Antecedents and Consequences of E-HRM Practices in Small & Medium Enterprises



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By

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DEDICATION

The dedication is being given to my family and supervisor, whose support, encouragement, and guidance enabled me to achieve my academic objectives.

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ABSTRACT

The importance of the SME sector as a key contributor to the industrial development of a country can't be overemphasized but it is pertinent to mention that contribution of the SME sector in Pakistan is less as compared to other countries. SMEs in Pakistan are challenged with various constraints such as human, financial, physical, and technological. By keeping because of these constraints, this study is an extension of existing literature by adding conventional HRM and top management support as antecedents of E-HRM practices, knowledge repository, and impersonal trust as consequences of E-HRM practices in manufacturing firms. It aims to investigate the effect of antecedent and consequences of E-HRM practices in SMEs. The target population was HR staff members of small and medium enterprises in Pakistan. A survey questionnaire method was employed, and data were collected from the members of the human resource department in SMEs. PLS-SEM was used for statistical analysis. Findings revealed that electronic human resource practices played an important role in cost efficiency which is the prime concern of a business organization. Furthermore, E-HRM practices lead to an increase the employee productivity and impersonal trust in small and medium enterprises in Pakistan. This study contributes among the SMEs to develop an understanding that how the contribution of E-HRM practices may affect the organization. This study also provides the guidelines to the HR managers of SMEs to develop an organizational structure equip with E-HRM practices in the organizations to get their organizational objectives in their operational and administrative wings.

Keywords: Conventional HRM- Availability of Resources, Employee Attitude, Top Management Support, E-HRM Practices, Cost Efficiency, Organizational Innovation, Employee Productivity, Knowledge Repository, Impersonal Trust.

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Chapter 1

Introduction.

1.1 Background of the Study

In the industrial advancement of a country, the significance of the SME sector cannot be overemphasized. Small and Medium Enterprises comprise almost 90% of all the enterprises in our country; utilize 80% of the non-forming manpower and yearly contribution GDP is 40%. On the other hand, in huge enterprises in the conventional sector, SMEs are compelled by financial and other resources. This natural attribute of an SME makes it basic that there should be a process through which it can get support in various elements of business including marketing, business, financial, and human resource training and development. During the wake of COVID-19, the Government of Pakistan has also introduced various programs to support SMEs in Pakistan. A stimulus package of Rs.1.2 trillion has been declared to support businesses, the poorest of population, farmers, and daily wager as well. The incentive has been given to the construction sector for boosting the economy. (https://smeda.org). This research aims to determine whether the application of electronic-HRM practices positively affects cost efficiency and productivity in an organization. The outcomes of this research are to describe electronic human resource management practices have a significant and most positive impact on cost efficiency and productivity of workers in the company.

The use of E-HRM practices with the positive effect may help organizations in the proficiency of expenses required to increase worker productivity. Employee productivity in the human resource division will be further influenced by E-HRM. E-HRM will legitimately impact their tasks including a decrease of administrative procedures in human resources because some procedures are automated and make the activity procedure quicker. In endeavoring to construct innovation in the organization, fundamentally necessary to perceive the importance of electronic human resource management (De Silva, Howells, & Meyer, 2018) noticed that innovation mediator's involvement in collective activities would likewise empower

them to create nearer to benefits of the organizations. Uslu (2015) noticed that, to obtain desired outcomes innovation is significant in an organization. E-human resource management (E-HRM) systems have gotten (De Silva et al., 2018) progressively significant for numerous organizations by considering the usage of a knowledge repository. It is fundamentally important to recognize the importance of a knowledge repository. Pasaribu, Afrianti, Gumilar, Rizanti, & Rohajawati (2017) noticed that new businesses of companies require an increase in KM and full with storage of knowledge. Earlier studies show that e-HRM is a thorough condition that handles a series of activities, however, the most generally utilized e-human resource activities are as under (Alameri, 2018):

1) E-Recruitment: allude to the utilization of portals for examples websites, both the official website of the organization or the employment search website, the site will post the position of open vacancies, and assist to review curriculum vitae that have been entered (Nivlouei, 2014)

2) E-Compensation: can be a site that permits organizations to gather, store, control, access, use, and divide compensation, information, and data (Kumari & Tripathi, 2015).

3) E-Training: Most organization begin considering making online training, because online is more productive for dispersing training inside organizations, making training available anywhere and anytime, other than lessening direct costs (teacher, printer materials, training facilities), and indirect costs (time travel, dwelling expense and travel) (Nivlouei, 2014).

4) E-Performance Appraisal: is applying e-human resource management for performance appraisal of employees at the organization. Electronic performance appraisal alludes to the utilization of technology for example using e-mail and electronics for example websites, which are required to create frameworks and procedures utilized to assess and survey workers. (Atallah, 2016).

E-HRM plays a vital and very significant role in employee productivity. Productivity in workers in the human resource division will be more affected by E-HRM technology. E-HRM will straightforwardly impact their tasks, including minimizing the regulatory cycle for human resources. Some procedures are computerized and make the procedure of activities quicker, which may lead to creating stimulation for

employees to give their best in form of employee productivity in an organization. Bissola & Imperatori (2013) One methodology is – using e-human resource management to improve impersonal trust in the organization, which allude to trust in generic organizational factors, for example, top management support, vision and strategy, the management group's objective and capacity, commercial and technological justice, roles, fair procedure and structures, and reputation and human resource management policies' (Vanhala, Puumalainen, & Blomqvist, 2011). Different research had recognized that organizational trust is a prime factor that impacts series of organizational results, including profitability (Katou, 2015); (E. C. Martins & F. Terblanche, 2003);(Vanhala & Dietz, 2015). Numerous jobs planned and executed by the conventional HRM to deal with HR and accomplished the objectives to acquire greatest benefits. E-Human resource management produced more powerful and productive frameworks for example HRIS as opposed to conventional HRM. There are few factors, used as resource availability including resources related to financial issues, technical infrastructure, and expertise. Numerous previous studies demonstrated the fact, the appropriation of electronic-human resource management gives better chances to workers to accomplished organizational objectives.

These basic imperatives faced by the SMEs' workers don't accomplish their targets because of the utilization of earlier technology. E-human resources management vigorously relies upon employee attitude towards e-human resource management. Earlier studies have demonstrated that different variables for example service tenure in an organization, professional level, expertise, and behavior of employees affect information technology framework and e-human resource management. Top management support may have an impact on e-human resource management. Budhwar (2000) noticed that efficient and effective human resource management may take place only when the top management of an organization accepts and recognize the significance of the human resource. Moreover, studies of empirical research consider top management support as a significant determinant of the effectiveness of human resource management (Kane, Crawford, & Grant, 1999).

1.2 Problem Statement

Pakistan's economy is likewise a straight representation of the small and medium enterprises sector (Soomro, Shah, & Mangi, 2019) since SMEs reflect over 90 percent of absolute business setup (PBS, 2016; (STATISTICS, 2007) Notwithstanding its economic importance, the SMEs' division in Pakistan tackles a couple of deficiencies which bound its obligation to completely participate in progress and development of national economics. These are a shortage of framework of business information, restricted financial knowledge, and significantly the deficiency of strategical methodology towards HRM (Z. Iqbal & Malik, 2019). Pakistani enterprises utilization up to 99% people establish over 90% of all non-public ventures in industry's segment and utilize almost 78% of non-agribusiness man power participate more than 30% to gross domestic product (GDP) of Pakistan. Studies demonstrated that the essential significant element cope up by the SMEs is a lack of professionals, monetary limitations, explicit markets, secure organizations' relations and inability to admin in the market of export (Abdul, Ismail, Hashim, & Johari, 2009). Restricted examinations researched various indicators of E-HRM in small and medium factors of Pakistan. E-HRM of Pakistan has not acquired that consideration which it merits (Arokiasamy & Ismail, 2009; Sabir, Abrar, Bashir, Baig, & Kamran, 2015).

The literature requires viewpoints from small and medium enterprises from progressing and transitional economics since less experimental work is undertaken in Pakistan's context (N. Iqbal, Ahmad, Allen, & Raziq, 2018; Soomro et al., 2019). The requirement for this sort of investigation is enlivened by few patient gaps. Firstly, less consideration has been given to the E-HRM in SMEs in form of differences in sectors (Psychogios, Szamosi, Prouska, & Brewster, 2016). Secondly, the literature which is currently available needs viewpoints from SMEs of the trading sector since similar studies has primarily concentrated merely on services and manufacturing sectors. Given the significant function of trade sector SMEs in form of their participation in employment and GDP (Cornelli, Davidson, Frost, Gambacorta, & Oishi, 2019). This study expands the limitations of comparable human resource management literature comprising of the difference in sectors by including trading sectors small and medium

enterprises. Earlier studies demonstrated that other constructs for example worker's attitudes, job experience level length of service in the organization affect E-HRM (Waheed, Xiaoming, Waheed, Ahmad, & Tian-tian, 2020). Whereas this study examines the effect of conventional human resource management, availability of resources and top management supports as well. This study provides the guidelines to help managers and heads of departments to formulate a strategy for efficient and effective execution of E-HRM practices, beneficial for various sectors of SMEs in Pakistan.

1.3 Research Questions

- What is the effect of Conventional HRM on E-HRM Practices
- What is the effect of Availability of Resources on E-HRM Practices
- What is the effect of Employee Attitude on E-HRM Practices
- What is the effect of Top Management Support on E-HRM Practices
- What is the effect of E-HRM Practices on Cost Efficiency
- What is the effect of E-HRM Practices on Employee Productivity
- What is the effect of E-HRM Practices on Organizational Innovation
- What is the effect of E-HRM Practices on Knowledge Repository
- What is the effect of E-HRM on Impersonal Trust

1.4 Research Objectives

- To examine the effect of Conventional HRM on E-HRM Practices
- To examine the effect of Availability of Resources on E-HRM Practices
- To examine the effect of Employee Attitude on E-HRM Practices
- To examine the effect of Top Management Support on E-HRM Practices
- To examine the effect of E-HRM Practices on Cost Efficiency
- To examine the effect of E-HRM Practices on Employee Productivity
- To examine the effect of E-HRM Practices on Organizational Innovation
- To examine the effect of E-HRM Practices on Knowledge Repository
- To examine the effect of E-HRM Practices on Impersonal Trust

1.5 Significance of Study

This study highlights the factors which affect electronic human resource management practices in small and medium enterprises of Pakistan. This will further examine the consequences of e-human resource management practices in the manufacturing sector of Pakistan. Our study contributes among the HR staff members of firms to develop an understanding that how the contribution of E-HRM practices may affect the organization, these practices may enhance employee productivity, may cause organizational innovation and cost efficiency as well. Studies of (Marler & Fisher, 2013) stated the importance of e-human resource management in the current scenario of business; this study also examines the outcomes of E-HRM practices in manufacturing and trading firms. This study also provides the guidelines to the managers of manufacturing firms to develop an organizational structure equip with E-HRM practices in the organizations to get their organizational innovation, employee trust in the organization, and cost-efficacy in their operational and administrative wings.

1.6 Definition of Key Terms

1.6.1 Conventional HRM

Conventional Human Resource Management is comprised of traditional procedures of recruitment, selection, and development, reward and compensation, communication, and performance appraisals (Rhodes & Steers, 1981); (Paauwe, 2009).

1.6.2 Employee Attitude

Researchers contended on certain work behavior deemed as a progenitor among task and suitable performance of work. Its execution alludes to keep up the performance of the organization (S. L. Blader & T. R. Tyler, 2003)

1.6.3 Top Management Support

Support of top management alludes to the mark to which higher managers are determined and supportive to provide authority, resources, and direction for having and implementing any decision in the organization (Ifinedo, 2008)

1.6.4 E-HRM Practices

Ruël, Bondarouk, & Looise (2004) defines electronic human resource management as a source of executing human resources, policies, practices, and strategies in a company via direct and conscious support with the comprehensive usage of web-based technological channels.

1.6.5 Cost Efficiency

Cost efficiency may refer to a reduction in administrative and operational expenses in an organization. The benefits of cost-efficiency may be felt by the organization with the exact information, right and actual time, and an objective assessment with the job

description of each employee accordingly, this enables the company to control costs associated with managerial negligence so that costs incurred become more efficient.

1.6.6 Employee Productivity

Paauwe (2009) defines employee productivity as it should be directed to increase the satisfaction of the employee, less absenteeism, and the best efforts, all leading to employee productivity.

1.6.7 Organizational Innovation

Rajapathirana & Hui (2018) describe the idea of organization innovativeness allude to the implementation of latest organization's strategies in business practices of the company, external or organizational connections which lead to enhance the productivity of the organization by decreasing transaction and cost of administration.

1.6.8 Knowledge Repository

Almeida, Frade, & Cruz-Correia (2014) stated that the purpose of the knowledge repository is to advance and save informational data acquired from the previously developed frameworks.

