

## Digital Hrmp and its Impact on Employee Job Performance: A Study on the Banking Industry in Tamilnadu

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**Abstract:** The purpose of this study is to examine how digital HRM practices affect employee motivation and, therefore, work performance; in other words, how employee motivation functions as a mediator between digital HRM practices and job performance. Descriptive research design was employed. The primary data were collected from 201 Bank employees. Collecting data utilizing a valid and accurate questionnaire from employees at Banking industry in Tamilnadu. The data was analysed through SEM. The results reveal that digital HRM practices have substantial influence on both employee motivation (44.1%) and job performance (32%). Consequently, it was accepted that employee motivation somewhat mediated the influence of digital HRM practices on work performance (19.3%). It was determined that competent workers who are conscious of their performance level are driven to do better on the job. In theory, the study urged researchers to do more research to investigate how other HRM strategies affect work performance through employee motivation. Empirically, companies are asked to use digital tools to evaluate employee performance and provide training sessions.

**Keywords:** e-HRM, Mediation, Structural Equation Modelling, Banking Sector, Digital HRMP, Employee Motivation and Employee Job Performance.

### INTRODUCTION

Due to its high correlation with employee productivity in terms of both in-role and extra-role performance, employee job performance is a critical component of an organization's success. As a result, companies and academics both give this aspect careful consideration. Numerous studies were conducted using different factors that were thought to be drivers of employee performance to investigate the antecedents of employee job performance. These factors include things like leadership styles and citizenship behaviour (Mukhlis, *et al.*, 2022; Diamantidis & Hatzoglou, 2019; Atatsi, *et al.*, 2019; Sandhu, *et al.*, 2017; Iqbal, *et al.*, 2015; Bedarkar & Pandita, 2014). Researchers emphasized the significance of HRM practices as critical antecedents of worker performance (Lumunon, *et al.*, 2021; Diamantidis & Chatzoglou, 2019; Ozkeser, 2019; Younas, *et al.*, 2018). Digital 2020 is used to adopt HRM practices in the era of digitalization.

In this regard, several studies (Jedaia & Mehrez, 2020; Riyanto, *et al.*, 2021; Bawa, 2017) highlighted the importance of employee motivation in the correlation between HRM follows and employee job performance because HRM practices can boost employee motivation and improve employee job performance. Employee motivation was therefore incorporated

as a mediating element in the relationship between work performance and digital HRM practices. The research serves as the foundation for this study's dual goals. First, to determine how digital HRM methods affect workers' job performance and motivation. Second, to look at how employee motivation affects how digital HRM practices affect workers' job performance.

By highlighting the impact of digital performance appraisal and digital training on employee job performance over employee motivation, encouraging researchers to carry out additional studies utilizing other digital HRM practices, and educating organizations about certain elements that enhance employee performance, this study's accomplishment of its goals adds to the body of literature. The research is one of the first studies that evaluate the influence of digital HRM practices on employee work performance in the context of employee motivation. It is anticipated that the study's findings would help businesses improve worker productivity.

### LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

"The extent to which a worker's productivity meets the company's performance standards" is the definition of employee performance (Mohammad,

2020; Diamantidis & Chatzoglou, 2019). According to Atatsi, *et al.*, (2019), who reviewed the literature on employee performance, employee output, expected task fulfilment in job descriptions, and extra-role performance may all be used to describe employee performance. One definition of employee motivation is the process by which workers are motivated to act in a particular manner. Many elements, including employee motivation, have an impact on employee performance. Digital HRM is the practice of doing HRM via the use of technology and the Internet (Halid, *et al.*, 2020). Digitalization of HRM refers to either a socio-technical process that takes advantage of digitalization opportunities for operational and strategic HRM purposes, or a technical process that transforms analog HR information into digital information that can be processed automatically (Strohmeier, 2020). Digital employees, digital work, and digital worker management are the three components of digital HRM (Aggarwal & Sharon, 2017). The authors defined digital workers as people with digital credentials, a penchant for regular incentives, an inclination for networking, the ability to multitask, and a predilection for learning by doing. Additionally, they defined digital work as work done using technology. Furthermore, according to the authors, digital human management is the use of technology to carry out human resource tasks. These functions are associated with various HRM practices, including high-performance HRM practices (Al-Abadi, 2018), sustainable HRM practices (Davidescu, *et al.*, 2020; Diaz-Carrion, *et al.*, 2018), compliance-based HRM practices, market-based HRM practices, collaborative-based HRM practices, and commitment-based HRM practices (Jacky, *et al.*, 2019). Pre-hire, staffing, and post-hire procedures are the three general categories into which HRM practices may be divided (Manzoor *et al.*, 2019). These procedures include hiring and selection, training, evaluation and pay, job design, employee involvement, employee empowerment, and employee advancement (Rumman, *et al.*, 2020; Hawary, 2015). Digital performance evaluation and staff training are the two primary HRM methods employed in this study.

