

Investigating the Influence of E-HRM Practices on Organizational Performance: The Mediating Role of Organizational Agility (With Special Reference to Financial Institution)

A .D .S .Thathsara¹ and Jayaranjani Sutha²

¹Student, Department of Management Sciences, Uva Wellassa University of Sri Lanka, SRI LANKA

²Senior Lecturer, Department of Management, Eastern University, Sri Lanka, SRI LANKA

²Corresponding Author: suthaj@esn.ac.lk

ABSTRACT

Electronic Human Resource Management (E-HRM) came into existence as a result of the evolution of new technology and it leads to eliminating the administrative burden on HR professionals. Financial institutions are the heart of the financial stability of the economy. Nowadays most financial institutions are widely adopting E-HRM practices in order to achieve sustainable competitive advantage. However, it has been observed that there is a lack of empirical studies regarding this phenomenon in the Sri Lankan context. The main contribution of this study is to enrich the knowledge and investigate the impact of E-HRM practices on organizational performance under the mediation role of organizational agility. Thus, the study focusses on to examine how E-HRM impacts organizational performance, and to determine the mediating role of organizational agility between E-HRM and OP. Questionnaires were distributed by using a convenience sampling method to collect primary data from 40 financial institutions in Sri Lanka. Data analysis was performed using Pearson correlation analysis, regression analysis, descriptive statistics, Baron and Kenny mediator analysis method, and Sobel test. Results of the analysis indicated that E-HRM practices significantly and positively impact organizational performance while organizational agility mediates the relationship between E-HRM practices and OP. Outcomes of this study provided implications like enhancing available literature, to understand the real impact of E-HRM on organizational performance to HR managers. This study also suggests some further research areas for future research.

Keywords— Electronic Human Resource Management, Organizational Performance, Organizational Agility

I. INTRODUCTION

Today, there is a technical and knowledge era in the world. Everything is getting automated day by day and technology became an inherent part of our daily lives. The adaptation of web technology will lead to the organizations in competing for global economy. Every department in the company plays a fundamental role for success, but there is one of special significance: Human Resources

Management (HRM). HRM has been going through a transformation adopting technological tools to enhance its performance. As a result of that E-HRM has emerged as the newest topic of HRM that with the aim of procedures optimizing in order to run faster the HR function and reducing expenses [13]. E-HRM was defined as “The planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities” [24]. Hence, one of the problems for the current organizations is increased in administrative costs and other costs. Therefore in order to decrease the costs, modern organizations characterized E-HRM as a competitive solution for business that has the ability to create perfect supports for management of all processes, activities, data and required information of HRM at the organization [23].

Hence, this study focuses on analyzing the impact of E-HRM application on organizational performance under the mediating role of organizational agility. The organizational performance was measured and assessed as far as rapid adaptation, human resource process and customer satisfaction [16]. Moreover, the researcher uses the organizational agility as the mediator. It helps to mediate the relationship between E-HRM & organizational performance. Since today, many organizations and firms are facing uncertain competition, which has been intensified as a result of technological innovations, change in market environments and changing needs of customers [12]. Therefore, one of the ways for answering organizational evolution and change is agility [11].

Further, the rapid development of the information technology during the last decades has boosted the application of E-HRM systems and practices in the organizations including financial institutions in Sri Lanka. [20] Stated that E-HRM may prove effective for the banking sector in improving their performance. Therefore, in this research, the researcher will investigate the influence of E-HRM on effectiveness and sustainability of the financial institutions in Sri Lanka.

Additionally, a review of the literature demonstrates that there is an absence of a theoretical model that describes the e- HRM in details. Even the researchers studied that impact of E-HRM on organizational performance but they didn't study the mediation effect of organizational agility between e- HRM and organizational performance. Therefore, this shows a knowledge gap. And at the same time, Sri Lankan literature in connection with E-HRM field reveals that there is a substantial gap in the empirical knowledge with regard to this phenomenon [4]. Hence, E-HRM practices have been studied before on different sectors but very limited on financial institutions and no any mediation effect.

