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THE INFLUENCE OF ELECTRONIC HUMAN  
RESOURCE MANAGEMENT ON ORGANIZATIONAL  
PERFORMANCE IN THE CHINESE TOURISM  
INDUSTRY

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The Influence of Electronic Human Resource Management  
on Organizational Performance in the Chinese Tourism  
Industry

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A research project submitted in partial fulfillment of the  
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The Influence of Electronic Human Resource Management on  
Organizational Performance in the Chinese Tourism Industry

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## DECLARATION

I hereby declare that:

- (1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
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## DEDICATION

This dissertation is specially dedicated to:

Dr. Omar Hamdan Mohammad Alkharabsheh

and

My family, friends, and beloved ones

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throughout the entire duration of this research project.

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## LIST OF ABBREVIATION

E-HRM	Electronic human resource management
E-recruitment	Electronic recruitment
E-training	Electronic training
E-compensation	Electronic compensation
TAM	Technology Acceptance Model
HRIS	Human resource information systems
HR	Human resources
VR	Virtual reality
AR	Augmented reality
SA	Strongly Agree
SD	Strongly Disagree
A	Agree
D	Disagree
ANOVA	One-way Analysis of Variance
SPSS	Statistical Package for Social Science

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## PREFACE

This paper, titled "The Impact of Electronic Human Resource Management on the Organizational Performance of China's Tourism Industry," aims to explore in depth the key role that electronic human resource management plays in improving the organizational performance of China's tourism industry. The proposal of this study not only meets the curriculum requirements of the Master of Business Administration program at East Abdul Rahman University (UTAR), but also represents an important exploration of the current trends in tourism development and innovative practices in human resource management. Collect real data on the application of e-HRM system and its impact on organizational performance from relevant enterprises in the tourism industry through carefully designed questionnaires. We hope to accurately grasp the current application status of e-HRM in the Chinese tourism industry through this method, analyze its existing problems and challenges, and propose targeted optimization strategies.

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## ABSTRACT

This study explores the interrelationship between e-recruitment, e-training, e-compensation, and organizational performance in the Chinese tourism industry. Through various statistical analyses, including Pearson correlation analysis, multiple regression analysis, and descriptive analysis, key findings have been identified.

The results reveal significant positive correlations between e-recruitment, e-training, e-compensation, and organizational performance. Specifically, optimizing e-recruitment processes enhances talent acquisition, while effective e-training programs improve employee skills and knowledge. Additionally, efficient e-compensation management boosts employee satisfaction and motivation, thereby enhancing organizational performance. Managerial implications suggest that investing in e-HRM practices is essential for improving operational efficiency and performance in the tourism industry. Recommendations for future research include expanding sample sizes, adopting multiple data collection methods, and conducting in-depth regional and industry-specific analyses to enhance the generalizability of findings. Acknowledging limitations such as small sample sizes and potential biases in data collection methods, this study provides valuable insights for practitioners and researchers alike. By addressing identified limitations and implementing recommended improvements, future research can further advance understanding in this critical area and contribute to the sustainable development of the tourism industry.

Keywords:

E-HRM, Electronic recruitment, Electronic training, Electronic Compensation, Organizational performance.



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# CHAPTER 1

## INTRODUCTION

### 1.0 Introduction

This chapter explores how the adoption of electronic human resource management (e-HRM) influences organizational performance in the Chinese tourism industry. The aim of the research is to analyze the factors affecting the adoption of e-HRM and its relationship with organizational performance. This chapter is divided into six parts, covering the introduction of the background of research, objectives and research questions, problem statement, and the formulation of hypotheses. In addition, this chapter also explores the significance of the research findings in order to gain a more comprehensive understanding of the importance and value of the study.

### 1.1 Background of the Study

The tourism industry has significantly increased consumption levels globally, creating abundant employment opportunities for many practitioners and becoming a new engine of global economic growth (Irfan et al, 2023). As one of China's most important economic pillars, the tourism industry has generated significant revenue and job opportunities. With the end of COVID-19, the global tourism industry has experienced explosive growth, with China emerging as the primary driver. While the industry is thriving, businesses are increasingly concerned about how to respond quickly to market demand. China is regarded as one of the globally recognized inbound and outbound tourism markets, and its tourism industry has made significant contributions to the national economy, becoming an important force supporting economic growth (Hoque et al,2020). China attaches great importance to environmental protection and always regards sustainable development as the core strategy for the development of the tourism industry (Zhang et al, 2021). The Chinese tourism industry has experienced significant growth in the past few years, not only in urban tourism, but also in rural tourism, which has gradually become an important driving force for economic development and has greatly enhanced the quality of life for rural inhabitants. The benefits it brings have been widely recognized (Liu et al, 2020). Learned from previous experience, the quality of an

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organization's employees is critical to meeting the goals of increasing productivity, efficiency, and effectiveness (Daniel, 2019).

In today's competitive environment, having a team of high-quality employees can give an organization a significant competitive advantage. However, traditional human resource management systems need help to keep up with the ever-changing complexity of organizations. Therefore, it is becoming increasingly important to promote and implement electronic human resource management (e-HRM), which is defined as a multi-layered phenomenon that includes a range of approaches to implementing human resource management strategies, policies, and practices aimed at aiding organizations in accomplishing their business goals. This approach utilizes web-based technological capabilities to facilitate the effective implementation of human resource management (Parry & Tyson, 2011). E-HRM includes the essential components of electronic recruitment (e-recruitment), electronic training (e-training), and electronic compensation (e-compensation). Strohmeier (2007) views e-HRM as an IT digital application that supports managers and employees. The introduction of digital paradigms has changed the paradigm of human resources practice, leading to significant changes in personnel management and optimization.

