RESEARCH PAPER

E-HRM Practices and Employee Outcomes: Mediating Role Of Employer Branding

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ABSTRACT

This research aims to investigate statistically the mediating role of employer branding between e-HRM practices and employees' behavior, e.g., affective commitment, organizational citizenship behavior, and turnover intention. The statistical data for this research study were collected from the three larger banks in Pakistan. These three banks were selected based on profitability. The data was examined through different statistical techniques such as cross tabulation, descriptive statistics, correlations, and hierarchical linear modeling for data analysis and hypothesis testing. The results found full support for mediation. E-HRM practices are positively connected with employer branding, and employer branding is found as positively related with OCB, affective commitment, and negatively related with turnover intention. Resultantly, the result of the hierarchical linear modeling supports the hypothesis with significant signs of a mediating relationship. The results reveal that employees' perception of employer branding at the workplace is highly dependent on the way their immediate supervisor is treating him, and this perception leads them to show various positive behaviors at the job.

| **KEYWORDS** | e-HRM Practices, Employer Branding, Affective Commitment, Organizational Citizenship Behaviour, Turnover Intention |

Introduction

Many of the organizations provide a very strict and inflexible working environment to their employees. They provide them with hard rules at the workplace that impact their performance at work. This sometimes augments their intention to leave a job. On the other hand, if employees are provided with autonomy in performing their duties at the job, then they will consider it a gesture of trust in their skills and be able to perform the tasks at the job. Line managers perform an important role in this phenomenon. If they are being provided with flexibility and autonomy for taking care of their employees' needs, then they can provide an autonomous environment to their employees, leading them to perform various positive behaviors, commitment, and intention for work.

The focus of the current research is to investigate the relationship of line managers' perception of e-HRM practices on various employee outcome variables, i.e., organizational citizenship behavior (OCB), affective commitment, and turnover intentions through employee-employer branding. Recently, a study has investigated the impact of line managers' perception of Enabling HR on various employees' outcomes through perceived supervisor support (Kuvaas, Dysvik, & Buch, 2014). The following are the main research objectives: (a) to explore the direct relationship of e-HRM Practices with OCB, affective commitment, and turnover intentions. (b) To explore the mediating

effect of employer branding between e-HRM practices and employees' outcomes. Previous studies have primarily centered on understanding how employees perceive HR practices within their organizations' impact on organizational performance (Khilji & Wang, 2006). However, there is a noticeable gap in research regarding line managers' perceptions of these e-HRM practices for employee outcomes and their mediating role with employer branding (Wright, McMahan, Snell, & Gerhart, 2001). Several studies on line managers' implementation of HR practices have ignored the importance of employees, which is an inauspicious fact because employee attitude and behaviors impact organizational performance (Bowen & Ostroff, 2004). The researchers also ignored the impact of employer branding as a mediator in the relation of e-HRM practices with employee outcomes and various employee outcomes (Kuvaas et al., 2014).

Line managers are often described as the key agents responsible for "bringing HR policies to life" (Purcell & Hutchinson, 2007). The implementation of HR practices is inherently a "relational and social management task," which means that the success of these practices depends on how well they are communicated, understood, and applied in practice. However, research suggests that HR practices sometimes fail to enhance organizational performance due to their lack of flexibility (Wright et al., 2001). To ensure the successful implementation of HR practices, these practices must offer line managers sufficient autonomy and discretion. Additionally, prior research has called for further exploration of this relationship. While much of the existing literature has focused on employees' perceptions of leadership styles and their outcomes, there remains a need to better understand the role of enabling HR in shaping employee attitudes and behaviors. Kuvaas et al. (2014) emphasized the importance of autonomy and discretion as integral components of enabling HR. Their study explored the relationship between perceived enabling HR, intrinsic motivation, affective commitment, and turnover intention, with perceived supervisor support acting as a mediator. The current study builds upon these findings by offering empirical evidence on how perceived enabling HR influences various employee attitudes and behaviors at work. Furthermore, it introduces a novel element by examining the mediation effect of perceived job autonomy, a relationship that has not been explored in previous research.

