

Impact Of E-HRM Functions On Organization Performance: Mediating Role Of Employee Performance And Job Satisfaction In The Banking Sector In India

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ABSTRACT

The study's objective is to determine how e-HRM functions impact organizational performance and to identify how employee performance and job satisfaction operate as a mediating factor. This study included four distinct Indian telecommunications businesses that use e-HRM as part of its population. The self-administered questionnaire was mailed to the HR managers; 493 replies in all were deemed complete and useable, meaning that no information was missing. The statistical program SPSS 20 has been used to examine The information gathered from the questionnaires. The coefficient summary indicates that the beta values of 0.581 for e-HRM to EMPFM, 0.689 for JOBSTF, and 0.658 for JOBSTF to EMPFM accurately reflect how e-HRM affects employee performance and Job Satisfaction. The results of the study can help practitioners who want to set up environments that are conducive to increased productivity.

Key words: e-HRM, Employee Performance, Job Satisfaction, Organisational Performance.

1. INTRODUCTION

Digital human resources management or e-HRM refers to the electronic sharing of digital HR data. E-HRM is an IT approach to HR procedures that facilitates communication between businesses and employees. The way HR departments manage information sharing and record keeping is changing due to information technology. The amount of paperwork is greatly reduced. It makes use of web-based technology platforms or intranets. It might also be applied to the application of other HR strategies. E-HRM is applicable to grant authorization for many HR functions.

With the adoption of technological tools, HRM has undergone a shift to improve its performance. Because of this, The newest branch of HRM is called e-HRM, having the goal of streamlining processes to speed up the HR function and cut costs (Khashman et.al. 2015). The organizational performance was evaluated in terms of job satisfaction, employee performance through eHRM adoption (Obeidat et. al. 2017). Additionally, job satisfaction and employee performance have been used as mediators. It serves as an arbitrator in the interaction between organizational performance and E-HRM. Additionally, the previous few decades have seen a tremendous advancement in information technology, which has increased utilizing E-HRM processes and systems in businesses. As a result, relatively on E-HRM, not much research has

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been done practices in telecommunication organizations and little influence of mediation in previous studies on various sectors.

2. REVIEW OF LITERATURE

2.1 Electronic Human Resource Management (eHRM)

When "e-commerce" began sweeping the business world That was in the late 1990s. The phrase "E-HRM" was first introduced. The body of research on E-HRM has reportedly grown significantly since 2003 (Sharifi et. al. 1999), and there has been a rise in scholarly interest in E-HRM. These days, the human resources department uses information technology more, which strengthens the application of E-HRM. There exist various definitions which are detailed and describe the E-HRM inside the reviews written by scholars. "E-HRM is defined as the planning, implementation, and use of information technology for networking and supporting at least two individual or collective actors in their shared performance of HR activities. Furthermore, the term "embrace term" for all potential HRM and IT integration mechanisms and contents with the intention of generating value for management and the targeted workforce both within and between businesses (Bondarouk et. al. 2009).

E-HRM practices yielded numerous advantages. It provides a comprehensive solution to HRM problems, has the ability to precisely handle enormous volumes of data from several sources in real time, and most importantly, can be in line with the organization's strategic decisions (Pratheepan et. al. 2012). Additionally, companies are depending more and more the management-delivery element of E-HRM strategies that enhance the effectiveness of their human capital.

2.2 Organizational Performance

Performance within an organization referred to as the result of every action the organization takes, and that any flaw in any of these actions will show up in the performance, which serves as the company's mirror. (Kuleelung et. al 2015). Recently, businesses have placed a strong emphasis regarding the overall success of an organization means of achieving their aims and objectives as well as ensuring the well-being of their constituents. Furthermore, there are both impartial and personal methods to measure performance (Binget. Al. 2011). Non-monetary metrics, such as quick adaption, customer happiness, and the procedure for human resources, have been employed by researchers.

