A mediated moderation analysis of E-HRM practises and long-term competitive advantage from the perspective of HR practitioners

Pooja Singh[1], Dr Kalpana Koneru[2]

[1] *Research Scholar, Department of Management Studies, Vignan's Foundation for Science, Technology and Research (Deemed to be University), Vadlamudi, Guntur (Dt.), AP.*
[2] *Professor, Department of Management Studies, Vignan's Foundation for Science, Technology and Research (Deemed to be University), Vadlamudi, Guntur (Dt.), AP.*
[1]*pooja.amitsingh@gmail.com,*[2]*kalpanarao.koneru@gmail.com*

Abstract

The purpose of this paper is to look into the impact of Electronic Human Resource Management (e-HRM) practises on achieving Sustainable Competitive Advantage in the Hyderabad Industrial Sector (HIS), as well as the mediating role of e-HRM Perceived Usefulness (PU) and E-HRM Perceived Ease of Use (PEOU). It also looks into the role of User Satisfaction and e-HRM Continuance Usage Intention as moderators. A MediatedModeration Model was created to meet the paper's goals. The researchers circulated (550) questionnaires, of which (451) were returned and validated for analysis in the HRM and development divisions, and were based on a Census approach with a response rate of 82%. SPSS and Amos were used for analysis, and the 'Structural Equation Modelling' (SEM) methodology was used. The findings revealed that E-HRM practises have a considerable impact on long-term competitive advantage. The study also found that TAM components had a strong mediating effect on the association between e-HRM practises and long-term competitive advantage. Finally, the results showed that user satisfaction and e-HRM usage intention did not modify the association between the e-HRM -PEOU and PU and long-term competitive advantage paths.

Keywords— E-HRM Practices, Sustainable Competitive Advantage, TAM-PAM Constructs, Mediated-Moderation Model

I. INTRODUCTION

Today's most successful business executives recognise the value of information technology (IT) capabilities in attaining desired business outcomes (Ghazzawi et al., 2014). Firms are becoming more efficient by employing "Electronic Human Resource Development" (E-HRM) due to intense competition between organisations to attract and retain existing professional staff (Ammari et al., 2017)(Al Kurdi et al., 2020)(Al Kurdi et al., n.d.) . For established firms, E-HRM has become a critical approach for supporting strategic decisions and achieving a Sustainable Competitive Advantage (long-term competitive advantage) (Stone & Lukaszewski, 2009)(Alsuwaidi et al., 2021). E-HRM can assist firms in improving their HR

functions, resulting in cost savings, increased efficiency, more flexible services, and increased employee participation. Organizations are recognising the value of e-HRM in terms of staying competitive, attracting and retaining top talent, and preserving the company's reputation ((Ruel, Bondarouk and Looise, n.d.)(Strohmeier, 2007)(Alsuwaidi et al., 2021). To thrive in the global economy, the Hyderabad Industrial Sector (HIS) seeks to adapt to new trends and implement long-term competitive advantage. The study's main focus is on where Hyderabad stands in terms of IT application adoption, particularly in the sphere of human resources, as well as determining and analysing the impact of e-HRM on HIS. Despite the fact that HIS is critical to Hyderabad's economy, it

confronts fierce competition on both the domestic and worldwide markets. As a result, the HIS sector is implementing eHRM to assure a participative HR department, both administratively and strategically, in order to fulfil its goals exactly and adequately in order to tap into global talent pools as a competitive tool (Alajmi & Alenezi, n.d.);(Al Kurdi et al., n.d.);(Al Shebli et al., 2021)(Al Shebli et al., 2021). As a result, the primary goal of this paper is to investigate the impact of e-HRM practises on LONG TERM COMPETITIVE ADVANTAGE from an HR perspective, as well as to identify the mediating role of Technology Acceptance Model (TAM) constructs such as e-HRM Perceived Usefulness (PU) and Perceived Ease of Use (PEOU) in the relationship between e-HRM practises and long-term competitive advantage. It also looks into the role of Post-Acceptance Model (PAM) constructs as moderators: The researchers look at a three-way interaction between (1) user satisfaction and continuation usage intention and e-HRM-PEOU (2) user satisfaction, e-HRM continuance usage intention, and e-HRM-PU.

2. Research Contribution

This research makes a contribution by providing a thorough picture of the relationship between eHRM practises and long-term competitive advantage, as well as mediators and moderators. Furthermore, the data for this research comes from an HR viewpoint across a variety of Jordanian businesses. This means that the data isn't specific to a single company, sector, or industry, but rather is reflective of Hyderabad's HR specialists. The scope of the study is determined by the value of eHRM, which represents A Media Labs Private Limited's ultimate IT investment in the HR department and is viewed as a new strategic technology and organisational tool for achieving long-term competitive advantage. An integrated conceptual framework was created to study the influence of e-HRM practises (e-Recruitment and e-Selection, e-Compensation, e-Training and Development, and e Performance Management) using a Mediated-

Moderation model to achieve long-term competitive advantage (Operational, Relational, and Strategic Effectiveness). This approach explores the mediating role of e-HRM-PEOU and PU by combining ideas and aspects from Technology Acceptance-Post-Acceptance Models and adoption studies in the field of e-HRM. It also looks into the role of User Satisfaction in e-HRM and Continuance Usage Intention in the relationship between (e-HRM-PEOU and PU) and long-term competitive advantage.

Hyderabad has a large and profitable and most organisations strive to attract a diverse range of professional HR, thus e-HRM techniques must be investigated in order to achieve long-term competitive advantageand improve HIS performance. Furthermore, the researchers chose A Media Labs Private Limited as a research topic since it is one of the effected companies in covid crises, they believe that e-HRM will improve its performance and help them achieve long-term competitive advantage from an HR standpoint. As a result, this paper was conducted with confidence and reliability, as it meets the expected scale of study and presents useful study material, as well as high reliability during conducting the study on a realistic basis, as it has chosen e-HRM practises in JIS as the ideal opportunity to complete the requirements of this paper and explore the impact of e-HRM practises on attaining long-term competitive advantage in one of Jordan's most important sectors. The conclusions reached in this paper will benefit not only academics, but also HR managers in the A Media Labs and other industries. Furthermore, the paper may be useful to HR managers because it enables them to create HR departments, which are regarded strategic in today's businesses. It also directs scholars toward a better understanding of the background of e-HRM in the context.

