



"Technology Reshaping the Future of Industry" The Impact of Electronics HRM on Organization Performance with Mediating Role of IT Training: An Extension of Institutional System Theory

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ABSTRACT

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Technology is the most powerful tool, which is used to redesign the organizational structures. The scaling and acceleration of human capabilities, the automation of labour, and the creation of new methods for obtaining and supplying labour are all having a substantial impact on the nature of work in the future. The success of an organisation depends on the growth of its people resources. This essay presents a perspective on the idea of electronics HRM on organisational performance with the mediating role of IT training in Pakistan's textile industry. To carry out the investigation, a quantitative methodology was employed. All of the study's participants were employees, and the study's 300 samples were drawn using the stratified sampling technique. Using the PLS program and structural equation modelling, the study's hypothesis was tested. The study's findings showed a clear connection between operational, rational, and transformational electronic human resource management (E-HRM) and the organisational performance of the textile sector. A study also shown that IT training significantly improved organisational effectiveness. Finally, IT training acts as a mediator between EHRM and organisational performance. Therefore, the main contribution of the current study is to illuminate the untapped potential of IT training for the effective implementation of e-HRM procedures and its effects on organisational performance.

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1. Introduction

E-HRM is an internet grounded resolution that provides an virtual real-time HRM solution using the most recent web application technologies (Roman, 2017). The concept of E-HRM was created when DeSanctis (1986) presented a description of HR info system (HRIS) that is still in use today. According to this description, HRIS is a dedicated information scheme that falls inside the normal functional domains of an organization and is created for the sustenance of planning, supervision, decision-making, and govern the operations of HRM. Later, Lepak and Snell (1998), came up with the term "virtual HR," which they characterized as "an internet-based configuration built on connections and frequently arbitrated by info IT to enable the organization to get, improve, and deploy" (Lepak & Snell, 1998).

In the ages that charted, web-based arrangements and moveable tools transformed HR schemes into a thorough technical facilitator for entirely HR strategies and procedures (Marler & Fisher, 2013). Electronic solutions are becoming more and more suited for HR departments due to developing technologies. Researchers have called for additional similar studies on the e-

HRM value chain in order to comprehend the effects of e-HRM acceptance (Bondarouk & Ruël, 2013). As a result, they initially set out to comprehend the types of goals anticipated because the researcher believes that crucial information regarding the advantages of e-HRM adoption is still being neglected by researchers. With e-HRM implementation and the results obtained by businesses using e-HRM solutions. E-HRM is a brand-new approach to HRM, not just a stage in its implementation. Most importantly, it may be linked to the organization's strategic decisions. It provides a full response to HRM concerns, is capable of effectively processing enormous volumes of data from diverse sources in real time (Bondarouk, Ruël, & van der Heijden, 2009). In order to assist minimum two individual or group performers in their shared execution of HR duties, Strohmeier (2007) defined e-HRM as "the (planning, implementation) and use of IT".

Bondarouk et al. (2009) define the same concept as "an umbrella phrase encompassing all potential integration strategies and contents between HRM and information technology." This notion is defined as "a catch-all term that encompasses all practical methods and resources for HRM and IT integration, with the goal of delivering value both within and across organisations for targeted employees and management." According to Parry and Tyson, it may be oversimplified and unrealistic to think that e-HRM technology put in place to accomplish a goal will automatically result in that organisational performance. Furthermore, Martin and Reddington (2010) claim that the degree of coordination between an e-HRM system's goals and practices determines how effective it is. Nonetheless, adequate implementation was necessary for adherence with e-HRM aims. Since most organizations frequently experience implementation issues. Because of this, the majority of businesses cannot adopt e-HRM practices.

Moreover, to improve organizational performance, electronic management of human resources is crucial (Rawash, Mustafa, & Al-Refai, 2017). Yet, proper implementation of e-HRM has its own set of problems. Poor implementation leads to a variety of issues, including poor organisational performance, particularly in Pakistan's textile industry. Organizations are unable to effectively apply e-HRM practices and are not able to maximize the potential of e-HRM technology due to incorrect implementation. E-HRM is a completely new approach to implementing HRM, not merely a stage in the process. The effectiveness of e-HRM depends on how well its goals and practices are aligned (Martin & Reddington, 2010).

The staff, however, lacks the skills necessary to operate such sophisticated technology. Most employees are accustomed to using the outdated HRM system, and they are unaware of how to properly utilise e-HRM technology. Doing IT training, however, is a great way to solve this issue. IT training has a favorable impact on e-HRM procedures and will subsequently enhance company performance (Zhou, Cheng, Zou, & Liu, 2022). Furthermore, research indicates that e-HRM has been researched more frequently in industrialized nations like the United States (US) and Europe.

