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ELECTRONIC HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: A SYSTEMATIC REVIEW OF MECHANISMS, MEDIATORS, AND STRATEGIC OUTCOMES

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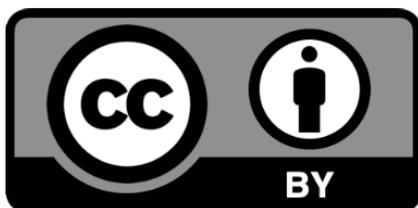
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ELECTRONIC HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: A SYSTEMATIC REVIEW OF MECHANISMS, MEDIATORS, AND STRATEGIC OUTCOMES

ABSTRACT

This study presents a systematic examination of the effects of Electronic Human Resource Management (E-HRM) on organizational performance, with particular attention given to the shift from the administrative orientation of Human Resource Information Systems (HRIS) to the strategic and high-value configuration of technology. Within the context of the theoretical framework, the concept of E-HRM has evolved from the mechanistic role of automating organizational activities to the central role it now plays in strategic alignment and value creation.

The framework also posits that the relationship between the adoption of technology and organizational performance is non-linear and is influenced by several critical antecedents, including Human Resource Service Quality (HRSQ), employee job satisfaction, and the optimization of individual performance. The integration of E-HRM also enables the transition from the concept of Evidence-Based Management (EBM) through the utilization of various tools related to the decision-making process with the aid of HR analytics.

The digital perspective from which E-HRM operates also provides the organization with the opportunity to increase its agility and innovation through the enhancement of efficiency and responsiveness in the processes. The results also show that the effectiveness of E-HRM is dependent upon several critical antecedents, including organizational IT capability, leadership support, and the establishment of a data-driven culture. Although E-HRM provides several critical competitive advantages to the organization, including those in developing regions, its effectiveness is also dependent upon the strategic management of the psychological contract and the mitigation of organizational politics.

Mots clés : e-HRM, Organizational Performance, Digital Transformation, HR Analytics, Human Capital, Organizational Agility.

INTRODUCTION:

The digitalization of corporate landscapes has redefined the operational paradigms of Human Resource Management (HRM) to a significant extent. In the current milieu, Electronic Human Resource Management (e-HRM) has emerged as a strategic imperative that utilizes

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Information Technology to coordinate and integrate organizational functions. The shift from conventional, paper-based HR practices to advanced digital platforms has redefined organizational structures. The shift from conventional to advanced digital platforms is a structural shift in the management, development, and monitoring of an organization's most valuable asset—its human capital. The current literature review on the relationship between e-HRM and organizational performance is conducted within this framework, with special emphasis on the mechanisms and outcomes of this digital evolution. As the adoption of e-HRM systems gains momentum, it is critical to understand the conditions of implementation and their impact on individuals and organizations to maintain competitive advantage in a globalized economy. [1], [3].

The main objective of electronic human resource management (e-HRM) is to improve the efficiency and effectiveness of human resource management activities through the centralization, standardization, and automation of critical human resource management processes, including employee recruitment, training, payroll management, and performance management. Apart from improving the efficiency of human resource management processes, technology-based human resource management systems can also improve transparency, information accessibility, and consistency of human resource management decisions. Moreover, empirical studies suggest that technology-based human resource management systems can significantly improve organizational flexibility and innovation potential through more rapid responses and more flexible human resource management practices [10]. However, the relationship between technology-based human resource management systems and organizational performance is not automatic or linear, but rather mediated through several factors, including employee job satisfaction, quality of human resource management services, and the creation and utilization of human capital [2], [13], [16]. Moreover, the actual benefits obtained from e-HRM systems are significantly influenced by contextual enablers such as the organization's information technology capability and the prevailing organizational culture, which affect user acceptance and system utilization [9], [13]. Through the synthesis of both empirical studies and theoretical frameworks, the current study aims to develop a holistic and integrated view of the role played by digital HR practices in value creation and strategic coherence in modern organizations [5], [14]. This includes the historical development of HR systems, the technological and organizational antecedents to e-HRM adoption, and the role played by employee-level outcomes in the relationship between e-HRM and organizational performance. The analysis also includes the strategic significance of e-HRM systems, including their role in talent management effectiveness and the broader strategic and competitive advantage implications in both developed and developing economies [6], [11]. Through the systematic examination of recent empirical studies, the current analysis also emphasizes the significance of evidence-based management (EBM) and the role played by HR analytics in the broader context of value creation and performance enhancement in modern organizations [4], [6]. The current analysis concludes that although technology provides the foundation upon which e-HRM systems are developed, the actual value creation from e-HRM systems is dependent upon the organization's ability to develop an improved employee experience and a strong organizational culture that is data-driven and long-term focused [14]. To structure this analysis, the first section will examine the fundamental mechanisms of E-HRM and its strategic evolution. The second part will be devoted to analyzing the performance mediators and operational outcomes identified in the literature. Finally, we will conclude with practical implications for managers and avenues for future research.

