THE MEDIATING ROLE OF LEADERSHIP IN DRIVING E-HUMAN RESOURCE MANAGEMENT ADOPTION IN INDIAN PUBLIC SECTOR ORGANIZATIONS

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Abstract

In the ever-evolving digital landscape of Human Resource Management, this research delves into the intricate interplay between E-Human Resource Management (e-HR) adoption, leadership, and organizational performance, specifically within the context of Indian public sector organizations. As the adoption of e-HR practices reshapes the HRM landscape, this study seeks to uncover the mediating role of leadership behaviors, styles, and strategies in influencing the impact of e-HR adoption on critical organizational performance indicators. It encompasses variables such as e-HR adoption effectiveness, transformational leadership, change management, and organizational performance, with the aim of unraveling the complex dynamics that govern the adoption of e-HR practices and their subsequent effects on organizational outcomes, including employee satisfaction, performance, engagement, and retention. By shedding light on these intricate relationships, this research offers valuable insights for public sector leaders, policymakers, and HR practitioners, informing strategies to harness the full potential of E-HR systems and contribute to the advancement of agile, responsive, and effective public administration in India.

Keywords: E-HR Adoption, Leadership Mediation, Organizational Performance, Public Sector Organizations in India.

1. INTRODUCTION

In the contemporary landscape of Human Resource Management (HRM), the integration of technology has ushered in a transformative era (*Marler, J. H, 2006*). E-Human Resource Management (e-HR), characterized by the digitalization and automation of HR processes, has become a cornerstone in the pursuit of organizational efficiency, transparency, and agility (*Stone, D. L, 2005*). As organizations, both in the public and private sectors, embrace the potential of E-HR systems and practices, it is increasingly evident that the influence of leadership plays a pivotal role in shaping the successful adoption and implementation of these technologies (*Laura Cortellazzo, 2019*). Within the multifaceted sphere of HRM, the public sector in India stands as a unique and compelling arena for the exploration of the mediating role of leadership in driving E-HR adoption and its ultimate impact on organizational outcomes (*Nuru Siraj, 2022*).

The digital revolution has permeated every facet of modern life, and the realm of HRM is no exception. e-HR encompasses a diverse range of technologies, tools, and practices that leverage digital platforms and data-driven approaches to enhance HR processes

(*Marlene Sofia Alvesm 2017*). These innovations encompass various aspects of HR, including recruitment, employee onboarding, performance management, training and development, and employee engagement (*Umasankar Murugesan, 2023*). The allure of e-HR lies in its promise to streamline administrative tasks, minimize errors, improve data accuracy, enhance accessibility, and ultimately enable HR professionals to focus on more strategic, value-added activities (*Tanya Bondarouk, 2016*). In the context of India, where the public sector has been historically characterized by bureaucratic processes, the potential for e-HR to revolutionize HRM is particularly enticing (*Mahima Nanda, 2020*). However, the successful integration and adoption of E-HR systems into public sector organizations necessitate a multifaceted examination, considering the unique challenges, dynamics, and intricacies that distinguish this sector (*Shoeb Ahmad, 2015).*

In the pursuit of organizational excellence, leadership has consistently emerged as a critical determinant of success. The effectiveness of leadership in driving change, inspiring innovation, and fostering a culture of adaptability cannot be overstated (*Katarzyna Kozioł-Nadolna, 2020*). Within the context of e-HR adoption, leadership assumes a multifaceted role. Leaders are tasked with envisioning the strategic value of e-HR practices, communicating this vision to stakeholders, and facilitating the transformation of HR processes (*AC De Alwis, 2022*). Moreover, leadership behaviors and strategies can significantly impact employee attitudes and perceptions regarding e-HR systems (*Uzair Khuwaja, 2020*). Effective leaders have the potential to inspire enthusiasm for e-HR adoption, while inadequate or misaligned leadership may hinder progress.

This study seeks to unravel the intricate relationships among E-HR adoption, leadership, and organizational outcomes in the context of Indian public sector organizations. The public sector in India represents a unique and dynamic landscape where efficient governance, transparency, and innovation are of paramount importance. It is within this backdrop that the potential of E-HR adoption, under the influence of leadership, holds significant promise. However, the path to successful e-HR adoption in the public sector is laden with challenges, including bureaucracy, resistance to change, and resource constraints. Understanding how leadership can mediate these challenges and propel e-HR adoption toward improved organizational outcomes is the central focus of this research.

