International Journal for Innovative Engineering and Management Research
PEER REVIEWED OPEN ACCESS INTERNATIONAL JOURNAL
www.ijiemr.org

Performance Outcomes in the e-HRM Era: Evidence from an Empirical Study

Dr. Bharathi A
Associate Professor
Department of Commerce and Management
Government First Grade College Rajajinagar
Bengaluru - 560 010

Abstract

The study investigates the consequence of e-HRM practices on employee performance, organisational performance and work engagement, with the mediation of job satisfaction and workforce agility. Data were collected from 389 employees across organisations with active e-HRM systems and PLS-SEM techniques were used to calculate the findings. The results demonstrated that e-HRM practices significantly improve organisational performance, work engagement and employee performance. Meanwhile, study results showed that job satisfaction mediates the connection between e-HRM and both employee and organisational performance, while workforce agility mediates the association between e-HRM and work engagement. This study contributes to e-HRM's direct impact on performance outcomes.

Keywords: *e-HRM, performance, employee, organisation, job satisfaction, work engagement, workforce agility*

1. Introduction

Human resource management (HRM) digital transformation has become a major force behind increasing organisational efficiency and efficiency (Eprianto et al., 2025). Due to the accelerating technological change, organisations increasingly use digital technologies, including artificial intelligence (AI), cloud-based systems and big data to manage HR functions, such as recruitment, performance management, training programme, payroll and career development (El Garem, 2026; Eprianto et al., 2025). Therefore, HR transformation is a progression of integrating technologies such as HR information systems, automation and data analytics, which facilitate the optimisation of HR operations and improve employee experience. With this change, HR is increasingly transforming from routine administrative tasks to a strategic role that supports data-driven decision making and enhances organisational agility (Bresciani et al., 2021; El Garem, 2026; Kane et al., 2019). Consequently, the acceptance of electronic-human resource management (e-HRM) has become the core of operationalising digital technologies within HR practices (Asamoah-Appiah et al., 2024; Ceric & Parton, 2024). e-HRM can be refers as the implementation and administration of HR, which functionally facilitated by an HR Information System that connects employees, managers, applicants and the choices they make (Nyathi, 2022). The outline of e-HRM in organisations is introduced on the accomplishment of projected organisational outcomes, which are known as eHRM macro-level values. Accordingly, the integration of e-HRM systems in organisations has been measured as a detailed strategy to develop their flexibility and administrative efficacy in the quick transformation of digital landscapes (Asamoah-Appiah et al., 2024; Thite, 2022). The digitalisation of HR systems enhances effectiveness and efficiency by developing quality of service, enabling faster service delivery, facilitating communication and enhancing overall productivity (Asamoah-Appiah et al., 2024; Matarazzo et al., 2021). The contemporary HR professionals are expected to be more adaptable, strategic, focused and economically oriented (De Alwis et al., 2022). While the e-HRM initially emphasised compensation, selection, recruitment and evaluation, it also supports broader activities of HR. Despite its digital nature, e-HRM still reflects traditional HR responsibilities such as acquiring talent, organising work, maintaining the workforce and motivating employees. However, e-HRM tools support several HR activities through digital technologies, communication, improving efficiency and data-driven decision-making in organisations (Asamoah-Appiah et al., 2024; Kroon & Paauwe, 2022; Matarazzo et al., 2021). Further, e-HRM practices integrate digital technologies into HR functions, including selection, recruitment, learning, training, performance appraisal and compensation management (Asamoah-Appiah et al., 2024; El Saeed

et al., 2025; Nasar & Ray, 2023; Opadeyi et al., 2025). These tools reduced administrative workload, automate HR processes and enhance communication, analytical and decision-making. By enabling efficient workforce management and real-time data tracking, the e-HRM system improves organisational efficiency and employee management. Erecruitment uses online platforms and applicant tracking systems to manage and attract job applicants efficiently (Asamoah-Appiah et al., 2024; El Saeed et al., 2025; Epebinu et al., 2022). E-selection employees selection engages digital assessments, online screening and video interview tools to recognise the most suitable candidates. (Asamoah-Appiah et al., 2024; Al-Harazneh & Sila, 2021). Similarly, e-training delivers learning and development programs through digital platforms, enabling accessible and flexible employee skill development (Farouk, 2022; Asamoah-Appiah et al., 2024; El Saeed et al., 2025). However, e-learning raises the concern of training and educational significance through digital platforms that allow employees to access learning material anytime and support skill development of employees in a continuous manner (Cofini et al., 2022; Asamoah-Appiah et al., 2024; El Saeed et al., 2025; Opadeyi et al., 2025). Adding to this, e-performance management uses web-based systems to monitor, validate and delivered feedback on the performance of employees, developing transparency and outcomes of organisational performance (El Saeed et al., 2025). Additionally, e-compensation manages benefits, payroll and shared rewards electronically with employees, ensuring efficiency and transparency (Asamoah-Appiah et al., 2024; El Saeed et al., 2025; Umar et al., 2020). Studies show that these e-HRM practices significantly enhance flexibility, strategic performance, service quality and reduce cost and also increase operational and organisational performance (Al-Harazneh & Sila, 2021; Epebinu et al., 2022; Almaaitah et al., 2024).

Given the growing implementation of e-HRM in organisations, attention has shifted toward understanding how these digital HR functions influence the employees' performances and organisational performance. The recent studies showed the impact of e-HRM on both organisational performance (El Saeed et al., 2025; Alrifae et al., 2026; Dawo & Murthy, 2025; Shamaileh et al., 2022) and employee performance (Almaaitah et al., 2024; Nurlina et al., 2020). Consequently, e-HRM is considered a valid strategy for companies to improve organisational performance (Caroline & Tjahyanti, 2026). According to Imran (2015), organisational performance was defined as the quality of work, effective decision-making of employees, process development and improvement, diversity of services and products, relationship among employees and leaders, share of market, modernisations, staffproblem-solving skills and experiences and contemporary techniques (El Saeed et al., 2025). However, HRM is measured as a key success factor of organisational success (Shamaileh et al., 2022). By leveraging e-HRM practices, companies can expand their candidate pool and develop their recruitment process, resulting in reduced time and cost (Dawo & Murthy, 2025). Further, the implementation of e-learning and e-training and HR systems highlights an important role in employee development and training, which offers independent and flexible learning opportunities in increased efficiency (Dawo & Murthy, 2025; Zhou et al., 2022). Concisely, technology usage in performance management is intended to progress individual and organisational performance through the provision of appropriate knowledge, techniques and support systems to employees (Zhou et al., 2022). Employee performance refers to an employee's overall contribution to the organisation through the tasks and activities they perform over time (Liu et al., 2024; Almaaitah et al., 2024). Kamal et al. (2016) examined the influence of etraining on the performance of employees in Bahrain. High-quality staff performance is important to a company's successful operation and professional training is necessary to achieve this. Once again, a recent study indicates that e-HRM and performance are significantly correlated (Almaaitah et al., 2024). Moreover, Umar et al. (2020) mentioned that e-HRM develops employee performance through straightforward access to information, more active communication and easier access to information. Nurlina et al. (2020) have established that e-HRM and quality of HR services have a significant influence on developing employee performance.

In recent years, engagement at work has attracted increasing attention in organisational and HR research (John, 2023). Additionally, it was asserted that financial performance, employee outcomes and organisational successes are all predicted by employee engagement. Nonetheless, employee engagement is in decline and there is an

increasing disengagement among employees nowadays. Aggarwal & Stanley (2025) strive to generalise the association between e-HRM, workforce agility and technostress as job resources, personal resources and job demand, correspondingly, that influence work engagement in the IT business.

