Impact of Electronic Human Resource Management Practices on Employees' Job Satisfaction in the Banking Sector

Shankar Kumar Rawat[1], Sudarshan K. C.[2]

Abstract

Purpose - The study aims to examine the impact of electronic human resources management (e-HRM) practices focusing e-recruitment, e-selection, e-compensation, e-learning and Training, e-performance appraisal, and e-communication on employees' satisfaction in Kathmandu based commercial banks.

Design/methodology/approach - Structure questionnaires were used to collect data from 401 respondents who were working in the commercial banks in Kathmandu district. Data were analyzed using SPSS version 25. A multiple regression analysis was conducted to predict the employees' satisfaction from all six independent variables i.e., e-recruitment, e-selection, e-compensation, e-learning and Training, e-performance appraisal, and e-communication.

Findings and Conclusion - The findings indicate that employee satisfaction and e-HRM practices are positively correlated. The banking industry can benefit from the implementation of e-HRM systems by encouraging employee achievement, which in turn leads to increased job satisfaction. E-HRM facilitates to achieve strategic corporate goals by satisfying employees.

Implications - E-HRM practices create conducive work environment where employees develop positive attitude towards the organization. High job satisfaction among bank employees enhances their productivity, organizational citizenship behavior and organizational commitment. It also decreases absenteeism, employee turnover and job related stress level. Hence, a high-performing e-HRM system may be useful for commercial banks to maintain harmony between employees' personal goals and organizational goals.

Key words: Commercial banks, E-HRM practices, Employees' job satisfaction, Internet and productivity

[1]Lecturer at Morgan International College, Tribhuvan University, Kathmandu, Nepal

[2]Lecturer at Shahid Smarak College, Tribhuvan University, Kathmandu, Nepal
Email: kchetri.sudarshan@gmail.com

Corresponding Author:
Shankar Kumar Rawat
Lecturer - Morgan International College,
Bashundhara, Kathmandu
Email: rawatshankarkumar@gmail.com

How to cite this paper:

Rawat, S. K., & KC, S. (2024). Impact of Electronic Human Resource Management Practices on Employees' Job Satisfaction in the Banking Sector. *Journal of Emerging Management Studies, 1*(2),199-209. https://doi.org/10.3126/jems.v1i2.71528.

1. Introduction

Employees are the most valued resource of competitive advantage of organizations (Stephen et al., 2021). In order to enhance service quality and employee satisfaction, organizations are prioritizing competitive and value-added strategies (Khan et al., 2022). Comparative success of any organization is fundamentally related to the quality of human resources. In any industry, the benefits from the use of advanced technology are directly related to how well it interacts with people and their matching abilities and attitudes (Sareen, 2012). Therefore, it is important to focus on the human resource management strategies that best utilize these resources (Nyathi & Kekwaletswe, 2022). However, during much of the 20th century, human resource management relied heavily on manual systems (Stone & Dulebohn, 2013). But today the use of internet, intranet and diverse computer applications have revolutionized the human resource management in all sectors (Stephen et al., 2021; Sethuraman et al., 2023).

Online practices have facilitated HR functions such as applicant tracking, performance appraisal, and training and development (Stone & Dulebohn, 2013). It has modified HR processes including human resource planning, recruitment, selection, performance management, work flow, and compensation (Stone & Dulebohn, 2013). E-HRM is an alternative to conventional methods of recruiting new employees (Rehman & Ali, 2022). E-HRM impact on employee satisfaction, technical skill improvement, performance enhancement, competence improvement, and overall employee development (Rathee & Renu, 2021).

These e-HRM activities are not only beneficial to the organization as well as the employees' performance, but also has a strong connection with organizational sustainability including green recruitment and selection, training and development, performance evaluation, compensation and reward, and green culture (Chaudhary & Chaudhary, 2023). E-HRM practices are frequently used to increase employee growth and productivity within organizations. E-HRM is a crucial milestone towards digital employee engagement (Imran et al., 2021). With technological innovation, HRM assists employees to achieve greater performance. (Al-Lawama et al., 2023). Thus, by implementing IT, many businesses are attempting to digitize and automate their HR procedures, including hiring, learning and development, performance management, remuneration, reward, and recognition worldwide (Stephen et al., 2021).