3. Literature Review and Development of Hypothesis
3.1 The Mediating Role of total available market constructs

Many e-HRM research have found a favourable association between PU and PEOU (Smith-Jentsch et al., 2008);(Lee et al., 2006). As predicted, e-HRM practises affect e-HRM-PEOU, which is consistent with (Ma et al., 2015)study, which found PEOU as a predictor of e-HRM practise intention. This study predicted that e-HRM practises would influence e-HRM-PU, which is consistent with previous findings of(Marler & Fisher, 2013), who demonstrated that PU of e-HRM is an important contextual variable for e-HRM; and corroborated by(Wickramasinghe, 2010), who claimed that PU associated with e-HRM systems signals some form of compatibility. According to(Laumer et al., 2010), the most urgent concerns for a business are employee retention and internal and external employer branding. They found that the relevance of an e-HRM is in offering effectiveness, i.e., filling vacancies adequately, and efficiency, i.e., making maximum use of scarce resources to achieve long-term CA. According to (Jaradat & Azaam, 2013)there is a positive correlation with statistical significance among sample individual attitudes toward the impact of HRM practises on achieving SCA, whereas (Ghazzawi et al., n.d.)suggested that the PEOU of e-HRM has a strong influence on the employee's attitudes of using e-HRM and is the main predictor of the attitude towards implementing e-HRM. E-HRM is heavily reliant on the TAM model(Huang et al., 2004). Research discovered a link between e-HRM and enabling circumstances, PEOU (Kaap, 2016). According to(Yusoff et al., 2015), PEOU and PU have a substantial influence on attitudes on implementing e-HRM.(*Handbook of Developments in Consumer Behaviour - Google Books*, n.d.) discovered that PEOU had a lower influence on technological acceptance than PU (Rawashdeh et al., 2021). This study established that e-HRM methods can improve e-HRM-PU from an HR standpoint. As a result, the following hypotheses are developed in the study:

H1: E-HRM practices have a favourable effect on E-HRM-Perceived Usefulness.

H2: E-HRM practises have a favourable impact on E-HRM-Perceived Ease of Use.

Despite prior research indicating that e-HRM-PEOU did not improve strategic and technical HRM effectiveness (H. J. M. Ruël et al., 2007);(Kossek, Young, Gash, n.d.). According to(Kossek, Young, Gash, n.d.), "top managers demonstrated strong resistance because they did not consider e-HRM systems as having utility for their own careers." In contrast to the preceding thesis,(Khashman & Al-Ryalat, 2015) and(Tanya Bondarouk et al., 2017) offered earlier evidence by demonstrating that "e-HRM promised to lead to efficiency benefits, and most studies in the previous decade favoured e-considerable HRM's contribution to the bottom line." According to(Huselid, 2017), "technical and strategic efficiency of HRM are activities controlled in "socially built contexts." Meeting stakeholders' expectations may now be equated with acceptability and organisational progress. As a result, e-HRM-PEOU may boost organisational SCA.(Hussain et al., 2007) "confirmed the favourable sentiments of HR professionals who saw e-HRM as a critical and enabling technology." Technically, in light of modern worldwide tough competition and organisational reengineering, this work seeks to observe how e-HRM-PU and SCA interact from an HR standpoint. The current study develops the following hypothesis to investigate the influence of the e-HRM-PU and e-HRM-PEOU on SCA:

H3: E-HRM-Perceived Usefulness has a favourable effect on Long-Term Competitive Advantage.

H4: E-HRM- Perceived Ease of Use has a favourable effect on Long-Term Competitive Advantage.

According to(Parry & Tyson, 2011), e-HRM practises minimise the time and effort required for administrative duties, boost data accuracy, speed and convenience of information exchange, and technically simplify all HRM procedures. Thus, e-HRM practises harmonise HR operations (Martin & Reddington, 2010), saying that improved e-HRM-PEOU and eHRM-PUs are significant determinants for the facilitation of focus strategy, value-adding tasks, and plans (Panos & Bellou, 2016). As a result, enterprises may easily acquire SCA as a

result of e-HRM practises that are well represented by e-HRM-PEOU and e-HRM-PU. E-HRM PU and PEOU improves the user's capacity to comprehend procedures quickly, resulting in increased effectiveness and, as a result, cost savings on previously irrelevant duties that no longer exist (Othman et al., 2013). Furthermore, according to(Tanya Bondarouk & Brewster, 2016a), user views of e-HRM apps influence how and whether e-HRM is used. It is vital to recognise that e-HRM is part of a larger picture that requires rigorous study from PEOU and PU. As a result, the following hypothesis was suggested in this paper:

H5: The association between e-HRM practises and long-term competitive advantageis mediated by E-HRM-PU and PEOU.

3.2 Potential Available Market Constructs' Moderating Role

Many studies have found that PU is positively associated with user satisfaction, with an emphasis on the positive relationship between PU and satisfaction toward continued usage intention (*ResearchGate*, n.d.);(Rawashdeh et al., 2021);(Liao et al., 2007);(Liao et al., 2009);(*Perceived Usefulness, Service Quality and Loyalty Incentives : Effects on Electronic Service Continuance | South African Journal of Business Management*, n.d.);(Tsai et al., 2011);(Al-Maghrabi et al., 2011). According to(Bhattacherjee, 2001), user satisfaction with earlier IS use is the primary determinant of IS continuation intention. According to(Zeithaml et al., 1996a), great pleasure frequently leads in beneficial behavioural intentions. According to(Zeithaml et al., 1996b), great pleasure frequently leads in beneficial behavioural intentions. According to(Seddon (1997, 1997), user satisfaction is an evaluation of the many applications and experiences of an IS based on continuous usage. Furthermore,(Adam Mahmood et al., 2000) confirmed that IT satisfaction is seen as a critical driver of its performance.(Bokhari, 2005) discovered a favourable association between IS usage and user happiness in his study. Furthermore,(Björkman & Lervik, 2007) said that "satisfaction levels with current HR

systems in subsidiaries are likely to have an impact on the levels of adoption of new HR practises." "E-HRM has been reported to be "helpful to employee satisfaction" (Domenech et al., 2019) and to satisfaction with HR processes (B. Cronin et al., 2006). (Hosnavi & Ramezan, 2010)found a substantial association between system and information quality and user satisfaction in related research. User adoption of IT applications, according to(Martin & Reddington, 2010), might operate as a "moderator" in the interaction between HR strategy and e-HRM outcomes.

Authors have used user satisfaction measurement in several IS studies (Ibrahim et al., 2018);(Bhattacherjee, 2001);(McGill & Klobas, 2009);(Schaupp & Carter, 2010);(Wixom & Todd, 2005). Furthermore,(Rawashdeh et al., 2021) discovered strong correlations between TAM and PAM variables, such as PU and satisfaction being positively connected to e-HRM continuous usage, PU and confirmation being positively related to satisfaction, and PEOU being positively related to PU. Although numerous research on user satisfaction and continuation use intention have been undertaken, relatively few studies have identified user satisfaction and continuance usage intention to be a moderator in the link between PEOU and PU, particularly for users of e-HRM and its role in obtaining SCA. As a result, the researchers predict that the relationship between the PEOU and PU of e-HRM, as well as user satisfaction and usage continuation toward e-HRM, may provide better service that satisfies user expectations, resulting in continued use in alignment with the organization's vision of sustainability and ability to have SCA. As a result, the researchers assessed three potential interactions between user satisfaction and e-HRM continuing usage intention, which is used as a moderator variable by PAM on (1) the link between e-HRM PEOU and SCA, and (2) the association between e-HRM -PU and SCA. As a result, the following hypotheses (6-7) are developed in this paper:

H6: User Satisfaction with E-HRM and Continuance Usage Intention moderate the

relationship between e-HRM- Perceived Ease of Use and long-term competitive advantage.