Coming to job satisfaction, which is one of the most commonly used variables regarding employee attitude (Cao et al., 2024). Job satisfaction is important for organisations because employees' perceptions about their jobs influence their attitudes and behaviour at work (Hendri, 2019). However, Abdeen & Khalil (2023) indicated that enhanced digital connectivity is related to higher levels of job performance and job satisfaction. On the other hand, workforce agility plays an important role in improving organisational and individual performance and positively impacts the employees in the workplace (Ghosh et al., 2021; Petermann & Zacher, 2022). In addition to that, the assumption has been made that the idea of workforce agility positively contributes to the people employed in the organisation (Petermann & Zacher, 2022). Further on this, Aggarwal & Stanley (2025) discussed the implications of assemble e-HRM effectiveness, increasing workforce agility and also dropping technostress to increase work engagement. However, research evidence indicates that the application of active eHRM systems can enhance organisational operation by developing the performance of employee and job satisfaction, which strengthens the relationship between e-HRM and performance of organisation (Caroline & Tjahyanti, 2026).

Despite the growing adoption of e-HRM, there is still an absence of empirical evidence demonstrating the connection between digital HR practices and enhanced employee and organisational performance (Almaaitah et al., 2024; Caroline & Tjahyanti, 2026). Technologies like AI, Big Data and cloud systems are transforming HRM by significantly improving recruitment, training, performance management and decision-making (AsamoahAppiah et al., 2024; El Saeed et al., 2025; Eprianto et al., 2025). However, organisations still face challenges, including resistance to change, limited digital skills, data security concerns and infrastructure costs, which can hinder the effective implementation (Eprianto et al., 2025). Accordingly, there are many organisations that struggle to realise the expected benefits from e-HRM adoption, which subsequently leads to unsuccessful implementation and limited performance outcomes (Asamoah-Appiah et al., 2024; Ceric & Parton, 2024).

Although prior studies have observed the connection between e-HRM and performance outcomes, the field lacks coherence, as most of the studies tend to examine these associations independently rather than collectively (Almaaitah et al., 2024; Caroline & Tjahyanti, 2026; Shamaileh et al., 2022). While e-HRM has been linked to organisational and employee performance, limited studies examine its simultaneous influence on organisational performance, employee performance and work engagement. Again, organisations have been interested in eHRM practices and similarly, researchers have been involved in studying previous circumstances and consequences of these practices. However, there is an absence of research on the role of e-HRM from a strategic viewpoint (Shamaileh et al., 2022). Moreover, most engagement and e-HRM practices studies focus on employee engagement (Stachová et al., 2024), whereas the association between e-HRM and work engagement remains relatively underexplored. Furthermore, very limited studies provide an integrated understanding of how job satisfaction and workforce agility contribute to strengthening these outcomes within the e-HRM context. To attend this research gap, this present study proposes the below guiding research questions:

- RQ1. Do the e-HRM practices influence employee performance, organisational performance and work engagement?
- RQ2. Does job satisfaction act as a mediator role in the connection between e-HRM practices and the performance of employees and organisations?
- RQ3. Does workforce agility act as a mediator role in the connection between e-HRM practices and work engagement?

To answer the research questions, the purpose of the article to first observe the influence of e-HRM practices on employee performance, organisational performance and work engagement. Second, analyse the mediating role of job satisfaction in connection among e-HRM and performance outcomes (employee performance and organisational performance). Third, checked the mediating role of job satisfaction in the linking between eHRM and performance outcomes.

The rest of the article is structured in the following way. The next sections deal with the development of the conceptual framework and supporting hypotheses for the study. Further, the methodology selected for the study, outlining the design of research, study population, research instrument, data analysis and ethical considerations, has been elaborated, observed by the statistically analysed empirical results of the study. Lastly, conclusions, study limitations, implications of the research and the future scope of the research have been represented.

2. Hypotheses Development and Conceptual Framework

e-HRM is characterised by various attributes, including e-learning, e-recruitment, e-selection, e-composition and e-performance management as described by (Opadeyi et al., 2025; Asamoah-Appiah et al., 2024; El Saeed et al., 2025). It has been known that e-HRM positively impacts both employee performance and organisational performance (Nyathi & Kekwaletswe, 2024; El Saeed et al., 2025). Epebinu et al. (2022) revealed that e-HRM provides a significantly positive effect on organisational performance. Similarly, another study described that eHRM influences the accomplishment of organisations' strategic ideas through its positive and significant effects on organisational performance and management of talent. Alternatively, Nurlina et al. (2020) revealed that eHRM and HR quality services highlight a positively significant effect on improving employee performance. Again, the use of an e-HRM system can improve employee performance (Almaaitah et al., 2024; Caroline & Tjahyanti, 2026). Therefore, this study developed the hypothesis according to the above discussion:

H1: e-HRM has a significant positive effect on employee performance and organisational performance.

Job satisfaction has a positive influence on the behaviour of employees, which leads to an increase in performance, commitment, engagement and loyalty; conversely, the turnover rate is also reduced (Mira et al., 2019). Once again, job satisfaction positively influences the performance of employees and HR e-system or HR practices through its role as a mediator (Mira et al., 2019; Sosiady, 2022). Further, it can be stated that employee performance is good when the perceived job satisfaction of employees increases (Novitasari & Iskandar, 2022; Sosiady, 2022). Therefore, job satisfaction in an organisation is required to boost employee performance. According to Chen et al. (2023), job satisfaction is significantly and positively impacted by both employee performance and e-HRM. Furthermore, according to Ahmadi et al. (2020), job satisfaction maybe measured as a very important aspect for each employee since it still make them feel more at ease performing their duties. In order to test that in the current situation, the second hypothesis was developed.

H2: Job satisfaction mediates the association between e-HRM and employee performance.

The e-HRM implementation has the potential to increase employee engagement and satisfaction, contributing to higher organisational performance and retention rates (Al Haziazi, 2020; Opadeyi et al., 2025). Again, job satisfaction and employee performance mediate the result of e-HRM usage on organisational performance (Nyathi & Kekwaletswe, 2024). In the same manner, organisational performance is impelled by e-HRM since its support enhances the efficiency and effectiveness of HRM, which subsequently influences the overall performance of an organisation (Masum et al., 2020; Caroline & Tjahyanti, 2026). Therefore, the next hypothesis tends to validate the mediating part of job satisfaction on organisational performance in the current setting.

H3: The relationship between e-HRM and organisational performance is mediated by job satisfaction.

International Journal for Innovative Engineering and Management Research
PEER REVIEWED OPEN ACCESS INTERNATIONAL JOURNAL
www.ijiemr.org

Work engagement has been recognised as a significant factor in the accomplishment of any organisation, which means it enhances efficiency and eventually supports in developing the outcome of an organisation (Heyns et al., 2021). Aggarwal & Stanley (2025) indicated the efficiency of e-HRM and work engagement. Thus, the hypothesis was framed to test that in the present scenario.

H4: e-HRM has a significant positive effect on work engagement.

Workforce agility was positively impacted by e-HRM, with the strongest effect of e-recruiting, but eperformance appraisal revealed the lowest effect (Al-Fugaha et al., 2023; Opadeyi et al., 2025). Further, Aggarwal & Stanley (2025) revealed that workforce agility is considered a mediator in the connection between work engagement and e-HRM practices. Consequently, the last hypothesis was formulated to test that in the present scenario.

H5: The relationship between e-HRM and work engagement is mediated by workforce agility.

