

Impact of E-Hrm Practices on Organizational Performance in the Context of Banking Sector (Pakistan)

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Abstract— Organization worldwide has taken different activities to expand firm execution through interest in data and Communication Technologies (ICT) to change the management practices and to build productivity of the organization. Social, authoritative changes and expanding commitment for data innovations have changed the manners by which human capital are overseen. Associations worldwide have perceived the expanding significance of IT for utilizing human asset the management work, subsequently induce function of E-HRM. Despite the hypothetical association between E-HRM practices and organizational results, observational analysis that link the two measurements is modest. The aim of the examination is to give understanding about the E-HRM value creation suggestions. The study gives proof about effect of E-HRM and worth results by showing aftereffects of 361 branches of the chose commercial bank. Hypothetical structure is gotten from resource base view of the firm (RBV) perspective. Huge just as constructive outcomes on organizational results are found for such organizations who effectively actualized modern operational, relational, and transformational E-HRM practices.

Keywords— E-HRM practices, Resource Base View, Value creation, Organizational outcome

INTRODUCTION

The significance of human capital for sustained competitive advantage (SCA) has increased huge enthusiasm of the scholarly community and business network. The "terms of art", for instance, "intellectual capital", "knowledge work and workers", and "high-performance work systems" (HPWS) including "Electronic Human Resource Management" (E-HRM) all showed that employees are wellspring of SCA. Social, organizational changes and fast advancement in data and correspondence advances have changed the job of Human Resource Management (HRM) which apply pressure on HR professional for development and improved quality administrations.

As reasonable hierarchical execution is presently connected with human capital management, the compelling human asset the board is basic for a firm to stay focused and effective. Along these lines, organization overall are attempting to comprehend that how human resource management system influences organizational performance (Davis, Bagozzi & Warshaw, 1989; Parry, 2011; Marler and Fisher, 2013). Since recent decades, organization worldwide has taken different activities to build firm execution through investment in ICT with a view to transform management practices and to increase efficiency of the organization

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(Tanya, Huub & Beatrice, 2009). E-HRM is a "way of implementing HR strategies, policies and practices in organizations through a conscious and directed support of and with the full use of web-technology based channels" (Ruël & Bondarouk, 2004), electronic HRM (e-HRM), the phenomenon of "Electronation" refers to the planning, provision, implementation, operation and application of information technology (IT) for both networking and supporting actors in their shared performance of HRM functions (Strohmeier, 2007).

Various researchers concurred that E-HRM has a capacity to transform HRM department into strategic function by exploiting technology for "operational, relational and transformational" purposes (Parry & Tyson, 2011). Operational E-HRM practices that entail transactional day to day processes such as employee profiling and employee benefit management practices enhance operational efficiencies by alleviating administrative burden, improving accuracy and quality of HR processes (Strohmeier, 2007). The relational practices, for example, e-performance management, e-recruitment, e-learning, e-grievance the management practices are supporting business procedures and fortifying employment relationship while transformational practices have strategic character and focus on employee development that incorporate practices, for instance, knowledge management, strategic orientation, HR planning and e-talent management practices (Bissola & imperatori, 2013). These practices may likewise be seen as potential source of hierarchical execution.

The idea of E-HRM was created and actualized first in industrialized countries. Considerably E-HRM is led in U.S.A. Hence, it ought not to be accepted that this idea is consequently proper for developing countries. In this way, while presenting E-HRM to developing countries, for example, Pakistan, it is foreseen that more effort will be necessary than in developing countries (Strohmeier & Kabst, 2009; Parry, 2011; Marler, 2013). Reviews of the E-HRM (Strohmeier, 2007; Marler et al, 2013) affirm a

relationship between increasingly broad utilization of e-HRM and its different results. Still, these affiliations are frequently unobtrusive and, as the two reviews, they leave various issues uncertain. In spite of a great part of the talk in the mainstream press or vendor publicizing asserting that e-HRM makes HRM progressively vital, the experimental proof supporting this point of view is highly feeble. It was discovered that there was generally an assumption of the strategic value of the E-HRM system, but few studies directly examined the assumption (Marler & Fisher, 2013).

Existing studies suggested that the new e-HRM practices could contribute to the transparency of relations with the HR department, enabling employees to directly obtain information on people practices and systems and, given the current labor market conditions, make decisions with greater awareness (Kochan, 2004).

