



THE USAGE OF E-HRM AND HRM EFFECTIVENESS: EMPIRICAL EVIDENCE FROM THE INDONESIAN BANKING SECTOR

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Abstract

e-HRM is an information technology that can increase the effectiveness and efficiency of a company's HRM system by carrying out the system's functions electronically or online. This study aims to analyze the effect of the use of electronic human resource management (e-HRM) on the effectiveness of HRM in banking companies. The Unified Theory of Acceptance and Use of Technology (UTAUT) is used as a theory to analyze the influence of e-HRM determinants (performance expectancy, effort expectancy, and social influence) on the use of e-HRM systems. Empirical data were obtained through questionnaires distributed to one of the banking companies in Indonesia. Hypothesis analysis was performed using the Structural Equation Modeling (SEM) technique using Lisrel 8.80 software. These findings indicate that performance expectancy and effort expectancy can affect employees' use of the e-HRM system. The use of the e-HRM system has also been shown to have a positive and significant influence on the effectiveness of HRM at the policy and practice levels.

Keywords: *e-HRM, performance expectancy, effort expectancy, social influence, HRM effectiveness, UTAUT*

1. INTRODUCTION

During the last few years, the use of information and communication technology (ICT) by human resource departments has faced a frequent occurrence known as Electronic Human Resource Management, or e-HRM (Anjum and Islam, 2020). A system that employs computer technology, interactive electronic media, and telecommunications networks to carry out human activities. The primary roles of Electronic Human Resource Management (e-HRM) include e-HR planning, e-hiring, e-selection, e-training, e-performance assessment, e-compensation, and so on (Parry, 2011; Florkowski, 2018). Hence, using technology, e-HRM ensures all administrative support and strategic HR responsibilities (Florkowski, 2018; Anjum and Islam, 2020). As a result, most firms' HR operations are progressively using e-HRM to improve their strategic decision-making skills (Parry, 2011; Strohmeier, 2020; Talukdar and Ganguly, 2022).

Human resources professionals use e-HRM techniques to execute HR policies and practices via the use of information technology, as well as to conduct HR operations and manage effectively for corporate success (Wang, et al, 2022). As a result, the paradigm of organizational management shifted from traditional to digital methods (Hossen, et al, 2018). A Prior study has discussed a lot about the role of E-HRM in increasing HRM effectiveness, such as Obeidat, (2016), Al-Harazneh and Sila, (2021); Talukdar and Ganguly, (2022), and Wang, et al (2022). The application of e-HRM is quite popular in Western nations, but does it relate to Indonesian corporate culture? As a result, there is still a gap in this research to establish the impact of e-HRM on HRM effectiveness in the Indonesian banking industry. Furthermore, to the best of our knowledge, there has been little prior study on the usage of e-HRM and the effectiveness of HRM in Indonesia. According to Obeidat (2016), his research is confined to one firm and so may not be generalizable to other organizations.

Moreover, nations that rely on face-to-face interactions and personal ties may find it challenging to implement E-HRM since it is perceived as less personal (Poisat and Mey, 2017).

The study references provided above do not indicate that there is much in-depth research on e-HRM, particularly in the Indonesian banking industry. As a result, this study comprehensively investigates e-HRM and the impact of e-HRM on the effectiveness of HRM in the Indonesian banking industry. The effectiveness of HRM is examined in this study at both the policy and practice levels. We only adopted part of the UTAUT model framework in this study by not using the behavioral intention variable in studying the e-HRM system because banks in Indonesia have been using this technology for at least three years. Behavioral intention is used to predict the user's reaction to new technology introduced by the organization (Venkatesh et al., 2003). Because the e-HRM system is not a new technology, we believe the behavioral intention variable is inappropriate for use in this study.