HRM techniques like staff development and training might help companies increase employee engagement (Bawa, 2017). According to a review of the literature on employee motivation predictors, work environment and supervisor relationships (Hossain & Hossain, 2012),

employee recognition, employee empowerment, employee benefits, and job environment (Khan, *et al.*, 2018) were thought to be important factors influencing EM. Employee training is one important predictor of employee motivation, according to research findings on the subject (Niati, *et al.*, 2021). According to Jedaia and Mehrez (2020), employee performance appraisals are crucial in encouraging workers to meet corporate objectives by utilizing their findings for employee development, rewards, and promotions. However, the favourable impact of performance reviews on employee motivation is contingent upon factors including accurate performance evaluation and job description (Dangol, 2021). Thus, it was anticipated that employee motivation would be significantly improved by digital training (DT), as shown by the following hypothesis:

**H1:** *Digital HRM practices positively predict employee motivation.*

Employee motivation and performance are significantly correlated (Siddiqui, 2019). According to certain research, employee motivation has a favourable effect on job performance (Sandhu, *et al.*, 2017). Employee innate motivation has a strong direct influence on employee work performance, according to Diamantidis and Chatzoglou's (2019) analysis of variables influencing employee performance. The findings of Kuswati's (2020) study, which used a sample of government officers, showed that employee motivation significantly improved work performance. According to Chien *et al.*, (2020), employee performance is significantly impacted by worker motivations, including financial incentive, job satisfaction, internal and external self-concepts, and goal internalization. Several research have shown that employee motivation improves job performance (Riyanto, *et al.*, 2021; Sulila, 2019). Consequently, it was anticipated that:

**H2:** JP is significantly impacted by EM.

Assuring the mediating function of EM between DT and JP demands a significant link between EM and JP, a significant link between DT and EM, as well as a significant link between EM and JP. Prior research, including Ozkeser (2019), demonstrated that employee training is crucial for increasing employee motivation, which in turn improves employee performance (Sandhu, *et al.*, 2017). staff performance is significantly impacted by job motivation, digital transformation, and staff training, according to Lumunon, *et al.*, (2021).

Some studies' findings satisfied the first condition, which stated that employee training had a significant impact on employee inspiration (Ozkeser, 2019), the second condition, which stated that EM was expected to have a significant impact on JP (Diamantidis & Chatzoglou, 2019), and the third condition, which stated that employee training was expected to have a significant impact on JP (Younas, et al., 2018).

The most crucial part of performance evaluation is performance feedback, which helps firms determine the level of employee performance and make the necessary adjustments. Employee motivation is one of the elements that influence the link between performance assessment and employee performance (Iqbal, et al., 2013). According to Chahar (2020), EM significantly moderates the effect of employee performance reviews on JP. Bulto & Markos (2017) discovered a similar outcome. The following hypothesis was made to ascertain the mediating function of employee motivation in this context:

**H3:** Through EM, DHRMP significantly affects JP.

## RESEARCH METHODOLOGY

### Sample and Data Collection

Employees of the banking industry make up the study's sample, of which 250 were chosen at random. A total of 229 questionnaires were returned to gather the necessary data, of which 201 were deemed legitimate for data analysis.