Compared to other industrialized nations with distinct economic environments and technological advancements, there are a few fewer research. Many prior studies on the e-HRM have been undertaken by researchers in various developed countries due to the significant alterations in the market and management tools of the countries in the Third World (Rawash et al., 2017). Yet, researchers tend to ignore developing nations like Pakistan. Since IT trainings play a key role in mediating the impact of E-HRM practices on organizational performance, this study will concentrate on this understudied topic. Recent research will aid in understanding the E-HRM phenomenon.

2. Literature Review

2.1. Organizational Performance

Innovation, quick adaption, and time to market are used to measure organizational performance. This assisted the investigator's recommendations for how businesses might use e-HRM to accomplish their goals and attain the performance they desire. "The examination of firm progress procedures and services associated to objectives and aims to attain sustainability via constant growth" is how organizational performance is defined. A number of viewpoints can be used to evaluate an organization's success, including short- and long-term, financial, non-financial, and relationship-building. Organizational competitiveness in comparison to industry performance standards is typically used to measure organizational performance (Herciu &

Ogreaan, 2008). They also emphasized that competitiveness is the most crucial essential component of a business, regardless of its size or industry.

In order to get the best results, the study emphasises on the value of managing human knowledge as a crucial strategic resource. The fundamental tenet that underlies organisational performance is that it results from the alignment of organisational strategy, structure, system, environment, and culture. According to Yeh, Yang, and Ting (2009), the process of deciding on a mission, vision, policies, strategies, goals, and objectives, as well as managing organisational resources to achieve those goals, constitutes the main dimension of organisational performance. Seen as an internal strategy that may be carried out in alignment with corporate goal and vision for achieving improved organizational performance, focusing on the applicability of E-HRM and utilizing organizational knowledge should be taken into consideration. As a result, an effective E-HRM implementation plan yields increased efficacy and efficiency as well as better results. Furthermore, organizations are expected to present a plan that outlines the function, goal, and scope of E-HRM inside their borders in order to achieve effectiveness and efficiency as the components of organizational performance (Ringel - Bickelmaier & Ringel, 2010).

2.2. Electronic Human Resource Management (e-HRM)

An E-HRM arrangement used by the HR department to stock and manage HR means and processes, such as performance management and employee interactions, as well as HR planning (recruitment, selecting, employing, training, preferment, and layoff). All personnel inside a company must have access to this system (Zhou et al., 2022). Due to its enormous benefits for system quality improvement, cost savings, and expediting organizational procedures, e-HRM is currently becoming more and more important within working businesses (Strohmeier, 2007).

Due to the importance of human capital management in preserving competitive advantages over the long term, organisations employ e-HRM. Organizations must, however, comprehend how human capital will be used as business technology evolves to successfully achieve business strategy. It is a desire for organisational functional integration, e-HRM alignment with corporate strategy, and organizational-wide functional integration. As a result, the organisation can quickly reach a high level of efficiency. Organizational design and effective IT adaptation are crucial in this regard to support e-HRM practises on organisational innovation performance (Jackson, DeNisi, & Hitt, 2003). The benefits of IT training are expected to have an impact on organizational development since they speed up internal access to new information impact on progress both inside and beyond the organization. Additionally, because IT training adoption can support creativity, it is anticipated that it will buffer the relationship between worker innovation and organizational advancement. This study examines how IT trainings affect organizational development execution from an organizational adjustment and development point of view, as well as how they mediate the link between employee creativity and organizational performance.

2.2.1. Theoretical Perspectives of E-HRM

According to the assessment of the literature (Strohmeier, 2007), there is presently no complete multi-level theory of e-HRM. It is evident that the primary theoretical foundations of this research are the contingency theory, resource-based perspective theory, transaction cost theory, and new institutional theory. The 1967 contingency hypothesis of Lawrance and Lorsh asserts that circumstances affect organisations. So, an organization's performance depends on how well it designs its interior configuring while taking into consideration the constraints forced by its environment. In simple words, environmental factors or characteristics at the "micro" and "macro" scales must "fit" with the organisational structure.

