

E-HRM Practices and Organizational Success in IT Sector: Mediating Role of Perceived Usefulness

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This research aims to investigate the impact of electronic human resource management (E-HRM) practices and organizational success from human resource practitioners' perspective in IT sector of Pakistan with mediating effect of perceived usefulness (PU). New information technology-based management systems have emerged as a result of developments in information and communication technologies. Due to the accessibility of these management information systems, the Human Resources Management function is under intense pressure to develop a new E-HRM strategy and increase productivity, efficiency, and capacity to support strategic goals. HR practitioners can leverage this information to optimize their HR processes, improve employee satisfaction, foster innovation, and contribute to overall organizational performance. A quantitative research design was applied to study the relationship of E-HRM practices, perceived usefulness and organizational success. Convenience sampling method was used to collect data from HR professionals working in IT industry. Data was collected through online questionnaire and survey research strategy was applied. The findings showed significant mediating impact of perceived usefulness on relation of E-HRM practices and organizational success. HR practitioners should actively embrace technological advancements and integrate them into their HR processes. This includes adopting E-HRM practices such as e-recruitment, e-training, e-performance management, and e-communication. By leveraging technology effectively, organizations can streamline their HR operations, enhance communication and collaboration, and improve overall efficiency.

Keywords: E-HRM practices, Perceived Usefulness, Organizational Success, Employee engagement, Effective communication

1. Introduction

E-HRM is defined as a method of implementing HR strategies, policies, and practices in organizations through conscious and directed support of web-based technology channels. E-HRM has been used by businesses all over the world as a result of the growing importance of IT for leveraging human resources management functions (Stenson et al., 2017). Through the power of the virtual work environment, information and communication technologies make it possible to carry out ordinary organizational activities in creative ways (Stenson et al., 2017; Voermans &

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Van Veldhoven, 2007). As a component of a management information system, E-HRM supports and aids in the processes of planning, governance, decision-making, and control of HRM activities. (Arefin & Hosain, 2019). E-HRM's primary services include online personnel records, online leave, e-selection, e-training, e-learning, e-performance management, and more (Anjum, Islam, & Sciences, 2020; Arefin & Hosain, 2019). Positive effects of E-HRM include lower costs, quicker processes, better productivity and quality, less paperwork, more accurate data, less staffing, improved communication, and even a more strategic role for employees. Other advantages of E-HRM include improving work environments through more open management, lessening administrative loads, assuring decentralization and standardization of HR responsibilities, and promoting employee self-managed workgroups, among others (Bortolaia et al., 2020) .

Organizations are progressively implementing E-HRM strategies to improve their HR procedures and ultimately achieving organizational success in the changing digital landscape of today. A unique framework for analyzing how E-HRM practices effect organizational success is provided by the IT sector, which is well known for its technological advancements (Anjum et al., 2020). Intense rivalry, rapid technological breakthroughs, and a strong need for qualified talent are characteristics of the IT sector. Organizations must successfully manage their human resources and make sure they are in line with strategic objectives if they want to be competitive in this fast-paced sector. E-HRM practices have a number of advantages, including increased productivity, enhanced decision-making, improved communication, and easier access to HR data (Halid, Halim, & Ravesangar, 2022; Shah, et al., 2017). E-HRM is made possible by an integrated system that combines hardware, software, and databases and provides information for HR decision-making, analytics, and metrics. It improves administrative and operational HR activities by assuring the availability, collection, and administration of HR data for effective strategic HR planning.

Perceived usefulness refers to a user's expectation that utilizing a certain technology would enhance their ability to accomplish their job tasks (Bautista & Ho, 2022). The degree to which a person believes that utilizing a specific method would improve his or her ability to accomplish a job is known as perceived usefulness. Additionally, it has to do with productivity (time-saving) and the system's relative value to one's employment. E-HRM practices are well implemented when users are better able to understand processes that improves effectiveness and reduces costs and helps to attain competitive advantage (Bondarouk & Brewster, 2016). Usefulness means that technology is able to reduce a person's efforts both time and effort to learn or at the same time use because basically individuals believe that the technology is easy to understand and does not make it difficult for users to do their work (Bregashtian, Christian Herdinata, & MM, 2021). The extent to which these procedures aid in the success of organizations in the IT industry is still a subject for investigation. (Keni, 2020). Therefore, this research study aims to find impact of E-HRM practices on organizational success with subjective perception of users where they believe that using certain technologies can improve the performance of their work. This study provides comprehensive understanding of the relationship of E-HRM practices on organizational success in the IT sector by studying the mediating role of perceived usefulness. This study will provide HR managers and practitioners with evidence-

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based insights to improve decision-making and implementation of E-HRM practices to achieve organizational success.

