

**The impact of Electronic Human Resource Management Practices
(E-HRM) on Impersonal Trust and Employee Productivity**

Muhammad Sagheem

muhammadsagheem@gmail.com

Mphil Management Science, Department of Management Sciences, Qurtuba University of Science and Information
Technology, Peshawar, Pakistan

Mehran Khan Afridi

Mehranali4591@gmail.com

Mphil Management Science, Department of Management Sciences, Qurtuba University of Science and Information
Technology, Peshawar, Pakistan

Nasr Ullah Jan

19226@qurtuba.edu.pk

Mphil Management Science, Department of Management Sciences, Qurtuba University of Science and Information
Technology, Peshawar, Pakistan

Corresponding Author: * Muhammad Sagheem muhammadsagheem@gmail.com

Received: 09-03-2025	Revised: 10-04-2025	Accepted: 07-05-2025	Published: 12-06-2025
-----------------------------	----------------------------	-----------------------------	------------------------------

ABSTRACT

The current study intends to investigate how employee productivity and trust is impacted by E-HRM practices. The banking industry is the source of the data. A sample size of 200 employees has been chosen in total. Convenience sampling was employed as the sample strategy for the study. Utilizing questionnaires from previous research, the core data was gathered. The acquired data was subjected to regression analysis. The findings showed that E-HRM significantly impacted trust and worker productivity. The findings demonstrated that staff productivity was increased when technology was incorporated into HR procedures. Employee productivity was also found to be a direct result of employee trust. The study's findings recommended that management and organizations take action to boost employee trust and encourage more technology adoption. E-HRM Practices have an impact on worker productivity.

Key words: E-HRM, Trust, Employee Productivity.

INTRODUCTION

Human life has been impacted by digital infrastructure and technology. The internet's ongoing globalization and people's growing dependence on it for everyday tasks are both on the rise. The expansion of the digital world has been largely dependent on the advancement of technologies related to information and communication (ICT). With the development of emerging technologies, such as 5G technology, artificial intelligence, the internet of things (IOT), massive data sets and computing in the cloud, as well as the daily growth in internet capacity, the digital world is changing dramatically. In addition to more conventional strategies like focusing on service quality improvement, creating new products, and increasing organizational efficiency, businesses also try to increase their ability to compete among workers and "internal customers" (Tzafrir et al., 2004). On the other hand, a high degree of trust among an organization and its employees may lead to lower production, which impacts the efficiency of the organization Vanhala; Ahteela (2011). As a result, companies are under push to adopt value-creating practices to boost employee trust and productivity. By fostering confidence in the impersonal elements of a company, such as its management group objectives and competences, technology, senior leadership,

HRM policies, and commercial acumen (Bissola & Imperatori, 2014). Assigning duties to staff members, establishing equitable policies and processes, and utilizing digital human resource management (E-HRM) are some ways to increase organizational trust (Vanhala et al, 2011). Employee performance rises in organizations that continuously cultivate a trustworthy environment (Ritala; Vanhala, 2016).

Employee trust has been shown to have positive effects on a range of business results, as well as productivity, in several studies. Investigation indicates that E-HRM offers a helpful resource for improving relationships among workers from different groups by substituting automated, technologically sophisticated, effective, and standardized E-HRM systems for labor-intensive traditional HRM components. To improve organizational work conditions, this is achieved by combining various HRM and IT procedures. E-HRM may undermine organizational trust subsequently it affects supervisors and staff, however it may also occur promote better dialogue among the talented departments and employees, claim Bissola; Imperatori (2014). Performance, productivity, and impersonal trust are positively correlated, according to an increasing number of HRM studies. Despite businesses' increasing use of E-HRM, not much research was successfully completed to ascertain the way it impacts employee productivity and business trust (Dietz; Vanhala, 2015). One component of "E-HRM" is the digitization of HRM systems. Previous research indicates that employee attitudes are influenced by HRM procedures. It is anticipated that there will be a strong correlation between executive satisfaction and how staff members perceive the company's HRM procedures. Since trust establishes a causative and perhaps significant link among institutional performance & E-HRM, it is a very advantageous factor that might support and reinforce the relationship among E-HRM and productivity among employees. However, it is unclear how will E-HRM can really impact trust due to the lack of empirical data.

In summary, E-HRM has developed into a crucial tool that businesses may utilize to effectively facilitate remote labor and ensure that it contributes to the accomplishment of organizational objectives. In a similar vein, E-HRM provides continuous HR assessment to ensure that HR effectively and profitably achieves business objectives. It could be challenging for employees working remotely online to comprehend their duties and the performance standards that are required of them. One may argue that the technology utilized for interacting with the work environment, including E-HRM procedures, becomes more relevant if they have no prior experience with or are only vaguely aware of remote e-working. techniques and efficacy of remote e-working (Alshibly & Alzubi, 2022).

Despite being a relatively new topic in management literature, E-HRM is steadily gaining traction and attracting the interest both from the business as well as academic communities. Actually, the vast majority of the work now in publication supports the idea that E-HRM practices offer a number of potential advantages to businesses. For example, it has been discovered that E-HRM enhances employee job performance, reduces administrative burdens, saves time, streamlines HR planning, and decreases costs. facilitate with the growth of a highly skilled, productive, and performing workforce, worked out argued that businesses must establish a regulatory structure for the widespread implementation of E-HRM procedures as an area of tactical need (Umar et al, 2020). Given the foregoing, The currently ongoing study's objective is to explore by what means E-HRM affects impersonal trust and worker productivity in the Peshawar district's banking industry.