1.6.9 Impersonal Trust

This research defines impersonal trust as a trust of a worker in impersonal organizational factors, for example, vision and strategy, group's objective and competencies of the management, higher management, commercial and innovative capabilities, fair procedures, characters, frameworks, and HRM proceedings (Vanhala & Ahteela, 2011).

Chapter 2

Literature Review

2.1 E-HRM Practices

E-Human Resource Management is stated as "the integration of IT and the HRM field of scholarly inquiry. It focuses on all the HRM content that is shared through IT that aims to make HRM processes distinctive and consistent, more efficient, high in quality and which create long-term opportunities within and across organizations for targeted users" (T. Bondarouk, Harms, & Lepak, 2017). Ruël et al. (2004) defined electronic human resource management as "way of implementing HRM strategies, policies, and practices in organizations through the conscious and direct support with the full use of channels based on web technologies". Human Resource Department keeps on moving towards technology-enabled Human Resource Management Systems to increase value to their organization (T. Bondarouk, Parry, & Furtmueller, 2017; Stone & Dulebohn, 2013). E-Human Resource Management has been utilized to allude to how, utilizing technology, companies execute human resource management strategies, policies, and procedures to assist with accomplishing their goals (Parry & Tyson, 2011). T. V. Bondarouk & Ruël. (2009) defined E-Human Resource Management as an integrative system among Human Resource Management and Information Technology that have the intention to develop value inside and throughout the organization for focused workers and executives (T. Bondarouk & Ruël, 2013).

T. Bondarouk & Ruël.(2013) proposed the meaning of e-Human Resource Management as 'covering all conceivable mix instruments and substance among human resource management and information technology, focusing toward making a worth inside and across associations for focused workers and the executives'. Later on, e-Human Resource Management has been characterized as a bunch of 'setups of PC equipment, programming, and electronic systems administration assets that empower planned or real human resource management exercises (for example arrangements, practices, and administrations) through planning and controlling individual and grouping level information tracker and data creation and

correspondence inside and across hierarchical limits' (Marler & Parry, 2016). Electronic human resource management innovation was mainly utilized to just help routine managerial human resources undertakings and line supervisors detailed opposing outcomes when utilizing electronic human resource management (Martin, 2008). Also, using the capability of electronic human resource management was compelled by the complications of individuals elements, for example, overseeing client acknowledgment while acquiring new e-HRM frameworks (T. Bondarouk, Parry, et al., 2017)

Electronic human resource management is essentially associating staff and managerial staff with the human resource division electronically via the human resource portal. Electronic human resource management gives representatives admittance to data frameworks through the Internet. This methodology of electronic human resource management empowers all workers, accomplices, affiliates, and clients to be associated with the business measures electronically. Individuals would now be able to work easily, both inside and outside the workplace climate. Workers at all levels tend to see changes positively and are agreeing to acquire the innovation. T. Bondarouk & Ruël (2013) found that there are basically three objectives identified with the presentation of E-HRM (diminishing costs, improving HR benefits "and improving HR key direction", however lamentably "e-hum resource management is generally aimed at cost efficiency and efficiently enhance in services of human resources, as opposed to at developing the essential direction of human resource management".

2.2 Conventional HRM

Conventional Human Resource Management is comprised of general procedures of staffing, communication, training/ development, rewards, compensation, and performance appraisal (Lievens, Van Dam, & Anderson, 2002; Paauwe, 2009; Rhodes & Steers, 1981). Traditional Human Resource Management provides the productivity of the firm and working as the backbone to comprehensively management of resources. Undoubtedly, traditional Human Resource Management is significant and enhances the performance of organizations, further developments are yet to be

required. Technology innovation of the organization affected every dimension of an organization. While the mix of human resource management & technology is at the early phase, and further investigation is required to be investigated by the scholarly world. (Collings & Mellahi, 2009; Kaufman, 2015; Stadelmeyer, Heitzer, Wolf, Dandachi, & Orlando, 2011). Human Resource Management has been an important part of the organizational strategy for quite a while. Human Resource plays a vital role to effectively oversee and use of manpower. Human Resource Management is the function, executed by the higher-level management, not an individual section. The appearance of various organizational procedures, human resource management also found as a vital part of an organization and deemed as an individual department.

Conventional human resource management rehearses provide firm productivity and work as a vital element to appropriately oversee the resource of the organization. The way that there are all the more recently settled organizations, more privately owned businesses, and medium organizations when contrasted with small size organizations further backings this move. To put it plainly, the change from regular human resource management to electronic human resource management soon is somewhat motivating. Numerous researches describe that the domestic or wider area network and information technology framework opened the entryways for the advancement of human resource management. This absorbed framework created human resources management works more dependable and proficient for the business (Moomal & Masrom, 2015). Human Resource endeavors in SMEs area partake a crucial function in financial advancement with no hole for their self-awareness (N. Khan, 2011). The studies examined that huge businesses acknowledged well-defined and openly responsive human resources. They are further discernible and are under more stress to pick up genuineness productivity, financing, marketing, and accounting as faculty rehearses in small and medium enterprises were decided by supervisors to be inconsequential contrasted and different zones (Waheed, Waheed, Karamat, Ahmad, & Majeed, 2017)

Additionally, small and medium enterprises in Pakistan have an incredible way to deal with more impressive financial and social advancement (M. A. Khan, 2013). However, the deficiency of worker's accepted procedures, decrease of complexity,

and consideration regarding the archived connections that have been uncovered among human resource management rehearses in bigger organizations (Huselid, 1995). Numerous exercises were carried out and planned by the traditional human resource management to deal with HR and attained the focused objectives to procure the most extreme benefit. Prime procedures which executed inside the firm, for example, staffing functions including performance evaluation, training, compensation system that is the reason it likewise called as management of the personnel (Gannon, Roper, & Doherty, 2015)

2.3 Availability of Resources

Availability of resources of technology, infrastructure, availability of expertise, and finance are significant for effective implications of human resource management in the organizations. A good structured and progressed sector of small business is probably going to keep up economic advancement procedure in a similar way as huge business and small and medium enterprise provide a couple of advantages (Abor & Quartey, 2010; Ahmed, Khattak, Iqbal, Farooq, & Iqbal, 2014). Numerous recommendations advised that smaller size organization mostly have prime gears with human resource management for the rationale of small size firm, doesn't ensure to hire expert completely devoted to human resource management procedures (Kuratko, Ireland, & Hornsby, 2001). As per Brand & Bax (2002) various smaller size organizations face extreme human resource issues, simultaneously as human resources are taking a basic and important contribution in lifting and keeping up comparative advantages of their own. They have on the conclusion, current information and data on human resource management of smaller size organizations are illustrative and divided institutionalism Estevez-Abe, Iversen, & Soskice (2001). The conflict that public factor for example budgetary administration, budgetary lawful frameworks, and workers' guilds, which unanimously structure the framework of public business.

SMEs have customarily been considered as an important element in adding to the monetary advancement of numerous nations around the globe (Kongolo, 2010). Small and medium enterprises, essentially active progress and shortage of resources are

likewise more committed to electronic human resource management plans. Likewise in this move, non-automated methods would reason an excess in human resource works and would obstruct further progress and development. The velocity and ease at which electronic human resource management may deal with human resource function approve its presentation. Based on rapid changes in technology, the execution and reception of electronic human resource management strategies offer huge occasions to recuperate on human resource management rehearses. Studies demonstrated that the essential significant element tackled by the small and medium enterprises in Pakistan is a lack of expert colleagues, monetary limitations, explicit markets, secure organizations' linkages, and inadequacy to enter the foreign markets (Mohamad & Ismail, 2009). Numerous previous researches have demonstrated that quick changes in innovations, the selection of e-human resource management give better occasions to workers to accomplished hierarchical objectives.

The execution of e-human resource management is reliant on different elements, in between the accessibility of assets. Organizations are bound to execute e-human resource management in case of availability of resources and workers positively see e-human resource management. Taking everything into account, a large portion of the organizations need monetary resources and skills to actualize e-human resource management. A superior comprehension of the connection between the accessibility of assets and the execution of e-human resource management would assist organizations with recognizing the best alternate for their function of human resource.

2.4 Employee Attitude

An organization's assets in the employment relationships make constructive outcomes on employees' work behavior (for example satisfaction and trust at the job, organizational commitment) certainly (Van Scotter, 2000). Thus, electronic human resource management practices reinforced the connection among the organization, employees, and advanced straightforwardness in the workplace. Researchers contended on certain work conduct deem as a predecessor in between assignment and execution of suitable work (Konovsky & Pugh, 1994). The human resource department performs as an agent of the organization in the execution of electronic

human resource management creates a comprehensive relationship among the human resource department along with employees (Coyle-Shapiro & Shore, 2007, Bissola & Imperatori, 2013). This move-in Human Resource proceedings in connection with electronic human resources and transformation of latest innovation may be difficult at first for organizations and workers (Fletcher, 2005; Ruël et al., 2004). The perception of the human resource professional to compress innovation and implement it to human resource procedures is one of the significant elements towards the start of electronic human resource management activities because of the rise of worldwide business and global companies. Electronic human resource management assists to scatter information about successful management and usage of HR (Bissola & Imperatori, 2013; Hooi, 2006).

In this manner, e-human resource management gives another strategy for collaborating workers with the firms (Bissola & Imperatori, 2013). Electric human resource management rehearses help worker's viewpoint of human resource procedures, empowering the client bearing of HRM and especially valuable in SMEs where HRM is regularly adapted by the industrialist. Electronic human resource management rehearses more effectively make the connection between workers association through keep up straightforwardness in the working environment, reminding workers to react (Bowen & Ostroff, 2004). Electronic human resource management rehearses may keep up the current capable image of the human resource division and alert the current inclination of human resource workers that ensure viable trustworthiness in a firm. Change processes from human resource management to electronic human resource management was difficult for firms to only hop in at first, it includes different components, in which one of them is accessibility of resource which influence the system of human resource office as well.

2.5 Top Management Support

Debrah, McGovern, & Budhwar (2000) found that effective human resource management could happen just when the top management perceives and acknowledge the significance of human resources. Moreover, experimental exploration examined support of top management as a significant determinant of human resource

management viability (Kane et al., 1999). Along these lines, the analysts can conjecture a connection between top human resource management support and the effectiveness of human resource management. Support of top management alludes to the degree to which top managers are strong and focused on giving guidance, authority, and assets for taking and executing and decisions in the organization (Ifinedo, 2008). Support of top management is viewed as a basic component in the effective usage of numerous human resource projects for example as policies of anti-discrimination, equivalent rights, and related work behavior (Day & Schoenrade, 2000; Debrah et al., 2000).

The support of top management is viewed as a basic component in the result-oriented execution of numerous human resource projects, for example, hostile to segregation strategies, equivalent rights, and significant work behavior (Day & Schoenrade, 2000). Different researches discovered the support of top administration not basic to the results of a venture and that effectiveness and adaptability of the advancement cycle was huge in its own right, even with no impact of the support of top management (Marble, 2003). Such exploration has distinguished a scope of exercises that describe the support of top administration. These incorporate senior administration obligation to support the venture (Lam, 2005), the dedication of assets to the execution exertion, and their dynamic inclusion in ordering and planning the usage endeavors (Cooper & Zmud, 1990).

Debrah et al. (2000) observed that efficient human resource management could happen just when the top administration perceives and acknowledge the significance of human assets. Moreover, exact examination contemplated the support of top administration as a significant determinant of human resource management adequacy (Kane et al., 1999). Somers and Nelson (2004) viewed that the impression of the significance of the support of top administration among venture individuals keeps on declining throughout the task. This perception repudiated their desire and consequently drove them to express that: 'such conduct isn't completely gotten'(Somers & Nelson, 2004).

2.6 Cost Efficiency

Ruël et al. (2004) found that the most widely recognized result of e-human resource management was a decrease of expense and the regulatory burden on human resource professionals, even though these results were not commonly estimated. At the start of the introduction of e-human resource management, there were many cost decreases and productivity enhancements, so they could give solid proof when required to run an e-human resource management execution project. The recompense time frame, or time required to cover venture from the usage of e-human resource management, can be as short as one to three years (Lego, 2001). Moreover, with the presence of e-human recourse, the human resource would now be able to have comprehensive control costs related to managerial carelessness (Lengnick-Hall & Moritz, 2003). Cost-effectiveness alludes to pay levels competition and turnover rate of the employee, and to the agreeableness of expenses coming about because of resistance of employees for example strikes. Ulrich (1997) states, the human resource itself must have the option to assume the role of the administrative expert to participate in the cost-effectiveness of an organization.

Ball (2001) the effect of e-human resource management might be especially incredible in enormous firms where the number of workers is enough that the mechanization of cycles has cost efficiency. The possibility of e-human resource management increasing productivity or diminishing expenses has been backed by various creators (Ruël et al., 2004). Associations acquainted e-human resource management with lessen work force inside the human resource procedure, to increase cost adequacy, eliminate the utilization of paper in human resource measures, or enhance the speed of procedures. Cost reduction and a decrease of the managerial load are in the frequent case considered as an impact of e-human resource management.