Considering the hypotheses listed above, the conceptual model was developed for the study, showing the associations between study variables as presented in Figure 1. e-HRM (e-Learning, e-Recruitment, e-Selection, eCompensation, e-Performance Management) served as the independent variable, while job satisfaction and workforce agility acted as mediators, employee performance, organisational performance and work engagement are the dependent variable of the study.

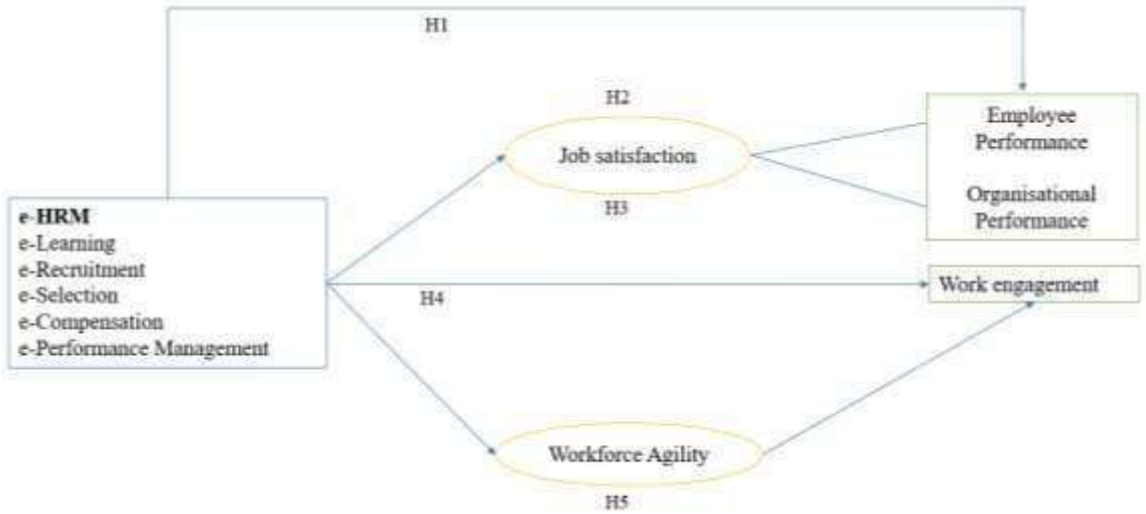


Figure 1: Conceptual Framework

3. Methodology

3.1 Research design of the study

A positivistic research philosophy with a deductive research approach along with a quantitative cross-sectional research design was adopted to observe the impacts of e-HRM practices on employee performance, organisational performance and work engagement, with the mediating functions of job satisfaction and workforce agility. In order to address the five hypotheses outlined for the study, a structured survey-based approach was used to gather standardised responses from employees across various organisations.

3.2 Study population

The study engaged on the organisations spending on e-HRM systems. A non-probability purposive sampling procedure was utilised to gather information from 389 respondents, who are full-time employees in organisations

with exposure to the e-HRM system. The participants were essential to have a direct experience with e-HRM systems and its usage in their current organisation, ensuring adequate familiarity with digital HR practices. The sampling technique was adopted to target workers who actively use e-HRM systems, incorporating e-learning, erecruitment, e-selection, e-compensation and e-performance management platforms and who were capable of evaluating the influence of these performance and engagement.

3.3 Research instrument

There was structured questionnaire was applied for data gathering, comprising six sections that incorporated various measurement scales to assess demographic characteristics and the variables of the study. The first segment gathered socio-demographic info, including gender, age, educational qualification, work experience, experience in current organisation, exposure to e-HRM systems, duration and frequency of e-HRM use, e-HRM system integration and organisational upgrade practices. The second section assessed e-HRM practices across five dimensions, such as e-learning (5 items), e-recruitment (5 items), e-selection (5 items), e-compensation (5 items) and e-performance management (5 items), which comprise a total of 25 items. Job satisfaction was measured in the third section using 7 items adapted from Jiang (2015). Workforce agility was captured in the fourth section using 7 items drawn from Petermann & Zacher (2022). Additionally, employee performance was assessed using 7 items and organisational performance through 7 items. Similarly, work engagement was measured using 7 items. A 5-point Likert scale, with 1 denoting "strongly disagree", was used to score each item across the study variables. The survey was conducted through an online data collection process and a questionnaire link was distributed through emails or messages to employees across various organisations with active e-HRM systems to collect the required responses.

3.4 Data analysis

Partial Least Squares Structural Equation Modelling (PLS-SEM) was used as the analytical tool in light of the study's goal of investigating the routes and mediation effects due to its adaptability for multifaceted and prediction-oriented research. With a focus on the construction of measurement model and structural model, the study was carried out in two stages. The analysis was shown in two stages with emphasis on measurement model and structural model development. The model of measurement was tested in terms of Composite Reliability (CR), Average Variance Extracted (AVE), Heterotrait-Monotrait (HTMT) ratio of correlations and Fornell-Larcker Criterion using Smart PLS v3.3.3. In order to investigate direct, indirect and serial mediation effects, the structural model was assessed using bootstrapping with 5,000 resamples (Hair et al., 2014). Model fit indices such as SRMR and R^2 values were examined to measure the explanatory power. Direct, indirect and mediating effects were confirmed on the basis of the significance value of coefficient paths ($p < 0.05$).

3.5 Ethical Factors

The study was led with careful adherence to ethical requirements. Participants were volunteers and informed consent was obtained earlier to data gathering. Respondents were guaranteed of secrecy and privacy, and no personal identities were recorded. The intention of the study was clarified to all participants and the accumulated data was carefully stored and apply exclusively for academic functions. The Institutional Ethical Committee accepted the study protocol in compliance with ethical research guidelines.

4. Findings of the Study

Socio-demographic descriptions of the participants

The demographic details of the 389 employees participating in the survey are presented, highlighting the distribution of respondents across gender, age, educational qualification, job level, work involvement and usage of e-HRM in the companies. The results showed that the majority of the participants were male (54.2%), while

females accounted for 45.8% of the sample (Table 1). Most of the employees were aged 21 to 30 years (34.4%), followed by 31 to 40 years (28.8%), suggesting a predominantly young workforce. Regarding education, the mainstream of participants has a bachelor's or master's degree (78.9%), indicating a well-educated workforce. Diploma or certificate holders accounted for 12.6%, while 8.5% possessed doctoral qualifications. In terms of work experience, the mainstream participants are appeared to be early-career professionals, as evidenced by the fact that 45.8% had fewer than five years of work experience and 34.4% had five to ten years. Only 12.9% had worked for 11-20 years, while 6.9% had worked for more than 20 years. Concerning experience in the current organisation, 66.1% of respondents had between less than 2 years and 2-5 years of experience, while 20.3% had 6-10 years and 13.6% had more than 10 years of experience in their current organisation. Coming to the use of eHRM systems, the majority had been using such systems for 1-3 years (44%), used them weekly (32.9%), reported partial integration across HR functions (45%) and indicated that their organisation occasionally upgraded e-HRM systems (49.4%), while 47% reported that their organisations upgraded the system on regular basis.