Especially in the specific context of the tourism industry, there needs to be more research on the value creation of e-HRM (Iqbal et al., 2021). In the Chinese tourism industry, e-HRM is crucial to modernizing and simplifying human resource functions. It significantly impacts organizational performance, enhances industry competitiveness, and represents a paradigm shift in the effective management of human resources in the dynamic tourism sector. E-HRM scholars believe organizations must invest in e-HRM because it will contribute to organizational performance (Iqbal et al., 2021). Many organizations use electronic recruitment systems to attract qualified and motivated candidates to ensure high performance. The redesign opportunity provided by e-HRM creates value for hotel and tourism organizations to leverage differentiated talent management by effectively managing general talent (Johnson et al., 2020). As an essential part of e-HRM, e-recruitment enables tourism enterprises to obtain the necessary talents quickly, extensively, and economically. At the same time, through e-training, organizations can improve employees' skills and knowledge levels, stimulate their learning motivation (Boru et al., 2022), and enable employees to respond effectively to changing customer service needs and market dynamics, thus further improving organizational efficiency. In addition, using electronic compensation improves the accuracy and efficiency of compensation management and saves money in management and time

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(Elsawy, 2021). It also helps improve employee retention, which positively impacts organizational performance. With the tourism industry facing significant challenges such as market saturation, intense competition, and employee burnout, e-HRM can provide organizations with a unique value proposition, providing opportunities to improve business efficiency, interpersonal relationships, and organizational transformation to achieve organizational sustainability goals (Iqbal et al., 2021). The tourism management sector has also developed a strong interest in integrating human resource management and information technology, a phenomenon known as e-HRM (Said et al., 2020). In addition, e-HRM is also described as the ability to use tools to implement HR policies, practices, and strategies, improve operational efficiency, strengthen customer relationships, and drive organizational transformation through information technology (Iqbal et al., 2018). Tourism organizations must focus on competitive strategies and value-added methods in a highly competitive market environment to continuously improve service quality and customer satisfaction to achieve sustainable development (Bilal et al., 2021).

The tourism industry faces many challenges in human resource management, and actively addressing these challenges has become an urgent task to achieve optimistic performance indicators and organizational vision (Iqbal et al., 2021). Overall, these e-HRM elements help to build a more flexible and technically skilled workforce in a dynamic tourism industry environment, as well as a more streamlined and effective management system, which improves the organization's overall performance. With the rapid development of technology, e-HRM has become a key element in modern organizations, especially in the tourism and hotel industries. By integrating contemporary literature, we can better understand how e-HRM can bring value to these organizations and improve their performance (Waseem et al., 2021).

## **1.2 Problem Statement**

An in-depth literature review shows that the research on the relationship between e-HRM and organizational performance in tourism enterprises still needs to be improved, especially under the unique market and cultural background of China's tourism industry. Although e-HRM has received much attention worldwide and has been widely used in many industries, in the Chinese tourism industry, the exploration of this field is still in its infancy.

With the rapid development of digitization and information technology, human resource management is experiencing a critical stage of transformation from traditional to electronic and intelligent modes. For tourism enterprises, the e-HRM means the renewal and application of

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technology and represents the innovation of management ideas and methods. Through electronic means, tourism enterprises can carry out essential activities such as talent recruitment, training, and salary management more efficiently, optimize human resource allocation, and improve employee satisfaction and work efficiency.

However, e-HRM faces many challenges due to the fluctuation in seasonal tourism demand and the high dependence on the quality of human resources service. In addition, the market environment, cultural background, and management practices of China's tourism industry are also different from those of other countries, which further increases the complexity and uniqueness of the application of e-HRM in this field.

Therefore, this study explores the practical impact of e-HRM on organizational performance in the Chinese tourism industry. Through collecting and analyzing relevant data, this study will reveal the status quo and problems of applying e-recruitment, e-training, e-compensation management, and other critical fields in the tourism industry and explore its impact on corporate organizational performance. At the same time, this study will also consider the particularity and cultural background of Chinese tourism to provide more theoretical and practical guidance.

The significance of this study is not only to fill the knowledge gap in this area but also to provide scientific and practical human resource management schemes for tourism enterprises. Through an in-depth understanding of the potential benefits and mechanisms of e-HRM, tourism enterprises can better respond to market changes and challenges, improve organizational efficiency and competitiveness, and achieve sustainable development. At the same time, it will also provide strong theoretical support and practical guidance for the future development of China's tourism industry. It can be said that tourism has become an indispensable and vital force in China's economic growth (Wang et al., 2020). It will also promote the innovation progress of the entire industry.

To sum up, this study will employ diverse research methods and approaches to thoroughly examine the implementation of e-HRM in the Chinese tourism sector and its effects on organizational performance. The objective of this study is to offer scientifically sound and efficient human resource management solutions for tourism enterprises, thereby fostering sustainable and robust development within China's tourism industry. This will be achieved by identifying potential benefits, addressing challenges, and proposing specific recommendations.

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## **1.3 Research Objectives**

### **1.3.1 General Objective**

The main purpose of this study is to explore in depth the correlation between electronic human resource management (e-HRM) and organizational performance in the Chinese tourism industry. During this process, special attention is paid to the impact of key elements such as electronic recruitment, electronic training, and electronic compensation on organizational performance. The goal of systematically studying these three key areas is to gain a comprehensive understanding of the practical role of e-HRM in shaping organizational performance in the tourism industry, thereby closing this knowledge gap.

