

# 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 (Findıklı & 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-Suthehall 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

organizations to exceed simple record-keeping of personnel data and transform into a defined decision support system (Sachdeva, 2017). Except for this remarkable strength, as the statement by Ilek et al. (2022), HR operational performance could be improved by easing the work process. This gives more flexibility to prompt the task completion without boundary limitations. Nyathi and Kekwaletswe (2022) found that through e-HRM adoption, both individual and organizational performance could be improved. The reasons for e-HRM adoption by organizations are to increase overall organizational performance (operational, relational, transformational) and efficiency (Zhou et al. 2021). Compared to traditional HRM, e-HRM reflects the combination between IT (Information Technology) and HR management. It is undoubted that through the efficient resource allocations, the organization could gain more competitive advantages (Parry, 2011). e-HRM adoption integrates the technologies of Artificial Intelligence (AI), Robotic Process Automation (RPA), machine learning, and so on with HR functions to allow managers to access and track the personnel database for insightful decision makings based on the web channels (Shrivastava et al., 2022). The talent pool and pipeline could be managed through competency and skill divisions to achieve person-post matching on account of personnel database (Malik et al., 2020). Talents as the most precious assets for organizations play a vital role in achieving competitive advantages and innovation. So talent management could be achieved through the comprehensive utilization of e-HRM. Papageorgiou (2018) stated that through the RPA (Robotic Process Automation), daily HR activities could be recorded and overseen automatically, which increases the interactions between the employees and HR departments. e-HRM adoption offers technological solutions based on data support to improve the HR decision-making process (Kulkarni, 2014). In this way, HR departments are given more innovative and transformational functions for real-time solutions by coordinating with technology-grounded channels.

The most obvious advantage of e-HRM adoption is that it could help organizations especially large-scale or multinational corporations liberate from the basic and administrative HR works to play more strategic HR functions through the integration of high technologies. e-HRM simplifies the traditional HR functions, for example, employee performance management, and payroll systems by data tracking (Suchitra, 2014). Through the e-HRM adoption, HR managers could realize more scientific, objective, and rational decision-making via a digital platform for daily work management. Alwis et al. (2022) said that companies can derive a great benefit from e-HRM adoption by casting off traditionally intermediary roles and carrying out more strategic tasks. Without a doubt, the strengths of e-HRM adoption could be summarized as liberating from monotonous HR administration work, transformation of traditional HR functions into strategic HR functions, offering more flexibility and efficiency, gaining more competitive advantages, simplifying the HR management process, and HR decision-making improvements.

### **Weakness of e-HRM Adoption**

The application of e-HRM is constrained by technical, individual, social, and organizational conditions. It is said that some inevitable disruptions related to technical, individual, and organizational perspectives may happen (Ilek et al., 2022). Once this disruption happens, the HR functions cannot be brought into full play. First of all, inevitable disruptions from the technical, organizational, individual, and social perspectives may hinder the normal operation of e-HRM. Troshani et al. (2011) argued that organizational characteristics, such as, size, climate, culture, structure, and support could influence the e-HRM adoption by the management. Large-scaled or multinational companies have enough budgets to install the e-HRM software for the enormous human capital and talent pool management. The possibility of e-HRM adoption is decided by the organizational scale, business development requirements, budgets, technological competency of employees, and so on. Moreover, the scale of business and the size of companies serve

as critical antecedents for e-HRM adoption (Berber et al., 2018). So institutional factors determine the feasibility of e-HRM adoption by the organizations at first. Further, Ardabili and Amin (2022) revealed that there is a lack of evidence that the research conducted in developing countries for e-HRM adoption. This indicates the significant relationship between economic development and technology integration. Due to the high cost and technological requirements of e-HRM application, it has not achieved widespread popularity in the world-range business. As the statement by Martín-Alcázar et al. (2005) and Hooi (2006), the achievement of strategic HRM needs to consider both internal factors (institutional context) and external factors (social-economic context). For example, organizational orientation to innovation, organizational size, structure, development needs, technology level, institutional context, economic factors, labor market conditions, employee educational level, and so on. Therefore, the main weakness of e-HRM adoption is its successful implementation is highly subject to both internal and external conditions. Hereby, regardless of the contexts of HRM practices, organizational strategies, organizational conditions, and external factors are all needed to be considered (Martín-Alcázar et al., 2005).