2. Literature Review

2.1 Resource Based View (RBV) Theory

Practices in Electronic Human resource Management (E-HRM) are centered on interpersonal interactions. As a tool "to manage the relationship between organizations and their employees," relational Electronic Human resource Management (E-HRM) practices were described. Such procedures serve two purposes: they enhance the caliber of human resources services and, by giving employees and managers more power, they ensure organizational and procedural justice. The goal of transformational E-HRM, in contrast, is to align employee attitudes and behavior with the organization's strategy through the use of E-HRM practices with a "strategic character." (Bissola & Imperatori, 2013; Lim et al., 2012). A significant theoretical paradigm that has been widely applied in the literature on strategic human resources management is the resource-based perspective of the firm. The emphasis is on increasing organizational competence and utilizing internal resources to gain competitive advantage through the capture of economic rents resulting from fundamental firm-level efficiency benefits. In order to create links between HRM and organizational performance, the RBV offers a valuable framework. Thus, the RBV grants HRM a direct and strategic role. It emphasizes internal elements and holds that a firm's performance is a function of its assets and skills. Building on the RBV, they suggest that there is a correlation between highly developed HRM systems and employee productivity. They also back up the notion that HRM and employee productivity and turnover are related.

The study by is a significant one that utilizes the RBV to explore the connections between e-HRM practices and organizational performance. (E. Parry & Tyson, 2011). First, a crucial resource for an organization's success is its human capital. Second, resources should be converted into organizational capability utilizing routines. Resources and expertise of a company alone may not ensure sustained competitive advantage. The same is true for HRM practices, which are essential for gaining competitive advantages but insufficient for sustainable competitive advantages. Organizations that successfully implement HR systems and integrate them into their plans can maintain their competitive advantage. (Yang & Deb, 2009) asserts that when resources, processes, and activities are brought together into a system that serves as a collective learning system, the same can be accomplished. This paper makes the case that implementing an extensive e-HRM system within a business is one method to achieve this.

Electronic Human resource Management (E-HRM) practices give firms the ability to combine, assemble, and utilize unique resources effectively while also enhancing their skills, leading to higher production and firm performance. (Syed Niaz Ali Shah, Shah, Hussain, Khan, & applications, 2017). Superiority comes from productive and differentiated employees both in secondary and primary value-chain activities (Deb et al., 2009; Syed Niaz Ali Shah, Shah, et al., 2017) such human resources are consistent with the RBV. By offering internal clients high-quality services, these procedures can increase staff productivity and cut expenses for firms. The

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purpose of the study is to determine whether E-HRM procedures increase employee productivity by offering top-notch services to internal clients.

2.2 E-HRM Practices and Organizational Success

Success in an organization is defined as successfully achieving objectives that further the company's mission. Usually, this entails carrying out a strategy set forth by the leadership. Nevertheless, success can also result from grasping unanticipated possibilities. Some businesses are expanding the notion of success today. International organizations have undertaken a number of projects to improve company performance through investments in information and communication technologies (ICT) in an effort to change increasing corporate effectiveness through management strategies. More and more HRM services became web-enabled as web technologies advanced and were enthusiastically adopted by enterprises. Electronic Human Resource Management (E-HRM) mostly shifted HR responsibilities to employees and management (Hu et al., 2015).