In pursuance of a particular e-human resource dimension, an association hopes to accomplish specific objectives: progress in the human resource's essential direction, advancement in customer center and fulfillment, and a decline in expenses or increased effectiveness. The cost decrease objective is, even more, an expectation than a momentary desire, and maybe a method of 'selling out' e-human resource plans

to the administration at the top level. The nonstop strain to endure and pick up the upper hand in the market may lead an organization to behave with the worker as variable information where it is an expense to be limited. "Genuine affection" is utilized to intercede activities that seem to regard people as an expense, instead of an asset in light of a legitimate concern for the business system (Karen Legge, 1995)

2.7 Employee Productivity

Datta, Guthrie, & Wright (2005) defines that the face legitimacy of the employee productivity measure is high. Second, it is a key pointer for inspecting how the investment in e-human resource management underpins organizations' endeavors to utilize human capital more productively. The significance of employee efficiency for e-human resource management study is obvious in review by HRM experts (N. Iqbal, Ahmad, & Allen, 2019). Efficiency in employees in the Human Resource Division will be more affected by e-human resource technology. E-Human Resource Management will straightforwardly impact their assignments, including diminished administrative procedures in Human Resource because some procedures are robotized and make the procedure of activities quicker. Assessment of productivity itself requires two measurements, first the accomplishment of work targets, second is time or long periods of work (Maatman, 2006). Various organizational results possibly depict the effectiveness of e-human resource management.

Social reasonability, for example, decency, authenticity, and procedural equity suggest behaving workers well. Paauwe (2009) proposed that it should be coordinated towards less absence, expanded workers fulfillment, and more noteworthy endeavors, all prompting enhancements in worker output. A social point of view focuses on how a strong and co-employable work environment climate can expand efficiency (Sun, Aryee, & Law, 2007). Associations put their resources into human resource management frameworks to effectively utilize their human resources and, in this way, to improve worker output (Datta et al., 2005). All the more comprehensively, e-human resource management, by expanding straightforwardness and lucidity over human resource procedures, may prompt more noteworthy workers efficiency. In reality, improving worker productivity is one of the prime reasons why associations present e-human resource management (Stone & Lukaszewski, 2009).

Highly performing, viable firms have a tradition that supports worker contribution. Consequently, workers are further prepared to engage in dynamic, objective setting or critical thinking exercises, which in this manner bring about higher worker efficiency. HR procedures that energize laborer interest focus on giving workers occasions to have a contribution in decision making, impetuses to exhaust optional exertion, and the way to obtain the proper aptitudes (Martins & Martins, 2002).

2.8 Organizational Innovation

Rajapathirana & Hui (2018) characterized the idea of organization's innovativeness for operationalization of organization's procedure in business practice of an organization, organization or outer connections to precede and enhance the organization output by decreasing truncation and cost of administrative issues. Jończyk (2015) characterized the innovation as transparency, preparation of the company to execute few new conducts. In current reference, an important part of developing innovations is HRM as an art of deciding suitable methodologies along with an attitude of employees. Consistently, numerous specialists have attempted to characterize the innovation that causes it conceivable cultivate to improve the organizational development. Talukder, Quazi, & Djatikusumol (2018) noted that the organization is progressively getting mechanically advance in a globalized economy set apart by phenomenal development and utilization of information and correspondence innovation. As of now, the idea of innovation is basic to organizational endurance especially a scenery of adjustment and vulnerability; (De Silva et al., 2018) noticed the idea of innovativeness has been observed long as primary viewpoint in the development of economy and advancement of organization right now.

In endeavoring to fabricate innovation and development in the firms, it is crucially fundamental to perceive the importance of e-human resource management systems and how they operate to develop organizational innovation. De Silva et al. (2018) noticed that advancement delegates' commitment to community-oriented undertakings will likewise empower them to create nearer to benefits of the firm. Information

technology is assessed to convey the human resource procedures with the occasion to make new roads for adding to authoritative developments. In like manner, Uslu, (2015) noticed that advancement is important to successfully execution of task accomplishment in the firms. Besides, Kesti (2012) portrays that the ideal working environment advancement can be viewed as aggregately concurred and effectively fulfilled improvement which is the best for the aggregate advancement requires distinguished at the work environment to meet the human asset requires for advancement.

Innovation is considered in many associations as one of the essential components for innovation development in organizations and electronic human resource management. These days, associations are encircled by fierce conditions, which may change and have to build up the innovation in the organizations. The firms should equip themselves with far-reaching information to have the option to confront the innovation in the organization presented by the insecure climate. Another research Gülsoy (2013) depicts that authoritative advancement is firmly connected with explicit HR procedures and practices that consolidate development-related measures, utilization of an expert professional track. Moreover, Khashman (2019) discovers the significant ramifications for overseeing platforms of e-human resource management.

By and large, the apparent utilization of these practices on expanding inventiveness in the organization is identified with the expanded potential and readiness of workers to utilize their abilities and information in manners that advantage the outcomes of new and improved procedures (E.-C. Martins & F. Terblanche, 2003). In this way, when the workers of the association view that execution of innovation, use of specific aptitudes, and proactive correspondence are backed by their utilizing firms, they may be required to act appropriately.

2.9 Knowledge Repository

Torabi, Kyani, & Falakinia (2016) contended that the repository of knowledge works with procedures that make the knowledge lasting in the framework the capacity of a company to store any knowledge in the repository of knowledge to confined to

individuals working at the company level. Additionally, Litvaj & Stancekova (2015) concurred with this perspective and noticed that knowledge archives allude to the memory of organization and principal component of a genuine knowledge management system. An idea of knowledge archive additions esteems to organization bantered a couple of years. Sensuse & Cahyaningsih (2018) clarify the information management as an alternative for a company's strategical move to achieve the organization's goals and objectives. As a piece of the company, the repository of information is impacted through a couple of ecological factors for example advancement of the organization. Pasaribu et al. (2017) noticed that the new business companies require improvement through knowledge management systems and advance with storage of knowledge. Moreover, Figueiredo & Pereira. (2017) expressed that meta modeling may be viewed as including portrayal procedure relevant to an information archive manufactured, implies to standardize determinations; these treasures controlled through various modules of programming from the database.

Almeida et al. (2014) grouped that the goal of repository of knowledge to create and store the information acquired from the past errand created structures. These days firms work in a quick-changing business climate which implies that the capacity to foresee and oversee modifications turns out to be increasingly more basic for utilized the information archive as the vital resource for associations. Liebowitz & Beckman, (1998) characterize information archives as "computerized on-line based storage facility of ability, information, and documentation about a specific space of skill".

In making an information archive, information is gathered, summed up, and incorporated across sources" Such storehouses are at times alluded to as "experienced" or "corporate recollections". The store can either be loaded up with information by what van (Van Heijst, Van Der Spek, & Kruizinga, 1997) call "aloof assortment" – where laborers themselves perceive what information has adequate incentive to be put away in the archive, or "dynamic assortment" – where a few people in the association are checking correspondence cycles to recognize and identify information. This is an apparatus that contains data in cases about critical thinking experience, and depictions of assets like instruments, activities, individuals,

and advancement strategies. These portrayals are utilized to discover applicable procedures.

2.10 Impersonal Trust

This study characterizes impersonal trust as the trust of an employee in "impersonal organizational factors, such as vision and strategy, top management, the management group's goals and capability, technological and commercial competence, justice, fair processes and structures, roles, technology and reputation, and HRM policies" (Vanhala & Ahteela, 2011). More significant phases of impersonal trust probably going to decrease problems at work place among employees and their companies and fortify relationships between employee and employer (Vanhala & Ritala, 2016). The definition of Vanhala & Ahteela (2011) impersonal trust "the individual employee's expectations about the employer organization's capability and fairness". Numerous organizations are persistently putting resources into human resource systems to build up working relations by strengthening trust in organizational routine, rules, strategies, and frameworks (Bissola & Imperatori, 2014, Searle & Dietz, 2012).

Firms can't depend just on trust between specific individuals. At the point when examined as an intervening marvel among human resource management and inventiveness in the organizations, generic trust can be viewed as impacted by the deliberate for example vital human resource management rehearses embraced in the firms. This is because the association-wide arrangement of human resource management practices can be viewed as steady, while the impact of usage of human resource management rehearses at the manager or supervisor level is much insecure since each administrator contrasts in their way of execution of those procedures and policies (Kuvaas, 2008).

Despite its significance, the idea of impersonal trust has barely arisen and has been concentrated almost less in the scenario of the organization setting, while a few researchers have just perceived its effect pretty much expressly (Atkinson & Butcher, 2003). Likewise, in earlier researches, impersonal trust is described essentially as trust in top administration (McCauley & Kuhnert, 1992), and in the utilizing association

and there had not been a thorough idea for that until (Vanhala & Ahteela, 2011)introduced one.

2.11 Underpinning Theory

This study is based on AST theory which is referred to as "Adaptive Structuration Theory", which depends on Structuration Theory, a hypothesis by humanism and expects that data frameworks and companies are generally linked with each other. They impact each other commonly furthermore, (Chiemeke, Longe, Umar, & Shaib, 2007). AST is a structure for analyzing the distinctions in organizational change that are available when modern state-of-the-art innovations are implemented and used. AST features the significance of thinking about both the structures that grow innovations and the frameworks for the roles executing and utilizing the new technology (DeSanctis & Poole, 1994).

Innovation alone doesn't give associations the appropriate responses and advantages they are looking for. Because of the decrease in the expense of securing this technology, most associations approach similar technology (Denning, 2018). Competitive benefits come not from approaching the innovation yet from having the option to have "understanding and adaption of the technologies to meet clients' genuine requirements" (Denning, 2018). AST sees the duality of framework between an association's framework highlights and its human agent. This viewpoint empowers human specialists while executing innovations and hierarchical change activities. Innovation has been consolidated and used at each degree of human association, the people, groups, societies, associations, urban areas, nations, and all through the world (Shachaf, 2008)

This study applies AST to comprehend the processes of e-human resource management practices and use by workers (Marsh, Hau, & Wen, 2004). AST consideration has been brought into the electronic human resource management in prior referenced studies by (Ruël & Van der Kaap, 2012)). Their investigation demonstrated that the assignment of e-HRM and its recurrence of utilization were both emphatically identified with HRM esteem creation. A few researchers have

discovered that the more clear the goal of innovation is to its clients, the more steadfastly they fitting it, the more they see it as helpful and simple to utilize and the more they utilize the innovation in an assignment situated way (T. Bondarouk & Ruël, 2013) During their dynamic utilization of e-HRM, workers, line supervisors, and HR experts may all impact the appropriation of the innovation and, in this manner, its effects on the expected e-HRM results.

2.12 Hypothesis Development

2.12.1 Conventional HRM and E-HRM Practices

K Legge (2005) The move from conventional HRM, which emphasizes the execution of HRM procedures with paper base manual cycle, to e-human resource management which focuses further on integrated, strategic, and automotive approaches based on information technology to enhance the effectiveness and efficiency of human resource management, may be deemed as a sequential phenomenon of two generic phases of human resource management or two types of human resource management. By investigating previous and ongoing applications of electronic human resource management, is to assist individuals with understanding e-human resource management and give new data to small and medium enterprises which plan to change traditional human resource management to electronic human resource management to get on the momentum of the new scenario, so are the organizations creating answers of electronic human resource management. E-human resource management supports the elements of human resource management from operationalization to vital level that makes the function of human resource management to HRM go to an accomplice, maker, and organizationally. They likewise characterized that e-human resource management expects to make data of each HRM capacities accessible to everyone from the top leader to line manager and workers at whenever and anyplace.

The characteristics of HRM chose the status of HRM in an association turned out to be more significant and the development of strategic HRM showed that human resource management is one of the essential accomplices of the management of the organization. Simultaneously with the improvement of the web and industry of

information technology, the network usage and data framework in administration is famous and the presentation of electronic human resource management is simply meet the prerequisite in the new period. E-HRM reorganized the regular human resource management with the combination of information technology. Regular human resource management alludes to those methods of HR administration without integration of information technology, while E-HRM bases on information technology, relies upon web and intranet, and relates further to key administration. In any case, their establishment is the equivalent, which is the element of HRM. Taking the significant theories of human resource management as the base supported by various renowned scholars like Storey, this study learned the earlier research on both conventional human resource management and e-human resource management and found that how is e-human resource management formulated and its relationship with conventional human resource management.

H1: There is a significant relationship between Conventional HRM and e-HRM practices

2.12.2 Availability of Resource and E-HRM Practices

It is considered that the practicality of actualizing E-HRM is very much reliant on the accessibility of resources. With the accessibility of technological and financial resources, expertise and companies would uphold the execution of e-human resource management. Organizations are bound to execute e-human resource management if resources are accessible. A good understanding of connections between the accessibility of resources and the execution of e-human resource management would help organizations recognizing the good solution of their human resource management functions. More or less, technical framework, expertise, and financial resources are some of the significant imperatives in the implementation of e-human resource management. The deficiency of expertise and financial resources is viewed as noteworthy. The execution of e-human resource management is subject to different components in between them, the provision of assets Companies are bound to actualize electronic human resource management if the resource is accessible and workers see e-human resource management with a positive perspective. Even though

this relationship can be said to remain constant by and large, it is, in any case, dependent upon the correspondence of e-human resource management. Wherever the accessibility of resources is relevant, a large number of the respondent organizations have less monetary assets and skills to execute electronic human resource management. A superior comprehension of the connection between the accessibility of assets and the execution of electronic human resource management would assist organizations with recognizing the best answer for their human resource procedures. As needs are, it is consistent to define the hypothesis that there is a solid connection between the accessibility of assets and the plausibility of executing e-human resource management.