### **1.3.2 Specific Objectives**

1. To investigate the relationship between electronic recruitment (e-recruitment) and organizational performance in the Chinese tourism industry.
2. To investigate the relationship between electronic training (e-training) and organizational performance in the Chinese tourism industry.
3. To investigate the relationship between electronic compensation (e-compensation) and organizational performance in the Chinese tourism industry.

## **1.4 Research Questions**

1. Is there any relationship between electronic recruitment (e-recruitment) and organizational performance in the Chinese tourism industry?
2. Is there any relationship between electronic training (e-training) and organizational performance in the Chinese tourism industry?
3. Is there any relationship between electronic compensation (e-compensation) and organizational performance in the Chinese tourism industry?

## **1.5 Hypothesis of The Study**

The following alternative assumptions will be used in this study:

E-recruitment and Organizational Performance

H0: There is no significant relationship between e-recruitment and organizational performance in the Chinese tourism industry.

H1: There is a significant relationship between e-recruitment and organizational performance in the Chinese tourism industry.

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### E-training and Organizational Performance

H0: There is no significant relationship between e-training and organizational performance in the Chinese tourism industry.

H1: There is a significant relationship between e-training and organizational performance in the Chinese tourism industry.

### E-compensation and Organizational Performance

H0: There is no significant relationship between e-compensation and organizational performance in the Chinese tourism industry.

H1: There is a significant relationship between e-compensation and organizational performance in the Chinese tourism industry.

## **1.6 Significance of The Study**

This study aims to comprehensively analyze the impact of electronic human resource management (e-HRM) on the organizational performance in the Chinese tourism industry, which is far-reaching and extensive, covering multiple levels of academic research, practical application, and industry development.

In terms of theoretical contribution, this study focuses on the relationship between e-HRM and organizational performance, especially in the unique market and cultural context of the Chinese tourism industry. Although e-HRM has attracted global attention and has been widely studied in various sectors, its application and impact in the Chinese tourism industry still needs to grow. This study not only fills the research gap of e-HRM in the Chinese tourism industry, but also provides a unique perspective for understanding the application and impact of e-HRM in different cultural, economic and market contexts. Through in-depth analysis and comprehensive research, this study will provide the academic community with an in-depth understanding of how e-HRM affects organizational performance in China's unique environment. This study not only helps to improve the existing theoretical system but also provides a solid foundation for follow-up research and further promotes academic research in this field to a deeper level.

In terms of practical application, this study provides specific guidance and suggestions for tourism enterprises. By revealing the potential benefits of e-HRM and its actual impact on organizational performance, this study aims to help tourism companies optimize their HRM practices, especially

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crucial aspects such as e-recruitment, e-training and e-compensation management. These practical guidance will help enterprises better cope with various challenges in actual operation and improve overall operational efficiency and corporate competitiveness. Therefore, this study has important practical significance for transforming human resource management in the digital age of tourism enterprises. In addition, by revealing the potential benefits and mechanisms of e-HRM in the tourism industry, this study aims to provide organizations with the knowledge and tools needed to adapt to changing market dynamics and enhance competitiveness so that tourism organizations can achieve sustainable development in the market environment.

In addition to the impact on individual organizations, this study also positively impacts the Chinese tourism industry as a whole. By conducting thorough research on the pivotal role of e-HRM in enhancing organizational performance, this study offers theoretical backing and practical direction for fostering the sustainable development of the Chinese tourism industry. These findings will encourage tourism enterprises to adopt more advanced and efficient human resource management methods, promote innovation and growth within the industry, and enhance the competitiveness of the entire industry. By driving the adoption of innovative human resource management practices, such as e-human resource management, this study contributes to the industry's efforts to modernize and adapt to the digital age. Encourage industry-wide innovation and adoption of best practices by providing empirical evidence of the benefits of e-HRM in improving organizational performance. In summary, this study endeavors to narrow the divide between theory and practice by offering theoretical insights and practical recommendations for the successful adoption of e-HRM within the Chinese tourism industry. By revealing the complexity of e-HRM and its impact on organizational performance, this study aims to enable tourism businesses to thrive in an increasingly competitive and dynamic environment.

In summary, the significance of this study is to comprehensively understand the impact of e-HRM on the organizational performance of the Chinese tourism industry through in-depth research and comprehensive analysis, to provide new knowledge contributions for the academic community, to provide practical guidance for tourism enterprises, and to provide strong support for the development of the entire industry.

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## CHAPTER 2

### LITERATURE REVIEW

#### 2.0 Introduction

The primary objective of this chapter is to thoroughly investigate the multitude of factors influencing organizational performance, with a specific emphasis on analyzing the impacts of electronic human resource management (e-HRM) on organizational performance. To achieve this goal, a thorough investigation and analysis of how various factors interact will be conducted, as well as the role of e-HRM in this process.

A detailed introduction and explanation of organizational performance and essential terms and concepts in the field of e-HRM will be provided to clarify key concept definitions related to the research topic. Clear and accurate definition of key concepts helps to better understand the content discussed in the article.

Based on established research objectives and questions, a clear, structurally complete, and actionable research framework will be developed. Moreover, when formulating the framework, full consideration will be given to the profound impact that electronic human resource management (e-HRM) may have on organizational performance. The framework will include a variety of factors, variables, indicators, and possible interrelationships, taking into account all of the factors that influence electronic human resource management (e-HRM).

In terms of developing verifiable hypotheses, a series of specific hypotheses will be proposed based on existing literature and empirical data to guide future empirical research and serve as a reference point for potential practical interventions or policy formulation. By developing verifiable



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hypotheses, the entire research process becomes more scientific and helpful, and an objective foundation is provided for revealing the mechanism of e-HRM's impact on organizational performance.