Moreover, the strategic roles of HR managers and experts' instructions need to be sufficient (Parry, 2011). From the social perspective, employees may gain the intention to accept and use a certain technology with compliance, internalization, and identification during the different stages (Venkatesh et al., 2003). e-HRM constitutes a digitalized system covering and supporting various HR functions through e-recruitment, e-payroll, e-performance management, e-compensation, e-training, and so on (Ardabili & Amin, 2022). Because of the nature of e-HRM, there is a high dependence on technological abilities and support. Therefore, technological accountability and compatibility become very important for the spread of e-HRM in organizations. Ramayah et al. (2006) disclosed that the compatibility and visibility of the HRIS are positively related to the user acceptance degree. Amoako et al. (2022) found that employee technological competency and efficacy have a significant impact on the successful adoption of e-HRM by organizations. In addition, Martín-Alcázar et al. (2005) said that human factors play the biggest role in the performance of strategic HRM. This reflects the necessary IT skills and requirements of the employees for efficient e-HRM implementation from the individual perspective. According to the study by Quaasar et al. (2018), employees' ease of use, employees' perceived usefulness, technology compatibility, and complexity level determine the feasibility of e-HRM adoption in the organizations. Shamout et al. (2022) demonstrated that the positive impacts of e-HRM practices on the organizational sustainable competitive advantage (SCA) need to go through the TAM (Technology Acceptance Model) of employees. This requires the employees to gain perceived usefulness (PU) and perceived ease of use (PEOU) for a certain technology. This indicates the successful adoption of e-HRM by organizations depends largely on the convenience of e-HRM software, employee technological competence and acceptance levels. Besides, the return on investment needs to go through a relatively long process (Burbach & Royle, 2014). e-HRM as a digitalized integration also needs to be connected with other organizational functions by data sharing (Ilek et al., 2022). Ardabili and Amin (2022) showed that e-HRM is still in the immature development stage, which needs a significant amount of time for evaluating the success, acceptance, and adoption of e-HRM. So another weakness lies in the long return on investment after e-HRM adoption in the organizations.

It should be noted that the main weaknesses of e-HRM adoption are summarized as below:

Inevitable disruptions from the technical, organizational, individual, and social perspectives may occur. Secondly, e-HRM adoption is constrained by both internal and external conditions. Further, the success of e-HRM adoption has a high dependence on technological factors and individual acceptance levels. At last, long return on investment period is needed after e-HRM adoption.

## Opportunities for e-HRM Adoption

Because of the COVID-19 pandemic, the need for digitalization in business operations has increased. Business background and circumstance are the driving forces for e-HRM adoption by organizations (Ilek et al., 2022). Based on the statements by Hu (2022), digitalization will become a business trend in the post-COVID-19 era, which could help organizations reach the worldwide branches' staff by teleconference and telecommuting. This offers a new opportunity for e-HRM development. Along with the integration of digitalization, ongoing globalization also provides the needs for e-HRM development (Ilek et al., 2022). As the e-HRM adoption makes use of digitalization, the HR management will not be limited by geographic factors. In the future, to go for the long run, e-HRM adoption should be given full play to the strategic functions and transformational performance of the organizations, for example, knowledge management services, teleworking, decision-making support services (Ardabili & Amin, 2022). Also, more efficient work could be achieved through global virtual teams (Hu, 2022). e-HRM adoption helps transform traditional HR functions into strategic operations such as talent management and retention (Amoako et al., 2022). HR departments could shift from the basic HR administration work and focus more on highly value-added work, which facilitates the organizations to build more competitive advantages. The external environment is a driving force for organizational business transformation. Both the COVID-19 pandemic and ongoing globalization provide a huge potential for the integration of digitalization in business operations. Hereby, the business trend of digitalization acts as a driving force for e-HRM adoption especially by large-scale or multinational companies to transform from administrative HR functions to more strategic functions. Moreover, the sustainable development of business will be the trend after the pandemic, which needs organizations to constantly keep innovative and effective business operations as a competitive advantage (Hu, 2022). Knowledge management under the e-HRM facilitates information capturing, synthesis, and insights generation to enhance organizational decision-makings (Ardichvili, 2002). To achieve sustainable development, e-HRM adoption is necessary as it could increase the effectiveness of HRM functions and HR personnel competency (Deshwal, 2015). Based on the results of Ramayah et al. (2006), complexity obstructs the degree of HR information system implementation. In the future, ease of use would be the main goal that could facilitate the spread of the technology. The main opportunities are concluded as below:

Firstly, as the integration of digital technology will become the business trend in the post-COVID-19 era, this gives more scope to facilitate the e-HRM adoption and development. Secondly, the ongoing globalization accelerates the adoption and spread of e-HRM by organizations especially large-scaled or multinational companies. Through e-HRM adoption, worldwide employees could be reached without boundaries and locational limitations.

## Threats of e-HRM Adoption

Ilek et al (2022) concluded that the common threats faced by e-HRM adoption are like handling user acceptance, people's resistance to changes, and aging staff technology acceptance. When the e-HRM has not reached a fully mature development stage, organizational employees may have negative attitudes towards this or feel scared of any change. This phenomenon reflects that changes always bring more challenges for the employees as they need to constantly learn new skills and adjust to the new working environment. This resistance to changes would cause a low level of e-HRM acceptance in the organization (Burbach & Royle, 2014). The high-quality software for e-HRM adoption that fits the business circumstance and organizational missions is still limited. It is said that inconsistency exists between the actual performance



and advertising statements of some e-HRM software sellers. Contrary to the expected consequences like strategic HR functions, competitive advantages gain, efficiency, or higher productivity, inappropriate software selection fails to deliver the desired results (Ardabili & Amin, 2022). This results in a mismatch between the real product performance realization and high price cost. The perceived fit and integrating degree may be different between the current e-HRM system and the real organizational targets. Hereby, picking up suitable software among the various sellers becomes very important for successful e-HRM adoption as it is highly related to technical support and stability. The e-HRM software selection should consider the ease of use, acceptance possibility, and compatibility of the programs.

Moreover, for multinational companies, the application of e-HRM needs to consider the local characteristics of the host countries such as cultural norms (Olivas-Lujan et al., 2007). HR policies and procedures are standardized in other subsidiaries through the e-HRM adoption by multinational companies (Ruël et al., 2004). Language standardization decides the acceptance and effective implementation of e-HRM in foreign subsidiaries. English is usually considered as a corporate language between the headquarters and subsidiaries by the MNCs (multinational corporations) in different cultural contexts. Through the common corporate language, HRM processes and practices ensure smooth communication and formalization in the worldwide business operation. Nevertheless, in this environment, controversial arguments also come out, such as workforce diversity and inclusiveness damage, insufficient language training and support, and misunderstanding or miscommunication of HR policies through the foreign language (Heikkilä & Smale, 2011). Olivas-Lujan et al. (2007) stated that the host-country culture environment has a less significant impact on the effective adoption of e-HRM by the MNCs, but this impact still exists. The threats to e-HRM adoption by the MNCs derives from cultural difference, local economic status, and common language communication.

At last, the threats to e-HRM adoption by the companies are demonstrated below:

First of all, people may feel resistant to the changes that originate from the application of e-HRM. Along with this threat, a mismatch between expected e-HRM achievements and real performance may occur because of inappropriate software selection. Furthermore, standardization and formulation of HR procedures and practices by multinational corporations may damage workforce diversity, and bring misunderstanding when the common language level (usually English) is not sufficient.