H2: There is a significant relationship between Availability of Resource and e-HRM Practices

2.12.3 Employee Attitude and E-HRM Practices

Many studies built up the significance of positive work behavior as an important antecedent of both tasks and logical execution of work (Konovsky & Pugh, 1994), consequently putting resources in this implies maintaining the productivity of the organization (S. Blader & T. Tyler, 2003). There is a couple of proof that companies' investment in the relationships of employment influences positively work attitudes of the employee for example job satisfaction, trust, and organizational commitment. Waheed, Miao, Ahmad, Waheed, & Majeed (2017) found that the attitude of employees towards e-human resources management firmly impacts the execution of e-human resource management. This is also indicated that by incorporating new knowledge and technology, an organization may enhance the capacity of improving current human resource management practices. Likewise, using E-HRM capacity and knowledge reliability, add to the increase the performance of human resource.

This research thought about mentality towards the association concerning emotional responsibility and estimated competency and effectiveness of the organization from a worker's viewpoint (Bissola & Imperatori, 2013). Considering present realities a non-instructed authority communicational apparatus can help workers rapidly as seeing the

human resource office as a lot quicker conveniently available and as a third arbiter in the business relationship that confirmations useful interior equity (Konovsky, 2000). This study checked the influence of workers' behavior towards E-HRM too. E-human resource management has become an important instrument that accelerates the cycle of progress from regulatory to an essential function for human resource management; it will offer help to enhance its administrations which will be behaved as the role of electronic human resource management inevitable to the fate of human resource management. The culture of the organization and workers' behavior towards e-human resource management will encourage and develop the cycle of reception and advances the joint effort between various divisions, for example, human resource (HR) and information technology (IT), request to standardize this change.

H3. There is a significant relationship between Employees' Attitude and e-HRM Practices

2.12.4 Top Management Support and HRM Practices

Support of top management alludes to the level to which top managers are committed and supportive to provide direction, resources, and authority for executing and taking any decision in an organization (Ifinedo, 2008). Support of top management is considered as a basic unit in the execution of many successful human resource programs for example policies of antidiscrimination, concerned work attitude, and equal rights(Day & Schoenrade, 2000). Budhwar (2000) noticed that effective human resource management may take place only when the top management accepts and recognize the significance of HR. Moreover, empirically studied, top management supports a significant element of human resource effectiveness(Kane et al., 1999; Wei & Lau, 2005).

The support of higher management has been generally distinguished and exceptionally positioned as a basic achievement factor in many kinds of research. The studies have reliably perceived the support of higher management as a significant 'power-source for advancement (Kanter, 1983) and one of the top basic elements behind the achievement of frameworks execution activities and use. Past

investigations accepted the outright significance of the presence of steady and predictable support of the higher management for ventures over their whole cycle (Somers & Nelson, 2004). For example, researchers found less support of higher management to be 'number one threat in certain task' (Liu et al, 2010) and related it with non-success (Akkermans & van Helden, 2002), which recommend a direct causal connection. This sort of impression of the vital part of the support of the higher management has prompted the sketchy view that such help is something that 'needs to' present forever in a steady path during the life expectancy of a task, and that non-success would follow if it is inadequate in any stage. Akkermans & van Helden, (2002) likewise proposed that achievement factors including support of the higher management are 'intently causally related and, subsequently, changes in any of them will swell through in all the others' as 'they fortify each other a similar way. Hegarty & Hoffman (1990), who recommend that a suitable function for higher management is to guide and impact development as a feature of the system making measures instead of to dig into the itemized advancement exercises. The foundation of human resource management rehearses that encourage the proficient advancement of these units of the organization could establish a prime procedures for the top management of the organization, with the object of getting exceptional returns from its essential critical decisions.

Thus, the researcher may hypothesize a relation between human resource top management support and the effectiveness of human resource management. The researcher proposes the following hypothesis based on these arguments:

H4: Top Management Support is positively related to e-HRM Practices.

2.12.5 E-HRM Practices and Cost Efficiency

Since adequacy is a multidimensional idea, the e-human resource can rely on several departments, organizations, experts, and individual objectives for example cost and time-saving, improvement of human resource services, strategical reorientation of the human resource department (Guest, 2011). Operational outcomes have generally been investigated and empirically approved in literature as human resource viability,

proficient gain, cost, and time savings (Kossek, Young, Gash, & Nichol, 1994; Sturman, Hannon, & Milkovich, 1996). Furthermore, with the presence of E-HRM, a human resource may now be able to readily control costs related to administrative issues (Lengnick-Hall & Moritz, 2003). It helps get data about worker pay rates, leave, and other advantages in real and precise time (Atallah, 2016). The concept of e-human resource management improving the effectiveness or decreasing expenses has been upheld by various writers (Ruël et al., 2004). Cost decrease has been assessed as a basic behind the adoption of e-human resource management. Short time and cost reserve funds are the most esteemed preferences of e-human resource management utilization alongside the decrease of the blunders. E-human resource management processes may be diminished expenses and invigorated more innovative way to deal with human resource management. The objectives of e-human resource management are mostly to improve human resource's authoritative proficiency/to accomplish a cost reduction. E-human resource management barely assisted with improving workers' skill capabilities, yet brought about cost decrease and a decrease of burden of the administration. The cost decrease objective is all the more an expectation than a momentary desire, and maybe a method of 'selling' e-human resource management plans to the higher administration. Observational examination has upheld the presence of proficiency gains through e-HRM, by decreasing diminishing expenses (Strohmeier, 2007).

Decrease in cost and a decrease of the burden of the administration by and large referenced as an impact of e-human resource management. Notwithstanding, no precise figures exist for the size of these decreases. Most concrete is the decrease in human resources at the staff level, yet to give the entire picture we need to compute the additional time that is required by middle management and workers to keep up their administration of human resources and to look for their conceivable outcomes at the intranet. The effect of e-human resource management might be especially incredible in huge firms (Ball, 2001), where the number of workers is with the end goal that the process of automation is savvy.

H5: The e-HRM has a positive and significant impact on Cost Efficiency

2.12.6 E-HRM and Employee Productivity

The organization has an investment in human resource management systems for effective utilization of their human resource and to increase the productivity of employees (Datta et al., 2005; Liao, Toya, Lepak, & Hong, 2009). No doubt, numerous human resource departments have enhanced the utilization of technology (Lempinen & Rajala, 2014; Scudder & Kucic, 1991), include e-human resource management to increase the performance of employees (N. Iqbal et al., 2019). E-human resource management enhances employee performance via automation and administrative tasks of low value with value-added high tasks (Marler & Parry, 2016). In different words, non-human resource management workers may undertake few routine transactions of human resource management themselves, for example editing their personal information and registering for opportunities of training, without having to go through a human resource employee. Studies prove that the utilization of e-human resource practice may enhance the productivity of employees (Foster, 2010; Lengnick-Hall & Moritz, 2003). E-human resource management is another strategy for overseeing HR, where e-human resource management will decrease organization expenses and increment proficiency, adequacy, and profitability of the organization that prompts the organization's endurance and achievement (Davoudi & Fartash, 2012). Profitability in workers in the human resource department will be more impacted by e-human resource management innovation. Electronic human resource management will straightforwardly impact their targets, along with the decreased administrative process in human resources, since certain procedures are mechanized and make the procedure of exercises quicker. (Maatman, 2006). The advantages of expanding worker efficiency can be felt by the organization if the organization executes practices of e-human resource management, it makes the task of workers more sophisticated and clear about their obligations, and can build workers' concentration as per their assigned task areas, so the productivity of workers enhances and turns out to be more gainful at work. Associations face an expanding need to target on worth making practices to encourage trust to improve workers profitability.

In contrast with conventional HRM approaches, E-HRM can assist with smoothing out value-based activities of human resources management; accelerate human

resource measures; improve correspondence; decrease the human resource headcount, and catch, make and move some human resource information more precisely and rapidly. These favorable circumstances can assist with expanding worker efficiency (Marler & Parry, 2016). All the more comprehensively, e-human resource management, by expanding straightforwardness and lucidity over human resource approaches, may prompt more prominent worker efficiency. Undoubtedly, improving worker efficiency is one of the primary reasons why associations present E-HRM (Stone & Lukaszewski, 2009). In a broader aspect, e-human resource management, by enhancing clarity and transparency over the policies of human resource, may cause have greater productivity of the employee. Undoubtedly, enhancing the productivity of employees is one of the biggest reasons why organizations introduce e-human resource management (N. Iqbal et al., 2018). Thus, we hypothesize:

H6: There is a significant relationship between e-HRM and employee productivity

2.12.7 E-HRM and Organizational Innovation

For the aim of acquiring authentic and true outcomes of the innovation (Vickers, 2017) noticed that policies of HR and procedures are significant in motivating innovation in the organization. Jackson, Schuler, & Jiang (2014) discuss that increase the potential and interest of employees, motivate their efforts and commitment, giving chance for the company to link closely and proactively by knowledge, observing, and innovativeness. Some organizations merely execute few solutions of e-human resource management, such as automation of employee files in a framework, whereas try to automate as much human resource management process as possible. Sahi, Sekhon, & Quareshi (2016) recommended the three strategy model for international technological creativity and advancement of the organization was acquired included system strategies, organizational strategies, and personnel strategies: Personnel strategies may play an important character in advancing the impact of HRM and entrepreneurship through support the prime directions of human resource management. Systematic strategy was utilized to provide ease to technological innovation by knowledge management. In last, strategies of organization were acquired to formulate high performance system and positive culture of organization.

In endeavoring to construct a firm advancement, it is crucially basic to perceive the importance of e-human resource management methodologies to improve innovation in the organization. To enhance the innovation of the organization, the study inspects the connection between the practices of electronic human resource management. These days, associations are encircled by tempestuous conditions, which may change and have to build up innovation in the organization. In another research, Gülsoy, (2013) depicts that an organization's advancement is firmly connected with explicit HR practices and policies. Improvement of organization development by using the e-human resource rehearses methodologies is a significant bearing of modernization of contemporary society and intensity in the states of new difficulties.

Rajapathirana & Hui (2018) noticed that the idea of Innovation is regularly happened utilizing open information and correspondence advancements and better standard open resources and depends on alternate information on framework. Atak & Erturgut (2010) explain that the management of HR must be reclassified in the data and correspondence age. Today, the genuine serious intensity of the companies comprises of HR who improved its abilities and potential, can get to each sort of information and realizes how to utilize it, and persistently improves its advancement. Moreover, companies have progressively executed solutions of e-human resource management in the desire for accomplishing managerial and vital advantages (T. Bondarouk, Parry, et al., 2017). The study discussed the direct effect of electronic human resource management and organizational innovation in the following hypothesis.

H7: E-HRM practices have a significant impact on Organizational Innovation

2.12.8 E-HRM and Knowledge Repository

The researchers go through the relation between the knowledge repository and strategies of the e-human resource. Litvaj & Stancekova (2015) referred to the repository of knowledge as a source that gives smart access, an effective organization, and repeated use of the stored informational data saved through various papers in automation form. Almeida et al. (2014) stated the purpose of knowledge repositories

to create and save informational data acquired through earlier tasks and completed structures. It is inferred that human resource management has an important impact on the knowledge repository of organizations and management. The knowledge repository shall work as a storage house of corporate assets and incorporate it with the organizational framework. The analysis is also being provided herewith for the indirect and direct relationships knowledge repository and E-HRM. E-HRM has gotten progressively significant for various companies to enhance development by considering the utilization of knowledge repositories. It is fundamentally important to perceive the importance of knowledge repository and e-human resource management strategies. Alageeli & Aalyateem (2015) reported that information is based upon concept, the institutions, organizations must utilize insights, which may reason of innovation that cause to the advancement of HR in the company, either this is service or product, thus the companies are doing their best to utilize HR by creating them finally reaches the highest efficiency of people to accomplish own and organizational objectives.

The practices of electronic human resource management have gotten progressively significant for various companies by thinking about the utilization of knowledge repositories. The absence of e-human resource management E-HRM procedures has caused the failure of numerous divisions of human resources. Consequently, companies should improve their productivity by administering practices of E-HRM and the repository of knowledge in a smart way. There were sure fewer scholarly endeavors tending to the issue of the e-human resource management procedures on information Repository. Accordingly, this investigation attempts to add to this domain by tending to one of the concerns related to the e-human resource management techniques and the repository of knowledge.