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To evaluate the study hypothesis, we use Structural Equation Modeling (SEM) to process the data. Lisrel 8.80 was used to process data using multivariate SEM methods. Additionally, this study discovered empirical evidence that e-HRM use has a positive and substantial linkage with HRM effectiveness at the policy and practice levels in the Indonesian banking industry. This research helps stakeholders such as the banking industry in Indonesia implement e-HRM and the government with e-HRM rules. This study is organized into three sections: literature review, research methodology, and research findings. This paper briefly describes e-HRM, the Unified Theory of Acceptance and Use of Technology (UTAUT), and the effectiveness of HRM systems at the policy and practice levels in the literature review. This is followed by the construction of a research model and hypotheses. This study examines the outcomes of the analysis in the next part, which details the methodologies and results. This study concludes with results, limitations, and recommendations for further research.

2. IMPLEMENTATION METHOD

2.1 Electronic Human Resource Management (E-HRM)

E-HRM was a relatively new idea in human resource management at the time. According to research by Rul et al. (2007), e-HRM is still in its "starting phase," or in its infancy (Stone and Dulebohn, 2013; Stone et al., 2015; Bondarouk and Brewster, 2016; Bondarouk, et al, 2017; Bondarouk, et al, 2017; Bondarouk, et al, 2017). Scientific study on the application of information technology (IT) in human resource management (HRM) is quickly expanding. Researchers have developed various ideas that link HRM with information technology (Bondarouk, et al, 2017; Strohmeier, 2020). These concepts are referred to as 'web-based HRM' (Ruël, et al, 2004), 'e-HRM' (Strohmeier and Kabst, 2009), 'HRIS' (Martinsons, 1994; Nagendra and Deshpande, 2014), 'HRM cloud computing' (Datta et al., 2012; Nagendra and Deshpande, 2014; Wang et al., 2016; Yunhui, et al, 2016), 'human resources analytics (Levenson, 2005; Rasmussen and Ulrich, 2015), 'Online HRM', 'Digital HRM', 'Smart HRM' (Bondarouk, et al, 2017; Strohmeier, 2020) and artificial intelligence (AI)-HRM (Budhwar et al., 2022; Palos-Sánchez et al., 2022)

The planning and execution of information applications used to link and support at least two people or collective actors in carrying out human resource operations jointly are described as e-HRM (Strohmeier, 2007). The term e-HRM was originally used in the late 1990s when e-commerce became popular in the corporate sector and organizations began to use the internet and websites to manage HRM (Lengnick-Hall and Moritz, 2003; Saleh and Saleh, 2016). As the millennium approached, HRM in the form of an HRM strategy began to be regarded by developing formations and giving value to the firm. Furthermore, since an increasing number of businesses use technology efficiently, previously industrial labor procedures have become informational (Fndkl and Bayarçelik, 2015). This is one of the aspects that contribute to the transformation of an HRM system into an e-HRM system.

The purpose of combining information technology and human resource management to create an e-HRM system is to improve the efficiency of the HRM process, improve employee interaction and communication processes, and change the way of working and capabilities of the HR department and company members to match what is required (Bondarouk, et al., 2017). The e-HRM system may transform and combine HR tasks into digital form with the use of information technology, allowing all workers easy access. e-employee profile, e-recruitment, e-selection, e-training, e-learning, e-performance assessment, e-compensation, and e-occupational safety and

health are examples of these services (Fndkl and Bayarçelik, 2015; Saleh and Saleh, 2016; Parry, 2011; Florkowski, 2018).

2.2 HRM System Effectiveness

Effectiveness and efficiency are the two best markers of organizational success (Mouzas, 2006; Talukdar and Ganguly, 2022). Nevertheless, both impact each other. Effectiveness refers to the amount to which goals and objectives are accomplished or attained, while efficiency indicates the extent to which productive translation of inputs into outputs occurs (Mouzas, 2006; Zheng, et al, 2010). HRM technology adaption can improve HRM effectiveness and efficiency (Lengnick-Hall and Moritz, 2003). HR effectiveness may increase managers' and workers' capacity to make a more strategic contribution to company success (Lengnick-Hall and Moritz, 2003; Stone et al., 2015). E-HRM actively contributes to the development of a solid HRM system and can improve HRM effectiveness (Bondarouk, et al., 2017; Wang, et al., 2022). The HRM system is a system that handles an organization's human resources. In other words, human resource management (HRM) is the most essential management function that focuses on the human element, which is the most significant resource that determines organizational productivity (Saleh and Saleh, 2016).

