

## Chapter 21

# Investigating Barriers That May Influence the Implementation and Use of E-HRM Tools in the Organization

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### **ABSTRACT**

*Human resource managers (HRMs) can use electronic-human resource management (E-HRMs) tools to improve human resources practices, including recruitment and selection of employees. Grounded in the theoretical framework of a unified theory of acceptance (UTAUT), this present qualitative case study investigated the potential barriers that influence the implementation and use of E-HRMs in Thailand's business sector. Human resource professionals from the business sector, including hotels in Thailand, were the study participants. Semi-structured interviews with open-ended questions were used as data collection instruments. Qualitative data collected was analyzed using thematic content analysis. The challenges impact the recruitment and selection process by making the employment process complex and poor selection of employees. HRMs should support E-HRMs as the advanced technologies to improve recruitment and selection of competent employees. In conclusion, E-HRMs are effective information systems that support electronic recruitment and selection of qualified employees.*

## **1. INTRODUCTION**

Innovation across organizations is one of the essential aspects to improve work efficiency. This innovation process is a human issue, and it depends mainly on effective human resource management (HRM). Effective HRM develops and implements new ideas, concepts, and processes in firms that lead to better organizational performance (Kianto, Sáenz, & Aramburu, 2017). One of the key aspects of HRM is the recruitment and selection of employees. Saviour, Kofi, Yao, and Kafui (2017) pointed out that recruitment and selection practices are the main functions of HRM professionals, which are among the essential activities that impact organizational performance. Recruiting and selecting the potential employees for the right job is a crucial component that positively influences an organization's performance. Innovations in the recruitment and selection of the right people have been found useful for work efficiency. Rodríguez-Sánchez, Montero-Navarro, and Gallego-Losada (2019) discussed that innovation with the integration of new digital platforms in the employee recruitment and selection process had been an essential way for organizations to strive for high qualified employees. Organizations no longer take their time for job applicants to send their applications to identify potential employees. Instead, the organizations have found electronic recruitment and selection as the growing process for effective recruitment by human resource personnel. Human resource managers (HRMs) mainly use electronic-human resource management (E-HRM) tools to recruit and select highly qualified employees. Ahmed Butt and Zeb (2016) explained that HRMs use E-HRM tools to improve their work efficiency in hiring highly skilled candidates with diverse skills, knowledge, and abilities to enable the organization to achieve and maintain a competitive advantage. Despite the usefulness of E-HRM in improving recruitment and selection of highly-skilled employees, some organizations may face challenges in implementing and using these tools. Thus, the study's objective is to determine potential barriers that can influence the implementation and use of E-HRM recruitment and selection tools, particularly in the business sector in Thailand.

### **1.1. Problem Statement**

The general problem the study seeks to address is that there are potential barriers to effectively implementing and using E-HRM tools to recruit and select the best conditions in organizations. According to Alameri (2018), challenges, including ineffective SME training and change resistance, are the potential barriers to effective adoption and use of E-HRM tools. Similarly, Ferdous, Chowdhury, and Bhuiyan (2015) discussed that internal organizational resistance, management reluctance, cost of conversion, and employees' privacy issues are among the potential barriers that can impede effective implementation and use of human resource information systems in organizations. However, no studies have investigated the potential barriers that hinder the effective implementation of E-HRM recruitment and selection tools in the business sector from Thailand's perspective. Thus, the specific problem the study seeks to address is that there are unknown studies on potential barriers that can impact the implementation and use of E-HRM recruitment and selection tools in the business sector, including hotels in Thailand.

### **1.2. Purpose and Significance of the Study**

The study's primary purpose is to explore E-HRM recruitment and selection tools in Thailand's business sector, including the hotel industry. The study aims to determine the implementation and use of the tools, focusing on potential barriers that may impact the implementation and use of such tools in Thailand's

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