H8: There is a significant relationship between e-HRM and Knowledge Repository

2.12.9 E-HRM and Impersonal Trust

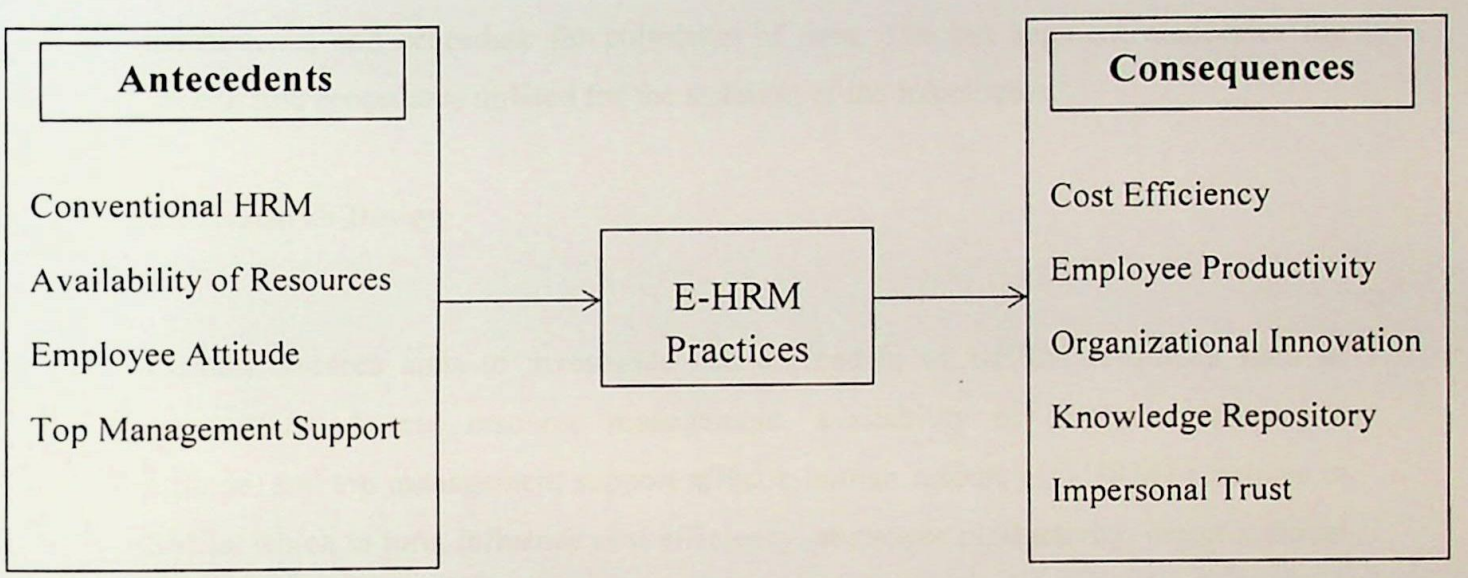
One of the purposes of electronic human resource management is to strengthen and manage working relations by workers' empowerment (Ruël et al., 2004). Most

organizations are consecutively inventing the human resource management system to advance a positive relationship of employment through reinforcing trust, rules, system, the procedure of organizations (Bissola & Imperatori, 2014; Searle & Dietz, 2012)). Trust is deemed as a vital link of viable comparative benefit because of instant change in the environment of the workplace (Vanhala & Ahteela, 2011). The experimental proof is absent whether e-human resource management does impacts impersonal trust. Consequently, this research contributes by studying the character, assuming any, of e-human resource management in upgrading impersonal trust. Few e-human resource management examines have focused on the significance of mediating factors to connect e-human resource management to the results of different organizations (Panos & Bellou, 2016). E-human resource management may prompt trust in processes of the organizations that, thusly, can increase impersonal trust and enhance the organization's results (Katou & Budhwar, 2015). The expanded utilization of technology generally empowers workers to confide in organization's methodology and frameworks (impersonal trust); all the more explicitly, e-human resource management can make human resource strategies even more obvious and more straightforward as they can be made promptly accessible on an advanced archive to all workers (T. Bondarouk, Parry, et al., 2017).

Concerning adaptive structure theory (AST), technological characteristics and social factors communicate to affect outcomes of a group. Adaptive structure theory states that technology should have seemed like part of social processes. Institutions and technology give social structures to get engage their employees in social communication that both constantan and enable human actions into the firm (Ajjan, Kumar, & Subramaniam, 2016). The adaptive structure theory emphasizes relational and social factors with the utilization of technology (DeRosa, Hantula, Kock, & D'Arcy, 2004). Regarding AST theory, e-human resource management is considered as a path to maintain and develop impersonal trust. Drawing on these statements, the hypothesis is being forwarded as follow:

H9: There is a significant relationship between the use of e-HRM practices and Impersonal Trust

Antecedents and Consequences of E-HRM Practices



(Theoretical Framework)

Chapter 3

Methodology

3.1 Introduction

This part of the study clarifies the methodology of research utilized in this article. The sequence that follows, explains research design, sampling and population, research instruments, and procedure for collection of data. The last segment elaborates the measurable procedures utilized for the testation of the hypotheses.

3.2 Research Design

Current research aims to investigate that antecedent of e-HRM resources such as conventional human resource management, availability of resources, employee attitude, and top management support affect e-human resource (E-HRM) practices in SMEs, which in turn, influence cost efficiency, employee productivity, organizational innovation, knowledge repository and impersonal trust in small and medium enterprises (SMEs). Quantitative data of the current study was collected through self-administered questionnaires from the HR Managers and staff members of SMEs. The current study's nature is correlational. The hypothesis test aiming at the purpose of the study examines relations to which variation is signal factor comprised on variation in one or more than one factors based on correlational coefficient (Cronbach, 1957). A self-administered questionnaire is used with a five-point Likert scale to acquire answers from the respondents.

3.3 Papulation and Sample

The list of companies mostly used for the sampling and statistics are available at the website of SMEDA (https://smeda.org/). Data is being collected from the annual report of the SMEDA research publication. The individual is the unit of analysis in the current study. The HR Managers and staff are our key respondents who may

represent their perspective of the organization. It is difficult to choose a suitable sample size. As per (Krejcie & Morgan, 1970), the assurance of the effective size of the sample is required to affirm that the selected sample size depicts a given population. To obtain a suitable sample size for the current study, a table utilized by (Krejcie & Morgan, 1970) is used. As the size of the population is very huge, 3.2 million business enterprises in Pakistan, so a representative sample (group) was chosen to make data collection possible to generalize the result (Babbie, 2015), the appropriate sample size is 227.

3.4 Sampling Procedure

A simple random sampling technique is utilized in the study, which is a simple technique that allocates each element of the sample an equivalent chance and possibility of being selected as the subject. Siddiqui (2013) the simple random technique may keep the researcher from getting biased in the selection of respondents because each individual of the population has an equivalent chance of being chosen. This technique gives an example that is highly representative of the population being considered and empowers the researcher to generalize the outcomes acquired for the absolute population.

3.5 Data Collection Procedure

The next segment after the identification of the respondents was the circulation of the questionnaire. Data collection is deemed as an effective method through the questionnaires. It is generally utilized in studies of quantitative nature to obtain huge data amount to sum up the populace in general. Lefever, Dal, & Matthiasdottir (2007). Initially, the researcher contacts the manufacturing firms to make sure that respondents are willing to respond. The questionnaires were distributed personally to the respondents at first. The comprehensive details were given to respondents about the aim of the current research and were assured that relevant data and information in terms of feedbacks shall be confidential by maintaining the secrecy. The

questionnaires were given to the respondents. They were requested to provide their feedback by using a questionnaire within a time frame of two weeks.

3.6 Measure

The questionnaire of this study comprises of a cover letter and questions are divided into ten sections A to J. The cover letter expresses the aim of the study, the secrecy of collected data, and direction on how to respond to the questionnaire. Consequences of E-HRM practices are cost efficiency, employee productivity, organizational innovation, knowledge repository, and impersonal trust. Antecedents of E-HRM practices are conventional HRM, employee attitude, availability of resources, and top management support. The questionnaire developed in this study had 44 items organized into ten sections (please find enclosed appendix 1), Section A comprised 04 items, which measured conventional human resource management, section B comprised 04 items, which measures, employee attitude, section C comprised 05 items, which measures the availability of resources, section D comprised 04 items, which measures top management support, section E comprised 03 items, which measures cost efficiency, section F comprised 05 items, which measures employee productivity, section G comprised 05 items, which measures organizational innovation, section H comprised 05 items, which measures knowledge repository, section I comprised 04 items, which measures impersonal trust. Section J comprised 5 items, 5 points Likert scale of different points is used to measure the items. Most HR staff members of SMEs had a moderate educational background, these scales comprising various points may encourage them to respond to the questions. Moreover, items' selection has no impact on validity and reliability, as they are autonomous of the number of used points used (Matell & Jacoby, 1971).

Chapter 4

Findings

4.1 Introduction

This chapter describes the results of the statistical data analysis, organized into four key sections. First are the results of the descriptive statistics and the characteristics of the respondents. The second section maps the results of the measurement model assessment. Finally, the results of hypothesis testing and the predictive relevance of the model are presented.

4.2 Response Rate

A total of 400 questionnaires were distributed to the HR staff members of SMEs in Lahore. This area was selected due to the high concentration of SMEs. All SMEs selected showed their willingness to take part in the survey. Of the 400 questionnaires distributed, 240 were returned. Nonetheless, 13 cases were omitted, which five were incomplete.

Hence, only 227 questionnaires which represented a valid response rate of 57% were used for data analysis. It was the outcome of tremendous effort, hard work, and extra financial cost due to which this response rate was acquired. The acquired rate of response was also comparatively higher by using self-administered questionnaires (Farouk, Abu Elanain, Obeidat, & Al-Nahyan, 2016)

4.3 Profile of Respondents

This part presents the demographic profile of the respondents, as shown in Table 4.1. Table 4.1 shows that more than half of the HR Staff members were male (54.6%) whereas the ratio of female respondents were (45.4%). In terms of age, close to half of them were relatively young (18.9%) within the age up to twenty-five (25) years, proceeded by age group of 26 to 45 (58.6%), and 46 to 55 (22.5%). For education,

73.1% had a master's degree, 25.6% had a bachelor's degree, 0.9% had a Ph.D. degree whereas 0.4% had a diploma.

Table 4.1
Demographics

Demographic Variables	Categories	Frequency	Percentage
Gender	Male	124	54.6
	Female	103	45.4
Age	Up to 25	43	18.9
	26-45	133	58.6
	46-55	51	22.5
Qualification	Bachelor's	58	25.6
	Master's	166	73.1
	PhD	02	0.9
	Others	01	0.4

4.4 Non-response Bias

The way, in which the data were gathered by the researcher himself, testing nonresponse bias couldn't be done because all of the human resource staff members were given a time frame of two weeks to fill in the survey forms, later on, the author personally collected them. In this way, the distinction between the individuals who provided their response before and later was no issue.

4.5 Data Coding

The data coding process was embarked on by the researcher. According to Churchill (1999), data coding is mainly divided into two categories. One category is in regards to assigning code numbers to each construct for identification and glitch-free analysis. Another category assumes that each construct has its diverse section that asks questions about this particular construct. Therefore, this study arranged the questions in conformity with the constructs. All the variables utilized in this research were coded as shown in Table 4.2

Table 4. 2
Data Coding

Constructs	Codes
Conventional HRM	CHR
Availability of Resources	AVR
Employee Attitude	EMPA
Top Management Support	TMS
Cost Efficiency	CSTE
Employee Productivity	EMPP
Organizational Innovation	ORGIN
Knowledge Repository	KNWR
Impersonal Trust	IMPT
E-HRM Practices	EHRP

4.6 Preliminary Analysis

This section gives a brief discussion on the preliminary analysis using the SPSS before the assessments of the measurement model and structural model. The preliminary tests included data screening, missing value analysis, outlier detection, and fundamental statistical assumptions.

4.6.1 Data Screening

Data screening needs to be performed on raw data before proceeding with the statistical analysis to ensure the accuracy of the data. It is crucial as it makes sure that the collected data are good enough to proceed with the various analyses that are needed to test the hypotheses for the study. Meanwhile, J. Hair, Money, Samouel, and Page (2007) also described that data screening is an important step before performing multivariate analysis. Data screening deals with the following steps.

4.6.2 Detection of Multivariate Outliers

Outliers are defined as observations that are inconsistent with the rest of the data (Barnett & Lewis, 1994). The presence of outliers in data can misrepresent the estimates of the regression coefficients that lead to unreliable findings (Verardi & Croux, 2009). Outliers in data are detected to refute the effect of extreme values on the mean values of the items (Sekaran, 2003). There are different methods used to identify the extreme values in data. This study used the "Mahalanobis distance statistical analysis" to detect outliers as it is the preferred technique to detect outliers. This method can detect observations that are located away from the mean of the data (J. F. J. Hair, Black, Babin, Anderson, & Tatham, 2006). Therefore, this study used the "Mahalanobis distance statistical analysis" by using SPSS 24 and no outlier was found for both datasets. This study used Smart PLS3 (Ringle, Wende, & Becker, 2015) for the data analysis as it can produce sensible results even with outlier values (J. F. Hair, Ringle, & Sarstedt, 2011).