Literature Review

Relationship between E-HRM Practices and Employer Branding

The rapid adoption of HRM strategies that incorporate computers and the internet, as noted by (Nayak, Budhwar, Pereira, & Malik, 2022), illustrates how technology has transformed human resource management. E-HRM aims to streamline HR processes, improving both the efficiency and effectiveness of HR tasks. As discussed by (Alshibly & Alzubi, 2022), employee branding has become a key strategy for companies to attract and retain top talent. As noted by (Shamout, Elayan, Rawashdeh, Kurdi, & Alshurideh, 2022), this engagement helps create a favorable digital experience for employees, which in turn supports the company's branding efforts. E-HRM practices not only streamline HR functions but also ensure that employees have a positive digital experience, contributing to a solid foundation for strong employee branding. This can result in improved morale, increased loyalty, and better overall retention rates. In addition, e-HRM practices help businesses effectively manage and make use of employee information (Poba-Nzaou, Galani, & Tchibozo, 2020). Organizations may track and evaluate employee information, including performance metrics, training documents, and goals for advancement, using HR information systems and digital databases. As well as concerned with theoretical perspective, this study contributes to social identification

theory that was suggested by (Tajfel & Turner, 1986) because official correspondence and other official matters are being communicated to the employees of the whole organization indirectly through information technology (Tansley & Foster, 2010). With this method's emphasis on data, businesses can better cater to each employee's unique branding demands. Customized training and advancement programs might be created to demonstrate the company's dedication to its workers' professional progress (Nedumaran & Rani, 2021).

The employer brand may be strengthened via the use of e-HRM practices that include employee branding activities, since they can be tailored to the specific needs of workers. Improvements in employee engagement and satisfaction are essential to building a strong employer brand. The adoption of E-HRM techniques has been shown to significantly increase both employee engagement and job satisfaction (Najam, Nisar, Hussain, & Nasir, 2022). Employees' engagement and dedication to the company's goals rise when they feel their voices are being heard and they get the support they need from their superiors (Nyathi & Kekwaletswe, 2024). Promoting a favorable image of the company to the outside world may be accomplished, for instance, by showcasing employee praise, achievements, and the inner workings of the business (Milon, Alam, & Pias, 2022). Organizations may further foster employee advocacy on social media by equipping them with useful resources and instructions (Raharja, Irawan, Fitri, Aisyah, & Khairunnisah, 2024). Organizations' ability to recruit and retain top personnel in the digital age will depend in large part on how well they use e-HRM practices as they continue to embrace digital transformation (Nasar & Ray, 2024). So, in light of the above literature, the first hypothesis is as under:

H-1: There is a direct relationship between e-HRM Practices and Employer Branding.

Relationship of e-HRM Practices, Employer Branding on Employee Outcomes

Keeping in view above mentioned literature, it can be stated that the framing of employees' behavior at work is highly dependent on the way they are being treated by their immediate supervisor. Employees' citizenship behavior is elicited when the immediate supervisor becomes supportive and lenient. Employees reciprocate in the form of OCB when they receive fair and good treatment by their immediate supervisors (Dysvik & Kuvaas, 2012; Hutchinson, Kinnie, & Purcell, 2002; Newman, Miao, Hofman, & Zhu, 2015). Employee commitment at the job is also affected by the supervisor–subordinate relationship (Agarwal & Bhargava, 2014). Wayne, Shore, and Liden (1997) also stated that social exchange relationships at the workplace are long-term, with the pattern of reciprocity over time. And a good leader-member exchange relationship is positively related to employee affective commitment. So, it can be stated that the more line managers take care of employees' needs, helping and having more informal communications with employees more they will be committed towards their job. Keeping in view this literature study proposed that perceived enabling HR is positively associated with the employees' affective commitment.

The line managers help employees to perform their responsibilities and duties at a job in an organization (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007; Piccolo, Bardes, Mayer, & Judge, 2008). The more the supervisors help their employees, become lenient and take care of their needs, the less will be their turnover intentions (Hutchinson et al., 2002; Lavelle, McMahan, & Harris, 2009; Meyer, Morin, & Vandenberghe, 2015). Line managers' perceptions of enabling HR also impact negatively on employees' intentions to quit, as when employees perceive their immediate manager as supportive

towards them then it will motivate them to remain with the working organization (Kuvaas et al., 2014). When HR practitioners and practices allow line managers to autonomously consider individual differences, this is considered a higher level of electronic human resource management (e-HRM) practice. The higher the autonomy given in HR practices, the more employees perceive a higher level of employer branding (Hutchinson et al., 2002). Employer branding, particularly when line managers implement practices that focus on employees' needs, such as providing flexible work schedules, enhances employees' perception of being trusted and valued by their organization. This leads employees to feel more committed to the organization (Shore, Coyle-Shapiro, Chen, & Tetrick, 2009). When line managers align HR practices with employees' needs, employees perceive greater career opportunities within the organization. This perception further strengthens their affective commitment, as they feel supported and see a future for themselves in the company (Hutchinson et al., 2002). Employees are likely to reciprocate the trust and support shown by their organization by demonstrating higher affective commitment. This means that the more an organization invests in its employees, the more committed employees become (Dysvik & Kuvaas, 2008; Naqvi, Ishtiaq, Kanwal, & Ali, 2013).