Organizations that successfully combine excellent HRM practices and effective e-HRM implementation are likely to be more effective and successful than those that do not (Johnson & Gueutal, 2011). E-HRM function has a significant and positive effect on the bank's performance (Khan et al., 2022; Rehman & Ali, 2022) and IT sector (Stephen et al., 2021). Oyoru (2023) observed a significant relationship between e-recruitment and employee performance in some selected banks in Nigeria. However, such expected performance cannot be achieved without employees' satisfaction. Employee satisfaction is defined as a positive mental state brought on by the evaluation of a person's job, as well as an effective response to and attitude toward a person's job (Jan et al., 2016). It is a reflection of good treatment from organization (Ismail et al., 2021). E-HRM has been a critical determinant of employee satisfaction across many organizations, e.g. pharma industry (Tyagi, 2013), IT sector (Dhanabakyam & Shreejaa, 2018), and hospitals (Aityassine et al., 2022).

Murat et al. (2014) discovered a positive correlation between job satisfaction and HRM functions such as recruitment and selection, training and development, salary and benefits, and performance appraisals. Haziazi (2020) also discovered a strong correlation between the effectiveness of e-HRM practices and employee job satisfaction. Ismail et al. (2021) also found positive association between e-HRM and employee satisfaction among bank staff of Malaysia. Each employ expects favorable human resource practices in his/her organization in return of his/

her contribution to it. This study applied Social Exchange Theory (SET) to identify the impact of e-HRM practices (e-recruitment, e-selection, e-compensation, e-learning and training, e-performance appraisal, and e-communication) on employees' satisfaction. This theory is much applicable for this study as it explains why employees respond favorably to the organization when they treat favorably. This theory explains why, when employees are treated well by the organization, they respond favorably to it.

The most widely used recruitment sources are referrals or, in the case of Nepal, friends and family. Favoritism, nepotism, and the practice of "bending the rules" in order to hire the favored applicant are all very common (Adhikari & Gautam, 2011). The choice of poor recruitment sources and a lack of transparency and impartiality in the selection process have been problems for many organizations in Nepal. Several organizations still depend upon third-party job management systems. Such HR practice does not fulfill organizational as well as individual goals. Hence, e-HRM has a huge potential as an appropriate alternative strategy to the conventional HR management practices. In private corporate companies, the importance of using different management practices and e-recruitment is growing (Dhakal et al., 2023). Similarly, the banking sector has experienced a sharp increase in technological investment globally (Khan et al., 2022; KC, 2022).

E-HRM has grown tremendously and is now commonly used in various types of organizations worldwide (Lengnick-Hall & Moritz, 2003; Ruël et al., 2007). During the pandemic, most of the organizations shifted to online mode. Nowadays, e-HRM is being widely used in different organizations in Nepal. Khan et al. (2022) argue that the banking sector can increase their profitability by implementing e-HRM solutions in an efficient manner. Banks prefer to conduct their HR activities digitally as it saves their time, money and other resources (Rehman & Ali, 2022).

There are several studies that examine the employees' satisfaction in commercial banks in Nepal. However, the specific nature of the relationship between e-HRM and employees' satisfaction in banking sector in Nepal is not well explored. The researchers chose commercial banks because e-HRM is gaining popularity among commercial banks these days. So, this study aims to examine the impact of e-HRM practices (e-recruitment, e-selection, e-compensation, e-learning and training, e-performance appraisal, and e-communication) on employees' satisfaction in Kathmandu based commercial banks.

2. Literature Review and Hypothesis Development

The incorporation of computers into daily life at work and the quick development of internet technologies have an impact on HRM, which changed traditional management method into e-HRM (Findikli & Rofcanin, 2016). E-HRM refers to the management of HR using digital or electronic technologies such as computer hardware, software, and internet (Stephen et al., 2021; Khan et al., 2022). E-HRM concepts are increasingly adopted and implemented which increases the value of the HR function (Parry, 2011; Wahyudi & Park, 2014) as well as organizational creativity (Lin, 2011).

Technology has reduced the administrative burden on HR professionals and allowed them to serve all of their stakeholders (e.g., managers, employees, and candidates) more effectively (Stone et al., 2015). The accomplishment of objectives and the development of organizations cannot come at the price of employees (KC, 2023). Banks prefer to conduct their HR activities digitally as it saves their time, money and other resources (Rehman & Ali, 2022). Previous studies have revealed that e-HRM has a positive impact on employees' satisfaction (Aityassine et al., 2022; Al-Lawama et al., 2023; Nyathi & Kekwaletswe, 2023).

