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Abstract

The major study of this research is to create and perform a strategy that can improve the performance of organizations and individuals in developing countries. This data was collected via a survey in which 35 organizations utilizing e-HRM systems participated—a method known as purposive sampling was used. The regression model employed for this data analysis was executed via the Process macro in SPSS. Although it is still in its infancy in Asian nations, the management of artificial human resource has been depicted to increase workplace productivity. Enhanced employee performance mediation benefits the organization in its entirety. It is expected that integrating Human resource management using electronic means (e-HRM) systems and applying the best practices for human resource that optimize individual performance will result in enhanced institutional performance. Performance of the employee is hypothesized to mediate between human resource management using electronic means and institutional performance, amplifying the former's profile. Incorporating employee performance as a moderating variable, this study examines the correlation between human resource management using electronic means adoption and institutional success. It achieves this feat first among its kind. The results indicate that individual achievement is pivotal in comprehending the factors that have enabled specific organizations to enhance their performance. In addition, the research provides a framework that improves efficacy in the workplace.

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Introduction

Achieving in the ever-evolving and volatile contemporary business environment has become an immense obstacle for numerous organizations. Numerous organizations are focused on devising methods to "conquer" the disorganized corporate system. Professionals in strategic human resource management (SHRM) exhibit a keen interest in human capital due to concerns regarding its potential to confer a sustained competitive advantage upon organizations. It is becoming evident that personnel can grant an organization a competitive edge. Consequently, prioritization

should be given to HR strategies that optimize these assets.

Albrecht et al. assert that SHRM theorists have advocated for implementing performance-enhancing human resource management (HRM) strategies to enhance employee returns and organizational outcomes [1]. Employees develop and strengthen their KSAs (knowledge, skills, and abilities) by implementing high-performance work practices. Implementing these KSAs by employees enhances their productivity and decision-making, benefiting the organization. A limited number of studies from developed countries, including those by [2,3], have demonstrated that e-HRM improves personnel and organizational performance. Alomari states that producing and maintaining a profitable business is more probable when HRM practices and e-HRM are effectively integrated [4]. The adoption of information technology could be more active in emerging markets. Muazu and Abdulmalik state that software has automated repetitive HR duties [5]. African nations must catch up in adopting information technology [6]. This can be attributed to a sluggish rate of IT implementation, inadequate infrastructure, and a need for more qualified personnel. African HR departments need to exhibit more enthusiasm regarding adopting novel technologies. The limited number of initiatives that have been initiated have been predominantly led by IT specialists [7]. In contrast to one type of e-HRM, which focuses on finance, strategic human resource should be implemented throughout Africa [8] . They are more likely to result in favorable outcomes for the firm and its developers. These advantages may contain increased employee satisfaction with the system, clear perceptions of the system, a greater emphasis on strategic initiatives, and empowered managers. African countries could potentially achieve comparable outcomes to developed economies through the implementation of this particular unique systems despite the nascent stage of this technology.

To maximize advancements in organizational performance, several researchers have proposed that the explanation of how e-HRM and institutional effectiveness are related which incorporates mediating elements. Many potential mediating elements still need to be investigated[3]. Asserting a particular outcome from e-HRM systems implemented with a specific purpose is "irrational and simplistic [9]. Hence, this research aims to establish that this approach (e-HRM) in Zimbabwe yields advantages for employers and employees despite being nascent. By adding the employee performance variable, the direct effectct of EHRM on organizational effectiveness can be enhanced.

2. Literature Review

The literature references numerous theoretical premises to elucidate how e-HRM enhances the performance of both organizations and employees. The technological imperative and the moderate determinism theory are applied to this investigation.

Given the necessity above, we shall examine how technological progress may enable the achievement of performance goals within an organization. This approach considers information technology as an unique variable, while institutional performance is the dependent variable [10]. Heslina and Syahruni define technology as a specified material substance possessing good technical properties and work that necessitate utilization by the designated personnel [11]. It interacts with various enterprise sectors, influencing outcomes at both the teams and personal levels. At personal level, outcomes such as efficiency, attitude toward e-HRM, and propensity to utilize are of interest. The utmost priorities for a corporation are the efficacy of the HR department and the overall business performance.