2.3 Employee Performance

Performance, also known as conduct used in the workplace, is a crucial component since it affects productivity (Armstrong, 1995). An organization can achieve performance efficiency using a variety of criteria, including excellence, efficacy, capacity, productivity, profitability, and quality, according to Draft (1988) claimed that attaining a high performance level is what most organization managers focus on. Furthermore, for efficient employee production, management must concentrate on the employee performance process. Achieving excellent performance and improving employee satisfaction at work are the main objectives of training programs. The best training also focuses on coordinating efforts to accomplish organizational objectives (Muhammad Usman Muzaffar et al., (2012). Mathis and Jackson (2009) observed that how well products and services work and the ability to manufacture items effectively are positively correlated with performance, quality, and quantity. Aside from this, performance is the benchmark that is dependent on an individual doing a task. Smith and Mazin (2004) claimed that the purpose of The definition of performance management is to raise performance levels by addressing problems and finding strengths that may be enhanced in order to meet company goals.

Since HR offers assistance department in charge of managing An organization's human resources, its practices and laws have an impact how satisfied employees are, which consequently affects staff efficiency (Pradhan et al, 2019). The manual nature of traditional HR procedures, which entail paper-based tasks and file-based retaining records that carry a greater risk of errors and service delays (Ahmed and Ogalo, 2019). The field of HRM has evolved to include new technology, leading to a transition from electronic HRM to HRM. "e-HRM" is the phrase that " describes the integration of HR operations for improved control and coordination By means of hardware, software, with internet-based technology (Galanaki et al, 2019). Utilizing technology enables one to raise the standard of HR services rendered to staff members, including improves employee performance (Iqbal et al, 2019a). Through the equitable application of policies, benchmarked individual and group data, and improved data administration, a wide range of services are provided through technical methods (Iqbal et al, 2019b). Workers need assistance from the HR department in handling work- associated issues like compensation and vacation time. When a service's quality rises dramatically, HR procedures are managed by technology, raising employee happiness, which in turn has a beneficial effect on their productivity (Nurshabrina and Adrianti, 2020). Comparing the handling of a leave request through traditional HR and e-HRM procedures is one instance showing how e-HRM raises the effectiveness of HR functions. In the past, an HR office would have to review a mountain of paper records to evaluate a leave application in order to evaluate eligibility and the amount of leaves that were available, which would cause a delay in the application's decision-making process. Conversely, e-HRM would make leave availability easily accessible, enable employees to request time off online, and guarantee a prompt answer (Wege et al, 2019).

H1: Employee Outcomes (EMPFM) modifies the connection between organizational performance and e-HRM (ORGPFM)

2.4 Job Satisfaction

The subject of satisfaction at work is the one that organizational behavior experts talk about the most (Martineau, 2006). The simplest definition of job satisfaction is anything that exhibits some degree of delight, and this is where the concept of job satisfaction originated. Harmony and a positive attitude among coworkers show that workers are content with their positions. Various Scholars characterize work satisfaction as the culmination of a worker's feelings regarding their job and their level of passion for it (Al-Haydar and Bin Taleb, 2005). The emotional connection to the company is known as job satisfaction. It is thought to be essential for long-term employee motivation. It is evident that devoted workers who are willing to sacrifice everything for their employers have a high degree of job satisfaction. Even in cases where workers are dissatisfied, employers nevertheless incur costs associated with hiring new staff (Jikyung and Byung-Kuk, 2011). Owing to shifts in the corporate environment and structure, the majority of studies tend to focus on employee retention, commitment, and happiness within the framework of different national cultures.

An assessment another way to define work satisfaction is a function of work quality one does for the company overall. It is possible to see job satisfaction as a mechanism that modifies an employee's work environment, performance, and service quality—all of which are necessary for providing clients with repair and improvement services. Although it is a crucial factor, employee happiness is never fully achieved and is exceedingly challenging to measure. In service businesses, job satisfaction is a critical variable. Contented workers are driven to show others how much they care and to perform better for the business (Paul, 2013).

Scholars often assign varying proportions of significance to sources of fulfillment, which can be broadly categorized either internal or external. internal resources rely on a person's unique

qualities, including attitudes. Extrinsic sources, like the atmosphere at work, are context-specific and environment-dependent. Economists tend to embrace theories that draw from external sources more frequently, albeit using different nomenclature; on the other hand, theories that draw from internal sources are more frequently linked to other social sciences (Farndale and Truss, 2005).

The best and most positive emotions that employee has about their work are derived from an evaluation of their position (Locke, 1976) and personal attitudes regarding one's work; they might be either favorable or negative; this is also known as job satisfaction (Oplatka and Mimon, 2008). In empirical studies, employee satisfaction is defined as a general sentiment regarding the work or as a connected collection of opinions about different parts of the employment (Spector, 1997).