2.1 E-Recruitment

The term "e-recruitment" describes the process of using electronic resources to fill vacant positions inside an organization (Rehman & Ali, 2022). The concept of electronic recruitment ensures that human resource management will fairly manage its hiring processes and give all competent applicants access to apply for jobs without human interference (Alamro et al., 2018). E-recruitment as a solution that gives an applicant a platform via a web portal, websites, and other electronic means (Schalk et al., 2013). It enables organizations to develop web-based recruiting systems that could be used to find and attract applicants anywhere in the world, and allow them to apply for jobs online (Stone & Dulebohn, 2013; Rao & Alshar, 2021). Nowadays, almost all businesses use a number of websites to recruit new staff, either directly or through a third party. Applicants can save money and time by applying electronically and uploading their resume´ when applying for jobs that are posted on a number of websites (Patel & Dhal, 2017). Previous studies have revealed that e-recruitment has a significant impact on employees' satisfaction (Rao & Alshar, 2021; Rathee & Renu, 2021; Al-Lawama et al., 2023; Sethuraman et al., 2023). Therefore, this study proposes the following hypothesis:

H1: E-recruitment factor has a significant impact on employees' satisfaction in the commercial banks.

2.2 E-Selection

E-Selection makes use of modern IT tools, such as online testing, resume evaluation, and conducting interviews, to help recruiters evaluate a candidate's skill set and suitability for the position (Stone et al., 2015). Rather than favoring one candidate over another, e-selection favors one set of qualifications, skills, or talents over another, ultimately serving the interests of the organization (Dickter et al., 2017). Khan et al. (2022) have discovered that e-selection has substantial and favorable influence on banks' performance. Recent studies have revealed that e-selection has a significant impact on employees' satisfaction (Al-Lawama et al., 2023; Sethuraman et al., 2023). Based on these prepositions, the following hypothesis is proposed:

H2: E-selection factor has a significant impact on employees' satisfaction in the commercial banks.

2.3 E-Compensation

E-Compensation was created as a method to guarantee the most effective and appropriate exploitation of financial resources inside a business. Its adaptability allows for the equitable and fair distribution of compensation to employees (Thawabieh et al., 2020). According to Wege et al. (2019), an organization is more likely to raise its efficiency and expand its performance to a greater limit when it is employing its financial resources in the best way feasible. Imran et al. (2021) concluded that e-compensation has a positive and significant influence on working engagement level among banks employees in Pakistan. An empirical study by Rao and Alshar (2021) among employees of Jordanian banks discovered that there is positive association between e-compensation and employees' satisfaction.

Recent studies have revealed that e-compensation has a significant impact on employees' satisfaction (Adli et al., 2014; Rathee & Renu, 2021; Al-Lawama et al., 2023; Sethuraman et al., 2023; El-Emary et al., 2022). Therefore, this paper proposes the following hypothesis:

H3: E-compensation factor has a significant impact on employees' satisfaction in the commercial banks.

2.4 E-Learning and Training

E-HRM is a proactive tool that helps workers engage more easily inside their units, companies, and among themselves, which enhances learning, productivity, and job performance (Nyathi & Kekwaletswe, 2023). E-learning and Training supports to learn new work skill and knowledge independent of time and place. Banks are gaining a competitive edge by promoting a culture of online training. Aityannine et al. (2022) agree that in addition to increasing job performance and trainee happiness, e-learning and training help to create a more effective

workforce. An empirical study by Rehaman and Hasnain (2022) indicated that e-training had a substantial correlation with a bank's profitability. Recent studies have revealed that e-learning and training have a significant impact on employees' satisfaction (Adli et al., 2014 Rathee & Renu, 2021; Al-Lawama et al., 2023; Sethuraman et al., 2023; El-Emary et al., 2022). Based on these prepositions, the following hypothesis is proposed:

H4: E-learning and training factor has a significant impact on employees' satisfaction in the commercial banks.

2.5 E-Performance Appraisal

E-Performance appraisal aids in tracking employee performance within the company and collecting data for performance aspect measurement. Instead of keeping personnel files in offices, online performance management keeps information secure (Payne et al., 2009). Many have suggested a performance appraisal based on outcomes to improve this process' equality and fairness. The performance of the employee would be highly rated if they were effective in reaching the objectives that were already specified in the strategic plan (Thawabieh et al., 2020). E-Performance boosts an organization's ability to succeed financially by encouraging and promoting employee alignment with corporate goals through a defined methodology (Al- Raisi, et al., 2011). Imran et al. (2021) revealed that E-Performance Appraisal has a positive and significant influence on working engagement level among banks employees in Pakistan. Recent studies have revealed that E-performance appraisal has a significant impact on employees' satisfaction (Al-Lawama et al., 2023; Sethuraman et al., 2023). Therefore, this study proposes the following hypothesis:

H5: E-performance appraisal factor has a significant impact on employees' satisfaction in the commercial banks.

