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THE IMPACT OF ELECTRONIC HUMAN RESOURCE MANAGEMENT ON GLOBAL BUSINESS

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Abstract
This comprehensive study explores the diverse impact of Electronic Human Resource Management (e-HRM) on global business. It investigates the adoption and integration of e-HRM systems within multinational corporations, assessing their influence on talent acquisition, management, retention, cross-cultural communication, collaboration, diversity management, employee engagement, job satisfaction, organizational performance, and ethical considerations. The research collected data via questionnaires distributed to HR professionals, global business managers, IT specialists, employees, and HR consultants in multinational corporations. Data analysis utilized statistical tools including the Pearson Chi-square test and Spearman Rank Correlation Method. The SPSS 23.0 was employed to run the analysis. The findings indicate variability in e-HRM adoption across multinational corporations, suggesting a need for further investigation into the factors influencing adoption. E-HRM adoption is shown to positively impact talent acquisition and retention, provided it aligns with organizational objectives. It fosters improved employee collaboration but should not be viewed as a sole solution for diversity and cross-cultural communication management. Notably, there is no significant correlation observed between e-HRM adoption and employee engagement, job satisfaction, or overall organizational performance. Ethical concerns arise during e-HRM implementation, underscoring the importance of addressing associated challenges. In conclusion, organizations must approach e-HRM adoption strategically, considering their unique goals and challenges. While e-HRM presents advantages in talent management and collaboration, it necessitates meticulous integration. Future trends and best practices should encompass broader contextual factors beyond mere adoption. This study offers valuable insights into the evolving relationship between e-HRM and global business, emphasizing the need for thoughtful implementation and continuous adaptation in today's dynamic organizational landscape.

1. Introduction

Human Resource Management (HRM) has been significantly transformed by the advancement of contemporary information technology-based management, which has had a profound impact on many corporate sectors.

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Decision-makers in HRM are under increasing pressure in today's dynamic organizational environment to maximize the potential of state-of-the-art communication and information technology systems to boost effectiveness, creativity, and competency while coordinating HRM strategies with broad organizational goals (Iqbal et al., 2019). The emphasis on data-driven decision-making, self-service features, and interactive workplaces that technology has placed on HRM practices serves as evidence of its substantial impact. The need to address changing employee attitudes, promote adaptation, and maximize cost-efficiency in response to technological improvements is what gives birth to the transformational influence of technology on HRM (Iqbal et al., 2019). Despite the enormous benefits presented by technology advancements, these advances also present difficulties that must be carefully considered, especially in the context of evidence-based electronic human resource management (E-HRM).

One of the most important advancements in HRM is e-HRM, which has changed the HR environment by utilizing technology (Bondarouk et al., 2017). Boukis and Kabadayi (2020) stated that we live in an era in which information technology pervades every aspect of existence. Human Resource Information Systems (HRIS) and E-HRM should be distinguished from one another (Cascio and Montealegre, 2016). When compared to HRIS, which primarily supports HR departments' internal operations, E-HRM expands its scope to cover interactions with both internal and external stakeholders (Cheng and Hackett, 2019). Due to its larger reach, E-HRM is now seen as a vital and dynamic part of contemporary HRM practices (Connelly et al., 2020).

Sustainability also emerges as a key concern as businesses increasingly use technology to increase productivity. Concerns about sustainability are being raised in many different fields due to the growing use of technology and resources. In the modern organizational environment, sustainability principles which cover intellectual property, money, and technology now hold a key position. E-HRM is the combination of HRM and IT for the benefit of managers and employees (Rul et al., 2004). According to Winarto (2018), E-HRM broadly refers to the development, implementation, and use of information technology to support HR operations involving individual or group actors. The E-HRM activities include: operational activities such as administrative e.g. pay roll and employee data, relational activities such as e-recruiting, e-selection, e-training and transformational activities such as knowledge management, strategic reorientation and change processes.

The discipline of human resource management (HRM) has undergone radical change as a result of the fast-paced development of information technology-based management, ushering in a time when HRM decision-makers must leverage cutting-edge technology to improve effectiveness and align HRM strategies with corporate goals. In this setting, the development of electronic human resource management (e-HRM), which reshapes HR processes through technological integration, has become crucial. Despite e-HRM's promise for transformation, it poses a complex issue. Talent acquisition, cross-cultural communication, employee engagement, handling possible difficulties, and ethical concerns are just a few of the problems that HR practitioners must deal with. Additionally, as more businesses use e-HRM systems, sustainability issues emerge, calling for a thorough analysis of how technology affects HRM procedures and organizational performance.