H7: User Satisfaction with E-HRM and Continuance Usage Intention moderate the relationship between e-HRM- Perceived Usefulness and long-term competitive advantage.

3.3 E-HRM Practices and Sustainable Competitive Advantage

Several prior research have found that e-HRM is a major predictor of LONG-TERM COMPETITIVE ADVANTAGE attainment and increases HRM effectiveness (Tanya Bondarouk et al., 2015);(T. V. Bondarouk & Ruël, 2009);(Sanayei & Mirzaei, 2008);(H. J. M. Ruël et al., 2007);(Bell et al., 2006);(Shamout, 2020). E-HRM has the ability to impact both efficiency and effectiveness, according to(Lengnick-Hall et al., 2009). Less cycle time for processing paperwork, increased data quality, and reduced HR personnel can all improve efficiency. Improving the ability of both managers and employees to make better, more timely decisions can have an impact on effectiveness. According to(Hendrickson, 2003), e-HRM assists firms in achieving LONG TERM COMPETITIVE ADVANTAGE by boosting productivity and offering strategic competence. According to(Altaner et al., 2010), automating HR procedures is changing conventional paper-and-pencil, labor-intensive HR tasks into efficient, quick-response activities that enable businesses to produce much-needed SCA.

(Domenech et al., 2019) stressed that e-HRM allows the transition of the HRM position into a strategic one, while(H. J. M. Ruël et al., 2007) discovered that implementing eHRM will decrease expenses, improve the HR service level, and provide the HR department with room to become a strategic partner. Furthermore, (Haines & Lafleur, 2008)discovered that increased usage of IT was associated with increased HR performance and increased involvement in strategic responsibilities of business partners.(H. Ruël & Kaap, 2012) provided empirical evidence for this theory, adding that e-HRM may improve HRM value production. As e-HRM may allow

HR to grow its value, value creation has to do with the creation of efficiency and HR service quality in a business (Thommaandru RangaRao1 & M. Venkata Subba Rao, 2014);(Wahyudi & Park, 2014);(Marler & Parry, 2016);(Rawash, 2012). According to(Oswal & Narayanappa, 2015), "e-HRM may improve corporate performance by establishing HR policies." "As a result, e-HRM may assist firms in upgrading HR policies for web-based technologies in order to promote both efficiency and effectiveness of HRM" (*(PDF) Investigating the Effects of Human Resource Policies on Organizational Performance: An Empirical Study on Commercial Banks Operating in Jordan*, n.d.);(*A Study on E-HRM Practices in Kovai Medical Centre and Hospital,Coimbatore | Request PDF*, n.d.). Another study done by(*E-Human Resource Management and Organizational Performance (e-HRM) in the Nigerian Banking Industry: An Empirical Study of Guaranty Trust Bank Plc. - Covenant University Repository*, n.d.) discovered a substantial favourable relationship between e-HRM practises and organisational performance.

(Deshwal, 2015)assessed the efficiency of e-HRM for the company's long-term growth and found that eHRM assists the organisation in improving staff competencies.(Masum et al., 2015) discovered that IT infrastructure and industry pressure influenced the choice to implement e-HRM. According to(Fındıklı & Bayarçelik, 2015), using e-HRM encourages companies to lower organisational expenses and improve communication between managers and employees. According to(Khashman & Al-Ryalat, 2015), e-HRM practises have a favourable influence on operational performance in Hyderabad telecoms enterprises.(Tanya Bondarouk et al., 2017) stated that the repercussions of e-HRM go from operational to relational and eventually transformative (strategic) results. Modern e-HRM solutions have sophisticated features that may help firms achieve long-term competitive advantage by lowering costs and enhancing the quality of HR service delivery, as well as allowing increased productivity and delivering

strategic capability. "Although various academics have investigated e-HRM, the majority of them were primarily concerned in the influence of e-HRM on organisational effectiveness." However, there is a scarcity of research that aim to investigate the influence of e-HRM on long-term competitive advantage

from an HR viewpoint, especially from three dimensions: HRM operational, relational, and strategic effectiveness. As a result, the first hypothesis might be stated as follows:

H8: E-HRM practises have a favourable impact on long term competitive advantage.
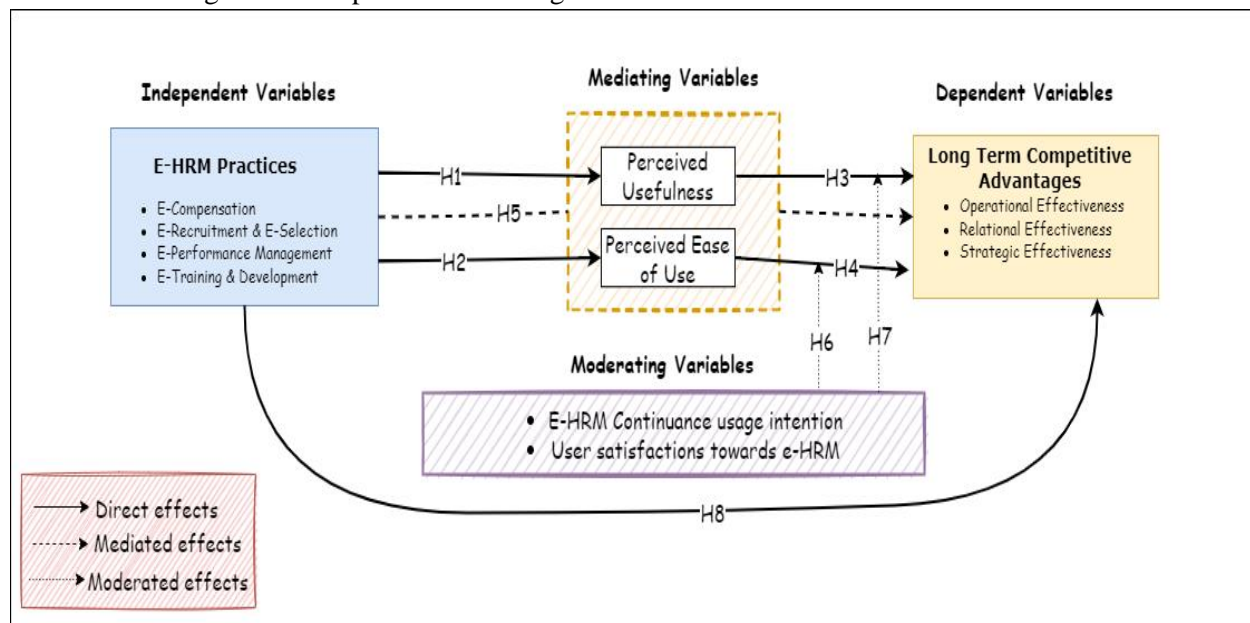