In line with this structure, the present study seeks to address the following research questions:

- (1) How does the transition from an administratively oriented HR information system (HRIS) to a strategically oriented E-HRM system contribute to improving organizational performance?
- (2) Through what mechanisms does E-HRM influence organizational performance, particularly through employee engagement, internal communication, and organizational agility?
- (3) To what extent do the organization's technological capabilities and the acceptance of change by human capital determine the effects of E-HRM on strategic outcomes?

Methodology

Methodologically, this study adopts a systematic review of the literature, chosen for its ability to ensure rigor, transparency, and reproducibility of the analytical process. The objective is to provide an in-depth and critical examination of recent research (2019-2025) addressing the impact of technology on HR functions. The selection process took place in several structured phases. Initially, in order to ensure international and multidisciplinary coverage, leading scientific databases—including Scopus, Web of Science, and Google Scholar—were consulted. The search was restricted to full-length, peer-reviewed academic articles published mainly in English and French, thus ensuring the credibility and scientific quality of the sources. To capture the complex evolution of the field, a search query was constructed using Boolean operators (“AND,” “OR”), combining strategic keywords such as: Electronic Human Resource Management (E-HRM), Organizational Performance, HR Analytics, and Human Resource Service Quality (HRSQ). The search algorithm was refined to identify correlations between organizational IT capability, leadership support, job satisfaction, and strategic alignment.

Literature Reviews

1. Determinants of Electronic Human Resource Management Adoption

1.1. Evolution from Human Resource Information Systems to Strategic Electronic Human Resource Management

The evolutionary process of digital HRM can be traced back to the inception of Human Resource Information Systems (HRIS), which were primarily implemented to support various administrative activities and ensure the systematic handling and processing of employee information. Initially, HRIS systems were more inclined towards record-keeping activities, payroll management, and documentation related to compliances. However, it can be observed that the overall architecture and implementation of HRIS have gradually shifted towards more comprehensive Electronic Human Resource Management (e-HRM) systems that not only focus on supporting various administrative activities but also on strategic management and interactive communication between the organization and its employees [3], [14]. Unlike the earlier versions of HRIS, which operated in a more isolated and confined manner, modern e-HRM systems are part of a broader information system that provides access to various information and allows for a more decentralized manner of HR management, which can be considered a shift towards a more strategic HRM paradigm that uses digital technologies to link HR strategies with overall business strategies and organizational objectives [5]. This shift can be attributed to the increased need to attain efficiency, cost-effectiveness, and proper management of a distributed and diverse workforce in a highly digitalized environment [3]. This strategic progression can be further substantiated by the development of an integrated “e-

HRM configurations” construct, where different digital HR practices and technologies come together to produce synergistic effects on organizational performance. In this context, e-HRM is considered not only a simple automation of existing HR practices and activities, but rather a transformation of the HR function to a more active role as a strategic partner in the organization [1], [5]. By leveraging advanced analytics, technologies, and infrastructures like the cloud, e-HRM allows HR professionals to reduce time spent on more transactional activities and focus on more valuable activities like talent management, workforce planning, and strategic capability building [4], [14]. This conceptualization of e-HRM resonates with the strategic evolution perspective, which considers e-HRM a critical antecedent to the achievement of strategic organizational outcomes by simultaneously improving organizational performance and talent management effectiveness [5]. As e-HRM technologies continue to advance and expand in scope, they continue to augment the functional scope of HR departments by empowering line managers and employees through various self-service, collaborative, and participatory technologies that promote shared responsibility in HR activities [7].