4.6.3 Fundamental Statistical Assumptions

This study used Smart PLS3 Ringle et al., (2015) for the analysis of data, and it is non-parametric software that does not need to fulfill statistical assumptions. But, it is important to refer to some basic assumptions of normality and multicollinearity regarding the constructs to confirm the results and to deal with the occurrence of errors (J. Hair et al., 2010; J. F. J. Hair et al., 2006)

4.6.4 Multicollinearity

The presence of multicollinearity among predictors could increase the standard errors of the coefficients (Tabachnick & Fidell, 2007) and, it could also affect the regression coefficients and statistical significance tests (J. F. J. Hair et al., 2006). Therefore, it was crucial to assess the multicollinearity before the assessment of the proposed model. As suggested by J. F. Hair et al. (2011) table 4.3 reveals that VIF values of all predictors are below 5 so, it could be said that there was no issue regarding multicollinearity.

Table 4. 3
Multicollinearity

Constructs	VIF
Availability of Resources	1.592
Conventional HRM	2.969
Cost Efficiency	1.658
E-HRM Practices	2.450
Employee Attitude	1.241
Employee Productivity	2.183
Impersonal Trust	1.699
Knowledge Repository	2.073
Organizational Innovation	2.568
Top Management Support	2.634

4.6.5 Data Normality

Data normality is the basic assumption required for (SEM) structural equation modeling (Byrne, 2016). Nevertheless, this issue is less severe while using partial least square-structural equation modeling (J. Hair, Hult, Ringle, & Sarstedt, 2016). PLS-SEM employs a bootstrapping technique to determine the significant relationship in the proposed model for non-normal data. There is no need to fulfill the normality assumption in PLS-SEM and it handles non-normal data; this is one of the major advantages of using PLS-SEM (Bontis, Booker, & Serenko, 2007). Despite this, J. Hair et al. (2016) suggested that if data is extremely non-normal, it must be removed before the application of PLS-SEM. Although PLS-SEM does not require normally distributed data, it is crucial to assess the data normality distribution before applying inferential statistics (J. Hair et al., 2007). Therefore, as recommended by Munro (2005), this study checked the data normality by using the Skewness, Kurtosis, and histogram plots. The results showed that the data for this study were not normally distributed. Fortunately, there was no indication of highly non-normal data found. As stated by J. Hair, Hult, Ringle, and Sarstedt (2017), PLS-SEM generally does not assume the data normality as it is a non-parametric analysis technique that does not

require the data to be normally distributed. Hence, this study proceeded with the subsequent analysis by using

4.7 Descriptive Statistics

As illustrated in Table 4.4, for the data collected from SMEs, the mean values of all the variables were ranged between 2.286 and 4.163 1PLS-SEM. The mean values of conventional human resource management were 2.286, mean value of the availability of resources was 3.807, mean value of employee attitude was 2.884, mean value of top management support was 3.483, mean value of cost efficiency was 3.886, mean value of employee productivity was 3.974, mean value of organizational innovation was 3.597, mean value of knowledge repository was 3.902, mean value of impersonal trust was 2.914 whereas mean value of electronic human resource practices was the highest mean values 4.163.

Table 4. 4
Descriptive Statistics

	N	Minimum	Maximum	Mean	S.D
CHR	227	1.00	5.00	2.2863	1.07904
AVR	227	1.00	5.00	3.8073	.83548
EMPA	227	1.00	4.20	2.8846	.73224
TMS	227	1.00	10.50	3.4835	.96137
CSTE	227	1.00	5.00	3.8869	.67651
EMPP	227	2.00	14.60	3.9744	.93802
ORIGIN	227	1.60	5.00	3.5974	.70685
KNWR	227	1.40	5.00	3.9022	.64585
IMPT	227	1.50	4.50	2.9141	.52567
EHRP	227	2.20	5.00	4.1630	.58419
Valid N (listwise)	227				

4.8 Assessment of Reflective Measurement Model

In PLS, the reliability of individual item/construct is assessed by inspecting the item loadings on their latent construct respectively (Hulland, 1999). The higher loadings mean that there is more variance shared between the construct and measurement rather than an error variance, whereas low loadings show that the force of model clarification is exceptionally little which lessens reduces the assessed boundaries linking the constructs (Hulland, 1999). For the contemplative measurement model, the measures are firmly related and compatible and their authenticity and sustainability ought to be assessed and revealed in detail. Thus, to assess the measurement model, the researcher verified both reliability and validity. Reliability was measured through composite reliability and validity was assessed by convergent and discriminant validity. CFA was conducted to assess internal consistency e.g. composite reliability, convergent validity e.g. average variance extracted and discriminant validity i.e. cross-loadings and Fornell-Larcker criterion of the instruments. This is to clarify that the measurements are reliable and valid before assessing the relationships in the structural model.

4.8.1 Composite Reliability

To evaluate the internal consistency reliability of variables, composite reliability (CR) was determined. In this process, all items' loadings for reflective constructs were tested to exceed a cutoff value of 0.5, as recommended by (Henseler et al., 2014) Table 4.4 shows that all items were loaded on their respective constructs item. All the item loadings exceeded the recommended cut-off range of 0.5. The loadings ranged between 0.538 to 0.990, indicated that a greater part of the variance in the observed variable is explained by the constructs. Items with loadings below 0.5 were deleted step by step to achieve an important threshold value of internal consistency of the construct. For the reflective scale, items that were deleted might not affect the conceptual meaning of the particular construct as long as it retains adequate internal consistency. This is because the direction of causality flows from construct to items demonstrated the items represent the effects. Therefore, the items are highly

correlated because they are caused by the same underlying construct (Henseler et al., 2014). In this study, the result revealed that the internal consistency of all the constructs was within the acceptable range after the items were deleted from the scale. The CR values of ten reflective latent constructs were between 0.843 to 0.977 that is more than the recommended cutoff value of 0.7 (Hair Jr, Babin, & Anderson, 2010). Therefore, all constructs showed high level of internal consistency reliability.

4.8.2 Convergent Validity

To assess convergent validity, the average variance extracted (AVE) was determined. Table 4.4 exhibits the convergent validity, which revealed that the average variance extracted values of all constructs were greater than an acceptable threshold of 0.5 and the values were between 0.578 and 0.955. The average variance extracted value greater than 0.5 described that the construct explained more than half of the variance of its measures.

Table 4.5 concludes the results of the measurement model. The results described that all 10 main variables i.e. availability of resources, conventional HRM, cost efficiency, E-HRM practices, employee attitude, employee productivity, impersonal trust, knowledge repository, organizational innovational and top management support were valid measures of their respective constructs based on their parameter estimates and statistical significance (Chow & Chan, 2008). Hence, the model constructs had sufficient convergent validity.

Table 4.5
Convergent Validity

Constructs	Items	Loadings	Alfa	CR	AVE
Availability of Resources	AVR1	0.805	0.758	0.879	0.786
	AVR3	0.961			
Conventional HRM	CHR1	0.873	0.92	0.939	0.793
	CHR2	0.939			
	CHR3	0.830			
	CHR4	0.917			
Cost Efficiency	CSTE1	0.819	0.775	0.865	0.683
	CSTE2	0.895			
	CSTE3	0.758			

E-HRM Practices	EHRP1	0.725	0.748	0.843	0.578
	EHRP2	0.890			
	EHRP3	0.784			
	EHRP4	0.616			
Employees Attitude	EMPA4	0.965	0.956	0.977	0.955
	EMPA5	0.990			
Employees Productivity	EMPP1	0.867	0.886	0.928	0.813
	EMPP2	0.945			
	EMPP3	0.890			
Impersonal Trust	IMPT2	0.784	0.782	0.879	0.787
	IMPT3	0.979			
Knowledge Repository	KNWR1	0.672	0.869	0.852	0.597
	KNWR3	0.612			
	KNWR4	0.854			
	KNWR5	0.912			
Organizational Innovation	ORGIN1	0.665	0.841	0.888	0.668
	ORGIN2	0.900			
	ORGIN3	0.837			
	ORGIN4	0.848			
Top Management Support	TMS1	0.772	0.782	0.856	0.606
	TMS2	0.538			
	TMS3	0.894			
	TMS4	0.859			

4.8.3 Discriminant Validity

To assess discriminant validity, two measures were involved. They were cross-loadings and the Fornell-Larcker criterion. First, the analysis on cross-loadings of the items was conducted. According to (Hair Jr et al., 2010), the standardized loading estimates should be 0.5 or higher and ideally 0.7 or higher. The items with very low loadings (below 0.4) should be deleted (Hult, 2014).

Additionally, all measures of the construct should be significantly loaded onto their respective construct. The Fornell-Larcker criterion proposes that more variance is shared by a latent construct with its indicators than with other latent constructs in the structural model (Fornell & Larcker, 1981). Consenting to this rule, the squared root of the average variance extracted (depicted by the values in the diagonal) calculated should be greater than each of the construct correlations (depicted by the values in the

off-diagonal) (Hult, 2014). Table 4.5 shows discriminant validity for first-order constructs and Table 4.6 for second-order constructs. Both tables illustrate that all the square root of the AVE values was larger than other correlation values among the latent variables, indicating that several constructs used in the model belong to distinct entities. In essence, the measurement model displayed good discriminant validity among constructs. Table 4.7 shows the outer loadings of the construct were greater than the cross-loadings of other constructs, which were greater than 0.5. As expected, all indicators loaded onto their underlying constructs well, suggesting no cross-loadings existed among indicators.

Table 4.6
Fornell Larcker Criterion

	AVR	CHRM	CSTE	EHRP	EMPA	EMPP	IMPT	KNWR	ORGIN	TMS
AVR	**0.886**									
CHRM	-0.293	**0.891**								
CSTE	0.152	-0.185	**0.826**							
EHRP	-0.049	-0.193	0.326	**0.760**						
EMPA	-0.279	0.189	-0.245	-0.069	**0.977**					
EMPP	0.404	-0.282	0.438	0.256	-0.259	**0.901**				
IMPT	-0.218	0.239	-0.260	-0.233	0.351	-0.304	**0.887**			
KNWR	0.380	-0.102	0.190	0.142	-0.121	0.496	-0.243	**0.772**		
ORGIN	0.363	-0.348	0.214	0.066	-0.188	0.478	-0.244	0.352	**0.817**	
TMS	0.342	-0.194	0.388	0.115	-0.256	0.381	-0.204	0.206	0.266	**0.778**

Note: Diagonals (in bold) represent the square root of AVE while the other entries (off-diagonal) represent the correlation.
AVR – Availability of Resources; CHRM- Conventional HRM; CSTE – Cost Efficiency; EHRP – Electronic Human Resource Management Practices; EMPA – Employee Attitude; EMPP- Employee Productivity; IMPT- Impersonal Trust; KNWR- Knowledge Repository; ORGIN- Organizational Innovation; TMS- Top Management Support

Table 4.7
Cross-Loadings

	AVR	CHR	CSTE	EHRP	EMPA	EMPP	IMPT	KNWR	ORGIN	TMS
AVR1	0.805	-0.151	0.111	-0.025	-0.253	0.415	-0.132	0.315	0.304	0.349
AVR3	0.961	-0.321	0.151	-0.054	-0.255	0.346	-0.229	0.361	0.343	0.295
CHR1	-0.283	0.873	-0.129	-0.066	0.151	-0.208	0.173	-0.112	-0.245	-0.203
CHR2	-0.267	0.939	-0.158	-0.218	0.178	-0.252	0.199	-0.099	-0.332	-0.176
CHR3	-0.307	0.83	-0.154	-0.083	0.155	-0.266	0.259	-0.155	-0.353	-0.181
CHR4	-0.244	0.917	-0.198	-0.202	0.177	-0.272	0.235	-0.053	-0.306	-0.166
CSTE1	0.121	-0.167	0.819	0.242	-0.188	0.32	-0.24	0.069	0.152	0.409
CSTE2	0.141	-0.162	0.895	0.344	-0.254	0.435	-0.229	0.226	0.212	0.299
CSTE3	0.11	-0.127	0.758	0.182	-0.139	0.303	-0.17	0.154	0.153	0.266
EHRP1	-0.031	-0.128	0.189	0.725	0.011	0.203	-0.141	0.134	0.068	0.058
EHRP2	-0.031	-0.164	0.301	0.89	-0.06	0.271	-0.184	0.134	0.045	0.128
EHRP3	-0.08	-0.101	0.281	0.784	-0.066	0.199	-0.175	0.089	0.062	0.13
EHRP4	0.001	-0.207	0.201	0.616	-0.095	0.077	-0.219	0.074	0.025	0.007
EMPA4	-0.271	0.158	-0.247	-0.044	0.965	-0.245	0.319	-0.135	-0.173	-0.265
EMPA5	-0.275	0.2	-0.237	-0.081	0.99	-0.259	0.358	-0.109	-0.19	-0.243
EMPP1	0.404	-0.308	0.395	0.199	-0.252	0.867	-0.365	0.401	0.515	0.371
EMPP2	0.333	-0.212	0.393	0.286	-0.239	0.945	-0.254	0.478	0.412	0.317
EMPP3	0.379	-0.267	0.405	0.186	-0.211	0.89	-0.213	0.458	0.378	0.363
IMPT2	-0.227	0.172	-0.24	-0.085	0.239	-0.203	0.784	-0.207	-0.187	-0.18