The broad objective of this study delved into investigating and comprehensively understanding the multifaceted impact of Electronic Human Resource Management (e-HRM) on global business. Key questions that guide this research include: How does the adoption of e-HRM Systems influence talent acquisition in multinational corporations? In what ways does the adoption of e-HRM Systems enhance collaboration among employees from diverse cultural backgrounds? To what extent does the adoption of e-HRM Systems influence employee engagement levels in a global business setting? And how do current e-HRM adoption patterns align with projected future trends and best practices in the global business landscape?

2. Literature Review

Electronic Human Resource Management (E-HRM) has become a crucial tool for decision-makers in a variety of businesses, offering several benefits to cut costs and improve environmental sustainability, eventually giving the firm a competitive edge over competitors (Hosain et al., 2020). The strategic importance of E-HRM in advancing technical and strategic effectiveness and efficiency within HR management (Hosain et al., 2020). Additionally, it raises the bar for HR services and gives HR specialists the tools they need to develop into strategic partners (L'Écuyer & Raymond, 2020). According to Hosain et al. (2020), e-recruitment goes beyond technology and provides firms with a variety of advantages including cost savings, time efficiency, and quick applicant acquisition. This innovative method of hiring places a strong emphasis on finding the best individuals, developing a selection procedure based on reliable criteria, and smoothly integrating with current systems. The significant influence of E-recruitment, which has transformed the recruiting scene since the 1980s, is further highlighted by Baykal (2020). It is an essential part of an organization's recruiting strategy since it not only saves money and time but also calls for cultural and behavioral changes within HR and management hierarchies. The need of a Performance Management System (PMS) for high-sustainability businesses was highlighted by Eccles et al. (2014). According to their research, these companies employ PMS models that are more long-term oriented than traditional ones. Both stock market performance and accounting indicators demonstrate how these innovative techniques provide consistent out performance of competitors. Also, a study by Wolor et al. (2020) demonstrated a positive correlation between a number of E-HRM components, including E-application tracking, E-selection, E-learning, E-performance management, E-compensation & benefits, HRIS & E-communication, E-personal profiles, and E-leave, and financial performance. These findings highlight the important contribution that E-HRM makes to attaining improved financial results for a business. The study of Myllymäki (2021) reveals a hole in the literature on e-HRM for theoretical viewpoints on information technology. In order to address this, he suggests a socio-material viewpoint that highlights the equal value of human action and material artifacts in influencing e-HRM practices. This viewpoint adds to the existing theories in the e-HRM literature and provides fresh conceptual approaches to overcome present gaps in our knowledge of e-HRM's effects. The study agenda outlined calls for investigating the materiality of technology, including many actors and their agency, and incorporating emergent practices. Applying this viewpoint requires paying particular attention to how actions and tangible objects interact while HRM is being done, needing extensive organizational context descriptions to comprehend how technology impacts various elements.

In order to clarify the relationship between Electronic Human Resource Management (e-HRM) practices, information technology capacity, and organizational performance, AlRawashdeh et al. (2022) provided a conceptual framework in their study. The approach identifies IT capability as a moderating variable, e-HRM practices as independent variables, and organizational performance as the dependent variable. The paradigm has the ability to direct future research and make it easier to identify and evaluate the advantages of e-HRM deployment, with a focus on organizational performance. Furthermore, it advances knowledge of how e-HRM practices affect organizational performance by building on earlier research while proposing a fresh and precise paradigm. The work by Almashyakhi (2022) highlights the crucial part that evidence-based e-HRM plays in defining strategic human resource management (SHRM). The study, which involved 150 respondents and used SPSS-22, looked at both the commercial and public sectors in Saudi Arabia. It highlights the significant influence of evidence-based E-HRM. Enhancing staff training, performance evaluation, human capital, and decision-making finally results in a strategic advantage. Regression study demonstrates that E-HRM has a favorable and substantial impact on SHRM. The significance of E-HRM as a catalyst for enhancing the efficacy of strategic HR management techniques is therefore highlighted by this study. A survey of the literature on the "Impact of

Electronic Human Resource Management" in scholarly journals from 2013 to 2021 was done by Rakotoarizaka et al. (2022). Their analysis demonstrates that e-HRM offers significant cost and time savings benefits to businesses, with implications for both organizational and individual levels. With the help of this technology, business operations and performance are enhanced.

Similar to this, Amoako et al. (2023) carried out a research on the adoption of electronic human resource management (e-HRM) in a few public institutions in a developing country, particularly in view of the COVID-19 pandemic's drive for digitization. They used the innovation diffusion model (IDM) and the technological acceptance model (TAM) to investigate the variables affecting this implementation. The IDM describes the spread or movement of a new product, idea or service from innovation to the final users or adopters. The TAM model explains that the perceived ease of use (PEU) and perceived usefulness (PU) of a technology are the factors that influence the adoption of technology. Their results show that e-HRM deployment is highly influenced by a number of TAM and IDM factors. Notably, elements including perceived utility, perceived usability, self-efficacy, compatibility, and enabling circumstances have favorable influence on intentions to deploy e-HRM. Their study provided important insights for e-government and HR management literature by highlighting the significance of both technology aspects and personnel' technological competencies for effective government digitization in poor countries. Digitization is the increasing use of technology and the corresponding changes it brings to the business and the society.