1.2. Organizational and Technological Antecedents of System Implementation

The success of e-HRM implementation depends on a variety of factors, including organizational as well as technological determinants. Empirical research has identified some critical factors that play a significant role in e-HRM implementation. These factors include the support of top management, organizational culture, as well as information technology competency of human resource professionals [13]. The attitudes of top management towards e-HRM implementation are critical in providing the much-needed resources to implement e-HRM. In addition, the organizational culture that accepts technological changes, such as innovation and data-driven decision-making, can have a positive impact on e-HRM implementation. The perceived compatibility of the new system with the existing values and work practices of employees also significantly influences e-HRM implementation. In the absence of these factors, even the most sophisticated technological innovation cannot produce the expected outcomes [13].

Technological antecedents include the perceived ease of use and perceived usefulness of the e-HRM system, which are primary factors in the Technology Acceptance Model (TAM). In addition to these factors, competitive pressure often requires organizations to adopt e-HRM to ensure conformance to industry standards and to improve efficiency in their operations [13]. The process of implementing e-HRM systems is further made complex by the need to integrate them with other systems in the organization, thus requiring a high level of technical interoperability between the systems. Empirical research findings indicate that organizations that experience high levels of competitive pressure have a high likelihood of investing in advanced technology to gain a competitive advantage [6], [13]. The adoption of e-HRM systems, however, does not stop at the technical level but requires a socio-technical process that requires management of employee perceptions and politics to ensure successful utilization at different levels in the organization [7].

1.3. The Role of Information Technology Capability and Infrastructure

Information Technology (IT) capability acts as a vital moderator and antecedent in the association between e-HRM practices and organizational performance. IT capability represents the ability of the firm to leverage and utilize IT-based resources in conjunction with other resources and capabilities [9]. An effective IT infrastructure acts as the primary

foundation to allow e-HRM systems to function properly and efficiently. In the absence of IT capability, firms may experience system failure, data unavailability, and poor user interface, which may hinder the effective functioning of HR practices. Research findings have shown that IT capability not only supports the implementation of e-HRM but also enhances its impact on organizational performance by allowing complex data processing and communication capabilities [9]. Moreover, the integration of human resource technology with advanced analytics tools is critical for unlocking the potential of electronic human resource management (e-HRM) systems. Access to quality human resource technology is considered a prerequisite for human resource analytics, which, in turn, enables evidence-based management (EBM) [4], [6]. For high-technology manufacturing industries and other industries that rely heavily on information technology (IT) infrastructure, the ability to leverage IT infrastructure for strategic workforce planning is considered an important performance driver. However, there are challenges, such as the lack of a data-driven culture, which can impede the effectiveness of technology investments. Therefore, organizations need to invest not only in the hardware and software components of IT infrastructure but also develop the human capital necessary to leverage technology investments. The linkage between IT capability and e-HRM systems creates an improvement paradigm for organizational competitiveness in the digital age [9].

2. Mediating Mechanisms Linking Digital Practices to Organizational Outcomes

2.1. The Intervening Role of Employee Performance and Job Satisfaction

Another important finding in current e-HRM literature is the role played by employee-level outcomes in the relationship between system usage and organizational performance. The empirical studies conducted so far suggest that e-HRM system usage has a positive effect on employee performance and satisfaction, which ultimately contributes to organizational performance [1], [11]. In developing economies, where the e-HRM system is relatively in its infancy, the achievement of organizational performance gains depends on the positive effects on employee performance and satisfaction [11]. The role played by employee performance as a mediator between e-HRM system usage and organizational performance implies that e-HRM systems contribute to organizational performance indirectly by empowering the employees and maximizing the employee experience. This means that e-HRM systems would be more likely to generate value if they focus on employee performance and satisfaction [1]. Another important finding is that the job satisfaction level of the HR staff also plays an important role in the performance gains generated by the e-HRM system; if the HR staff are satisfied with the e-HRM system, they would be able to provide better services to the entire organization, and therefore the e-HRM system would indirectly influence the performance gains [13]. This highlights the importance of viewing employees not just as users of the system but as the primary mechanism through which technological investments are converted into organizational value. Consequently, organizations are encouraged to invest in employee-centric e-HRM features to maximize the potential for performance gains [1].