Table 1: The Details of Demographic

Category	Frequency (%)
Gender	
Male respondents	211 (54.2%)
Female respondents	178 (45.8%)
Age (years)	
21-30	134 (34.4%)
31-40	112 (28.8%)
41-50	87 (22.4%)
>50 years	56 (14.4%)
Highest Educational Qualification	
Diploma	49 (12.6%)
Bachelor’s	180 (46.3%)
Master’s	127 (32.6%)
Doctorate	33 (8.5%)
Total Work Experience	
< 5 years	178 (45.8%)

5-10 years	134 (34.4%)
11-20 years	50 (12.9%)
More than 20 years	27 (6.9%)
Experience in the current organisation	
< 2 years	135 (34.7%)
2-5 Years	122 (31.4%)
6-10 years	79 (20.3%)
>10 years	53 (13.6%)
Duration of using e-HRM systems	
<1 year	88 (22.6%)
1-3 years	171 (44%)
4-6 years	109 (28%)
More than 6 years	21 (5.4%)
Frequency of using e-HRM systems	
Rarely	31 (8%)
Occasionally	72 (18.5%)
Monthly	74 (19%)
Weekly	128 (32.9%)
Very Frequently	84 (21.6%)
e-HRM systems are integrated across HR functions i n the organisation	
No	71 (18.3%)
Yes	143 (36.8%)
Partially	175 (45%)
Organisation actively upgrades its e-HRM systems.	

International Journal for Innovative Engineering and Management Research
PEER REVIEWED OPEN ACCESS INTERNATIONAL JOURNAL
www.ijiemr.org

Never	14 (3.6%)
Occasionally	192 (49.4%)
Regularly	183 (47%)

Descriptive statistics

The descriptive statistics associated with functions of e-HRM, job satisfaction, workforce agility, employee performance, performance of organisations and work engagement among the respondents. In terms of elearning, the respondents generally agreed that technical backing for the e-learning system is obtainable when required (3.94±0.76) and that they dominate the essential skills to practice the e-learning system proficiently (3.92±0.86), while some respondents agreed that the e-learning system permits workers to easily access anytime and anywhere (3.80±0.81). Regarding e-recruitment, respondents agreed that the process in their company is efficient and wellrun (3.86±0.85), along with the use of an electronic system to receive and manage job applications (3.81±0.80). Concerning e-selection, respondents agreed that the system helps in selecting suitable candidates efficiently (3.99±0.77) and that online tests and assessments are used during the selection process (3.91±0.78). For ecompensation, respondents agreed that they can easily access compensation details managed through the system, which was acknowledged (3.95±0.70), alongside the accuracy of compensation information provided (3.90±0.78). Next, for e-performance management, respondents agreed that performance goals and targets are clearly communicated through the system (3.91±0.81) and employee performance is evaluated using electronic systems (3.79±0.76), while comparatively fewer respondents supported that the e-performance management system supports fair and objective evaluation (3.57±0.88). Regarding job satisfaction, respondents agreed that their mind is at ease while working (3.91±0.75), while the lowest support of employees was noted for the fairness of promotion chances (3.46±0.87). In terms of workforce agility, respondents agreed most strongly that they think about how situations could be done in a different way at work (3.86±0.73) and they are constantly expanding their skills (3.87±0.68), while a few employees were in support of seeking new potentials and tools to develop procedures and methods (3.52±1.02). Concerning the performance of employees, respondents mostly agreed that they persist in overcoming obstacles to complete a task (3.89±0.73), while a few employees supported that they can finish tasks given well on time (3.66±0.88). For organisational performance, respondents most strongly agreed that the productivity of employees in their organisation has improved (4.04±0.74), while the lowest support was for the organisation achieving its goals effectively (3.78±0.74). Finally, regarding work engagement, respondents most agreed that the opinions of employees are considered carefully in the workplace (3.99±0.77), while relatively lower support was recorded for employees realizing what is expected from them in performing their work (3.74±0.90).

Correlation analysis

The correlation analysis highlights the relationships among the functions of e-HRM, job satisfaction, workforce agility, employee performance, as well as organisational performance and work engagement. The findings displayed that all variables of the study were significantly and positively correlated at the $p < 0.01$ value, as presented in Table A1. Among the outcome variables, employee performance and organisational performance recorded the strongest correlation ($r = 0.858$), followed by organisational performance and work engagement ($r = .851$), employee performance and work engagement ($r = .824$), indicating a high degree of interrelatedness among the performance and engagement outcomes. Among the e-HRM practice dimensions, e-recruitment and e-learning exhibited the strongest association ($r = .879$), followed by e-compensation and e-performance management ($r = .852$), e-selection and e-compensation ($r = .830$). Regarding the mediating constructs, job satisfaction demonstrated its strongest correlation with employee performance ($r = .826$), while workforce agility was most strongly associated with work engagement ($r = .741$) and organisational performance ($r = .710$). Across all e-HRM

International Journal for Innovative Engineering and Management Research
PEER REVIEWED OPEN ACCESS INTERNATIONAL JOURNAL
www.ijiemr.org

dimensions, e-recruitment showed the highest association with employee performance (r = .801) and organisational performance (r = .837), while e-selection demonstrated the strongest correlation with work engagement (r = .885), suggesting that different facets of e-HRM differentially influence organisational and individual outcomes.

Hypotheses testing

The five hypotheses formulated for the study were validated using PLS-SEM. The measuring model (Figure 2) was measured for the examined constructs' discriminant validity, convergent validity (CV) and composite reliability (Table A2). Each construct's internal consistency was evaluated using composite reliability (CR). All constructs above the suggested criterion of 0.70, showing excellent reliability across all measures. The values of composite reliability varied from 0.864 (workforce agility) to 0.935 (employee performance).

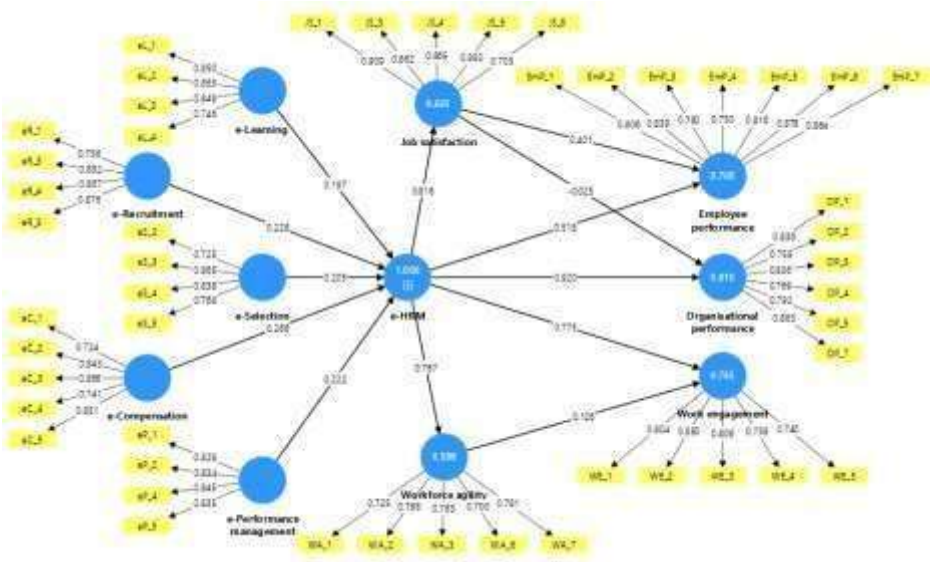


Figure 2 Measurement Model

Construct validity was assessed through convergent and DV to determine the scale to which the constructs accurately represented the underlying phenomena. In this research, every item showed outer loading greater than 0.70, satisfying the criterion for indicator reliability (IR). CV was also measured using the average variance extracted (AVE) values, with a recommended threshold of 0.5 or higher. All constructions' AVE values exceeded 0.5, oscillating from 0.560 (workforce agility) to 0.721 (job satisfaction), thus confirming strong CV.

To check for multicollinearity among the constructs, the variance inflation factor (VIF) values were examined. Since all values were less than 5, no significant collinearity issues were detected among variables.