## **2.1 Underpinning theories**

Upon thoroughly examining the existing body of literature, it becomes evident that researchers have primarily concentrated their attention on a number of pertinent hypotheses when investigating the influence of electronic human resource management (e-HRM) on the performance of organizations. The Technology Acceptance Model (TAM), the Social Technical Systems Theory, the Human Resource Management System (HRMS) Success Model, and the Institutional Theory are examples of these models.

To begin, the TAM is a theoretical framework commonly utilized to research the uptake and utilization of information systems. A perspective that helps explain how employees adopt and use new technology is provided by this model, which helps investigate the impact that e-HRM has on the performance of an organization. Several elements, including individual cognition, attitudes, perceived ease of use, and perceived utility, are considered, and a connection is made between these characteristics and actual adoption behaviour. This makes it possible to have a better knowledge of whether or not employees are willing to adopt and effectively use electronic human resource management systems, which in turn makes it possible to infer potential implications on the organization's performance.

Next, the Social Technical Systems Theory emphasizes the significance of the interaction between technology and the social environment. When it comes to deploying e-HRM, this relationship is crucial. When introducing new technology into an organization, the theory suggests that various aspects such as organizational structure, process design, communication channels, and employee participation must be considered simultaneously while integrating them into a synergistic whole system with strong adaptability to change. This is necessary to ensure that the new technology benefits the organization. It is possible to have a better understanding of the multi-level and multi-faceted interactions between e-HRM and organizational performance by employing Social Technical Systems Theory to analyze the complex dynamic linkages that exist among the different components that are involved in the process of implementing organizational e-HRM.

In addition, when researching the influence of e-HRM on the performance of an organization, it is necessary to consult pertinent perspectives from the Human Resource Management System Success

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Model and Institutional Theory. These viewpoints investigate, from various vantage points, the process of establishing efficient human resource management systems that satisfy the requirements of the organization in order to foster positive company performance and high levels of employee satisfaction. Once these related theoretical frameworks have been fully applied in research, it becomes possible to have a comprehensive understanding of the intricate relationship between electronic human resource management and organizational performance. Additionally, it is possible to provide targeted practical suggestions based on scientific evidence for the reference of enterprise decision-makers.

### **2.1.1 Overview of the Technology Acceptance Model**

Davis 1989 asserts that the Technology Acceptance Model (TAM) is a highly significant and influential conceptual framework that elucidates users' acceptance and adoption of novel information systems or technologies. It accomplishes this by analyzing the influence of external factors on individuals' internal beliefs, attitudes, intentions, and practical usage behaviour (Phothikitti, 2020). An automated TAM can provide valuable insights into the elements influencing users' decision-making and accurately forecast their willingness to adopt and utilize specific technologies or systems. Furthermore, the TAM is a highly influential and succinct framework to forecast user adoption. TAM has been extensively utilized in diverse information system settings and has yielded noteworthy outcomes (Bueno & Salmeron, 2008). The TAM model emphasizes two internal elements associated with the organization's employees. These factors are based on the employees' perceptions when they are requested to use technology. According to Dosajh et al. (2012), a good perception can result in employees having a positive intention to utilize technology, which increases the likelihood that the system will be utilized. The structures in the original TAM, particularly perceived utility and perceived ease of use, have been subjected to empirical tests as a result of research undertaken in the field of e-HRM. The TAM is an information system theory that models how users adopt and use technology. For training programs or specific programs, the perceived utility of users will improve work efficiency (Adnan et al., 2021). These structures have been found to significantly influence individuals' intentions to utilize technology (Iyer et al., 2020).

### **2.1.2 Overview of the Human Resource Management System Success Model**

E-HRM has superseded human resource information systems (HRIS) in human resource practice. These organizations now depend on automated services offered to employees and managers (Bondarouk et al., 2017). Implementing electronic human resource management systems has enhanced human resources' strategic, adaptive, and cost-effective nature. It improves

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decision-making ability, reduces administrative workload to be completed, shortens response time, improves user service level, and ultimately improves organizational performance (Ma et al., 2015). A paperless system has emerged due to the rapid development of human resources. This system can efficiently simplify organizational operations, solve many issues associated with old paper-based systems, decrease costs, save time and energy, improve service quality, and provide more accurate data. An e-HRM system is the name given to this paperless system management system (Shukur et al., 2021). Businesses must consider the significance of developing electronic health record systems to maintain their competitive edge in the information era (Weeramanthrie et al., 2017). A considerable body of research suggests that implementing the e-HRM system can result in cost savings for businesses (Qteishat, 2014).

In today's business world, the ability to produce competitive advantages through innovation is necessary for organizations to succeed (Lin, 2011). Because of this, e-HRM systems have the potential to become an integrated component of an organization's operations, which will increase efficiency and provide distinctive competitive advantages for the management of human capital in organizations (Laumer et al., 2010). As a result of the numerous potential benefits of e-HRM, many people believe that firms ought to create and implement it. It is widely believed that e-HRM solutions have the potential to enhance human resources (HR) for both employees and HR professionals while simultaneously reducing costs in comparison to more traditional approaches, simplifying procedures, and enhancing overall efficiency (Parry et al., 2011). Increasing the efficiency with which an organization manages its internal human resources can improve worker satisfaction, motivation levels, and overall performance (Furtmueller et al., 2011). There is the potential for improved management of an organization's internal human resources, which can raise morale, productivity, and satisfaction (Hooi et al., 2017). Organizations' advantages from electronic human resource management will be amplified with consistent and ongoing usage of these technologies (Qteishat, 2014).

