

Electronic Human Resource Management Practices, Information Technology Capability and Organisational Performance: A Review Paper Toward Conceptual Framework

Naji Mohammad Awwad Alrawashdeh, Nur Amalina Binti Mohamad Zaki

Juhaizi Bin Mohd Yusof, Nik Hazimah Binti Nik Mat

University Malaysia Terengganu

Article History: Received: 10 January 2021; Revised: 12 February 2021; Accepted: 27 March 2021; Published online: 4 June 2021

Abstract

This paper provides a conceptual framework for studying the influence of Electronic Human Resource Management practices and information technology capability on organisational performance. This paper aims to increase our understanding of the organisational performance as the phenomenon focus on that is considered the dependent variable, the e-HRM practices are the independent variables, and IT capability is the moderating variable. Such conceptual framework can provide guidance for future research to help in the identification, realisation and assessment of e-HRM implementation benefits. Special focus is put on organisational performance. Moreover, this conceptual framework complements and continues former literature and presents a new delineated framework for considering research on e-HRM practices influence on organisational performance. This conceptual framework will be our empirical study in the future, which will contribute to HRM literature and determines the potency of e-HRM and its effect on organisational performance.

Keywords: Electronic Human Resource Management Practices, Information Technology Capability, Organisational Performance, Conceptual Framework

1. Introduction

As the technology has evolved, e-HRM can be a key of new horizon, making welfare of employees easier as well as helping organisations controlling these resources more effectively. Kushwah and Maheshwari (2020) stated that what makes e-HRM distinguished is the fact that it not only helps in controlling employees but also helps in improving planning and working of personnel more efficiently in offering development and training to employees. As Web technologies developed and organisations vigorously utilised them, more HRM duties became Web-enabled. E-HRM conveys the functions of HRM to managers and employees (Sagum, 2015). In addition, Organisations worldwide have noticed the increasing value of IT for leveraging human resource management function, thereby urging the adoption of e-HRM (Hosain, 2017). Further, Information and Communication Technologies (ICT) empower innovative means to carry on routine organisational responsibilities via controlling the environment of virtual work. High-level e-HRM systems typically encompass systems of Enterprise Resource Planning (ERP), Interactive Voice Response (IVR), centres for HRM services, managers and employee's portals and web applications. E-HRM develop organisational performance considerably in almost all the field. E-HRM implementation can promote organisation efficiency, effectiveness, financial capability etc. It allows an organisation to concentrate on the job preferably than day-to-day task, the matter that farther improves organisational performance.

In the twenty-first century, e-HRM could be employing so many innovative ideas that we hardly manage to scratch the surface of it. With the initiation of Artificial Intelligence, there are innumerable opportunities in e-HRM (Ahmed, 2019). Moreover, e-HRM proposes an inherent approach to improve services catered to the clients of HR department (management and employees), improve efficiency and achieve the HR department cost-effectiveness, and help HR to convert into a strategic partner contributing to the realisation of organisational aims (Al-kasasbeh, Halim, & Omar, 2016). To sum up, e-HRM is not being taken as the research topic but there is high potential and scope for the researchers and organisations as well in order to consider it appropriately (Bondarouk, Parry & Furtmueller, 2017). Therefore, it is necessary for the researcher to conduct researches on this area of subject to

contribute for the improvement and growth of e-HRM. Further, it is also suggested that e-HRM area of study is new and having its initial phase (Ruel et al., 2007). The research suggests that e-HRM is not being analysed and utilised adequately by the academia therefore, it is not result oriented yet in the research and in practice as well (Strohmeier, 2007). Further addition is being made regarding using e-HRM approach but it is not filthy to accept easily because of incomplete results and information (Stone & Dulebohn, 2013). Therefore, researchers of this study are having an attempt to provide advance information regarding e-HRM practices and its effects on organisational performance. As far as the human resource, employees and performance are a concern, the e-HRM practices, processes and organisational performance are the new and essential area for the research.