Discriminant validity was evaluated in two ways. All construct pairs' HTMT (Heterotrait-Monotrait) ratio values were determined to be at the suggested threshold of 0.850 (Table A3), indicating sufficient discriminant validity. The Fornell-Larker criterion was also used (Table A4), whereby the diagonal AVE square root values were superior than the correlations with each other constructs, further establishing that all construct was sufficiently distinct from the others.

The coefficient of determination (R^2) for job satisfaction was found to be 0.665 (Adj. $R^2 = 0.662$), indicating that e-HRM practices account for 66.5% of the variance in job satisfaction. Likewise, the R^2 value for workforce agility was 0.588 (Adj. $R^2 = 0.584$), suggesting that 58.8% of the variance in workforce agility is clarified by eHRM practices. For the outcome variables, the model explained 76.8% of the variance in employee performance

International Journal for Innovative Engineering and Management Research
PEER REVIEWED OPEN ACCESS INTERNATIONAL JOURNAL
www.ijiemr.org

(Adj. R^2 = 0.763), 81.0% in organisational performance (Adj. R^2 =0.806) and 76.5% in work engagement (Adj. R^2 = 0.760), reflecting strong explanatory power across all dependent constructs (Table A5). The model fit was assessed using the standardised root mean square residual (SRMR), NFI and Q^2 values. The NFI values of 0.912 and 0.932 exceeded the 0.90 threshold and the Q^2 values of 0.231 and 0.451 indicated satisfactory predictive relevance, conforming to an adequate overall model fit.

The structured model was tested to evaluate the direct and mediation effects among e-HRM practices, job satisfaction, workforce agility, employee performance, performance of organisations and work engagement as presented in Table 2. Path coefficients were considered significant when the t-value exceeded the threshold of 1.96 for two-tailed tests ($p < 0.05$). Based on the results, all five hypotheses formulated for the study were supported. e-HRM practices were establish to have a statistically significant and directly positively influence the employee performance (t =16.795, p = 0.000) and organisational performance (t = 17.018, p = 0.000), supporting H1. e-HRM practices also positively and significantly influenced job satisfaction (t = 45.384, p = 0.000), while job satisfaction significantly impacted employee performance (t = 2.374, p = 0.009) and organisational performance (t = 4.039, p = 0.000). The association between e-HRM and employee performance was shown to be mediated by job satisfaction (t = 2.359, p = 0.009), supporting H2. Similarly, the mediation result of job satisfaction in the connection between e-HRM and organisational performance was validated (t = 4.066, p = 0.000), supporting H3. Again, e-HRM practices were further establish to have a positive and statistically significant direct impact on work engagement (t = 14.367, p = 0.000), supporting H4. e-HRM also significantly influenced workforce agility (t = 27.725, p = 0.000) and workforce agility significantly impacted work engagement (t = 1.727, p = 0.042). Conversely, the mediation effect of workforce agility in the connection between e-HRM and work engagement was confirmed (t = 1.693, p =0.045), supporting H5, indicating that workforce agility strengthens the influence of e-HRM practices on employee work engagement.

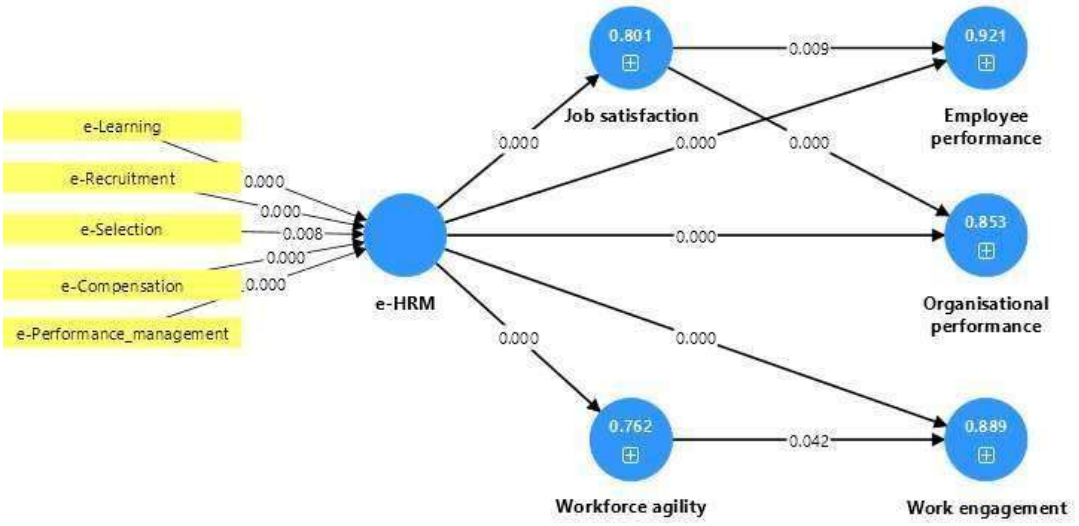


Figure 3: Structural Model

Table 2: Path coefficients for the direct, indirect, total and mediating effects and hypothesis testing

Constructs	t value	p value
Direct effects		
e-HRM -> Employee performance	16.795	0.000

International Journal for Innovative Engineering and Management Research
PEER REVIEWED OPEN ACCESS INTERNATIONAL JOURNAL
www.ijiemr.org

e-HRM -> Organisational performance	17.018	0.000
e-HRM -> Job satisfaction	45.384	0.000
Job satisfaction -> Employee performance	2.374	0.009
Job satisfaction -> Organisational performance	4.039	0.000
e-HRM -> Work engagement	14.367	0.000
e-HRM -> Workforce agility	27.725	0.000
Workforce agility -> Work engagement	1.727	0.042
Mediation effects		
e-HRM -> Job satisfaction -> Employee performance	2.359	0.009
e-HRM -> Job satisfaction -> Organisational performance	4.066	0.000
e-HRM -> Workforce agility -> Work engagement	1.693	0.045

5. Discussion

This article efforts to recognise the function of e-HRM practices as a main variable along with three dependent variables, employee performance, organisational performance and work engagement, with the mediating outcome of job satisfaction and workforce agility. All the hypotheses' results were verified. Prior studies revealed that the direct impact of e-HRM on organisational performance and employee performance is statistically positively significant (Epebinu et al., 2022; Nyathi & Kekwaletswe, 2024; El Saeed et al., 2025). Again, Umar et al. (2020) stated that e-HRM develops employee performance through easier approach to information, skill growth and active communication. The present study findings showed that the influence of eHRM has a positive and statistically significant validity on employee and organisational performance. Masum et al. (2020) and Al Haziazi (2020) argued that e-HRM enhances organisational performance by increasing HRM effectiveness and efficiency, enabling HR to contribute more strategically to the organisation. Further, this study's findings demonstrated that job satisfaction is represented as a mediator and has a significant positive validity on employee performance and organisational performance. The results align with Caroline & Tjahyanti (2026), who revealed that job satisfaction turns as a mediator that supports the association between e-HRM and organisational performance. Again, Chen et al. (2023) discussed the mediation role of job satisfaction on the association between employee performance, eHRM use and organisational commitment. Nonetheless, Mira et al. (2019) argue that in terms of the mediating function of job satisfaction, there is no significance between HRM practices and employee performance. Moreover, the present study findings showed that e-HRM has a highly significant effect on work engagement, which is coherent with Heyns et al. (2021), who identified work engagement as a significant factor in organisational success and Aggarwal & Stanley (2025) showed the significant effectiveness of e-HRM and work engagement. Alternatively, this current study's findings demonstrated that workforce agility represented as a mediator between e-HRM and work engagement, which has a constructive and statistically significant impact on work engagement. Al-Fugaha et al. (2023) and Opadeyi et al. (2025) revealed that e-HRM positively impacts workforce agility, while Aggarwal & Stanley (2025) confirmed its mediating role among e-HRM and work engagement. According to Al-Fugaha et al. (2023), eHRM significantly improved workforce agility, with eperformance having the least impact and e-recruitment having the greatest impact.