## **Suggestions Proposed Based on Reformulation of Attitude Theory**

Bagozzi (1992) deepens the attitude theory, which addresses the role of cognitive and emotional self-regulatory mechanisms. Reformulation of attitude theory contends that a mechanism exists from cognitive evaluation and emotional response to behavior outcomes in a sequence. Employees evaluate the current situation and gain positive emotional responses, which further leads to positive employee behavior. As reformulation of attitude theory goes through three stages, which contains cognitive evaluation, emotional response, and behavior outcomes as a sequential process. It is found that cognitive evaluation usually originates from management commitments to certain organizational programs (Karatepe et al., 2021; Rod & Ashill, 2013). Eluwole et al. (2022) applied the reformulation of attitude theory to understand the different employee behaviour (absenteeism, social loafing behaviour, and service recovery performance) through the mechanism of cognitive evaluation (management commitment to ethical leadership) and emotional reaction (trust in organizations) in sequence. The mechanism of reformulation of attitude theory gives the directions of desired employee behaviour achievement in the study of Eluwole et al. (2022). Chen (2021) adopted the reformulation of attitude theory to shape the safety behaviour of air

Table 1. SWOT Analysis

Strengths	Weaknesses
Liberate from monotonous administration work Transformation of traditional HR functions into strategic HR functions Offer more flexibility and efficiency Gain more competitive advantages Simplify the HR management process Improve HR decision-making process.	Inevitable disruptions from the technical, organizational, individual, and social perspectives may hinder the normal operation of e-HRM. E-HRM adoption is constrained by both internal and external conditions. E-HRM adoption is highly dependent on technological factors and individual technological competence and acceptance levels. Long return on investment period after e-HRM adoption.
Opportunities	Threats
Integration of digital technology will become the business trend in the post-COVID-19 era. Ongoing globalization accelerates the adoption and spread of e-HRM by organizations especially large-scale or multinational companies.	People may feel resistant to the changes that originate from e-HRM application. A mismatch between expected e-HRM achievements and real performance may occur. Multinational corporations may lack workforce diversity and bring misunderstanding when e-HRM is adopted for HR policies and procedures standardization by the common corporate language (usually English).

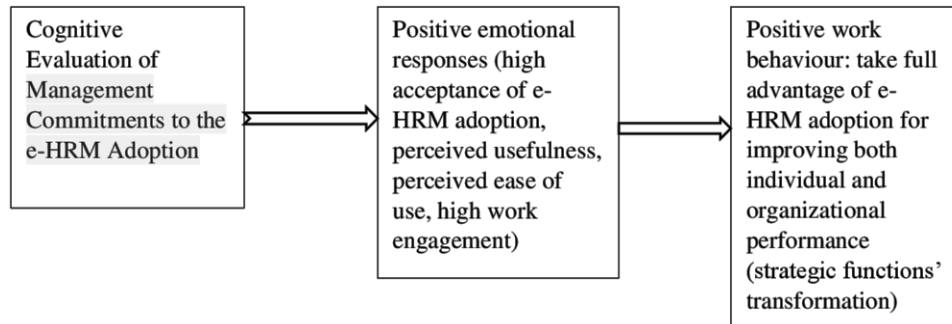
technicians. The finding demonstrates that the effects of designated appraisal variables (two types of job stressors) on the emotional responses (two types of job passion). This would further result in the positive safety behaviour of the air technicians under the reformulation of attitude theory. This indicates the feasibility of reformulation of attitude theory for the desired employee behaviour achievement. In this chapter, management commitments to the e-HRM adoption would be the source of employee cognitive evaluations. Hereby, the ways of management commitments are proposed as below:

Firstly, organizations need to consult the relevant HR experts and refer to the organizational strategic developments to pick up suitable e-HRM software with a high performance-cost ratio. Subsequently, the comprehensive training on e-HRM utilization by the HR personnel needs to be sufficient. Last but not least, when employees encounter technical problems or the e-HRM system is disrupted by any error, timely technical support should be available. Besides this, for multinational companies, linguistic supports such as language training, help desk, or technical system for linguistic learning need to be provided by the organizations as the actual utilization of e-HRM adoption depends on the degree of common corporate language competence (Heikkilä & Smale, 2011). This linguistic supports become another management commitment to the e-HRM adoption under the reformulation of attitude theory.