Research suggests that granting employees greater autonomy and discretion in how and when they perform their tasks helps them achieve specific outcomes (Thompson & Prottas, 2006). A study by Brunetto, Farr-Wharton, & Shacklock (2011) examined nurses and found that when they received clear communication from their supervisors about their roles and tasks, they felt more autonomous in their work. This increased sense of autonomy, in turn, positively influenced their perceptions of their job, particularly in terms of reducing turnover intentions. Other studies support the link between perceived job autonomy and turnover intentions (Brunetto et al., 2011; Farr-Wharton, Brunetto, & Shacklock, 2011). Similarly, research by (Dysvik & Kuvaas, 2012) has highlighted a negative relationship between job autonomy and turnover intention. Based on this body of evidence, the study hypothesizes a negative relationship between perceived job autonomy and turnover intentions.

H-2a: There is a direct relationship between E-HRM Practices and Employees' Organizational Citizenship Behavior.

H-2b: There is a direct relationship between e-HRM practices and employees' affective commitments.

H-2c: There is a direct and negative relationship between e-HRM Practices and employees' turnover intentions.

H-3a: Employer branding is positively related to organizational citizenship behavior.

H-3b: Employer branding is positively related to affective commitment.

H-3c: Employer branding is negatively related to turnover intention.

Employer branding mediates the relationship between e-HRM practices and employee outcomes

If employees perceive HR practices as being applied in a way that aligns with their needs (e.g., flexibility, fairness, and recognition of their contributions), they are more likely to exhibit favorable attitudes. This can lead to enhanced motivation,

satisfaction, and organizational loyalty. Furthermore, this perception will affect their various behaviors at a job (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Recently, a study conducted by Beenen, Pichler, and Levy (2016) found that employees' autonomy at work, informal communications, and a strong relationship with their supervisor are highly dependent on the autonomy-supportive supervision by their supervisors. Similarly, employer branding has mediated the relationship between e-HRM practices and employees' behaviors at work. If organizations have provided their employees with a friendly and discreet environment, it enhances their perception of commitment to their job. In turn, this discretion decreases the intention to quit the organization. (Gagné & Deci, 2005). So, the Study proposes that employer branding mediates the relationship between e-HRM practices and employee outcomes.

H-4: Employer branding mediates the relationship between e-HRM practices and (a) Organizational citizenship behavior (b) Affective Commitment (c) Turnover intentions.
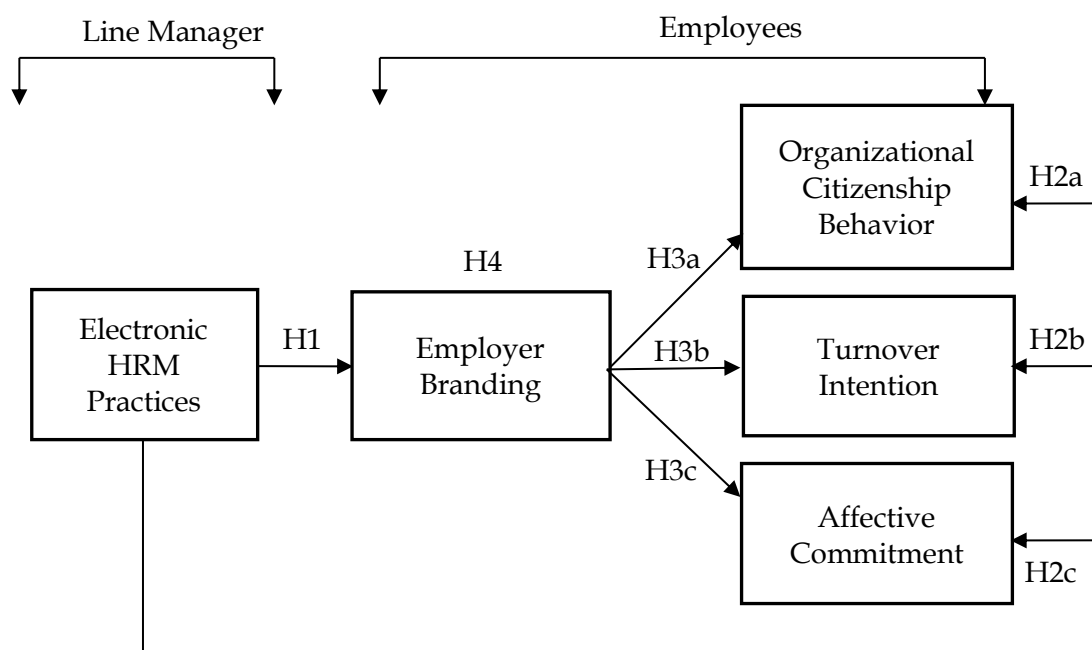