The investigation encompasses a diverse array of variables and dimensions. e-HR adoption is multifaceted, encompassing factors such as system integration, user training, support mechanisms, usability, data security, and more. Leadership is equally multifaceted, encompassing leadership styles, behaviors, commitment, communication, and change management strategies. Organizational outcomes, a key area of interest, encompass indicators like employee satisfaction, performance, engagement, and retention. Through rigorous empirical analysis, this research endeavors to elucidate how leadership, as a mediating variable, influences the relationship between e-HR adoption and these organizational outcomes.

The study's significance is underscored by the potential implications for public sector organizations in India. As these organizations strive to enhance efficiency, transparency, and employee engagement, understanding the role of leadership in facilitating the adoption of E-HR practices is instrumental. The findings are poised to provide valuable insights for public sector leaders, policymakers, and HR practitioners, guiding them in crafting strategies that harness the full potential of e-HR systems. By promoting a deeper understanding of the interplay between e-HR adoption, leadership, and organizational outcomes, this research contributes to the advancement of agile, responsive, and effective public administration in India.
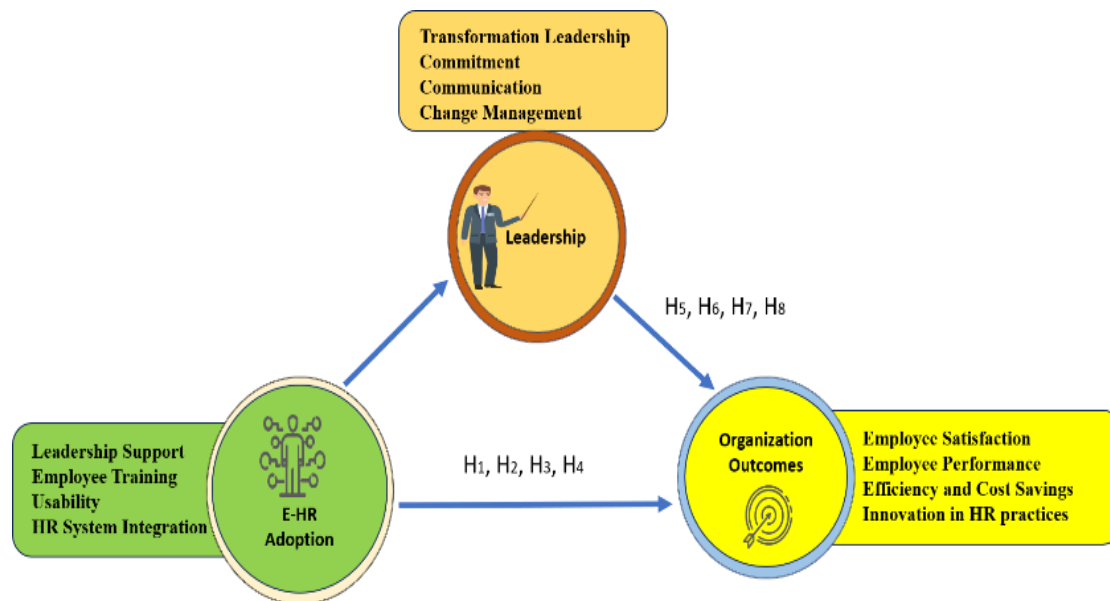

Figure 1: Conceptual Model

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1 Relationship E-HR adoption on organization outcomes:

The relationship between leadership support and organizational outcomes is a multifaceted dynamic that plays a pivotal role in organizational management and effectiveness (*E Maritsa · 2022*). Leadership support, characterized by active endorsement and facilitation of specific initiatives, strategies, or practices by organizational leaders, holds the potential to significantly impact various organizational outcomes (*Steinmann, 2018*). Positive leadership support is associated with higher levels of employee satisfaction, improved employee performance, increased employee engagement, enhanced innovation, greater cost-efficiency, and ultimately, a competitive advantage (*Sypniewska, 2023*). However, the nature and extent of this relationship can vary across organizations and contexts, influenced by factors such as organizational culture and external market conditions. Empirical studies are often conducted to explore and quantify the precise influence of leadership support on specific organizational

outcomes, providing valuable insights for organizations seeking to optimize their performance and achieve their strategic objectives.