Numerous academic institutions worldwide have conducted extensive studies on the correlation between HR practices and work happiness. According to a number of studies, employees' expectations for their working conditions, performance evaluations, management styles, and opportunities for advancement that promote business loyalty lead to higher job satisfaction (Glibkowski, & Bravo, 2007). The two things that have the most influence on job satisfaction are experiences and job belief (Weiss, 2002).

H2: Contentment with One's Work (JOBSTF) modifies the connection between e-HRM and Performance of the Organization (ORGPFM)

H3: Contentment with One's Work (JOBSTF) has a significant effect on worker performance (EMPFM)

3. OBJECTIVE OF THE STUDY

- to ascertain how e-HRM functions affect organizational performance
- to identify how employee performance and job satisfaction operate as a mediating factor e-HRM and the effectiveness of the organization

4. RESEARCH METHODOLOGY

4.1 Research Design

To look into how the components of e-HRM relate to one another, employee performance, contentment at work, and organizational performance, The study employed a quantitative research methodology. Since this study used a deductive approach, the quantitative method is the most effective option.

4.2 Population and Sample

This study included four distinct Indian telecommunications businesses that use e-HRM as part of its population. These companies have all been in business in India for more than five years, and they control the lion's share of the market. There were around a thousand workers in each company. The websites of these businesses confirmed that they choose their managers and customer support representatives using appropriate HR procedures.

4.3 Data Collection

In order to collect data, the HR managers of each chosen firm were called and asked for their participation in conducting the survey within their respective organizations. After confirming the respondents' and the firms' confidentiality, they were briefed about the nature and goal of the study. The link to the self-administered questionnaire sent a letter to the supervisors of HR, who, to the best of our knowledge, distributed it impartially up to the level of management staff members as well as client support agents. To guarantee the highest response rate, an email

reminder was dispatched to the HR managers after a week. The 17-item questionnaire was created using a Likert scale. There are four sections in the questionnaire: questions about organizational performance, questions about organizational agility, questions about e-HRM, and questions about demographics.

4.5 Data Analysis

Six hundred workers in all were asked to take part in the poll. 530 workers, nevertheless, actively participated in answering the survey. 493 replies in all were eliminated after being verified to be full, usable, and devoid of any missing data. The statistical program SPSS 20 has been used to examine the data collected from the questionnaires. Several data analysis approaches were employed in line with the goals of the research in order to examine the information. The three types of data analysis approaches include descriptive analysis, Karl Pearson correlation analysis, and simple regression analysis.

5. RESULTS AND ANALYSIS

5.1. Demographic profile

The demographic features of the responder were assessed using detailed demographic data shown as a ratio, percentage, and frequency of occurrence (Table 1). Upon close inspection, 93.01% of the answers are deemed to be of good quality. There were noticeably more female responders. (294, 59.6%) compared to responders who were male (199, 40.4%) among the 493 total; the majority (191, 38.7%) were in the 35–44 age range; 364 (73.8%) had a PG in HR education; and 230 (46.7%) had worked for a company for a period of 11 to 20 years.

Table 1. Descriptive Statistics of Demographic Profile

	493	530	Freque ncy	Vali d %			Freque ncy	Vali d %
Age	25-34 years	185	37.5	Gender	Male	199	40.4	
	35-44years	191	38.7		Female	294	59.6	
	45-54 years	117	23.7		Tenure in organisatio n (in years)	Less than 10	127	25.8
Highest educatio n level	UG in HRM	10	2.0	11 to 20		230	46.7	
	PG in HRM	364	73.8	21 to 30		99	20.1	
	Professiona l. Education	83	16.8	31 to 40		22	4.5	
	Doctorate	36	7.3	More than 40		15	3.0	

5.2. Exploratory Factor and Reliability Analysis

The EFA was used to evaluate the conforming components' relevance. In this experiment, a factor loading of 0.50 serves as the threshold. These findings imply that factor analysis is a suitable technique in this collection of information. In the final analysis, any element with factor loadings greater than 0.5 was included. It is generally accepted that a scale that satisfies the minimum condition of 0.70 for Chronbach's Alpha is internally consistent. This study employed a Cronbach's alpha level of 0.7. study.