The positive emotional response often points out the high work-engaged status of the employees after the cognitive evaluations (Karatepe et al., 2021; Darban et al., 2022). Employees with a high level of work engagement tend to present more excellent work performance (Karatepe et al., 2021). Employees with a high work-engaged status play important roles in enhancing the organizational abilities to deal with external challenges and realize business development (Darban et al., 2022). Work engagement can be regarded as a positive emotional response of the individual employees that consists of three components: vigor, dedication, and absorption (Schaufeli et al., 2006). Employees with this kind of emotional status usually have the characteristics of energetic, powerful, proud, and happy even when the workload is intense (Bakker & Demerouti, 2017). Hereby, employee work engagement is highly related to positive behavioral outcomes. After the cognitive evaluation of management commitments to e-HRM adoption, employees are likely to gain more feelings of technological acceptance, perceived ease of use, and perceived usefulness. Further, more work engagement of employees would come out. Under this context, employee positive behavior means the employees get the utmost out of e-HRM technology to increase both individual and organizational performance as employee technological competency and efficacy play

a critical role in the successful e-HRM implementation. This would further stimulate the transformation from traditional HR functions into strategic HR functions, which leads to better business performance with more competitive advantages.

*Figure 1. Suggestions Proposed Based on Reformulation of Attitude Theory*



## Implications

Based on the SWOT analysis, strengths, weaknesses, opportunities, and threats of the e-HRM adoption are identified. This extends the methods used to investigate the research area of e-HRM adoption by organizations. Through the reformulation of attitude theory, more insights are gained into the effective implementation of e-HRM adoption by organizations. This provides an exploration of promoting employees' full utilization of e-HRM to improve both individual and organizational performance. The current chapter also offers practical implications for the effective implementation of e-HRM by organizations. First of all, it is undoubted that through e-HRM adoption, organizations could gain more competitive advantages because of more strategic HR functions' achievements. Moreover, both internal and external factors are needed to consider before adopting e-HRM in the organizations. By reformulation of attitude theory, the process of cognitive evaluation, emotional response, and behavioral outcomes is explored for the suggestions that could motivate the employees to take full advantage of e-HRM. Under the reformulation of attitude theory, positive emotional responses originate from the management commitments to the e-HRM adoption. On account of the employee's positive emotional responses, positive behavioral outcomes could be triggered. Highly work-engaged status is regarded as a positive emotional response as it could embrace the employees with more energy and power even under intense working circumstances. SWOT analysis gives a reference for the organizations when they consider integrating e-HRM in the HR departments. Organizations should grasp the opportunities for digital development and integration in the post-COVID-19 era and globalization trend. In terms of weaknesses and threats, organizations should think about how to break away from the negative impacts of these. Furthermore, to ensure the successful e-HRM integration in the organizations, the advantages of e-HRM should be maximized. e-HRM adoption and integration act as a booster for companies especially, large-scale or multinational companies to gain competitive advantages through transformational and strategic HR functions' achievement. However, organizations also need to think twice about the e-HRM adoption in the organizations as the application of this technology has many preconditions needed to satisfy. e-HRM adoption is constrained by both internal and external factors. In addition, factors covering the technological, institutional, individual, and social perspectives decide the feasibility of e-HRM adoption in organizations. Therefore, comprehensive



considerations need to be taken before the decision on e-HRM adoption by the organizations. No matter the disruption from which perspective, the efficiency of e-HRM adoption would be influenced. Moreover, the individual employees as the human factors are the real executors of e-HRM adoption, which is highly associated with real organizational HR goal achievements. The area of e-HRM is still in the immature development stage, more exploration and attention need to be gained further. The technologies related to e-HRM adoption are Artificial Intelligence (AI), Robotic Process Automation (RPA), machine learning, and so on. These technologies have a huge potential for helping organizations concentrate more on the strategic development of the company. As the technologies continue to mature, in the future, the capability and compatibility of e-HRM technologies would result in more convenience and ease of use for organizations. It is very hard to define the criteria that measure the outcomes of e-HRM adoption by organizations. Ardabili and Amin (2022) put forward that e-HRM is more closed to the process concept, which is hard to estimate the frequency of success, acceptance, and adoption. Amoako et al. (2022) stated that there are no consensus judgements of successful e-HRM adoption. It is difficult to measure the success of e-HRM adoption during a short period. Different scholars identified different antecedents of successful e-HRM adoption. For example, the factors related to information systems are system quality, user satisfaction, and service quality (Alshibly, 2014; Ziebell et al., 2019). On the other hand, the support of senior management, proper communication between team members, and favorable technological, organizational, and people factors are also the important determinants of successful e-HRM adoption (Ardabili & Amin, 2022). e-HRM integration still has a long way to go. In the future, e-HRM adoption should play a greater role in HR relational and transformational performance.