Figure 1 Research Proposal Model

4. Research Methodology

4.1 Methods, process, and design

A quantitative technique is used in this study to examine hypothetical deductive generalisations (*Applied Business Research: Qualitative and Quantitative Methods | Request PDF*, n.d.). As a result, this technique was deemed adequate for the objective at hand, which is to investigate causal links between e-HRM practises, PU, PEOU, User Satisfaction, Continuance Usage Intention, and SCA components (Alameeri et al., 2021). Data acquired using a self-administered structured questionnaire tailored to match the aims of the study and capture its variables is compatible with(*(99+) Research Methods for Business Students 5th Edition | Marco Gull - Academia.Edu*, n.d.), who highly advised the use of questionnaires for descriptive or explanatory objectives. The current article evaluated a total of (550) respondents from HRM and development departments of (63) A Media Labs acquired from the A Media Labs database (Managers, Heads of Departments, and employees). The researchers used the

different approach to target the entire population since it is seen to be the greatest way to obtain accurate, valid, and trustworthy information in the context of HRM. The researchers delivered (550) surveys by online through google sheet, (451) questionnaires that were returned and validly viable for analysis, and all questions were presented to Hyderabad's A Media Labs complete HRM department, with an 82 percent response rate. However, whether it is the total response rate or the active response rate, it is 'high' and 'sufficient' to carry out the data analysis, as correctly stated in the data analysis, the SPSS and AMOS 201.0 software versions were used.

4.2 Questionnaire Items and Metrics

All e-HRM practises (e-Recruitment and e-Selection, e-Compensation, e-Training and Development, and e-Performance Management) were operationalized with a 19-item scale developed by interviewing HRM experts within the context based on (H. Ruël & Kaap, 2012);(T. V. Bondarouk & Ruël, 2009);(Tanya Bondarouk et al., 2011). TAM model scales of perceived usefulness are correctly measured

using 5-items, and Perceived Ease of Use is actively involved in assessing a total of 3-items, which was appropriately integrated by Davis' study (Davis, 1989). User Satisfaction with e-HRM was operationalized using a 3-item Post-Acceptance Model scale, and e-HRM Continuance Usage Intention was operationalized with a 4-item scale derived from (Bhattacherjee, 2001). Finally, SCA was assessed using an 11-item scale created by interviewing HRM professionals in the context of (H. J. M. Ruël et al., 2007).

For data analysis, the SPSS AMOS (IBM) programme was employed in this investigation. As a first phase, descriptive and inferential statistics were provided using frequency analysis, which is beneficial for categorising subject profiles based on particular socio-demographic variables. " This section outlines the study's sample, displaying the percentages of respondents based on demographic factors (gender, age, education level, job description, experience, and e-HRM usage Distribution in years).
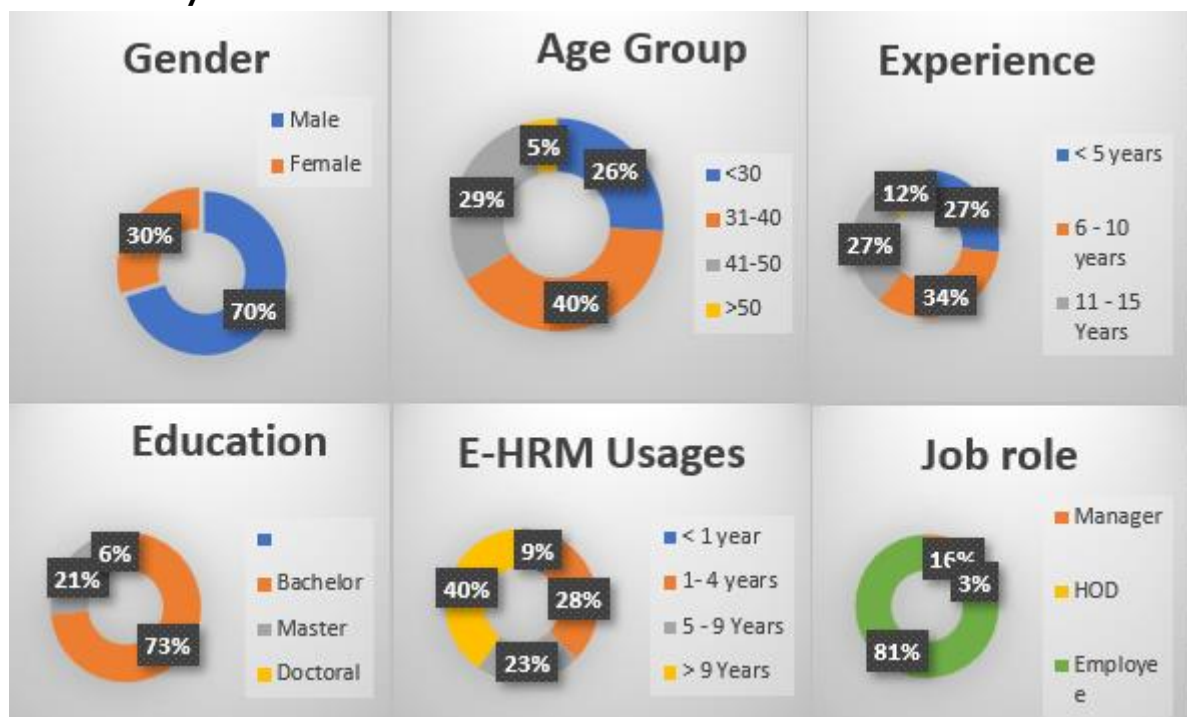
4.3 Data Analysis

Figure 2 Data Analysis

The statistics revealed that the participants were 70 percent males and the rest were females, as shown in Fig. 2. In terms of age, the table shows that (40 percent) of the respondents were between the ages of 31 and 40, (29 percent) were between the ages of 41 and 50, (26 percent) were under 30 years old, and the remainder of the sample ages were all above (50 years old). "As a result of A Media Labs Private Limited, the respondents from (31-40 years old) made up the greatest share of the sample." Respondents in this age group are typically more motivated and technologically savvy. Human capital is defined as "a person's collection of information, talents, skills, abilities, experience, and training." It is critical

to remember that education is a significant aspect in the job. According to the data, 73% of the employees have a bachelor's degree, 21% have a master's degree, and the rest have doctorate degrees. The sample appears to be well-educated in general. According to the job description, the sample consists of (81%) employees, (03%) heads of department, and (16%) managers in departments. According to the data, 27% of respondents have worked for their organisations since they were hired (11 to 15 years). (27 percent) of the respondents have (more than 16 years) of experience; (34 percent) of the respondents have (6 to 10 years) of experience; and the remainder of the respondents have no experience (less than 6

years). As a result, the responders with experience ranging from (11-15) years and who are well-versed and professional in their industry made up the highest percentage. The data shows that 23 percent of the surveyed organisations have been using e-HRM for about (5-9) years, 40 percent have been using e-HRM for more than (9) years, 28 percent have been using the system between (1 and 4) years, and the rest have been using it for less than a year, demonstrating the general trend toward e-HRM adoption.

