

# Design of a SWOT Analysis Model and Suggestions for E-HRM Adoption

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## INTRODUCTION

Technologies bring a huge change in the ways of organizational operation and our life. e-HRM (Electronic Human Resource Management) integrating with technology is able to access and utilize necessary information for HR management (Yusliza & Ramayah, 2012). HRM (Human Resource Management) has transformed from its traditional functions and roles into globally mobile talent management and workforce composition optimization via technology (Fındıklı & Bayarçelik, 2015). The technology should be embedded in the daily HR activities for establishing a developing, innovative, and knowledge-based organization (Sachdeva, 2017). However, the attention and discussion in the field of e-HRM adoption by organizations still need more exploration.

## BACKGROUND

Strategic HRM has begun to receive attention since the end of the 1970s. Strategic HRM refers to the transformation from conventional HR administrative functions to more strategic goal-orientation functions. Moreover, strategic HRM concentrates more on organizational internal perspectives, which gives rise to the whole organizational goal accomplishments and strategic decision-makings (Martín-Alcázar et al., 2005). Strategic management reflects the degree to which an organization achieves its competitive advantages. HR management activities and organizational strategies should be fit and contingent to achieve the overall organizational targets. Human capital is a special asset and resource, which is irreplaceable (Wright et al., 2001). The necessities of e-HRM adoption for strategic HRM achievement are knowledge management (Ardichvili, 2002), decision-making based on a comprehensive personnel database (Sachdeva, 2017), and strategic orientation management. Strategic e-HRM focuses on organizational development and target achievements (Nivlouei, 2014). Moreover, decision-making ability leads to the positive outcomes of strategic HRM (Marler & Fisher, 2013). Haines and Lafleur (2008) found that e-HRM adoption and corporate strategy realization are highly associated. This paper aims to gain a comprehensive picture of e-HRM adoption's strengths, weaknesses, opportunities, and threats through the SWOT analysis and provide suggestions for e-HRM adoption based on the reformulation of attitude theory. SWOT represents strengths, weaknesses, opportunities, and threats, containing both internal and external factors analysis to understand a certain business performance situation. Strengths in the SWOT analysis refer to the internal capabilities and advantages that companies own to constitute competitive advantages and achieve organizational goals. Conversely, weaknesses in the SWOT analysis points out the disadvantages or inherited constraints, which may impede the excellent performance of the organizations. Furthermore, opportunities in the SWOT analysis reveal the chances in the external environment, by which organizations could seek for more business growth and development. Whereas,

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threats mean the negative factors exist in the external environment, which can prevent organizations from growing and developing to some extent (Namugenyi et al., 2019). SWOT analysis gives a comprehensive picture of understanding the factors related to organizational performance from both internal and external perspectives. In conclusion, the objective of this chapter is SWOT analysis of e-HRM adoption and suggestions prompted for the successful e-HRM application in the organizations based on the reformulation of attitude theory.

This chapter aims to give some enlightenment on e-HRM adoption by different types of organizations for better organizational performance. Along with the SWOT analysis model, reformulation of attitude theory is identified to understand the subsequent stages from cognitive evaluation, emotional response, and desired employee behavior in a sequence (Bagozzi, 1992). This theory gives a description of the linkages of cognitive evaluation, emotional response, and behavioral outcomes. In this process, individual employees appraise the past, present, and future events before emotional responses, which further guide work behaviour (Babakus et al., 2004). In this chapter, employee positive behavioral mechanism is identified through cognitive evaluation and positive emotional responses in sequence. Apart from this, this mechanism brings forward suggestions related to how to play the full capabilities of e-HRM adoption. Special attention are drawn to the successful e-HRM adoption based on the reformulation of attitude theory.

## **METHODOLOGY**

The methodology of this chapter uses secondary data, which comes from academic publications in the area of e-HRM to sort out the strengths, weaknesses, opportunities, and threats under the SWOT analysis. This study conducts secondary analysis of 52 publications from the Elsevier, Springer, and Willey database. It is said that when the research population is elusive, the secondary analysis has important implications for the qualitative researchers (Long-Sutehall et al., 2010). Hereby, the secondary analysis of qualitative data method is adopted for the explorations of e-HRM adoption in this chapter. After the SWOT analysis, reformulation of attitude theory is identified for successful e-HRM application. This chapter is mainly composed of 3 parts. Part 1 concentrates on the SWOT analysis of e-HRM adoption by organizations. Part 2 emphasizes the suggestions proposed for better achievements of e-HRM adoption by organizations. Part 3 gives the future research directions of e-HRM adoption by organizations.

## **SWOT ANALYSIS OF e-HRM ADOPTION**

### **Strengths of e-HRM Adoption**

Through the e-HRM integration, the HR department could utilize the limited resources and put more efforts into more valuable and strategic work. This will reduce the administrative costs and handling time compared to traditional HR management (Parry & Tyson, 2011). e-HRM implementation allows automation for the HR administrative activities in the daily work routine (Amoako et al., 2022). Thus, fewer HR staff and administrative jobs are needed. This facilitates the transformation of traditional HR functions into strategic HR functions. The motivation of e-HRM adoption is to achieve effective regulation of daily HR work (Amoako et al., 2022). The most remarkable strength of e-HRM is that more strategic functions could be focused on and achieved. HRIS (Human Resource Information System) makes it available for

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