The resource-based perspective contends that a company's human capital, which is valued, distinctive, irreplaceable, and only partially replaceable, is its most valuable resource for gaining a competitive edge. By putting this strategy into practice, e-HRM activities like e-learning, e-recruiting, and other such activities can be seen as contributions that aid the company in achieving these goals. According to transaction cost theory, institutional structures are advantageous from an economic perspective. Hence, e-intricate, HRM's largely subcontracted, partially dispersed, and partially surrogate design can be justified by its capacity to reduce costs (Lepak & Snell, 1998). HRM practises and the factors influencing them have been better understood using institutional theory. According to the institutional theory, businesses should be aware of the institutional expectations of their environment and respond

to market forces, regardless of how closely these forces are related to actual performance accomplishment. Institutionalism develops a critical mindset towards its factual repercussions and provides explanations of the relationship between the institutional environment and e-HRM setups.

2.2.2. Operational e-HRM and Organizational Performance

The management components of e-HRM are operational outcomes, which demonstrate the effectiveness of HR procedures. Bondarouk and Ruël (2013), Marler (2009), Martin and Reddington (2010), simplicity, which allows better process execution while requiring less investment, is the most significant advantage of automated HR procedures. Operational HRM primarily focuses on payroll, personnel data administration, record-keeping, and corporate policies (Zhou et al., 2022). 75 percent of the job is related to these activities. OE-HRM is important because it reduces the cost of e-selection, which lowers employee turnover, as well as hiring costs and with better efficiency in hiring (Muhammad, 2022).

H₁: Operational e-HRM has substantial relationship with Organizational Performance.

2.2.3. Relational e-HRM and Organizational Performance

The cooperation that e-HRM adoption enables as well as interdepartmental connection and communication are referred to as relational consequences (Lepak & Snell, 1998). They make HR procedures more efficient (Lepak & Snell, 1998). Further, improve data accuracy, speed, and simplicity of information sharing, and coordinate HR operations (Strohmeier, 2007). Relational e-HRM ensures that communication between management, employees, and the HR department is optimized. It focuses on administration as well as HR technologies that support company processes like selection, training, performance management, and awards. It also deals with advanced level HRM tasks According to Strohmeier (2007), it serves as a link between the many actors in the organization and promotes networking among people. According to Bondarouk and Ruël (2005), the emphasis is on HR tools that support business operations. According to research by Snell, Stueber, and colleagues from 2001, this type of activities account for 15 to 30 percent of the HR effort.

H₂: Relational e-HRM has significant relationship with Organizational Performance.

2.2.4. Transformational e-HRM and Organizational Performance

In order to emphasis on more intentional and value-adding jobs and plans, it is assumed that using IT will result in a reduction in the time and effort required for administrative chores. This justification was adopted by later studies, who noted that transformative outcomes support and facilitate the strategic function of the human resources department (for example, Lengnick-Hall and Moritz (2003), (Panayotopoulou, Vakola, & Galanaki, 2007). This form of HRM is the most intricate and significant. By using web-based solutions, transformational E-HRM aligns the organizational work force with the company's strategic decisions (Lepak & Snell, 1998). Strohmeier (2007) discusses the effects of transformational learning, while Marler and Fisher (2013) examine the evidence-based method, which demonstrates that there isn't any strong evidence to back up this technique. Simply put, there are no such studies that explain the connection between E-HRM and any type of organizational success metric.

H₃: Transformational e-HRM has significant relationship with Organizational Performance.

2.2.5. Relationship between Relational, Transformational & operational e-HRM and IT Training

Because of globalization and current expansions in IT and statement expertise, the world is more intricate, vibrant, and inexact than it has ever been. As a result, businesses regularly look for innovative strategies that will set them apart from their rivals in order to meet the demands of this fiercely competitive industry. Using human resources became crucial to attaining their goals as a result of this. Learning on the relationship between HRM practices and the efficiency of HR services, user training was not considered as a contextual element. The authors encouraged more research to look into this relationship. User involvement in e-HM efforts is seen as being dependent on user education (Bondarouk & Ruël, 2013). User acceptance of e-HRM systems depends on use training. It was decided that user training for the system should be taken into account when evaluating the association among e-HRM and the efficacy of

human resource services. On the basis of the debate above, the following hypothesis was formed.

- H₄: Operational e-HRM has significant relationship with IT trainings.
- H₅: Relational e-HRM has significant relationship with IT trainings.
- H₆: Translational e-HRM has significant relationship with IT trainings.