2.6 E-Communication

E-Communication refers to using computers and the internet to send and receive information (Leković & Berber, 2014). Organizations now communicate with each other differently because of e-communication (Rao & Alshar, 2021). It supports to share information in more convenient way. Email is regarded as the preferable method of communication that has been the predominant mode of communication. About 75% of businesses assess their use of email (Khashman & Al-Ryalat, 2015). Employees can exchange information with less effort and cost resulting productivity (Abodohoui et al., 2014; Al-Lawama et al., 2023). Khan et al. (2022) have shown that e-communication has substantial and favorable influence on banks' performance. An empirical study by Rao and Alshar (2021) found that there was positive association between e-communication and employees' satisfaction. Recent studies have revealed that e-communication has a significant impact on employees' satisfaction (Adli et al., 2014; Al-Lawama et al., 2023; Sethuraman et al., 2023; El-Emary et al., 2022). Based on these prepositions, the following hypothesis is proposed:

H6: E-communication' factor has a significant impact on employees' satisfaction in the commercial banks.

2.7 Conceptual Framework
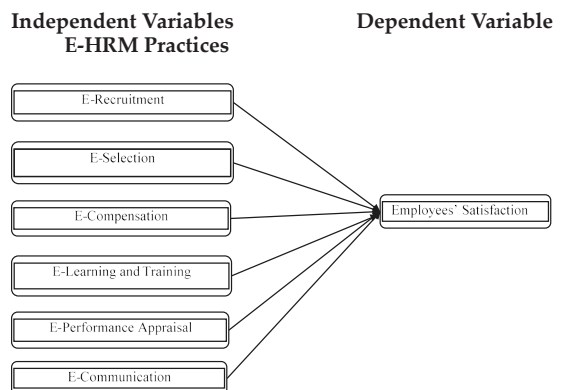
(Source: Haziazi, 2020, Thawabieh et al., 2020; Al-Lawama et al., 2023)

2.8 Model Specification

The following regression models were used in the analysis to test the study's hypotheses:

E_S=f (E-HRM) --
------------------------------- (1)

E_S is for employee satisfaction and E-HRM stands for electronic human resource management.

The models below were created by replacing out the electronic human resources main equation 1 above and by adding constant coefficients and an error term (e).

$E\_S = \beta 0 + \beta 1\ ER + \beta 2 ES + \beta 3\ ET + \beta 4\ EC + \beta 5\ EP + \beta 6 ECM + e$ ------------------- (2)

3. Methods

The paper adopted the quantitative research with cross sectional survey. The employees of private commercial banks of Kathmandu was taken as population. According to bank supervision department of Nepal Rastra Bank (NRB), there were 17,959 employees in commercial banks in Kathmandu district in mid-December, 2023. The appropriate sample size for the data analysis was 392 based on Yamane (1967). The study followed convenient sampling technique. The data were collected through structured questionnaire with five point Likert scale based on Thawabieh et al. (2020) and Haziazi (2020). Researchers distributed 470 questionnaires from which 401 questionnaires returned with the survey response rate of 85.31 percent. The collected data were analyzed using SPSS software version 25.0. It involved both descriptive and inferential analysis to illustrate the result.

4. Results and Analysis
Table 1: Demographic Variables

Variables		Frequency	Percentage
Gender	Male	202	50.4
	Female	199	49.6
Age Group	<25 years	34	8.48
	26 - 35 years	218	54.36
	36 - 55 years	140	34.91
	Above 55 years	9	2.24
Academic Qualification	+2 or Intermediate Degrees	22	5.5
	Bachelor's Degrees	111	27.7
	Master's Degrees	264	65.8
	Above the Master's Degrees	4	1.0
Current Position	Lower Level	44	11
	Middle Level	185	46.1
	Top Level	172	42.9
Total Work Experiences	1-10 years	138	34.41
	11-20 years	206	51.37
	Above 21 years	57	14.21

Table 1 displayed the demographic characteristics of the respondents. It showed that majority of the respondents were male with 202(50.4%). The largest proportion of the respondents was within the age group of 26 to 35 years (54.4%). Most of the respondents (65.8) had completed Master's degree. Only 1% had above Master's level. A large proportion (46.1%) of the respondents were working at middle level management, about 42.9% were at top level management, while only 11% belonged to the lower level management. Additionally, respondents who have 1 to 10 years of work experience were 34.41% while those who have worked between 11 to 20 years and above 21 years were 51.37% and 14.21% respectively.