2.2. Human Resource Service Quality and Evidence-Based Management as Performance Drivers

Human Resource Service Quality (HRSQ) constitutes a critical mediating mechanism in the relationship between e-HRM and organizational performance. Digital HR systems contribute to enhancing HR service delivery by increasing accessibility, accuracy, consistency, and response speed across a wide range of HR functions. Through standardized workflows,

centralized databases, and automated processes, e-HRM platforms enable HR departments to deliver services in a more reliable and timely manner. Improved service quality in core areas—such as recruitment efficiency, employee support responsiveness, and administrative accuracy—has been shown to positively influence both perceived job performance at the individual level and aggregate organizational performance outcomes [2].

Empirical findings, particularly in sectors such as telecommunications, demonstrate that the mediating effect of HRSQ is substantial, as digital platforms allow HR units to process larger volumes of requests with greater precision and traceability. By strengthening the service dimension of HRM, e-HRM contributes to the creation of a more supportive and performance-oriented work environment [2]. Apart from the benefits of improved service quality, the concept of e-HRM assumes significant importance in facilitating the adoption of Evidence-Based Management (EBM) practices through the application of HR analytics tools. The digital infrastructure of HR generates significant volumes of data pertaining to the workforce, thereby providing the empirical basis for the application of advanced analytical tools. Such tools help managers make more objective, data-driven, and transparent decisions in different areas of organizational functioning [4]. The mediation of HR technology, HR analytics, and EBM represents an important chain of relationships that facilitates the application of e-HRM to enhance organizational effectiveness. Studies of different industries suggest that organizations using EBM practices are more successful in integrating HR strategies with business objectives and are able to respond to changing market conditions [4], [6]. The application of empirical measures, as opposed to relying entirely on subjective judgment, helps reduce cognitive biases in decision-making, thereby enhancing the strategic value of HR interventions. The increased use of analytically driven and scientifically grounded management practices is considered an essential attribute of digitally enabled organizations [6].

2.3. Psychological Contracts, Employee Engagement, and Turnover Intentions

The implications of e-HRM deployment on the psychological contract between an organization and its employees also have important implications. Strategic HRM interventions, with the help of technology, have been seen to influence employee turnover intentions by affecting perceptions of organizational support and perceptions of opportunities for career progression [15]. The deployment of e-HRM systems with a view to encouraging transparent communication and performance management also strengthens the psychological contract, thereby positively impacting levels of employee engagement. Research on SMEs suggests that, while the link between e-HRM and organizational effectiveness may be limited, its mediation through levels of employee engagement is quite strong [8]. This is because highly engaged employees demonstrate a greater commitment towards achieving organizational objectives and a lower turnover intention, which positively impacts organizational effectiveness.

Conversely, poorly implemented e-HRM systems can lead to frustration and a sense of alienation, potentially increasing turnover intentions. The Job-Demand Resources (JD-R) model suggests that e-HRM can act as a resource that helps employees manage their work demands, but only if the technology is perceived as helpful rather than burdensome [15]. Furthermore, the perception of organizational politics can moderate the impact of e-HRM on macro-level consequences; if employees believe that the system is being used for political maneuvering rather than fair management, the positive effects on performance may be diminished [7]. Therefore, managing the "human" side of e-HRM—including engagement,

trust, and the psychological contract—is just as important as managing the technical aspects. By reducing turnover intentions and fostering a culture of engagement, e-HRM serves as a strategic tool for talent retention and organizational stability [15].