Several factors have been the focus of recent E-HRM research, such as the relationship among Productive E-HRM Protocols & remote online work (Alzubi, 2022) which can function with a distinct component to show connecting the practice to various business results (Panos; Bellou, 2016). Based on the results, the study will look at whether impersonal trust might improve the relationship between E-HRM and employee productivity. The study examines how E-HRM Practices impact the planned goals from an HR standpoint, highlighting a theoretically and practically driven route that E-HRM could pursue to help the company by exploiting, in particular, Peshawar's banking industry.

Objective of the Study

- 1) To investigate how impersonal trust is affected by EHRM.
- 2) Assess how E-HRM affects workers' productivity

Significance of the Study

The findings of our investigation has contribute to the pool of awareness in HRM by assessing the relationship between employee productivity aided by organizational trust and supported E-HRM practices. Employee trust in the HR department is positively impacted by E-HRM, according to the study that is currently available. EHRM is used to increase employee trust in the organization, and HR professionals receive valuable information from the study that will help them operate better. It is obvious that the financial services sector is expanding and serves as the foundation of economic activity. If banks were performing good, the financial sector in Pakistan would become more durable overall, particularly in Peshawar. These policies must therefore be made by the decision-makers.

LITERATURE REVIEW

Value creation for internal consumers is emphasized in the enhancement of the companies' competitive advantages, in addition to Traditional as well tactics similar creating new things, optimizing methods, and raising the caliber of the offerings they provide. This demonstrates how the absence of trust among employers and their staff will result in poor economic success and lower productivity. Therefore, in order to increase employee productivity, businesses must concentrate on value-creation strategies. Establishing beliefs about impersonal elements like organizational tactics, administrators handling, equality, commercial as well as technological skill, organizational reputation, technology, equitable processes, frameworks, and roles, techniques for managing human resources, and the combined objectives and skills of top management are all necessary to increase impersonal trust in organizations (Rana & Sharma, 2019; Tzafrir et al., 2004). Businesses are stepping up their attempts to create a climate of trust so that workers will grow to trust higher-ups (Ritala & Vanhala, 2016).

One important non-financial business component that significantly affects a company's financial success is employee productivity. The human resources department of a business is commonly acknowledged to have a responsibility to increase employee motivation and happiness because contented employees are more productive. Organizations are moving from HRM to E-HRM as a result of HR professionals being able to incorporate modern technology into their job, which has fully replaced traditional HRM procedures. The system uses a variety of features and technologies to facilitate real-time data collection, non-manual HR task completion, and quick decision-making, indicating that innovation may mediate the relationship between worker productivity and electronic human resource management (Farhan et al., 2021)

Moreover, E-HRM has numerous benefits, such as enhanced decision-making, more visible data access, better communication, and more efficient HR forms. In this study, the procedure known as systematic research writing (SLR) method was used. All accessible research on an area of interest, including particular and important research questions, is found, audited, evaluated, and translated using the SLR technique. This often has a connection to electronic human resource management, or E-HRM (Setiawan & Gunawan, 2023).

E – HRM

For the advantage of their companies, HR departments are increasingly utilizing technology-enabled HRM solutions, according to Stone and Dulebohn (2013) and Bondarouk, Parry, and Furtmueller (2017). There are several definitions of E-HRM that have been put forth. Ruël & Bondarouk (2012) defined E-

HRM as an approach for establishing HRM plans, regulations, & performs in businesses using the purposeful & immediate assistance between and/or with the whole adoption of networks according to the Technologies related to the internet. E-HRM, is the procedure by which companies employ technology to achieve their HRM objectives (Parry; Tyson, 2013). E-HRM is a methodology that blends HRM with Information Technology with the aim of creating worth for particular employees and group both within and among enterprises, as defined by Bondarouk et al. (2009); Ruël (2009). Based on these, we suggest the term E-HRM to refer to the combination of IT processes and HR guidelines and procedures to improve circumstances of employment and create importance to the company.

Human Resources branches carry on to implement enabled by technology HRM solutions in an effort to enhance company performance (Dulebohn & Stone, 2013; Bondarouk et al., 2017). There are various definitions of EHRM. E-HRM is a method designed to help firms use internet-based technologies to support HR goals, policies, and practices (Marler & Parry, 2016). The use of technology to assist firms in meeting their human resource needs is referred to as E-HRM, as defined by Bondarouk; Rul (2013), is the combination of information technology & human resources management, which includes achieving management and employee objectives both inside and outside of businesses. By combining E-HRM with IT technology, HR practices can be improved to benefit a company.

The Relationship between E – HRM and Impersonal Trust

Through the development and management of productive working relationships, E-HRMs seek to empower employees. The businesses continuously invest in HRM systems to help build an optimal work environment and a positive interaction with these workers by encouraging trust in the organization's procedures, organizational routines, and systems (Bissola & Imperatori, 2014; Dietz & Searle, 2012). Trust can give firms a long-term competitive edge, especially given how often work conditions change (Vanhala ; Ahteela, 2011). According to the adaptive structure theory (AST), social and technology factors work together to influence group outcomes. An AST-based approach has been suggested to assess the impact of technology on organizational evolution (Desanctis and Poole, 1994). Technology use should be viewed as a crucial part of social processes, in regards to the theory of adaptable structure. Technology and workplace architecture can either help or hurt employees' ability to form social bonds, in accordance to studies performed by Ajjan et al. (2016). A fundamental theoretical framework for researching the ways in which technology impacts social elements is provided by the entire preceding conversation. This could result in a more comprehensive understanding of how E-HRM affects workplace trust.