2.2.6. IT Training has relationship with organizational performance

Training has a very high relationship with organizational success, according to previous studies. Several research that have been conducted and published in the past directly support the current study's claim. In the Nigerian state of Enugu, a study titled "Impact of staff training on administrative presentation in soft drinks bottling industries" is being done by Ndibe and Campus (2014). The study's findings demonstrated that training significantly impacts organizational performance. Also, a new study was recently completed by Abdelwahed and Mufti (2023). The study's clear findings demonstrated that training is the source of skill development and that it has a substantial effect on organizational performance. Hence, based on the aforementioned investigation, the current study aimed to.

- H₅: It training has a relationship with organizational performance.

2.2.7. IT Training mediates the relationship (E-HRM and Organizational Performance)

One of the crucial components for the effective application of e-HRM practises is training. It consists of in-class lectures and hands-on activities like using software. It is important for employees of the firm because many HR employees are unable to use e-HRM. Companies now frequently utilise training strategies to facilitate the adoption of new technologies and to increase the productivity and competitiveness of their workforce. The Fishers predict that during the next ten years, the field of training and development will experience the quickest rate of growth (Aityassine, 2022). When a company adopts new technology, the effectiveness of the organisation depends on how simple the new technology is to use for the system in question technology (Venkatesh, Morris, Davis, & Davis, 2003).

The last three decades of IT training have been the subject of recent studies. A thorough training system is required, say Nelson et al., not just for individuals but also for work groups, and organization-level factors must be taken into account when gaining a competitive edge. IT trainings are crucial for a company's smooth e-HRM system deployment. All e-HRM users must be informed of the usage of e-HRM technology in order to execute the system properly and achieve the objectives of cost reduction and increased organizational efficiency. Hence, it is determined that IT trainings perform the role of moderator for the effective deployment of the e-HRM system because IT trainings may be beneficial for employees in using e-HRM technology and for successfully achieving organizational goals.

- H₆: IT training mediates the connection among Operational e-HRM and Organizational Performance
- H₇: IT training mediates the association among relational e-HRM and Organizational Performance
- H₆: IT training mediates the connection among transformational e-HRM and innovation

2.3. Institutional System Theory

A continuum that encompasses the person's environment and increasingly sophisticated systems is explained by system theory. With the aim of enhancing the "decency of fit" between individuals and their circumstances, system theory also enables us to assess problems and develop customised mediation methods by helping us understand the components and features of the client system as a whole. The frameworks hypothesis does not specify hypothetical structures for specific comprehension problems or direct the social worker to certain intercession techniques. Or perhaps it serves as a metatheory or organised calculated system for understanding (Meyer, Becker, & Van Dick, 2006).

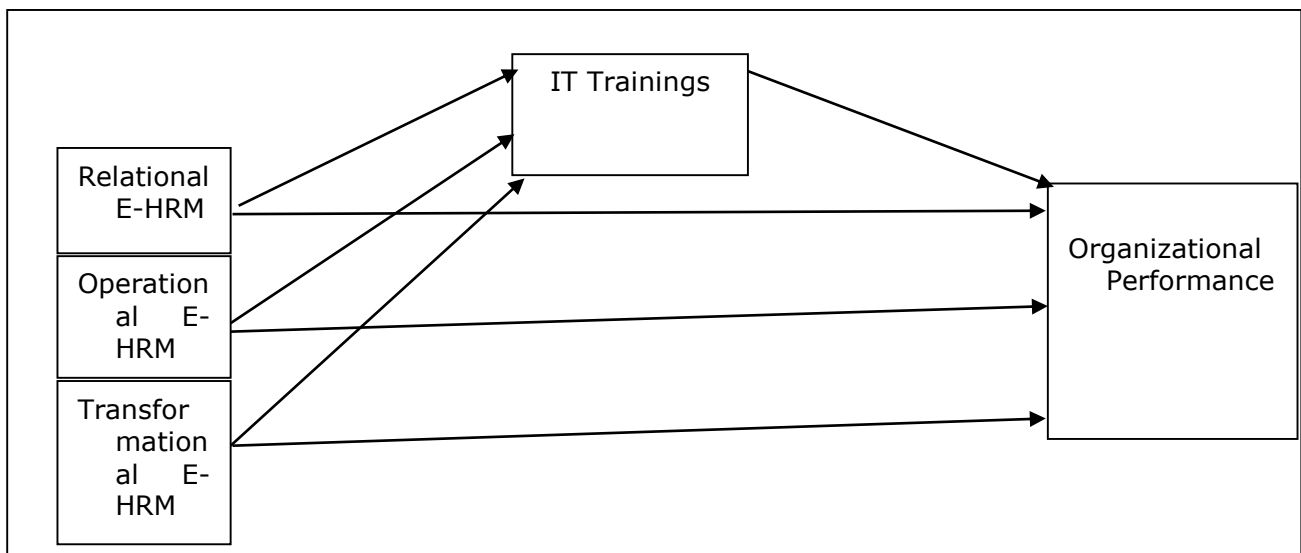
The term "adaption" defines the vigorous process through which a certain framework replies to the demands and weights of peripheral powers and circumstances. It also includes how a system might draw resources from its external environment. The framework and its