Table 2. Results of Exploratory Factor Analysis

Variable	Cronbach alpha	Statement	Factor loadings	KMO Measure of Sample Adequacy (>0.5)	Bartlett's Test of Sphericity		Items confirmed	Items dropped	Cum % of loading
					Chi Square	Sig. (<.10)			
e-HRM	0.881	e-HRM-1	0.861	0.780	1119.185	0.000	4	0	73.917
		e-HRM-2	0.868						
		e-HRM-3	0.857						
		e-HRM-4	0.852						
Employee Performance (EMPFM)	0.861	EMPFM-1	0.862	0.812	928.197	0.000	4	0	70.794
		EMPFM-2	0.887						
		EMPFM-3	0.839						
		EMPFM-4	0.772						
Job Satisfaction (JOBSTF)	0.834	JOBSTF-1	0.839	0.740	836.557	0.000	4	0	67.210
		JOBSTF-2	0.827						
		JOBSTF-3	0.811						
		JOBSTF-4	0.802						
Organisational Performance (ORGPFM)	0.867	ORGPFM-1	0.853	0.866	1109.420	0.000	5	0	65.470
		ORGPFM-2	0.841						
		ORGPFM-3	0.796						
		ORGPFM-4	0.808						
		ORGPFM-5	0.743						

5.3. Correlation Analysis

There is a significant correlation between each variable that was considered and every other variable (Table 4). The strongest association (0.802) was discovered e-HRM and the effectiveness of the organization, whereas the weakest (0.578) was discovered between employee performance and organizational performance.

Table 4: Correlations

	e-HRM	EMPF M	JOBST F	ORGPF M
e-HRM	1			
EMPFM	.581**	1		
JOBSTF	.689**	.658**	1	
ORGPF M	.802**	.578**	.734**	1

** . Correlation is significant at the 0.01 level (2-tailed).

5.4. Regression Analysis

The regression analysis of Table 5 shows how e-HRM functions affect organizational performance and how employee performance and work satisfaction play a mediating effect. The R square values of 0.337 and 0.474 indicate that e-HRM can account for 33.7% and 47.4%, respectively, of Employee Both productivity and job contentment. With a R square of 0.432, job satisfaction is able to account for 43.2% of employee performance. Table 6's ANOVA findings for the regression model demonstrate that the validation is valid with a 95% degree of confidence. Table 7's coefficient summary demonstrates that the impact of e-HRM on Employee Performance and Contentment in one's work is accurately represented by the beta values of 0.581 for e-HRM to EMPFM, 0.689 for JOBSTF, and 0.658 for JOBSTF to EMPFM.

Table 5 : Regression analysis

Model	Predictors	Dependent variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	e-HRM	EMPFM	0.581	0.337	0.336	0.74431
2	e-HRM	JOBSTF	0.689	0.475	0.474	0.58310
3	JOBSTF	EMPFM	0.658	0.432	0.431	0.68884

Table 6 : ANOVA analysis

Model	Predictors	Dependent variable		Sum of Squares	df	Mean Square	F	Sig.
1	e-HRM	EMPFM	Regression	138.435	1	138.435	249.885	0.000
			Residual	272.012	491	0.554		
			Total	410.448	492			
2	e-HRM	JOBSTF	Regression	151.203	1	151.203	444.714	0.000
			Residual	166.941	491	0.340		
			Total	318.144	492			
3	JOBSTF	EMPFM	Regression	177.469	1	177.469	374.013	0.000
			Residual	232.979	491	0.474		
			Total					

			Residual Total	410.448	492			
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Table 7: Regression coefficients table for dependent variables

Model		Dependent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	e-HRM	EMPFM	0.701	0.044	0.581	15.808	0.000
2	e-HRM	JOBSTF	0.733	0.035	0.689	21.088	0.000
3	JOBSTF	EMPFM	0.747	0.039	0.658	19.339	0.000

5. Results of Hypotheses Testing

Three hypotheses were put forth in the conceptual research framework (table 8) and all of them have been accredited.