E-HRM and Employee Productivity

According to studies by Kawara (2014) as well as Nikmanesh et al. (2023), many organizations use modern information technology with the common objective of increasing output. Research indicates that businesses utilize HRM systems to try to maximize employee performance and output (Shrouf et al., 2020; Iqbal et al., 2019). To increase employee productivity, some HR departments have started utilizing E-HRM and other technologies (De Alwis et al., 2022). The AST theory provides a theoretical framework for investigating how E-HRM affects workplace productivity. Scholars concur that E-HRM systems give employees opportunities to advance their careers and improve business performance (Almashyakhi, 2022). E-HRM increases productivity by automating repetitive administrative tasks, allowing staff to concentrate on more strategic work (Nyathi & Kekwaletswe, 2023).

In other words, non-HRM employees no longer have to go through an HR specialist to finish routine HRM tasks like updating their personal data or signing up for training courses. Foster (2019) and Lengnick Hall and Moritz (2003) discovered that E-HRM practices raised employee productivity. Compared to more traditional approaches to human resource management, electronic human resource management (E-HRM) offers a number of benefits, such as a faster pace of HR operations, enhanced

communication, a reduction in the number of HR employees, and a quicker and more accurate acquisition, development, and dissemination of specific HR knowledge. According to Iqbal et al. (2018) and Nurshabrina & Adrianti (2020), these advantages led to increased worker productivity. By making HR regulations more transparent and accessible, E-HRM can, in general, increase worker satisfaction with HR and productivity. One of the main goals of E-HRM for firms is to increase employee productivity (Cedar Crestone, 2008).

Businesses mainly employ information technology to boost productivity, according to a study. For organizations to maximize employee productivity and make efficient use of their human capital, HRM systems are crucial (Datta et al., 2005; Liao et al., 2009). Even so, it has been acknowledged (Lempinen and Rajala, 2014) that the HR department has been using technology more and more, especially computerized HR management, to boost worker productivity (Cedar Crestone, 2014). The adapted structure theory offers a fictitious framework for estimating worker productivity that permits assessment of E-HRM practices. Using E-HRM can increase employee productivity, which improves organizational efficiency and boosts an organization's accomplishments (Bellou; Panos, 2016). By automating low-value administrative tasks and replacing them with higher-value duties, E-HRM increases employee productivity (Marler; Parry, 2016).

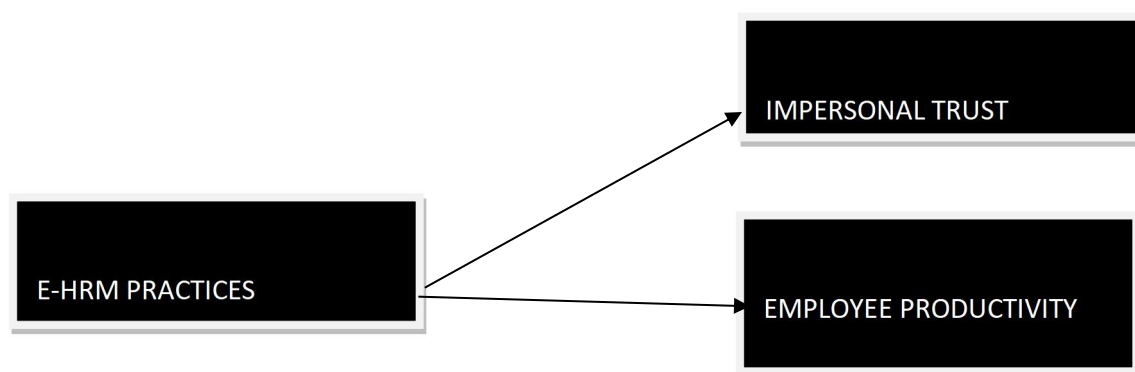
At the core of transformational techniques are professional development and talent management. These disciplines include talent acquisition and management, human resource planning, and information management. Although there has been a lot of scholarly discussion about E-HRM, it is still unclear if transformative E-HRM aids in achieving strategic goals like staff productivity. These tactics, which don't usually directly focus on employee outcomes, aim to align employee behavior with organizational results. Since transformational E-HRM methods may help align employees' mindsets with the bank's goals and improve their skills and knowledge, organizations such as banks, with their scattered units & branches, should consider this. It argues that, in line with Bissola; Imperatori (2013) and Parry; Tyson (2011), E-HRM practices could offer the necessary conditions for raising worker productivity.

Underpinning theory

Based on the AST theory, an analysis of the impact of E-HRM on workplace productivity might be conducted. Many studies have shown that digital human resource management systems give employees the opportunity to develop their talents and benefit the company (Ishrata et al., 2020; Njoku et al., 2019). Because electronically human resource management (E-HRM) automates low-value, repetitive administrative tasks and replaces them with more productive ones, it increases production (Marler and Parry, 2016). This implies that non-HRM employees can perform routine HRM operations like upgrading their profile or signing up for a training course without necessarily having their "way through" an HR professional.