H₁: There is a significant positive relationship between leadership support and organizational outcomes.

Employee training significantly influences organizational outcomes, as it plays a pivotal role in shaping an organization's overall performance, productivity, and sustainability (*G Zhenjing, 2022*). Employee training initiatives encompass a diverse range of learning and development programs designed to enhance employees' knowledge, skills, and competencies. Effective training often results in improved individual and collective employee performance, leading to increased productivity and goal attainment (*Kelley Walters, 2017*). Additionally, well-trained employees tend to experience higher job satisfaction and engagement, contributing to a positive work environment. Furthermore, training fosters innovation, as it exposes employees to new ideas, technologies, and best practices. It can also lead to reduced turnover rates, lower operational risks, and improved financial performance, providing organizations with a competitive edge and long-term viability. In today's dynamic business landscape, investing in employee training is a strategic imperative for organizations aiming to excel, adapt, and thrive.

H₂: Employee training is positively and significantly related to organizational outcomes.

The usability of e-Human Resource (e-HR) systems holds a pivotal role in shaping organizational outcomes, profoundly influencing an organization's overall efficiency, productivity, and employee satisfaction. Usability, denoting the degree of user-friendliness and accessibility of e-HR systems, serves as a linchpin in modern digital workplaces. Enhanced usability translates into increased employee efficiency and productivity as streamlined HR processes empower employees to perform tasks swiftly (*RD Johnson, 2011*). Moreover, it fosters higher levels of employee satisfaction, signaling the organization's commitment to employee well-being. Improved data accuracy, heightened engagement, cost savings through reduced training and support needs, increased user adoption, and a culture of innovation all emerge as outcomes of enhanced e-HR system usability. These multifaceted benefits underscore the profound impact that usability has on an organization's agility, efficiency, and competitive edge in the dynamic digital landscape.

H₃: Enhanced usability of e-HR systems within the organization is positively correlated with improved organizational outcomes.

The integration of E-Human Resource (E-HR) systems stands as a transformative force, wielding the power to significantly elevate organizational performance across multiple facets. Through the seamless convergence of digital HR tools and processes into a unified ecosystem, E-HR system integration ushers in a new era of streamlined efficiency. This efficiency is manifested in HR operations, from recruitment to payroll management, reducing operational costs and bolstering productivity (*RD Johnson, 2011*). Real-time access to HR data empowers decision-makers with valuable insights for data-driven strategies, while employees benefit from enhanced self-service capabilities, leading to

increased job satisfaction and engagement. Furthermore, integration ensures HR compliance, mitigates risks, supports talent acquisition and retention, fosters cost-efficiency, and aligns HR practices with strategic organizational objectives. In a rapidly changing business landscape, integrated e-HR systems provide the agility and adaptability needed to drive organizational performance, cementing their role as a cornerstone of success in the digital age (*MZ Yaqub, 2023*).

H_4: The comprehensive integration of e-HR systems significantly contributes to improved organizational performance

Cost-benefit analysis (CBA) plays a pivotal role in shaping organizational outcomes by facilitating informed decision-making and efficient resource allocation (*Matthew Adler, 2019*). CBA's systematic evaluation of costs and benefits empowers organizations to optimize their financial performance, strategically align projects with organizational goals, and enhance overall efficiency. It acts as a risk mitigation tool, fostering accountability and transparency while promoting a culture of continuous improvement. By prioritizing high-impact initiatives and establishing performance metrics, CBA empowers organizations to make data-driven choices that directly impact their financial stability, strategic success, and overall competitiveness in a dynamic business environment.

The influence of legal compliance in the adoption of E-Human Resource (e-HR) systems on organizational outcomes is a multifaceted and vital aspect of the digital workplace landscape. As organizations transition to E-HR systems, they must navigate a complex regulatory environment encompassing data privacy laws, labor regulations, and industry-specific compliance requirements. The extent to which organizations adhere to these legal obligations significantly impacts various facets of organizational outcomes. Compliance with data privacy regulations ensures secure handling of sensitive employee data, builds trust among stakeholders, and minimizes legal risks (*Hassan H. H. Aldboush, 2023*). Adherence to labor laws promotes a harmonious labor environment, contributing to employee satisfaction and organizational stability. Accessibility, equal opportunity, accurate reporting, and adherence to contractual agreements and employment policies are crucial for legal compliance, ensuring that organizations fulfill their obligations and commitments while avoiding legal repercussions (*Robert J. Vance, 2011*). Staying current with regulatory updates and changes is vital to adapt to new legal requirements and maintain legal preparedness. In essence, legal compliance in e-HR adoption is not just a legal necessity but a strategic imperative that fosters trust, efficiency, and organizational stability, ultimately shaping positive organizational outcomes.