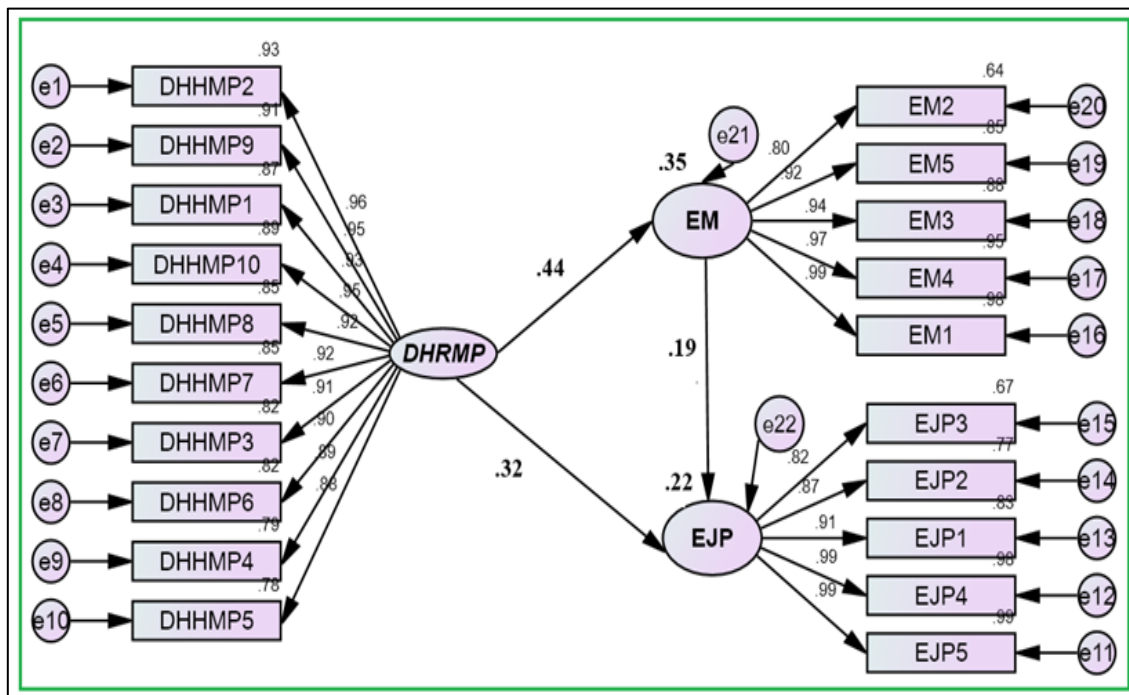
### Research Measures

Five items from Hawary (2015) were used to measure employee training, while five items from Kuvaas (2006) were used to measure performance. However, work performance was evaluated using five items (Deng, et al., 2022) and employee motivation was examined using five items taken from Siddiqui (2019). Digital training and digital performance evaluation are examples of digital HRM items that were created in accordance with the goals of the current study. In other words, when training and performance reviews are conducted digitally, the opinions of the participants are reflected. A five-point Likert scale, with 5 denoting strongly agree and 1 denoting strongly disagree, was used to create these items.

### Validity and Reliability

While reliability was examined using Cronbach's alpha coefficients and CR, validity was assessed using factor loading values and AVE. Cronbach's alpha coefficients ( $\alpha$ ) and CR have threshold values of 0.70, whereas FLs and AVE have threshold values of 0.50 (Alwan, et al., 2022; Shorman, et al., 2021;). The present scale is valid and reliable, according to validity and reliability results. Alpha coefficients and CR values are larger than 0.70, all factor loadings are greater than 0.50, and AVE values are greater than 0.50.

## DATA ANALYSIS AND RESULTS



**Figure 1:** Digital HRMP and its impact on employee job performance

**Table 1: Model fit indication of SEM**

S.No.		Model Fit Indicators	Suggested standards (Premapriya, et al., 2016)	Calculated Values
1	Chi-Square Test	Chi-Square	---	450.046
		p	> 0.050	0.0001
2	Goodness Fit	GFI	> 0.90	0.902
		AGFI		0.818
		CFI		0.917
		NFI		0.921
3	Badness Fit	RMR	< 0.080	0.038
		RMSEA		0.049

Source: Primary data

The model fit statistics, including RMSEA, RMR, NFI, CFI, AGFI, and GFI, are displayed in the table. RMR and RMSEA are below the suggested threshold, which is less than 0.08 (Indra, Balaji, and Velaudham, 2020; Velaudham and Baskar, 2016). AGFI and GFI values are higher than 0.90, which is the suggested limit (Deepak and

Velaudham, 2019; Velaudham and Baskar, 2015). NFI and CFI values are more than 0.90 (Reena, et al., 2019; Hariprabhu Dhakal, et al., (2025); Velaudham & Baskar, 2015), and all model fit statistics suggest a moderate model fit (Premapriya, at al. 2016; Victor and Velaudham, 2020).