The effectiveness of a company's human resource management may be examined at three levels: philosophy, policy, and practice (Guest and Peccei, 1994). At the philosophical level, HRM effectiveness necessitates the company's integration of its strategy with HR strategy. HRM policies must be consistent in the view of its users at the policy level. Companies must pay attention to how HR procedures are carried out within the organization at the practice level. This study only focuses on the effectiveness of HRM at the policy and practice levels because employees, as subjects who experience directly how the HRM system is implemented within the company and not as subjects who create the HRM system itself. Therefore, employees are better able to assess how effectively HRM activities are carried out at the practice and policy level within a company.

2.3 Policy Level Of HRM Effectiveness

An HRM system is regarded to be effective at the policy level if it has a solid base (Wahyudi and Park, 2014; Wang, et al, 2022). A strong HRM system can deliver unambiguous messages to employees about what conduct is desired by the firm (Bowen and Ostroff, 2004; Wahyudi and Park, 2014). Employees will be able to receive and understand signals regarding work behavior that the organization wants and requires more readily as a result. A strong HRM system is a factor that will provide value to the organization since it will have a substantial impact on employee perceptions, attitudes, and behavior (Wahyudi and Park, 2014). The company's HRM system is strong if it has three characteristics: distinctiveness, consistency, and consensus. Distinctiveness, consistency, and consensus are not independent dimensions and can have an impact on one another (Ostroff and Bowen, 2016; de la Rosa-Navarro, et al., 2019).

Distinctiveness is a feature that makes the HRM system stand out in the corporate environment so that it can attract the attention and interest of its employees (Delmotte, et al., 2012; de la Rosa-Navarro, et al., 2019; Farndale, et al, 2020). This condition can be achieved if HR practices in the HRM system are easy to understand, easy to observe, relevant, and have legitimacy (Bowen and Ostroff, 2004; de la Rosa-Navarro, et al., 2019). Consistency is defined as the formation of an effect that is consistent over time without being influenced by all kinds of interactions in it (Bowen and Ostroff, 2004; Delmotte, et



al., 2012; Farndale, et al, 2020). A consistent HRM system ensures that HRM practices will always be on track to help achieve company goals and individual goals for each employee (Wahyudi and Park, 2014; Bowen and Ostroff, 2004; Delmotte, et al., 2012; Farndale, et al, 2020). Consensus is a characteristic of the HRM system that requires approval from all employees regarding the causal relationship of the perceived HRM system (Bowen and Ostroff, 2004; Ostroff and Bowen, 2016).

2.4 Practice Level Of HRM Effectiveness

At the practice level, the HRM system is deemed to be effective if the organization pays attention to and monitors how HR practices or activities are carried out. Two elements have a significant impact on the effectiveness of HRM in practice: the efficiency of HRM implementation and the quality of HRM services (Rul et al., 2007). Efficiency is defined as how a goal may be met in such a way that it contributes to the effectiveness of HRM and is often tied to money (Guest and Peccei, 1994). To be able to achieve high efficiency, the speed to perform various HRM activities must be increased. By using an e-HRM system, this efficiency can be achieved by speeding up transaction processing, reducing information errors, and improving the tracking and controlling of HR activities (Lengnick-Hall and Moritz, 2003).

2.5 Unified Theory of Acceptance and Use of Technology (UTAUT)

The UTAUT theory model includes four major criteria that determine the behavioral intention and technology usage. Performance expectancy, effort expectancy, social influence, and facilitating conditions are among these factors. Three factors have a direct impact on the intention or behavioral intention to use technology: performance expectancy, effort expectancy, and social influence, whereas behavioral intention and facilitating conditions have a direct influence on user behavior. Gender, age, experience, and voluntariness of usage are characteristics that modify the four key predictors of behavioral intention and use behavior.