2.2 Leadership's Role in E-HR Adoption and Outcomes:

The effectiveness of E-Human Resource (e-HR) system adoption within an organization is greatly influenced by the leadership skill of Transformational Leadership, a leadership style renowned for its ability to inspire, motivate, and drive teams towards extraordinary achievements. Leaders who embody Transformational Leadership principles excel in several key areas that significantly impact the successful integration of e-HR systems.

They inspire employees by connecting the adoption of these systems to a shared vision, igniting enthusiasm and commitment. By fostering a culture of trust and open communication, they build employee engagement, a crucial element in the acceptance and utilization of e-HR systems. Moreover, Transformational Leaders encourage innovation and creativity, leading to novel applications of e-HR systems for enhanced HR practices (*S Kazmi, 2021*). Their commitment to individual growth and development ensures that employees are adequately trained and supported during the adoption process. Additionally, their adeptness in change management helps navigate the complexities of e-HR system integration, ensuring minimal disruption and maintaining employee morale. Lastly, their emphasis on continuous improvement ensures that the organization continually refines its HR practices, resulting in a range of positive outcomes, including increased employee satisfaction, elevated performance levels, heightened efficiency, innovative HR processes, greater employee engagement, and enhanced employee retention rates. In essence, Transformational Leadership catalyzes the successful adoption of e-HR systems, leading to transformative organizational outcomes in the digital age (*Adel Ismail Al-Alawi, 2023*).

H₅: Transformational Leadership significantly mediates the relationship between E-HR adoption factors and organizational outcomes.

Leadership's role in the context of e-HR adoption is instrumental in shaping organizational outcomes across various dimensions. Firstly, leadership serves as the guiding force behind employee training initiatives related to e-HR systems. Transformational leaders, in particular, understand the importance of fostering a learning culture within their organizations (*H Khan, 2020*). They actively support and invest in comprehensive training programs that empower employees with the skills and knowledge needed to proficiently navigate e-HR systems. This not only enhances employee performance but also instills a sense of confidence and competence among the workforce.

Secondly, leaders play a critical role in ensuring the usability of e-HR systems. They champion user-friendly designs and advocate for accessibility features, recognizing that the ease with which employees can interact with these systems directly impacts their satisfaction and engagement. Effective leadership promotes a culture where employees are not only encouraged to use e-HR systems but also find them intuitive and accommodating to their needs. Usable systems contribute to improved employee satisfaction, as they reduce frustration and increase efficiency in HR-related tasks.

H₆: Commitment significantly mediates the relationship between e-HR adoption factors and organizational outcomes.

H₇: Communication significantly mediates the relationship between e-HR adoption factors and organizational outcomes.

Furthermore, leaders are pivotal in facilitating the integration of e-HR applications into existing HR processes. They understand the strategic significance of seamless integration, as it streamlines operations, reduces redundancies, and enhances overall efficiency. Leaders guide their organizations in leveraging e-HR systems to their full

potential, thus optimizing resource allocation and generating cost savings. This integration not only improves HR processes but also contributes to cost-efficient operations, a critical aspect of organizational success.

H_8: Change Management significantly mediates the relationship between e-HR adoption factors and organizational outcomes.

In essence, leadership's multifaceted role in e-HR adoption factors, encompassing training, usability, integration, cost analysis, and legal compliance, directly influences organizational outcomes. The cumulative effect of these leadership-driven efforts results in improved employee performance, higher job satisfaction, cost-efficient operations, innovative HR practices, increased employee engagement, and the maximization of employee retention collectively culminating in a resilient and thriving organizational environment in the digital age.

Based on these hypotheses, the forthcoming study aims to present and analyze the results. The study will delve into the intricate dynamics between e-HR adoption factors, leadership variables, and organizational outcomes, seeking to uncover how these elements interact and influence one another. By examining real-time data and applying statistical analysis, the study intends to shed light on the extent to which Transformational Leadership, Commitment, Communication, Change Management, and Recognition & Rewards mediate the relationship between e-HR adoption factors and critical organizational outcomes. The results will provide valuable insights for organizations navigating the digital HR landscape, offering actionable guidance on optimizing their practices to achieve superior performance, employee satisfaction, cost efficiency, innovation, engagement, and employee retention.