condition must cooperate and trade in the appropriate ways throughout adjustment, which ultimately results in both being altered. A framework demonstrates its ability to achieve goals when it decides and organises its goals, then obtains and prepares resources in a coordinated effort to attain those goals. Mix illustrates how the internal components of the framework are organised and coordinated. Finally, inactivity or example maintenance depicts a framework condition where resources are devoted to maintaining and propagating its norms and qualities.

All social systems entail processes, get input from the environment, and generate outputs. Besides having a framework, social systems also serve as support systems. The family is a fundamental unit of society that serves as a platform for interaction and carefulness for its associates. Family systems theory inspects a family's dynamic processes and takes action to modify or change unsuitable processes or structures.

The genogram, ecomap, and social network map were three particular tools that were offered as ways to gather that knowledge. These tools show the wide range of methods that can be employed to learn more about various facets of systemic interaction. The professional is more equipped to discover system strengths that will improve or restore the client's social functioning the more information they have regarding person-in-environment interaction.

Figure 1: Research Framework



3. Research Methodology

The impact of e-HRM on Corporate Performance in Terms of Innovation, Quick Adoption, and Speed to Market will be examined in this research study. Causal research design is therefore chosen in accordance with the nature of the inquiry.

3.1. Population and Sampling

Pakistan's textile industry will be the subject of this study. Participants will be textile industry workers. Comrey and Lee (2013) claimed to have provided a sample in a series for inferential statistics. A sample with fewer than 50 participants is considered to be weaker than one with 100 contributors, 200 contributors, 300 contributors, 500 participants, and 1000 participants, respectively. As a result, the current investigation will employ sample sizes of 300. Using stratified sampling, data will be gathered. The textile industry employees will receive the adopted questionnaire.

To ascertain the relationship between variables, the usage of measurement scale is deemed appropriate. The scale provides the basis for the instrument because it is widely regarded as very acceptable in social science studies (Sekaran & Bougie, 2016). As a result, a questionnaire will be utilised to gather the information, which will be modified from (Weisberg, 1988). The scale questionnaire with seven-point Likert scales created by Damanpour (2018) will be used by the researcher to gather data about organisational innovation (2001).

Also, the researcher will examine IT adoption and trainings using a five-item modified questionnaire created by (Baum & Burack, 1969). Performance of the organization: In this study, we conceptualised organisational performance using the goal method, which focuses on the overt aims of the organisation, such as profitability and turnover. We accomplished this by employing six variables from the economic portion of organisational performance scale.

4. Data Analysis and Interpretation

This study will adopt the hierarchical regression to test the research hypothesis. Use PLS for data analysis.

4.1. Reliability and Validity Analysis

Using the Cronbach's alpha measurement, the reliability of each study variable was evaluated. The variable of IT training has a Cronbach's alpha of 0.551, operational EHRM of 0.798, organizational performance of 0.643, rational EHRM of 0.747, and transformational EHRM of 0.824. Cronbach's alpha ethics for apiece variable are advanced than J. D. Brown's recommended value of 0.60. (2002). In light of this, the significance of Cronbach's alpha shows that all the variables' items are reliable, enabling the confident application of subsequent research. The overall variable composite reliability (CR) and the average variance recovered for all variables are both more than the cutoff value of 0.50. Hence, the reliability premise is supported.

Table 1: IC, CV, CR and AVE

Constructs	Indicators	Loadings	Cronbach's Alpha	Composite Reliability	(AVE)
ITT	ITT1	0.763	0.793	0.858	0.551
	ITT2	0.62			
	ITT3	0.627			
	ITT4	0.84			
	ITT5	0.83			
OP-EHRM	OP-EHRM1	0.884	0.936	0.952	0.798
	OP-EHRM2	0.921			
	OP-EHRM3	0.897			
	OP-EHRM4	0.899			
	OP-EHRM5	0.864			
OP	OP1	0.84	0.859	0.899	0.643
	OP2	0.832			
	OP3	0.862			
	OP4	0.751			
	OP5	0.713			
RE-EHRM	RE-EHRM1	0.788	0.828	0.898	0.747
	RE-EHRM2	0.897			
	RE-EHRM3	0.903			
TR-EHRM	TR-EHRM1	0.915	0.894	0.934	0.824
	TR-EHRM2	0.911			
	TR-EHRM3	0.898			