Figure 01: Research Model

Material and Methods

Banks as considered the backbone of the economic position of the country (Javid, Farooqi, Shoukat, & Rasheed, 2020). There are 15 different types of private sector commercial banks working in Pakistan, of which only three banks, e.g., United Bank of Pakistan (UBL), Muslim Commercial Bank (MCB), and Habib Bank Limited (HBL), are the targeted banks for this study because the e-HRM practices are being implemented here. This study is going to find out through a structured and closed-ended questionnaire. The data is collected with non-contrived natural settings. So, the time horizon is cross-sectional. The unit of analysis is individual managers and employees working in the same branch of MCB, UBL, and HBL. The researcher's interference is minimal. The population of the present study includes all employees working in the private and public banks of Pakistan posted at Lahore, i.e., the second largest metropolitan city, which is the target population. The simple random sampling design has been used. At the first stage, three banks from the six largest private and public banks

were randomly selected. The response of the three sampled banks is 38% of the total sample. At the second stage, 40 branches (private=26, public=14) were randomly selected from the list of all branches (300 branches) situated in Lahore. Considering these branches as clusters, where a census of all employees was to be conducted. These sample branches were invited to participate in the study, and 30 of the branch managers showed their willingness. The planned sample consisted of 90 managers of the sampled branches. There were at least two managers in a branch (i.e., branch managers and operational managers). Our sample includes managers other than branch and operational managers. These managers are sales managers, auto loan managers, verification managers, and more. The employees (n=250) working under these managers were posted at various designations, e.g., cashier, universal tellers, general banking officers, customer sales representative, etc. Therefore, the planned sample consisted of 90 managers and 250 employees. The actual sample consisted of 90 managers and 199 employees. The total questionnaires received back was 623. Out of these 283 employees, questionnaires were not usable, as shown in Table 01. The usable response rate is 80%, which is good enough to be acceptable. In this sample of 199 employees, 52 employees are from UBL, 100 from MCB, and the rest are from HBL. Similarly, from 90 distributed managers' questionnaires, 84 were received back, which were usable in all respects and yielded a usable response rate of 93%. Further details can be seen in Table 01.

Table 01
Response Rate

Bank Name	Respondent	Questionnaire		Response Rate (%)
		Distributed	Usable	
MCB	Manager	45	43	95.56
	Employees	115	100	86.96
UBL	Manager	25	22	88.00
	Employees	70	52	74.29
HBL	Manager	20	19	95.00
	Employee	65	47	72.31
Total		**340**	**283**	**83.24**

Measures of Variables

E-HRM (Electronic Human Resource Management) is an area where technology is leveraged to streamline HR processes and improve overall efficiency. A well-designed E-HRM questionnaire would typically assess various aspects of how a company integrates IT into its HR functions. The questionnaire would typically ask respondents to rate these practices on a Likert scale (e.g., strongly agree, agree, neutral, disagree, strongly disagree). This data can then be used to assess how well the company's HR tech aligns with its goals and identify areas for improvement to measure the 06-item scale (Iqbal, Ahmad, & Allen, 2019). This study will focus on four e-HRM practices i.e., e-recruitment, e-training, e-job rotation, and e-transfer posting. The measures regarding e-HRM practices used for this study that was lastly developed by (Iqbal et al., 2019). *E-HRMP is used for the transfer and posting of employees.* For the evaluation and conducting the survey, a scale adopted to measure Employer Branding, a scale developed by (Berthon, Ewing, & Hah, 2005) with 04 items. The study variable is measured with a five-point Likert scale, like "*The organization creates the happy working environment for its employees*". The study measures organizational commitment using an eight-item scale based on Allen and Meyer (1990). One example item mentioned is: "I would be very happy to spend the rest of my career with this organization." This kind of measurement assesses the emotional and psychological attachment that employees have toward their

organization. OCB, as defined by (Organ, 1997), refers to voluntary behaviors that are not directly rewarded but positively influence the organization's effectiveness. The concept of turnover intention refers to an employee's desire or intention to leave the organization soon, as described by (Kottke & Sharafinski, 1988). Turnover intention is often negatively associated with organizational commitment; higher commitment typically correlates with lower turnover intention.