Therefore, based on the successful model of human resource management system, the successful implementation of e-HRM system requires comprehensive consideration of multiple factors, including system quality, user satisfaction, organizational adaptability, data quality and accuracy, change management, and business benefits. Through scientific planning and effective implementation, organizations can fully utilize the advantages of the e-HRM system, promote the modernization and efficiency of human resource management, and lay a solid foundation for the long-term development of the organization.

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### **2.1.3 Overview of the Institutional Theory**

The application of institutional theory is beneficial for promoting and adopting e-HRM both within and outside of businesses because it offers insight into how institutional concerns affect the implementation of e-HRM. Decisions made by a firm are shaped by both the logical process of trying to maximize efficiency and the institutional framework in which the company operates, according to institutional theory (Kostova, 1999). According to the institutional theory, what is essential is for businesses to be aware of the institutional expectations of their environment and to change those expectations (Amenta et al., 2010). The degree to which market forces are linked to actual performance accomplishment is of little consequence. The theory of institutions helps to explain the connection between the institutional context and the configurations of e-HRM.

Additionally, it encourages a critical attitude toward the actual repercussions of the situation. Burbach et al. (2014) reveals the influence of institutional context and critical success factors in technological implementation on the success of e-HRM diffusion. Researchers in organizational theory and sociology are devoting more and more time to examining the effects of organizational structure on the success or failure of businesses (Tolbert et al., 1999). Institutional theory is frequently utilized in academic organizational studies (Weerakkody et al., 2009).

### **2.1.4 Summary of the Theory**

The theoretical foundations selected for this research endeavor are the Technology Acceptance Model (TAM), the Human Resource Management System (HRMS) Success Model, and Institutional Theory. TAM was chosen because of its empirical validation, reprehensibility, and application, as demonstrated by research carried out by Venkatesh (2000) and Li (2010). This was the most critical factor in the decision. Furthermore, this system is user-friendly and basic, making it possible to save employee data in a centralized database conveniently. This makes it possible for anybody who requires it to have easy access to it. Because of this, the HRMS success model is selected; it enables companies to have a more in-depth understanding of the possible impact it could have. Through the implementation of this model, businesses can improve their overall performance, as well as optimize their human resource management process, management efficiency, and overall management effectiveness. A conceptual framework that enables a more comprehensive understanding of organizations' conduct is called institutional theory. As a result, it offers valuable insights for management practices by shedding light on how internal and external forces influence behaviour and decision-making.

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## 2.2 Review of the Literature

With the rapid development of information and communication technology, human resource management practices within organizations are undergoing tremendous changes (Zafar et al., 2010). This change stems from the widespread use of the Internet and web technologies, which have greatly improved human resource management. According to (Strohmeier et al., 2007), this change is called e-HRM. Furthermore, e-HRM is an extension of HRM information systems that covers traditional and strategic responsibilities. E-HRM has received much attention in recent years and has become a vital component of the digital transformation of human resources (Iyer et al., 2020).

Adopting e-HRM is expected to bring many benefits to organizations, including more efficient and strategic HR activities and a higher competitive advantage. This is why EHRM is considered a compelling topic in human resources (Florkowski et al., 2006). Bondarouk et al. (2009) define e-HRM as a mechanism that achieves goals by integrating information technology with the promotion of internal management and employee value creation in an organization.

The corporate world first adopted the concept of e-HRM in the late 1990s, while e-commerce began to gain popularity. Since 2003, e-HRM has experienced tremendous growth and aroused intense interest in academia (Bharti, 2015). According to Ganeshan et al. (2020), electronic human resource management represents the perfect combination of information technology and human resource management. It is an innovative strategy that uses information technology and electronic communication tools to support and optimize operations related to human resource management within a framework of digitization, automation, and networking. Integrating electronic systems and software tools, the implementation of e-HRM makes human resources processes more efficient, transparent, and traceable. The full adoption of e-HRM technology can optimize and manage an organization's human resources, resulting in more streamlined and efficient day-to-day operations (Saleh et al., 2016). This will help organizations to have a more comprehensive understanding and grasp of the key role of electronic human resource management (e-HRM) in organizational operations, ultimately promoting the overall performance level of the organization.

Moreover, alongside the implementation of e-recruitment, e-training, and e-compensation management, the strategy incorporates network technology to offer convenient HR management services within organizations (Al Mashrafi, 2020). Human resource management processes can be more strategic using e-HRM (Marler et al., 2013). Electronic human resource management is ideal

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for achieving the desired goals, confirmed by Johnson et al. (2020). As a relatively new development trend, e-HRM has risen rapidly in the past few years and is widely used in various organizations around the globe. It is worth noting that this trend is still evolving.

### **2.2.1 Organizational Performance**

In the modern work environment, performance is no longer a simple measure of how well an employee completes a task. Instead, it has become a comprehensive indicator of an organization's overall operational efficiency, market competitiveness, and long-term growth potential. With the increasing globalization and market competition, the competition among organizations has gradually risen from the single-task execution level to the overall operation strategy, innovation ability, and sustainable development potential.

In this context, an effective performance management strategy is essential. As pointed out by Abdalla Hamza et al. (2021), a well-designed performance management system can not only maximize the potential of employees and enable them to better work for the realization of organizational goals but also help organizations maintain a leading position in the fierce market competition. More importantly, through continuous and comprehensive performance evaluation, organizations can promptly find their problems and shortcomings in operations, management, and marketing strategies to make targeted adjustments and optimization and ensure that they always remain at the forefront of industry development.

As a comprehensive concept, organizational performance not only covers the results and efficiency of all activities of the organization but also profoundly reflects various internal and external factors in the operation process of the organization. Bharti (2015) pointed out that organizational performance is like a mirror, clearly reflecting an organization's operation status, management efficiency, and market competitiveness. The importance of organizational performance in assessing organizational health and operational efficiency is further emphasized. At the same time, it is pointed out that through in-depth analysis of organizational performance, external observers and stakeholders can more accurately understand the actual operation of the organization so as to provide a solid basis for the decisions and actions of the organization.

