

VIRTUAL HRM: INFORMATION TECHNOLOGY AND ITS IMPLICATION

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Abstract

Technology is spread through our personal and professional lives and is having an enormous impact on the field of human resource development (HRD). We here attempt to identify the essential characteristics of Virtual Organization, which include a focus on flexibility, partnerships, projects, and core business activities.

It reviews the evolution of technology from the origin of the Academy of Human Resource Development and integrates elite literature that supports the emergency of VHRD within the field of HRD to incorporate subtle, immersive atmosphere applicable for HRD observe. Lastly, a outline is only if is decision to action for HRD students and practitioners to additional thoughtfully think about the impact of VHRD on the long run of the HRD field, to publicise the accumulated analysis that has been done up to now, also on promote awareness of VHRD as a compelling construct before alternative fields insist to the current territory as modify the contributions that have already been created toward understanding, defining, and researching this emerging construct. Virtual Organization arises from collaborations, federations, associations, contracts and alliance relationships. With the concomitant increase in the use of technology, it would be natural to attribute the growth of virtual organizations to technology, but the reality is that their genesis and growth only party result from the tremendous influx of new technology.

Consider the impact of contemporary technology on your personal and professional life by reflecting on these questions: Do you engage in meeting or meetups" that occur through social networking platforms such as Facebook™, Linkedlin™, or possibly through a meeting of avatars in a 3D virtual world such as Second Life™? Do you search online or through our organization's intranet for you calendar appointments? Do you use Google® to search for terms, to seek expert advice, or access MapQuest™ or Yahoo™to obtain directions, documents, or travel itineraries? What ways have you engaged to connect with colleagues that are in a different location, country time zone form you? Technology is embedded in our everyday lives. Advanced technologies have enabled the field of human resource development (HRD) to engage in virtual activities that were unimaginable 15 years ago, moving the field into a new realm. Global interconnectivity impacts people, teams and organizations to a degree unexampled within the history of civilization (Bingham & Conner, 2010). Emailing, faxing, telephony, and virtual chatting have currently surpassed ancient communicating mailing for written communication; and technology-enabled environments square measure substitution several fact-to-face interactions in instructional and structure setting (Yelon, 2006).The Brobdingnagian array of virtual technologies out there to the fashionable employee is wonderful and generally dizzying once one appearance at the totality of tools and choices for virtual communication and association. This array compels the field of HRD to expand the boundaries of research and practice to develop greater understanding of technology-mediated work, learning and development that are strategic and innovative. If Virtual

Organization in all their forms are to be encouraged, then it becomes increasingly important to search for and coverage upon the potential origins of success and failure. More specifically, systematic work has yet to examine the managerial and human resource issue surrounding virtual organizations. The purpose of this article is threefold: to introduce VHRD as a emerging construct, to identify the enabling technologies that have build a platform of VHRD, and to provide an overview of articles in this issue. To begin this journey, we will first take a look at recent conceptualizations of VHRD that are formalizing the construct. VHRD as associate rising Construct VHRD has emerged as a brand new space of inquiry within the field of HRD, supported a growing interest for group action technology into HRD follow and analysis. Built on a growing body of literature in HRD, parallel tracks have converged to supply initial conceptualizations of formalizing VHRD. the immense array of virtual technologies offered to trendy employee is superb typically dizzying once one appearance at the entirety of tools and choices for virtual communication and affiliation. This array compels the field of HRD to expand the boundaries of research and practice to develop greater understanding of technology-mediated work, learning and development and strategic and innovative. It also drives HRD to create a compelling vision for VHRD, which is emerging as a new construct.

Keywords: Virtual HR Departments, Organization, Information Technology, Management practices, Research, Benefit Administration.

I. DEFINATION OF VIRTUAL HR

"A media-rich and culturally relevant web environment that strategically improves expertise, performance, innovation, and community building through formal and informal learning" (Bennett's 2009).

Virtual Organization, tend to be characterized as flexible and their structure is recognized as transitory and fluid. That is, by definition, the involvement of the core business with these kinds of partners is temporary, (Bierbaum, 1999; Byrne 1993; Davis & Darling, 1996; DeSanctis et al, 1999; Diurnaine, 1991; Fitzpatric & Burke, 2000). In turn and since all partners typically have a vested interest in maintaining these relationships for as long as needed, the relationships are in constant state would be a small number of specific product lines that transcended the entire organization.