An approach to assessing the efficacy of electronic HRM involves examining its user-friendliness and utility. Although there are some strategic advantages to automating HRM processes, their realization is highly dependent on technological support. The effectiveness of HRM was enhanced through the software [12]. Have a strong correlation in technical and strategic effectiveness of human resource management. Many individuals predict that this particular approach facilitates the achievement of organizational goals. Nevertheless,

abundant scholarly evidence indicates that this methodology needs to account for the incongruous results observed in e-HRM. Numerous researchers are beginning to be sceptical of its empirical validity due to its inability to explain consistently contradictory results.

According to the moderate determinism theor [10], technological factors primarily explain the observed variation in organizational performance. Conversely, several extraneous variables diminish HRM software's impact on financial performance at the bottom line. Technical capabilities, organizational size, and user behaviour are the factors that hold the utmost significance [10-13].

Due to economies of scale, e-HRMin's cost-cutting capabilities may prove advantageous for larger organizations; however, smaller companies may need to perceive a discernible impact. The determination of which e-HRM software to implement and the extent to which it is implemented are both influenced by the scale of the organization[13 – 15]. The repercussions of e-HRM implementation by various organizations would differ by their particular circumstances. The intended effects on the performance of an organization are possible if information technology is utilized intelligently and suitably. The frequency or infrequency with which the same IT is used may impact the organization's results. How individuals utilize technology is influenced by the practicality and efficiency of e-HRM applications [16 – 18]. Electronic human resource management strongly indicates the strategic prioritization of the HRM function [19]. The plan is predicated on the notion that enthusiastic and pervasive IT implementation can increase company-wide performance.

According to several studies [18 and 19], the influence of this approach on institutional effectiveness may vary depending on the specific e-HRM technologies implemented. The outcomes will fluctuate depending on the information system implemented. ERP, or enterprise resource planning may finally occur in the decentralization of the approach, whereas manager self-service may contribute to its decentralization.

Nevertheless, this methodology needs help to elucidate why identical variables may yield disparate outcomes within the same framework. Furthermore, the strategy needs to be revised when attempting to clarify disparate outcomes produced by similar technology. Notwithstanding these obstacles, our methodology provides a more persuasive account of outcomes. As a result, this investigation employs this approach. Despite this, the specific advantages that e-HRM could offer to organizations still need to be clarified [13] . e-HRM effectiveness is contingent on the participation of multiple stakeholders, including line managers and employees. The organization's performance depends on its employees' willingness to adopt and master newly implemented IT applications [20]. Consequently, this article prepares to evaluate the effect of eHRM on workplace productivity. It delves deeper into the work capability of the employee as a factor to comprehend the consistent benefits organizations derive from e-HRM.

The implementation of electronic HRM entails the improvement of HRM policies, procedures, and strategies through the utilization of web-based platforms. Heslina and Syahruni state that establishing a preeminent organization is the ultimate objective [11].

Two significant ramifications result from this concept. An employee's efficacy can be assessed by utilizing a behavior index. Specifically, it is distinguished by a succession of distinct operations conducted over time [22]. Additionally, performance is correlated with the anticipated benefit to the organization, a feature inherent in human conduct.

Gallardo-Gallardo et al., and Chamba-Rueda et al. define organizational performance as comprising financial results (e.g., market value or profit), human resource outcomes (e.g., work accomplishment or commitment) and institutional outcomes (e.g., customer satisfaction or productivity) [23 and 24].

Hausberg et al. employ the phrase "the value obtained from e-HRM implementation" to delineate the results achieved through its implementation [25]. AlHamad et al. define a consequence as "anything that occurs as a result of accompanying and following the application of

information technology, whether beneficial or detrimental" [26]. The far-reaching consequences of an organization implementing electronic human resource management constitute macro-level ramifications.