3. RESEARCH METHOD

In the course of this research endeavor, a questionnaire-based survey served as the primary instrument for data acquisition, targeting e-HRM practitioners within diverse public sector organizations. To gather the requisite data, a convenience sampling approach was strategically employed, spanning from April 2023 to August 2023, facilitated via an online Google Form platform. Subsequent to a rigorous process of response filtration, a total of 380 meticulously curated responses were retained for the conclusive phase of analysis. Out of them, 263 were males (about 69%), and 117 were females (about 31%). The majority of respondents (45%) were aged 21-35, followed by 36-44 (33%), 45-55 (11%), and those above 55 (10%). Regarding the education, the majority of respondents had a post-graduate education (61.84%), followed by graduates (32.11%), and a smaller portion had other educational backgrounds (6.05%). The distribution of management levels within the HR department shows that the majority (51.05%) were in lower-level positions, followed by 33.95% in middle-level roles, and 15.00% in upper-level positions among the survey participants.

Measures:

To gauge employees' perceptions concerning the integration of e-HR systems and its impact on organizational outcomes, we employed a condensed version of the multifactor leadership questionnaire. Our assessment encompassed several facets of e-HR adoption, namely Leadership Support, Employee Training, Usability of e-HR Systems, and HR System Integration. To evaluate the mediating influence of leadership, we examined the sub-variables of Transformational Leadership, Commitment, Communication, and Change Management. Finally, as the dependent variable, we scrutinized Organizational Outcomes, encompassing Employee Satisfaction, Employee Performance, Efficiency, Cost Savings, and Innovation in HR practices. Reliability analysis indicated robust internal consistency with Cronbach's alpha values of .773 for e-HR adoption, .824 for Leadership, and .797 for Organizational Outcomes, respectively.

4. RESULTS

Table 1 provides a comprehensive overview of the study's variables, offering insights into their means, standard deviations, and correlations. Notably, the research indicators, including e-HR adoption (EHR1: Leadership Support, EHR2: Employee Training, EHR3: Usability of e-HR Systems, and EHR4: Integration of HR Systems), Leadership (L1: Transformation Leadership, L2: Commitment, L3: Communication, and L4: Change Management), and Organization Outcomes (OO1: Employee Satisfaction, OO2: Employee Performance, OO3: Efficiency, Cost Savings, and OO4: Innovative HR practices), exhibit significant interrelationships.

Table 1: Correlations, means, and standard deviations of all variables

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Gender	0.310	0.46	1															
2	Age	2.600	0.87	0.191	1														
3	Education	2.720	1.41	-0.16	-0.54	1													
4	Level of Management	1.400	0.53	0.074	0.055	-0.19	1												
5	EHR1	3.950	0.76	-0.03	0.019	-0.05	0.06	1											
6	EHR2	3.830	0.89	0.003	0.064	-0.03	0.03	0.4	1										
7	EHR3	4.070	0.76	-0.03	-0.04	0.009	0.024	0.55	0.45	1									
8	EHR4	4.170	0.69	0.005	-0.01	-0.04	0.033	0.47	0.42	0.53	1								
9	L1	3.770	0.78	-0.02	-0.02	-0.06	0.057	0.21	0.27	0.23	0.25	1							
10	L2	3.810	0.75	0.017	0.012	-0.06	0.113	0.22	0.24	0.23	0.22	0.65	1						
11	L3	3.770	0.78	0.064	0.051	-0.06	0.038	0.25	0.22	0.16	0.22	0.5	0.57	1					
12	L4	3.670	0.74	0.008	0.073	-0.15	0.001	0.14	0.18	0.16	0.18	0.45	0.47	0.6	1				
13	OO1	3.820	0.85	-0.01	0.05	-0.03	-0.05	0.11	0.24	0.19	0.24	0.19	0.16	0.21	0.28	1			
14	OO2	4.130	0.63	-0.03	0.013	-0.01	0.01	0.13	0.18	0.2	0.2	0.35	0.27	0.34	0.28	0.48	1		
15	OO3	3.950	0.71	-0.03	-0.02	-0.03	-0.02	0.14	0.17	0.16	0.18	0.22	0.23	0.26	0.26	0.44	0.52	1	
16	OO4	3.980	0.68	-0.06	-0.06	0.03	0.009	0.18	0.19	0.24	0.17	0.21	0.24	0.33	0.28	0.4	0.48	0.7	1