Without clear comprehension about the ability and job of EHRM, professionals may erroneously rate the advantages of executing particular sorts of E-HRM practices. Though, the exact help with respect to effect of E-HRM practices is amazingly weak. Along these lines inquire about try ought to be attempted to test the effect of E-HRM practices on association performance.

LITERATURE REVIEW

Several studies found on e-HRM effectiveness. In building the theoretical framework, researchers draw it on two theoretical notions. First, the concept of Strategic and technical HRM effectiveness and second the TAM, technology acceptance model.

The concept of technical and strategic effectiveness of HRM, guided by the idea that HRM seeks approval for its activities in “socially constructed environment”. Meeting the expectations of stakeholders means, for HRM, gaining legitimacy and acceptance in the organizations and in the eye of external entities. (Bondarouk, Ruel & Heijden, 2009; Ruel et al, 2007).

In contrast to technical HRM activities, strategic HRM activities are relatively recent innovation so, stakeholders are not yet likely to hold strong expectations or put pressure on organizations to adopt these practices. (Huselid, Jackson & Shuler, 1997).

The technology Acceptance Model states that users will accept and therefore use a system if it has significant perceived usefulness and ease of use (Bondarouk et al, 2009). TAM posits that two particular beliefs, perceived usefulness and perceived ease of use, are of primary relevance for computer acceptance behaviours (Davis, Bagozzi & Warshaw, 1989).

A number of researchers such as Marler & Fisher (2013) suggested that strategic HRM as an interdependent bundle of planned or emergent human resource activities that are intended to achieve positive organizational outcomes. The version of resource-based view focuses mostly on how firms exploit their valuable, rare and costly to imitate resources and capabilities to generate economic rents. (Barney, 2001).

As claimed by SHRM and e-HRM literatures, it is appropriate to differentiate between e-HRM practices on the basis of the value they add to the organization (Parry & Tyson, 2011).

The resource-based perspective on the firm is a significant hypothetical worldview that has been utilized broadly in the vital HRM literature.

The RBV emphasises strategic choice, charging the firm’s management with the important tasks of identifying, developing and deploying key resources to maximise returns (John Fahy, 2000).

E-HRM research framework by Strohmeier:

In recent studies of e-HRM research, Strohmeier (2007) put forward a general framework to shape the HR research. In this framework author draw a distinctive among e-HRM “context”, “configuration”, and “consequences” to clarify that contextual factors play the moderator role to configuration and consequences while configuration will lead the consequences.

The framework indicated that e-HRM is multilevel phenomenon like individual actors are interacting in groups or organizations. It differentiates relevant levels such as micro level and macro level of context, configuration and consequences of e-HRM. The contextual factors, individual or micro level like attitudes and organizational level include culture.