In addition, as indicated in Table 2, the researchers compare model fits, and the fit indices that provide a desirable result are the proposed model, while the single factor model is poorer. It compares two independent models and finds that the proposed model is more accurate. TLI =.79, GFI =.80, CFI =.78, IFI =.77, RMR =.005, RMSEA =.076, X2 = 3.92) suggest that the measurement model gives a good fit to the data (TLI =.79, GFI =.80, CFI =.78, IFI =.77, RMR =0.05, RMSEA =.076, X2 = 3.92). All of the study variables were placed into a single factor in the single factor model. TLI =.29, GFI =.48, CFI =.33, IFI =.33, RMR =.119, RMSEA =.142, X2 = 9.86) A single factor model failed to fit the data satisfactorily (e.g., TLI =.28, GFI =.48, CFI =.32, IFI =.32, RMR = 0.119, RMSEA = 0.119, X2 = 9.85). These data show that common source bias does not pose a significant risk to the study's validity.""

Table 1 Statistics on the Goodness of Fit for a Measurement Model

Goodness-of-fit indices	Single Factor Model	
Chi-square(X2)	7494.5(760)	2805.2(716)
TLI	0.29	0.79
GFI	0.48	0.8
CFI	0.33	0.78
IFI	0.32	0.77
RMR	0.33	0.05
RMSEA	0.119	0.076
PLCOSE	0.00	0.00
X2/df	9.85	3.92

Note: (1) ($\chi2$): Chi-square; (2) (TLI): The Tucker-Lewis Coefficient; (3) (GFI): The Goodness of Fit Index; (4) (CFI): Comparative Fit Index; (5) (IFI): Incremental Fit Index; (6) (RMR): Root Mean Square Residual; & (7) (RMSEA): Root Mean Square Error of Approximation ** All values were significant (Anderson & Gerbing, 1988)

According to(Kline (1998, n.d.), discriminant validity may be seen by examining the value of correlation between the research variables; he stated that if the value does not exceed (.85), there is evidence of discriminant validity, and vice versa. Cronbach's alpha () is then used to measure scale dependability (Cronbach, 1951), as most studies have done and continue to do. As previously stated, the validation technique may be used to determine the amount of reliability, validity, and unidimensionality of the aforementioned scales measures. First, across measurement models, factor and item loadings were equal to or greater than (.40), the commonly used cut-off threshold (Bagozzi & Yi, 2012);(FORD et al., 1986). Items e-R3,4, "E-C5,6; e-P15,16; PU25,26,27; CUI 33 measuring scale; e-P15,16; e-P15,16; e-P15,16; e-P15,16; e-P15,16; e-P15,16; e-P15,16; e-P15,16 The preserved item loadings vary from.40 to.84, with high mean values and standard deviation demonstrating convergent and discriminant validity. According to the prior analysis, this method was carried out in accordance with the recommendations of(Bagozzi & Yi, 2012) and(Online et al., 2006). Overall, the structures demonstrated excellent measurement qualities. The researchers next looked for consistency in measurement model procedures that use reliability levels. In other words, the Cronbach's

alpha coefficient is correctly relevant in the process effectiveness. The reliability coefficients for the variables were all satisfactory, despite the fact that (Hodge & Gillespie, 2003) established a standard of (.70). However, subsequent researchers such as(Fornell & Larcker, 1981),(Çolak et al., 2017), and(Joseph F. Hair et al., 2010) have claimed that (.60) is acceptable when the sample size is more than n=200. The current study has a large sample size.

4.4 Analysis of Correlation and Regression

This research used Intra-Class Correlation (ICC) analyses, as described by(LeBreton & Senter, 2008), to determine if aggregating the score is statistically defensible . This work is also interested in investigating the linear relationship between the present research variables; hence Pearson correlation analysis was used. As indicated in Table 2, ICC was utilised to determine the amount of agreement amongst employees using two-way mixed and absolute agreement definitions. The goal was to see if employees at various businesses could be distinguished based on the criteria under consideration. 171 and average measurements for the variables were presented. The F-values for all ANOVA tests were all significant (p.001). The current result shows that the replies were not related with a specific branch or company, but rather with the participants' perceptions. Several studies have employed these approaches (Walumbwa et al., 2008).

Aggregation of the study variables

Table 2 Aggregation of the study variables

Variables	ICC	F-value
e-recruitment& e-Selection	0.31	2.03
e-Compensation	0.22	2.42
e-Training and development	0.32	4.7
E-Performance Management	0.21	3.02
eHRM - PU	0.28	3.26
eHRM-PEOU	0.25	2.24
User satisfaction towards e-HRM	0.49	6.27
eHRM continuance usages intention	0.27	2.61
SCA	0.28	6.19

The researchers give alpha values, means, standard deviations, and correlation coefficients in Table 3 to highlight the nature and direction of the relationship of the measurement variables. "E-Recruitment and E-Selection strongly correlate with e-HRM-PU, e-HRM-PEOU, and SCA (r =.361, p.01) (r =.384, p.01) (r =.139, p.01). " E-Compensation has a favourable correlation with e-HRM-PU and PEOU (r =.192, p.01) (r =.213, p.01), but an insignificant link with SCA (r =.049, p >.10). E-Training and Development had a good correlation with e-HRM-PU and PEOU (r =.383, p.01) (r =.342, p.01). SCA, on the other hand, was shown to have a non-significant connection (r =.074, p >.10). E-Performance Management has a positive correlation with e-HRM-PU, PEOU, and SCA (r =.152, p.01), (r =.381, p.01), and (r =.143, p.01). E-HRM-PU, PEOU, User Satisfaction with e-HRM, and Continuance Usage Intention all positively associated with SCA (r =.168, p.05) (r =.146, p.01) (r =.326, p.01) (r =.337, p.01). Finally, none of the associations were larger than (.80), providing additional evidence for measure convergent and discriminant validity (Kline, 2016). The substantial correlations between the measurement variables, in general, provided major support for the offered hypotheses.

Table 3 Study variable means, standard deviations, and correlations

Variables	1	2	3	4	5	6	7	8	9
E-Recruitment	-								
E-Compensation	0.171								
E-Training and development	0.321	0.598							
E-Performance Management	0.087	0.141							
E-HRM-PU	0.361	0.192	0.383	0.152					
E-HRM-PEOU	0.384	0.213	0.342	0.381	0.645				
User satisfaction towards e-HRM	0.201	0.154	0.286	0.286	0.21	0.28			
E-HRM continuance usages intention	0.153	0.173	0.281	0.215	0.321	0.287	0.693		
SCA	0.137	0.049	0.074	0.143	0.168	0.146	0.326	0.337	
Mean	4.51	4.26	4.39	3.17	4.37	4.21	3.43	3.51	3.41
SD	0.46	0.67	0.46	-0.87	0.52	0.53	0.84	0.82	0.76