Table 2: Cronbach's Alpha of Different Construct

Construct	Numbers of Items	Cronbach's Alpha
E-Recruitment	5	0.771
E-Selection	5	0.825
E-Compensation	5	0.839
E-Learning and Training	6	0.844
E-Performance Appraisal	5	0.871
E-Communication	3	0.757
Employees' Satisfaction	5	0.860

Table 2 shows the reliability of each construct. Each construct is significantly higher than the threshold value i.e. 0.70. It implies that constructs are reliable for further analysis (Peterson, 1994).

Table 3: Correlation between e-HRM system and Employees Satisfaction

	ER	ES	EC	ELT	EPA	ECM	E_S
ER	1						
ES	.608**	1					
EC	.489**	.404**	1				
ELT	.482**	.436**	.373**	1			
EPA	.418**	.492**	.324**	.571**	1		
ECM	.396**	.477**	.350**	.488**	.610**	1	
E_S	.530**	.563**	.426**	.573**	.622**	.671**	1

** Correlation is significant at the 0.01 level (2-tailed).

Pearson's correlation was used to check the correlation between the e-HRM practices (e-recruitment, e-selection, e-compensation,

e-learning and training, e-performance appraisal, and e-communication) and employees' satisfaction in Kathmandu based commercial banks. Table 3 highlighted that the correlation was significant and positive among them.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781	.61	.604	2.47861

a Predictors: (Constant), ECM, EC, ELT, ES, ER, EPA

The value of R square in the table 4 reveals that 61 % variance in employee satisfaction was explained by the e-HRM practices in Kathmandu based commercial banks.

Table 5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3774.4	6	629.067	102.395	.000
	Residual	2414.398	393	6.144		
	Total	6188.797	399			

Predictors: (Constant), ECM, EC, ELT, ES, ER, EPA

The table 5 showed that the regression model between the e-HRM and employees' satisfaction was significant. The table indicated that the model is a good fit for further analysis.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	-1.148	0.96		-1.197	0.232
	ER	0.135	0.048	0.121	2.796	0.005
	ES	0.147	0.049	0.128	2.977	0.003
	EC	0.093	0.044	0.079	2.109	0.036
	ELT	0.146	0.039	0.153	3.701	0.000
	EPA	0.164	0.04	0.183	4.129	0.000
	ECM	0.59	0.07	0.352	8.372	0.000

Dependent Variable: E_S

The table 6 showed that there was a significant and positive impact of e-HRM practices, e-recruitment (β=.135, $p<.05$), e-selection (β=.147, $p<.05$), e-compensation (β=.093, $p<.05$), e-learning and training (β=.146, $p<.001$), e-performance appraisal (β=.164, $p<.001$) and e-communication (β=.59, $p<.001$).

The impact of e-communication was the highest among all six independent variables while e-compensation had the lowest impact but still significant. Since the all impacts were significant, hence the hypothesis H1, H2, H3, H4, H5 and H6 were accepted.

The estimated SRP or Sample Regression Equation can be written as:

Employees Satisfaction = - 1.148 + 0.135ER + 0.147ES + 0.093EC + 0.146ELT + 0.164EPA + 0.59ECM

5. Discussion and Conclusion

The aim of the study was to examine the impact of e-HRM practices (e-recruitment, e-selection, e-compensation, e-learning and training, e-performance appraisal, and e-communication) on employees' satisfaction in Kathmandu based commercial banks. The findings of the study concluded that e-HRM practices have positive impact on employees' satisfaction which is consistent with the findings of Aityassine et al. (2022) and Al-Lawama et al. (2023). The use of e-HRM systems in the banking industry can impact employee performance, which in turn increases their level of satisfaction.