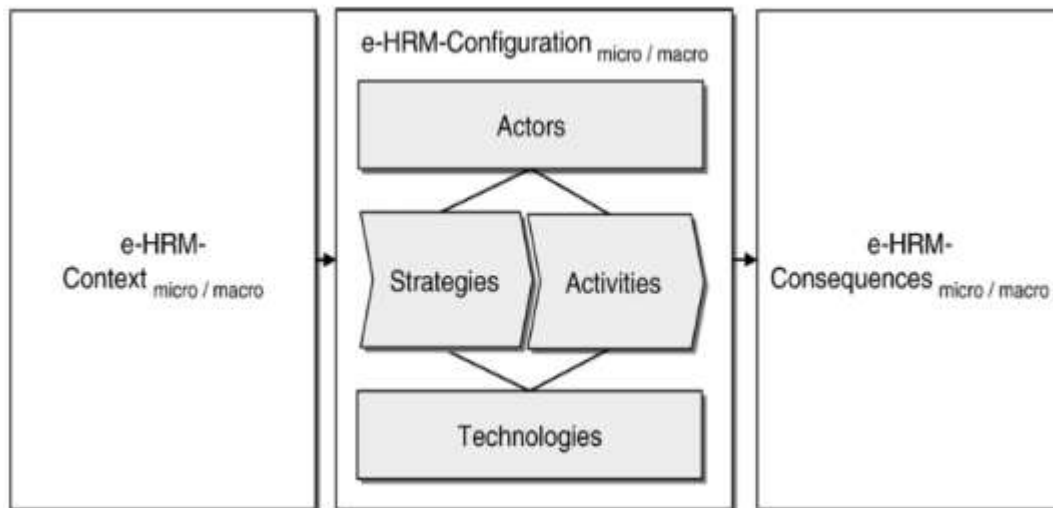


Fig 2.1 E-HRM Research Framework

Since, there is variety of e-HRM work design, this framework unifies four components of e-HRM configuration, actors, strategies, activities and technologies. Actors, who involves in planning, implementing and performing e-HRM at micro level like HR professional while macro level represent the whole organization. Strategies indicate the objectives of implementation of e-HRM. Activities related to perform tasks by individual or organizational levels like, recruitment, selection & development etc. E-HRM configuration applied technology, like self-service solution, HR-related properties of employed system all, are of interest. Taken together, an analysis of these compound their interactions allow a systematic depiction of any existent e-HRM configuration (Strohmeier, 2007). Actual e-HRM consequences exist on, micro level such as users' outcomes and macro level like organizational outcomes (Strohmeier, 2007).

Linkage e-HRM practices and organizational performance:

On HRM-Performance relationship, wide range of literature found. When HR activities are both valuable and unique, can be view them as core activities that firms will likely deploy internally to achieve competitive advantage (Lepak & Snell, 1998). According to resource-based view, HRM policies have a direct impact on employee attribute such as skills, attitudes and behaviour, the so-called HRM outcomes which are subsequently translated into improved organizational performance (Anatasiu A. Kato, 2008).

The findings from recent research on e-HRM suggested that by following a specific e-HRM direction, an organization expects to achieve certain goals, an improvement in the HR's strategic orientation, an improvement in client focus and satisfaction and a decrease in costs or increased efficiency (Ruel, Bondarouk & Loose, 2004).

As noted by Lepak & Snell (1998), building on the structural aspects of differentiate and integration, explored the notion of virtual HR as a response to the strategic charges of being more efficient, flexible, strategic and customer-oriented. The appropriation of e-HRM and its frequency of use were both positively related to HRM value creation (Bondarouk, Harms & Lepak, 2015).

In recent literature (Bondarouk, Schilling, & Ruel, 2016; Marler & Fisher, 2016; Panos & Bellou, 2016; Wahyudi & Park, 2014) have acknowledged that e-HRM can create value by increasing the efficiency of HR activities, improving HR service delivery, and transforming the role of the HR function into one that is more strategic.

Numerous researchers such as Parry & Tyson (2011) argue that e-HRM systems, developed for efficiency gains, for improvements in service delivery or for a more strategic orientation for HR, would achieve outcomes related to efficiency, service delivery and a strategic orientation respectively.

Firms seek to improve capability and processes through the deployment, development, and management of HR, which is imperative for achieving strategic goals (Parry, 2011; De Winne & Sels, 2003), e-HRM can enable the organization to improve labour productivity by performing HR activities quicker than traditional practices and enabling non-HR employees to focus on core duties (CedarCrestone, 2006, 2013; Parry, 2011; Parry and Tyson, 2011; Strohmeier, 2007), e-HRM outcomes are "phenomena that accompany and/or follow the application of information systems in HRM, whether desired or undesired and whether expected or unexpected (Strohmeier, 2009).

RESEARCH FRAMEWORK

The examination utilizes technology deterministic way to deal with look at the effect of E-HRM on organizational performance. This methodology mirrors "an underlying positivist paradigm in which technology is a distinct independent measurable variable that has predictive consequences in organizations" (Lengnick, & Lengnick, 2009; Marler and Fisher, 2013). In this manner, organizational performance measures are utilized as dependent variable though E-HRM practices are utilized as indicators of the study.

Theoretical framework: On the foundation of previous literature, a hypothetical system is created to investigate the effect of E-HRM on bank's performance through the viewpoint of Resource base view of firm (RBV). Boselie, Dietz, and Boon (2005) reported that one third of HRM-performance empirical studies from 1994 to 2003 used the RBV as a theoretical framework. Fig 2.2 presents the research framework.