Virtual HRM refers to the technological mediate networking of different internal and external factors providing the firm with the HR services needed without the further existence of a conventional HR department and an applicant via the internet. Since, there is no single and standardized version of e-harm but a variety of practical applications, any framework should be able to capture the range of different configurations. The term VHRD was presented by MC Whorter, Mancuso, and Hurt (2008) in an innovative session at the 2008 Academy of Human Resource Development (AHRD) Conference in the Americas. In the context of adult learning, they reviewed enabling technologies for developing human expertise within technology- enabled environments.

Samir Shrivastava and James B. Shaw ("Liberating unit of time through Technology."Human Resource Management. 42:3, 2004.) Imply the some applications fail with reference to coordination and implementation. They claim that there square measure 3 phases needed to implement technological change:

1. Adoption phases need want analysis;
2. Desires analysis asks the queries of the technology's aims and of that users it should satisfy; and

3. Implementation part needs HR's taking service suppliers and shoppers similarly as HR's own desires into consideration. Within the implementation part, variety of outcomes like value saving, HR's accrued quality and superior service may end up.

II. HOW TECHNOLOGY CAN IMPROVER HR

In 1998, D.Lepak and S. Snell ("Virtual HR: Strategic Human Resource Management in the 21st Century. Human Resource Management Review 8(3): 215-34) argued that there were three ways in which technology could improve human resource management (HRM):

1. It will contour operations.
2. It will improve relations with the opposite departments through additional timely and economical service.
3. It will play a transformational role by removing barriers to consolidation among and out of doors the firm.

Though Lepak and Snell saw this as one thing new, if truth be told time unit had been outsourcing long before the appearance of the non-public laptop. Four examples that return to mind are:

1. Staffing departments' use of personnel agencies and external recruiters;
2. Profit department's use of record keepers for outlined contribution (DC) plans;
3. Profit department's use of figurer consultants for outlined profit (DB) plans; and
4. Coaching managers' outsourcing of coaching.

Building on Lepak and Snell's concepts, Bradford S. Bell, Sae-Won Lee and married woman K. Seung "The impact of E-HR on skilled ability in time unitM: Implications for the event of HR Professionals." Human Resource Management. 45:3. 2006) review surveys that have found firms the businesses} will scale back group action price by up to seventy five % which seventy % of companies report that technology has improved service quality. Bell, Lee and Seung's Survey finds that the transactional aspects of time unit became shorter, whereas information of the business and delivery of time unit functions like staffing became additional necessary. it's not that time unit managers became additional school savvy. Rather, they need progressively got to work with service vendors and also the internal IT operate. Lepak and Snell argue that technological experience got to be additional to the list of time unit competencies. However they are doing not mean technology experience within the sense of Google co-founder Larry Paige's or Microsoft's Bill Gates'. Rather, it's ability to coordinate and manage technology that matters.

Towards Watson's Philadelphia-based adviser Tom Keebler says that talent management package incorporates enlisting, a skill-and-competency inventory, performance management, learning-and-development package. In Associate in nursing interview. Keebler same that as a result of all of programs ar integrated, the package will determine gaps and recommend learning opportunities. he provides the instance of learning-and-development systems that performance appraisals or succession-management package will trigger. {youwill|you'll|you'll be able to} log on and therefore the learning-and-development system can tell you what course or learning expertise you are taking next.

III. BENEFIT ADMINISTRATOIN

Not all areas of HR have seen that same degree of innovation. In benefits administration, Keebler notes, the core transactional perspective has not changed that much. But what has changed is the form of employee interaction. Web-based health tools may be used for self-care, data concerning treatments and pursuit breakthroughs. Sadly, though, technology cannot do everything. For instance, computer programmers have yet to find a substitute for those pesky trips to the gym. One area in which technology has made a big difference is in moving the role of HR generalists away from basic transaction processing and answering rudimentary questions. Generalists now give higher level of support and they rely on technology. As a result, they can participate in corporate-level planning and integration of HR at the line-management level. Keebler sees technology as continuing to eliminate more of the transactional steps. Increasingly integrated system will create the need for more generalists.

IV. MAPPING THE ARCHITECTURE OF VIRTUAL HR

Over the past few years, researchers have begun to address the architecture of sourcing relationships; focusing on the balance between internalization and externalization of resources. These "make" on "buy" decisions are rooted in transaction cost economics (Williamson, 1993) and the resource based view of the firm (Barney, 1991; Hamel and Prahalad, 1994) as well as broader models of organizational flexibility and change. Quinn (1992), for example, suggests that firms should outsource those activities that are not critical to a firm's success thereby freeing up resource to focus on core competencies. Functions that are not critical and are not specific to a firm are candidates to be externalized. (Saunders, Gebelt, & Ha 1997).