E-HRM could also assist the bank in cutting costs as few of them still depends upon third-party job management systems. E-HRM advances HR functions in the current technological era with fresh, innovative ideas. To raise the level of efficiency of HR activities, e-HRM activities including e-recruitment, e-selection, e-compensation, e-learning and training, e-performance appraisal, and e-communication must be implemented. Regarding these systems, it would be advisable for the commercial banks to focus on the "best" e-HRM practices for the banking sector in Nepal.

E-HRM enables banks to create justice and impartiality in recruitment and selection process. It facilitates them to improve employees' performance and keep employees touch with the banks without physical existence. It also supports to keep employees' personal files in an electronic form. It provides

better and publicly accessible information through website and internet. Improvement of these HRM practices may be more cost effective than traditional manual HR system. Hence, Electronic Human Resource Management (E-HRM) technologies help organizations become more successful and efficient, which benefits both the firm and its employees.

6. Implications

The finding of this study has important theoretical implications. The study supports the hypothesis that e-HRM positively influence on employee satisfaction (Nyathi & Kekwaletswe, 2023; Sethuraman et al., 2023; Al-Lawama et al., 2023). This study enriches the existing literature on HRM, in particular to Nepali context. This research contributes to the Social Exchange Theory (SET) to identify the impact of e-HRM practices (e-recruitment, e-selection, e-compensation, e-learning and training, e-performance appraisal, and e-communication) on employees' satisfaction.

This research has some practical implications. E-HRM adds value to today's organization. E-HRM facilitates to achieve strategic corporate goals by satisfying employees. The outcomes of this research help to create HRM strategies based on information and technology. E-HRM practices create conducive work environment where employees develop positive attitude towards the organization. High job satisfaction among bank employees enhances their productivity, organizational citizenship behavior and organizational commitment. It also decreases absenteeism, employee turnover and stress level. Hence, a high-performing e-HRM system could be useful for commercial banks to maintain harmony between employees' personal goals and organizational goals. The findings provide empirical evidence to policymakers, bank authorities and academics in Nepal.

The finding is equally beneficial to the managers who can utilize e-resources. Banks and other business organizations can

transform their current work culture into an electronic mode in order to improve employee satisfaction and organizational performance.

7. Limitations and Direction for Future Research

The current study has few limitations though it offers a variety of insights about e-HRM in Nepalese context. This study is restricted to few commercial banks of Kathmandu. Employee perceptions of e-HRM may be influenced by organizational policies, personal factors and even their limited knowledge on e-HRM. The findings of the study may vary over time as there is regular change in behavior of people with the influence of internal and external environment. So, it limits readers in generalizing the findings in other context. Similarly, this study is based on convenient sampling technique which further limits the ability to generalize the findings. Future study can follow random sampling to generalize findings. Future studies may include nonfinancial sectors following mixed method. Success stories of e-HRM at the corporate level in Nepal can also be investigated by future researchers. Researchers can interlink e-HRM with environmental issues and climate change. It would be interesting to incorporate moderating and mediating roles in the relationship between e-HRM and employee's satisfaction.

References

Abodohoui, A., Mohiuddin, M., & Su, Z. (2014). E-Communication adoption in Benin Public Administration: Challenges and Strategies. International Journal of Business and Management, 9(1), 43. doi:10.5539/ijbm.v9n1p43

Adhikari, D.R., & Gautam, D.K., (2011). Employee's commitment and organizational performance in Nepal: A typological framework. SEBON Journal, 5, 1-17.

Adli, M., Gharib, M. H., & Pourmahdi, K. (2014). A Survey on electronic human resource

management consequences, its outcomes and performances. Journal of Basic and Applied Scientific Research, 4(10), 71-82.

Aityassine, F. L. Y., Alsayaha, A. M. Y., & Al-Ajlouni, A. M. (2022). The effect of electronic human resources practices on employee satisfaction in private hospitals. International Journal of Data and Network Science, 6(3), 753–760. https://doi.org/10.5267/j.ijdns.2022.3.006

Aityassine, F. L. Y., Alsayaha, A. M. Y., & Al-Ajlouni, A. M. (2022). The effect of electronic human resources practices on employee satisfaction in private hospitals. International Journal of Data and Network Science, 6(3), 753–760. https://doi.org/10.5267/j.ijdns.2022.3.006

Alamro, S., Dogan, H., Cetinkaya, D., Jiang, N., & Phalp, K. (2018). Conceptualising and modelling E-Recruitment process for enterprises through a problem oriented approach. Information, 9(11), 269. doi: 10.3390/info9110269

Al-Lawama, H. S., Almahairah, M. S. Z., Abdalla, H. O., Shajrawi, A. A. I., Alneimat, S. Z., Eldabet, M. M., Darwsheh, S. R., & Al Shaar, A. S. M. (2023). The effect of electronic human resources management on employee satisfaction of telecommunications companies in Jordan. International Journal of Membrane Science and Technology, 10(3), 918-926.