4.5 Hypothesis Testing

Because of the nature of the study model, a Mediated-Moderated Model, SEM was used. Following the advice of the authors, a bias-corrected bootstrapping approach was adopted to appropriately assess the mediation effects (Preacher & Hayes, 2004). A SEM was used to examine hypotheses (1-6), as stated in Tables (5) and (6). The tables depict the primary impacts of the variables on one another, as well as the direct and indirect effects. The interaction effects are shown in the following table. The empirical results of the SEM indicate that e-HRM practises have a favourable effect on SCA (=.103, p =.032). As a result of this outcome conforming to research predictions, **H8** got empirical support. In line with the researcher's assumption, e-HRM practises have a favourable impact on e-HRM-PU (=.379, p.001), hence **H1** has empirical support. Further investigation reveals that e-HRM practises have a favourable effect on e-HRM-PEOU (=.501, p.001), providing support for **H2**. The study then examined the effect of the mediators on the dependent variable. The researchers increased the influence of e-HRM-PU on SCA and discovered a significant and favourable association (=.117, p =.006). As a result of this outcome conforming to the forecast, **H3** acquired empirical support. "Contrary to expectations, the effect of e-HRM-PEOU on SCA was small (=.021, p >.10), hence **H4** was rejected." The article argued that e-HRM-PU and PEOU mediate the association between e-HRM practises and SCA, as illustrated in table (6) and figure (2). Using bootstrapping methodology and a sample size of (n = 5,000), the following (Hayes, 2015). A bias-corrected bootstrap with a confidence interval of (95%) revealed that e-HRM-PU and PEOU mediated the connection. The indirect impacts of e-HRM practises on SCA were statistically significant (.055) (p =.012, 95% 171 confidence interval: 0.013-0.096). This result confirms the model's expectation of partial mediation; hence, **H5** gained empirical support.

Table 4 Maximum probability estimates for the research model

Exogenous Variables	Endogenous Variables	SE	t-Value	p-value
eHRM	eHRM-PU	0.046	10.186	~0
eHRM	eHRM-PEOU	0.045	14.411	~0
eHRM	SCA	0.087	2.141	0.031
eHRM-PU	SCA	0.063	2.773	0.006

| eHRM-PEOU | SCA | 0.066 | 0.441 | 0.651 |

Table 5 Mediation affects sizes for the study model

Exogenous Variables	Endogenous Variables	Total effects	Direct effects	Indirect effects
eHRM	eHRM-PU	0.377	0.376	0.001
eHRM	eHRM-PEOU	0.488	0.488	0
eHRM	SCA	0.161	0.107	0.054
eHRM-PU	SCA	0.121	0.117	0.004
eHRM-PEOU	SCA	0.021	0.021	0
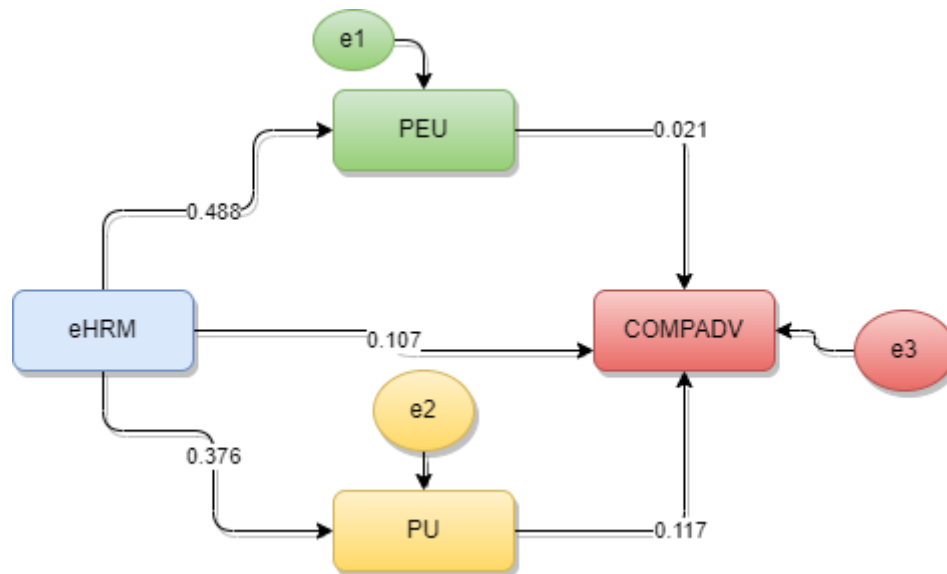
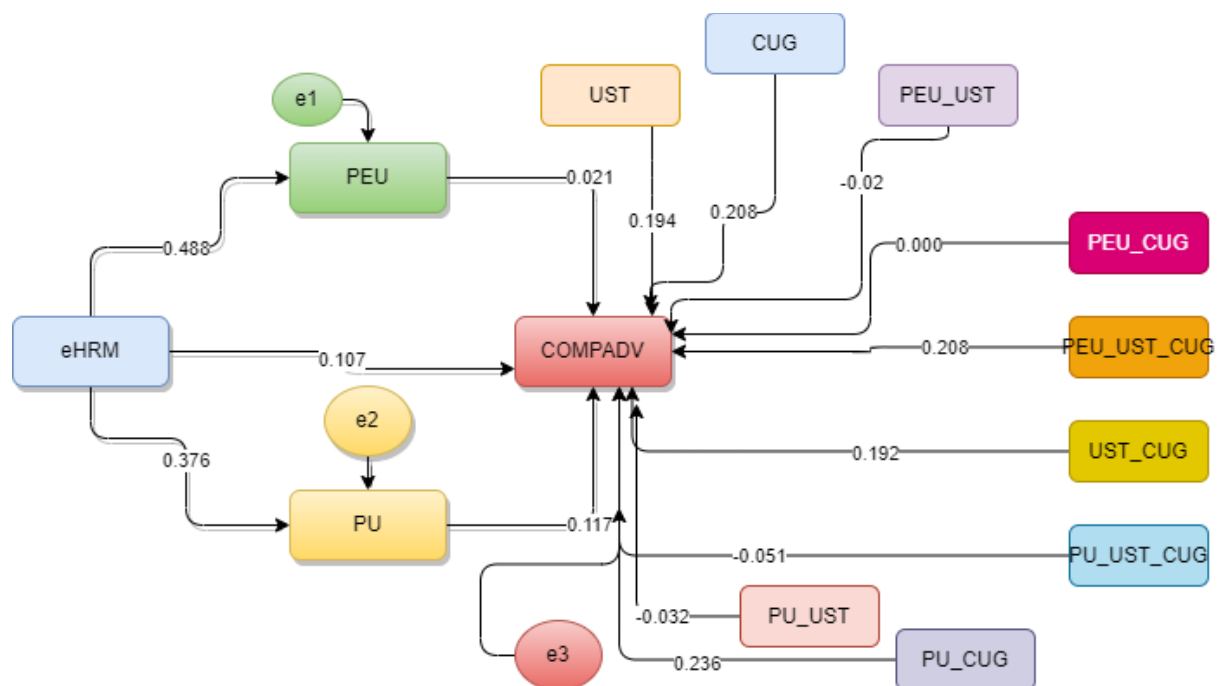*Figure 3 Analysis of Mediation Effects*

Figure 4 Analyses of the research model using Mediated-Moderated Analysis

4.6 Analysis of Mediated-Moderated Data

Following the guidelines established by prominent scholars (Whisman & McClelland, 2005);(Cohen, 2013), the researchers examined three interaction effects: (1) e-HRM-PEOU, US, and CUI; (2) e-HRM-PU, US, and CUI. According to(Whisman & McClelland, 2005), predictor or exogenous variables, as well as moderator variables, should be standardised to compensate for possible concerns of collinearity among the investigated variables. The researchers standardised e-HRM-PEOU, PU, US, and CUI in this study. The interaction terms were then calculated by multiplying the predictor variables by the standardised moderator variables. To avoid a skewed assessment of the interactions, the researcher additionally included the'main' effect during data analysis. Tables 5, 6, 7, and Figs. 3, 4, and 5 offer details on the predicted interaction effects.