In order to cover up this research gap, the purpose of this study is to investigate the influence of Electronic Human resource management on organizational performance under the mediation role of organizational agility.

Research Objectives

- To examine the existing E-HRM practices in Financial Institutions.
- To identify the relationship among E-HRM, Organizational Performance and Organizational Agility
- To determine how the E-HRM practices influence on Organizational Performance.
- To identify the mediating role of organizational Agility within the relationship of E-HRM and Organizational performance.

Review of Literature

Electronic Human Resource Management

The term E-HRM was first used in the late 1990's when "e-commerce" was sweeping the business world. According to the literature on E-HRM has expanded extensively since 2003 [21], and academic interests in E-HRM have increased [24]. Nowadays the use of information technology in human resource department turned and this in turn, leads to strengthening implementation of the E-HRM. Within the scholars' reviews, there are different definitions that elaborate and define the E-HRM. In a view of [24], E-HRM is "The planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities" Further, E-HRM as 'an umbrella term covering all possible integration mechanism, and contents between HRM and Information technologies aiming at creating value within and across organizations for targeted employees and management' [8].

Based on the scholars findings showed that there are so many benefits were generated from the E-HRM practices. It offers a holistic approach to HRM issues, it can manage with precision a massive amount of multi-

source data in real time and, most of all, and it can be aligned to the organization's strategic choices [18]. Moreover, organizations have been increasingly dependent on the E-HRM function to provide management solutions that contribute to human capital effectiveness. Hence the research will address the four function of E-HRM as E-Recruitment, E-Training, E-Compensation and E-HR Communication.

Organizational Performance

Organizational performance known as "The outcome of all operations carried out by the organization and that any defect in any of these operations will be reflected on the performance, which is the mirror of the organization" [14]. Organizational performance had recently featured prominently in the organizations as a part of its efforts to achieve its goals and objectives and to the welfare of stakeholders. Also, performance has been measured as objective and subjective [7]. However, researcher has been used non-financial measurements such as rapid adaptation, customer satisfaction and human resource process.

Organizational Agility

The researcher used organizational agility as the main contributions of the research in order to identify the mediation role between E-HRM and organizational performance. According to [22], reported that agility means ability of every organization for feeling, perceiving and predicting changes of workplace. Moreover, [12] defined agility as the ability to overcome unexpected challenges to face unpredicted threats of workplace and gaining advantage and benefit from changes as growth and progress opportunities. [22] were among the pioneers who proposed a comprehensive classification of the agile attributes. They have divided these attributes into four main categories such as, responsiveness, competency, flexibility and quickness. Further each attribute is compromised with several components. This classification shown following table,

Table 1: Main features of Agile Organization

Agile Attributes	Feature or Components
Responsiveness	Sensing, perceiving and anticipating changes. Immediate reaction to changes. Recovering from changes.
Competency	Strategic vision. Appropriate technology, or sufficient technological capability. Products/service quality. Cost- effectiveness. High rate of new products introduction. Change management. Knowledgeable, competent, and empowered people. Operations efficiency and effectiveness (leanness). Co-operation (internal,

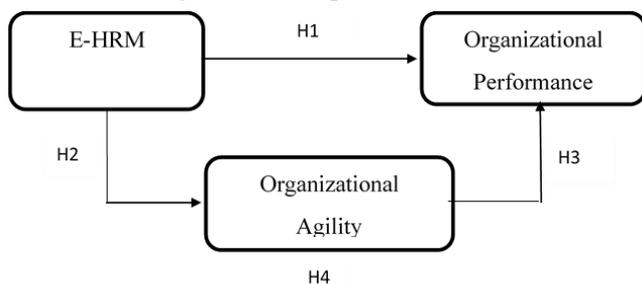
external). Integration.

Flexibility	Product volume flexibility. Product model/configuration flexibility. Organizational issues flexibility. People flexibility.
Quickness	Quickness in new products time-to-market. Quickness and timeliness in products and services delivery. Quickness in operations (short operational lead-times).

Sharifi and Zhang (1999)

Conceptual Framework

Figure 1: Conceptual Framework



Source: Developed by the Researcher based on Literature review.

