

# Evaluation of Job Satisfaction and Work Performance in EHRM via UTAUT

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## ABSTRACT

**Background & Aim:** The purpose of this study is to evaluate the job satisfaction and work performance in EHRM practices through the UTAUT and Viswesvaran Models as well as the relationship between job satisfaction and employee performance.

**Method:** The study was carried out in Northern Indian Banks with 80 Sample size, and the data was collected using a quantitative research approach and a stratified sample method via an online survey questionnaire.

**Result:** To meet the objectives, the data were analyzed using descriptive statistics and Spearman correlation. Job satisfaction and job performance were both assessed as moderate and high, respectively, and an important, favorable, and powerful correlation between both the E-HRM and worker job satisfaction and performance was discovered, with coefficients of 0.81 and 0.75, respectively.

**Conclusion:** Before deploying an E-HRM system, human resource managers in the banking industry might use the findings of this study to give suitable training, information, or advice to their staff. It will help HR Managers in developing HR Strategies and achieving organizational goals by making the work environment easy and fruitful.

**Keywords:** EHRM, Job Satisfaction, Employee Performance, UTAUT, Technology

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## INTRODUCTION

The digitalization brought on by the fourth industrial revolution (IR) and the Internet of Things (IoT) has changed the way firms function (Cerika & Maksumic, 2017; Sheikh & Singh, 2019). New knowledge accumulates when new technology arises. Organizations all around the globe have adopted several techniques to improve business execution through an interest in Information and Communication Technologies (ICT), to change management practices, and increase profits (Tanjil,

2019). Corporations must shift from analog to digital innovation, from the capitalist to a humanist economy, and from adversarial to collaborative and respectful partnerships (Spandana and Munivenkatappa, 2017). In consequence, many firms have increased their acceptance and deployment of the E-HRM system, which has revolutionized how HRM functions (Winarto, 2018). Many firms have moved their focus to invest in technology and implementations of the web of things in Human Resource practice, policy, and programming, and this has been validated (Spandana and Munivenkatappa, 2017). As a consequence of these developments and improvements, the banking industry has made the transition from a traditional HRM system to an E-HRM system, resulting in changes not only in the business environment but also in employee attitudes (Anita, 2019). Digital business services are now widely regarded as important and visible components of every corporation (Mukesh and Shukla, 2019). However, the E-HRM system has shown to be more successful at managing human resources and has become crucial in the banking business. Changes in management style and functions, on the other hand, might affect employee job satisfaction and performance (Holm & Sebastiampillai, 2017). As per Galanaki, Lazazzara, and Parry (2019), E-HRM systems are typically used by businesses that have achieved a 'critical mass' in terms of employee numbers, notably in the service industry. We may outline some probable implications based on solid facts and experience from various firms, such as a high turnover rate, low productivity, and poor customer service quality resulting in revenue loss (Mayhew, 2017). Customer happiness is critical in the service business and has an impact on organizational success, while employee work performance and satisfaction are also important factors (Holm & Sebastiampillai, 2017). This implies that staff performance in the banking business has to be improved. In addition, according to Omran and Anan (2018), the E-HRM system's quality has a significant influence on users' work performance. While the E-HRM system's bad performance harms the company, such as decreased customer satisfaction and loyalty, This has an indirect influence on the company's performance and reputation. The most successful organizations, according to Madanat Khasawneh (2018), prioritize two factors: first, employee happiness, and second, staff performance. It is a major issue for all types of enterprises, and determining whether or not there is a link to the E-HRM system is vital. As a result, the goal of this study is to determine the efficacy of an E-HRM system that has been implemented in a few bank branches in Northern India, as well as the influence and link between employee happiness and performance.

## **LITERATURE REVIEW**

IoT technology (IoT) and the Fourth Industrial Revolution (fourth industrial revolution) have altered the environment of future projects, altering human resource positions (Parry & Battista, 2019). Technological advancement is very significant for employees' development in companies because it establishes a standard for HR advancement based on the demands of representatives and society (Rohilla, 2017). While these improvements led to the development of an E-HRM system, it provides strategic value to the firm through mechanization and data (Hils et al., 2017). The E-HRM system, according to Bondarouk and Brewster (2016), is a combination of human resources management with information and communication technologies. E-HRM is defined as a "setup of PC equipment, programming, and electronic systems administration assets that enable proposed or genuine HRM exercises (for example, policies, practices, and administrations) by planning and controlling individual and gathering level data capture and data creation and correspondence within and across authoritative limits" (Marler & Parry, 2016). The importance of technology enhancement in enabling the HRM department is unavoidable. HRM has been more effective as a result of the state

of IT and the utilization of E-HRM technologies (Winarto, 2018). E-HRM has been shown in several studies to improve human resource operations and activities while also enabling easy access to information for both employees and management. Also, if the operations and actions of a system are more transparent, top management can keep greater control (Anita, 2019).