According to social exchange theory, as noted by Whitener (2006), 1) businesses gain from a high degree of trust between employees and businesses, and 2) human resources operations should focus on building trust in order to improve business outcomes. Impersonal trust is another significant mediator among HRM and organizational outcomes. Vanhala and Ritala (2016) cite the function of impersonal trust as a bridge between organizational outcomes and human resource management as one example. Social exchange theory states that when businesses use E-HRM systems, which promote transparency and openness, employee's express gratitude by demonstrating their trust in the business and possibly even by being more productive.

CONCEPTUAL FRAMEWORK



Source: Rita Bisole & Barbara, 2014; Wijayadne; Devi , 2021

Research Hypothesis

H1: E-HRM has a significant effect on worker productivity.

H2: E-HRM has an enormous impact on impersonal trust.

METHODOLOGY

This investigation followed a logical process. This investigation was carried out under this positivist framework. This strategy was chosen due to data-supported results. The majority of the data collected from the survey is numerical and is used to gain a better understanding of events. Additionally, test hypotheses are included in the current study.

The large sample size used in the study allowed for the drawing of general findings. The deductive approach develops hypotheses that could potentially answer the research challenge by drawing on relevant generalizations from earlier studies. Finally, examine the evidence to determine whether the idea is supported (Wilson, 2014). Deductive reasoning, which involves testing a hypothesis by obtaining data, was the research methodology employed in this study.

A standardized questionnaire is used in the data collection procedure to get data gathered from the participants. A technique employed in the field of study to address the research questions is known as a research strategy. By connecting philosophy and methodology, researchers are guided to select appropriate data collecting and analysis techniques (Denzin; Lincoln, 2011). Surveys are a useful tool for drawing more accurate conclusions based on a population's characteristics. On the other hand, when one group waits while another group tries it out, trials discover remedies. Finding out how well each group performed on the test is the aim here. Survey respondents can provide researchers with accurate and useful information. The method was selected because it has a number of advantages, including low costs, several data sources, and anonymity, which encourages trustworthy responses from participants. The enumerators assisted in filling out questionnaires.

The research study used a mono-method approach, gathering numerical data through questionnaires. The investigation employed a cross-sectional design. With cross-sectional research, data on a group of people is collected all at once. In order to ensure that their objectives are aligned, researchers should first think about whether their research will need to acquire numerous pictures at various intervals or if it will only record one instant in time. The current study employed a cross-sectional data collection technique due to the researcher's time constraints.

The study's population consists of bank managers. The unit of analysis will be financial institution staff, including managers, with a particular focus on all Peshawar bank employees and management. The study's sample size was 200. According to Hair et al. (2011), a sample size of 200 is deemed suitable for doing regression analysis. Thus, 200 was the study's sample size. Convenience sampling allows researchers to collect information about market research from participants who are in close proximity. Because it is quick, easy, and reasonably priced, it has become one of the greatest popular sample methods. Participants in the sample can often be reached with ease. 200 bank managers provided the data for the current study, which employed the convenience sample technique.

Nevertheless, 173 out of 200 questionnaires were fully completed and returned. Because incomplete and inaccurately completed questionnaires were not taken into consideration for the study. The questionnaires were taken from previous research studies, such as Iqbal et al. (2019), and were used to measure employee performance, trust, and EHRM. To gauge the respondents' answers, the questionnaires used a five-point Likert scale, where 1 represented strongly disagree and 5 represented strongly agree.

The Branch lower and middle managers were receiving the surveys as part of the data collection process. Convenience sampling has been used to select study participants from Peshawar banks. The participants' information has been gathered using an adaptive questionnaire. In structured questionnaires, the researcher has supply a collection of questions in a predetermined order. By making sure the researcher asks each respondent the same question, this method seeks to boost efficiency by raising the possibility of obtaining pertinent data. One method is multiple linear regression analysis, which examines the relationships between a number of supported and supporting variables. This is a statistical procedure.

RESULTS AND DISCUSSION

Analysis

The analysis and conclusions that have been reached based on the information gathered from the respondents are the main focus of this chapter. Questionnaires are used to gather data from banking staff members. Two hundred employees have been chosen as a sample. 173 of the 200 employees have completed the questionnaires and sent them back. Both descriptive and inferential statistics are covered in this chapter. Additionally, correlation and reliability have been computed. Data was collected from 173 bank workers. Staff ratio, 31.1% hold a bachelor's degree, 46.8% hold a master's degree, and 21.9% possess a degree higher than a master's. Of the 173 survey respondents, 59.0% were men and 41.0% were women. The study's participants had a 65.3% marriage rate, whereas 34.7% of staff members is unmarried.

Additionally, the participants' age dispersion in the study. Of the participants, 25% are younger than twenty-nine, 50% are between thirty and forty-nine, 25% are between forty-five as well as fifty-nine, and 25% are fifty years of age or over.