Hypothesis Development

- H1: There is a positive relationship between E-HRM and Organizational performance.
- H2 : There is a positive relationship between E-HRM and Organizational agility
- H3: There is a positive relationship between Organizational agility and Organizational performance
- H4: There is a mediation effect of Organizational agility between E- HRM and Organizational performance.

II. METHODOLOGY

Research Design

The research design guide researcher to what relevant sources of information should be used to obtain the particular information. To answer the research questions and to justify the hypotheses that have been made, research design would be needed. The research was

conducted as a quantitative research method to study the relationship between variables. Quantitative method is the best method since, this study was followed deductive approach.

Population and Sample

The population of this study was comprised with the central bank listed financial institutions and Insurance companies licensed in Insurance Board. The population consist 97 financial institutions those who are practicing e-HRM. Out of above population 40 financial institutions were selected based on the financial institutions who are best performing in E-HRM practices.

Sample Technique

In order to choose the 40 financial institutions from these three categories convenient sampling technique was used.

Data Collection

The primary data has been collected from the sample by using self-administered questionnaire. The questionnaire was designed based on Likert scale with 46 items. The questionnaire includes 4 sections including demographic questions, E-HRM questions, organizational performance and organizational agility questions.

Data Analysis

This study has used various statistical data analysis methods to analyze the data. The data obtained from the questionnaires have been analyzed through the SPSS statistical software. In order to analyze the data several data analysis techniques used in line with the objectives of the study. The data analysis techniques can be identified as the Descriptive analysis, Karl Pearson correlation analysis, Simple Regression analysis, Baron and Kenny four step mediation assessment and Sobel test

III. FINDINGS

In order to measure the reliability or the internal consistency in the research constructs, researcher conducted the Cronbach’s reliability test. As cited in the literature if the Cronbach’s Alpha value exceeds the alpha level of 0.70 there is an acceptable internal consistency. When tested, this test acquired the value of 0.917 which proves that the questionnaire was reliable for the study and there was an acceptable internal consistency among the item used in the questionnaire. Therefore, these items were combined to create corresponding variables.

The first objective of the study was identifying the existing level of E-HRM practices in financial institutions. According to the descriptive statistics results found that mean value of all the functions such as, E-Recruitment, E-Training, E-Payments and E-HR Communication were close to the Likert Scale 4. Hence E-HRM practices within firms were approximately in agreeable level. If analyzed this result further in

perspective of the firms, agreeable level indicates that the firms are willing to adopt E-HRM practices within the organizations.

Based on the second objectives and hypotheses of the study, the researcher applied the Karl Pearson correlation analysis to determine the relationship between E-HRM, Organizational Agility and Organizational performance in Financial Institutions.

Table 2: Summary of Correlation analysis with hypothesis

	Pearson Correlation	Significance Level	Alternative Hypothesis (Ha)
E-HRM and OP	0.858	0.000	Accepted
E-HRM and OA	0.592	0.000	Accepted
OA and OP	0.722	0.000	Accepted

Source: SPSS output from field information

Table 3: Summary of Correlation Analysis

	Pearson Correlation	Relationship
E-HRM and OP	0.858	Strong positive linear relationship
E-HRM and OA	0.592	Average positive linear relationship
OA and OP	0.722	Strong positive linear relationship

Source: SPSS output from field information

Above table 2 implied that probability of association between E-HRM and OP, E-HRM and OA, OA and OP is 0.000. This is less than the significance level of 0.05 and it comprehended that tests were highly significant. According to the table 03, the correlation of the analysis is 0.858 which denoted that there is a strong positive relationship between E-HRM and OP. The correlation between E-HRM and OA is 0.592 which indicated that there is a average positive relationship between variables. Further correlation of the analysis is 0.722 which denoted that there is a strong positive relationship between OA and OP. Overall results demonstrated that all the null hypothesis is rejected and alternative hypothesis (H1, H2, H3) are accepted.

Third objective of this study is to identify the influence of e- HRM and organizational performance. For that the researcher used simple regression analysis. Following table 4 indicated the results of the simple regression and these results indicate the impact of EHRM on OP. According to the outcome of the regression model, EHRM variable indicates the significant level (p<0.05).