Chaudhary, M. K., & Chaudhary, R. K. (2023). Green human resource management for organizational sustainability: lessons from insurance companies in emerging market. Journal of Emerging Management Studies, 1(1), 1–19. https://doi.org/10.3126/jems.v1i1.60159

Dhakal, K., Baczar, P., Devkota, N., Paudel, U. R., & Szabó, S. (2023). Institutional perception of e-recruitment adoption in Nepal: Evidence from structural equation modeling. Economics & Sociology (Ternopil), 16(3), 227–248. https://doi.org/10.14254/2071-789x.2023/16-3/12

Dhanabakyam, M, & Shreejaa, N. (2018). Impact of e-human resources practices on job

satisfaction in IT sectors with special reference to Coimbatore. International Journal of Creative Research Thoughts,6(1), 2430-2437.

El-Emary, G. N. H. A., Hafez, E., & Roland, D. (2022). The impact of Electronic Human Resource Management (E-HRM) practices on Human Resource Management Service Quality (HRMSQ): An Applied Study on the Fast-Moving Consumer Goods Sector (FMCG) in Multinational Companies in Egypt. Journal of Management and Strategy, 13(2), 25. https://doi.org/10.5430/jms.v13n2p25

Findikli, M. A., & Rofcanin, Y. (2016). The concept of e-HRM, its evolution and effects on organizational outcomes. Technological challenges and management: matching human and business needs (1st edition), CRC Press, Boca Raton, 35-51.

Haziazi, M. A. (2020). Impact of E-HRM system on organizational performance in the Sultanate of Oman. International Journal of Management, 11(8), 446-458. DOI: 10.34218/IJM.11.8.2020.043

Imran, M., Memon, A. W., Talreja, K., & Bhutto, S. A. (2021). Does E-HRM advance employee engagement? A study of commercial bank operating in Sukkur and Khairpur district. Indian Journal of Economics and Business, 20(4), 889-903.

Ismail, F. B., Ling, L. S., Kadir, A. A., & Hosaini, A. A. H. (2021). Employee satisfaction and performance of E-HRM system in Malaysia banking sector. Annals of S. S. C. B., 25(3), 6721-6729.

Jan, N. A., Raj, A. N., & Subramani, A. K. (2016). Employees' Job Satisfaction in Information Technology Organizations in Chennai City-An Empirical Study. Asian Journal of Research in Social Sciences and Humanities, 6(4), 602-614.

Johnson, R.D., & Gueutal, H.G. (2011). Transforming HR in organizations through technology. Society, 8(2), 1-29.

KC, S. (2022). Influence of corporate social responsibility on brand image of commercial banks. Mangal Research

Journal, 83–92. https://doi.org/10.3126/mrj.v3i1.51660

K.C., S. (2023). Emotional Intelligence and Work-Life Balance of Female Staff in Commercial Banks in Kathmandu District. Quest Journal of Management and Social Sciences, 5(2), 206–218. https://doi.org/10.3126/qjmss.v5i2.60830

Khan, S. k., Sohail, A., & Ali, R. (2022). Analysing commercial banks performance through E-HRM functions: Evidence from Pakistan. Academic Journal of Social Sciences, 6(4), 1-14. https://doi.org/10.54692/ajss.2022.06041842

Khashman, A. M. & Al-Ryalat, H. A. (2015). The impact of electronic human resource management (E-HRM) practices on business performance in Jordanian Telecommunications Sector: The employee's perspective. Journal of Management Research, 7(3), 115-129.

Leković, B., & Berber, N. (2014). The relationship between communication practice and organizational performances in organizations from Europe. Industrija, 42(3), 101-114.

Lin, L. H. (2011). Electronic human resource management and organizational innovation: the roles of information technology and virtual organizational structure. The International Journal of Human Resources Management, 22(2), 235-257.

doi: 10.1080/09585192.2011.540149

Murat, K., Mustafa, F., & Turgay, S. (2014). Human resource management practices, job satisfaction and organizational commitment. International Journal of Academic Research in Business and Social Sciences, 4(9),178-190.