Trenerry et al. state that electronic HRM enhances HRM processes and costs, which increases the performance of organizations that implement it [16]. By substituting IT for manual labor, e-HRM can reduce the requirement for HR personnel to perform administrative duties. According to Adula et al., this phenomenon could result in standardized transactional HR processes, enhancing efficiency and effectiveness [12].

Marchington et al. demonstrates that this method enables the HR management to focus on strategic matters [27]. Human resources professionals can harmonize their organizations' competitive positioning by allocating additional time toward strategic endeavors such as knowledge management, strategic planning, and people management. These measures facilitate the expansion of businesses into untapped markets by providing management with enhanced information [13]. The premise of this research is that organizations that implement electronic human resource management systems experience an increase in performance due to this phenomenon. This relationship is assumed to persist even in developing markets.

The model has primarily been subject to criticism about involuntary information systems. The extensive use of an automatic system may occur not due to any particular desire but rather because all other alternatives are unavailable. There would be no increase in efficacy with this system in effect. Performance enhancements transpire when "an information system possesses the functionalities necessary to fulfil the demands of the tasks executed; consequently, the performance of individual employees improves," as articulated in the task-technology fit model. Notwithstanding this, mere compatibility is insufficient since implementing a system enhances efficacy. This approach is advantageous in assessing an employee's productivity, efficiency, and achievement [28].

The ALM model, which Barbieri classifies tasks as routine or nonroutine [29]. Integrating technology poses a more significant challenge for non-routine tasks, whereas the likelihood of automating regular jobs is higher. Humans may be supplanted by technology when predetermined criteria can standardize duties. As a result, substantial investments will be made in sectors that rely on average citizens to produce products and services. Additionally, technology has been an immense boon to humanity in accomplishing the extraordinary. Consequently, these positions will probably receive reduced financial support for information technology.

Employees must adjust to new technological instruments because e-HRM modifies data transfers and workplace procedures. Venkatesh states that employees may need help to acclimate to technologically facilitated organizational change [30]. Khoshnaw and Alavi posit that workforce productivity may experience a transient decline during acclimation to the novel system[31]. However, the passage of time will likely result in a more favorable task completion. This study advises management to provide employees with e-HRM system training to expedite achieving the intended result.

E-HRM implementation in organizations aims to enhance the organization's and its personnel's performance. An improvement in employee performance ensues as the duration and frequency of e-HRM implementation increase. Our hypothesis posited that the anticipated enhancements in organizational performance would eventually be mirrored by the favorable impacts this on employee efficiency

H_1: E-HRM implementation has direct effect on the efficacy of an organization.

H_2: E-HRM implementation indirectly impacts the performance of an organization via employee performance.

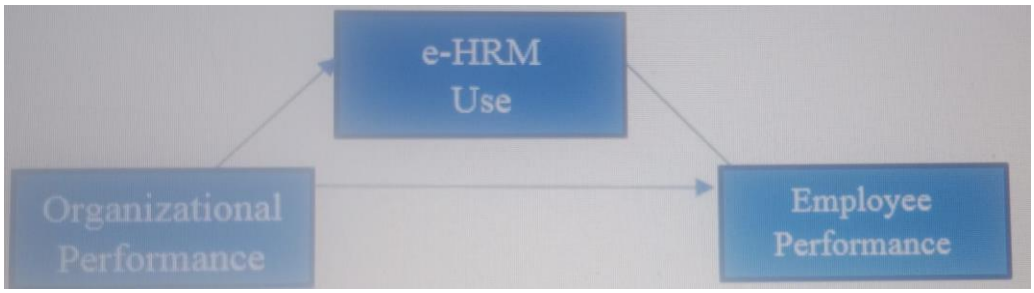

Figure 1. Model

The research of this study was concentrated on organizations that implemented electronic human resource management systems. The sample population comprised eleven hundred and twelve companies representing eighteen distinct economic sectors in Zimbabwe. The selection of the participating organizations was predicated upon the subsequent inclusion criteria: (1) the organization should hire fifty individuals, and (2) a minimum of one year of experience using one or more e-HRM applications is necessary to determine the appropriate sample size.