2. Literature Review

2.1 Electronic human resource management (E-HRM)

There is no consistency or agreement on the definition of e-HRM. Thus, many definitions have been proposed. Electronic Human Resource Management was described by Strohmeier (2007) as the process of planning, implementing, and using IT for both networking and supporting at least two individual or collective actors in the shared performing of the activities of Human Resources. It is used for transactional activities, recruitment, training, selection, and performance management (Winarto, 2018). E-HRM is simply described as managing human resources of the organisations with the help of Information Technology based tools and also by using computers, DBMS software's, social media sites for hiring, Technology based employee performance appraisal and technology based training & development programmes. Nivlouei (2014) reveals that e-HRM outcomes in works are high competence when doing things, higher harmony, high workforce commitment, and effectiveness. In addition, he stated that E-HRM has a vital role in cutting the administrative costs, making the interaction between managers and employees fast and smooth so that the employees become more active, therefore, this will increase the productivity via faster processing and create a perfect environment for work. All of these benefits definitely inspire any employee to learn new roles and tasks, reducing mistakes and overlapping work. Similarly, Findıklı and Beyza Bayarçelik (2015), in their study, confirmed that there are many profits of applying e-HRM like cutting the administration costs, faster and easier logging to the personal data and information and organising the time more efficiently. They also confirmed that e-HRM supports and extends the links between employees and manager, and cutting the organisational costs and time for e-HR users in the organisation. Also Kariznoee, Afshani, and Moghadam (2012) and Bataineh (2017) confirmed that there was a significant positive correlation between e-HRM and its components and job performance.

2.2 Electronic Human Resources Management practices (E-HRM Practices)

Organisations are becoming more IT technology enabled and trying to be more effective and trying to manage employee with easy and simple process. For the sake of this study, e-HRM is an entire mixture of an HR department combined and practised activities. Besides, e-HRM comprises all applications of the planning of labour force, forecast of supply and demand, staffing information, tracking applicants, management of salary, training and development information, promotion-related communication, labour/employee relations and so on (Bamel, Kumar Bamel, Sahay & Thite, 2014). E-HRM is measured through its basic practices, namely e-recruitment, e-compensation, e-selection, e-communication, e-training and e-performance appraisal. The following are the different aspects in which electronic practices of HR are being used:

2.2.1 E-Recruitment and E-Selection:

Recruitment is the first step that brings employer and employee together. Email is being utilised as a big source for this process, along with that new strategies are also being used nowadays like social media platform, to attract chunk of skilled employees. According to Dhamija (2012), e-Recruiting is using the internet for attracting potential employees to an organisation and hiring them". E-HRM is online recruitment. It applies an online recruitment vendor's website that allows organisations to post vacancies on the corporate website and enable candidates to

Electronic Human Resource Management Practices, Information Technology Capability and Organisational Performance: A Review Paper Toward Conceptual Framework

electronically submit CVs by e-mail. Further, it incorporates the active searching for the resumes' location and internet (Wege, Ngige & Dieli, 2019). Selection is the second step, which is helpful in selection of best employee from recruitment applications. In 21st century, interview through Internet via Video Calling is very common. For written exam, also there are numbers of software, which can help organisations. There are also applications available which helps organisation in psychometric analysis of the employees (Kushwah & Maheshwari, 2020). Selection is a long process that starts from the introductory interview of the applicants and ends with the employment. In this long process, the interview is one of the fundamental steps to select a right and qualified candidate for the assumed job in the organisation (Nagendrababu & Girisha, 2018).

2.2.2 E-Communication

From the point of view of Bontis, Fearon, and Hishon (2003); Khashman and Al-Ryalat (2015); Dwitawat (2018) communication that is performed through electronic means is called e-Communication. This process is typically carried out through means like the World Wide Web, e-bulletin, e-mail, e-conference, blog, and so on. Although this point of view clearly pointed out to the electronic means which e-Communication are comprised, it didn't elucidate which mean is considered the most popular, beneficial and more commonly used in organisations. Under other condition, e-Communication has been the dominant type of communication, particularly the e-mail, which is considered the preferred means of communication. The use of e-mail has been rated about 75% in companies (Khashman & Al-Ryalat 2015).

2.2.3 E-Training

E-Training is viewed as the technological means of transmitting skills and knowledge using the internet as a medium between the employee and the instructor (Mohsin & Sulaiman, 2013). Using such this technology sharing data, information, and knowledge between different department in different locations will save transporting employees cost. In other words, e-Training will enhance the level of efficiency. Similarly, e-Learning indicates to learning or education and the programmers of training, that were be web- based systems. It also means utilising the internet or organisation's intranet to promote the training and to develop programmes for the workforce. To access online training modules, allows a great number of employees to benefit no matter where their locations are (Purohit, 2018). Over and above this, Agarwal and Lenka (2018) declared that e-learning implementation is used by employees to be a reference to test their evaluation, personal developments, learning, promotions and collecting information about an organisation's HR policies and jobs applications.

2.2.4 E-Compensation

All the small and large companies must get involved in compensation planning, which is the process of assuring that the salary increases are evenly designated by administrators over the organisation without going over limits of the guidelines previously assigned. As organisations have started extending their horizons, the use of intranet and internet has turned to be necessary (Wege et al., 2019). E-Compensation is known as a subsystem within a larger system. It is a technological means meant to follow up the benefit package records of the employee and the essential information of compensation. It also aids managers to analyse the effect of prevailing incentive mechanisms and their integrity (AlKerdawy, 2016).