Data Collection

First of all, the scholars selected three large banks out of 21 banks from the population. The researcher visited various branches randomly and coordinated with the branch manager for data collection purposes. The data was collected from those branches where the branch manager participated willingly. The researcher distributed questionnaires to employees and managers personally. Only those employees are asked to fill out the questionnaires who were working last year. There was a minimum of 2 managers, i.e. branch and operational managers in any branch, and 5 to 7 employees working under them at various posts like customer sales representative, cashiers, universal tellers, verification officers, etc. A survey in which questionnaires were distributed among bank managers and employees total of 90 questionnaires to managers and 250 to employees, to collect the data for analysis.

Data Analysis Technique

The statistical technique used for testing the study hypothesis is Hierarchical linear regression. Hierarchical linear modeling has attracted a lot of interest from management researchers because of its user-friendly interface and adaptable functions (Ahmad, Khan, & Haque, 2020; Hair Jr, Howard, & Nitzl, 2020). Confirmatory factor analysis (CFA) and route analysis were used to evaluate the measurement and structural models, respectively (J. F. Hair, Risher, Sarstedt, & Ringle, 2019; Henseler, 2012). SPSS version 21 was also used to conduct a normality test, deal with missing values, and compute variables.

Results and Discussion

Before performing statistical tests to test hypotheses, the reliability of the variable is calculated. This is calculated by measuring Cronbach's alpha values for all study variables. Cronbach's Alpha measures the reliability of variables. Its accepted value is that it should be greater than 0.7. All study variables showed an alpha value greater than 0.7 for all items of the scale. Hence, it represents that all the data is reliable for further analysis. Correlation value varies from -1 to +1. Where 0 indicates that there is no correlation between variables. The means, standard deviations, and the correlations of the study variables are given in Table 02. The mean for e-HRM practices, employer branding, OCB, affective commitment, and turnover intentions are as respectively, 3.72, 3.46, 3.39, 3.51, and 2.42, and the SD for these are as respectively, 0.94, 0.70, 0.35, 0.78, and 0.87. The SD for all study variables is less than 1, which indicates an equal distribution of data for all variables. It is also seen from Table 02 that e-HRM practices are significantly positively correlated with employer branding (coefficient = 0.203, $p < 0.01$). Employer branding is significantly positively related to OCB (coefficient = 0.279, $p < 0.01$), Affective Commitment (coefficient = 0.257, $p < 0.01$), and significantly negatively related to turnover intention (coefficient = -0.156, $p < 0.05$), and it provides initial support for the hypothesis. The table also reveals that there is no significant correlation between

perceived enabling HR and OCB, affective commitment, and turnover intentions, as the p values for these variables are as respectively: -.002, -.005 & .063, because p > 0.01

Table 2
Mean, Standard Deviation, Reliability, and Correlation

Variables	Mean	S.D	Alpha	1	2	3	4	5	6	7	8	9
Gender	1.310	0.460	-	1								
Age	2.000	0.680	-	0.048	1							
Marital Status	1.530	0.500	-	-0.196**	0.074	1						
Education	2.550	0.620	-	0.222**	-0.047	-0.123	1					
Experience	3.420	2.760	-	-0.195**	0.022	0.210**	-0.001	1				
HRMP	3.720	0.940	0.888	0.069	-0.002	-0.056	0.137	0.141*	1			
EB	3.460	0.700	0.875	0.071	0.021	-0.045	0.028	-0.058	0.203**	1		
OCB	3.394	0.352	0.716	0.044	-0.142*	0.036	0.001	-0.187**	-0.002	0.279**	1	
AC	3.518	0.782	0.712	-0.002	-0.038	0.026	0.015	-0.141*	-0.005	0.257**	0.257**	1
TI	2.420	0.870	0.887	-0.054	-0.004	0.021	-0.115	-0.115	0.063	-0.285**	-0.042	-0.156*

Note: E-HRMP = Electronic Human Resource Management Practices, EB = Employer Branding, OCB = Organizational Citizenship Behavior, AC = Affective Commitment, TI = Turnover Intention, n = 283; * p < 0.05, ** p < 0.01.