According to Venkatesh et al., (2003), performance expectancy is the variable with the most effectiveness in determining behavioral intention to use technology. The facilitating conditions variable is not included by Venkatesh et al., (2003) as the main determinant that influences behavioral intention because facilitating conditions will be insignificant to the behavioral intention variable if the performance expectancy and effort expectancy variables are included in these determinants.

As a result, we use performance expectancy, effort expectancy, and social influence as independent variables, and behavioral intention variables are not used in the conceptual framework because information technology, specifically the e-HRM system, has been used in Indonesian banks for about three years. Venkatesh et al., (2003) utilize behavioral intention to predict the user's reaction to new technology installed in the firm. Because the e-HRM system of banks in Indonesia is not a new technology, behavioral intention cannot be used in this study. As a result, we only use technology as the dependent variable in our study.

2.6 Research Model and Hypothesis Development

The integrated theory of acceptance and use of technology (UTAUT) provides an appropriate framework for the research. Our study is to investigate the impact of performance expectancy, effort expectancy, and social influence on the usage of e-HRM, as well as the impact of e-HRM on the effectiveness of HRM at the policy and practice levels. The UTAUT theory model, which we employ as a foundational theory to examine the impact of performance expectancy, effort expectancy, and social influence on e-HRM use.

Performance expectancy refers to the extent to which a person's perception that utilizing a particular system helps in achieving gains in job performance (Venkatesh et al., 2003; Venkatesh, et al, 2012). Performance expectancy is the strongest determinant that determines the use of technology (Venkatesh et al., 2003). This is supported by Obeidat, (2016); Tarhini et al., (2016); Al-Ajlouni et al., (2019) where in their research they found that performance expectancy has a significant influence on the intention to use technology. We develop the following hypothesis:

H1. Performance expectancy has a positive and significant effect on the use of e-HRM.

Effort expectancy refers to the ease associated with using the chosen system (Venkatesh et al., 2003; Venkatesh, et al, 2012). Effort expectancy is a significant determinant only in the early stages of implementing a new system in a company (Venkatesh et al., 2003. This is because employees are willing to invest their time and effort to master new and complex technologies if they feel the system will provide benefits for their work (Heikkilä and Smale, 2011). Over time, the influence of effort expectancy for employee.

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H2. Effort expectancy has a positive and significant effect on the use of e-HRM.

The social influence involves the individual's perception of the use of the new system. The construct requires the extent to which other people giving opinions must accept the use of a new system to achieve gains in certain performance (Venkatesh, et al., 2016). What is meant by other people who are considered important are good friends, relatives, co-workers, or superiors in the company who can influence someone's intention to use technology by giving opinions on why the technology is necessary to use. Social influence is a variable that is formed from individual social interactions and their desire to be able to adapt to their environment (Heikkilä and Smale, 2011). A study by Siam and Alhaderi (2019) explains that social influence in the form of influence from superiors and companies has a role to influence users in using e-HRM. The influence of social influence can also come from companies, where companies suggest their employees use the e-HRM system by providing directions regarding the functions of the features of the e-HRM system that can help employees work. Environmental factors and the opinions of those closest to them will influence the user's intention to determine whether the technology is necessary to use or not (Martins, et al., 2014; Tarhini et al., 2016). Users will first consult with the closest people or people they trust regarding the functions and uses of the technology they will use (Tarhini et al., 2016). To prove this test, we develop the following hypothesis:

H3. Social influence has a positive and significant effect on the use of e-HRM.

The study by Ruël, et al., (2007) informs that the use of e-HRM systems by companies will lead to the effectiveness of the HRM system. This is supported by the studies of Lengnick-Hall and Moritz, (2003; Ruël, Bondarouk, and Van der Velde, (2007); Ruël and van der Kaap, (2012); Obeidat, (2016); Bondarouk, et al., (2017); Siam and Alhaderi, (2019); Al-Harazneh and Sila,

(2021) and Wang, et al., (2022) which state that the use of the e-HRM system will have a positive and significant effect on the effectiveness of HRM, both at the policy level and practice. We develop the following hypotheses:

H4. The use of e-HRM has a positive and significant relationship with the effectiveness of HRM at the policy level.