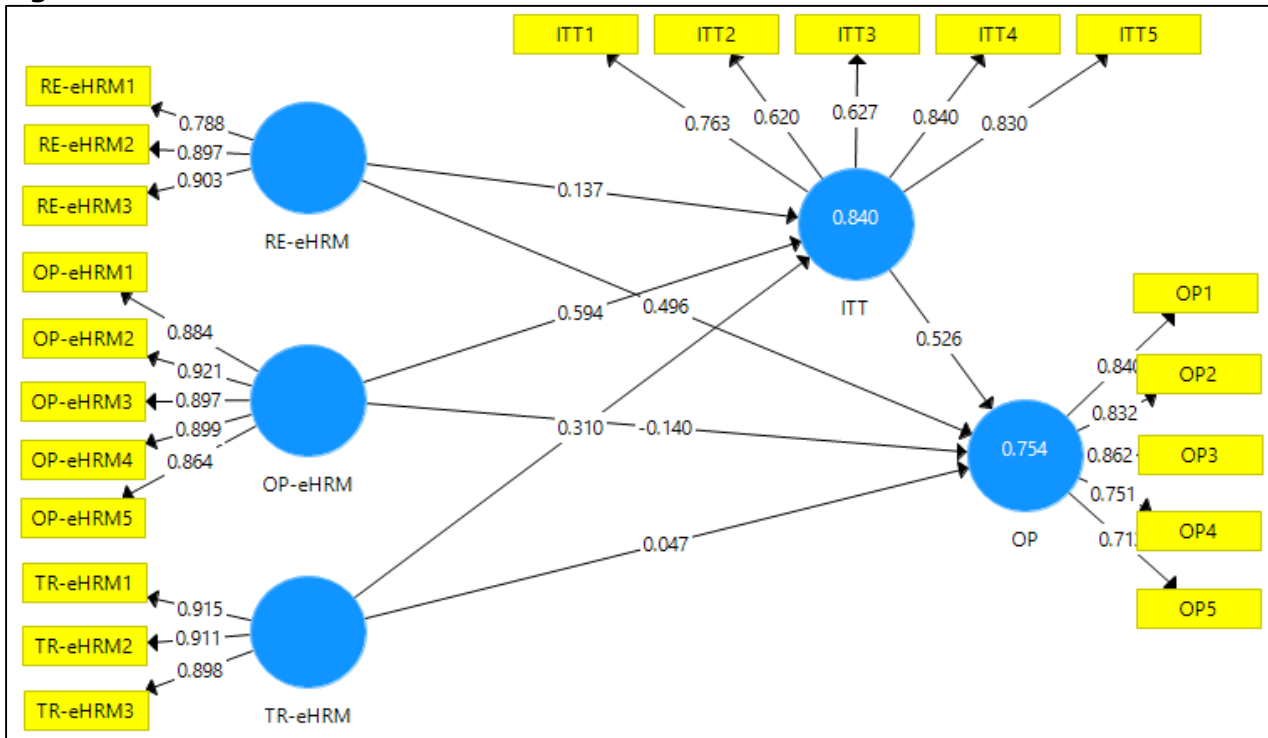
4.2. Discriminant Validity: Heterotrait-monotrait (HTMT) criterion

With the aid of the Fornell and Larcker criterion, the collected data's discriminant validity is evaluated. According to Fornell and Larcker, in order for the discriminant validity hypothesis to be supported, the Average Variance Explained (represented by the diagonal matrix) must be greater than the squared correlation of latent variables. The square roots of each of the AVEs in table 4.2 are larger than the values in the corresponding row or column (correlation). The Fornell and Larcker criterion thus supports the presumption of discriminant validity. The HTMT values need to be less than 0.90 to show discriminant validity. This illustrates the discriminative power of the construct. In the HTMT study, all correlation coefficients were below 0.90.