V. THE UNIQUENESS OF HR A ACTIVITIES

Along with the strategic value of a resource, decisions about sourcing also depend on the extent to which the resource is unique or firm specific (ef. Barney, 1991; Hamel & Prahalad, 1994; Williamson, 1993). At Merck, for example, the Hr function has developed a new employee orientation program that is customized around the company's philosophies values and culture. However, regardless of whether the resources are internalized or externalized, the point to be gleaned from this is that managing unique resources is qualitatively is different from those that are generic. Generic resources can be managed in a transactional manner taking advantage of market efficiencies. Firm would pay the going that and the exchange could be mediated through arms length negotiation. However, market based transactions such as these are less applicable when assets are specialized are unique. Instead, the connections tend to be more relational developed over the time through mutual investment, trust and experience. This does not necessarily mean that the resources will internalize, only that they will be cultivated on a relational basis. (Leepak & Snell, 1999).

VI. RESEARC OUTCOME

Two fundamental levers-external partnering and information technology. Are central to the transformation. Outsourcing and external partnering provide organization the flexibility to adapt

to external changes, the possibility for appropriating outside expertise, the opportunity to reduce the overhead costs, and the chance to focus resources on strategic initiatives.

However, developing a networking of external partner salon is not sufficient. An axiom of organizational design is that structural differentiation needs to be balanced by forces of integration (c.f. Galbraith, 1973; Lawrence & Lorsch, 1967). As we have seen, the integrative potential of IT is enormous. Problems of time and distance shrink towards zero through shared information and remote communication.

But there are other integrative concerns that need to be addressed as we move forward. One of the most important is the management of partner relationships. Apart from initial decisions about what should be retained internally and what should be externalized, firms need to enter into relations carefully and make certain that they remain mutually beneficial over time. These relational elements are very important for cultivating a mutually beneficial partnership with external agents. And in that respect they are very important integrative mechanism for Virtual HR. Although researchers have begun to address that nature of exchanges such as these in the context of social capital, network development, and contingent contracting. (Matusik & Hill, 1998; Podolny & Baron, 1997) more research needs to be done with specific content of HR. (Brass, 1995)

In addition to be integrative issue there are potentially critical issues with regard to the integration of HR systems themselves. Configurationally frameworks of HR highlight the potential value of combining HR activities to create performance synergies. (C.f., Delery & Doty, 1996; Huselid 1995; McDuffie, 1995). While a good deal of research has been done recently on HR configurations and internal fit, much less is known about these issues in the context of external partnering, flexible structure, and Virtual HR (Wright & Snell, 1999).

VII. CONCLUSION

In this chapter, we have tried to explore some of the underlying elements and parameters of Virtual Hereby first, working through the operational, relational and transformation influences of IT, we hoped to show some of the cases the technologies that are reducing administrative burden, automat icing processes, increasing productivity, providing employees and managers with remote access and connectivity, as well as extending the capabilities of HR itself.

As, a second fundamental piece of equation, we also discussed the ways in which firms are utilizing external partners of some external portions of their HR activities. Our purpose for this chapter was to raise some issues about why firms are making this transformation, as well as underlying mechanism in doing so.

What is clear from our work in this area is that the notion of virtual HR is both compelling from a strategic standpoint. The sue of informational technologies and external partnerships is rapidly is expanding in both In large and small organizations.

But as we move forward, it is more important that investment in neither area have been met with unbridled success, and combing them makes the prospects even more challenging. The purpose of this chapter was to raise some issues about firm and their mechanism of doing so.

Technological breakthroughs may be going in surprising directions. In a recent study that appeared in the Journal of Human Resources in Hospitality and Tourism, K. Zelenskaya and Neal Singh interview managers of 10 firms that have used Second Life -- a computer-based virtual environment that allows users to interact in a simulated world -- to interview job applicants.

("Exploring Virtual Recruiting From Employers' Perspective Using Second Life." *Journal of Human Resources in Hospitality and Tourism*. 10:1.2011) Zelenskaya and Singh identified the firms that conducted career fairs on Second Life between 2006 and 2007. Although its use is controversial, the Second Life career fairs are low cost and result in an average of one hire per fair. Favourable publicity is also a by-product. Once the Second Life platform is established, it can be re-used at virtually no cost.

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