Table 8: Summary of Hypotheses Testing

Hy. No.	Independent Variables	Dependent Variables	R-Square	Beta Coefficient	t-value	Sig Value	Status of Hypotheses
H1	e-HRM	Employee Performance (EMPFM)	0.337	0.581	15.808	0.000	Accepted
H2	e-HRM	Job Satisfaction (JOBSTF)	0.475	0.689	21.088	0.000	Accepted

H3	Job Satisfaction (JOBSTF)	Employee Performance (EMPFM)	0.432	0.658	19.339	0.000	Accepted
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6. DISCUSSION

A significant positive relationship was confirmed by The results of the study regarding the connection between e-HRM and Organizational Performance (ORGPFM) and Employee Performance (EMPFM) (H1; t-value = 0.581; beta coefficient = 0.581; R-square = 0.337 = 15.808). Technology use makes it possible to raise the standard of HR services offered to workers, which boosts productivity (Iqbal et al., 2019a). Through improved data management, equitable policy execution, and benchmarked individual and group data, a wide range of services are provided through technology means (Iqbal et al., 2019b). Workers need assistance from the HR department in handling work--related issues including compensation and leave duration. The standard of services considerably improves when HR procedures are managed by technology, leading to increased worker satisfaction, which positively impacts workers' productivity (Nurshabrina and Adrianti, 2020).

A substantial positive association (R-square = 0.475; Beta coefficient = 0.689; t-value = 21.088) was found during the empirical study of hypothesis 2 between e-HRM and Organizational Performance (ORGPFM) with respect to Job Satisfaction (JOBSTF). Because HR practices are crucial to employees' ability to function, They are positively correlated with job satisfaction. (Hamidianpour et. al. 2011). It is reasonable to anticipate that elements of HR procedures, such as involvement, empowerment, training and development, and performance evaluation, will have an overall impact on job satisfaction. A high correlation has been shown by Murat et al. (2014) between overall job satisfaction, staff dedication, and HRM methods. They discovered that bonuses and awards increase workers' job happiness. The degree of employee satisfaction and worker commitment are also impacted by other beneficial measures like training and development. According to Mackay (2018), there is a highly substantial association between organizational performance (Juhdi et. al., 2013) and employee job satisfaction with high commitment HR policies.

Analyzing Job Satisfaction (JOBSTF) and Employee Performance separately revealed a substantial positive connection between the two constructs (EMPFM). The results of this study (t-value = 0.658, beta coefficient = 0.658, and R-square = 0.432 = 19.339) are consistent with Hypothesis 3. According to Abuga (2010), job happiness is regarded as a crucial factor in determining an employee's formative performance toward the company. According to Janssen (2001), an employee's loyalty and performance are influenced by their attitudes toward their organization, both positively and negatively (Choo and Bowly, 2007).

Loyal workers valued dedication and fulfillment more on an individual basis than on a group one. A contented employee is more inclined to be committed to and faithful to the company, which is why job happiness is seen as a key component in raising employee performance and productivity.

7. CONCLUSION

The study made an effort to investigate, initially, the mediating function that contentment in one's work and employee performance play in how organizational performance and e-HRM are related. As the current study also made an effort to investigate the pompous nature of organizational effectiveness within the framework of the interaction between e-HRM, worker

efficiency, and job happiness. The current study confirmed earlier research's findings about the beneficial effects impact of e-HRM on employee output and contentment at work. The study's findings can be beneficial. practitioners who want to set up environments that are conducive to increased productivity. In order for e-HRM to increase employee productivity, the organization must make sure that its implementation centers on fostering a favorable organizational climate that promotes readiness for innovation, candid communication, and interaction between leaders and employees.

8. LIMITATIONS AND FUTURE PROSPECTS

Research is always subject to several restrictions that may impact the study's findings and reduce its reliability and generalizability. The inability to generalize research study results to the full population is one of its shortcomings. The results of this research only apply to this particular sector because they rely on a small number of Indian financial institutions. Therefore, the study might not be sufficient to extrapolate the results. As a result, more empirical research employing various national and international sectors is necessary to gain a better comprehension of the connection between e-HRM and performance.

Due to its cross-sectional design and lack of industry-specific study, this research is limited in that it does not allow for the investigation of the effects of different organizational climate-building interventions on the connection between worker productivity and e-HRM. Therefore, it is advised that more study be done in this field in specific industries, such as public sector and SMEs, to ascertain the comparative investigation of the mediating impact of work satisfaction and employee performance, respectively, on the relationship between e-HRM and organization. Additionally, extended research ought to be done to ascertain how different organizational Climate interventions have an impact on the relationship between employee productivity and e-HRM.

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