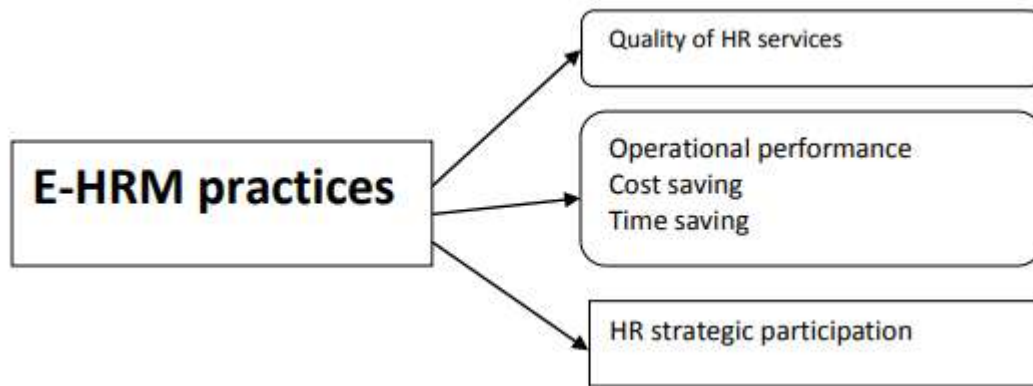


Fig 2.2 Theoretical Framework

Recent literature present positive perspectives about the connection between e-HRM and HR administration quality, for example, Parry (2011) described that e-HRM practices can increase the quantity and quality of the services that HR provides to the organization.

H1: There is a positive relation between E-HRM practices and quality of HR services.

While transformational e-HRM described, e-HRM practices with a 'strategic character' to align employee attitudes and behavior with the organization's strategy (Bissola & Imperatori, 2013; Bondarouk & Ruel, 2009; Parry & Tyson, 2011).

H2: The HR strategic participation will be greater the higher the adoption of E-HRM practices.

Operational e-HRM practices increase the efficiency of organizations by streamlining transactional HRM activities, speeding up processes and reducing headcounts (Lepak & Snell, 1998; Parry, 2011). Workplaces use operational or zero level e-HRM practices to achieve 'transactional goals', including, inter alia, productivity improvements and reducing the cost of HR activities (Bissola & Imperatori, 2013; Strohmeier, 2007). Therefore, a hypothesis developed,

H3: There is positive relation between E-HRM practices and bank's operational performance.

RESEARCH DESIGN

A quantitative methodology was taken for this study, by utilizing numerical techniques and statistical instruments to gather and examine the data. Generally, inquire about investigations in regards to HRM have utilized secondary data by utilizing existing information vaults, for example, "Carnet survey of organisational HR management policies and practices" (Parry, 2011) and "National Employer Survey" or collect primary data (Ruel et al, 2007; Bondarouk et al., 2009). Along these lines, primary data was utilized to inspect the effect of E-HRM. Structure questionnaire was also used to gather the information from KSE listed bank.

Population

The population of the study secured all KSE recorded commercial banks where operational, relational and transformational E-HRM practices are applied, have E-HRM system functioning for at least two years.

Sample size

Simple random sampling technique used for study. The questionnaire is sent to the 500 branches in four metropolitan urban communities i.e. Islamabad, Lahore, Karachi and Quetta. In spite of that, 323 legitimate reactions received.

Reliability Analysis

Cronbach's alpha (α) was utilized to probe the reliability the construct. Table 3.2 speaks to alpha values with proportional reliability category. Hinton (1980) has recommended that reliability categorized as "excellent-0.90 or above", "high-0.70-0.90", "moderate-0.50-0.70" and "low-below 0.50" reliability. It is obvious from table that all Cronbach Alpha for all construct was inside adequate range which represent the instrument is reliable. In this manner, it is inferred that instrument segment are inside reliable.

Table 3.2 Reliability Analysis

Construct	No. of Items	Cronchbach alpha
E-HRM practices	18	.868

Cost saving	3	.656
Time Saving	4	.797
Quality HR services	9	.868
HR strategic Participation	3	.675

DATA ANALYSIS

The unit of analysis of the investigation is bank's branch and information are gathered from branch manager and dominant part of the respondents (56.3%) have Master/MBA certificate whereas little segment of respondents has bachelor's degree. Huge bit of the respondents has over 10 years' experience. The statistic of the examination is exhibited in Table 2.