Table 4: Regression analysis of Engagement in EHRM versus OP

Model	B	Standard Error	t-value	p-value
Constant	1.289	0.239	5.387	0.000
EHRM	0.669	0.065	10.317	0.000

Dependent variable; Job Performance

Source: SPSS output from field information

According to the outcome of the regression model, EHRM variable indicates the significant level (p<0.05). Moreover, the coefficient of EHRM is +0.669. This is the average change in OP due to one-unit change in EHRM. It suggested that when EHRM was increased by one unit, OP increase by the 0.669 approximately 0.7 times.

Table 5: Model summary for linear regression analysis

R Value	R Square	Adjusted R Square	P
0.858	0.737	0.730	0.000

Source: Analytical results from SPSS

According to the results generated from the linear regression model summery the R² value was 0.737. In accordance with that it can be concluded 73.7% of total variation of organizational performance is explained by the EHRM. On the other hand, 26.3 % of total variance in the organizational performance is unexplained by the linear regression model. Therefore, it appears that the model was fitted because the explained variation is higher than the unexplained variation

Fourth objective of the study is to assess the relationship between E-HRM and Organizational performance through Organizational Agility. In order to accomplish this objective, researcher applied four-step approach of Baron and Kenny Mediation analysis (1986).

Table 6: Summary of the model

Path	B (unstandardized coefficient)	Standard error	B (standardized coefficient)	P value
C	0.669	0.065	0.858	0.000
A	0.515	0.114	0.592	0.000
B	0.646	0.100	0.722	0.000
C'	0.517	0.070	0.664	0.000

Source: SPSS output from field information

The above table of 06 revealed that the all four paths are significant with the coefficients of 0.669, 0.515, 0.646, and 0.517 at the 0.000 significant levels. All the values of the beta coefficients were positive and it is evident that there is a positive relationship between the variable. Also, c' path implied that unstandardized coefficient value as 0.517. Hence there is average positive relationship between variables when mediator is in the model. Therefore, the c' path also significant and when compare the c path and c' path there is a significant difference between the unstandardized coefficients of the two paths. The difference was 0.152 and it demonstrated that Organizational Agility partially mediates the relationship between EHRM and OP at 0.05 significant level.

Apart from that researcher conducted Sobel test to identify the indirect relationship. Based on the Sobel calculation, it illustrates the portion of E-HRM on organizational performance due to the mediating effect of organizational agility as 22.72 % at the 0.05 significant level.

Therefore, the results of the presented model study support to conclude that organizational agility mediate the relationship between EHRM and OP. Based on the above findings, the fourth objective of the research was achieved.

IV. DISCUSSION

Objective 1: To identify the existing E-HRM practices in Financial Institutions

With the use of data collected, researcher identified the existing E-HRM practices such as e-Recruitment, E-Training, E-Payments, E-HR Communication. According to the descriptive statistics results E-HRM practices within firms are approximately in agreeable level and indicates that the firms are willing to adopt E-HRM practices within the organizations. The highest mean value belongs to the E-Recruitment which is 3.7900 demonstrated that financial institutions are highly adopting E-Recruitment practices such as electronic job site to attract a greater number of qualified applicants via the electronic job site, using online advertising contributes to attract suitable vacancies qualifications and so on.

Objective 2: To identify the relationship among E-HRM, Organizational Agility and Organizational performance

Second objective of the research is to determine the relationship between E-HRM, Organizational Agility and Organizational performance in Financial Institutions. Based on the second objective of research the researcher has been identified that there is a positive relationship between E-HRM, Organizational Agility and Organizational performance in financial institutions.