The provision of resources for electronic human resource management systems was the criterion for inclusion. Only sizable organizations are capable of fulfilling these stipulations. Qamar & Samad, prior study has correlation between the magnitude of an organization and the implementation of computerized HRM [13]. Furthermore, there is a consensus among researchers [15,32,33] that the magnitude of the organization determines the level of maintenance and utilization of systems. A business is deemed significant in Zimbabwe if it employs fifty or more individuals. It was expected that companies would have fully integrated their e-HRM systems within a minimum of one year. According to two studies [2,9], e-HRM must generate a positive cash flow for at least three years. An absolute minimum of one year was necessary for this inquiry. Various individuals were considered, including line managers, HR administrators, IT specialists, etc. They are crucial because their responsibilities include "planning, implementing, and performing e-HRM"[26]. A new method was taken into consideration to select the individuals to participate.

3. Measurement

The information was gathered via proper enquiries. Few types of measures were developed to ascertain degree of approval or disapproval of participants regarding the proposed outcomes. A group of twenty individuals operated the device. Hennink et al., and Siyambalapitiya et al. distributed the questionnaire by the "drop and pick", which increases the answering rate marginally [34,35]. Personal information, e-HRM usage, employee performance, and organizational performance were all covered in a four-part survey.

4. E-HRM assessment

The study utilized research instruments that had undergone validation [19]. The questionnaire comprises two concealed variables: "perceived ease of use" and "system usefulness." It consists of six items.

5. Individuals' effectiveness assessment

Bakker et al. developed and validated a six-item work performance scale to measure this component [36]. The performance in context, conscientiousness, and task performance are the three latent variables that comprise the measure. [37] proved that the scale in question has a Cronbach's alpha value of 0.85.

6. Organizational Performance assessment

The organizational performance questionnaire was developed with meticulous deliberation of the research [2,39]. Three latent variables comprise this nine-item scale: operational efficiecy, relational effectiveness, and transformational efficiency.

7. Assesment of Control elements

The research integrated three control elements based on existing literature identifying factors influencing organizational performance. These factors include the quantity and variety of

computerized human resources applications, knowledge and expertise in information technology, and more [25].

8. **Evaluate the Method of measurement.**

Despite being documented in the literature, the scales continued to undergo validation. The principal aim was to eliminate manifest variables that were deemed ineffective. The measurement models were evaluated using both exploratory and confirmatory factor analyses. A range of assessments were performed to evaluate the measurement models, encompassing the suitable requirements.

All three measures' internal consistency numbers, which ranged from 0.76 to 0.94, were above the recommended cutoff of 0.70. The factor loadings for every item were higher than the suggested cutoff of 0.50, as reported by Hair et al.39.

Composite reliability scores, which indicate how accurately an instrument measures its intended concept, varied between 0.81 and 0.94, all exceeding the minimum requirement of 0.70. In contrast to the suggested threshold of 0.50 (0.60-0.79), the actual variance explained (AVE) was more remarkable. The AVE evaluates the extent to which the latent construct explains the variability observed in the indicators. There are advantages to each magnitude, and both converge. We determine the values of discriminant validity between 0.77 and 0.89. The values occasionally referred to as discriminant values, exhibited the strongest association with them of any other construct. The metrics are discriminatory and valid. The measuring model satisfied both the worthiness and reliability

9. Evaluate the Method of Structure Model

Once the measurement model has been validated, our hypothesis is evaluated using a conditional process modeling application. Hayes states that the program analyzes direct and indirect consequences using the ordinary least squares framework [40]. The minimum and maximum values were determined using few iterations of bootstrapping with the level of confidence of 95%. A 95% confidence interval encompassing "0" is considered statistically insignificant for a mediation hypothesis. The theory of mediation is sound in light of the current situation. Thus, with 95% assurance, it is feasible to assert that mediation is in progress [41]. The significance level could be computed by applying ranges [42]. According to Acock, beta values are categorized as follows: "$\beta < 0.2$ = indicates a weak effect; $0.2\ \beta < 0.5$ = signifies a moderate effect; and $\beta > 0.5$ = indicates a strong effect".