6. Conclusion, Recommendations, Limitations of the study, and Future Direction

This study concludes that through the job satisfaction and workforce agility, this study demonstrated the important impact that e-HRM practices play in enlightening employee performance, organisational performance and work engagement. The study outcomes confirm that e-HRM absolutely influences employee performance, organisational performance and work engagement directly, with job satisfaction and workforce agility serving as significant mediators in these relationships. The study results indicated that organisations should prioritise the acceptance and active incorporation of e-HRM systems as a deliberate tool to progress employee outcomes and overall organisational effectiveness.

Based on these study findings, many suggestions can be constructed for organisations and policymakers, including the full integration of e-HRM systems across all HR functions, investment in digital infrastructure and employee training, enhancement of e-learning and e-performance management platforms and alignment of eHRM strategies with wider organisational performance objectives.

The cross-sectional research methodology, dependence on self-reported measurements and concentration on a single region context are some of the limitations of this study that must be noted despite its contribution. To further evaluate and expand these findings across organisational contexts, future research should take into account longitudinal designs, qualitative methods and more extensive industry and across-cultural comparisons. Furthermore, direction of future research could discover the functions of developing technologies, including AI and Big Data analytics within e-HRM systems and their impact on employee and organisational outcomes.

References

Abdeen, T. H. I., & Khalil, M. R. M. (2023). The Mediating Effect of Job Satisfaction on the Relationship between Digital Connectivity and Job Performance. *Open Journal of Business and Management*, *11*(06), 3539–3574. https://doi.org/10.4236/ojbm.2023.116193

Aggarwal, V., & Stanley, D. S. (2025). Relationship Among e-HRM, Workforce Agility, Technostress and Work Engagement: Techno HRM Engagement Model (THEM). *Psychological Studies*, *70*(1), 122– 135. https://doi.org/10.1007/s12646-024-00811-4

Ahmadi, E. A., Herwidyaningtyas, F. B., & Fatimah, S. (2020). The Influence of Organizational Culture, Work Motivation, and Job Satisfaction on Management Lecturer Performance (Empirical Study at Higher Education in the Residency of Bojonegoro). *Journal of Industrial Engineering & Management Research*, *1*(3), 76–83. https://www.jiemar.org/index.php/jiemar/article/view/68

Al-Fugaha, Z. N. A., Al-Husban, N. N., Alhawary, S., & Abhuaisheh, S. F. (2023). Does Electronic Human Resource Management Matter for Workforce Agility? An Empirical Study of the Jordanian Banking Sector. In *Emerging Trends and Innovation in Business and Finance* (Vol. 4, Issue 1). https://doi.org/10.1007/978-981-99-6101-6

Al-Harazneh, Y. M., & Sila, I. (2021). The impact of E-HRM usage on HRM effectiveness: Highlighting the roles of top management support, HR professionals, and line managers. *Journal of Global Information Management*, *29*(2), 148–165. https://doi.org/10.4018/JGIM.2021030107

Almaaitah, M. F., Al-Rwaidan, R. M., Al-Adamat, A. M., Enaizan, O., & Alserhan, A. F. (2024). The impact of ehuman resource management on employee performance: The mediating role of employee engagement in
Jordanian service and public administration commission. *Journal of Infrastructure, Policy and Development*, *8*(9), 1–18. https://doi.org/10.24294/jipd.v8i9.6763

Alrifae, A. A. M., Mahmoud, M. H., Al Zumot, R., Ali, A., & AlZubi, M. M. (2026). The impact of electronic human resource management on organizational performance in the Jordanian telecommunications sector

with employee engagement as a mediating variable. *Discover Sustainability*, *7*(1). https://doi.org/10.1007/s43621-026-02644-9

Asamoah-Appiah, W., Kesari, S., & Bartrop-Sackey, M. (2024). The Impact of Electronic Human Resource Management (e-HRM) on Non-Financial Organisational Performance: Perspective of Multinational Companies in Ghana. *Global Journal of Human Resource Management*, *12*(7), 67–99. https://doi.org/10.37745/gjhrm.2013/vol12n76799

Bresciani, S., Huarng, K. H., Malhotra, A., & Ferraris, A. (2021). Digital transformation as a springboard for product, process and business model innovation. *Journal of Business Research*, *128*(May), 204–210. https://doi.org/10.1016/j.jbusres.2021.02.003

Cao, T. H. V., Chai, D. S., Nguyen, L. P., Nguyen, H. T. H., Han, C. S. hyun, & Park, S. (2024). Learning organization and employee performance: the mediating role of job satisfaction in the Vietnamese context. *Learning Organization*, *32*(7), 53–73. https://doi.org/10.1108/TLO-09-2023-0177

Caroline, H., & Tjahyanti, S. (2026). THE INFLUENCE OF E-HRM ON ORGANIZATIONAL PERFORMANCE WITH MEDIATION OF EMPLOYEE PERFORMANCE AND JOB SATISFACTION INDONESIA MULTIPLE COMPANIES HELEN. *MEDIA BISNIS*, *17*(2), 231–250. https://doi.org/10.22515/jmif.v3i2.7764

Ceric, A., & Parton, K. (2024). What prevents organisations from achieving e-HRM potential? *Australasian Journal of Information Systems*, *28*(2010), 1–25. https://doi.org/10.3127/ajis.v28.3877

Chen, Y. S., Liu, C., & Song, L. (2023). The Mediator Role of Job Satisfaction (JS) Among the Relationship Between Electronic Human Resource Management (E - HRM), Employee Performance (EP), and Organizational Commitment (OC)in Family-Owned Small Middle Enterprises (SMEs)in China. *Frontiers in Business, Economics and Management*, *9*(1), 229–237. https://doi.org/10.54097/fbem.v9i1.8627

Dawo, W., & Murthy, P. G. K. (2025). The Effect Of E-Human Resources Management On Organizational Performance From Public Sectors ' Perspectives. *European Economic Letters*, *15*(3), 3502–3529. https://www.eelet.org.uk/index.php/journal/article/view/3805

De Alwis, A. C., Andrlić, B., & Šostar, M. (2022). The Influence of E-HRM on Modernizing the Role of HRM Context. *Economies*, *10*(8), 1–13. https://doi.org/10.3390/economies10080181

Dr. Mohammed Al Haziazi. (2020). Impact of E-Hrm System on Organizational Performance in the Sultanate of Oman. *International Journal of Management (IJM)*, *11*(8), 446–458. file:///C:/Users/ASUS/Downloads/2020 jurnal3.pdf

El Garem, R. A. (2026). HR digital transformation: enhancing human resource management through technology. *Future Business Journal*, *12*(5), 1–26. https://doi.org/10.1186/s43093-025-00703-7

El Saeed, M., Maarouf, H. M., & Younis, R. A. A. (2025). The role of HRM-service quality in the relationship between electronic human resource management and perceived performance. *Future Business Journal*, *11*(1), 1–13. https://doi.org/10.1186/s43093-024-00415-4

Epebinu, O. B., Adepoju, A., & Ajayi, M. (2022). Electronic Human Resource Management (e-HRM) and Organisational Performance. *International Journal of Management, Accounting and Economics*, *11*(11), 1554–1573. http://futaspace.futa.edu.ng:8080/xmlui/handle/123456789/5678

Eprianto, I., Djunaedi, Mulyanto, T., & Sumarno. (2025). Digital Transformation in Human Resource Management: Challenges and Opportunities for Modern Organizations. *Maneggio*, *2*(1), 27–39. https://doi.org/10.64127/rnimj.2025v1i2004

Ghosh, S., Muduli, A., & Pingle, S. (2021). Role of e-learning technology and culture on learning agility: An empirical evidence. *Human Systems Management*, *40*(2), 235–248. https://doi.org/10.3233/HSM201028

Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, *26*(2), 106–121. https://doi.org/10.1108/EBR-10-2013-0128

Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, *68*(7), 1208–1234. https://doi.org/10.1108/IJPPM-05-2018-0174

Heyns, M., McCallaghan, S., & Beukes, W. (2021). Work engagement and perceived customer value, the mediating role of meaningfulness through work. *South African Journal of Economic and Management Sciences*, *24*(1), 1–7. https://doi.org/10.4102/sajems.v24i1.3749

Imran, M. K. (2015). Impact of Knowledge Management Practices on Organizational Performance: an Empirical study of Banking Sector in Pakistan. *Information and Knowledge Management*, *4*(8), 147– 167.