## FUTURE RESEARCH DIRECTIONS

The common advantages and strengths of e-HRM adoption are discovered as cost reduction, administrative work reduction, work efficiency improvement, and strategic transformation (Ruël et al., 2004; Fındıklı & Bayarçelik, 2015). Due to the fierce competition, e-HRM adoption by organizations especially large-scale and multinational companies will be a trend. Additionally, e-HRM adoption offers enough flexibility and removes communication barriers across different countries (Heikkilä & Smale, 2011). In the future, under globalization and high-speed development, organizations need to achieve both excellent performance and low-cost operations (Nivlouei, 2014). Increasing competitions need the organization to adopt e-HRM as worldwide employees could be reached with lower cost (Sachdeva, 2017). e-HRM adoption is of certain practical significance to conform to the trend of modern society development. The automation and procedures of e-HRM are suitable for organizational development especially the large-scaled and multinational companies because of the characteristics of efficiency, flexibility, and standardization. Sound and mature information network system and infrastructure with a high level of network capacity and transmission speed are the basement (Li, 2016). Olivas-Lujan et al. (2007) stated whether e-HRM adoption can be fully taken advantage is decided by the country's technological infrastructure. In the future, more studies about e-HRM utilization should be conducted in the developing countries, especially emerging economies to give a more comprehensive exploration and understanding of this field. Ardabili and Amin (2022) identified the challenges that affected the successful e-HRM application as insufficient funding, organizational culture, and security concerns. So there are certain preconditions for the application of e-HRM. Not all types of companies are suitable for the integration of e-HRM.

## CONCLUSION

In this chapter, e-HRM adoption by organizations is investigated through the SWOT analysis. The strengths, weaknesses, opportunities, and threats are all identified for the e-HRM adoption by the organizations. Further, some suggestions related to the efficient e-HRM integration are proposed based on the reformulation of attitude theory. This chapter aims to provide insights into effective e-HRM adoption by different kinds of organizations.

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## KEY TERMS AND DEFINITIONS

**E-HRM:** e-HRM implements HRM practices, policies, and strategies through web-based technological channels (Ruël et al., 2004). There are three classifications of e-HRM, which are operational, relational, and transformational. Operational e-HRM center around the automatic roles in improving work efficiency. Relational e-HRM points out the relationship improvements between stakeholders and management by supporting business processes. Transformational e-HRM focuses on decision-makings that could prompt organizational strategy and development (Nivlouei, 2014). HRIS (Human Resource Information System) with an electrical database for data storage and retrieval is operated under an applicant tracking system (ATS). Meanwhile, training information technology ensures an effective training offer, and performance management software allows HR professionals to scientifically manage employee performance based on metrics (Sachdeva, 2017). By ICT (Information and Communication Technologies), mobile, social media, and personal computers could be connected for information management within the organizations. Additionally, e-recruitment web offers access to worldwide candidates for seeking job vacancy. Different IT (Information Technology) software is integrated to make the HRM process electric and automatic, which brings added values through a more effective information flow (Babaita et al., 2018). e-HRM utilizes the Internet and Intranet technologies to provide standardized and interconnected work platforms (Zhang & Zhou, 2011).

**Reformulation of Attitude Theory:** Reformulation of attitude theory involves cognitive appraisal, emotional responses, and behavior outcomes as a sequential process. This theory is applied to establish a dualistic model (Bagozzi, 1992). This chapter provides suggestions for e-HRM adoption in the organizations. Through this mechanism, after cognitive evaluations of management commitment to e-HRM application, employee positive emotional responses would come out, such as work engagement. This further enhances the employee acceptance and full usage of e-HRM.