Table. 4.1

Descriptive Statistics

	N	Minimum.	Maximum	Mean	Std Dev
E-HRM	173	1.00	5.00	4.0	0.781
Trust	173	1.00	5.00	3.90	0.870
Employee Productivity	173	1.00	5.00	4.00	0.919

The provided table represents Descriptive Statistics for three variables: E-HRM (Electronic Human Resource Management), Trust, and Employee Productivity. The statistics include the number of observations (N), minimum and maximum values, the mean (average), and the standard deviation (Std Dev). For each variable, the total number of observations (respondents or data points) is 173. The minimum value for each variable is 1.00, and the maximum value is 5.00. This suggests that responses or values for all three variables are on a scale ranging from 1 (possibly indicating strongly disagree or low) to 5 (indicating strongly agree or high). The mean (average) value of E-HRM is 4.0, suggesting that, on average, respondents rated E-HRM quite positively, near the higher end of the scale. The mean for Trust is 3.90, indicating that respondents generally had a favorable level of trust, though slightly lower than for E-HRM. The mean for Employee Productivity is 4.00, indicating that, on average, respondents also rated productivity highly. The standard deviation for E-HRM is 0.781, indicating that most responses are relatively close to the mean, with moderate variability. The standard deviation for Trust is 0.870, showing slightly more variability in responses compared to E-HRM. The standard deviation for Employee Productivity is 0.919, which suggests the highest variability among the three variables, indicating more diverse opinions on productivity.

Overall, these statistics provide insights into the central tendencies (mean) and the spread or variability (standard deviation) of responses related to E-HRM, Trust, and Employee Productivity among the sample of 173 participants.

Table. 4.2
Reliability of Scales

S.No	Variable	No. of Items	Reliability
1	E-HRM Practices	5	0.830
2	Trust	4	0.792
3	Employee Productivity	6	0.901

The provided table presents the Reliability of Scales for three variables: E-HRM Practices, Trust, and Employee Productivity. The reliability measure is typically assessed using Cronbach's Alpha, which indicates how consistently the items in a scale measure the underlying variable. E-HRM Practices has a reliability of 0.830, indicating good internal consistency. Trust has a reliability of 0.792, which suggests acceptable internal consistency. Employee Productivity has a reliability of 0.901, indicating a high level of internal consistency. E-HRM Practices (Cronbach's Alpha = 0.830) and Employee Productivity (0.901) show strong reliability, meaning that the items in these scales are highly consistent in measuring their respective constructs. Trust (0.792) also has an acceptable reliability score, which means the items are fairly consistent in measuring trust, though slightly lower compared to the other two variables. In summary, the table shows that all three scales have good to high reliability, making them suitable for further analysis in research.

Correlation Analysis

		E-HRM Practices	Trust	Employee Productivity
E-HRM Practices	Pearson Correlation	1		
Trust	Pearson Correlation	.490**	1	
Employee Productivity	Pearson Correlation	.511**	.590**	1

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

In the table above, we looked for correlations among the research variables. E-HRM has a positive and significant correlation with both employee productivity and trust ($r=0.511$ and $r=0.490$, respectively). Trust and employee productivity have a positive and substantial correlation ($r=.590$).

Multiple Regression Analysis

Model 1

The R-value of the multiple regression model, which summarizes the models that are used for regression analysis, is 0.725, or 72.5%. As a result, the framework summary demonstrated that the E-HRM account for 52% of the variance (R^2) and are the predictive variables for trust and employee productivity. E-HRM practices is important indicator of trust and employee productivity, explaining 51% of the variance, according to an adjusted R-squared value of 0.502. The framework is substantial because the significant variation value is 0.00 and the figure is less than 0.05, which is noteworthy for the interval.

Model Summary of Regression

Model No. 1

Model	R	R-Sq	Adj. R- Sq	S.E of the Estimate
1	.725	.526	.502	.39272

Note. p<0.001

Predictors: (Constant) E-HRM

Dependent Variable: Trust, Employee Productivity

According to the ANOVA table below, the level of freedom (df), mean square (F), and p-value (sig.) of the regression equation are thought to be responsible for the response variable's variability. The ANOVA table indicates that the regression model's average value is less than 0.05, which establishes statistical significance. In the ANOVA table, the "Employee Productivity" F-statistic is 116.432%, or 14.202/0.121. The distribution F (4,249) indicates that there is a 116.432 0.05 chance of seeing a value. It is clear that the model as a whole is important.

Table of ANOVA Regression

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.809	4	14.202	116.432	.000 ^b
	Residual	30.089	249	.121		
	Total	86.898	253			

Hypotheses Testing

To verify that the model's null hypothesis is true, we can begin hypothesis testing by determining whether the appropriate figure is less than 0.05, the significance range, using the p-value given the coefficient table as a starting point. A p-value of 0.05 and a t-statistic of 1.96 or more, according to Byrne (2001), imply a substantial relationship between the external and endogenous components.

Table 4.5.1

Regression Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.217	.207		1.046	.296
E-HRM Practices	.309	.041	.330	6.990	.000
Trust	.225	.061	.225	4.324	.000

Employee Productivity	.290	.061	.234	4.445	.000
-----------------------	------	------	------	-------	------

Note: Dependent Variable: Trust, Employee's Productivity

The E-HRM practices had a significant and beneficial impact on employee productivity, as indicated by the p-value ($\beta=0.309$, t-value = 6.990, and $p < 0.05$). Therefore, we have chosen Hypothesis (H1). Additionally, the p-value is near ($\beta=0.225$, t-value = 4.324, and $p < 0.05$), indicating that trust has a significant and favorable impact on employee productivity. Now that we have resolved that, we may go on to hypothesis (H2).