In the measurement model assessment, the latent construct "e-HR Adoption" is characterized by four indicators with λ values, demonstrating a Composite Reliability (CR) of approximately 0.73175 and an Average Variance Extracted (AVE) of about 0.94275, signifying strong internal consistency and substantial variance explanation. Its Cronbach's alpha (α) stands at 0.773, indicating good reliability. Similarly, the latent construct "Leadership" comprises four indicators, with a CR of approximately 0.76325 and an AVE of 0.98725, reflecting robust internal consistency and a high proportion of explained variance. Its α is 0.824, indicating strong reliability. The latent construct "Organization Outcomes" is represented by four indicators and exhibits a CR of about 0.739, an AVE of approximately 0.993, and an α of 0.797, demonstrating good internal consistency and extensive variance coverage. These findings collectively attest to the reliability and validity of the measurement model for each construct in the analysis.

Table 2: Measurement Model

Variables	λ	α	CR	AVE
e-HR Adoption	0.821	0.773	0.73175	0.94275
	0.789			
	0.779			
	0.737			
Leadership	0.861	0.824	0.76325	0.98725
	0.818			
	0.714			
	0.686			
Organization Outcomes	0.815	0.797	0.739	0.993
	0.779			
	0.757			
	0.679			

λ: Factor Loadings α: Cronbach's alpha; CR: composite reliability; AVE: average variance extracted

Table 3, The structural model estimates unequivocally support all four hypotheses (H_1, H_2, H_3, and H_4) concerning the impact of distinct e-HR Adoption factors on Organizational Outcomes. Notably, "Leadership Support" (Estimate: 0.992, C.R.: 9.749, ***) exhibits a substantial and positive influence on "Organization Outcome," emphasizing the pivotal role of leadership endorsement in driving positive organizational outcomes. Similarly, "Employee Training" (Estimate: 1.096, C.R.: 11.615, ***) significantly enhances "Organization Outcome," underlining the importance of investment in employee development. "Using e-HR Systems" (Estimate: 0.896, C.R.: 10.918, ***) and "Integrating HR applications" (Estimate: 0.849, C.R.: 11.766, ***) also contribute positively to "Organization Outcome," emphasizing the significance of effective e-HR system utilization and HR application integration. These findings validate the critical role of specific e-HR Adoption factors in driving favorable organizational outcomes, offering valuable insights for organizations aiming to improve employee satisfaction, performance, efficiency, cost savings, and innovative HR practices. The

Table 3: Direct effect on e-HR adoption on Organization Outcomes

	Estimate	S.E.	C.R.	*P*	Result
H1: Leadership Support <-- Organization Outcome	0.992	0.102	9.749	***	Accepted
H2: Employee Training<--Organization Outcome	1.096	0.094	11.615	***	Accepted
H3: Using e-HR Systems<--Organization Outcome	0.896	0.082	10.918	***	Accepted
H4: Integrating HR applications<--Organization Outcome	0.849	0.072	11.766	***	Accepted

Mediation Results

Table 3 depicts, the structural model estimates reveal significant and meaningful relationships between the latent constructs. Notably, "e-HR Adoption" exerts a strong positive influence on "Leadership" (Estimate: 0.443, C.R.: 6.03, ***), implying that as organizations embrace e-HR practices, leadership effectiveness tends to significantly improve. Additionally, "Leadership" demonstrates a substantial positive impact on "Organizational Outcome" (Estimate: 0.279, C.R.: 4.922, ***), underscoring the pivotal role of effective leadership in enhancing organizational performance. Furthermore, while "e-HR Adoption" also positively affects "Organizational Outcome" (Estimate: 0.153, C.R.: 2.654, P: 0.008), the effect is comparatively weaker, suggesting that while e-HR practices contribute to positive outcomes, other factors, such as leadership, play a more pronounced role. These findings validate the importance of both e-HR Adoption and leadership in shaping favorable organizational outcomes, providing insights into organizational strategies for achieving success.