3. Strategic Impact of Electronic Human Resource Management on Macro-Level Performance

3.1. Enhancing Organizational Agility and Innovation Capability

In the rapidly changing business environment of the 21st century, organizational agility and innovation capability have become essential for survival. E-HRM systems play a crucial role in fostering these attributes by enabling faster decision-making and more flexible resource allocation. Research indicates that organizational agility and the characteristics of a "learning organization" have significant positive impacts on performance, and these relationships are often mediated by innovation capability [10]. E-HRM systems act as a moderator in this context, reinforcing the link between an organization's ability to innovate and its overall performance. By providing platforms for knowledge sharing and collaborative learning, e-HRM helps employees stay updated with the latest industry trends and internal developments, thereby fueling the innovation pipeline [10]. The potential of electronic human resource management to facilitate agility in organizations can be seen in its potential for decentralized management. This is because e-HRM has the potential to reduce bottlenecks that can be presented by centralized human resource management. Moreover, e-HRM has the potential for a learning-oriented management approach, which can be seen in the potential for a larger number of workers to be provided with training and development resources [10], [12]. This, in conjunction with modern management approaches, has the potential for e-HRM to be a catalyst for continuous improvement and agility. Although there is a suggestion that the moderating potential of e-HRM on the relationship between innovation and performance may be context-specific, the potential for e-HRM to facilitate the maintenance of the infrastructure for a more agile workforce is a key advantage [10].

3.2. Talent Management and Strategic Alignment in the Digital Era

Talent management represents another area wherein electronic human resource management's impact is seen as revolutionary and strategic in its implications. Digital human resource management tools help an organization identify, attract, develop, and retain talent better and more efficiently than conventional means. From a perspective of strategic evolution, electronic human resource management represents a vital antecedent to talent management, which eventually leads to the achievement of strategic objectives [5]. By employing electronic human resource management tools for highly sophisticated recruitment and succession planning, an organization is able to ensure that the right person is put in the right job at the right time, which represents a crucial factor for strategic success in a highly digitalized world. Moreover, by employing HR analytics tools within electronic human resource management systems, a better understanding of talent management and potential workforce requirements is possible [5], [6]. The integration of Human Resource Development (HRD) with electronic human resource management represents a vital factor for the development of human capital within an organization. The mediating effect of human capital between HRD and organizational performance is a well-researched phenomenon, with electronic human resource management representing a means for achieving this end [16]. For instance, e-learning modules and digital performance tracking allow for more personalized and continuous development of employee skills. This not only improves individual performance but also

enhances the collective capability of the organization. As firms strive for strategic alignment, e-HRM provides the data and the tools necessary to integrate HR functions with other strategic business units, ensuring that human resource initiatives are directly contributing to the firm's competitive goals [5], [16].

3.3. Competitive Advantage and Efficiency Gains in Developing and Developed Economies

The search for competitive advantages represents one of the fundamental reasons behind the adoption of e-HRM systems in both developed and developing economies. Regardless of the different backgrounds and environments in which these organizations function, the e-HRM system represents an important tool that organizations seek to leverage in order to improve their performance and decision-making processes. Regarding developed economies, the e-HRM adoption processes are often aligned with the maximization of efficiency levels and the exploitation of advanced analytics in order to attain differentiation. On the other hand, in developing economies, e-HRM adoption represents an opportunity to avoid structural barriers and accelerate the development of contemporary and standardized HR practices [11].

Despite the low levels of adoption, particularly in several African countries, the literature reveals that e-HRM adoption correlates with favorable outcomes at both employee and organizational levels when implemented in combination with HR best practices [11]. The efficiency advantages derived from the automation of several processes and activities, such as payroll management and employee records management, enable organizations to redirect these resources to capability development and growth. At the macro-organizational level, the performance implications of e-HRM are not geographically confined. Evidence from varied national contexts, including Zimbabwe and Jordan, shows that e-HRM contributes to organizational effectiveness through multiple pathways, such as reducing the adverse influence of perceived organizational politics and strengthening the link between training initiatives and performance outcomes [7], [12]. For instance, research in the Jordanian private sector indicates that e-HRM significantly moderates the relationship between training practices and employee performance, suggesting that digital HR environments amplify the impact of conventional HR interventions by improving monitoring, accessibility, and follow-up processes [12]. By establishing more transparent, traceable, and data-supported HR frameworks, e-HRM supports the development of sustainable competitive advantage through higher operational efficiency and enhanced workforce capability. Across sectors—whether in high-technology manufacturing or telecommunications—strategic e-HRM deployment is consistently identified as a foundational component of contemporary organizational performance and competitiveness [2], [6].