Citing to the previous literature regarding E-HRM, researcher identified that within the global context there is a positive and significant relationship between the adaptation E-HRM Organizational performances. The studies of [1] identified that there is a statistical significant impact of E-HRM application on organizational performance at $\alpha \leq 0.05$ by validating the researcher's findings. When consider about the Pearson Correlation analysis, Correlation between E-HRM and organizational performance was 0.858 and P value was 0.000. It shows that there is a strong positive relationship between variables and emphasizes that there was a highly significant relationship between IV and DV. Further, E-HRM practices will caused to build agile organization and it creates positive outcome to the organization. According to the [12] also emphasized that there is a positive and significant relationship between E-HRM and Organizational agility while proving that Correlation between E-HRM and OA was 0.731 and P value became as 0.000. According to the researcher's findings showed that there is positive relationship between EHRM and OA. Its 'correlation was 0.592 and significant value became as 0.000 by further confirming prior findings. Moreover, above findings were showed that there is a strong positive correlation between Organizational agility and organizational performance and it was 0.722 and P value was 0.000. Hence this relationship was proved by the [15], [1]'s investigation.

Objective 3: To identified how E-HRM practices influence on organizational performance

Third objective of this study is to identify the impact of e- HRM and organizational performance. For that the researcher used simple regression analysis. According to [17] stated that the business performance can be enhanced through enhancing the workforce efficiency by implementing the E-HRM practices. The results of the [1] study confirmed the positive impact of E-HRM on organizational performance with a correlation coefficient R (0.529) at the level of significance ($\alpha \leq 0.05$). When consider about the simple regression analysis between two variables the coefficient of the E-HRM was +0.669. Therefore, it ensured that when E-HRM is increasing in one unit, the organizational performance increase by the 0.669 units. As a result of that, it has positive relationship between E-HRM and organizational performance in financial institutions in Sri Lanka.

Moreover, based on the Simple linear regression analysis results provided R2 of 0.737 and an adjusted R2 of 0.730 which facilitates the third objective of the study. These regression results confirmed that the firms which adopted the E-HRM have a positive impact towards the organizational performance. Since [9] noted that the significant impacts to electronic human resources

management on organizations performance by validating above findings.

Objective 4: To identify the mediating role of organizational Agility within the relationship of E-HRM and Organizational performance

According to the above findings were demonstrated that there is a positive relationship between mediator and other variables. Fourth objective was to identify the mediating role of organizational agility on the relationship between engagement in E-HRM and OP in financial institutions. From the above discussion, researcher describe about the relationship of organizational agility with other variables. But in this particular section Researcher revealed about the mediation effect of the OA between the relationship of E-HRM and OP.

In order to achieve the fourth objective of the study researcher used multiple regression analysis. Under multiple regression analysis researcher used Baron and Kenny four step model. Based on the four-step model the first step was to identify the direct relationship between independent and dependent variable. Coefficient between E-HRM and OP was 0.669. This result emphasizes that there is a positive relationship between independent and dependent variable at 0.01 significance level. It proved that there is a positive relationship between variables and hence c path was significant.

The second step was to identify the relationship between IV and mediator. The coefficient of EHRM was +0.515 and it suggested that when EHRM was increased by one unit, OA increases by 0.515 approximately 0.6 times. Moreover, it is also implying that there is a positive relationship between EHRM and OA. The results of this presented that "a" path is significant at the 0.05 significant level. Furthermore, the third step was to find out the relationship between the mediator and the dependent variable, it implied coefficient value as +0.646 and it proved that there is an average positive relationship between OA and OP in financial institutions. As such "b" path was significant at the 0.00 significant level.

Forth step was to identify the mediating effect to the model. According to the multiple linear regression analysis the coefficient value at 0.05 significant level was +0.517 and therefore the c' path also significant and the coefficient value has reduced by 0.152. It illustrates that organizational agility partially mediate the relationship between E-HRM and organizational performance.

Apart from that researcher conducted Sobel test to identify the indirect relationship. Based on the Sobel calculation, it illustrates the portion of E-HRM on OP due to the mediating effect of organizational agility as 22.72 % at the 0.05 significant level.

Therefore, the results of the presented model study support to conclude that organizational agility mediate the relationship between EHRM and OP. The

findings of the research suggested that the E-HRM partially mediate the relationship between EHRM and OP. at the same time this present study's finding also validated by the exiting researchers [3],[10],[12].