Anjum et al. (2020) found positive impact of E-HRM practices (training and development, compensation, and performance appraisal), and empowerment (structural and psychological techniques) on organizational success. Moreover, they argued that a worker's interest and participation in the workplace have a positive impact on their job performance. Personnel who are directly involved in the organization's operations are most equipped and most qualified to offer suggestions for its success. Employee involvement and a sustainable work environment encourage and support sustainable practices. Laumer, Eckhardt, & Weitzel (2010) found employee retention and internal and external employer branding as the main issues highlighted by HR managers within organizations. They argued that E-HRM is crucial for organizational effectiveness and efficiency, and for the best use of scarce resources to create long-term competitive advantages. Moreover, individual perceptions toward the E-HRM practices are crucial for obtaining sustainable competitive advantages (Ma & Ye, 2015). In addition, Björkman & Lervik, (2007) noted that levels of satisfaction with the subsidiaries' current HR systems are likely to have an impact on the rate of adoption of new HR practices. E-HRM was believed beneficial to employee satisfaction and satisfaction related to HR processes and organizational success (Shah, Chalu, & Michael, 2020). Shamout et al. (2022) examined the positive link between perceived usefulness and organizational success, particularly for E-HRM users and its function in developing sustainable competitive advantages. E-HRM practices give firms the ability to combine, assemble, and utilize unique resources effectively while also enhancing their skills, leading to higher production and firm performance (Shah et al., 2017). Naythi and Kekwaletswe (2024) reported positive significant association between E-HRM practices and organizational performance with configuration of employee performance and job satisfaction. Alomari (2023) suggested to develop good E-HRM practices that will enhance employee engagement and organizational success. William and Singh (2023) found that organizations apply E-HRM tools when their use result in HRM effectiveness and organizational effectiveness.

H1: E-HRM practices has positive impact on organizational success.

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2.3 E-HRM Practices and perceived Usefulness

Perceived usefulness was highlighted as a factor influencing the intention to employ e-HRM practices. Wickramasinghe & Perera (2010) claimed that perceived usefulness is connected in some way to E-HRM systems and signaling compatibility. From the perspective of an HR manager, discovered that employee retention and internal and external employer branding are an organization's top problems that can be solved by implementing E-HRM practices within organizations (Shamout et al., 2022). A positive correlation was found between perceived usefulness and individuals' satisfaction with regard to future usage intentions (Rawashdeh et al., 2021). The authors emphasized that high user often results in favorable behavioral intentions. Furthermore, industrial success depends on individuals' satisfaction with IT tools (Mahmood et al., 2000). In a related study, (Shamout et al., 2022) showed a substantial correlation between user happiness, system and information quality. Martin & Reddington (2010) argued that user acceptance of IT applications can act as a mediator in the relationship between HR strategy and E-HRM outcomes. Moreover, Thiruselvi et al. (2013) found that perceived usefulness and contentment were strongly associated with E-HRM practices. The researchers found that the relationship between organizational success and the perceived usefulness of E-HRM practices, along with user satisfaction and usage persistence, may lead to better services that live up to users' expectations, encouraging them to continue using it in line with the organization's vision for sustainability and its ability to sustain competitive advantages (Shamout et al., 2022). In IT firms, the acceptance of E-HRM by end user is greater due to the positive significant impact of perceived usefulness (Nasar & Ray, 2023). Moreover, the acceptance of E-HRM systems for performing HR practices within organizations were measured with perceptions of perceived usefulness and perceived ease of use and user attitude. In organization, the intentions to implement E-HRM practices were positively associated with simplicity of usage, perceived usefulness, compatibility and facilitating conditions (Amoako et al., 2023).

H2: E-HRM practices are positively correlated with perceived usefulness.

2.4 Perceived Usefulness and Organizational Success

The degree to which a person believes that utilizing a specific method would improve his or her ability to accomplish a job is known as perceived usefulness. Additionally, it has to do with productivity (time-saving) and the system's relative value to one's employment. Evidently, organizational resource competency is a crucial consideration while adopting IT (Oswal, Narayanappa, & Research, 2015). The perceived usefulness and behavioral desire to adopt E-HRM apps or systems are positively influenced by the impression of the institutional resources' sufficiency (Liu, Huang, & Hooi, 2006). According to Esen & Özbağ (2014), organizational resource competency, organizational innovativeness, and employee technical competency all significantly and favorably influence perceived usefulness and behavioral intentions. Additionally, it is discovered that behavioral intention to employ E-HRM practices in firms is positively impacted by perceived usefulness and considered simplicity of use (Anjum et al., 2022).