The mediation model employed in this study delineates a dynamic interplay among three pivotal constructs: e-HR Adoption, Leadership, and Organization Outcomes. In this model, e-HR Adoption acts as the independent variable, representing the adoption of electronic Human Resource practices, while Organization Outcomes serve as the dependent variable, encapsulating diverse performance indicators. Central to this model is Leadership, positioned as the mediating variable, responsible for elucidating how e-HR Adoption exerts its influence on various facets of organizational success. This study endeavors to unravel the intricate mechanisms through which effective e-HR Adoption practices directly impact Organization Outcomes and how Leadership, in its mediating role, augments these effects. By investigating this mediation model, the research aims to provide empirical insights into the intertwined relationships between e-HR Adoption, Leadership, and Organization Outcomes, offering valuable guidance for organizations seeking to optimize HR practices and leadership strategies in the contemporary workplace landscape.
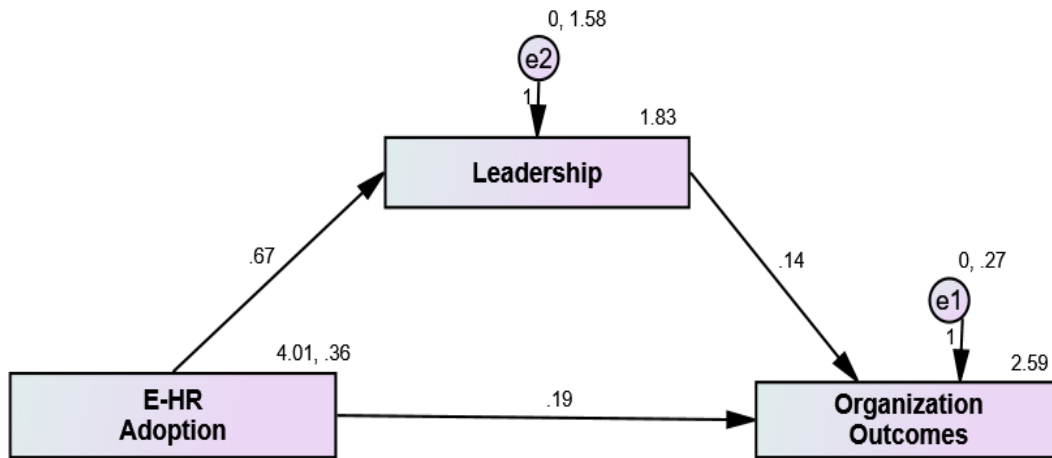
Figure 2: Mediation Model

Table 4: Mediation Role

			Estimate	S.E.	C.R.	*P*
Leadership	<---	e-HR Adoption	0.443	0.073	6.030	***
Organizational Outcome	<---	Leadership	0.279	0.057	4.922	***
Organizational Outcome	<---	e-HR Adoption	0.153	0.058	2.654	0.008

The standardized estimates from the mediation analysis highlight the pivotal role of leadership in mediating the relationship between e-HR Adoption and Organization Outcomes. The total effect, with an estimate of 0.298 (), underscores the significant impact of e-HR Adoption on organizational success. Moreover, the direct effect, estimated at 0.202 (), emphasizes the independent contribution of e-HR Adoption to favorable organizational outcomes. Importantly, the indirect effect, standing at 0.096 (***), signifies the substantial mediating influence of leadership in enhancing the positive connection between e-HR Adoption and organizational success. In essence, leadership acts as a potent mediator, amplifying the benefits of e-HR Adoption on employee satisfaction, performance, efficiency, cost savings, and innovative HR practices. These results highlight the critical synergy between effective e-HR practices and strong leadership support, offering a compelling strategy for organizations seeking to excel in today's dynamic workplace landscape.

Table 5: Total Mediation Effect

	Standardized Estimates	*P* Value	Result
Total Effect	0.298	***	Significant
Direct Effect	0.202	***	Significant
Indirect Effect	0.096	***	Significant

The standardized estimates from the mediation analyses from Table 5, provide compelling evidence to support Hypotheses H5, H6, H7, and H8, all of which focus on the mediating roles of specific leadership-related factors (Transformation Leadership, Commitment, Communication, and Change Management) in the relationship between e-