DISCUSION

To summarize, this review article shows that Electronic Human Resource Management (e-HRM) is a key determinant of organizational performance in the modern digital environment. From basic Human Resource Information Systems (HRIS) to strategic e-HRM systems, it is a fundamental shift in how organizations seek to manage their human capital to gain a competitive advantage in the market. Synthesizing evidence from a variety of research studies, it is now known that not only is there a direct impact of e-HRM on organizational performance, but there is also a significant indirect impact, with a variety of individual and organizational factors mediating this relationship. Notable mediating factors, including employee performance, job satisfaction, HR service quality, and evidence-based management,

all play a crucial role in realizing organizational performance benefits from e-HRM adoption and implementation [1], [2], [4], [11]. Another key aspect that this review article points to is that there is a strong role for technological and organizational antecedents, including IT capabilities, top management support, and a data-driven culture, in realizing e-HRM adoption and implementation success [9], [13]. Strategic benefits of e-HRM systems are far-reaching, including increased organizational flexibility, increased innovation potential, and increased effectiveness in managing human capital within organizations [5], [10]. By creating a more engaged workforce with lower turnover intentions, e-HRM systems enable organizations to build the human capital necessary to succeed in modern competitive environments [8], [15]. The findings also indicate that the benefits of e-HRM are universal, providing significant efficiency and performance gains in both developed and developing economies, despite differences in technological maturity [7], [11]. However, the effectiveness of these systems is often contingent upon the organization's ability to manage the "human" side of the digital transition, including the psychological contract and perceptions of organizational politics [7], [15].

Conclusion

This review confirms that Electronic Human Resource Management (e-HRM) has evolved from traditional Human Resource Information Systems (HRIS) focused on administrative efficiency into a strategic system that supports value creation and organizational alignment. Rather than producing automatic performance gains, e-HRM influences organizational performance through key mediating mechanisms such as employee performance, job satisfaction, and Human Resource Service Quality (HRSQ). In addition, the integration of HR analytics strengthens decision-making processes in line with Evidence-Based Management, reinforcing the strategic role of HR. The findings also emphasize that the effectiveness of e-HRM depends on critical antecedents, including IT capability, leadership support, and a data-driven organizational culture. Without these enabling conditions, technological investments may fail to generate expected outcomes. Overall, e-HRM represents a strategic capability that enhances agility, innovation, and talent management in both developed and developing economies. Its success, however, requires balancing technological advancement with careful management of the human and cultural dimensions of digital transformation.

Limitations and perspectives:

Despite the abundance of research devoted to Electronic Human Resource Management (e-HRM), several limitations persist in the literature. First, although some studies have analyzed the adoption of e-HRM in small and medium-sized enterprises, very small enterprises (VSEs) remain largely underrepresented. This shortcoming limits the generalizability of the results to small organizational structures, particularly in emerging economies. Second, the literature shows significant heterogeneity in the definition, conceptualization, and measurement of e-HRM. Approaches vary between a vision focused on administrative automation (inherited from Human Resource Information Systems) and a strategic perspective integrating HR analytics and organizational alignment. This conceptual diversity complicates the comparison of empirical results and raises issues of theoretical consistency. Thirdly, although research increasingly recognizes that the relationship between e-HRM, employee attitudes, and organizational performance is mediated by mechanisms such as satisfaction, commitment, or HR service quality, few studies adopt a longitudinal or dynamic perspective. The reciprocal and evolving interactions between technology, individual behaviors, and performance therefore remain insufficiently explored, limiting a comprehensive understanding of the long-term effects of e-HRM. Looking ahead future research should continue to explore the evolving nature of e-HRM in the context of emerging technologies such as artificial intelligence (AI), machine learning, and blockchain. These technologies have the potential to further revolutionize HR practices by providing even deeper insights through predictive analytics and enhancing the security and transparency of HR transactions. Additionally, more longitudinal studies are needed to assess the long-term impact of e-HRM on organizational resilience and sustainability. Researchers should also delve deeper into the specific challenges faced by different industries and cultural contexts to provide more tailored recommendations for e-HRM implementation. As the digital era continues to unfold, the role of e-HRM as a strategic partner in organizational value creation will only become more prominent, necessitating a continuous dialogue between academia and practice to fully realize its potential.

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