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In applying technology for a modern organization, business intelligence and analytics play a critical role. Investment priorities, particularly the development and operation of technology infrastructure, have become a focus for Information Technology (IT) managers who must handle increasing amounts of data and the ease with which that data can be accessed for analysis and decision-making. These advancements and changes encourage executives to develop their businesses/organizations data-driven. Data driven refers to information that can be used contextually and can provide the impetus for actions that can cause periodic behavioral changes. The use of information technology in the form of an information system plays an essential role in gathering, filtering and assessing information to assist leaders in making more effective decisions (Romney and Steinbart, 2015). According to Buana and Wirawati (2018), organizations that use information technology designed and developed in a good and quality information system can help the organization improve its performance. Moreover, computerized information systems enable users to access or view reporting data more effectively, quickly and precisely at any time and from any location resulting in increased user or leader satisfaction.

H3: Perceived usefulness has positive impact on organizational success.

2.5 E-HRM Practices, Perceived Usefulness and Organizational Success

They use a web interface to access these features, generally through a business intranet. The extent of E-HRM can vary greatly; at the low end, it might just be a straightforward web-based system for accessing HR-related records. E-HRM is a high-end electronic network of HRM-related data, information, services, databases, tools, applications, and transactions that is completely integrated and available to HRM professionals, managers, and staff members at any time. E-HRM has been used by businesses all over the world as a result of the growing importance of IT for leveraging human resources management functions (Stenson et al., 2017). Moreover, the power of the virtual work environment, information and communication technologies make it possible to carry out ordinary organizational activities in creative ways. E-HRM is an online administrative tool that supports the HR department. It enables the management of all HR-related data online for the firm (Majeed, Peerzadah, & Mufti, 2020). As a component of a management information system, E-HRM supports and aids in the processes of planning, governance, decision-making, and control of HRM activities (Arefin & Hosain, 2019). E-HRM's primary services include online personnel records, online leave, e-selection, e-training, e-learning, e-performance management, and more. E-HRM has the ability to impact the HR function's efficacy and performance. (Anjum et al., 2020) Several earlier studies suggested that perceived usefulness of E-HRM practices did not improve the strategic and technical HRM effectiveness as the top managers demonstrated strong reluctance since they did not see E-HRM systems as being useful for their own careers (Shamout et al., 2022). In contrast, Bondarouk, Harms, & Lepak (2017) found that E-HRM practices promised to lead to efficiency gains, and most researchers in the past decade advocated E-HRM's strong contribution to the organizational goal attainment. Shamout et al. (2022) highlighted the fact that the technical and strategic efficiency of HRM practices depends on activities governed in socially built contexts. Therefore,

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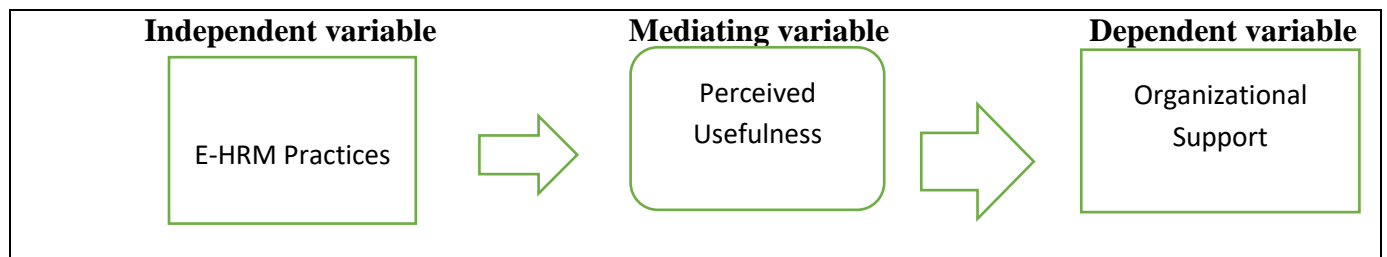
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acceptance and organizational progress may be equated with achieving stakeholder expectations. Therefore, perceived usefulness of E-HRM practices can boost an organization's sustainable competitive advantages supported with the positive predictions of HR experts who considered E-HRM as a crucial and enabling technology.