2.2.5 E-Performance Appraisal

Performance appraisal is very useful technique in assessing employee productivity and its overall worth in an organisation. This can become a base for employee salary hike, transfer, deployment in other department or promotion. E-HRM helps in making this process more easy and transparent and also very useful in performing continues employee appraisal (Kushwah & Maheshwari, 2020). E-Performance appraisal can be defined as a software program for facilitating performance evaluation completion online. The vital benefit for the system of performance management is to give more control to the behaviour of employees, also to insure that its alignment

with the goals of organisation. This program can help the manager to be able to measure employee performance and make a periodic report to employees (Cardy & Miller, 2005).

2.3 Organisational Performance

Performance is a broad notion for all activities practised in any organisation of any type. Imran (2014) defined organisational performance as work quality, staff efficiency in making decisions, processes improvement and development, services and products diversity, staff-leaders relationship, market share, innovations, problem-solving skills and experience of staff, new product development methods and modern techniques. Moreover, organisational performance is recognised as the extent by which the organisation matches its own and stakeholders needs for sustaining and growing (Pan-dey & Dutta, 2013). Organisational performance is an organisation's ability to access and deal with different organisational resources for the purpose of achieving its objectives and goals (Sangiorgi & Siboni, 2017). Researchers agree that organisations should have a performance measurement system since it is essential to provide information on their operations quality within organisations; it assists in developing strategic plans and assesses the organisational goals achievement (Alrowwad, Obeidat, Tarhini, & Aqqad, 2017).

2.3.1 Type of Performance Measures

Based on the literature that determined the perspectives that should be considered when measuring performance, it could be assured that these perspectives include: a) financial and non-financial measures, and b) objective and subjective measures.

2.3.1.1 Financial Performance (FP)

It has been customarily accepted that financial recording directly affects performance measurement. The financial recording is the means to make improvements to several financial metrics. It is understood as the economic aspirations accomplishment presented within the outcomes of market and financial indicators (Tomislav, Bach & Vukšić, 2012). It also refers to measuring the changes that might occur to the financial situation of an organisation, or the financial results which could be drawn from the decisions of management and their implementation (Carton, 2004). Financial performance shows how the company views shareholders (Kaplan & Norton 2005). The financial aspect is basically the estuary of all management decisions, actions and activities (Škrinjar, Bosilj-Vukšić & Indihar-Štemberger 2008). Škrinjar et al., (2008) stated that financial performance is a method of organisational performance measurement from a financial perspective such as the rate of return on investment, profit in a currency through a period of time, and sales average level during a period of time. Alrawabdeh (2014), Alrowwad et al. (2017), and Tomislav et al. (2012) stated that most of the financial indicators utilised involve return on asset, profit margins, return on equity, costs, growth, and the growth of sales. Many financial metrics can be employed in financial performance measurement, like economic value added (EVA), which, better than any other measurement of financial performance, captures the actual economic profit; thus, EVA is the most important financial performance measure (Yao, Sutton & Chan, 2009; Chari, 2009). Besides, return on equity and return on assets are both significant financial performance indicators (Bose & Thomas, 2007).

2.3.1.2 Non-Financial Performance (NP)

Non-financial performance measures are an organisation's non-financial features, such as quality of products, satisfaction of customers, efficiency, on time delivery, market share, productivity, strategic goal attainment, satisfaction of employees, workforce development and improvement (Richard, Devinney, Yip & Johnson 2009). The positive influence of non-financial performance measurement on required financial performance is considered as its primary benefit (Tomislav et al., 2012). In addition, these measures are broadly utilised in transferring the policy and vision of an organisation to affect the organisational performance and hence impact the organisation's future performance (Obeidat, 2017).

Electronic Human Resource Management Practices, Information Technology Capability and Organisational Performance: A Review Paper Toward Conceptual Framework

Table 1. Differences between subjective and objective measure in business performance

Differentiation Aspect	Subjective Measures	Objective Measures
Indicators	• Focus on overall performance	• Focus on actual financial indicators
Measurement standard	• Key informants are asked to rate performance relative to their competitors (and/or industry)	• Key informants should provide absolute financial data (for example, AUD profit per employee)
Scale anchors	• Scales range from “very poor” to “very good”, or “much lower” to “much higher”, or “worst in industry” to “best in industry” etc.	• Scales are not used

Source: Adopted from Dawes (1999), Wall et al. (2004) and Kim (2006)