Jiang, R. (2015). A novel risk metric for staff turnover in a software project based on information entropy. *Entropy*, *17*(5), 2834–2852. https://doi.org/10.3390/e17052834

John, E. P. (2023). A STUDY ON EFFECT OF WORK ENGAGEMENT IN BUSINESS PROCESS ORGANISATIONS. *TiJER*, *10*(2), 210–221.

Kamal, K. B., Aghbari, M., & Atteia, M. (2016). E-training & employees ' performance a practical study on the ministry of education in the Kingdom of Bahrain E-Training & Employees ' Performance a Practical Study on the Ministry of Education in the Kingdom of Bahrain. *Journal of Resources Development and Management ISSN 2422-8397 An International Peer-Reviewed Journal Vol.18*, *18*(March), 1–8.

Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. (2019). Accelerating Digital Innovation Inside and Out: Agile Teams, Ecosystems, and Ethics. *MIT Sloan Management Review and Deloitte Insights*, *June*(60471), 1–31. https://sloanreview.mit.edu/digital2019 Visit%0Ahttps://sloanreview.mit.edu/projects/accelerating-digital-innovation-inside-and-out/

Kroon, B., & Paauwe, J. (2022). HRM in 21st century small organizations: a midrange typology to describe, contrast and contextualize the phenomenon. *International Journal of Human Resource Management*, *33*(16), 3224–3251. https://doi.org/10.1080/09585192.2021.1915359

Masum, A. K. M., Mamun, A. M. A., Islam, M. S., & Beh, L. S. (2020). The Impact of eHRM Practice on Organizational Performance: Investigating the Effect of Job Satisfaction of HRM Professionals. *Journal of Computer Science*, *16*(7), 983–1000. https://doi.org/10.3844/jcssp.2020.983.1000

Matarazzo, M., Penco, L., Profumo, G., & Quaglia, R. (2021). Digital transformation and customer value creation in Made in Italy SMEs: A dynamic capabilities perspective. *Journal of Business Research*, *123*(February), 642–656. https://doi.org/10.1016/j.jbusres.2020.10.033

Mira, M. S., Choong, Y. V., & Thim, C. K. (2019). The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*, *9*(6), 771–786. https://doi.org/10.5267/j.msl.2019.3.011

Nasar, N., & Ray, S. (2023). A user acceptance model for e-HRM system implemented in IT and Non-IT business organizations. *Human Systems Management*, *43*(1), 99–123. https://doi.org/10.3233/hsm220177

Novitasari, D., & Iskandar, J. (2022). Do organizational culture and work environment affect the motivation and performance of aviation industry employees? *Journal of Industrial Engineering & Management Research*, *3*(3), 305–314.

NURLINA, N., SITUMORANG, J., AKOB, M., QUILIM, C. A., & ARFAH, A. (2020). Influence of e-HRM and Human Resources Service Quality on Employee Performance. *Journal of Asian Finance, Economics and Business*, *7*(10), 391–399. https://doi.org/10.13106/jafeb.2020.vol7.no10.391

Nyathi, M. (2022). The effect of electronic human resource management on electronic human resource management macro-level consequences: the role of perception of organizational politics. *African Journal of Economic and Management Studies*, *15*(1), 1–14. https://doi.org/10.1108/AJEMS-0420220168

Nyathi, M., & Kekwaletswe, R. (2024). Electronic human resource management (e-HRM) configuration for organizational success: inclusion of employee outcomes as contextual variables. *Journal of Organizational Effectiveness*, *11*(1), 196–212. https://doi.org/10.1108/JOEPP-08-2022-0237

Opadeyi, M., Akpa, V. ., Magaji, N., & Esator, G. . (2025). Electronic Human Resource Management and Employee Agility of Selected Deposit Money Banks in Lagos State, Nigeria. *International Journal of Scientific Research in Social Sciences & Management Studies*, *8*(1), 124–144. https://doi.org/10.48028/iiprds/ijsrssms.v8.i1.09

Petermann, M. K. H., & Zacher, H. (2022). Workforce Agility: Development and Validation of a Multidimensional Measure. *Frontiers in Psychology*, *13*(March). https://doi.org/10.3389/fpsyg.2022.841862

Raiya Umar, T., Abdulkadir Yammama, B., & Otse Shaibu, R. (2020). The Implications of Adopting and Implementing Electronic Human Resource Management Practices on Job Performance. *Journal of Human Resource Management*, *8*(2), 96. https://doi.org/10.11648/j.jhrm.201200802.17

Shamaileh, N., Alhamad, A., Al-Qudah, M., Mohammad, A., Al-Halalmeh, M., Al-Azzam, M., & Alshurideh, M. (2022). The effect of e-HRM on organizational performance and talent management: A strategic evolution perspective. *International Journal of Data and Network Science*, *6*(4), 1043–1048. https://doi.org/10.5267/j.ijdns.2022.8.005

Sosiady, M. (2022). What is The Role of e-system HRM, Work Environment and Job Satisfaction on SMEs Employee Performance? *Journal of Industrial Engineering & Management Research*, *3*(5), 58–71.

Stachová, K., Stacho, Z., Šamalík, P., & Sekan, F. (2024). The Impact of E-HRM Tools on Employee Engagement. *Administrative Sciences*, *14*(11), 1–14. https://doi.org/10.3390/admsci14110303

Thite, M. (2022). Digital human resource development: where are we? Where should we go and how do we go there? *Human Resource Development International*, *25*(1), 87–103. https://doi.org/10.1080/13678868.2020.1842982

Zhou, Y., Cheng, Y., Zou, Y., & Liu, G. (2022). e-HRM : A meta-analysis of the antecedents , consequences , and cross-national moderators. *ScienceDirect*, *32*(4), 1–7.