2.1 The Conceptual Framework

E-HRM has demonstrated to significantly improve organizational performance in a variety of industries. When it is implemented, organizational operations are streamlined, promoting efficiency, financial stability, and a concentration on key job duties. This transition to a more efficient method typically improves overall organizational performance (Ahmed, 2019). A study on the effects of e-HRM on the organizational performance of the telecommunications industry was undertaken in Jordan by Khashman and Haroun (2015). Their research showed an association between the use of e-HRM and several performance indicators, including timeliness, quality of service, cost-effectiveness, and organizational flexibility. The influence of e-HRM on organizational performance in Nigeria was examined by Wege et al. (2019), who paid particular attention to e-recruitment, e-selection, e-education, and e-evaluation. Their conclusions showed that these e-HRM components improved organizational performance.

The function of e-HRM in managing pay was also underlined. While providing remote access to these resources, it enables enterprises to store, analyze, and disseminate compensation-related data effectively. This makes it possible for businesses to handle personnel information across several locations and streamline the recruiting process for applicants throughout the world. Njeje et al. (2018) conducted research in Kenya on the impact of e-performance management methods on the operational performance of SACCOS (Savings and Credit Cooperative Organizations). They found that e-performance management had a big influence on SACCOS' performance, which highlights how crucial data management is to performance evaluation for effective service delivery. e-HRM practices and many aspects of organizational performance are positively and significantly correlated, according to a number of studies.

Sayffudin (2014) saw globalization as firms operating worldwide. Organizations in this faze are not confined to a specific territory. The development of telecommunications and internet technologies have enabled global business expansion. This has enabled HRM functions to be done electronically giving rise to E-HRM which is a key driver of globalization. Globalization has opened national boundaries and markets but at the same time it has created new dimensions of competition. To survive in this intense competition an innovative E-HRM is of immense importance. According to Sayfuddin the impact of globalization to E-HRM are of two types: universal

approach i.e. standardization of operations and contingency approach i.e. recognition of local cultures and practices.

3. Research Methodology

The approach used in this study acknowledges that there are differences in e-HRM practices between nations and industries as a result of the lack of defined rules (Iqbal et al., 2019). Culture varies from firm to firm and from time to time. The potential usefulness of e-HRM in developing countries has been empirically shown, highlighting the demand for country-specific insights (Iqbal et al., 2019). To address this, the study takes an individual-industry approach, enabling a detailed analysis of the many competitive measurements and tactics used across diverse industries to improve performance. This is especially pertinent to the investigation of e-HRM efficacy.

The following individuals make up the target population for this study:

(a) HR Professionals in Multinational Organizations: Members of this group include HR managers, directors, and experts who are in charge of e-HRM adoption, implementation, and management inside multinational organizations.

(b) Global business managers and Executives: Managers and executives at various levels within multinational organizations that engage with or make decisions pertaining to e-HRM procedures.

(c) IT Specialists in Global Organizations: IT experts who work in international firms as e-HRM system developers, maintainers, or integrators.

(d) Employees in Multinational Corporations: Employees at multinational corporations who interface with e-HRM systems come from a variety of functions and geographical locations.

(e) Consultants and Experts in HR and Global Business: External consultants or specialists with specific expertise in e-HRM methods and current global business.

3.1 Sampling Size and Sampling Technique

In order to reduce the magnitude of sampling error, due to the non-experimental nature of the studies, as well as to minimize the cost of the sampling exercise, attempts are made to determine the adequate sample size for this research work.

Thus, the sampling size adopted or obtained from the population of the study was determined by making use of Yamane (1967) sample size determination formula given as follow:

$$n = \frac{N}{1 + N(e)^2} \qquad (1)$$

Where, n= the sample size, N=Total population, e=Limit of tolerable error (5%) and 1=Constant

Therefore, given that N= 400 being the population of individuals with relevant experience in multinational corporations and e is assumed to be 5%

Then the sample size was determined as follow:

$$n = \frac{400}{1 + 400 \times (0.05)^2} = \frac{400}{1 + 400 \times (0.05)^2} = \frac{400}{1 + 400 \times (0.0025)}$$

$$= \frac{400}{1+1} = 200;$$

Hence, n=200

Thus, the sample size (n) for the study was computed as 200 using the Yamane's Sample Size method as presented above.