2.4 Information Technology Capability (IT Capability)

The capability of IT concept is best understood as the capability of mobilizing and deploying resources based on IT-combined or co-presented with more capabilities and resources (Bharadwaj 2000, p. 171), borrows from the resource-based view (RBV). A common methodological approach utilised in measuring IT capability and its effect on the performance of a firm depends on determining IT leaders based on awards from sources or annual rankings like CIO 100 (Masli, Richardson, Sanchez & Smith, 2011) and Information Week’s IW500 (Bharadwaj, 2000). Existing literature has investigated the direct and indirect (IT-enabled organisational capabilities) performance influences of IT capability. IW500 data was applied by Bharadwaj (2000) from 1991-1994 for identifying IT leaders. Their performance was also compared (utilizing data obtained from Compustat). She affirmed that the capability of IT positively affects the performance of a firm. Utilizing data from IW500 and Compustat, Stoel and Muhanna (2009) contrasted between internally and externally-focused IT capabilities, and the findings showed higher clarity and granularity to this theoretical model. Masli et al. (2011), deviating from using IW500 data, utilised CIO 100 awards and discovered that firms with high capabilities of IT had performance advantages until 1999. However, such gains faded after 1999.

Likewise, Chae, Koh and Prybutok (2014) employed IW500 data from 2001 to 2004. Their study revealed that IT, since becoming more omnipresent after the period used by Bharadwaj (2000) and Santhanam and Hartono (2003), was no longer a competitive advantage source. Nevertheless, Chae et al., study (2014) was replicated by Choi and George (2016) adopting another approach in identifying the group of control/benchmark firms and reached different results. A meta-analysis about the relationship between the capability of IT and performance of business was conducted by Liu, Zhao, Wang and Xiao (2013) which combines empirical findings from the IT-related literature. They confirmed that IT capability significantly impacts the performance of a business.

2.5 The Conceptual Framework

E-HRM has notably enhanced organisational performance in nearly all fields. The implementation of E-HRM can promote organisation inclination, effectiveness, financial capability etc. it enables organisations to focus more on the job rather than day-to-day task. This matter will consequently increase organisational performance (Ahmed, 2019). In Jordan, Khashman and Al-Ryalat (2015) carried out a study to examine the impact of e-HRM application on the organisational performance within the sector of telecommunication. The study found a positive effect of e-HRM on the organisational performance and that the e-HRM concept was broadly recognised as effective in terms of time, quality, service, cost, and flexibility of the organisation. Moreover, Thatsara (2019) handled a study to examine the impact of the practices of e-HRM on organisational performance: the mediating role of organisational agility (with reference to Srilanka’s financial institutions). The study aimed to achieve the following objectives. First, it aimed to

find the current level of the practices of e-HRM in financial institutions. Second, it aimed to investigate the relationship between the organisational performance and e-HRM. The reached results showed that e-HRM practices had significant and positive effects on organisational performance and the organisational agility mediates the relationship between e-HRM practices and OP. Furthermore, (Wege et al., 2019) investigated e-HRM and organisational performance in Nigeria, referring to twenty-one firms from the Nigerian stock exchange (NSE). The aim of the study was to determine the relationship between e-recruitment, e-selection, e-education, and e-evaluation on organisational performance. The study reported that e-recruitment, e-education, and re-evaluation positively affect organisational performance in Nigeria. An organisation that uses the compensation management online is capable of gathering, storing, analysing and distributing the compensation data or information to anyone at any time. In addition, it enables the individual to electronically access distributed compensation software, analytic tools, no matter his location is. Thus, the e-HRM enables the process of storing all employees records working in different places, and also facilitates the procedure of hiring the new candidates from everywhere (Purohit, 2018). In Kenya, Njeje and Ochieng (2018) investigated e-performance management practices impact on Saccos's organisation performance. The cross-sectional survey targeted a sample of fifty-four respondents picked from eighteen Saccos in the country. The results confirmed that e-performance management significantly affected Saccos performance. Thus, the study urged firms to have more improvements covering data management in performance assessment areas to enable speedy and timely services of delivery to employees. To conclude, the previous studies observed a significant and positive relationship between e-HRM practices and different organisational performance dimensions. Consequently, this discussion results in the following hypotheses:

- H1: E-HRM practices will have a significant positive relationship with organisational performance.

Sub-hypotheses of this hypothesis are the following:

- H1.a: E-Recruitment and e-Selection will have a significant positive relationship with organisational performance.
- H1.b: E-Training will have a significant positive relationship with organisational performance.
- H1.c: E-Communication will have a significant positive relationship with organisational performance.
- H1.d: E-Compensation will have a significant positive relationship with organisational performance.
- H1.e: E-Performance appraisal will have a significant positive relationship with organisational performance.