### **JOB SATISFACTION**

Employee Job satisfaction is a positive psychological response from an employee's appraisal; an expressive response to an employee's work performance and attitude toward it (Jan, Raj & Subramani, 2016). As a result, an employee's emotions and moods may reveal whether or not they are pleased with their job. Employee work satisfaction denotes an emotion and feelings as well as a sensation of liking or hating something (Jan et al., 2016). There are several reasons why organizations should be worried about employee happiness, according to Sila and Irok (2018). Individuals must first and foremost be treated with dignity and respect from a humanitarian standpoint. Employee satisfaction is a solid sign of how well you've been treated. Second, employee job satisfaction, according to the utilitarian viewpoint, may lead to employee conduct that is harmful to the organization's effectiveness (Hee et al., 2018).

### **JOB PERFORMANCE**

Worker productivity is intimately linked with employee job performance since an employee's job performance improves as the work environment gets less stressful (Haque, Aston & Kozlovski, 2018). Organizations that are acutely aware of this have focused only on the factors that influence worker performance (Commer, Sci, & Dinc, 2017). Muchhal (2014) also stated that completing activities and performing well might provide a sense of accomplishment, as well as feelings of mastery and pride. Failure to meet certain organizational goals paints an image of bad performance, which might be caused by or owing to worker personality, or it could be perceived as unsatisfactory. According to Koopmans (2014), most IT frameworks consider job performance to be an important component of employee job performance. Employee job performance may be measured in three ways, according to Viswesvaran (1993): production, work quality, technical competency, skills, and abilities. To evaluate employee job performance, the Viswesvaran model (1993) will be used. This model covers three dimensions: output, work quality, technical competency, abilities, and talents.

### **HYPOTHESIS DEVELOPMENT**

Hils et al. (2017) study the influences of E-HRM practices on job satisfaction using the UTAUT model constructs. The major conclusion is that all factors (UTAUT components) have a low and negligible effect on employee satisfaction, implying that the employee is unprepared to use the E-HRM system. User satisfaction, technological preparation, organization, and contextual variables are among the elements that influence the adoption of an E-HRM system, as per research conducted by Winarto (2018) using the UTAUT model. The study's main conclusion is that users' degrees of adoption and contentment with information technology will vary based on their abilities and comprehension of it. . Puja (2015) discovered that duration, job experience, and seniority were all substantially associated with the end-users of the chosen firms' satisfaction with the e-HRM system. It agrees with Ankita and Ashok Kumar Sharma's (2018) results, which revealed that bank staff is happy with E-HRM. The influence of E-HRM practices on workers' performance in food manufacturing firms is investigated by Kariznoee, Afshani, and Moghadam (2012), who find that the system's components have a significant positive association with job performance. Aysar and

Haroun (2015) discovered a good statistically significant effect on components of electronic human resource management) on operational performance metrics in other studies. Green HRM, according to Sajjad Hosain, has a good correlation to strategic performance (2017). E-HRM practices and organizational performance are connected, according to Tanjil's (2019) research. Furthermore, according to Wided and Abdullah Ohibi (2017), 3 e-HRM elements influence HRM practices at the administration and corporate level, impacting societal and employee performance.

## **METHODOLOGY**

Qualitative and quantitative research is the two types of study that may be done (P K Singh et al., 2018). This study used a quantitative research approach based on the UTAUT and Viswesvaran models to see if there is a link between employee happiness and employee performance when it comes to the E-hrm practices. Quantitative research entails using analytics, statistics, and numeric profitability analysis to conduct a thorough and empirical assessment of an event (Yannis & Nikolaos, 2018). For job satisfaction, the questionnaire was adapted from (Weiss *et al*, 1967) and for employees' performance, questionnaires' were adapted by Linda Koopmans et. al. (2012). Employees in the banking industry in Dehradun, Uttarakhand, are the study's target demographic. Which include HDFC, PNB, AXIS, ICICI, SBI, BOB, Bandhan Bank, UCO, BANK OF INDIA, and CANARA BANK. We have distributed a total of 100 questionnaires' to employees in these banks from clerks to top management. The number of respondents for this study was decided by reference to Krejcie and Morgan (1970), who determined that the minimum sample size for a population of 100 is 80. As a result, 80 responders are sufficient sample size for this study.

