

Electronic Human Resource Management (e-HRM) of Hotel Business in Phuket

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Abstract—This research aims to study the pattern of the electronic human resources management (e-HRM) of the hotel business in Phuket. The study is conducted with the implementation of field data and in-depth interview of hotels' HR managers. In consequence, the study reveals that the hotel business has applied the use of the e-HRM varying in job recruitment (15 percent), employee engagement (55 percent), organizational file structure (10 percent), idea and creativity exchanges (38 percent) and assessment system (6 percent). However, considered as 100 percent, the hotel business has not prepared to apply the use of the e-HRM in salary system, learning and training program, welfare allocation and career development.

Keywords—*electronic human resource management; e-HRM; hotel business; e-learning; Management*

I. INTRODUCTION

The information technology has been developed and advanced drastically over time. Therefore, several organizations are attempting to highly develop themselves and demonstrate their leaderships and professional visions of the industry. Admittedly, the human resources department is considered as the most significant part in all business organizations as it concerns greatly with intellectual skills, required abilities and work-related experiences of employees in the organization. A large number of technologies have been applied to facilitate the management of human resources. The e-HRM plays a vital role in human resources management [1] where procedures and processes can be less complicated [2] while ensuring accuracy [3] and timeliness of communication between both organizations and employees with unlimited distance of message transmission. This helps reduce work complexities [4] and stimulate the employees to work effectively.

A massive number of investments have been generated in the alignment of the hotel business [5], thanks to a rapid expansion of transportation and tourism industries that help drive economic growth for the country. Consequently, it can be said that effective human resources management is compulsorily required for all business organizations. The implementation of the e-HRM in the hotel business is very important as it helps a certain organization to achieve its goal in a precise and speedy manner [6], [7], [8], [9].

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II. ELECTRONIC HUMAN RESOURCES MANAGEMENT MODEL

The e-HRM is considered as one of the key factors that every organization needs to focus. Everything will be performed via electronic solutions and, as a result, it can help an organization to move forward quickly. The innovative e-HRM can ensure no redundant works or waste of time and human resources. The e-HRM consists of 9 important systems [10] described as follows.

A. Recruitment System

An online job application starts with downloading of an online application form with regard to the preferred position and qualifications required for the job. It is required to submit the online application form via the system, in which the system will begin to perform its preliminary screening process with, for instance, the use of keywords or special skills required by the applied position [11], [12]. After the preliminary screening process, an interview session will come into consideration. An applicant will be asked to describe personal information, required skills and work-related experiences or tested for the attitude [13], [14] and professionalism towards the position [15], [16]. The final step of the online recruitment system concerns greatly with schedules and appointments, which can quickly be confirmed via email, SMS or phone.

B. Employee System

The employee system can effectively manage the basic data of employees via networking system. An employee can feel free to add, delete and edit personal profile. The system is also connected to other data and information where an employee can manage them personally and completely such as making a leave request, in which an employee can see the exact number of leave days while being able to make a leave request directly via the computer. This can facilitate a manager to approve such leave request in an immediate manner as both the employee and the manager can view the details of leave request fully. [17] Meanwhile, another important point in the employee system is an employee can make a reservation for car, conference room and other facilities in the organization in advance to ensure promptness prior to the actual date of use [18], [19], [20].

C. Basic Organizational Information Management System

To create a good organizational structure, high-ranking executives are required to understand the nature of organization as well as work function and performance that keep changing

constantly. A good organizational structure will also reflect in clear vision, mission and value in order to encourage all employees to achieve a mutual goal. In doing this, all employees must have a good cooperation and harmony to ensure that the organization can move forward rapidly and strongly. Determining the organizational structure is also important as each employee can clearly understand their roles and responsibilities [21]. Therefore, the reception of organizational information via the networking system, such as website or share drive, will generate quicker and clearer overview of such information [22].

D. Salary Management System

Obviously, this system will be accessed by an employee at least once a month. Salary management, of course, concerns mostly with salary, remuneration and overtime payment received from the organization. However, there will be some deduction amount, such social security, as found in the system. Also, the system will facilitate an employee with an automatic calculation of both income and deduction amount of each month. The net amount of salary will show to the calculation of tax to be paid to the government. An employee is allowed to access to the salary management system and print out a salary slip only when necessary [23].

E. Learning and Training System

The learning and training system will encourage all employees to maximize skills, increase knowledge and improve attitudes. Generally, the learning or training program will be promoted via an announcement. If an employee has an interest in a certain program, he or she can proceed with the application with specified date and time via email. The system will send an alert message to the employee to confirm the previous registration. As the learning or training program is completed, the employee is required to share knowledge gained from such learning or training program with others [24]. This system will enable the organization to visualize the enthusiasm and learning ambition of the employees, considered as a significant tool for the assessment of employee performance [25], [26].