Table 6 User satisfaction and e-HRM CUI have a three-way moderating impact

Exogenous Variables	Endogenous Variables	β	p
eHRM-PEOU	SCA	-0.121	0.003
eHRM-PU	SCA	0.13	
eHRM-US	SCA	0.194	
eHRM-CUI	SCA	0.208	
Interaction terms			
eHRM-PEOU × CUI		0	0.994
eHRM US × E-HRM CUI		0.192	0.007
eHRM-PEOU × US*CUI		0.208	
Interaction terms			
eHRM-PU CUI		-0.032	0.326
eHRM US * E- HRM CUI		0.192	0.007
eHRM-PU * US*CUI		-0.051	0.134

This study anticipated that user satisfaction and e-HRM usage intention modulate the association between e-HRM-PEOU and SCA. Table 6 shows that the factors have no effect on the relationship. The researchers next performed a slope analysis, as shown in Fig. 3. However, no moderation was seen, therefore H6 was dismissed.

Table 7 Analyses of slope differences for hypothesis 6

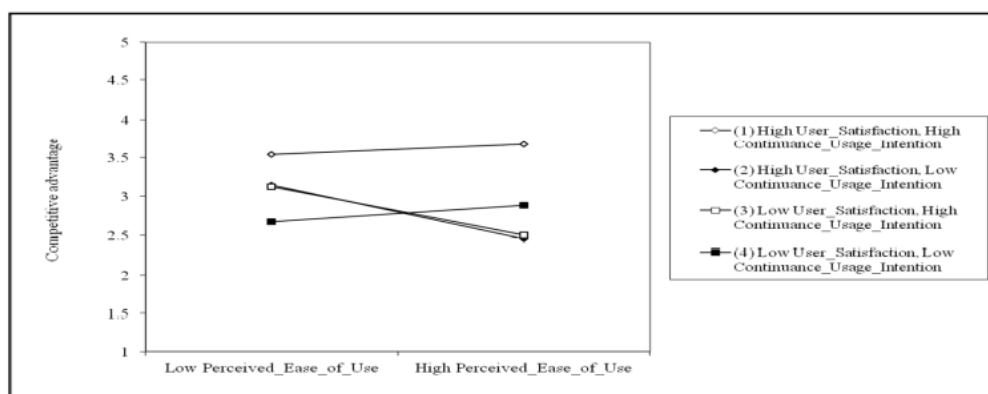| Pair of slopes	t-value	p-value
(1) and (2)	1.02	0.309
(1) and (3)	1.188	0.236
(1) and (4)	-0.15	0.881
(2) and (3)	0.122	0.903
(2) and (4)	-1.478	0.141
(3) and (4)	-1.405	0.161

Fig. 5. Interaction effects of user satisfaction & e-HRM continuance usage intention between e-HRM-PEOU & SCA (Sources: Gaskin, 2016)

Sources: (Gaskin, 2016)

Finally, it was expected that user satisfaction and desire to use e-HRM in the future will

mitigate the link between e-HRM-PU and SCA. Table (8) demonstrates that the aforementioned variables do not mitigate the relationship. The researchers next performed a slope analysis, as shown in Table 8 and Fig. 6. However, no moderation was discovered, and as a result, H7 was rejected.

Table 8 Analyses of slope differences hypothesis 7

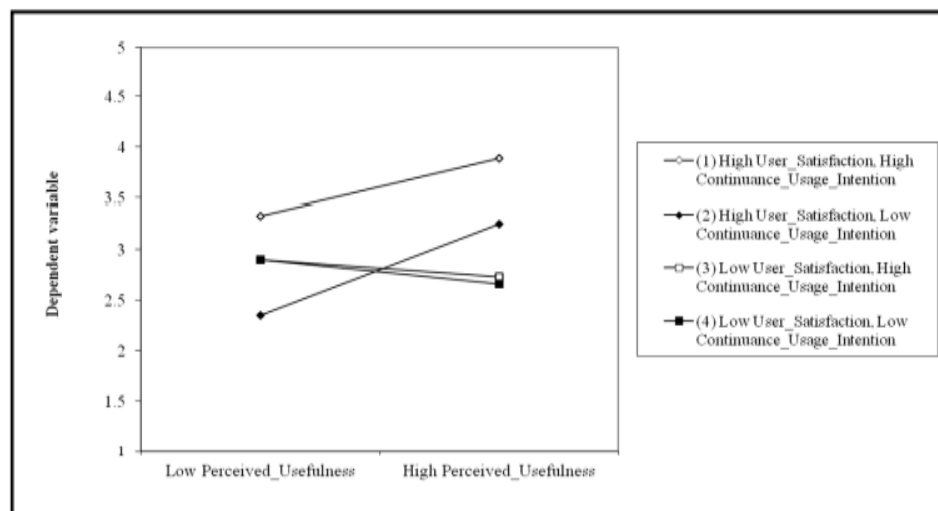| Pair of slopes"	" t-value	p-value
(1) and (2)	-0.422	0.675
(1) and (3)	1.132	0.259
(1) and (4)	1.565	0.119
(2) and (3)	1.708	0.089
(2) and (4)	1.849	0.065
(3) and (4)	-1.405	0.903

Fig. 6. Interaction effects of user satisfaction & e-HRM continuance usage intention between e-HRM-PU & SCA (Sources: Gaskin, 2016).

Sources:(Gaskin, 2016)

5. Conclusions and Discussion

The SEM studies show that the suggested measurement model and structural model meet the requisite fit requirements. According to the findings of this study, e-HRM practises have a substantial impact on SCA. As a result of e-HRM practises influencing SCA, the effect is as predicted. Although previous studies observed that e-HRM adds to the efficacy of HRM procedures (Ruel et al (2007)'s Model for online recruitment, 2007), this hypothesis also gained empirical support from(Ruel and Kaap 2012, 2012), who emphasised that e-HRM can boost HRM value generation. As e-HRM may assist HR in increasing its value (Wahyudi & Park, 2014), value creation has to do with the creation of efficiency and HR service quality in a business. " Previous work on e-HRM relied heavily on the TAM model (Pettersen et al., 2004). This study projected that e-HRM practises have an impact on e-HRM-PU. The findings are consistent with previous findings of(Marler & Fisher, 2013), who demonstrated that PU of e-HRM is a significant contextual variable for e-HRM; and confirmed by(Wickramasinghe (2010, 2010), who argued that PU connected with e-HRM systems communicates some type of compatibility. This study established that e-HRM methods can improve e-HRM-PU from an HR standpoint. According to one research, e-HRM has a link with conducive circumstances, PEOU (Kaap,