H4: Perceived usefulness mediates the relationship between E-HRM practices and organizational success.

Conceptual model:



3. Methodology

3.1 Research Design

Using a quantitative research design, this study finds the relationship between E-HRM practices and organizational success, with a focus on the IT sector. A research design refers to the creation of conditions for data collecting and interpretation that attempts to balance relevance to the research goal with economy and process. The importance of research design stems from the fact that it guarantees the efficient execution of various research methodologies or procedures, resulting in research that is as professional as possible, giving the most information with the least amount of money spent and the shortest amount of time (Kabir, 2016). For the sake of examining the model and the stated hypothesis, a descriptive research method is used in this research in which a survey was conducted for collection of data from IT sectors in Lahore. The positivist research philosophy, which assumes an objective reality that can be measured and investigated through empirical observation, served as the foundation for this study. Deductive research methodology was used in this study, starting with pre-existing theories and hypotheses and putting them to the test through data analysis.

3.2 Population and Sample

The population of this study included employees working in IT firms located in Lahore, Pakistan. Data were collected from respondents through online surveys. Data collection for this research study was planned, evaluated, gathered and analyzed within 3 to 4 months. The data was collected from the respondents including both males and females of different ages and educational backgrounds who were currently serving in the organization. In this study, the convenience sampling technique was used. The sample for this study comprised of 300 HR professionals who work in different IT firms. These respondents were directly engaged in E-HRM practices within organizations.

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3.3 Data Collection and Analysis

Data was collected through a structured questionnaire designed specifically for this study. The questionnaire consisted of multiple-choice questions and responses were measured on likert scale to assess the perceptions of HR practitioners regarding E-HRM practices. PLS-SEM was used for final data analysis. Reflective measurement model examines reliability and validity of data and structural equation model includes testing hypothesis regarding different study variables.

3.4 Measures

The key variables in this study are E-HRM practices, organizational success, and perceived usefulness. E-HRM practices were measured based on dimensions such as e-recruitment, e-training, e-performance management, and e-communication. A 15 items scale developed by Shane (2009) was used to measure E-HRM practices. Organizational success was assessed through indicators like financial performance, employee satisfaction, and innovation. A 16 items scale developed by Davis (1989) was used to measure organizational success. Perceived usefulness was measured through a 6 items scale developed by Dewi et al. (2022).

4. Results

4.1 Measurement Model

4.1.1 Outer loadings

Outer loadings for all items were calculated. The items having outer loadings of 0.5 or more were included for final analysis. Table 1 shows outer loadings for items of all three variables.

Table 1: Outer Loadings

Items	Outer Loadings	Items	Outer Loadings
EHRM1	0.779	OS6	0.717
EHRM2	0.742	OS7	0.709
EHRM4	0.812	OS8	0.702
EHRM6	0.795	OS9	0.733
EHRM7	0.746	OS11	0.751
EHRM9	0.710	OS12	0.778
EHRM10	0.765	OS13	0.784
EHRM11	0.825	OS14	0.777
EHRM13	0.704	OS15	0.730
EHRM14	0.767	PU3	0.847
EHRM15	0.789	PU4	0.880
OS4	0.291	PU5	0.882
OS5	0.749	PU6	0.850

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4.1.2 Reliability and Convergent Validity

Reliability of the instruments was calculated by the values of Cronbach alpha and composite reliability. The values of Cronbach alpha were greater than 0.80 for all study variables. Composite reliability measures for all variables were also greater than 0.80 confirming the reliability of the instruments (Hair, Black, Babin, & Anderson, 2014). The composite reliability measures must be greater than 0.7, which is the minimum threshold value (Hair et al., 2014).

Convergent validity was measured through the value of Average Variance Extracted (AVE). The value of AVE equal to or greater than 0.5 is acceptable (Hair, Ringle & Sarstedt, 2017). The values of AVE for all variables were greater than 0.5. Table 2 shows the values of Cronbach alpha, composite reliability and AVE.