F. Idea and Creativity Exchange System

The idea and creativity exchange system is developed to stimulate the management of self-responsibility for each employee, where different ideas and viewpoints received from meetings, daily conversations and social network can be shared [27]. Employees are allowed to present new ideas or creativities in Facebook or web board, as part of the intention to let them have a good cooperation in making all tasks achievable [28], [29].

G. Assessment System

For the assessment system, it is required to rely on the online or intranet program that can easily and quickly facilitate the calculation. Strategically, there are two types of assessment. Firstly, an employee is required to conduct a self-assessment. The employee will be motivated to work effectively towards the targeted goal. Secondly, an employee is required to have an assessment conducted by a respective manager. This type of assessment can determine the employee's career development and it has a direct effect in

salary and welfare adjustment when the assessment result is officially revealed [30].

H. Welfare System

Employees can be motivated by the welfare system, which helps build the fairness in receiving necessary remunerations including allowance, travel expense, provident fund and bonus. Admittedly, the welfare was judged and assessed by the rate of sense and feeling in the old days and it consequently led to conflicts between both the employees and the organization. However, due to the prolonged economic slowdown, several organizations have decided to eliminate unnecessary expenses. The development of the welfare system will help reduce non-beneficial costs as all employees will be offered appropriate welfares considered as limitation of individuals. The welfares offered to the employees are designed to suitably meet the targeted organizational goal in accordance with the limitation of individuals in the database [31], [32].

I. Career Development System

This is the final system developed to highly facilitate the e-HRM, which aims at the achievement of the organization. However, the most significant factor in the organizational development is personnel or employee management. [33] As different employees have different skills and abilities, it is required to bring out their most excellent skills and abilities to ensure that each task can be accomplished thoroughly with regard to their educational backgrounds, work-related experiences and special qualifications to be evaluated by their respective managers, as part of the ambitious goal to pursue the 'Put the right man on the right job' concept [34].

III. PURPOSE OF THE RESEARCH

To study the pattern of the e-HRM of the hotel business in Phuket

IV. RESEARCH METHODOLOGY

People involved in the research were human resources managers and other personnel involved in the human resources tasks belonged to hotels in Phuket with more than 200 guest rooms, totaling 57 hotels.

The instruments of this research focused on qualitative methods, with the collection of field data and the in-depth interviews with human resources managers and other personnel involved in the human resources tasks in the hotel business.

V. FINDING

The findings of the research on E-HRM of hotel business in Phuket were:

A. Demographic data

TABLE I. POSITION OF THE INTERVIEWEE

Position	Number of hotels	Percentage
HR Manager	25	50.0
Assistant HR Manager	10	20.0
Other	15	30.0
Total	50	100

TABLE II. GENDER OF THE INTERVIEWEE

Gender	Number of hotels	Percentage
Male	11	22
Female	39	78
Total	50	100

B. Hotel Information

TABLE III. NUMBER OF ROOMS IN THE HOTEL

Hotel rooms	Number of hotels	Percentage
200-250 rooms	23	46
251- 300 rooms	8	16
301-350 rooms	5	10
more than 351 rooms	13	26
Total	50	100

TABLE IV. NUMBER OF EMPLOYEES

Number of employees	Number of hotels	Percentage
0-100	2	4
101-200	19	38
201-300	10	20
301-400	9	18
401-500	2	4
more than 351 rooms	8	16
Total	50	100

C. Information of electronic Human resource management

1) Recruitment System

TABLE V. JOB APPLICATION

Job application	Number of hotels	Percentage
walk in	1	2
walk in and by emailing	41	82
walk in and by mailing	1	2
No additional staff	1	2
by emailing and hotel website	6	12
Total	50	100

TABLE VI. AN APPOINTMENT TO INTERVIEW FOR THE JOB

An appointment	Number of hotels	Percentage
Only inform by phone	33	66
Inform by phone and emailing	17	34
Total	50	100

TABLE VII. NOTIFICATION OF ACCEPTANCE

Notification of acceptance	Number of hotels	Percentage
Tell immediately or call	34	68
Tell immediately or call and send email to confirm	16	32
Total	50	100

2) Employee System

TABLE VIII. THE EMPLOYEE RECORDS

Employee records	Number of hotels	Percentage
Time recorder	7	14
Finger scan	43	86
Total	50	100