E-HRM Practices and Employer Branding

Table 03 represents the step-wise regression results for step 1a and step 2a. The control variables, gender, age, marital status, education, and total experience, are entered in step 1a to check if any of them have any significant effect on employer branding. From these control variables, none showed any significant effect on employer branding. In step 2a, th**e** relationship of e-HRM practices and employer branding was analyzed, and results supported hypothesis 1 that there is a positive relationship between these variables ($\beta = 0.203$, p <0.05). The R^2 value for this step is 0.041, indicating that table 02 percent variation in employer branding is due to the implementation of E-HRM practices.

Table 3
Regression Models for Employer Branding

Dependent variable	Employer Branding	
	Step 1a	Step 2a
Constant	3.362	52.401
Control		
Gender	0.054	0.036
Age	0.022	-0.147
Marital Status	-0.025	0.100
Education	0.013	-0.006
Total Experience	-0.043	-0.198
Independent		
E-HRM Practices		0.203**
R²	0.008	0.041

Employer Branding, OCB, Affective Commitment and Turnover Intentions

Table 04 represents the results of regression for step 1b, 2b, 3b, 1c, 2c, 3c, 1d, 2d and 3d. In step 1b the effect of control variables on OCB was analyzed. But no control variable showed any significant relationship with this variable. The Overall explanatory

value for step 1a i.e. R^2 is 0.8 percent which indicates that 0.8 percent variation in the perceived job autonomy is due to these control variables and $R^2 = 6.4\%$ showing that 6.4 percent variation in OCB is due to these control variables.

In step 2b the relationship of E-HRM Practices and OCB is insignificant as $\beta = -.002$, p > 0.05. Thus, the following results do not support H2a. In this step the R^2 value for OCB is 0.00. This value shows that there is not any change in OCB due to independent variable. In step 2c the relation between e-HRM practices and affective commitment was analyzed. But the results did not support the relation H2b as $\beta = -0.005$ p > 0.05. In step 2d the relation between E-HRM practices and turnover intentions was analyzed but the results did not support H2c. As $\beta = 0.063$ and p > 0.05. In step 3b the relationship between employer branding and OCB was measured. And for this step the $\beta = 0.279$, p = 0.000. The following result supports H3a of the study. The R^2 value for this variable is 0.078. It shows that 7.8 percent change in OCB is due to employer branding.

In step 3c the relationship between employer branding and Affective commitment was assessed and the results reported the following values $\beta = 0.257$, p = 0.000 which supports the Hypothesis 3b. The R^2 value for this variable is 0.066. This value of R^2 shows that 6.6% change in affective commitment is due to employer branding. Similarly, in step 3d the relationship between employer branding and turnover intentions was analyzed and the results reveal that there is negative relationship among these variables as beta = –0.303; p=0.000. Thus, there is also a strong support for Hypothesis 3c. The R^2 value for this variable is 0.081. This value of R^2 shows that 8.1% change in Turnover intention is due to employer branding.

Table 4
Regression Models for OCB, Affective Commitment, and Turnover Intentions

Dependent Variable	OCB			Affective Commitment			Turnover Intentions		
	Step 1b	Step 2b	Step 3b	Step 1c	Step 2c	Step 3c	Step 1d	Step 2d	Step 3d
Constant	52.412	50.964	43.601	14.307	14.138	10.165	2.791	2.201	3.651
Control									
Gender	0.036			-0.020			-0.007		
Age	-0.147			-0.037			-0.011		
Marital Status	0.100			0.066			-0.023		
Formal Education	-0.006			0.022			-0.116		
Experience	-0.198			-0.158			0.133		
Independent Variable									
E-HRM Practices		0.00	-0.035		-0.005	-0.041		0.063	0.127
Mediator									
Employer Branding			0.279***			0.257***			-0.303***
R²	0.064	0.000	0.078	0.026	0.000	0.066	0.030	0.004	0.081

*p < 0.05, **p <0.01, ***p=0.000

Mediation Effect

The hypothesis testing process using the (Baron & Kenny, 1986) approach is accurate. First, you need to establish that e-HRM practices significantly affect employer branding. This step checks if the independent variable (e-HRM practices) has a direct effect on the mediator (employer branding). Second, you test whether e-HRM practices have a direct effect on the dependent variables (OCB, affective commitment, and turnover intentions). This establishes a relationship between the independent variable

and each of the dependent variables. The third step ensures that the mediator (employer branding) has a significant effect on the dependent variables. You need to check whether employer branding influences OCB, affective commitment, and turnover intentions. In the final step, you test for full mediation. For full mediation to be supported, when you add the mediator (employer branding) into the analysis, the direct effect of e-HRM practices on the dependent variables (OCB, affective commitment, and turnover intentions) should become insignificant or substantially weaker (as shown by a reduction in the beta value). The beta values drop significantly after including the mediator as per (Harris, Wheeler, & Kacmar, 2011; Zagenczyk, Gibney, Few, & Scott, 2011), which is key in demonstrating that the mediator explains the relationship between the independent and dependent variables. If the relationship becomes insignificant, full mediation is confirmed. Otherwise, partial mediation may be indicated, depending on how much the relationship is reduced but still significant.