Table 2: Reliability and Convergent Validity

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
E-HRM	0.932	0.942	0.940	0.589
OS	0.899	0.913	0.917	0.510
PU	0.888	0.888	0.922	0.748

4.1.3 Discriminant Validity

Discriminant validity is calculated through Fornell & Larker (1981) Criterion. The square root of the AVE is compared with the correlation of latent variables. The square root of AVE is calculated along the diagonals and should be greater than the correlations among the variables. In this study, the square root of AVE were greater than the correlations among the study variables confirming the discriminant validity. Table 3 shows the discriminant validity measures.

Table 3: Discriminant Validity

Variables	E-HRM	OS	PU
E-HRM	0.768		
OS	0.287	0.384	
PU	0.184	0.566	0.865

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4.2 Structural Equation Model

4.2.1 Variance Inflation Factor (VIF)

In order to find issues of multicollinearity, VIF values were calculated for all items. The values were greater than 1 and less than 5 showing no multicollinearity issues among latent variables (Hair et al., 2018).

4.2.2 Path Coefficients

For testing hypothesis, the values of β , T-Statistic and P-values were calculated. For all hypothesis, the p-values were less than .05 showing significant relationships among variables. Hypothesis H1, H2 and H3 were related to the direct relationships among variables whereas H4 was related to the mediating impact of perceived usefulness on the relationship of E-HRM practices and organizational success. Table 3 shows the path coefficients for all hypothesis.

Table 3: Path Coefficients

Path	β (beta)	T-Statistic	P-Values
E-HRM→PU	0.184	2.903	0.004
PU→OS	0.566	13.222	0.000
E-HRM→OS	0.184	2.903	0.003
E-HRM→PU→OS	0.184	12.999	0.000

4.2.3 Co-efficient of Determination R Square

Coefficient of R square describes variance in endogenous variables by exogenous variables. Its value is mainly used to measure model accuracy and fit, but it is a good metric for structural models to measure the amount of change in the dependent variable that occurs by the independent variable. The higher the value, the more effect it has on the dependent variables. R square values for organizational success and perceived usefulness were calculated as 0.320 and 0.034 respectively. According to Hair et al (2014), R square values of 0.320 and 0.034 were considered to have a significant and low impact, respectively. E-HRM practices contributes to 32% variation in organizational success.

4.2.4 f-square effect size

If an external variable is eliminated, the dependent variable might change. f-square, changes when an exogenous variable is removed from the model. The f-square measures effect size. Its value was 0.035 for E-HRM and 0.471 for perceived usefulness. The f-square measures effect size (≥ 0.02 is small; ≥ 0.15 is medium; ≥ 0.35 is large) (Cohen, 1988).

4.2.5 Predictive Relevance Q-Square

The predictive significance of the model is measured by Q2. Values of Q-square greater than 0 means that values are well reconstructed and model is predictive. In structural model, blind

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folding approach is applied only to dependent variables and values that are greater than 0 confirms the predictive relevance (Hair et al., 2017). The values of Q-square for perceived usefulness and organizational success were 0.199 and 0.278 respectively showing the predictive relevance of the model.

5. Discussion

The present research study focused on determining the mediating impact of perceived usefulness on relationship of E-HRM practices and organizational success. The results showed positive significant relationships among all variables and all the hypothesis were supported. Hypothesis H1 was related to the positive significant impact of E-HRM practices on organizational success. This hypothesis was accepted. These results are consistent with the findings of Anjum et al. (2020). The authors found positive impact of E-HRM practices and empowerment on organizational success. Moreover, E-HRM was believed beneficial to employee satisfaction and satisfaction related to HR processes and organizational success (Shah et al., 2020). Shamout et al. (2022) found significant role of E-HRM practices in developing sustainable competitive advantages. Naythi and Kekwaletswe (2024) reported positive significant association between E-HRM practices and organizational performance with configuration of employee performance and job satisfaction. Alomari (2023) suggested to develop good E-HRM practices that will enhance employee engagement and organizational success. Hypothesis H2 was related to the positive significant relationship of E-HRM practices and perceived usefulness of information technology tools. This hypothesis was also supported. A positive correlation was found between perceived usefulness and individuals' satisfaction with regard to future usage intentions for E-HRM systems (Rawashdeh et al., 2021). In a related study, (Shamout et al., 2022) showed a substantial correlation between user happiness, system and information quality for E-HRM practices. In IT firms, the acceptance of E-HRM by end user is greater due to the positive significant impact of perceived usefulness (Nasar & Roy, 2024). In organization, the intentions to implement E-HRM practices were positively associated with simplicity of usage, perceived usefulness, compatibility and facilitating conditions (Amoako et al., 2023).