H5. The use of e-HRM has a positive and significant relationship with the effectiveness of HRM at the practice level.

3. METHODS

3.1 Population and Sample

The population of this study is employees who work regularly in the banking sector in Indonesia. We determine the population limit is employees who are working and employees who are undergoing training. Employees who are currently conducting the training are employees who work in branch offices and regional offices spread throughout the province of North Sumatra, Indonesia. The types of positions held by these employees are different so they can provide ideal data for this study. The number of research samples was then determined based on guidelines ten times the number of research indicators (Memon et al., 2020). The number of indicators owned in this study is 34, so the number of research samples can be said to be good if it has a sample size of 170 to 340 samples.

3.2 Research Data Collection

The data used for this research was collected by distributing questionnaires to research respondents online using Google Forms. After distributing the questionnaires, 231 items were returned to the authors and we eliminated 37 questionnaire items. The results of the respondents' answers were eliminated because these answers were invalid and not suitable for data processing. Therefore the number of questionnaires that we can use in this study amounted to 194 items.

3.3 Research Instruments

We used a questionnaire as a primary data collection tool according to the research criteria. The Likert scale we use is a five-point Likert scale, where strongly disagree is given a value of one point and strongly agree is given a value of five points. The questions used in the constructs in this study are shown in the appendix.

3.4 Data analysis method

We use Structural Equation Modeling (SEM) to process questionnaire data and test the research hypothesis. The software we use to process data using multivariate SEM techniques is Lisrel 8.80. Model fit determines the extent to which the structural equation model fits the Population and Sample. The population of this study is employees who work regularly in the banking sector in Indonesia. We determine the population limit is employees who are working and employees who are undergoing training. Employees who are currently conducting the training are employees who work in branch offices and regional offices spread throughout the province of North Sumatra, Indonesia. The types of positions held by these employees are different so they can provide ideal data for this study. The number of research samples was then determined based on guidelines ten times the number of research indicators (Memon et al., 2020). The number of



indicators owned in this study is 34, so the number of research samples can be said to be good if it has a sample size of 170 to 340 samples.

3.5 Research Data Collection

The data used for this research was collected by distributing questionnaires to research respondents online using Google Forms. After distributing the questionnaires, 231 items were returned to the authors and we eliminated 37 questionnaire items. The results of the respondents' answers were eliminated because these answers were invalid and not suitable for data processing. Therefore the number of questionnaires that we can use in this study amounted to 194 items.

3.6 Research Instruments

We used a questionnaire as a primary data collection tool according to the research criteria. The Likert scale we use is a five-point Likert scale, where strongly disagree is given a value of one point and strongly agree is given a value of five points. The questions used in the constructs in this study are shown in the appendix. The operational definitions of the variables in this study are as follows:

3.7 Data analysis method

We use Structural Equation Modeling (SEM) to process questionnaire data and test the research hypothesis. The software we use to process data using multivariate SEM techniques is Lisrel 8.80. Model fit determines the extent to which the structural equation model fits the sample data. (Schermele-Engel, et al, 2003). The Goodness of Fit Model test was carried out using SEM in stages.

4. RESULTS AND DISCUSSION

4.1 Analysis of the Effect of Performance Expectancy on the Use of e-HRM

Testing the H1 hypothesis, namely performance expectancy has a positive and significant effect on the use of e-HRM, indicating that the resulting t- value is 6.27. This value exceeds the t- value requirement of ≥ 1.96 , in other words, performance expectancy has a significant influence on the use of e-HRM. The coefficient value of the performance expectancy for the use of e-HRM is 0.56, which means that if the performance expectancy value increases by 100%, the behavioral intention value will increase by 56%. Based on that, performance expectancy has a positive influence on the use of e-HRM and the H1 hypothesis can be accepted.