IT capability's distinctive characteristics assist organisations in improving their professional performance by the reduction of costs, the increase of revenues, or both. Moreover, it could enable organisations to be distinguish from opponents, rise switching costs and customer commitment, and to access the inclinations of customers and decrease costs of search proactively (Chae et al. 2014). Using resources based view (RBV) of firm performance; the prevailing assumption describes the relationship between organisation resources and maintaining a competitive advantage for better performance relevant to competitors (Fahy, 2000). Contradictory results from prior research connected to the investments in IT and the performance of firms propose that there is no relationship between investments in IT and the performance of firms in a direct way. The relationship between IT investment and firm performance was examined by applying a theoretical rationale model. The IT capability is supposed to be a necessary moderator variable (Cai, Huang, Liu, & Liang (2016); Ul-Hameed, Shabbir, Imran., Raza and Salman (2019) rather than a mediator variable connecting IT investments to firm performance (Liu, Lu, & Hu 2008). The role of IT capabilities in improving organisational performance is appropriately grounded in the literature. Many studies on IT propose that capabilities of IT furnish a basis of realising competitive benefit and promoting organisational performance (Santhanam & Hartono, 2003; Masli et al., 2011; Liu et al., 2013; Chae et al., 2014; Ul-Hameed et al., 2019). Therefore, the following hypothesis can be concluded form this discussion:

Electronic Human Resource Management Practices, Information Technology Capability and Organisational Performance: A Review Paper Toward Conceptual Framework

- H2: IT capability acts as the moderator on the relationship between e-HRM practice and organisational performance.

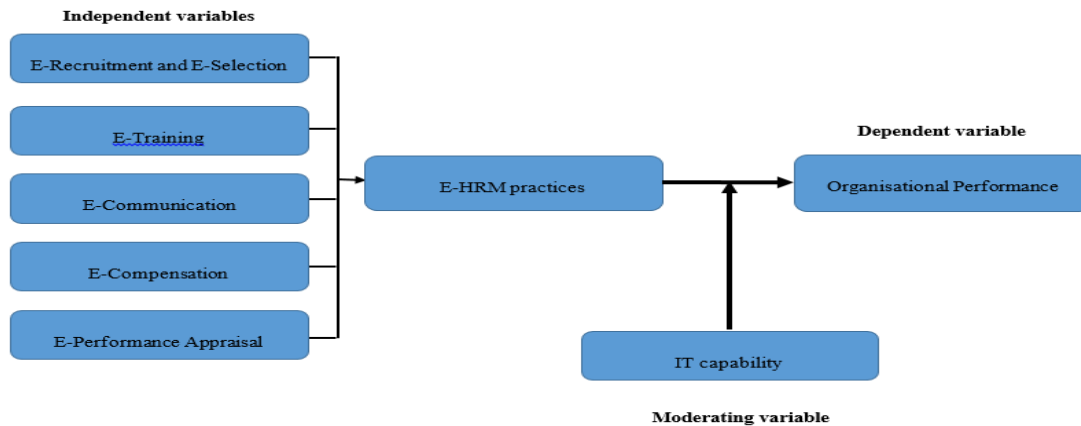


Figure 1. Proposed Conceptual Framework

3. Methodology

The quantitative approach will be adopted as a research method in the present study. It is basically based on a questionnaire for collecting data and revealing the range of accepting or rejecting the hypothesis stated in the study in the light of responses and orientations gathered. Hamer and Collinson (2014) stated that the quantitative method is utilised because it allows collecting a great amount of data from a big population, attempts to create statistically significant relationships, and is concerned with causation and correlation. Another insistent necessity to use the quantitative approach is its flexibility that helps researchers to measure the responses of participants to limited questions, which leads to an adequate comparison and statistical aggregation of the data. The drawn results from the closed-ended questionnaires contribute to the identification of a comprehensive pattern of the participants' responses. Due to widespread of the target population of this study and to associate the cost of covering all regions, the researcher will adopt a multi-stage sampling technique. Without the data being analysed and interpreted, it would not be possible to give answers to a research problem (Skilling & Sivia, 2006). The data collected for this study will be analysed quantitatively. Many statistical techniques will be employed in this study to analyse the variables-related data. SPSS and AMOS will be used to run the relevant statistical tests.

4. Discussion

The intention behind this research is to examine the influence of e-HRM Practices on organisational performance particularly non-financial performance. Our e-HRM practices is independent variables and organisational performance is dependent variable. The variables direct and indirect influence will be used in this work. On top of it, it is argued that the independent and dependent variables relationship can be impacted by the moderating variable presence, which is IT capability. To measure e-HRM practices we will take five independent variables, which make of e-HRM practices. To measure organisational performance, will take six dependent variables, which makes of organisational performance. Finally, we will measure e-HRM practices influence on organisational performance. In addition, we will examine whether IT capability moderates the relationship between E-HRM practices and organisational performance. This work is considered significant in terms of its theoretical and practical contribution to the existing body of literature. The theoretical contributions will be the achieved by proposing the conceptual framework with independent variable (e-HRM practices), dependent variable (organisational performance), and moderating variable (IT capability). Additionally, the results will provide substantial information on the awareness

level of using e-HRM practices and its influences on organisational performance by academics and complement the existing literature in this field of study. Moreover, the study findings would help to narrow the lack of literature on drivers of e-HRM usage and implementation and its influence on organisational performance of the organisations especially in developing countries.