In the present study, Step 2a and 3b, 3c and 3d (Table 04) signify the relevant regression models for testing the hypothesis H4. There are also some cases in which mediation is proven between the independent and dependent variables by fulfilling only the first and third conditions (Boxall, Ang, & Bartram, 2011). Now, according to (Hayes, 2009; MacKinnon et al., 2000; Shrout & Bolger, 2002), the first and third conditions of the mediation process have been satisfied during hypothesis testing for the last three hypotheses (H2a, H2b, H2c). It is also clear from the table that after including the employer branding, which is a mediator in steps 3b, 3c, and 3d, the direct relationship becomes insignificant, which shows full mediation. The values of β become -0.035 for OCB, -0.014 for affective commitment, and 0.127 for turnover intention for $p>0.05$. Thus, H4 is fully supported.

This study is based on a marketing perspective and completely relies on the arguments of Mishra and Kumar (2019), which describe that e-recruitment and training are untouched practices for employer branding. This study focused on four HR practices: e-recruitment, e-training, e-transfer posting, and e-job rotation rather than the overall human resource practices (Nagendrababu & Girisha, 2018). Previously, studies have been conducted regarding electronic human resource practices with different employees (Miraglia & Johns, 2020; Nolan, Gohlke, Gilmore, & Rosiello, 2013; Storey, 2007; Strohmeier, 2020) and organizational outcomes (Nasar, Ray, Umer, & Mohan Pandey, 2020). This study revealed that e-HRM practices are better antecedents to improve the employer branding, as shown in the results that e-HRM directly supported employer branding. This finding is divergent from the arguments of (Figurska & Matuska, 2013). Leekha Chhabra and Sharma (2014) used the construct and defined it in a general sense, and suggested that activities like job posting, job rotation are evenly part of attractiveness. Whereas this study clearly shows that the services of better human resources are compressed with organizational commitment. In another study, which shows that branding can only increase the organizational performance (Azhar, Rehman, Majeed, & Bano, 2024) in a recent research direct relation of employer branding on employee commitment is also checked (Yousf & Khurshid, 2024).

HR practices have been discussed with the influence of social media on HR practices and employer branding (tajNazeer, Dwivedi, & Srivastava, 2024). But E-HRM practices trainings create an opportunity for employees to network internally and externally, who in turn may teach them how to build an image for the employer brand (Yu, Soo, & Yu, 2024). Tying together the modes of employer branding and e-HRM practices is the main contribution of this study. The role of perceived enabling HR in framing various attitudes and behaviors of employees and how perceived job autonomy

mediates this relationship is studied in this study. Discussion on results of these relationships is stated below. The results found no support for hypothesis 2a, 2b, and 2c which states that there is positive relationship between e-HRM practices and employees (a) OCB, (b) affective commitment and negatively related to employees' (c) turnover intentions which is in consistence with (Kuvaas et al., 2014). This indicates that employees' perceptions regarding their branding in performing various duties at job is affected by the line managers' perceptions regarding HRM. If line managers are provided with flexibility for considering employees individual's needs than they will provide their employees with autonomous environment. They make decision-making process as decentralized and provide them with flexible work schedules and informal communications. Due to these facets employee perception related to autonomy at job is enhanced (Brunetto et al., 2011; Hutchinson et al., 2002). Therefore, result showed that there is positive relationship between e-HRM practices and employer branding.