However, the study distributed 200 questionnaires via the Google Forms platform to the selected target population. Out of the 200 questionnaires administered, a total of 176 were successfully completed and returned, resulting in a response rate of 88%. This response rate indicates a relatively high level of engagement and

participation from the respondents, which is crucial for the reliability and validity of the study's findings. The significant number of well-responded questionnaires means that the study has access to a wealth of data and insights from individuals with relevant experience in multinational corporations. This broadens the scope of the study's analysis and allows for a comprehensive exploration of the research objectives.

In addition, the statistical tools used to analyze the data obtained for the study include the Pearson Chi-square test and the Spearman Rank Correlation Method.

4. Results and Discussion

Results from the respondents' bio-data provide crucial demographic information with consequences for the study's objectives:

Table 1. The Frequency and Percentage Distribution of the Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	73	41.5
Female	103	58.5
Total	176	100.0

The result obtained in Table 1 showed that there were 41.5% men and 58.5% women among the study's respondents. This gender balance is notable since it shows a wide range of viewpoints. It suggests that a wide range of perspectives on the effects of electronic HRM may be included in the study, which will help create a more thorough knowledge of the topic.

Table 2. The Frequency and Percentage Distribution of the Age Interval of the Respondents

Age Interval	Frequency	Percentage (%)
Under 25	9	5.1
25-34	67	38.1
35-44	72	40.9
45-54	20	11.4
55 & above	8	4.5
Total	176	100.0

The result of the Age Distribution of the respondents presented in Table 2 showed that the respondents' ages were spread out in a wide range. The fact that a sizeable majority, 40.9%, of participants were in the 35–44 age range suggests that mid-career professionals were actively participating in the study. Additionally, 38.1% of respondents were between the ages of 25-34, showing that the research included younger workers. The presence of both mid-career and younger professionals suggests that the research findings can include experiences and perspectives from multiple career phases, which can be useful in evaluating the influence of e-HRM on talent acquisition and management across various career levels.

Table 3. The Frequency and Percentage Distribution of the Educational Qualification of the Respondents

Educational Qualification	Frequency	Percentage (%)
O ’level/SSCE	76	43.2
OND/NCE	59	33.5
BSc/BA/HND	18	10.2
Professional	15	8.5
Others	8	4.5
Total	176	100.0

The findings obtained in Table 3 revealed that 43.2% of the respondents hold O'Level/SSCE qualifications, while 33.5% have OND/NCE qualifications. This shows that the participants had a variety of educational backgrounds and at different academic levels. The fact that there are professionals with a range of educational experiences suggests that the study can offer perspectives that are not restricted to a certain educational cohort. It makes it possible to examine how people with various levels of education view and interact with e-HRM.

Table 4. The Frequency and Percentage Distribution of the Length of Time in Service of the Respondents

Length of Time in Service	Frequency	Percentage (%)
Less than 1 year	91	51.7
5-10 years	68	38.6
11-15 years	10	5.7
16 years & above	7	4.0
Total	176	100.0

Regarding the length of time in service, the result obtained in Table 4 revealed that the majority (38.6%) of respondents reported having 5-10 years of experience. This distribution implies a significant representation of mid-career professionals who likely have substantial exposure to HR practices. It is particularly relevant to the study's objective of analyzing the impact of e-HRM on talent acquisition, management, and retention, as mid-career professionals often play crucial roles in these aspects.

The findings related to the adoption and extent of e-HRM implementation in multinational corporations offer valuable insights into the current landscape of electronic Human Resource Management. These findings have significant implications for the study's objectives and the broader context of global business:

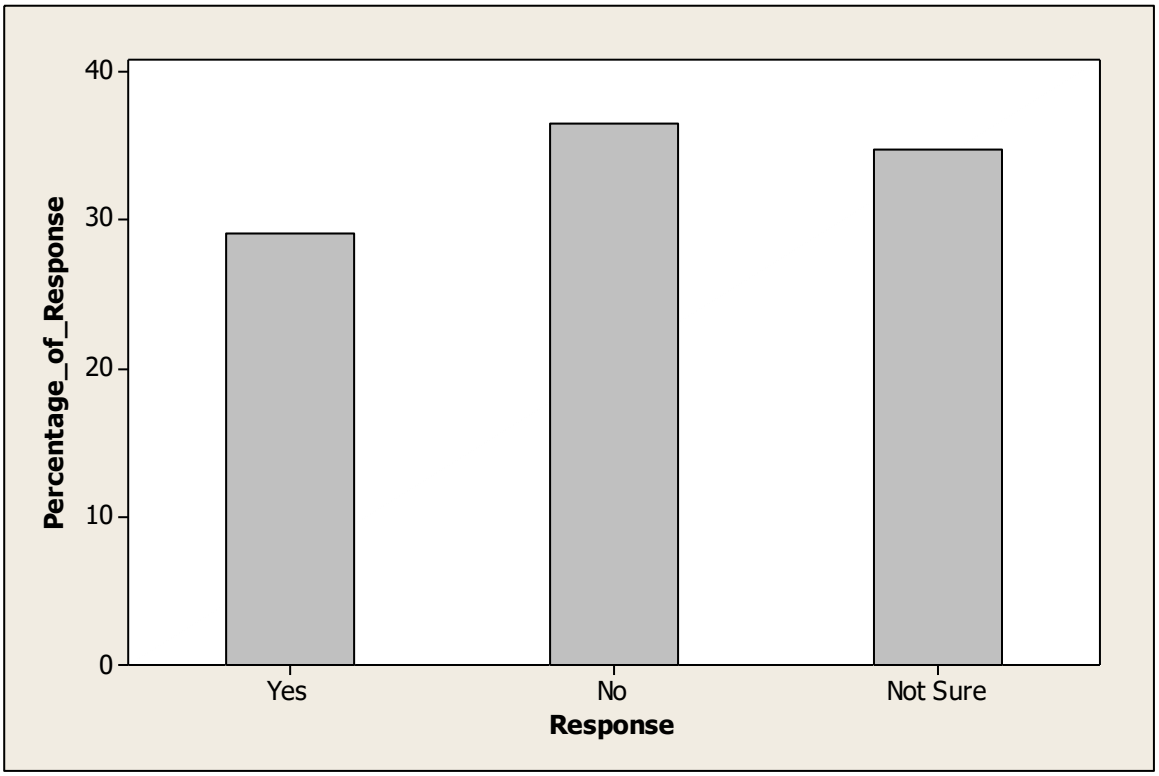

Figure 1. Bar Chart of the responses on the Adoption of e-HRM Systems

A minority of respondents (29.0%) reported that their multinational businesses had embraced e-HRM systems, as seen by the result shown in Figure 1. This suggests that a sizable portion of the corporations surveyed have

realized the necessity or value of integrating electronic HRM into their operations; 36.4% responded "no," which suggests that a sizable portion of respondents (36.4%) reported that their companies have not implemented e-HRM systems. This indicates that a sizeable number of multinational corporations have yet to adopt this technology, potentially missing out on the benefits it offers; and 34.6% Responded Not Sure indicates that a significant 34.6% of respondents expressed skepticism regarding the adoption of e-HRM systems by their organization. This confusion could be caused by a misunderstanding or a lack of information regarding the existence of such systems within their organizations. These results show that there is a wide range in the use of e-HRM by global organizations. While over one-third of respondents have implemented e-HRM, a sizeable number are still either unsure or have not done so. Given the wide range of adoption rates, more research into the variables driving adoption decisions and how they relate to the effects of e-HRM on international company operations is necessary.

The result presented in Table 5 shows result of the Pearson Chi-Square tests conducted to assess the associations between the adoption of e-HRM systems in multinational corporations and its impact on talent acquisition, management, and retention provide valuable insights into the relationship between e-HRM adoption and these critical HR functions.

Table 5. Summary result of test of association between Adoption of e-HRM Systems and Impact on Talent Acquisition, Management, and Retention

S/No.	Associated Variables	Pearson Chi-Square Test Value	DF	Asymptotic Significance (2-sided)	Interpretation
1.	Has your multinational corporation adopted e-HRM systems & E-HRM has positively impacted talent acquisition in your organization	48.827	8	0.00	Significant
2.	Has your multinational corporation adopted e-HRM systems & How effective has e-HRM been in improving talent management practices	4.527	6	0.606	Not Significant
3.	Has your multinational corporation adopted e-HRM systems & In your opinion, to what extent has e-HRM contributed to enhanced talent retention strategies	12.987	4	0.011	Significant

The result presented in Table 5 showed that Pearson Chi-Square Test Value of 48.827 and a p-value of 0.00 for the association between “Has your multinational corporation adopted e-HRM systems & E-HRM has positively impacted talent acquisition in your organization”, the statistically significant Chi-Square Test Value (48.827) and the very low p-value (0.00) indicate a strong association between e-HRM adoption and its positive impact on talent acquisition in multinational corporations. This suggests that organizations that have adopted e-HRM systems are more likely to experience improvements in their talent acquisition processes. The implication is that e-HRM adoption contributes positively to talent acquisition, potentially streamlining recruitment processes, enhancing candidate sourcing, and improving the overall quality of talent brought into the organization; a Pearson Chi-Square Test Value of 4.527 and a p-value of 0.606 for the association between“Has your multinational