The current research is expected to add to the managerial knowledge by providing the targeted population and who are interested in this field with a comprehensive understanding of the benefits of applying e-HRM practices in their different functions they conduct. In addition, the study will help the top management and decision makers to realise the advantages of applying this technological means and its influence on organisational performance. Moreover, the findings will provide the decision-makers recommendations that might help them to improve their use of e-HRM practices. Moreover, this study will overcome some of the constraints and limitations which encountered in previous studies by expanding the review of the issue of application of e-HRM practices. Furthermore, this study will use the statistical and analytical method to reach the objectives of the study and answer its questions. A current study is just like other studies that have few limitations that must be considered in further studies regarding its variables. The interpretation and the findings of this study will be affected by three certain limitations. On the Human domain, although this study targeted the administrative staff as the study sample, it is recommended that further studies could be done on other stakeholders such as top management, decision maker. Institutional domain, this study is specifically held to handle private universities in Jordan; it is possible for future studies to handle the same issue in different institutions in different developing countries. Scholars can also utilise the tool to compare public and private sectors. Finally, period: this study will be covering a specific period of time where the statistical analysis will be covering the preliminary data collected in 2021. Hence, it is highly recommended that in the coming few years, studies could compare the relation between e-HRM practices and organisational performance before and after conducting this study. Finally, Scholars can include other moderating variables like e-Training, IT investment, top management support, and IT security) could provide more interesting findings.

5. Conclusion

This paper outlines a conceptual framework for examining the influence of electronic human resource management practices and information technology capability on organisational performance. Moreover, this paper has developed a conceptual framework to examine whether IT capability moderates the relationship between e-HRM practices and organisational performance. This work is expected to contribute to the managerial knowledge by offering a comprehensive awareness of the benefits of applying e-HRM practices in their different functions in organisations. Future research will have to determine empirical support for and practical relevance of this conceptual framework to handle the same issue in a different environment. Scholars can also utilise the conceptual framework to compare the public and private organisation.

References

1. Agarwal, S., & Lenka, U. (2018). Managing Organization Effectiveness Through E-Human Resource Management Tool-E-Learning: Indian Cases A Qualitative Approach. *PEOPLE: International Journal of Social Sciences*, 4(1).
2. Ahmed, M. T. (2019). E-HRM Practices and its impact on Organizational Performance: A study on the Manufacturing industry in Bangladesh. *European Journal of Business and Management*.
3. Al-kasasbeh, A. M., Halim, M. A. S. A., & Omar, K. (2016). E-HRM, workforce agility and organizational performance: A review paper toward theoretical framework. *International Journal of Applied Business and Economic Research*, 14(15), 10671-10685.
4. AlKerdawy, M. M. A. (2016). The relationship between human resource management ambidexterity and talent management: The moderating role of electronic human resource management. *International Business Research*, 9(6), 80.

Electronic Human Resource Management Practices, Information Technology Capability and Organisational Performance: A Review Paper Toward Conceptual Framework