The results of the H1 analysis show that the use of the e-HRM system will improve performance and provide convenience to employees in their daily work activities. The results of this study are by research conducted by Obeidat, (2016) which states that performance expectancy has a significant and direct relationship to the use of the e-HRM system. Employees will use technology if the technology can provide benefits to employees in their work activities and the opinions employees have about this technology must be good (Budu et al., 2018). This is also to the research of Tarhini et al. (2016) which states that technology will be used if it has a useful function in the activities of its users. These significant results indicate that the banking sector's e- HRM system in Indonesia already has features that meet employee expectations to help it carry out various HR-related activities. Employees use the e-HRM system because the system is believed to have functions that can assist employees in carrying out their daily work activities. The features of

the e-HRM system that are certain and most often used by employees include filling in work attendance, applying for leave, submitting payslips, and submitting work overtime. Based on

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Employees use the e-HRM system because the system is believed to have functions that can assist employees in carrying out their daily work activities. The features of the e-HRM system that are certain and most often used by employees include filling in work attendance, applying for leave, submitting payslips, and submitting work overtime. Based on this, the e-HRM system is used by employees as end-users because the functions of these features can be trusted to help fulfill their HR-related activities. The results of the hypothesis analysis reveal that performance expectancy has a higher coefficient value than effort expectancy and social influence in influencing the use of the e-HRM system. This is the strongest reason why employees use the e-HRM system. The features of the e-HRM system that can be accessed anywhere online are also one of the reasons why the performance expectancy variable has a stronger influence compared to other variables.

4.3 Analysis of the Effect of Effort Expectancy on the Use of e-HRM

The results of testing the H2 hypothesis, namely effort expectancy have a positive and significant effect on the use of e-HRM, indicating that the resulting t- value is 1.51. This value does not meet the t-value ≥ 1.96 . This value indicates that effort expectancy has no significant effect on the use of e-HRM. The coefficient value of the variable test shows a positive result, namely 0.076. This value indicates that if the effort expectancy value increases by 100%, then the behavioral intention value will increase by 7.6%. Although the value of the effort expectancy coefficient has a positive influence on the use of e-HRM, the H2 hypothesis cannot be accepted because what determines whether a hypothesis is accepted or not can be seen from the magnitude of the t-value of the relationship between variables.

Based on the explanation of the analysis above, hypothesis H2 states that effort expectancy has no significant relationship to the use of e-HRM. These results are by Obeidat's research (2016) which states that effort expectancy does not affect the use of e-HRM. Venkatesh et al. (2003) explained that effort expectancy will have a significant effect if the technology is in the early stages



of implementation within the organization. At that stage, employees who do not know the use of certain technologies will have high efforts to be able to master these technologies. Over time, employees will find it easier and more accustomed to understanding the use of technology so that the functions and benefits of this technology will take precedence over the ease of use. This was also stated by Tarhini et al. (2016) and Budu et al. (2018), that is, individuals who have experience in using certain technologies will have no difficulty operating the technology so they prioritize the benefits provided by the technology.

The demographics of the study show that 62.9% of respondents aged 20 to 30 years and 91.8% of respondents with an undergraduate degree. Martins, et al., (2014) explained that the behavior of users who have a young age and a high level of education tends to be more innovative and quicker to adapt when using technology. Bank employees have a high level of understanding and can quickly adapt to using the e-HRM system so that over time, employees no longer have to worry about the complexity of using the system. The e-HRM system has been in use since 2017 so it is no longer a new and foreign system for its employees. Employees do not receive special training to use the e-HRM system and there is no manual explaining the features of the e-HRM system. Even though there is no user guide, employees can still use the system very easily. Therefore, the H2 hypothesis becomes unacceptable because of the minimal level of difficulty possessed by the e-HRM system so the effort that needs to be expended by employees to use the system is low.