V. CONCLUSION

As being discussed in detail of this research literature review section it is important to note that the several researchers have argued the importance and impact of the E-HRM on organizational success. Through the findings of the study the previous findings are further clarified. Questionnaire of this study was distributed among the HR managers in financial institutions. Hence this paper mainly attempts to investigate the influence of E-HRM on organizational performance under the mediating role of organizational agility.

Findings conclude that financial institutions are agreeably implementing the E-HRM practices such as E-Recruitment, E-Training, E-Payments and E-HR Communication. Moreover, most of the findings of previous scholars identified that there is a positive relationship between E-HRM practices and OP [1], [6], [14], [9]. By confirming the scholar's findings, the researcher has identified that there is a strong positive relationship between E-HRM and organizational performance. Further researcher has tested the relationship between E-HRM and organizational agility and relationship between OA and OP. Both relationships were showed that there is a significant positive relationship between variables. These findings conclude that organizational performance of this financial institutions was enhanced by practicing E-HRM and organizational agility.

The study results have shown that E-HRM positively impact to the organizational performance. It means, if organization increases the E-HRM practices and similarly organizational performance also will be increased. Moreover, organizational agility is one of the competitive strategies which can be used to compete in industry. According to the findings, researcher identified that organizational agility has been caused to improve the relationship between E-HRM and organizational performance. This concludes that organizational agility can lead to enhance the strength between E-HRM and OP in financial institutions in Sri Lanka.

Study Implications

Knowledge Implications

With the completion of this study several gaps which were found within the literature was addressed. One of the aspects that researcher identified within the literature there are some researches in the literature of the E-HRM, OP and OA. But this study extends the work of those researches of [1], [2], [3], [10], [12] by

demonstrating that E-HRM is positive impact on organizational performance through the mediating effect of organizational agility. In the global context, previous researchers identified the effect of E-HRM and OP. But there is no any research which investigates the impact of E-HRM on OP with the mediating role of organizational agility. Therefore, with this study researcher was able to provide a strong implication on the knowledge available regarding the E-HRM and organizational performance.

Hence the researcher identified within the literature lacking is that limited availability of literature related to the relationship between E-HRM and organizational performance within financial institutions in Sri Lankan context. Though the [19] have investigated the application of E-HRM based on the Sri Lankan context, there was no impact with organizational performance. Therefore, it reveals that there is a substantial gap in the empirical knowledge with regard to this phenomenon. By filling the identified gap in the literature, this study has made an important contribution by providing new theoretical direction to perceived organizational support literature.

Managerial Implications

The findings of this research have important implications for HR managers make decisions and the policy makers to promote organizational performance enhancing activities that derived through E-HRM practices. Hence HR managers also wish for a paperless management where they can handle their valuable resources electronically with complete honesty and loyalty. Therefore e- HRM would be the best solution in order to fulfill their wish. According to the findings of research has been showed that E-HRM practices have positive significant impact on financial institutions performance in Sri Lanka. Based on that, HR practitioner of the financial institutions should consider about increasing the E-HRM practices that will result to increase the organizational performance. Because of that financial institutions can gain competitive advantage and easily face to the dynamic environment through effective HR system.

LIMITATIONS AND AREAS FOR FUTURE RESEARCH

Studies constantly have some limitations that can affect results of the study and decline its generalizability and reliability. One of the limitations of research study is that the result cannot be generalized to an entire population. These research findings depend on only a few financial institutions in Sri Lanka and thus finding only reflect regarding this area. So, the study may not be enough to generalize the findings. Accordingly, future empirical studies using different sectors in the nation and different countries are needed in order to gain further insight into the E-HRM-performance link.

This study uses the structured questionnaire for the instrument of data collection. This was an empirical study and a qualitative study which can also be conducted by using observation and interview methods. Moreover, this research focuses on one mediator and future researches can conduct the research by introducing more mediators and moderators to the model. Moreover, this study was based on cross-sectional data. Because of that, Future research should go beyond cross-sectional designs and employ longitudinal or experimental research designs to test the hypothesis proposed by the present study and to examine the impact of E-HRM on OP which found in this study. The longitudinal method would be particularly beneficial to test the mutual interrelationship between variables.

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