology before the other sector. As a result, the development of electronic systems for customers has introduced new ways of working that have a positive impact on the organizational culture and the attitudes of employees towards the adoption of technology. One participant said:

The implementation of electronic systems generally depends on how people value the benefits of this implementation and the level of familiarity of system users. For those who work in banks, it is much easier because banks are the first to set up an electronic system for their customers.

HR professionals need more training on the use of electronic systems, and IT professionals and the engagement of HR professionals have been identified as important success factors in the adoption and use of electronic human resources. Specifically, one participant said, "HR professionals are not involved in the adoption and use of technologies. She continued:

In the minds of HR professionals, human resource management is tied to traditional features. It's hard for us to get used to the technology and start working differently. In general, young people in the department can use electronic recruitment at a satisfactory level.

Changing the role of HR functionality:

The adoption and use of e-HR by all participants’ supports the HR function, saving time and money in administrative tasks. In addition to the management process, other HR processes and responsibilities, such as learning, innovation, communication, skills management or career planning, are enhanced and supported through the HR system. As a result, the use of human resources online can support the human resource functions and strategic objectives of the organization as well as the traditional roles of human resources. However, two of the participants stated that HR "goes a long way toward achieving the results and benefits of adopting human resources for human resource development".

Communication Sector

Adoption of e-HR: The results of a third discussion group with participants in the telecommunications sector confirmed that the nature of the sector differentiated levels of adoption and use of e-HR. The IT sector is technology-driven and therefore the adoption and uptake of electronic human resources started earlier than in other sectors. Participants all agree that the technical nature of the sector supports the expansion of human resources, as well as the development of a technology-driven and familiar organizational culture. In addition, the telecommunications sector has traditionally recruited and selected individuals with a high level of computer skills to facilitate the adoption and use of electronic human resources. One participant said:
We found a difficult road through two mergers. As a result, we had to deal with different levels of IT. Two of them emphasized strengthening the strategic role of HR by using online resources for knowledge management, sharing and decision support.

All participants agreed that the technology would support the strategic role of HRM, reduce the amount of time spent on daily activities and eliminate errors. One participant concluded that:

Technology is much more. As a result, HR professionals need to decide how they want and want to upgrade their services and improve their roles.

Discussion

Level of use e-HR

An important conclusion that can be drawn from both quantitative and qualitative research is that the Greek companies in the sample are generally behind the adoption of the HR eH, compared to other studies (eg Ensher et al., 2002). This reflects the general pace of development of the Greek labor force, which is slower than in other parts of Europe. Studies of HRM practices in Greece have progressively progressed in the field over the years (eg Papalexandris, 1993). The development of Greece is largely due to external environmental factors that require a shift to HRM's more competitive and goal-oriented policies and practices. These factors include external competition, participation in the European Monetary Union, high levels of vocational training and how Greek multinational companies develop and use human resources management.

Most companies use e-HR mainly for the automation of information and publishing specifically, the best use of e-HR is reported in the field of internal communication. This was expected given the fact that the main reason for the existence of a company on the Internet was communication. Our results show that the use of technology in a variety of HR functions will become fairly widespread over the next two years. Soon, 30% of those who do not use e-HR will do so soon. Expected growth rates are higher in the PA and training and development sectors. The discovery is not surprising. A PA study shows that computer use is limited to information stores for management purposes (HR, 2001). Increasing the use of 360 degree AP will enable technology tools to facilitate the entire process in terms of PA material distribution, paperwork removal, improved responsiveness, probability error, speed and efficiency. Data processing and cost savings (Ensher et al., 2002). It is not a coincidence that the majority of respondents who responded that PA intranets receive e-HR benefits by minimizing their errors use intranets.

With respect to training and development, it is common knowledge that e-learning and e-learning offer a flexible and inexpensive solution to increase the learning capacity of individuals and an effective assessment of learning activities. development (Ensher et al.) The expected reduction in the area of internal communication is likely to be misleading and misleading in the online
communication problem (Ensher et al., 2002), which can be experienced by organizations as well as the rate of already high use of technology (76.7%).