2016). The study postulated that e-HRM practises have an impact on e-HRM-PEOU. As expected, e-HRM practises affect e-HRM-PEOU, which is consistent with(Voermans & Van Veldhoven, 2007) study, which found PEOU as a predictor of e-HRM practise intention. The study supported the hypothesis, and the data above so add to a better understanding of how e-HRM practises interact with e-HRM -PEOU from an HR standpoint. Technically, in light of contemporary worldwide tough competition and organisational reengineering, this work seeks to observe how e-HRMPU and SCA interact from an HR standpoint. The effect of e-HRM-PU on CA was substantial and beneficial. This result matches the researcher's expectations. (Specchio et al., 2010)and(Tanya Bondarouk et al., 2017) presented prior proof by demonstrating that "e-HRM promised to lead to efficiency benefits, and most studies in the previous decade favoured e-considerable HRM's contribution to the bottom line." The latest study backs up the findings with personnel in an Arabian workplace. "It's worth noting that the results are comparable on this issue." Surprisingly, e-HRM-PEOU had no significant effect on SCA. This conclusion contradicts the findings of(Huselid et al., 1997), who said that "technical and strategic efficacy of HRM" are regulated by "socially built settings." Meeting stakeholders' expectations may now be equated with acceptability and organisational progress. As a result, e-HRM-PEOU may boost organisational SCA. "Unfortunately, the study invalidated this assumption, and the pattern of the finding was confirmed in a study done by(Ruel and Kaap 2012, 2012), who discovered that e-HRM-PEOU did not improve strategic and technical HRM effectiveness." According to(Kossek et al., 1994), "top managers exhibited strong opposition since they did not consider e-HRM systems as having utility for their own careers." In contrast to the above argument, newer studies such as those of(Hussain et al., 2007) "confirmed favourable sentiments of HR professionals who saw e-HRM as a critical and enabling technology." According to(Tanya Bondarouk & Brewster, 2016b), the user's impressions about e-HRM apps influence how and whether eHRM will be used. It is vital to recognise that e-HRM is part of a larger picture that requires rigorous study from PU and PEOU. According to this study, e-HRM-PU and e-HRM-PEOU mitigate the link between e-HRM practises and SCA. This result matches the researcher's anticipation of discovering a partial mediation in the model. E-HRM techniques minimise the time and effort required for administrative activities, improve data accuracy, and boost the speed and convenience of information exchange, while also technically simplifying all HRM procedures (Parry & Tyson, 2011). As a result, e-HRM practises harmonise HR operations (Martin & Reddington, 2010), with improved e-HRM-PU and e-HRM-PEOUs being essential determinants for the facilitation of focus strategy, value-adding tasks, and goals (Panos & Bellou, 2016). As a result of the eHRM practises well represented by e-HRM-PU and e-HRM-PEOU, JIS may easily obtain SCA.

The researchers assessed the possibility of a three-way interaction between user satisfaction with e-HRM and e-HRM continuation usage intention, which is used as a moderator variable by PAM on (1) the link between "e-HRM-PEOU and SCA," and (2) the association between "e-HRM-PU and SCA." The results suggest that the aforementioned factors did not modify the associations collectively. This is unexpected since, as(Martin & Reddington, 2010) observed, user approval of IT applications might operate as a moderator in the link between HR strategy and e-HRM results. Furthermore,(Björkman & Lervik, 2007) said that levels of satisfaction with current HR systems in subsidiaries are likely to impact levels of adoption of new HR practises. "E-HRM has been reported to be advantageous to employee satisfaction and satisfaction with HR procedures" (Specchio et al., 2010). (P. Cronin et al., 2008).

6. Implications for Academics and Managers

The research adds to the evidence that e-HRM practises may assist businesses in achieving SCA as a result of HR department performance. E-HRM practises have a greater influence on e-HRM-PEOU than e-HRM-PU turnout; nevertheless, e-HRM-PU turnout has a bigger effect on SCA. Furthermore, the analysis suggests that the e-HRM-PEOU is less likely to be a significant factor SCA than Davis stated in the(TAM (1989, 1989). This conclusion is consistent with prior TAM research that revealed PEOU had a lower influence on technology acceptance than PU (Yousafzai & Yani-de-Soriano, 2012). This means that while adopting new technology, such as e-HRM, consumers prefer to rely on their PU.

The study discovered that e-HRM practises can improve SCA based on managerial implications. In line with previous findings (e.g.,(Panos & Bellou, 2016);(Wahyudi & Park, 2014), the current result shows that such practises can help firms become more strategic; however, it is important to note that this strategy cannot be achieved solely through e-HRM practises, but rather through the support of existing organisational internal and external resources. The person and organisational levels were used as units of analysis in this work, and the context is non-western. Surprisingly, the studies lack a clear and in-depth study of the causes of SCA from an HR standpoint.

7. Future Research

This study examined the impact of e-HRM on attaining SCA but did not consider other factors such as "the organisational culture, the changed management style of the organisation, and the need to clarify the strategic purposes and goals of using such systems through comprehensive and continuous trainings and workshops for the employees using this system."A Media Labs must maintain its current level of orientation toward e-HRM implementation and clarify the purposes of its implementation as an assisting tool rather than a replacement for these employees; it must maintain a consistent rate of growth and development for the IT infrastructure, due to its significant importance as an investment for A Media Labs and its

positive effect on the successful implementation of e-HRM in the context of A Media Labs.

Other contextual factors may be impeding the relationship, so future studies could establish this link in other work settings and/or cultural settings. "In addition, the researcher's recommendation to future scholars is to use a longitudinal design, as this type of design allows researchers to directly observe intra-individual changes over time and address some of the limitations in the current study," says the researcher. Future research should duplicate the research findings in non-western contexts to confirm the present conclusion, therefore the researcher advises that researchers in other Arab nations undertake comparable research to verify the findings of this study and establish the existing model. Furthermore, the function of moderating factors that may improve SCA (i.e., user happiness with e-HRM and use e-HRM continuation usage intention), which exhibit negligible relationships and effects in the measuring model, piqued the interest of this article. Future study, on the other hand, can explore the interaction aspects as a comparative frame of inquiry to be used in other areas.

8. Limitations of Research

The current work offers practical and useful outcomes, but it also has a number of limitations that readers and future academics should be aware of. To begin with, the potential confounding of user satisfaction with e-HRM and use e-HRM continuance usage intention, it is difficult to rule out the potential effects of self-efficacy and training to use e-HRM system, as well as other contextual factors such as personal education, work experience, and other life events such as generation, may have confounding effects on the data. Furthermore, owing to time, logistics, and procedural processes, formal in-depth interviews were not possible. Because the study data was gathered in Hyderabad in covid-19, the conclusions in this study cannot be generalised; hence, the outcome is solely related with the sector. More precisely, the current outcome's application to other states and industries is rather dubious in

the absence of actual confirmation obtained via study.

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