corporation adopted e-HRM systems & How effective has e-HRM been in improving talent management practices", the Chi-Square Test Value (4.527) and the associated p-value (0.606) indicate that there is no statistically significant association between e-HRM adoption and the effectiveness of talent management practices. This suggests that the presence or absence of e-HRM systems may not have a significant impact on the overall effectiveness of talent management within multinational corporations. The implication here is that e-HRM adoption alone may not guarantee improved talent management practices, and other factors or strategies may play a more substantial role in this aspect; and a Pearson Chi-Square Test Value of 12.987 and P-value of 0.011 for association between "Has your multinational corporation adopted e-HRM systems & In your opinion, to what extent has e-HRM contributed to enhanced talent retention strategies", the Chi-Square Test Value (12.987) and the associated p-value (0.011) indicate a statistically significant association between e-HRM adoption and its contribution to enhanced talent retention strategies. This suggests that organizations that have adopted e-HRM systems are more likely to experience positive impacts on their talent retention strategies. The consequence is that adopting e-HRM may significantly increase talent retention initiatives, possibly through greater employee engagement, individualized development plans, or better tracking of employee performance and feedback. As a result, these results show how different areas of talent management are affected by the use of e-HRM. Although it has a substantial correlation with more effective talent acquisition and retention tactics, it does not essentially ensure the general efficacy of people management approaches. This emphasizes the necessity for businesses to take into account the unique HR tasks and goals they want to achieve while implementing e-HRM. The results presented in Table 6 indicate varying degrees of correlation between the adoption of e-HRM systems in multinational corporations and their impact on cross-cultural communication, collaboration among diverse employees, and diversity management efforts.

Table 6. Summary result of test of extent of linear association between Adoption of e-HRM Systems and Cross-Cultural Communication, Collaboration, and Diversity Management

S/No.	Associated Variables	Correlation Coefficient (r)	Asymptotic Significance (2-sided)	Interpretation
1.	Has your multinational corporation adopted e-HRM systems & To what extent has e-HRM facilitated cross-cultural communication within your organization	0.103	0.175	Not Significant
2.	Has your multinational corporation adopted e-HRM systems & E-HRM has improved collaboration among employees from diverse cultural backgrounds	0.159	0.035	Significant
3.	Has your multinational corporation adopted e-HRM systems & E-HRM has positively impacted diversity management efforts	0.094	0.214	Not Significant

The result presented in Table 6 showed a correlation coefficient value 0.103 and a p-value of 0.175 for the association between responses on "Has your multinational corporation adopted e-HRM systems & To what extent has e-HRM facilitated cross-cultural communication within your organization", the correlation coefficient value of 0.103 suggests a relatively weak positive correlation between e-HRM adoption and the facilitation of cross-cultural communication within multinational corporations. However, the p-value of 0.175 indicates that this

correlation is not statistically significant. Therefore, there is insufficient evidence to conclude that e-HRM adoption significantly influences cross-cultural communication. The implication is that organizations should not rely solely on e-HRM systems to address cross-cultural communication challenges but should consider additional strategies and interventions; while a correlation coefficient value 0.159 and a p-value of 0.035 for the association between responses on "Has your multinational corporation adopted e-HRM systems & E-HRM has improved collaboration among employees from diverse cultural backgrounds", the correlation coefficient value of 0.159 suggests a weak positive correlation between e-HRM adoption and improved collaboration among employees from diverse cultural backgrounds. Importantly, the associated p-value of 0.035 indicates that this correlation is statistically significant. Therefore, there is evidence to suggest that e-HRM adoption may contribute to enhanced collaboration among diverse employees. The implication is that organizations should recognize the potential of e-HRM systems to improve collaboration in a culturally diverse workforce and explore ways to leverage these systems for this purpose; and a correlation coefficient value 0.094 and a p-value of 0.214 for the association between responses on "Has your multinational corporation adopted e-HRM systems & E-HRM has positively impacted diversity management efforts", the correlation coefficient value of 0.094 suggests a relatively weak positive correlation between e-HRM adoption and its positive impact on diversity management efforts. The p-value of 0.214 indicates that this correlation is not statistically significant. Therefore, there is insufficient evidence to conclude that e-HRM adoption significantly influences diversity management efforts. The implication is that organizations should approach diversity management comprehensively and not rely solely on e-HRM systems to drive diversity and inclusion initiatives. These findings show the complex link between e-HRM adoption and its effects on intercultural communication, diversity management initiatives, and employee cooperation. While there is evidence of a favorable link in the case of increased cooperation, businesses should use care and take into account alternative techniques to properly manage diversity and cross-cultural communication. The adoption of e-HRM should be seen as a possible enabler rather than a stand-alone solution for these important facets of managing a worldwide corporation.