H3 was also supported. According to Buana and Wirawati (2018), organizations that use information technology designed and developed in a good and quality information system can help the organization improve its performance. By leveraging technology effectively, organizations can streamline their HR operations, enhance communication and collaboration, and improve overall efficiency (Shah et al., 2022). Hypothesis H4 was related to the mediating impact of perceived usefulness on the relationship of E-HRM practices and organizational success. H4 was accepted. E-HRM is an online administrative tool that supports the HR department. It enables the management of all HR-related data online for the firm (Majeed, Peerzadah, & Mufti, 2020). As a component of a management information system, E-HRM supports and aids in the processes of planning, governance, decision-making, and control of HRM activities (Arefin & Hosain, 2019). Organizations should invest in training and development programs to enhance the E-HRM competencies of HR practitioners and employees. This includes providing training on the effective utilization of E-HRM tools and technologies, as

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well as developing digital skills that are relevant to HR functions (Shah et al., 2022; Shamout et al., 2022). By investing in the development of digital capabilities, organizations can maximize the potential of E-HRM practices and ensure their successful implementation. Given the fast-paced nature of technology advancements, organizations and HR practitioners should remain agile and adaptable in their approach to E-HRM practices. This entails keeping up with new technological developments, evaluating their potential effects, and being open to implementing novel tools and solutions that can improve HR procedures (Halid et al., 2022). The effectiveness and relevance of E-HRM policies and practices in a constantly changing digital environment can be ensured by routinely examining and updating them. HR professionals and businesses in the IT industry can effectively use E-HRM practices to achieve organizational performance, improve HR efficiency, and foster a digitally connected work environment by putting these tips into practice (Halid et al., 2022; Shamout et al., 2022).

5.1 Conclusion

The study highlighted the importance of E-HRM practices in driving organizational success in the IT sector. There is a link between E-HRM practices and a number of organizational success metrics, such as financial performance, employee happiness, and creativity. This shows that businesses who effectively employ E-HRM techniques are more likely to experience success and gain a competitive edge. Moreover, perceived usefulness mediates the relationship between E-HRM practices and organizational success. The findings emphasize the need for organizations to embrace technological advancements and integrate E-HRM practices into their HR strategies. By aligning HR practices with organizational objectives, investing in training and development, fostering a culture of innovation, and continuously monitoring the impact of E-HRM practices, HR practitioners can drive organizational success and enhance HR efficiency.

5.2 Implications

This research study contributes to the existing academic literature on E-HRM practices and their impact on organizational success. By focusing on the IT sector, it provides a specific context for studying the relationship between E-HRM practices and organizational success and mediating effect of perceived usefulness. The findings will enrich theoretical frameworks and expand knowledge in the field of HR management, specifically in the domain of E-HRM practices. Researchers can build upon this study's findings and explore other mediating factors or moderators that influence the relationship between E-HRM practices and organizational success. By understanding the role of E-HRM practices, HR practitioners can strategically design and implement E-HRM initiatives to enhance organizational success. HR practitioners can leverage this information to optimize their HR processes, improve employee satisfaction, foster innovation, and contribute to overall organizational performance. HR practitioners should actively embrace technological advancements and integrate them into their HR processes. This includes adopting E-HRM practices such as e-recruitment, e-training, e-performance management, and e-communication. By leveraging technology effectively, organizations can

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streamline their HR operations, enhance communication and collaboration, and improve overall efficiency.

5.3 Limitations and Future Research

It is important to acknowledge the limitations of this study, including its focus on HR practitioners' perceptions and the cross-sectional design. Future research could address these limitations by incorporating employee perspectives, adopting longitudinal or mixed-methods designs, and exploring additional mediating and moderating factors.

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