Hypothesis Summary

Hypothesis	Statement	Decision
H1	E-HRM has a significant effect on worker productivity.	Accepted
H2	E-HRM has an enormous impact on impersonal trust.	Accepted

CONCLUSION AND RECOMMENDATIONS

Conclusion

The intention of the current study is to evaluate how E-HRM practices affect employee productivity and trust. The study's research questions center on whether or not employee productivity and trust are impacted by E-HRM practices. In order to determine the effect of E-HRM on workforce efficiency, for example, the present study formulated the research questions. Regression analysis was used to examine the data gathered from the respondents. The findings showed that employee productivity and trust are significantly impacted by E-HRM practices. Both of the developed hypotheses were determined to be significant and positive, and they were accepted.

Foster (2019) and Lengnick Hall; Moritz (2003) discovered that E-HRM practices raised employee productivity. Compared to more traditional approaches to human resource management, electronic human resource management (E-HRM) offers a number of benefits, such as a faster pace of HR operations, enhanced communication, a reduction in the number of HR employees, and a quicker and more accurate acquisition, development, and dissemination of specific HR knowledge. According to Iqbal et al. (2018) and Nurshabrina & Adrianti (2020), these advantages led to increased worker productivity. By making HR regulations more transparent and accessible, E-HRM can, in general, increase worker satisfaction with HR and productivity. One of the main goals of E-HRM for firms is to increase employee productivity (Cedar Crestone, 2008).

Recommendations

As the most important component of the thesis, recommendations give the stakeholders in the research study a comprehensive picture of what the study has to offer. It offers a straightforward and apparent image to the upper management of the entire industry to establish an environmentally sustainable framework for the workforce, in addition to serving as a guideline for government institutions and policy makers. The following are the study's suggestions that have been made to improve the entire sector. E-HRM, is the term used to describe the usage of technology to digitize and improve HR procedures. Among the best practices for computerized human resource management are:

Make an Appropriate Software Choice

Select HR software that is effective for your business. Look for solutions that can assist with hiring, record-keeping, employee payment, and performance evaluation, among other HR-related duties. Consider the scalability and integration capabilities. Prioritize data security and adherence to regulations (such as GDPR and HIPAA). Make sure that every employee's information is transmitted and stored securely.

Training and Onboarding

Provide online programs and courses to assist new hires in catching up quickly and continuing their professional development after they begin working for the organization. You can access the training resources and learning materials online. The management should make sure that employees have access to self-service portals so they may update their personal information, review HR policies and documents, and seek time off. As a result, workers should be given less administrative tasks and greater agency. Among the repetitive HR tasks that could profit from automation are handling payroll, benefits administration-related expenses and leave requests. Human resources may concentrate on higher-level strategies and make fewer mistakes with automation. Furthermore, ensure that any new E-HRM processes or systems are implemented with the proper notice of any modifications. Provide training and support to HR and employees so they can effectively utilize the new skills.

Manage Performance

It is recommended that organizations implement online performance management strategies that facilitate goal-setting, regular feedback, and performance reviews. Additionally, these systems are able to track employees' development and progress. Using HR analytics, management should examine workplace movements, employee engagement, and performance. Better HR strategy decisions should also be made in light of this data.

Communication Tools

To handle HR support and enquiries, businesses should implement chatbots or messaging platforms. These solutions may provide prompt answers to often asked questions, increasing HR's responsiveness. All HR tools and systems should be accessible on mobile devices, according to management. For many workers, smartphones and tablets are becoming the preferred way to access HR-related data and applications. Find out what the employees think about the E-HRM processes and tools. Take this feedback into account and try to make adjustments that will increase user satisfaction.

Other System Integration

The organization should integrate its HR software with other relevant systems, such as time-tracking or accounting software. Through a smooth connection, this would help to reduce the amount of data entry and improve accuracy. Additionally, to make sure you have the latest versions of everything with all the most recent features and security updates, E-HRM programs and applications should be updated on a regular basis. Additionally, for optimal performance and security, always remain current.

Management should admit its faults

The management should constantly own up to its mistakes and responsibilities rather than defend them in order to foster a culture of trust. Admitting when management is wrong is the wisest course of action. If management is prepared to own up to its mistakes, it may appear more humane and trustworthy.

IMPLICATIONS

Theoretical implications

There are various theoretical consequences to the current study. Above all, the present study offers the theoretical foundation for the present study by means of the theories of Social Exchange and Adaptive Structure. Second, employee productivity may be described by the application of the two theories to the phenomenon of E-HRM adoption and employee trust building. Thus, in Pakistani circumstances, it also validated and supported the Adaptive Structure theory (AST) and Social Exchange (SE) theories.

Managerial Implications

Regarding the creation of HR policies for employees, the current research offers industry managers guidelines. Second, the results of this investigation will assist managers in creating rules that will foster employee trust and, eventually, increase productivity.

Limitations and future directions

Similar to other research studies, the current study contains a number of limitations. The first and most important factor is the small sample size of the current study, which will eventually lead to problems with generalizability. Second, the primary data used in the current study occasionally introduces a typical bias error. Thirdly, the research study focusses on E-HRM practices as independent variables; however, other factors including organizational cultural behavior (OCB), Organizational Training, Employee Supervision, Organizational Justices and commitment also contribute to employee productivity. To improve the research's generalizability, future researchers should use larger sample sizes. Second, to lessen the typical bias error, future studies should use time-lag studies or secondary research. Cross-cultural or comparative research should be taken into consideration in this context. Finally, for future research investigations, future researchers should determine the association between other independent and intervening variables like commitment, OCB, or talent management techniques.