## **RESULT**

The researcher visits respondents to every bank in person to personally deliver 100 questionnaire surveys for this research. However, due to various constraints, the number of people that responded to this survey was limited to 80. As a result, an 80 percent return rate was achieved.

### ***Demographic Information***

According to the survey's gender results, 35 of the 80 respondents (43.7 percent) are female, while the remaining 45 respondents (47 percent) are male. Females make up the bulk of responders, accounting for 56.2 percent (45 respondents). In addition, 30 of the 37.5 percent of respondents in this study are between the ages of 38 and 43. The respondents who are between the ages of 32 and 37, a total of 26 people, are followed by the respondents who are between the ages of 32 and 37, a total of 26 people (32.7 percent ). They are in the medium age group, with a proportion of less than 30%, and the older age group, with a percentage of less than 50%. The average response has 7 years of work experience, which accounts for 30% of all responses. Respondents with 5 to 6 years of job experience and those with 3 to 4 years of work experience each contributed 32.7 percent to the overall result. Finally, just 32.7 percent of individuals with less than two years of job experience responded to the survey.

### ***Employee Satisfaction and Job Performance in E-HRM***

E-HRM has a high degree of satisfaction and performance among the majority of employees. The data suggest that 71.2 percent (57 workers) of employees are satisfied with their jobs. While 60 individuals, or 75% of the workforce, contribute to job performance. This is consistent with Spandana and Munivenkatappa's results (2017), which showed that deploying an EHRM system

boosts workplace happiness and enjoyment for 73 percent of employees in these firms. According to Monica and Manjoj (2018), a firm achieves its goals when its employees are happy and pleased, as well as when its financial indicators are outstanding.

### **E-HRM System and Job satisfaction**

As per Spearman's correlation coefficient, the parameter of E-HRM practices and worker satisfaction has a significant connection coefficient of 0.81. Furthermore, at the 0.01 level of significance, there is a significant association between variables because the value of p (0.05) in the table is less than 0.01. Many research in the banking industry has studies substantial links. In a study of 70 bank employees, TapasyaJulka and Shravasti (2017) revealed that the organizational system had a positive and significant impact on worker satisfaction. Employees at Madhya Pradesh Bank are exceptionally delighted and satisfied with E-HRM, with 78.3 percent and 21.7 percent, respectively (Mukesh and Shukla, 2019). It's comparable to Anita's (2019) results, which indicated a substantial correlation between bank workers' happiness and their use of E-HRM. While some businesses show a favorable relationship with demographic factors like age, employment experience, tenure, and work satisfaction with the E-HRM, others show a negative relationship (Puja, 2015). According to Hils et al. research, 's employee happiness is connected to E-HRM (2017). According to Winarta (2018), while adopting an E-HRM system, networks become the most important factor in ensuring that users are satisfied and that occupational strain is reduced.

### **E-HRM and EMPLOYEE'S PERFORMANCE**

With a correlation value of 0.751 and a  $p < 0.05$ , the association between E-HRM and employee performance is considered high. It shows that the hypothesis is accepted. This conclusion was in line with prior research by Kariznoe et al., (2015), who revealed that using E-HRM in organizations had a good impact on employee performance and help organizational administration to maintain and direct the employees for recruitment, development, and training, as well as rewards and perks that affect employee job performance. In businesses, an E-HRM system paired with effective communication may help workers feel empowered and perform better at work.

### **DISCUSSION and CONCLUSIONS**

This study found that the technology utilized by the business (E-HRMs) can impact employee happiness and performance in the banking industry. Furthermore, there is a strong and positive association between happiness and performance among banking personnel when a firm implements the system. To put it differently, the system's adoption in banking organizations has the potential to affect employee achievement and has a strong effect on work. Because this study focused on the Banking sector in Northern India, The findings of this study should be closely scrutinized by organizations and senior management of related institutions. Furthermore, for a business to expand its competitive potential and continue to exist in the Industrial Internet Of Things, a management system that integrates technological innovation and automation is vital and necessary (IoT).

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