In today's business environment, organizational performance has become an indispensable consideration, whether it is to achieve established strategic objectives, improve operational efficiency, or safeguard the interests of various stakeholders. An organization's performance is often

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evaluated by how well it executes its plans and delivers services. The implementation of these programs and services is not only directly related to the daily operation and management of the organization but also closely related to the organization's long-term development goals, market expansion strategy, and continuous innovation ability. To further ensure the accuracy and objectivity of performance evaluations, organizations often compare and analyze their competitiveness against performance standards within the industry (Shahid et al., 2023).

From the evaluation perspective, performance can be divided into objective and subjective. Objective performance is primarily measured through quantifiable indicators and data, often closely related to critical factors such as an organization's financial health, market share, and productivity. Through in-depth analysis and comparison of these objective data, organizations can more accurately understand their performance in various aspects and the gap with other organizations in the industry. On the other hand, subjective performance focuses more on the subjective perception and evaluation of organizational performance by employees and teams. This includes their opinions and feelings about leadership qualities, teamwork, and working atmosphere. By collecting and analyzing this subjective feedback, organizations can better understand employees' needs and expectations, promptly identify and resolve internal problems and contradictions, and create a more harmonious and efficient work environment.

Financial indicators are undoubtedly an essential component in measuring organizational performance. These indicators, such as net income and return on investment, directly reflect the economic results and return on capital of an organization in the short term (Lubna, 2016). However, more is needed to rely solely on financial indicators to evaluate performance. Non-financial indicators are equally important. These factors, such as product quality, customer satisfaction, employee loyalty, etc., although difficult to measure with specific numbers, have a profound impact on the organization's long-term development and market competitiveness. By considering both financial and non-financial performance indicators, organizations can assess their operating conditions and market position more comprehensively and accurately, which provides strong support for making more targeted and forward-looking strategic decisions. This comprehensive and balanced approach to performance evaluation is undoubtedly the key to driving an organization's continued success and growth.

### **2.2.2 Electronic Recruitment**

In human resource management, recruitment always occupies the core position. It is a crucial link

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for organizations to acquire fresh blood and ensure the continuity of the talent echelon. The human resources department is tasked with selecting the best talent for the company, and its goal is to match the organization with candidates who best fit its cultural and strategic goals (Jayabalan et al., 2019). However, with the rapid development of information technology, the traditional recruitment mode is gradually giving way to e-recruitment, which is a new, efficient, and convenient recruitment method using the Internet as the medium.

E-recruitment, also known as online recruitment or network recruitment, is the perfect combination of modern technology and recruitment processes. It fully uses the Internet's extensive coverage, efficient transmission, and real-time interaction, making recruitment activities no longer limited by region, time, and space. Through online platforms, organizations can post job information, screen resumes, organize online tests and interviews, and even complete the entire recruitment process (Abia et al., 2020). This way of recruitment not only improves the efficiency of recruitment but also reduces the cost of recruitment and brings more choices and possibilities to the organization.

The rise of electronic recruitment marks that the recruitment industry has entered a new era. According to the research of PfiEFFELMANN et al.(2010), the Internet has become one of the main channels for organizations to attract job seekers and individuals looking for job opportunities. Online recruitment has higher target positioning accuracy and broader coverage than traditional newspaper advertisements. It can more accurately target the population and attract more qualified job seekers to submit resumes (Kar & Bhattacharya, 2009). Therefore, for employers, e-recruitment is undoubtedly a more cost-effective and efficient way to recruit.

E-recruitment is more than just a simple way to post job information online. It is an integrated human resource management software that guides and aids the entire recruitment process through specific network technologies. This software can help organizations reduce financial costs, improve management efficiency, and expand a broader talent pipeline. By integrating functions such as online job posting, resume screening, testing, and evaluation, the e-recruitment system can automate many tedious recruitment tasks, giving recruiters more time and energy to focus on the quality and match of candidates. According to Fayyazi and Afshar (2015), e-recruitment uses Internet technology to attract and select individuals to fill organizational vacancies.

E-recruitment is mainly concentrated on major job boards and social media platforms. With their large user base and active job markets, these platforms can quickly help organizations reach



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potential candidates. By posting job information on these platforms, establishing company home pages, and interacting with job seekers, organizations can more effectively show their image and culture and attract more talented people's attention and delivery.

Compared with traditional recruitment methods, e-recruitment has many advantages (Mosonik et al., 2022). First, it breaks the limitation of time and space so that recruitment activities can be carried out anytime and anywhere. Job seekers and recruiters can participate in the online recruitment process anytime, anywhere. Secondly, e-recruitment reduces costs. Instead of paying for expensive newspaper ads or participation in job fairs, organizations post job listings on an online platform. In addition, e-recruitment also improves the efficiency of recruitment. With features such as automated processing and online test evaluations, organizations can screen out qualified candidates more quickly and shorten the hiring cycle.

Under globalization, an increasing number of organizations have begun to use electronic recruitment as a modern method. With e-recruitment, organizations can implement more efficient recruitment processes, significantly improving overall performance (Babalola et al., 2015). This approach makes organizations more flexible and convenient in finding the right talent and speeds up the entire hiring process. This helps organizations fill job openings faster, reduce talent turnover, and increase employee satisfaction and loyalty. Ultimately, these positive factors will work together to improve the organization's overall business performance.

