

Dynamics of E-HRM: Examining the Role of Contextual Variables

Abstract

Organizations are integrating information technology (IT) into their business operations. Scholars are conducting research on distinct digitized concepts like people analytics, and human resource management (HRM) algorithms, often loosely aggregating these terms as electronic human resource management (E-HRM). Moreover, there is disparity in research on E-HRM practices, especially in developing nations. Even these E-HRM practices varies across global organisations. Scholars have used institutional theory and the technology acceptance model to study the adaptation of E-HRM, completely ignoring its implications. Our understanding of precise E-HRM practices is limited because of its improper conceptualization and inconclusive consequences. Therefore, the study uses a mixed method paradigm to understand the dynamics of E-HRM practices. It traces the evolution of E-HRM research worldwide by conducting bibliometric analysis followed by conduction of semi-structured interview and subsequently pre-testing as well as pilot testing for developing a questionnaire to measure E-HRM practices for tech-based organizations operating in India. The study even employs Decision-Making Trial and Evaluation Laboratory (DEMATEL) approach to propose a conceptual framework for establishing nomological validity for the E-HRM questionnaire. Subsequently, exploratory factor analysis, structural equation modelling, mediation, moderation and moderated mediation analysis was performed. The finding revealed that E HRM practices significantly influence innovative behavior, turnover intention, and employee grit. Organizational culture mediated the relationship between E-HRM practices and employees' behavioral characteristics. Furthermore, organizational learning capability moderated the relationship between organizational culture and innovative behavior, but it had no significant effect on turnover intention and employee grit. The moderation of organizational learning capability on the relationship between E-HRM practices and employees' behavioral characteristics through organizational culture was insignificant. Moreover, there is a deviation in the perspective of employees and management about the dynamics of E-HRM. The study emphasizes optimal utilization of E-HRM practices for synergistic results and provides unique and useful implications for researchers and practitioners.

Keywords: E-HRM Practices, Innovative Behavior, Turnover Intention, Employee Grit, Organizational Learning capability, Organizational Culture.