HR Adoption and Organization Outcomes. In each case, the "Total Effect" demonstrates a substantial and highly significant impact of e-HR Adoption on Organization Outcomes (Total Effect = 0.298, P Value < 0.001), highlighting the importance of e-HR practices in driving favorable organizational outcomes. Notably, the "Direct Effect" also remains highly significant, affirming that e-HR Adoption independently contributes to positive organizational outcomes. Additionally, the "Indirect Effect" in each case is significant (Indirect Effect ranges from 0.061 to 0.080, P Value < 0.001), underscoring the mediating influence of Transformation Leadership, Commitment, Communication, and Change Management. These findings collectively suggest that these leadership-related factors play vital roles in enhancing the impact of e-HR Adoption on organizational success, emphasizing their significance in shaping employee satisfaction, performance, efficiency, cost savings, and innovative HR practices. Organizations that prioritize both effective e-HR practices and these leadership-related factors are likely to experience more substantial and comprehensive improvements in their overall performance and outcomes.

Table 6: Mediation (Leadership) on e-HR Adoption and Organization Outcomes Direct and Indirect Effects

		Standardized Estimates	P Value	Result	Hypothesis Result
H5: e-HR Adoption <-- Transformation Leadership<-- Organization Outcome	Total Effect	0.298	0.000	Significant	Accepted
	Direct Effect	0.226	0.000	Significant	
	Indirect Effect	0.072	0.001	Significant	
H6: e-HR Adoption <-- Commitment<--Organization Outcome	Total Effect	0.298	0.000	Significant	Accepted
	Direct Effect	0.237	0.000	Significant	
	Indirect Effect	0.061	0.001	Significant	
H7: e-HR Adoption <-- Communication<--Organization Outcome	Total Effect	0.298	0.000	Significant	Accepted
	Direct Effect	0.218	0.000	Significant	
	Indirect Effect	0.080	0.001	Significant	
H8: e-HR Adoption <--Change Management<--Organization Outcome	Total Effect	0.298	0.000	Significant	Accepted
	Direct Effect	0.235	0.000	Significant	
	Indirect Effect	0.061	0.001	Significant	

5. DISCUSSIONS

The comprehensive analysis conducted in this study offers valuable insights into the intricate relationships between e-HR Adoption, leadership, and organizational outcomes. The findings shed light on how organizations can leverage e-HR practices and leadership-related factors to achieve enhanced employee satisfaction, performance, efficiency, cost savings, and innovative HR practices. Here, we discuss the key implications and contributions of these analyses.

First and foremost, the measurement model assessment underscores the reliability and validity of the constructs under study. The strong internal consistency reliability (Cronbach's alpha) and high Average Variance Extracted (AVE) values affirm the

robustness of the measurement model. This provides a solid foundation for subsequent analyses.

The structural model analyses reveal several critical insights. Firstly, the positive relationship between e-HR Adoption and Organization Outcomes is substantial and significant. Effective e-HR practices, including Leadership Support, Employee Training, Usability of e-HR Systems, and Integration of HR Systems, directly contribute to favorable organizational outcomes. This underscores the importance of investing in and optimizing e-HR practices to enhance overall organizational performance.

Additionally, the mediation analyses highlight the pivotal role of leadership in these relationships. Leadership, particularly Transformation Leadership, Commitment, Communication, and Change Management, acts as a significant mediator, strengthening the impact of e-HR Adoption on organizational success. This underscores the synergistic effects of effective e-HR practices and strong leadership support. Organizations that prioritize both aspects are likely to experience amplified benefits in terms of employee satisfaction, performance, efficiency, cost savings, and innovative HR practices.

The findings also emphasize the multifaceted nature of these relationships. Notably, the direct effects of e-HR Adoption on Organization Outcomes remain highly significant, underscoring that e-HR practices independently contribute to favorable outcomes. Simultaneously, the indirect effects through leadership mediation are substantial, reinforcing the idea that leadership enhances the impact of e-HR Adoption. This implies that organizations should focus on a dual approach, fostering e-HR Adoption while nurturing leadership capabilities, to maximize their performance potential.

6. SUMMARY

This study offers a comprehensive understanding of how e-HR Adoption, leadership, and organizational outcomes are interconnected. It provides empirical evidence that effective e-HR practices, when coupled with strong leadership support, can yield significant improvements in various facets of organizational performance. These findings hold practical implications for organizations seeking to thrive in today's dynamic business landscape, emphasizing the importance of strategic investments in both e-HR practices and leadership development to achieve sustained success. Future research could delve deeper into specific strategies and best practices for implementing these findings in diverse organizational contexts.

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