REFERENCES

- Almashyakhi, A. M. (2022). An evidence-based review of E-HRM and its impact on strategic human resource management. *Journal of Human Resource and Sustainability Studies*, 10(3), 542-556.
- Alshibly, H. H., & Alzubi, K. N. (2022). Unlock the black box of remote e-working effectiveness and E-HRM practices effect on organizational commitment. *Cogent Business & Management*, 9(1), 2153546.
- Bai, J., & Ng, S. (2005). Tests for skewness, kurtosis, and normality for time series data. *Journal of Business & Economic Statistics*, 23(1), 49-60.
- Bissola, R., & Imperatori, B. (2010). Generation Y at work: The role of E-HRM in building positive work attitudes. In *Proceedings of the Third European Academic Workshop on electronic Human Resource Management*. CEUR.

- Bissola, R., & Imperatori, B. (2014). The unexpected side of relational E-HRM: Developing trust in the HR department. *Employee relations*, 36(4), 376-397.
- Blumberg, B., Cooper, D., & Schindler, P. (2014). *EBOOK: Business research methods*. McGraw Hill.
- Bondarouk, T. V., & Ruël, H. J. (2009). Electronic Human Resource Management: challenges in the digital era. *The International Journal of Human Resource Management*, 20(3), 505-514.
- Bondarouk, T., & Ruël, H. (2013). The strategic value of E-HRM: results from an exploratory study in a governmental organization. *The International Journal of Human Resource Management*, 24(2), 391-414.
- Bondarouk, T., Harms, R., & Lepak, D. (2017). Does E-HRM lead to better HRM service?. *The International Journal of Human Resource Management*, 28(9), 1332-1362
- Bondarouk, T., Parry, E., & Furtmueller, E. (2017). Electronic HRM: four decades of research on adoption and consequences. *The International Journal of human resource management*, 28(1), 98-131.
- Bryman, A. (2016). *Social research methods*. Oxford university press.
- CedarCrestone (2010). *CedarCrestone 2009–2010 HR Systems Survey: HR Technologies, Deployment Approaches, Value, and Metrics (12th Annual Edition)*. Albany, New York
- Datta, D. K., Guthrie, J. P., & Wright, P. M. (2005). Human Resource Management and Labor Productivity: Does Industry Matter?. *Academy of Management Journal*, 48(1), 135–145.
- De Alwis, A. C., Andrić, B., & Šostar, M. (2022). The Influence of E-HRM on modernizing the role of HRM context. *Economies*, 10(8), 181.
- Denzin, N. K., & Lincoln, Y. S. (Eds.). (2011). *The Sage handbook of qualitative research*. sage.
- Denzin, N. K., & Lincoln, Y. S. (Eds.). (2011). *The Sage handbook of qualitative research*. sage.
- DeSanctis, G., & Poole, M. S. (1994). Capturing the complexity in advanced technology use: Adaptive structuration theory. *Organization science*, 5(2), 121-147.
- Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2012). *Management research*. Sage.
- Farhan, A. F., Salamzadeh, Y., & Richardson, C. (2021). The Impact Of E-HRM On Employee Productivity-Mediating Role Of Innovation. *Turkish Online Journal of Qualitative Inquiry*, 12(6).
- Foster, L., Grim, C., Haltiwanger, J., & Wolf, Z. (2019). Innovation, productivity dispersion, and productivity growth. In *Measuring and Accounting for Innovation in the 21st Century*. University of Chicago Press.
- Iqbal, N., Ahmad, M., & Allen, M. M. (2019). Unveiling the relationship between E-HRM, impersonal trust and employee productivity. *Management Research Review*, 42(7), 879-899.
- Iqbal, N., Ahmad, M., MC Allen, M., & Raziq, M. M. (2018). Does E-HRM improve labour productivity? A study of commercial bank workplaces in Pakistan. *Employee Relations*, 40(2), 281-297.
- Ishrata, K., Khanb, M. K., Nadeemc, S., & Azizd, A. (2020). The impact of E-HRM practices on employee productivity in hospitals of Karachi. *International Journal of Innovation, Creativity and Change*, 14(7), 462-482.