**Table 2: Regression Weights**

DV		IV	Estimate	S.E.	C.R.	Beta	p-Value
Employee Motivation	<---	DHRMP	0.203	0.103	7.971	0.441	0.001
Employee Job Performance	<---	DHRMP	0.086	0.092	6.941	0.320	0.001
Employee Job Performance	<---	Employee Motivation	0.166	0.077	3.151	0.193	0.001

Source: primary data

**H1:** Employee motivation in the banking industry is greatly impacted by DHRMP.

The SEM model was used to evaluate the hypothesis. The analysis's results showed that the p value is significant, the  $\beta$  value is 0.441, and the C.R. value is 7.971. The DHRMP accounts for 44.1% of employee motivation in the banking industry, with a value of  $\beta$  of 0.441. As a result, the theory is approved. Therefore, the outcome showed that employee motivation in the banking industry is greatly influenced by the DHRMP. Similar results were observed by Niati, et al., (2021); Jedaia & Mehrez (2020); Dangol (2021).

**H2:** In the banking industry, DHRMP has a major impact on workers' job performance.

The SEM model was used to evaluate the hypothesis. The analysis's results showed that the p value is significant, the  $\beta$  value is 0.320, and the C.R. value is 6.941. With a value of  $\beta$  of 0.320, the DHRMP accounts for 32% of employee job performance in the banking industry. As a result, the theory is approved. Therefore, the outcome showed that the DHRMP has a major impact on workers' job performance in the banking industry. Similar results were observed by Sandhu, et al., (2017); Kuswati (2020); Chien, et al., (2020); Hariprabhu Dhakal, et al., (2025).

**Table 3: Mediation effect**

DV		DHRMP	Employee Motivation
Employee Motivation	DE	0.441	0.000
	IDE	0.000	0.000
	TE	<b>0.441</b>	<b>0.000</b>
Employee Job Performance	DE	0.320	0.193
	IDE	0.084	0.000
	TE	<b>0.404</b>	<b>0.193</b>

Source: Primary Data

**H3:** In the banking industry, employee work performance and DHRMP are mediated by employee motivation.

The SEM model was used to evaluate the hypothesis. Beta is 0.193 and the C.R. value is 3.151. Additionally, the table shows that the overall effect is 0.404, the indirect effect is 0.084, and the direct effect is 0.193. This indicates that employee motivation has a 40.4% mediation impact between DHRMP and work performance. The p-value is significant ( $p=0.001$ ). As a result, the hypothesis (Ha3) is approved. As a result, employee motivation acts as a mediator between DHRMP and work performance in the banking industry. Similar results were observed by Sandhu, et al., (2017); Ozkeser (2019); Lumunon, et al., (2021).

### Theoretical and Practical Implications

The current study is among several that investigated how employee motivation affected employee performance because of digital HRM practices, such as digital training and digital performance reviews. In theory, academics are urged to carry out further study to find out how other digital HRM practices affect workers' job performance. According to the study, employee motivation can boost the good benefits of digital training and digital performance assessment, which are both crucial activities to improve work performance. As a result, companies are asked to save money and time by conducting training sessions digitally, assessing employee performance digitally to guarantee accurate and transparent evaluation of employee performance, and giving employees prompt feedback on their performance.

### CONCLUSION

Based on the findings, it was determined that competent workers are driven to do their jobs. Employee knowledge of their performance level, on the other hand, motivates them to strive for performance standards. Digital performance evaluation may be carried out more transparently, and digital training can be provided without regard to location or time constraints. Motivated workers perform better on the job. However, the impacts of digital performance evaluation and training are amplified by employee motivation. Employee motivation, digital performance evaluation, and digital training are now the three main foundations of employee performance.

### LIMITATIONS AND FUTURE WORK DIRECTIONS

Using a sample of workers chosen from the banking industry, this study is restricted to examining two digital HRM practices: digital performance evaluation and digital training. To generalize the impact of digital HRM practices, researchers are advised to investigate the impacts of other HRM practices on employee job performance utilizing samples from other sectors. Additionally, additional research on the impact of digital HRM practices on employee outcomes including employee satisfaction and intention to quit might be conducted. Additionally, more research is needed to determine how digital HRM methods affect employee outcomes while taking managers' opinions into account.

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