Table 2: Discriminant Validity: Heterotrait-monotrait (HTMT) criterion

Constructs	ITT	OP	OP-EHRM	RE-EHRM	TR-EHRM
ITT	0.842				
OP	0.801	0.809			
OP-EHRM	0.807	0.691	0.893		
RE-EHRM	0.729	0.802	0.702	0.864	
TR-EHRM	0.726	0.629	0.571	0.565	0.908

Figure 2: Measurement Model Assessment



4.3. Structural Model Assessment

A regression-based approach called SEM assesses the causality and interdependence between the variables under investigation. SEM is used in the current investigation to test the put out hypotheses. Regression investigation is a statistical technique apply to investigate or assess the association between research variables. Regression modelling is typically used to investigate the relationship between two variables and their underlying causes. Following is an analysis:

Table 3: Structural Model Assessment and Hypothesis Tests

Relationships	Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
ITT -> OP	0.526	0.526	0.126	4.168	0.000	Accepted
OP-EHRM -> OP	-0.14	-0.129	0.113	1.241	0.215	Rejected
RE-EHRM -> OP	0.496	0.488	0.076	6.559	0.001	Accepted
TR-EHRM -> OP	0.047	0.044	0.089	0.53	0.596	Rejected
OP-EHRM -> ITT	0.594	0.592	0.053	11.229	0.000	Accepted
RE-EHRM -> ITT	0.137	0.14	0.051	2.663	0.008	Accepted
TR-EHRM -> ITT	0.31	0.307	0.055	5.597	0.005	Accepted

Table 4: Structural Model Assessment Results and Decision (In-direct Effect)

Relationships	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
OP-EHRM -> ITT -> OP	0.312	0.313	0.085	3.685	0.000	Accepted
RE-EHRM -> ITT -> OP	0.072	0.071	0.028	2.565	0.011	Accepted
TR-EHRM -> ITT -> OP	0.163	0.162	0.05	3.237	0.001	Accepted

5. Results and Discussion

The study's main hypotheses (H1) center on the significance of the connection between operational e-HRM and organizational performance. The information in Table 4.3 shows that the Beta value is -0.14, which indicates that the unit shift in operational e-HRM has a positive variance in organizational performance of -14.0%. This shows that there isn't much proof that operational E-HRM affects an organization's performance. The P-value of 0.215, however, indicates that the link is statistically insignificant. The H1 is therefore not supported.

The second premise of the study is that there is a relationship between relational e-HRM and organizational performance (H2). The beta value, which is 0.496, shows a positive variance of 49.6% in organizational performance as a result of the unit shift in relational e-HRM, according to the data in table 4.3. This suggests a substantial connection among e-HRM and organizational efficiency. Despite the fact that the correlation has a P-value of 0.01 and is statistically significant (above the maximum standard value of 0.05). The H2 is therefore recommended.

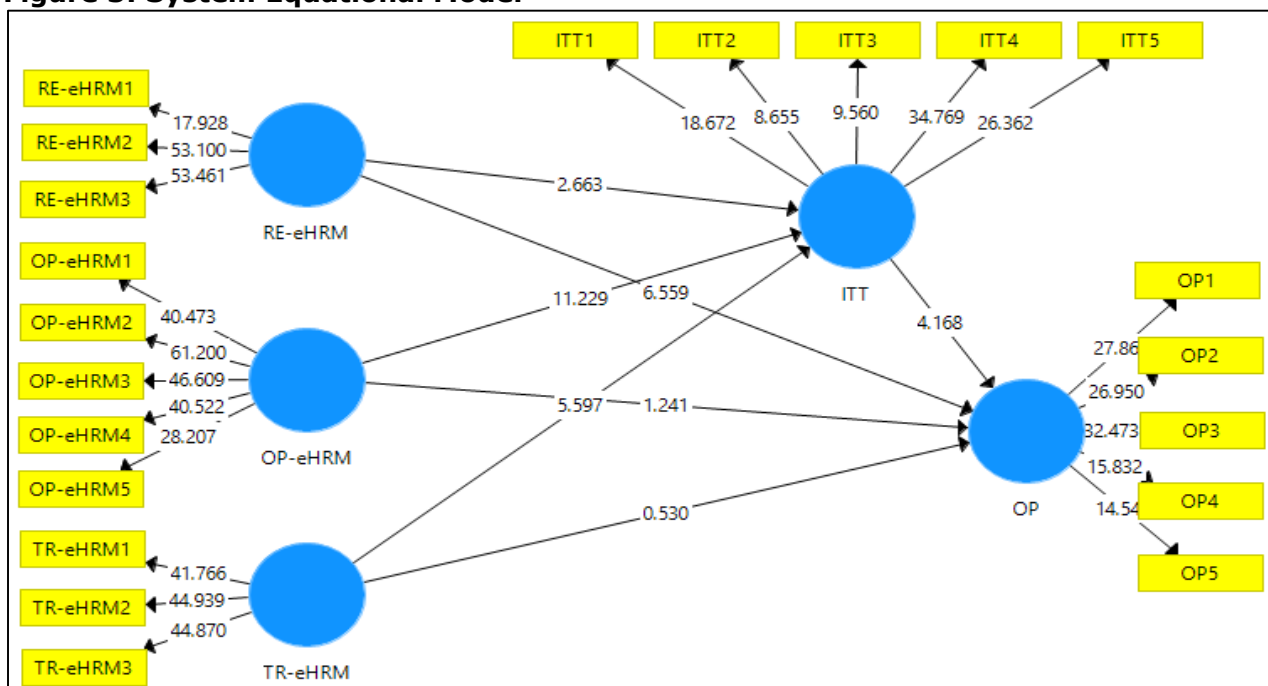
The third hypothesis (H3) of the study examines how meaningfully organizational performance and transformative E-HRM are related. The Beta value is 0.047, which, in accordance with the information in Table 4.3, indicates a positive variance of 4.7% in organizational performance as a result of the unit shift in transformational E-HRM. This suggests that organizational performance and transformative E-HRM have a connection. Despite the fact that the link has a P-value of 0.01 (above the maximum standard value of 0.05), it is statistically significant. The H3 is therefore promoted.