Table 4.1 Demographic-data

Description	Variable	Results
Education	Bachelor	21.6 percent
	Master/MBA	56.3
	Mphil/PhD	8.7
Experience	Less than 3 years	9.5 percent
	3.1 to7	19 percent
	7 to 10 years	25 percent
	10-15 years	32.1 percent
Age	20-30 years	44.4 percent
	30-40 years	55.6 percent
	Above 40 years	27.5 percent

Table 4.2 Descriptive-Statistics and Correlation

	Mean	SD	1	2	3
1.E-HRM practices	5.3080	.78880			
2. Quality HR services	5.7042	.80815	.499		
3.Operational Performance	5.5911	.94270	.650	.720	
4. HR strategic Participation	4.9570	1.03843	.326	.459	.355

Table 4.3 Impact of E-HRM practices on quality of HR-SERVICES

R square	Adjusted R square	F statistics	T value	Sig
.247	.247	120.192	11.936	.000

Table 4.4 Impact of E-HRM practices on operational performance

R square	Adjusted R square	F statistics	T value	Sig
.422	.421	264.726	5.729	.000

Table 4.5 Impact of E-HRM practices on Cost Saving

R square	Adjusted R square	F statistics	T value	Sig
.302	.301	182.477	7.503	.000

Table 4.6 Impact of E-HRM practices on Time Saving

R square	Adjusted R square	F statistics	T value	Sig
.335	.333	182.477	7.503	.000

Table 4.7 Impact of E-HRM practices on HR strategic participation

R square	Adjusted R square	F statistics	T value	Sig
.107	.104	43.171	7.623	.000

Table 4.3 presents that E-HRM practices has critical, positive effect on quality of HR services (F value=120.192, P<. 05). The table additionally exhibits that E-HRM practices clarify 24.7 variance in HR process quality. This demonstrates E-HRM practices can boost the quality of HR process. Consequently, Hypothesis 1 is propped. This finding additionally supports Wahyudi and Park (2014) that demonstrated that E-HRM practices improves the quality of HR forms. The investigation confirmed that E-HRM Practices has essentially increment Pakistani banks, commercial banks performance. Table 4.4 exhibits that there is certain connection between E-HRM and operational performance (F=264.726; P<.05). Two variables i.e. cost saving and time saving to gauge the operational exhibition.

E-HRM practices clarify that variance in cost saving is 30% percent while 33% in time saving. Subsequently, it is recommended that association who successfully execute E-HRM practices in Pakistani bank can gain more rents through cost saving and time and exertion saving which can be source of competitive advantage for bank. Findings is upheld by pervious research such as, Ruel and Bondarouk (2004) by showing that E-HRM can improve operational performance by increasing cost efficiencies , improving communication process and decreasing time to perform particular HR processes leading to growth in productivity and financial outcomes. Table 4.7 backings third hypothesis that E-HRM practices builds HR strategic participation with F value 46.171 and T-statistics 7.623 at P<.05.

It additionally exhibits that E-HRM practice clarify 10.4 % variation in HR strategic participation demonstrating a positive and pivotal job of E-HRM practices to upgrade strategic orientation of the HR work. This outcome is upheld by Parry (2011) and Wahyudi and Park (2014) by indicating that E-HRM practices release the administrative responsibilities and spare for strategic and value added activities which has a positive impact on employee -employer relation which could be a first step towards sustain competitive advantage.

CONCLUSION

The study exhibit that e-hrm improve quality and proficiency of hr exercises by effective conveyance of hr service, cost saving and changing the job of hr work from regulatory master to a strategic partner. The essential objective of the investigation is to dissect whether e-hrm practices in pakistani banking sector increment bank's performance. There are numerous studies can be distinguished that talked about potential advantage of e-hrm practices ,however, not very many investigations are committed to look at the effect of e-hrm practices on organizational performance with regards to developing countries, for example, pakistan. The examination give direction hr professional and approach creator in pakistan about potential impacts of various e-hrm practices. In spite of the way that the study delivered valuable data both for professionals and academia, despite everything it has a few constraints. First, generalizability of study's findings is constrained. As exact information depends on just kse listed banks, informational index from non kse recorded bank would be helpful for generalizability of the findings. Another confinement of the study is common method variance, as information was gathered through self-administration from branch chief. By gathering information from various respondents, for example, corporate supervisors and workers and so on would handle the issue of common method variance on one hand while then again increment reliability and generalizability of the outcomes.

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