5. Alrawabdeh, W. (2014). How employees' loyalty programs impact organizational, performance within Jordanian banks. *International Business Research*, 7(9), 119-129. <https://doi.org/10.5539/ibr.v7n9p119>
6. Alrowwad, A., Obeidat, B., Tarhini, A., & Aqqad, N. (2017). The impact of transformational leadership on organizational performance via the mediating role of corporate social responsibility: A structural equation modeling approach. *International Business Research*, 10(1), 199-221. <https://doi.org/10.5539/ibr.v10n1p199>
7. Bamel, N., Kumar Bamel, U., Sahay, V., & Thite, M. (2014). Usage, benefits and barriers of human resource information system in universities. *VINE: The journal of information and knowledge management systems*, 44(4), 519-536.
8. Bataineh, K. A. (2017). The Impact of Electronic Management on the Employees' Performance Field Study on the Public Organizations and Governance in Jerash Governorate. *Journal of Management and Strategy*, 8(5), 86.
9. Bharadwaj, A. S. (2000). A Resource-Based Perspective on Information Technology Capability and Firm Performance: An Empirical Investigation. *MIS Quarterly* (24:1), pp. 169–196.
10. Bondarouk, T., Parry, E. and Furtmueller, E. (2017). Electronic HRM: four decades of research on adoption and consequences. *The International Journal of Human Resource Management*, 28(1), 98-131.
11. Bontis, N., Fearon, M., & Hishon, M. (2003). The e-flow audit: an evaluation of knowledge flow within and outside a high-tech firm. *Journal of Knowledge Management*, 7(1), 6-19.
12. Bose, S. and Thomas, K. (2007). Applying the balanced scorecard for better performance of intellectual capital. *Journal of Intellectual Capital*, 8(4), 653-665.
13. Cai, Z., Huang, Q., Liu, H., & Liang, L. (2016). The moderating role of information technology capability in the relationship between supply chain collaboration and organizational responsiveness. *International Journal of Operations & Production Management*.
14. Cardy, R. L., & Miller, J. S. (2005). E-HR and performance management: A consideration of positive potential and the dark side. *The brave new world of e-HR: Human resources management in the digital age*, 138-165.
15. Carton, R. B. (2004). *Measuring organizational performance: An exploratory study*. Unpublished PhD thesis, University of Georgia, Athens.
16. Chae, H. C., Koh, C. E., & Park, K. O. (2018). Information technology capability and firm performance: Role of industry. *Information & Management*, 55(5), 525-546.
17. Chae, H.-C., Koh, C. E., and Prybutok, V. R. (2014). Information Technology Capability and Firm Performance: Contradictory Findings and Their Possible Causes. *MIS Quarterly*, 38(1), 305–326.
18. Chari, L. (2009). Measuring value enhancement through economic value added: evidence from literature. *IUP Journal of Applied Finance*, 15(9), 46-62.
19. Dawes, J. (1999). The relationship between subjective and objective company performance measures in market orientation research: Further empirical evidence. *Marketing Bulletin*, 10, 65-76.
20. Dhamija, P. (2012). E-recruitment: a roadmap towards e-human resource management. *Researchers World*, 3(3), 33.
21. Dwitawati, I. (2018). E-Human Resource Management Thought and Words–In the Human, Organization, Communication, and Technology. *Elkawnie*, 3(1).
22. Fahy, J. (2000). The resource-based view of the firm: some stumbling-blocks on the road to understanding sustainable competitive advantage. *Journal of European industrial training*.
23. Findikli, M. A., & beyzaBayarçelik, E. (2015). Exploring the outcomes of Electronic Human Resource Management (E-HRM)?. *Procedia-Social and Behavioral Sciences*, 207, 424-431.
24. Hamer, S., & Collinson, G. (2014). *Achieving Evidence-Based Practice E-Book: A Handbook for Practitioners*. Elsevier Health Sciences.

25. Hosain, M. D. (2017). The impact of E-HRM on organizational performance: Evidence from selective service sectors of Bangladesh. *International Journal of Human Resources Management (IJHRM) ISSN (P)*, 2319-4936.
26. Imran, M. K. (2014). Impact of knowledge management infrastructure on organizational performance with moderating role of KM performance: An empirical study on banking sector of Pakistan. In *Information and Knowledge Management* (Vol. 4, No. 8, pp. 85-98).
27. Kaplan, R. S., & Norton, D. P. (2005). The balanced scorecard: measures that drive performance. *Harvard business review*, 83(7), 172.
28. Kariznoee, A., Afshani, M., & Moghadam, M. R. H. (2012). The examine of effect of E-HRM on employee's job performance. *Advanced Research in Economic and Management Sciences (AREMS)*, 6, 275-282.
29. Khashman, A., & Al-Ryalat, H. (2015). The impact of Electronic Human Resource Management (E-HRM) practices on business performance in Jordanian telecommunications sector: "The employees' perspective". *Journal of Management Research*, 7(3), 115-129.
30. Kim, S. W. (2006). Effects of supply chain management practices, integration and competition capability on performance. *Supply Chain Management: An International Journal*, 11(3), 241-248.
31. Kushwah, B. S., & Maheshwari, P. (2020). A Study on Shift of HRM Practices to E-HRM Practices. *Index/AZwH \$ _oUH \$ m*.
32. Liu, P., Zhao, R. Y., Wang, W. L., & Xiao, J. (2013, July). Information technology capability and firm performance: A meta-analysis. In *2013 10th International Conference on Service Systems and Service Management* (pp. 719-724). IEEE.
33. Liu, Y., Lu, H., & Hu, J. (2008). IT capability as moderator between IT investment and firm performance. *Tsinghua Science and Technology*, 13(3), 329-336.
34. Masli, A., Richardson, V. J., Sanchez, J. M., & Smith, R. E. (2011). Returns to IT excellence: Evidence from financial performance around information technology excellence awards. *International Journal of Accounting Information Systems*, 12(3), 189-205.
35. Mohsin, M. and Sulaiman, R. (2013). A study on e-training adoption for higher learning institutions. *International Journal of Asian Social Science*, 3(9), 2006-2018.
36. Nagendrababu, K., & Girisha, M. C. (2018). A Study of E-HRM Practices in Information Technology Industry. *Journal of Business and Management (IOSR-JBM)*, 20(3), 13-19.
37. Nivlouei, F. B. (2014). Electronic Human Resource Management System: The Main Element in Capacitating Globalization Paradigm, *International Journal of Business and Social Science*, 5 (2), pp: 147-159
38. Njeje, D. A., & Ochieng, R. C. I. (2018). E-Performance Management Systems and Organization Performance of Sacco's in Kenya.
39. Obeidat, S. M. (2017, August). An examination of the moderating effect of electronic-HRM on high-performance work practices and organisational performance link. In *Evidence-based HRM: A Global Forum for Empirical Scholarship* (Vol. 5, No. 2, pp. 222-241). Emerald Publishing Limited.
40. Pandey, S. C., & Dutta, A. (2013). Role of knowledge infrastructure capabilities in knowledge management. *Journal of Knowledge Management*, 17(3), 435-453. <https://doi.org/10.1108/JKM-11-2012-0365>
41. Purohit, M. (2018). A Study on Relational E-HRM and Its Outcomes in IT Sector (With Special Reference To Pune Region).
42. Ruël, H. J., Bondarouk, T. V., & Van der Velde, M. (2007). The contribution of e-HRM to HRM effectiveness: Results from a quantitative study in a Dutch Ministry. *Employee relations*, 29(3), 280-291.
43. Sagum, R. A. (2015). Electronic human resource management adoption in the state universities of the Philipines. *International journal of information technology and business management*, 40(1), 39-46.