The results presented in Table 7 indicate the correlation between the adoption of e-HRM systems in multinational corporations and their impact on employee engagement, job satisfaction, and overall organizational performance.

Table 7. Summary result of test of extent of linear association between Adoption of e-HRM Systems and Effects on Employee Engagement, Job Satisfaction, and Organizational Performance

S/No.	Associated Variables	Correlation Coefficient (r)	Asymptotic Significance (2-sided)	Interpretation
1.	Has your multinational corporation adopted e-HRM systems & Have you observed changes in employee engagement since the implementation of e-HRM	0.035	0.647	Not Significant
2.	Has your multinational corporation adopted e-HRM systems & How has e-HRM influenced job satisfaction among employees	0.000	0.998	Not Significant
3.	Has your multinational corporation adopted e-HRM systems & In your opinion, has e-HRM contributed to overall organizational performance	0.027	0.726	Not Significant

The result presented in Table 7 found a correlation coefficient value 0.035 and a p-value of 0.647 for the association between responses on "Has your multinational corporation adopted e-HRM systems & Have you observed changes in employee engagement since the implementation of e-HRM". The correlation coefficient

value of 0.035 suggests a very weak positive correlation between e-HRM adoption and observed changes in employee engagement. Importantly, the associated p-value of 0.647 indicates that this correlation is not statistically significant. Therefore, there is insufficient evidence to conclude that e-HRM adoption significantly influences employee engagement. The implication is that e-HRM may not be the primary driver of changes in employee engagement, and other factors should be considered when assessing and improving engagement levels; while a correlation coefficient value 0.00 and a p-value of 0.998 for the association between responses on "Has your multinational corporation adopted e-HRM systems & how has e-HRM influenced job satisfaction among employees". The correlation coefficient value of 0.00 indicates no significant correlation between e-HRM adoption and its influence on job satisfaction among employees. Furthermore, the associated p-value of 0.998 confirms the lack of statistical significance. Therefore, there is no evidence to suggest that e-HRM adoption has a significant impact on job satisfaction. The implication is that job satisfaction may be influenced by various other factors beyond the implementation of e-HRM systems; and a correlation coefficient value 0.027 and a p-value of 0.726 for the association between responses on "Has your multinational corporation adopted e-HRM systems & In your opinion, has e-HRM contributed to overall organizational performance". The correlation coefficient value of 0.027 suggests a very weak positive correlation between e-HRM adoption and its contribution to overall organizational performance. However, the associated p-value of 0.726 indicates that this correlation is not statistically significant. Therefore, there is insufficient evidence to conclude that e-HRM adoption significantly contributes to overall organizational performance. The implication is that organizational performance is influenced by a multitude of factors, and e-HRM may be just one component of the larger performance equation. These results suggest that the implementation of e-HRM may not have a statistically significant effect on employee engagement, job satisfaction, or organizational performance in large multinational businesses. Although the observed connections are small and insignificant, it is important to understand that these results are complex and affected by a variety of factors other than the deployment of e-HRM. Organizations should keep researching ways to improve employee engagement, job happiness, and performance while keeping the larger environment in which e-HRM functions in mind.

The results presented in Table 8 indicate significant associations between the adoption of e-HRM systems in multinational corporations and the challenges faced during implementation, as well as ethical considerations.

Table 8. Summary result of test of association between Adoption of e-HRM Systems and Challenges and Ethical Considerations

S/No.	Associated Variables	Pearson Chi-Square Test Value	DF	Asymptotic Significance (2-sided)	Interpretation
1.	Has your multinational corporation adopted e-HRM systems & What challenges, if any, has your organization faced during the implementation of e-HRM	19.10	6	0.004	Significant
2.	Has your multinational corporation adopted e-HRM systems & Have there been ethical considerations associated with e-HRM implementation? If yes, please rate the importance	16.119	8	0.041	Significant

The result presented in Table 8 showed that Pearson Chi-Square Test Value of 19.10 and a p-value of 0.004 for the association between "Has your multinational corporation adopted e-HRM systems & What challenges, if any, has your organization faced during the implementation of e-HRM". The Pearson Chi-Square Test Value of 19.10

and the associated p-value of 0.004 demonstrate a statistically significant association between e-HRM adoption and the challenges faced during implementation. This finding suggests that multinational corporations that have adopted e-HRM systems are more likely to encounter challenges during the implementation process. The implication is that organizations should be prepared for potential obstacles when implementing e-HRM and take proactive measures to address these challenges to ensure a smoother adoption process; and a Pearson Chi-Square Test Value of 16.119 and a p-value of 0.041 for the association between "Has your multinational corporation adopted e-HRM systems & Have there been ethical considerations associated with e-HRM implementation? If yes, please rate the importance". The Pearson Chi-Square Test Value of 16.119 and the associated p-value of 0.041 indicate statistically significant association between e-HRM adoption and ethical considerations during implementation. This suggests that the adoption of e-HRM systems is strongly linked to the presence or absence of ethical concerns. It follows that in order to uphold moral standards during implementation, businesses should exercise caution and make sure that ethical issues are handled apart from e-HRM adoption. These results emphasize the significance of identifying and resolving issues that arise during the introduction of e-HRM systems in global businesses. Although e-HRM adoption is linked to implementation difficulties, it does not always result in more ethical problems. To guarantee successful e-HRM adoption and realize the potential benefits of electronic HR management, organizations should concentrate on minimizing difficulties and keeping ethical standards.