IMPT3	-0.195	0.24	-0.243	-0.261	0.356	-0.309	0.979	-0.232	-0.241	-0.193
KNWR1	0.278	-0.064	0.126	0.016	0.007	0.418	-0.135	0.672	0.314	0.208
KNWR3	0.268	-0.001	0.073	-0.04	-0.02	0.299	-0.146	0.612	0.276	0.184
KNWR4	0.295	-0.005	0.096	0.102	-0.041	0.338	-0.187	0.854	0.233	0.132
KNWR5	0.382	-0.145	0.218	0.114	-0.158	0.515	-0.243	0.912	0.391	0.237
ORGIN1	0.302	-0.255	0.139	0.019	-0.159	0.332	-0.148	0.241	0.665	0.215
ORGIN2	0.334	-0.23	0.129	0.069	-0.181	0.42	-0.212	0.321	0.9	0.23
ORGIN3	0.298	-0.313	0.158	0.01	-0.097	0.408	-0.169	0.308	0.837	0.186
ORGIN4	0.279	-0.38	0.259	0.059	-0.144	0.411	-0.226	0.289	0.848	0.229
TMS1	0.295	-0.073	0.308	0.02	-0.259	0.276	-0.2	0.107	0.106	0.772
TMS2	-0.005	-0.05	0.122	0.072	-0.068	0.069	-0.026	-0.03	-0.003	0.538
TMS3	0.404	-0.245	0.394	0.11	-0.31	0.405	-0.235	0.259	0.331	0.894
TMS4	0.317	-0.143	0.343	0.097	-0.167	0.359	-0.169	0.207	0.252	0.859

4.8.3.1 Heterotrait-Monotrait Ratio

A study by Henseler, Ringle, and Sarstedt (2015) introduced a new criterion to evaluate discriminant validity for variance-based structural equation modeling. They agreed that the Fornell-Larcker criterion and cross-loadings are the major approaches to assess the discriminant validity for variance-based structural equation modeling. Besides this, they argued that these approaches had not detected the lack of discriminant validity in various research situations. Therefore, Henseler et al. (2015) proposed an alternative approach, "the heterotrait-monotrait ratio of correlations", which is based on the "multitrait-multimethod matrix" to assess the discriminant validity. Various studies also used the HTMT ratio to assess the discriminant validity and also recommended the use of this approach to evaluate the discriminant validity (Ab Hamid, Sami, & Sidek, 2017; Ali, Rasoolimanesh, Sarstedt, Ringle, & Ryu, 2018; Haider, Jabeen, & Ahmad, 2018; Henseler et al., 2015; Hussein & Baharudin, 2017; Janadari, Sri Ramalu, & Wei, 2016).

There are two ways to evaluate discriminant validity by using the HTMT ratio; the first one is as a criterion and the second one is as a statistical test (Henseler et al., 2015). In the first approach, the HTMT ratio should be less than 0.85 (Clark & Watson, 1995; Kline, 2011) or it should be less than 0.90 (Gold, Malhotra, & Segars, 2001). When the HTMT ratio is higher than the above-mentioned thresholds, there is a problem of discriminant validity. The second one is to test the null hypothesis (H0: HTMT $\geq$ 1) against the alternative hypothesis (H1: HTMT < 1) and if the confidence interval encompasses value one, this indicates the lack of discriminant validity (Henseler et al., 2015). This study used the first criterion approach to assess the discriminant validity using the HTMT ratio.

Table 4.8 has presented all the values of the HTMT ratio for construct. As shown in Table 4.8, all the values of the HTMT ratio for all constructs were less than 0.90 and passed the criterion of the HTMT<0.90 (Gold et al., 2001). Thus, these findings indicated that discriminant validity had been established for all the constructs.

Table 4.8
HTMT Ratio

	AVR	CHR	CSTE	EHRP	EMPA	EMPP	IMPT	KNWR	ORGIN	TMS
AVR										
CHR	0.328									
CSTE	0.184	0.212								
EHRP	0.079	0.198	0.398							
EMPA	0.333	0.190	0.273	0.092						
EMPP	0.526	0.319	0.517	0.297	0.280					
IMPT	0.283	0.276	0.340	0.254	0.374	0.343				
KNWR	0.453	0.112	0.179	0.101	0.077	0.527	0.246			
ORGIN	0.457	0.403	0.250	0.086	0.196	0.560	0.274	0.418		
TMS	0.457	0.203	0.481	0.131	0.304	0.438	0.264	0.268	0.286	

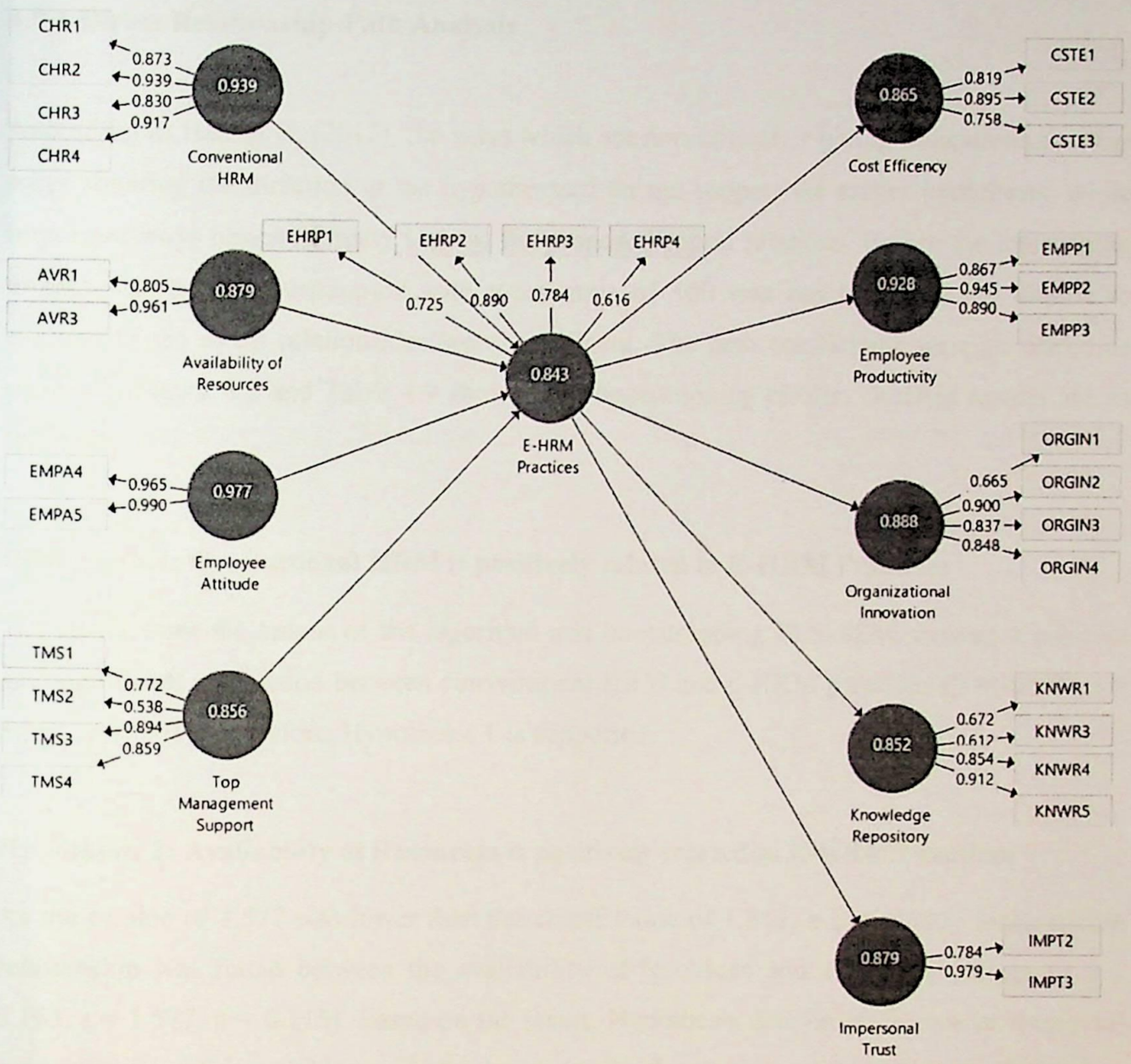


Figure 4.1: Measurement Model Assessment

4.9 Assessment of Structural Model (SEM)

When the decency of the measurement model had been set up, the next phase is to test the hypotheses. The assessment of the structural model was performed by running PLS-SEM Algorithm and bootstrapping. (Chin, 2010).

4.9.1 Direct Relationship-Path Analysis

According to Hair et al. (2013), the ways which are non-critical or giving indications to other ways showing the direction to the hypothesized do not support the earlier hypothesis, while important ways observationally support the proposed causal relations. Before the intervening impact was tried, bootstrapping with a resample of 500 was run to obtain the t-value to evaluate if the direct relationships were significant. The path coefficients were produced as shown in Figure 4.2 and Table 4.9 showed the bootstrapping results. Detailed results are as follows:

Hypothesis 1: Conventional HRM is positively related to E-HRM Practices

The result from the output of the algorithm and bootstrapping PLS-SEM showed a positive and significant association between conventional HRM and e-HRM practices (β = -0.209, t = 3.314, $p < 0.05$). Therefore, Hypothesis 1 is supported.

Hypothesis 2: Availability of Resources is positively related to E-HRM Practices

As the t-value of 1.577 was lower than the cutoff value of 1.645, a statistically insignificant relationship was found between the availability of resources and e-HRM practices (β = -0.163, t = 1.577, p = 0.115). Based on the result, Hypothesis 2 is failed to receive empirical support and was rejected. Hence no conclusion can be drawn (Lane, 2011; Rainey, 2012).

Hypothesis 3: Employee Attitude is positively related to E-HRM Practices

As the t-value 0.538 was lower than the cutoff value of 1.645, statistically insignificant relationship can't be found between employee attitudes and e-HRM practices (β = -0.045, t = 0.538, p = 0.591). Based on the result, Hypothesis 3 is failed to receive empirical support and rejected.

Hypothesis 4: Top Management Support is positively related to E-HRM Practices

As the t-value of 3.186 was greater than the cutoff value of 1.645, a statistically significant relationship was found between the top management support and e-HRM practices ($\beta = 0.328$, $t = 3.186$, $p = 0.258$). Based on the result, Hypothesis 4 received empirical support and was found supported.

Hypothesis 5: E-HRM Practices are positively related to Cost Efficiency

E-HRM practices are significantly and positively related to cost efficiency ($\beta = 0.326$, $t = 4.952$, $p < 0.05$), indicating support for Hypothesis 5.

Hypothesis 6: E-HRM Practices are positively related to Employee Productivity

A positive and significant association between e-HRM practices and employee productivity was found ($\beta = 0.256$, $t = 3.638$, $P < 0.01$), supporting Hypothesis 6.

Hypothesis 7: E-HRM Practices are positively related to organizational innovation.

As the t-value 0.510 was lower than the cutoff value of 1.645, statistically insignificant relationship was found between e-HRM practices and organizational innovation ($\beta = 0.066$, $t = 0.510$, $p = 0.610$). Based on the result, Hypothesis 7 failed to receive empirical support and was rejected.

Hypothesis 8: E-HRM Practices are positively related to Knowledge Repository

As the t-value 0.777 was lower than the cutoff value of 1.645, a statistically insignificant relationship was found between e-HRM practices and knowledge repository ($\beta = 0.142$. $t = 0.777$, $p = 0.438$). Based on the result, Hypothesis 8 failed to receive empirical support and was rejected.

Hypothesis 9: E-HRM Practices are positively related to Impersonal Trust

Since the path coefficient from organizational innovation to organizational performance was positive and significant (β = -0.233, t =3.481, p < 0.01), Hypothesis 9 received empirical support.