In e-recruitment, social networking sites and technology acceptance models (TAM) also play an essential role. Meah et al. (2021) explain using social networking sites in e-recruitment. They point out that these social networking sites allow users to create profiles, invite contacts and peers to access those profiles and interact by exchanging text with each other. This gives organizations a window into a candidate's social background, interests, and professional skills, helping to assess a candidate's fit more fully. Meanwhile, Abraham et al. (2020) highlighted the impact of the use of technology at work on all aspects of business. They believe technology offers a critical and beneficial way to upgrade an organization's hiring practices. For example, by utilizing advanced technologies such as big data and artificial intelligence, organizations can more accurately match and recommend job candidates, improving the efficiency and accuracy of recruitment. In addition, Ekanayaka et al. (2019) mentioned that the TAM was widely used in studying Internet-related behaviors and particularly impacted e-recruitment. The TAM model can help organizations better understand the degree of acceptance and willingness of job seekers and employees to use the

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e-recruitment system to optimize the system design and user experience and improve the effect and satisfaction of e-recruitment.

### **2.2.3 Electronic Training**

Continuous employee training and development have become critical to an organization's success in a rapidly changing work environment. Training provides employees with the knowledge and skills needed to do their jobs and is a vital means for organizations to adapt to market changes and remain competitive (Reuben et al., 2019). With the evolution of technology, e-training, as an innovative training method, is gradually occupying a dominant position within organizations.

E-training, or online or web training, uses digital technology to support and enhance employee training activities. It originated in human resource management, intending to provide training and development opportunities more efficiently and flexibly (Epebinu et al., 2023). E-training changes the way training content is delivered and redefines the structure and purpose of training itself.

The rapid development of information technology has extensively promoted the popularization and progress of e-training. Traditional offline training models are limited by time, place, and number of participants, while e-training overcomes these limitations. Employees can access training content anytime and anywhere through electronic devices for self-directed learning and simulation practice (Ramayah et al., 2012). Through e-training, enterprises can reach a wide range of people from different countries and regions, which can be carried out anytime and anywhere, helping to reduce costs and effectively convey information (Kuznia et al., 2014). This flexibility reduces training costs and improves the efficiency and accuracy of information delivery.

The application range of e-training is broad, covering various departments and disciplines. Organizations can use online platforms to provide diverse training content, such as video lectures, interactive simulations, online tests, and discussion forums, to meet different employees' learning needs and preferences (Belkhamza & Abdullah, 2019). This personalized learning experience helps increase employee motivation and engagement, increasing individual and organizational productivity.

Organizations are actively adopting emerging online technologies to optimize the training process to maintain a competitive edge and adapt to changing labor market demands. For example, virtual reality (VR) and augmented reality (AR) technologies can simulate real work scenarios and allow employees to conduct practical operations and skills training in virtual environments (Kamal et al.,

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2016). These innovative technologies not only improve the fun and interactive training but also enhance employees' learning effect and knowledge application ability.

E-training has become an indispensable part of an organization and is significant for improving employee performance and achieving organizational goals (Yoo et al., 2016). Research has shown a significant correlation between infrastructure, training methods, and employee performance in e-training (Selase et al., 2021). By adopting cutting-edge online technologies and training methods, organizations can develop the skills and capabilities of their employees more efficiently and quickly, thereby staying ahead of the fierce market competition.

In addition, e-training helps organizations achieve effective time management and cost control. Traditional offline training usually needs to be arranged in a particular time and place, while e-training allows employees to learn according to their own schedule, improving time utilization efficiency (Boru et al., 2022). At the same time, e-training also reduces training costs for organizations by reducing expenses such as venue rental, transportation, and accommodation. These advantages will ultimately translate into operational efficiencies and productivity gains for the organization.

In the current economic situation, electronic training facilities or infrastructure are essential management practices (Kalyanamitra et al., 2020). By providing professional e-training platforms and content, organizations can promote the comprehensive development of employees' professional knowledge, skills, and attitudes, thereby enhancing enterprises' profitability and market competitiveness. The successful implementation of e-training directly impacts the realization of organizational goals and the maintenance of employee productivity and positively impacts the company's brand image (Khalid et al., 2017). Therefore, e-training is undoubtedly a vital investment for organizations that strive for excellence and continuous development.

#### **2.2.4 Electronic Compensation**

In organizational management, compensation management is a core component that involves the planning, organizing, and controlling of all direct and indirect rewards employees receive for their work or services. Since compensation is usually the most significant single cost of an organization, effective compensation distribution significantly impacts organizational performance (Gomez-Mejia et al., 2014).

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With the continuous development of digital technology, e-compensation, as a branch of compensation management, is gradually playing an essential role in human resource management within organizations (Epebinu et al., 2023). E-compensation refers to managing and distributing employee compensation using digital technology, which includes the payment of wages, salaries, incentives, bonuses, commissions, and other related components (Akter & Moazzam, 2016).

In recent years, a growing number of organizations have begun to adopt e-compensation management systems, and this strategy is considered effective in realizing enterprises' strategic benefits, such as enhancements in reducing costs and improving services (Bondarouk et al., 2017). As a networked compensation tool array method, an e-compensation management system enables organizations to efficiently collect, store, and change data about employee compensation, thereby improving the efficiency and accuracy of compensation management.

Compensation planning and management is a complex process involving how organizations use modern and emerging technologies to support compensation planning and management to motivate and reward employees (Epebinu et al., 2023). In this process, e-compensation plays a crucial role. Through the e-compensation system, organizations can adjust the compensation structure more flexibly to meet employees' different needs and incentive requirements. At the same time, the electronic compensation system can also provide real-time compensation data and analysis reports to help organizations better understand the effect of compensation distribution in order to make timely adjustments and optimization.