TABLE IX. EMPLOYEE'S LEAVE

Employee's leave	Number of hotels	Percentage
Write a letter on paper, approved by the department head and send to HR department	45	90
Write a letter on paper, approved by the department head, filling system and send email to HR department	3	6
Leave online by entering their username and password, the system will send to department head and forward to the HR department	2	4
Total	50	100

TABLE X. RESERVATION ON A MEETING ROOM AND CAR OF EMPLOYEES

Reservation a meeting room and car	Number of hotels	Percentage
Phone only	10	20
By email only	22	44
Paper only	4	8
By phone and email	6	12
Paper and email	2	4
By email and inform to department head	1	2
unknown	1	2
Total	50	100

3) Enterprise System

TABLE XI. ENTERPRISE INFORMATION MANAGEMENT

Information management	Number of hotels
Notice board	22
Present on orientation	20
Employee handbooks	10

Inform the department head during the meeting	6
Hotel website	4
Department head tell subordinate	1
Share drive	1
unnecessary	3

4) Payroll Management System

TABLE XII. SALARY DOCUMENT

Salary document	Number of hotels	Percentage
Carbon slip	26	52
Pay slip	24	48
Total	50	100

TABLE XIII. SALARY CERTIFICATE

Salary certificate	Number of hotels	Percentage
Salary certificate	50	100
Total	50	100

TABLE XIV. REQUEST MORE CARBON SLIP

Request more carbon slip	Number of hotels	Percentage
Unable	34	68
Submit a form to the HR department	15	30
Submit a form to the HR department and forward email to the accounting department	1	2
Total	50	100

TABLE XV. PAYROLL SOFTWARE

Payroll software	Number of hotels	Percentage
exel	2	4
Ace payroll	13	26
Eagle	14	28
AudiSoft	1	2
TigerSoft	2	4
Business Plus	1	2
unknown	12	34
Total	50	100

5) Learning and Training System

TABLE XVI. NOTIFICATIONS LEARNING AND TRAINING

Notification learning and training	Number of hotels	Percentage
By emailg	13	26
By emailg and notice board	23	46
By emailg, notice board and phone	1	2
By emailg, notice board and send document as evidence	2	4

By emailg, notice board and inform the department head when meeting	3	6
By emailg, notice board and share drive	2	4
By emailg, notice board and sound public	1	2
send document to department head	1	2
send document to department head and notice board	1	2
Call each department	1	2
Notice board	1	2
unknown	1	2
Total	50	100

6) Knowledge Sharing within the Organization

TABLE XVII. KNOWLEDGE SHARING WITHIN THE ORGANIZATION

Knowledge sharing	Number of hotels
Morning meeting	22
By social network	16
Annual meeting	8
Notification HR department	9
Knowledge creation of employees	1
Online surveys	2

7) Evaluation System

TABLE XVIII. EVALUATION SYSTEM

Evaluation	Number of hotels	Percentage
Department head evaluated through the paper only	21	42
Employees and department head evaluated together through paper	26	52
Employees evaluated through paper and department head evaluated online	3	6
Total	50	100

8) Benefits System

TABLE XIX. BENEFITS

Benefits	Number of hotels
Social security	50
Other	40

9) Career Management System

TABLE XX. CAREER PROGRESSION

Career	Number of hotels	Percentage
Organization consider the education background, skills and the evaluation from the top executive to be the information to plan for the position	50	100
Total	50	100

VI. CONCLUSION

The results assessed and summarized according to the e-HRM's 9 important systems discussed above.

In conclusion, about 85 percent of the recruitment system had never applied the use of the e-HRM while another 15 percent had successfully implemented this newly developed technology. About 55 percent of the employment system uses the e-HRM and 45 percent had never applied the use of the e-HRM. For the basic organizational information management system, 90 percent failed to apply the e-HRM and 10 percent agreed to use the e-HRM. Unfortunately, 100 percent of the salary management system had never developed the use of the e-HRM, similar to the learning and training system. The idea and creativity exchange system achieved only 38 percent while 62 percent had not prepared to use the e-HRM. About 94 percent of the assessment system has not managed to rely on the e-HRM, but another 6 percent appreciated the technology. Finally, the welfare system and the career development system were mutually down with 100 percent of the e-HRM illiteracy.

VII. RECOMMENDATION

The hotel business operators with more than 200 guest rooms are considered as large organizations with tremendous investments generated to support the fast-growing tourism business immensely frequented by both local and foreign tourists. As a result, it is very important to apply the use of electronic technologies in the business aiming to greatly develop the skills and abilities of the employees while facilitating complicated work processes [35], [36]. Above all, today's common human resources management has been expected to be developed to the complete e-HRM with faster and better business efficiency.

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