Nyathi, M. & Kekwaletswe, R. (2022). Realizing employee and organizational performance gains through electronic human resource management use in developing countries. African Journal of Economic and Management Studies, 14(1), 121-134. doi: 10.1108/AJEMS-11-2021-0489

Nyathi, M., & Kekwaletswe, R. (2023). Electronic human resource management (e-HRM) configuration for organizational success: inclusion of employee outcomes as contextual variables. Journal of Organizational Effectiveness: People and Performance, 11(1), 196-212. https://doi.org/10.1108/joepp-08-2022-0237

Oyoru, R. A. (2023). Effect of E-HRM practices on organizational performance-A study of the banking industry in Nigeria. Journal of Public Administration, Policy and Governance Research, 1(1), 84-97.

Parry, E. (2011). An examination of E-HRM as a means to increase the value of the HR function. The International Journal of Human Resource Management, 22(5), 1146–1162. https://doi.org/10.1080/09585192.2011.556791

Patel, M., & Dhal, S. K. (2017). A study on E-HRM practices in different public and private sector industries. Communications on Applied Electronics, 7(2), 28-34. doi: 10.5120/cae2017652726

Payne, S. C., Horner, M. T., Boswell, W. R., Schroeder, A. N., & Stine-Cheyne, K. J. (2009). Comparison of online and traditional performance appraisal systems. Journal of Managerial Psychology, 24(6), 526-544. doi: 10.1108/02683940910974116

Peterson, R. A. (1994). A Meta-Analysis of Cronbach's coefficient Alpha. Journal of Consumer Research, 21(2), 381-391. https://doi.org/10.1086/209405

Rao, R. V., & Alshar, M. M. (2021). The impact of E-HRM practices on employees' experience and their satisfaction in Jordanian banks. International Research Journal of Modernization in Engineering Technology and Science, 3(8), 994-999. https://doi.org/10.33059/jseb.v15i2.8548

Rathee, R., & Renu, B. (2021). Influence of e-HRM Practices on Employees' Satisfaction Level. La Pensée, 51(3), 1795-1805.

Rehman, S. U., & Ali, H. M. (2022). Investigating the role of electronic human resource management practices on commercial banks performance. Contemporary issues in social sciences and management

practices, 1(1), 1-9.
https://doi.org/10.61503/cissmp.v1i1.7

Sareen, P., & Subramanian, K. V. (2012). e-HRM: A strategic review. International Journal of Human Resource Studies, 2(3), 119. Doi:10.5296/ijhrs.v2i3.2100

Schalk, R., Timmerman, V., & Van den Heuvel, S. (2013). How strategic considerations influence decision making on E-HRM applications. Human Resource Management Review, 23(1), 84-92. https://doi.org/10.1016/j.hrmr.2012.06.008

Sethuraman, D., S, B. P., Kavitha, V. O., Anuradha, S., & Modi, R. K. (2023). An empirical study of e-HRM on job satisfaction. Journal of Research Administration, 5(2), 1015-1018.

Stephen, J. M., Joseph, J. A., & Y. A. A. (2021). A Study of E-HRM Consequences, Its Outcomes and Performance of Employee in IT Sector. International Journal of Innovative Research in Technology, 8(6), 621-626.

Stone, D. L., & Dulebohn, J. H. (2013). Emerging issues in theory and research on electronic human resource management. Human Resource Management Review, 23(1), 1-5. https://doi.org/10.1016/j.hrmr.2012.06.001

Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The Influence of Technology on the Future of Human Resource Management. Human Resource Management Review, 25(2), 216-231. https://doi.org/10.1016/j.hrmr.2015.01.002

Thawabieh, F.A., Almaani, A.I., &Alrabadi, T.D. (2020). The role of E-HRM practices in increasing ethical conduct among HR practitioners within food manufacturing sector in Jordan. European Journal of Molecular & Clinical Medicine, 7(10), 2515-8260.

Tyagi, A. (2013). E-HRM practices and its impact on satisfaction of employees in pharma. International Journal of Science, Technology & Management, 2(2), 47-52.

Wahyudi, E., & Park, S. M. (2014). Unveiling the Value Creation Process of Electronic Human Resources Management: An Indonesian case. Public Personnel Management, 43(1), 83-117. doi.org/10.1177/0091026013517555

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.

Yamane, Taro. 1967. Statistics, An Introductory Analysis, 2nd Ed., New York: Harper and Row.