- Katou, A. A. (2015). Transformational leadership and organisational performance: Three serially mediating mechanisms. *Employee Relations*, 37(3), 329-353.
- Katou, A. A. (2015). Transformational leadership and organisational performance: Three serially mediating mechanisms. *Employee Relations*, 37(3), 329-353.
- Kawara, P. (2014). Effects of reward systems on employee productivity in Catholic University of Eastern Africa. *International Journal of Recent Research in Commerce Economics and Management*, 1(2), 1-4.
- Lengnick-hall, M. L. and S. Moritz (2003). The Impact of e-HR on the Human Resource Management Function. *Journal of Labour Research*. 24(3), 365-379.
- Lengnick-hall, M. L. and S. Moritz (2003). The Impact of e-HR on the Human Resource Management Function. *Journal of Labour Research* 24(3), 365-379.
- Lengnick-hall, M. L. and S. Moritz (2003). The Impact of e-HR on the Human Resource Management Function. *Journal of Labour Research* 24(3), 365-379.
- Lengnick-Hall, M. L., & Moritz, S. (2003). The impact of e-HR on the human resource management function. *Journal of labor research*, 24(3), 365.
- Liao, H., Toya, K., Lepak, D. P., & Hong, Y. (2009). Do they see eye to eye? Management and employee perspectives of high-performance work systems and influence processes on service quality. *Journal of Applied Psychology*, 94(2), 371–391
- Marler, J. H., & Parry, E. (2016). Human resource management, strategic involvement and E-HRM technology. *The International Journal of Human Resource Management*, 27(19), 2233-2253.
- Marler, J. H., & Parry, E. (2016). Human resource management, strategic involvement and eHRM technology. *The International Journal of Human Resource Management*, 27(19), 2233–2253.
- Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European Journal of Innovation Management*, 6(1), 64-74.
- Nikmanesh, M., Feili, A., & Sorooshian, S. (2023). Employee Productivity Assessment Using Fuzzy Inference System. *Information*, 14(7), 423.
- Njoku, E., Ruël, H., Rowlands, H., Evans, L., & Murdoch, M. (2019). An analysis of the contribution of E-HRM to sustaining business performance. In *HRM 4.0 For Human-Centered Organizations* (Vol. 23, pp. 21-39). Emerald Publishing Limited.
- Nurshabrina, N., & Adrianti, R. (2020). The effect of E-human resource management (E-HRM) on cost efficiency and productivity of employees in the company. *International Research Journal of Advanced Engineering and Science*, 5(1), 212-215.
- Nyathi, M., & Kekwaletswe, R. (2023). 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.
- Panos, S., & Bellou, V. (2016). Maximizing E-HRM outcomes: a moderated mediation path. *Management Decision*, 54(5), 1088-1109.
- Parry, E., & Tyson, S. (2013). *Managing people in a contemporary context*. Routledge.

- Rana, G., & Sharma, R. (2019). Emerging human resource management practices in Industry 4.0. *Strategic HR Review*, 18(4), 176-181.
- Ruël, H. J., & Bondarouk, T. (2012). 18 A cross-national perspective on the intersection between information technology and HRM. *Handbook of research on comparative human resource management*, 416.
- Saunders, M., Lewis, P. H. I. L. I. P., & Thornhill, A. D. R. I. A. N. (2012). Research methods. *Business Students 4th edition Pearson Education Limited, England*, 6(3), 1-268.
- Searle, R. H., & Dietz, G. (2012). Trust and HRM: Current insights and future directions. *Human resource management journal*, 22(4), 333-342.
- Setiawan, D., & Gunawan, E. F. (2023). Electronic human resource management (E-HRM) practices: systematic literature review. *Asia Pacific Journal of Business Economics and Technology*, 3(03), 37-50.
- Shrouf, H., Al-Qudah, S., Khawaldeh, K., Obeidat, A., & Rawashdeh, A. J. M. S. L. (2020). A study on relationship between human resources and strategic performance: The mediating role of productivity. *Management Science Letters*, 10(13), 3189-3196.
- Snell, S. A., & Dean Jr, J. W. (1992). Integrated manufacturing and human resource management: A human capital perspective. *Academy of Management journal*, 35(3), 467-504.
- Stone, D. L., & Dulebohn, J. H. (2013). Emerging issues in theory and research on electronic human resource management (eHRM). *Human Resource Management Review*, 23(1), 1-5.
- Stone, D. L., & Dulebohn, J. H. (2013). Emerging issues in theory and research on electronic human resource management (eHRM). *Human Resource Management Review*, 23(1), 1-5.
- Tzafrir, S. S., late Gedaliahu H. Harel, Baruch, Y., & Dolan, S. L. (2004). The consequences of emerging HRM practices for employees' trust in their managers. *Personnel Review*, 33(6), 628-647.
- Tzafrir, S. S., late Gedaliahu H. Harel, Baruch, Y., & Dolan, S. L. (2004). The consequences of emerging HRM practices for employees' trust in their managers. *Personnel Review*, 33(6), 628-647.
- Umar, T. R., Yammama, B. A., & Shaibu, R. O. (2020). The implications of adopting and implementing electronic human resource management practices on job performance. *Journal of Human Resource Management*, 8(2), 96-108.
- Vanhala, M., & Ahteela, R. (2011). The effect of HRM practices on impersonal organizational trust. *Management Research Review*, 34(8), 869-888.
- Vanhala, M., & Dietz, G. (2015). HRM, trust in employer and organizational performance. *Knowledge and Process Management*, 22(4), 270-287.
- Vanhala, M., & Ritala, P. (2016). HRM practices, impersonal trust and organizational innovativeness. *Journal of Managerial Psychology*, 31(1), 95-109.
- Vanhala, M., Puumalainen, K., & Blomqvist, K. (2011). Impersonal trust: The development of the construct and the scale. *Personnel Review*, 40(4), 485-513.
- Wahyudi, E., & Park, S. M. (2014). Unveiling the value creation process of electronic human resource management: An Indonesian case. *Public Personnel Management*, 43(1), 83-117.

- Whitener, E. (2006). International human resource management, fairness, and trust: An organizational support theory framework. *Handbook of research in international human resource management*, 488-501.
- Wilson, J. (2014). Essentials of business research: A guide to doing your research project. *Essentials of Business Research*, 1-376.