The results also supported the relationship between employer branding and OCB, which is H3a. This result is consistent with the various previous research conducted on these variables. The positive relation between these variables is found by (Anderson & Williams, 1996; Pearce & Gregersen, 1991). To perform many positive work behaviors (e.g., OCB) at a job (Hackman & Oldham, 1980). H3b and H3c are also supported. If managers are supportive towards their employees by being lenient, helpful, and having informal communications with them, then employees perceive it as an autonomous environment. Such a job enhances employees' emotional attachment with the organization, which in turn leads them to be effectively committed to the job (Buch, 2015; Farr-Wharton et al., 2011) and have less turnover intention (Galletta, Portoghese, & Battistelli, 2011; Thompson & Prottas, 2006). The fourth hypothesis (H4) states that employer branding mediates the relationship between perceived enabling HR and employees' (a) OCB, (b) affective commitment, and (c) turnover intentions is also supported. Line managers' perceptions regarding e-HRM policies and practices play an important role in building employees' performance at a job (López-Cotarelo, 2011). More the employees perceive line managers as supporting, helping and more branding environment given by them more their perception regarding employer branding elicits and hence results in performing various good attitudes and behaviors at job (Seibert, Wang, & Courtright, 2011).

Theoretical Implications

Establish key performance indicators (KPIs) related to recruitment success, employee satisfaction, and employer brand perception. Regularly assess and report on these KPIs to track the impact of implemented strategies (Moroko & Uncles, 2008). Use the data to refine and optimize the employer branding and E-HRM practices continuously (Itam, Misra, & Anjum, 2020). This research has strong (Iqbal & Ahmad, 2016) psychometric properties of employer branding by using content, convergent, and discernment validity. Given that the scale E-HRM practices much has been used to examine the organizational performances (Ahmed, 2019; Hosain, 2017), with direct relationship of organizational commitment (Alshibly & Alzubi, 2022), job satisfaction (Ismail, Ling, Kadir, & Al Hosaini, 2021), innovative work behavior (Nayak et al., 2022) and organizational identification and employee retention (Bharadwaj, Khan, & Yameen, 2021) to increase the commitment, and organizational behavior, businesses should aggressively seek and incorporate employee input. Besides these positive empirical studies, E-HRM practices are untouched practices for employer branding (Imperatori, 2020; Mishra & Kumar, 2019). For example, its scope remains limited to impersonal trust and employee productivity (Iqbal et al., 2019; Iqbal, Ahmad, Allen, & Raziq, 2018), and

e-HRM practices are focused on the e-HRM-performance link (Iqbal & Ahmad, 2016) and human resource development (Itam et al., 2020) with employer brand building, but these empirical positive utilities have not been studied from the perspective of human resource service quality as well. This study has introduced a new theoretical perspective on how e-HRM practices can enhance employer branding (Mishra & Kumar, 2019), and employer branding has a positive influence on e-HRM practice and employee outcomes.

Practical Implications

Managers and employees of the banking sector in Pakistan have been focused on this research study for their behavior, commitment, and retention for a long time in the environment of e-HRM practices (Ahmad et al., 2020). Thus, employer branding can also be useful for the employees, counselors, and managers as self-determination for their employer. The concept of employer branding is the overall image of the employer that employees perceive for their values and career (Hunt & Morgan, 1994). Simply, the findings of this research reveal that if the management of banking sectors in Pakistan keeps employees for a long time within the same organization, they can perform better with service quality, and ultimately, employees of the organization can help to make better employer branding as well. The betterment of employees' commitment to the organization, confidence may be increased with the betterment of employer branding, as well as better provision of HR services (L.-H. Chen & Kuo, 2011; Shah, 2021). Another advantage for employers of the organizations is to ensure the branding through its better use of electronic means of human resources that can attract and retain employees for a long time in the organization (Strohmeier, 2007). Therefore, this study is practically considering the scope of electronic human resource management practices for employees and their employers for employer branding to create a better image of the organization in the field of banking sector (Khan, Arshad, & Munir, 2023).

Conclusion

In conclusion, this study investigated the impact of e-HRM practices have impact on employer branding and employee outcomes indirectly. Employees have a positive impression of a business if they get high-quality human resources services, such as expedited onboarding, accurate payroll management, comprehensive benefits administration, and effective performance management, as shown by the findings of this study. Integrating e-HRM practices into HR service delivery plans is becoming more important as firms continue to embrace digital transformation to provide high-quality services that suit the shifting expectations of workers. This optimistic view fosters confidence and contentment among workers, which in turn increases their dedication to the company.

Recommendations

The study used only self-report measures for data collection, which raises the issue of mono-method bias in cross cross-sectional study. Another limitation of this study is that data is collected only from the employees working in three different banks. It is possible that the line manager may not always be right in their perception regarding e-HR policies and practices being imposed. Only four dimensions of e-HRM practices, e.g., e-recruitment, e-training, e-job rotation, and e-transfer posting in one construct, are measured in this research; it will be tested with other e-HRM practices as well in the future.

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