The study's fourth and final hypothesis (H4) investigates the relationship between operational e-HRM and organisational performance in relation to IT training. Table 4.4's Beta value of 0.312 indicates a positive variation of 31.2% in operational e-HRM and organisational performance as a result of the unit shift in IT training. This demonstrates that IT training mediates the association between operational e-HRM and organisational success. Despite the fact that the correlation has a P-value of 0.01 and is statistically significant (more than the standard deviation of 0.05). As a result, the H4 is supported.

The study's fifth and final hypothesis (H5) states that IT training can act as a mediator in the association among relational E-HRM and organizational performance. According to the statistic in Table 4.4, there is a positive variance of 7.2% between the unit change in IT training and organizational performance. There is a 0.072 Beta value. This shows that IT training acts as a mediator in the affiliation among relational E-HRM and organisational performance. Nonetheless, a P-value of 0.01 suggests that the relationship is statistically significant (more than the threshold for significance).

The study's sixth and final hypothesis (H6) focuses on how IT training affects the way that transformative E-HRM and organizational performance are related. Given the unit change in IT training, the statistic in table 4.4's beta value of 0.163 indicates a positive variance of 16.3% in transformational E-HRM and organizational performance. This suggests that transformational E-HRM and organizational performance are mediated by IT training. Yet, a P-value of 0.01 indicates that the relationship is statistically significant (above the maximum standard value of 0.05). The H6 is therefore supported.

Figure 3: System Equational Model



6. Conclusion and Policy Recommendations

Pakistan's textile sector is one of the world's burgeoning industries. As a result, the current research study will focus on Pakistan's textile business. Compared to other industries in Pakistan, this one has more e-HRM-related challenges. The drive of this research is to define how using e-HRM practices touches organizational performance. The independent variables used to measure and assess organisational effectiveness include (innovation, rapid adaptation, and fast time to market). The textile sector is the focus of the researcher's study, which takes into account the perspective of a developing nation (Pakistan).

The present study evaluates the efficacy of e-HRM in Pakistani textile businesses and describes the impact of integrating machinery into human resource workflows and how it affects business performance. The current study's importance is mostly determined by how well services function and by how recent technical developments support them. In order to accomplish strategic goals, these innovations must be backed by effective Human resources capable of exceeding consumer and employee expectations.

6.1. Policy Recommendation

The results of current study revealed that current study will help the policy maker to develop the efficient policy according to the changing industrial environment and technology incubation. Policy makers can use the results of this study to evaluate the technological embeddedness in textile sector of Pakistan. Hence, policy makers and management will alter the old polices or re-align the policy with industrial development and sustainability goals.

6.2. Managerial Implications

Management of the textile industry and management staff will use this study for the successful implementation of E-HRM practices to enhance the performance of organization specifically textile industry. According to the previous studies Pakistan is an agricultural country and textile industry is one of the prime and major industrial sector of Pakistan.

6.3. Limitations

Current study is focusing on the implementation of E-HRM in the textile industry of Pakistan. Therefore, in future this model will apply in other sectors of industry. Further, current study is limited to Pakistan in future same study will conducted in other countries of the world. Moreover, current study chose the sample from textile industry by using the stratified sampling technique. In future researchers will use other sampling technique for collection of sample. Conclusively, PLS is used for data analysis in future studies will use other software's for data analysis.

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