Table 4.9
Results of Direct Relationship

		Beta	SD	T	P	LL	UL	Decision
H1	CHR -> EHRP	-0.209	0.063	3.314	0.001	-0.321	-0.121	Supported
H2	AVR -> EHRP	-0.163	0.103	1.577	0.115	-0.296	0.042	Not Supported
H3	EMPA -> EHRP	-0.045	0.084	0.538	0.591	-0.178	0.112	Not Supported
H4	TMS -> EHRP	0.328	0.104	3.186	0.258	0.117	0.238	Supported
H5	EHRP -> CSTE	0.326	0.066	4.952	0.000	0.224	0.450	Supported
H6	EHRP -> EMPP	0.256	0.070	3.638	0.000	0.153	0.377	Supported
H7	EHRP -> ORGIN	0.066	0.129	0.510	0.610	-0.172	0.210	Not Supported
H8	EHRP -> KNWR	0.142	0.183	0.777	0.438	-0.252	0.286	Not Supported
H9	EHRP -> IMPT	-0.233	0.067	3.481	0.001	-0.348	-0.144	Supported

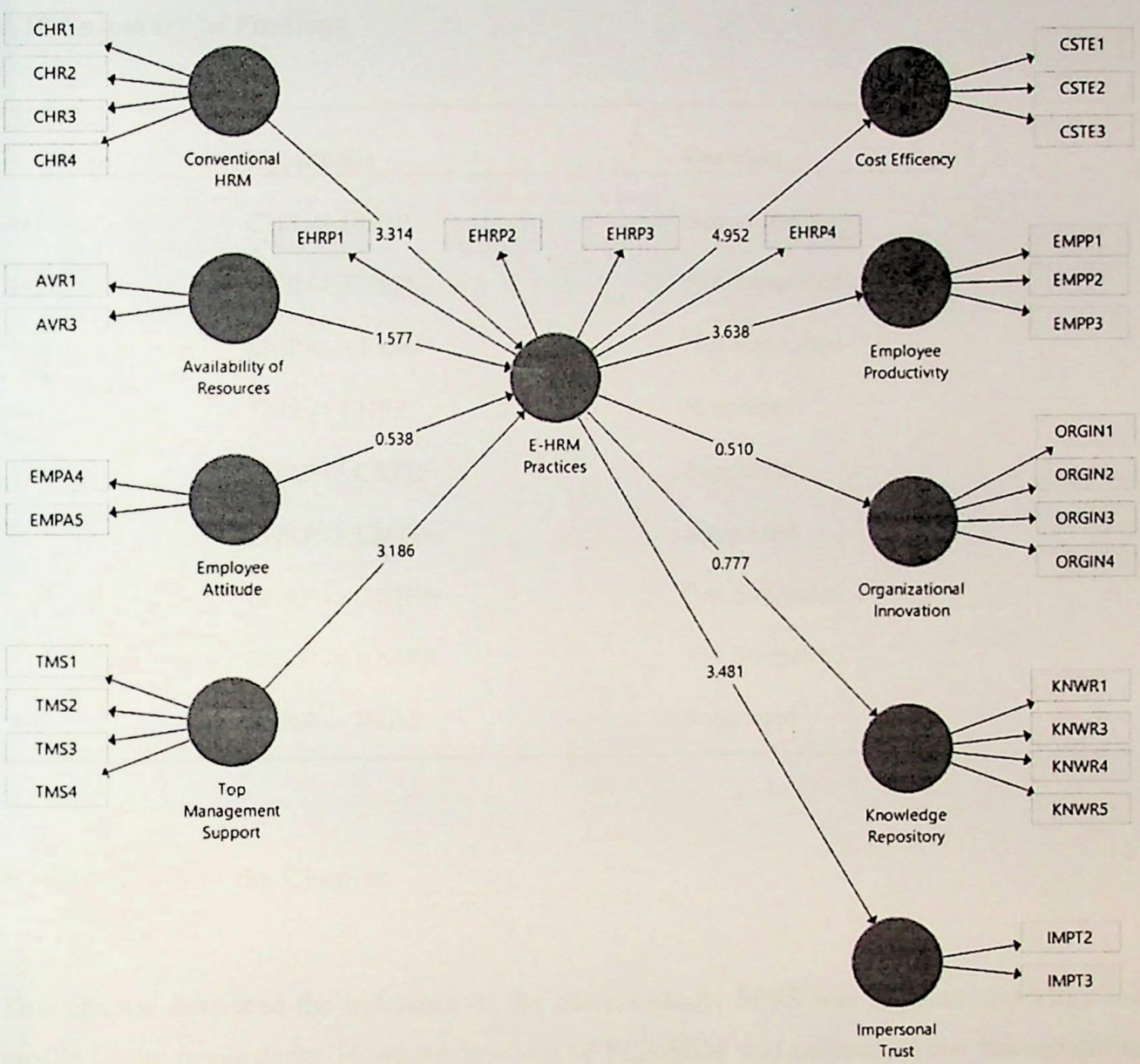


Figure 4.2

Structural Model Assessment

4.10 Summary of Findings

	Hypothesis	Decision
H1	CHR -> EHRP	Supported
H2	AVR -> EHRP	Not Supported
H3	EMPA -> EHRP	Not Supported
H4	TMS -> EHRP	Supported
H5	EHRP -> CSTE	Supported
H6	EHRP -> EMPP	Supported
H7	EHRP -> ORGIN	Not Supported
H8	EHRP -> KNWR	Not Supported
H9	EHRP -> IMPT	Supported

4.11 Summary of the Chapter

This chapter described the outcomes of the current study. SPSS was utilized to portray the profile of the respondents. However, analysis of PLS-SEM was utilized to test the reliability and validity of the measures. The procedure of bootstrapping in PLS-SEM was utilized to test the hypothesis of the research. Generally, the outcomes showed that the measurement model was considered acceptable dependent on adequate proof of reliability, convergent validity, and discriminant validity. After the measurement, the model was evaluated, and the structural model was tested. The following portion of this chapter discusses the findings, accompanied by the suggestion and implications to practice and future research, and constraints. Some concluding remarks end the thesis.

Chapter-5

5.1 Discussion

Traditional HRM is still the backbone of HR departments in many industries. The results verified conventional HRM and Top Management Support as important antecedents which have a significant impact on electronic human management resource practices in SMEs. The findings also suggest that HR professionals who are working in various manufacturing and trading firms may one of the active individuals who can attract and involve employees by developing E-HRM practices in an organization. Such a working environment encourages employees to adopt E-HRM practices positively and professionally which may lead to an increase the employee productivity in an organization. The findings of the study indicated that implementation of E-HRM practices have significant consequences i.e. cost efficiency can be achieved through electronic human resource management practice in SMEs. Similarly, the findings revealed that employees' productivity is also associated with electronic human resource management in manufacturing organizations. Findings also indicated that E-HRM practices positively influence to achieve impersonal trust between employee and organization.

5.2 Theoretical Contribution

Limited studies investigated different predictors of E-HRM in SMEs of Pakistan. E-HRM of Pakistan is not being given the attention which it deserves (Sabir et al., 2015). This study not only highlights the factors which affect electronic human resource management practices in small and medium enterprises of Pakistan but also examines the outcomes of electronic human resource management practices in manufacturing and trading firms. As discussed above, electronic human resource management has become a significant research domain due to ever-increasing concerns in a business environment. The present study theoretically contributes in several ways. Firstly, addition in to current literature, by adding employee attitude and top management support as antecedents of E-HRM practices. Secondly, results elaborated that cost efficiency, employee productivity and impersonal trust is another

dimension of consequences of E-HRM Practices in SMEs. Third, this study also provides the guidelines to the managers of manufacturing firms to develop an organizational structure equip with E-HRM practices in the organizations to get their employees productivity, impersonal trust in the organization, and cost-efficacy in their operational and administrative wings.

5.3 Practical Contribution

This research study provides valuable practical implications to HR/administrative managers to implement the E-HRM practices to secure the organizational concerns. Now a day, cost reduction/efficiency is the primary concern for organizations. The results of this study revealed that cost-efficiency can be achieved in manufacturing and trading organizations by implementing E-HRM practices, As another aspect, organizations want to get the maximum productivity of their employees, results of our study indicated that employee productivity can be achieved by implementing E-HRM practices. Impersonal Trust is also one of the factors which lead to maintaining the trust of employees in the organization and the measures initiated by the organization for a better working environment. Impersonal trust is also one of the sources for the satisfaction of employees in the organization and if impersonal trust has been developed then an organization can achieve its organizational objective conveniently. Organizations should move forward to adopt the E-HRM practices to get them updated with the technological advancement in their organizational structure. The organizational concern at the managerial leveled them to be responsible for implementing E-HRM practices. So, HR/administrative managers should be responsible to perform their HR activities with the central concern of E-HRM. Lastly, the study provides directions to practitioners to encourage and reward employees to get the maximum level of productivity and to reduce the organization's administrative and operational expense by maintaining impersonal trust between employee and their respective organizations.

5.4 Conclusion

This study concludes that conventional human resource management and top management support are important antecedents of electronic human resource management in the context of manufacturing firms in Pakistan. This study examined that how e-HRM practices play an important role to develop such an environment in the workplace which stimulates employees to get them in line with the working practices to produce their best for their respective organizations. SMEs need to transform from traditional human resource management to electronic human resource management although conventional human resource management still has a significant association with E-HRM practices. Implementation of E-HRM Practices in SMEs can give a competitive advantage to get some excellent human resources. Electronic human resource management practices are significant to get their organizational innovation, employee trust in the organization, and cost-efficacy in their operational and administrative departments.

5.5 Limitation and Future Research Directions

Though the current research study has reached its objectives, certain limitations are yet to be accomplished. First, the data was collected from SMEs located in Lahore, Pakistan only. A more comprehensive sample size could be collected from other manufacturing firms located in Pakistan, Future research could be conducted from various locations of Pakistan that follow the E-HRM practices to bring forth valuable insights to the role of E-HRM towards organizations. Moreover, new antecedents and consequences can be explored and examine to extend further dimensions and aspects of the study.

Appendix-1

Table 5

Items		Source
Conventional HRM		
CH1	"Inadequate training for personnel affected by the redesigned process"	
CH2	"Absence of management system (i.e. incentive, training system) to cultivate required value"	Grover et al. (1995)
CH3	"Not enough time to develop new skills for the redesigned process"	
CH4	"Line Managers in the organization unreceptive to innovation"	
Availability of Resources		
AR1	"I am able to obtain necessary resources within a reasonable time"	
AR2	"I have necessary resources to perform my work"	
AR3	"I am encouraged to perform my job safely"	Daley and Vasu (1998)
AR4	"I am provided all available resources as required by my job tasks"	
Employee Attitude		
EA1	"I would be happy to spend the rest of my career with this organization"	
EA2	"This organization has a great deal of personal meaning for me"	Allen, N. J., & Meyer, J. E (1990)
EA3	"I really feel as if this organization's problems are my own"	
EA4	"I don't feel a strong sense of belonging to my organization"	
EA5	"I don't feel 'emotionally attached to this organization"	
Top Management Support		
TMS1	"Top management encourages opportunities for open communication between coworkers"	
TMS2	"Top management promotes cooperation between different work"	Daley and Vasu (1998)
TMS3	"I feel positive about the direction in which top management is leading the organization"	
TMS4	"Top management is aware of employee concern in the workplace"	
Cost Efficiency		
CE1	"What is overall importance of cost efficiency to your organization"	
CE2	"What is overall competence level in cost efficiency in your organization"	Hulland et al (2007)
CE3	"Compared to other aspects of your business, what amount of time and effort goes into developing and maintain cost efficiency"	
Employee Productivity		
EP1	"We believe that the productivity of our employee is better than that of our competitors"	
EP2	"Using E-HRM, our average effective hour loss is lower"	Goodhue and Thompson, 1995
EP3	"E-HRM makes our job much easier"	
EP4	"Since the implementation of E-HRM average absentee rate is reduced"	
EP5	"E-HRM has increased the focus of employees and managers on their core duties"	

Table 5 (Continued)

Items		Source
Organizational Innovation		
OIN1	"New product and services of our organization often take up against new competitors"	
O1N2	"In comparison with our competitors, our organization is faster in bringing new products or services in the market"	Catherine LWang (2004)
OIN3	"The technology used in our organization is up-to-date"	
OIN4	"We are constantly improving our business processes"	
OIN5	"In our organization, we tolerate individuals who do things in a different way"	
Knowledge Repository		
KR1	"Using the knowledge repository in my project enables me to accomplish tasks more quickly"	
KR2	"Using the knowledge repository improves my project performance"	Huang et el. (2007)
KR3	"Using the knowledge repository increases my productivity"	
KR4	"Using the knowledge repository enhances my effectiveness on the project"	
KR5	"I found the knowledge repository useful in my project"	
Impersonal Trust		
IMT1	"The organization has little regard for the well-being of people who work for this organization"	
IMT2	"At our organization, the management cannot be trusted"	Vanhala et al. (2011)
IMT3	"Management seldom follows through with what they say they are going to do"	
IMT4	"When management must make decision which seem to be against the best interest of the employee, I believe that management's decisions are justified by other considerations"	
E-HRM Practices		
EHRP1	E-HRM practices in my organization enable managers to accomplish tasks quickly	
EHRP2	E-HRM practices in my organization use for recruitment & selection processes	Parry and Tyson, 2011
EHRP3	E-HRM practices improve the quality of HR services in my organization	
EHRP4	E-HRM practices use for managing employee benefits in my organization	
EHRP5	E-HRM practices are used to appraise employees in my organization	

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