Appendix

Table A1: Correlation analysis between e-HRM, both performances, work engagement, job satisfaction and workforce agility

Constructs	1	2	3		4	5	6	7	8	9	10
Employee Performance (1)	1										
Organisational performance (2)	.858**	1									

Work Engagement (3)	.824**	.851**	1								
e-Learning (4)	.752**	.777**	.773**		1						
e-Recruitment (5)	.801**	.837**	.766**		.879**	1					
e-Selection (6)	.760**	.837**	.885**		.728**	.723**	1				
e-Compensation (7)	.770**	.795**	.833**		.705**	.732**	.830**	1			
e-Performance-(8)	.747**	.744**	.778**		.665**	.704**	.800**	.852**	1		
Job Satisfaction (9)	.826**	.704**	.760**		.643**	.702**	.728**	.752**	.821**	1	
Workforce Agility (10)	.658**	.710**	.741**		.617**	.658**	.665**	.689**	.630**	.578**	1

Table A2: Analysis of IR and CV

Constructs	Outer loadings	CA	CR	AVE	VIF
e-HRM					
e-Learning		0.846	0.897	0.686	
eL 1 : I have the essential skills to usage the elearning system successfully	0.850				2.516
eL 2 : Employees feel confident using the elearning system for understanding activities	0.863				2.530
eL 3 : The e-learning is reliable and works well without errors	0.849				2.168
eL 4 : The e-learning system permits employees to easily contact anytime and anywhere	0.746				3.066
e-Recruitment		0.868	0.910	0.717	
eR 1 : Job vacancies in my organisation are advertised through online platforms	0.756				1.619
eR 3 : The e-recruitment system makes the recruitment process faster	0.882				2.489
eR 4 : The e-requisition systems help charm a larger collection of capable candidates	0.867				3.142
eR 5 : The e-recruitment process in my organisation is efficient and well-run	0.876				3.920
e-Selection		0.811	0.877	0.642	
eS 2 : Online tests or assessments are used during the employee selection process	0.725				1.342
eS 3 : Interviews are conducted through eplatforms such as video conferencing	0.865				2.507

International Journal for Innovative Engineering and Management Research
PEER REVIEWED OPEN ACCESS INTERNATIONAL JOURNAL
www.ijiemr.org

eS 4 : The e-selection system helps in selecting suitable candidates efficiently	0.838				2.279
eS 5 : The e-selection process in my organisation is transparent and systematic	0.768				2.488
e-Compensation		0.864	0.903	0.651	
eC 1 : Salary and compensation details are managed through electronic systems	0.724				2.407
eC 2 : The e-compensation system provides accurate information about pay and benefits	0.843				3.584

Constructs	Outer loadings	CA	CR	AVE	VIF
eC 3 : Performance-based incentives are administered through electronic platforms	0.866				2.584
eC 4 : Employees can easily access their compensation details through the system	0.741				2.010
eC 5 : The e-compensation system improves transparency in salary administration	0.851				3.702
e-Performance Management		0.856	0.903	0.699	
eP 1 : Employee performance is evaluated using electronic performance management systems	0.829				2.550
eP 2 : Performance goals and targets are clearly communicated through the system	0.834				1.943
eP 4 : Performance feedback is provided through electronic platforms	0.845				2.949
eP 5 : The e-performance management system supports reasonable and impartial performance evaluation	0.835				3.161
Job Satisfaction		0.901	0.928	0.721	
JS 1 : Employees are satisfied with their income	0.909				3.675
JS 3 : Chances for promotion are fair	0.862				3.346
JS 4 : I am gratified with my work environment	0.865				3.331
JS 5 : I am happy with my leaders	0.892				3.459
JS 6 : My mind is at ease while I am working	0.703				1.432
Employee Performance		0.918	0.935	0.673	
Emp 1 : I am able to work effectively and efficiently	0.806				2.792

International Journal for Innovative Engineering and Management Research
PEER REVIEWED OPEN ACCESS INTERNATIONAL JOURNAL
www.ijiemr.org

Emp 2 : I was able to finish the tasks given well	0.839				3.514
Emp 3 : I am able to reach the target job in my department	0.780				2.655
Emp 4 : I persist in overcoming obstacles to complete a task	0.750				2.135
Emp 5 : I am initiating my work	0.816				2.904
Emp 6 : I put in extra hours to get work done on time	0.878				3.713
Emp 7 : I am constantly expanding my skills	0.864				3.330
Organisational Performance		0.895	0.919	0.655	
OP 1 : The quality of products or services in my organisation has improved	0.836				2.803
OP 2 : The overall performance of my organisation has improved	0.755				1.828
OP 3 : The productivity of employees in my organisation has improved	0.836				3.754
OP 4 : My organisation has become more competitive in the market	0.769				2.054
OP 5 : My organisation has improved its ability to attract and retain employees	0.792				3.171
OP 7 : My organisation has improved its longterm sustainability	0.863				2.856
Workforce Agility		0.807	0.864	0.560	
WA 1 : At work place, I can rapidly acclimatise to diverse conditions	0.725				2.016
WA 2 : I am clever to undertake different parts	0.768				1.824
Constructs	**Outer loadings**	**CA**	**CR**	**AVE**	**VIF**
in my work					
WA 3 : If essential, I find it relaxed to respond to fluctuations	0.763				1.975
WA 6 : I am looking for new capacities and technologies to develop my work procedures	0.700				1.438
WA 7 : I am continually intensifying my skills	0.781				1.577
Work Engagement		0.848	0.892	0.624	
WE 1 : Employees realise what is predictable from them in accomplishment the work	0.804				1.843
WE 2 : Workers have the tools and resources which are satisfactory to accomplish the work fine	0.850				2.339

International Journal for Innovative Engineering and Management Research
PEER REVIEWED OPEN ACCESS INTERNATIONAL JOURNAL
www.ijiemr.org

WE 3 : In working, staffs have chances to achieve their best daily	0.809				2.009
WE 4 : There is somebody in the office who gives assistance to the workers to support them grow themselves	0.739				1.597
WE 5 : In the workplace, the opinion of employees is considered carefully	0.740				1.551

Table A3: Discriminant validity – HTMT ratio

	1	2	3	4	5	6	7	8	9	10
Employee performance (1)										
Job satisfaction (2)	0.793									
Organisational performance (3)	0.743	0.785								
Work engagement (4)	0.730	0.798	0.761							
Workforce agility (5)	0.783	0.702	0.839	0.830						
e-Compensation (6)	0.764	0.850	0.733	0.745	0.550					
e-Learning (7)	0.808	0.679	0.757	0.816	0.711	0.772				
e-Performance management (8)	0.846	0.721	0.768	0.860	0.771	0.794	0.737			
e-Recruitment (9)	0.777	0.796	0.740	0.810	0.781	0.750	0.761	0.814		
e-Selection (10)	0.847	0.840	0.786	0.708	0.670	0.784	0.790	0.737	0.767	

Table A4: Fornell–Larcker criterion

	1	2	3	4	5	6	7	8	9	10
Employee performance (1)	0.820									
Job satisfaction (2)	0.724	0.849								
Organisational performance (3)	0.763	0.726	0.810							
Work engagement (4)	0.727	0.699	0.746	0.790						
Workforce agility (5)	0.718	0.643	0.740	0.720	0.748					
e-Compensation (6)	0.772	0.755	0.723	0.713	0.735	0.807				
e-Learning (7)	0.720	0.612	0.753	0.708	0.610	0.668	0.828			
e-Performance management (8)	0.752	0.816	0.765	0.760	0.667	0.756	0.636	0.836		
e-Recruitment (9)	0.786	0.716	0.733	0.760	0.678	0.747	0.818	0.712	0.847	
e-Selection (10)	0.734	0.726	0.741	0.737	0.721	0.826	0.661	0.786	0.733	0.801

International Journal for Innovative Engineering and Management Research
PEER REVIEWED OPEN ACCESS INTERNATIONAL JOURNAL
www.ijiemr.org

Table A5: Coefficient of determination and model fitness results

Variables	Coefficient of Determination (R^2)	
	R^2	Adj. R^2
Employee performance	0.768	0.763
Job satisfaction	0.665	0.662
Organisational performance	0.810	0.806
Work engagement	0.765	0.760
Workforce agility	0.588	0.584
Summary of Model fit	**Saturated model**	**Estimated model**
SRMR	0.072	0.073
Q2	0.231	0.451
NFI	0.912	0.932