Results and Discussion

The numerical analysis comprises the following sectors: innovations, beverages, finance, oil and gas, construction, industry and agriculture.

Factor Loading Analysis

EFA scrutinized the fundamental connections among e-HRM utilization, employee efficiency, and institutional capability by employing principal axis factorization in conjunction with Promax rotation. Two latent factors were identified through the EFA of e-HRM usage: perceived simplicity and system utility. The significance of these entities is established by the fact that all of their eigenvalues are greater than one (>1) and account for 72% of the variance collectively. Following this, CFA was performed to validate the constructs. The assessment of the CFA was conducted by utilizing some indices. The outcomes indicated a satisfactory level of fit, as corroborated by the following numerical values: (RMSEA): 0.043, (CFI) =1, and normal fit index (NFI): 0.98.

This EFA exercise identified three latent factors relevant to employee performance: conscientiousness, task performance, and contextual performance. The significance of the three factors can be ascribed to the fact that their eigenvalues exceed one (>1), and alternatively stated, the combined weights amount to 83.66 percent, or 26.13, 16.42, and 43.32 percent, respectively. CFA was applied to validate the constructs. The subsequent values served as indicators of the model's good fit: NFI = 0.99, CFI =0.97, GFI = 0.98, RMSEA = 0.04, and SRMR = 0.03, respectively.

Moreover, EFA was adopted to indicate the variables that impact the organization's performance. This EFA generated three latent factors: transformational, relational, and

operational performance. The statistical significance of the three factors is established by the fact that all three of their eigenvalues are greater than one (>1) and collectively correlate 70.31 percent of the variance suggested the fit was satisfactory

The mean scores, and their related correlations were computed for each variable. Implementation of electronic HRM is substantially and positively correlated with the performance of an organization ($r = 0.55$, $p < 0.05$). A good and numerically significant analysis has been observed between the performance of employees and that of the organization. The utilization of this method is substantially and positively related with employee performance ($r = 0.18$, $p < 0.05$). Age and tenure are substantially and positively correlated among the control variables. Computing relation between variables is the foundation for moderation testing and mediation, except for moderation testing [16,17,18]. As a result, employee performance functions as an intermediary factor in the current investigation.

Analysis of regression

The upper and lower limits of the coefficients of regression in a bootstrapping model were determined via 10,000 iterations, ensuring a 95% confidence level. Using the results obtained from the regression analysis, models incorporating direct, indirect, and total effects were evaluated. Implementing the test logic proposed by Hayes established a framework to represent mediating effects [40]. Before conducting a mediation test, it is crucial to establish that the dependent variable, organizational performance, is positively influenced by the independent variable, e-HRM utilization.

Without any intervening variable, the e-HRM implementation in organizational ability is substantial and statistically significant ($p < 0.05$). A significant percentage (30%), precisely 0.30, of the variability in organizational performance can be accounted. Notwithstanding its infancy, the implementation of e-HRM within an organization generates favourable outcomes in terms of performance. The allocation of resources towards e-HRM systems is justified because it will enhance talent management and empower managers, both of which benefit the organization. Conversely,[16,17,18] argued that implementing e-HRM systems does not guarantee favourable outcomes for organizations. Interventional variables are essential for augmenting the effect.

The results indicate that integrating this approach significantly and positively impacts employee performance. Nevertheless, this impact is inconsequential. Research has demonstrated that the widespread implementation of an information system positively impacts individual performance. This objective is accomplished by streamlining task procedures, acquiring knowledge, enhancing decision-making capabilities, and improving information quality. Electronic HRM facilitates improved job satisfaction and well-being by enhancing job autonomy, consequently fostering a perception of mastery. An association between employee job satisfaction and the overall perception of the organization is positive, ultimately resulting in a higher provision of services of superior quality.