3. Analysis of Social Influence on the Use of e-HRM

Tests carried out on the H3 hypothesis, namely social influence has a positive and significant effect on the use of e-HRM, indicating that the resulting t-value is 5.14 and greater than the t-value ≥ 1.96 . This value indicates that social influence has a significant influence on the use of e-HRM. The value of the social influence coefficient on the use of e-HRM is 0.41. This value means that if the value of social influence increases by 100%, the value of using e-HRM will also increase by 41%. Based on this explanation, it can be concluded that the H3 hypothesis can be accepted.

The results of the analysis of the H3 hypothesis show that the social influence received by employees influences the employee's decision to use the e-HRM system. Based on this, this study supports the results of research by Venkatesh et al. (2003), Obeidat (2016), and Martins, et al., (2014), namely the use of e-HRM by employees is influenced by social influence from colleagues, superiors, and the company where they work. This is also supported by Tarhini et al. (2016) who revealed that the opinions of trusted people have a large influence on the decision to use technology. Companies where employees work also have a role to play in influencing decisions to use technology. Venkatesh et al. (2003) explained that organizations have the right to impose penalties or wages according to employee behavior so that there is social pressure that influences employees to use technology.

Therefore, the significance of H3 explains that employees use the e-HRM system because they are influenced by colleagues, managers, or superiors and are also required to use it to fulfill their work activities related to HR. Companies require their employees to use the e-HRM system if they want to fulfill HR-related activities such as filling in attendance, leaving, and so on. In addition, managers or superiors also support and influence employees' decisions to use the system because the e-HRM system makes it easier for them to record employee absences and see whether the employee takes overtime and leave schedules.

4.4 Analysis of the Influence of the Use of e-HRM on the Effectiveness of Policy-Level HRM

Testing for the H4 hypothesis, namely the use of e-HRM has a positive and significant effect on the effectiveness of HRM at the policy level, showing that the resulting t- value is 7.71. This value exceeds the t-value requirement of ≥ 1.96 . This shows that the use of e-HRM has a significant influence on the effectiveness of HRM at the policy level. The direction of influence between these variables shows a coefficient value of 0.93 which means that if the value of using e-HRM increases by 100%, the value of HRM effectiveness at the policy level will increase by 93%. Based on this, it can be said that the use of e-HRM has a positive effect on the effectiveness of HRM at the policy level and the H4 hypothesis can be accepted.

The analysis of this study shows that hypothesis H4, namely the use of e-HRM has a significant effect on the effectiveness of HRM at the policy level, can be accepted. This analysis is by research conducted by Wahyudi & Park (2014) and Siam & Alhaderi (2019), namely a strong HRM system has a strong influence on the use of the e-HRM system. Hypothesis H4 analysis is also consistent with Obeidat's research (2016) which states that the use of the e-HRM system has a role in increasing the effectiveness of the HRM system at the policy level so that the system has distinctiveness, consistency, and consensus characteristics as described by Bowen & Ostoroff (2004). These significant results indicate that the use of the e-HRM system has contributed to increasing the effectiveness of the HRM system so that the system has the characteristics of a strong system, namely increasing the visibility of the HRM system (distinctiveness), increasing the consistency of HRM information sent to employees so that the information not ambiguous (consistency), and increase employees' positive opinion about the HRM system that the system can provide benefits and fairness to employees equally (consensus).

Policies owned by the company's HRM system can be trusted and have content that is not ambiguous or changing. This is also supported by the variable standardized loading factor (SLF) value which shows that consistency has a higher value compared to other characteristics, namely 0.65. This value indicates that the consistency of HR information and the activities of the Human Capital (HC) group must be a focus that needs to be considered by the company.

Based on the coefficient value, the H4 hypothesis has a higher value than the H5 hypothesis, which is 0.93. The meaning of the coefficient value is that the use of e-HRM has more influence on the effectiveness of HRM at the policy level than the practice level. HRM system policies can be seen clearly in the e-HRM system and these policies can be trusted and have met the expectations of employees. HR information can also be received quickly by employees through the e-HRM system application.