Electronic Human Resource Management Practices, Information Technology Capability and Organisational Performance: A Review Paper Toward Conceptual Framework

44. Sangiorgi, D., & Siboni, B. (2017). The disclosure of intellectual capital in Italian universities: What has been done and what should be done. *Journal of Intellectual Capital*, 18(2), 354-372.
45. Santhanam, R., and Hartono, E. (2003). Issues in Linking Information Technology Capability to Firm Performance, *MIS Quarterly*, 27(1), 125–153.
46. Skilling, J. & Sivia, S. (2006). Data analysis. New York: Oxford science publications.
47. Škrinjar, R, Bosilj-Vukšić, V, & Indihar-Štemberger, M. (2008). The impact of business process orientation on financial and non-financial performance. *Business process management journal*, 14(5), 738-754.
48. Stoel, M. D., & Muhanna, W. A. (2009). IT capabilities and firm performance: A contingency analysis of the role of industry and IT capability type. *Information & Management*, 46(3), 181-189
49. Stone, D.L., & Dulebohn, J.H. (2013). Emerging issues in theory and research on electronic human resource management (e-HRM). *Human Resource Management Review*, 23(1), 1-5.
50. Strohmeier, S. (2007). Research in e-HRM: Review and implications. *Human resource management review*, 17(1), 19-37.
51. Thathsara, A. D. S., & Sutha, J. (2019). Investigating the Influence of E-HRM Practices on Organizational Performance: The Mediating Role of Organizational Agility (With Special Reference to Financial Institutions in Sri Lanka).
52. Tomislav, H., Bach, M. P., & Vukšić, V. B. (2012). Influence of strategic approach to BPM on financial and non-financial performance. *Baltic Journal of Management*, 7(4), 376-396.
53. Ul-Hameed, W., Shabbir, M., Imran, M., Raza, A., & Salman, R. (2019). Remedies of low performance among Pakistani e-logistic companies: The role of firm's IT capability and information communication technology (ICT). *Uncertain Supply Chain Management*, 7(2), 369-380.
54. Wall, T. D., Michie, J., Patterson, M., Wood, S. J., Sheehan, M., Clegg, C. W., & West, M. (2004). On the validity of subjective measures of company performance. *Personnel psychology*, 57(1), 95-118.
55. Wege, L. G., Ngige, C. D., & Dieli, O. J. (2019). Electronic Human Resource Management (E-Hrm) and Organizational Performance In Nigeria. *International Journal of Management and Entrepreneurship*, 1(1), 53-69.
56. Winarto, W. (2018). Electronic Human Resources Management (E-HRM) adoption studies: past and future research. *DeReMa (Development Research of Management): Jurnal Manajemen*, 13(1), 100-120.
57. Yao, L., Sutton, S. and Chan, S. (2009). Wealth creation from information technology investment using the EVA. *The Journal of Computer Information Systems*, 50(2), 42-48.