Despite the current low level of use of technology, the development of the potential of human resources online is encouraging, as quantitative and qualitative developments are expected when using e-HR in the next two years.

The majority of respondents said that e-HR could allow for variants of HRM, and almost 90% expect this to happen in the future.

**Why e-HR?**

The main reason for using e-HR is that staffing and communication procedures are easy because the majority of respondents are primarily concerned with recruitment and internal communication issues regarding the reasons for e-HR adoption.

Surprisingly, cost savings have not been identified for reasons of e-HR adoption. This can be attributed to the early stages of e-HR in Greece, with a lack of technical knowledge and computer skills. These have not yet resulted in significant cost savings. In other words, the low adoption rate of e-HR means that the adoption of the e-HR platform remains very expensive in Greece, so that the cost / benefit ratio is not clear from the start. On the other hand, the adoption of e-HR can often mean that it depends on other considerations, such as the quality of recruitment and communication, rather than profitability. However, it is a good idea to save time and money while minimizing errors in the benefits of using e-HR.

The adoption of electronic HR (E-HR) varies by industry. According to previous research, the adoption of e-HR at the beginning of the technology-intensive sector is motivated by image (Galanaki, 2002). IT companies want to demonstrate the early adoption of IT tools. In addition, the adoption of technology by customers (for example, e-banking) has a positive impact on employees' technical attitudes.

**Main success factors of e-HR**

According to the focus group, organizational culture appears to be a major success factor in the adoption of human resources. The impact of organizational culture on the adoption of online human resources has been discussed in the past, particularly with respect to the focus on face-to-face services (Lengnick-Hall and Moritz, 2003). According to the latter, the high performance culture tends to adopt changes and therefore to adopt electronic tools.

Employee IT skills are another success factor for e-HR. The focus groups showed that computer skills and familiarity facilitate the adoption of e-HR (e-HR). That's why HRM should invest in IT training and communicate the benefits of employee engagement and e-HR commitment.

Collaboration in HRM and IT has also been identified as an important success factor in the uptake and use of e-HR (Workforce, 2002). This collaboration can successfully integrate technology into HR processes to meet the need for quality HRM services.
Role of E-HR and HRM

The role of HR functions can be improved to adopt e-HR, which is a common perception among respondents in our study. This perception is confirmed by the fact that the adoption of e-HR practices has a beneficial impact on the strategic objectives of the organization, such as corporate image, goal setting and cost savings.

Looking ahead, nearly 20% of HR managers were skeptical about electronic resources, but the majority of respondents (89.7%) believe that HR will improve their HRM role because they cannot replace personal contacts and faces. In other words, they think that in the future, human resources management will change with each generation of e-HR (speed, quality, new achievements).

Conclusion

The purpose of this white paper was to examine the reasons for adopting e-HR, identify critical success factors for e-HR adoption, and discuss the impact of e-HR on the future of human resources management.

We found several reasons to adopt e-HR. There are some of the most urgent needs for the strategy (operational cost savings and improving the company’s image) and process considerations (time management). Human and computer resources as well as technical awareness and organizational culture have been promoted as the most important success factors for successful adoption of human resources.

With regard to the role of online human resources in the future of human resources management, we will argue that e-HR is a tool to improve the quality of services by moving from human resources management to a more strategic role. In this context, the adoption and use of e-HR can be facilitated by fostering an organizational culture that facilitates the integration of skills into organizational processes and functions and facilitating collaboration between other departments such as HR and IT departments. Employees’ computer skills and attitudes also play an important role in the consolidation mentioned above. As a result, HRM needs to invest in helping people develop the skills and attitudes they need to participate actively and use new services. You should also invest in communicating the benefits of these services to eliminate the resistance or reluctance to use new services.

This report is intended for those who study or practice HRM, especially in countries that specialize in HRM and similar technological development in Greece. The results of the current research can be extended to other countries sharing the same characteristics as Greece in terms of levels of use of electronic human resources.

Future work will examine many issues related to e-HR, such as the security and control of data transmitted through the new platform, as well as the role of staff and the role of unions. Use these new tools. Further research on the impact of business-managed areas on the use of e-HR resources will be interesting.
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