Table 1. Multiple regression Analysis

R	*R*-sq	MSE	*F*	df1	df2	*p*
0.18	0.04	0.21	11.63	1	323.00	0.00
			Model 1			
	coeff	SE	*t*	*p*	LLCI	ULCI
constant	3.51	0.23	16.17	0.00	2.98	3.87
e-HR use	0.17	0.05	3.31	0.00	0.07	0.30
R	*R-sq*	*MSE*	*F*	*df1*	*df2*	*p*
0.59	0.35	0.16	85.00	2.00	322.00	0.00
			Model 2			

	coeff	SE	t	p	LLCI	ULCI
constant	1.16	0.26	4.61	0.00	0.66	1.66
e-HRM use	0.50	0.05	12.08	0.00	0.41	0.58
Employ perf	0.24	0.05	5.72	0.00	0.13	0.32

Effects of X on Y
Model III
Immediate effect V
Table 2. Effects

Effect	SE	*t*		*p*	LLCI
0.50	0.045	12.08	0.00		0.41
Indirect effect(s) of X on Y:					

Effect	Boot SE	BootLLCI	Boot ULCI
0.04	0.02	0.01	0.07

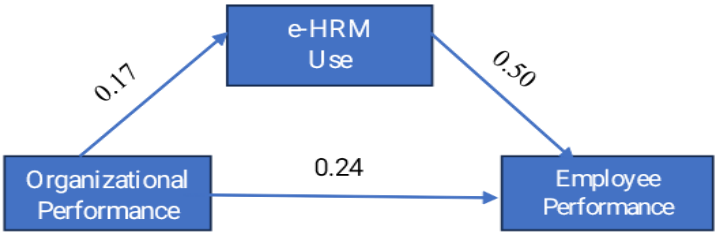

Figure 2: Model

The utilization of e-HRM has an indirect impact on organizational performance via employee performance. The implementation of e-HRM has a proper needful and positive impact on employee performance ($p < 0.05$). The statistically significant and positive relation between worker and his effectiveness is illustrated in Figure 2 ($p < 0.05$). As demonstrated by the mediation effects model, there is a correlation between mediation and employee output. The impact of e-HRM has a good and positive impact on organizational performance ($p < 0.05$). Statistical evidence supports the conclusion that e-HRM indirectly improves organizational performance (β 5 0.0367 and $p < 0.05$). The confidence interval (CI) of 0.0119-0.0673, as indicated in Table 1 of Model 3, does not include zero. By substituting employee performance for a moderating variable, the quality of the model is enhanced. The model demonstrates statistical significance and accounts for 35 percent of the variance in organizational performance, or 3,511 observations. Under these conditions, we adopt the null hypothesis.

Top management can maximize the effect of this approach on marketing outcomes by making investments in high-performance work practices that motivate employees to exert maximum effort.

Theoretical and practical Implications

The results of this investigation improve multiple domains of theory. Based on these results, we can assert with certainty that e-HRM implementation correlates favorably with business outcomes. According to the findings of [43] and [16], e-HRM has the potential to predict both individual and organizational success with precision. Additional repercussions could arise as a consequence of endeavors to mediate workers efficiency. The relationship between e-HRM, its impact and institutional success is examined in this study through the moderating factor of employee performance. By increasing employee expectations, managers promote their and the organization's goals. An aspect of the study's managerial implications is the recommendation to integrate. To improve employee performance, combine high-performance work methods with

electronic human resource management (e-HRM). Despite being relatively new in Africa, these management systems have the potential to improve performance of both organizations and individuals significantly.

Conclusion

The study provided evidence that implementing e-human resource management positively impacts the performance of both individuals and organizations. The notion that employee performance is a mediator between the implementation of e-HRM and organizational performance was further validated. Nevertheless, the research is full of constraints. To begin with, the research is constructed using cross-sectional data. The utility of such data is restricted when endeavoring to establish a causal relationship. An additional limitation of the study was its reliance on a single source. Despite these constraints, the research suggests an all-encompassing approach in which employee performance is an intermediary between the implementation of e-HRM and the outcomes for the organization. This concept increases the financial impact of HRM software on an organization.

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