4.5 Analysis of the Influence of the Use of e-HRM on the Effectiveness of Practice-Level HRM

The final analysis is the H5 hypothesis, namely that the use of e-HRM has a positive and significant effect on the effectiveness of HRM at the practice level indicating that the resulting t- value is 7.94 and greater than the t-value ≥ 1.96 . This shows that the use of e-HRM has a significant influence on the effectiveness of practice-level HRM. Practice-level HRM effectiveness has a coefficient value of 0.88. The meaning of this value is that if the value of using e-HRM increases by 100%, it will increase the value of HRM effectiveness at the practice level by 88%. Based on this analysis it can be said that the H5 hypothesis can be accepted.

Based on the research analysis above, hypothesis H5, namely the use of e-HRM has a significant and positive influence on the effectiveness of HRM at the practice level, can be accepted. This statement is supported by research by Obeidat (2016) and Siam & Alhaderi (2019),



the use of e-HRM can increase the effectiveness of the practical implementation of the HRM system within companies. This was explained by Ruël et al., (2007) who said that the use of information technology would increase the operability of HR activities, and also by Wahyudi & Park (2014) who explained that the quality of activities related to HR would increase when the e-HRM system was used. The HR department can also provide various kinds of HR information quickly and accurately to employees who need it (Strohmeier, 2007). Based on this, the significance of the H5 hypothesis analysis states that the use of the e-HRM system has supported the practice of the HRM system, including helping the HC group to respond to employee needs quickly (responsiveness), improving the quality of services as well as improving the ability of the HC group to be able to assist with employee issues related to HR (helpfulness).

Activities have been carried out properly. Based on the SLF value, the variable indicator that has the highest value is service quality with a value of 0.65. This value indicates that the quality of the HC group's services has the highest influence when the e-HRM system is used by employees. This analysis is supported by the results of interviews with employees who say that the HC group is always ready and willing to provide services and rarely makes mistakes when providing solutions to HR problems experienced by employees. Improving the quality of service that can be provided by the HC group since the e-HRM system was implemented. One example of improving the quality of service is the printing of a payslip, which originally took three days, and can now be printed one day after an employee submits an application using the e-HRM system application. Based on this, the HC group can efficiently carry out its work activities using the e-HRM system so that it can effectively and quickly provide services to employees.

5. CONCLUSION

This study aims to determine the effect of using the e-HRM system on the effectiveness of HRM at the policy and practice levels in banking companies. The variables performance expectancy, effort expectancy, and social influence are also proven to be able to explain employee attitudes when using the e-HRM system. The conclusion that can be drawn from the results of this research analysis is that performance expectancy has a positive and significant relationship to the use of e-HRM. This indicates that the use of the e-HRM system will improve performance and provide convenience to employees in their daily work activities. Effort expectancy has a negative and insignificant relationship to the use of e-HRM. This indicates that the e-HRM system has a low level of difficulty so the effort expectations that need to be expended by employees to use the system are low. Social influence has a positive and significant relationship to the use of e-HRM. This indicates that employees use the e-HRM system because they are influenced by colleagues, managers, or superiors and are also required to use it to fulfill work activities related to HR.

The use of e-HRM has a positive and significant relationship with the effectiveness of HRM at the policy level. This indicates that the use of the e-HRM system has a role to strengthen the HRM system. Companies by increasing the visibility of the HRM system (distinctiveness), increasing the consistency of HRM information sent to employees so that the information is not ambiguous (consistency), and increasing employees' positive opinions about the HRM system that the system can provide benefits and fairness to employees equally (consensus). The use of e-HRM has a positive and significant relationship with the effectiveness of practice-level HRM. This indicates that the use of the e-HRM system has a role in strengthening the HRM system by helping the HC group to respond quickly to employee needs (responsiveness), improving the quality of

services that can be provided (service quality), and increasing the ability of the HC group to be able to assist employees. employee problems related to HR (helpfulness).

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