The results presented in Table 9 indicate significant associations between the adoption of e-HRM systems in multinational corporations and Future Trends and Best Practices.

Table 9. Summary result of test of association between Adoption of e-HRM Systems and Future Trends and Best Practices

S/No.	Associated Variables	Pearson Chi-Square Test Value	DF	Asymptotic Significance (2-sided)	Interpretation
1.	Has your multinational corporation adopted e-HRM systems & What future trends do you foresee regarding e-HRM in a global business context	1.413	4	0.842	Not Significant
2.	Has your multinational corporation adopted e-HRM systems & Considering future trends and best practices, please indicate your level of recommendation for harnessing the full potential of e-HRM in multinational corporations	12.455	8	0.132	Not Significant

The result presented in Table 9 showed that the Pearson Chi-Square Test Value of 1.413 and a p-value of 0.842 for the association between "Has your multinational corporation adopted e-HRM systems & What future trends do you foresee regarding e-HRM in a global business context" indicates no statistically significant association. Similarly, the Pearson Chi-Square Test Value of 12.445 and a p-value of 0.132 for the association between "Has your multinational corporation adopted e-HRM systems & Considering future trends and best practices, please indicate your level of recommendation for harnessing the full potential of e-HRM in multinational corporations" also shows no statistically significant association. These results imply that respondents' perceptions of future trends and recommendations for harnessing the full potential of e-HRM in multinational corporations are not significantly influenced by the adoption of e-HRM systems. This suggests that organizations need to consider

various factors beyond the mere adoption of e-HRM when planning for future trends and best practices in a global business context.

5. Conclusion

This study aimed to comprehensively investigate the multifaceted impact of Electronic Human Resource Management (e-HRM) on global business. The study accepted the notion that the absence of established regulations is the primary cause of the large regional and industry differences in e-HRM practices. The potential use of e-HRM in developing nations has been highlighted by empirical research, underscoring the need for country-specific knowledge. This was addressed by the study's adoption of an individual-industry strategy, which allowed for a complex examination of competitive metrics and tactics across several sectors.

The study focused on a varied range of professions, including HR experts, global company managers, IT specialists, workers, and HR consultants, resulting in a substantial dataset that represents a broad range of opinions. The response rate of 88% signifies strong engagement and participation from the respondents, enhancing the study's reliability and validity.

The findings offer valuable insights into the demographics of the respondents, showcasing a balanced gender distribution and representation across different age groups, educational backgrounds, and career phases. These demographics provide a comprehensive understanding of how individuals with varying profiles perceive and interact with e-HRM. Regarding e-HRM adoption, the study revealed a varied landscape, with some multinational corporations fully embracing e-HRM, others yet to do so, and a significant portion expressing uncertainty. These findings underscore the need for further research into the factors influencing adoption decisions and their relationship with the effects of e-HRM on organizational operations.

The study's results shed light on the intricate dynamics of e-HRM's impact on talent acquisition, cross-cultural communication, diversity management, employee engagement, job satisfaction, organizational performance, ethical considerations, and future trends. While e-HRM adoption is correlated with improved talent acquisition and retention, the study emphasizes the need for organizations to align e-HRM with their unique HR tasks and goals. Additionally, e-HRM adoption can enable enhanced employee cooperation but should be seen as an enabler rather than a standalone solution for diversity and cross-cultural communication management.

Furthermore, the study suggests that e-HRM adoption may not have a statistically significant effect on employee engagement, job satisfaction, or organizational performance in large multinational businesses. Organizations should continue exploring ways to improve these aspects while considering the broader context in which e-HRM operates. Also, the study indicates that respondents' perceptions of future trends and recommendations for harnessing the full potential of e-HRM in multinational corporations are not significantly influenced by e-HRM adoption. This underscores the importance of considering various factors beyond adoption when planning for future trends and best practices in a global business context.

In conclusion, the present study contributes valuable insights into the complex and evolving relationship between e-HRM and global business, highlighting the need for organizations to carefully navigate the adoption and implementation of e-HRM systems while considering their specific objectives and challenges.

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