Armstrong et al. (2006) point out that compensation management is a critical component of human resource management that seeks to address long-term challenges related to the way individuals prioritize the goals they create for themselves. In this context, as an innovative compensation management method, electronic compensation provides organizations with more opportunities and possibilities to optimize compensation distribution and improve employees' job satisfaction and performance.

To sum up, as an essential branch of compensation management, e-compensation plays a vital role in human resources management within organizations. By using digital technology to manage and distribute employee compensation, organizations can achieve compensation planning and management goals more efficiently, motivating and rewarding employees and improving organizational performance and competitiveness.

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### **2.3 Organizational Performance in the Tourism Industry**

Within the framework of the research presented in this article regarding the tourism sector, organizational performance emerges as a fundamental element that greatly influences the success and durability of commercial operations within the field. The tourism business is characterized by its energy and rivalry, with numerous organizations continuously working to attract tourists, enhance the experiences that tourists have, and maximize the sources of revenue. As a result, businesses operating in the tourist sector need to place a strong emphasis on delivering services of superior quality, providing individualized experiences, and providing outstanding customer service in order to guarantee consumer happiness and loyalty. Additionally, the use of e-recruitment and e-training modules has the potential to have a beneficial effect on the organizational performance of the tourism industry. Using computerized recruitment platforms, tourism companies are able to offer job openings to a wider audience and attract applicants from all over the world seeking employment opportunities. Through the digitization and automation of the recruitment process, it becomes feasible to save time and money, enhance recruitment efficiency, and guarantee transparency and fairness throughout the process. This makes it easier for the organization to recruit talented individuals of a high calibre, which ultimately boosts the company's capacity for innovation and competitiveness.

Additionally, electronic wage management is one of the significant variables that contribute to the overall organizational success of the tourism business. It is possible for good compensation allocation to have a big and beneficial impact on the financial performance of an organization. This is because compensation is the single most expensive asset that an organization possesses. Through the implementation of an electronic salary management system, tourism businesses are able to more effectively control and alter the levels of employee compensation, so ensuring that the wage system is both fair and transparent. Consequently, this contributes to the enhancement of employee satisfaction and loyalty, the reduction of staff turnover rates, and the promotion of the organization's stability and potential for sustainable development.

Additionally, e-compensation management systems have the potential to enhance the operational efficiency and cost-effectiveness of organizations. When compared to the old manual processing, an e-compensation management system has the potential to significantly simplify the process of managing salaries, reduce the amount of work that the human resources department has to do, reduce the expenses associated with management, and further improve the quality and reliability of

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data. By automating the computation of salaries, the compilation of compensation, and the generation of reports, tourist businesses are able to be more effective in managing wage transactions, thereby saving time and resources and allowing them to concentrate on their core business activities.

Moreover, financial performance is another crucial aspect of organizational performance in the tourism industry. Profitability, revenue growth, and cost-effectiveness are key indicators of financial performance for tourism businesses. Effective management of financial resources, investment in marketing and infrastructure, and strategic pricing strategies are essential for maximizing financial performance and ensuring the long-term viability of tourism businesses. Additionally, operational efficiency and effectiveness are vital components of organizational performance in the tourism industry. Efficient resource allocation, streamlined processes, and effective management of human resources contribute to operational excellence and organizational success. In the fast-paced and competitive tourism environment, organizations must continuously seek ways to improve operational efficiency, minimize costs, and enhance productivity to maintain a competitive edge.

Furthermore, organizational reputation and brand image are critical drivers of performance in the tourism industry. A positive reputation and strong brand image can attract tourists, build trust, and differentiate organizations from competitors. Therefore, tourism businesses must focus on building and maintaining a positive reputation through ethical business practices, environmental sustainability initiatives, and community engagement efforts.

## **2.4 Previous Studies**

Past research on the relationship between electronic human resource management (e-HRM) and employee performance has accumulated a wealth of findings and insights. These studies provide not only theoretical support but also guidance for practical application.

Bondarouk et al. (2017) explored in depth how e-HRM impacts employee business outcomes in terms of productivity. Their research found that key performance indicators such as employee engagement, work happiness, and productivity significantly improve once an e-HRM system is implemented. This finding highlights the importance of incorporating e-HRM into human resources processes to improve organizational performance. This also shows that through effective electronic management, enterprises can better stimulate employees' potential, thereby improving the overall efficiency of operations.

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Ganeshan et al. (2020) studied the impact of e-HRM on workplace productivity from another perspective. By combining human resource practice with information technology, they find that e-HRM technology, such as e-recruitment and e-training, can significantly improve the efficiency and effectiveness of human resource operations. This increase, in turn, improves employee performance and organizational success. This shows that making full use of technology in human resource management can bring tangible benefits to enterprises.

Marler et al. (2013) focused on the strategic function of technology in human resource management, especially the impact of e-HRM on worker productivity. Their research reveals an important fact that companies with e-HRM systems achieve more outstanding results in employee performance. This is because the human resources activities of these companies are strategically aligned with the business objectives. This finding highlights the need for companies to fully consider their alignment with overall business objectives when developing and implementing HR strategies.

Saleh et al. (2016) explored the relationship between e-HRM deployment and employee output from the organizational effectiveness perspective. Their findings show that organizations that fully adopt e-HRM systems perform better in employee performance. The performance of these employees is evaluated through a combination of several indicators, such as job satisfaction, productivity, and retention. This finding strongly supports organizations considering introducing or further optimizing e-HRM systems.

In addition, Bharti's (2015) study also highlighted the positive impact of the implementation of e-HRM on employee performance and corporate competitiveness. The research found that e-HRM systems can improve communication, cooperation, and information sharing among employees, significantly improve performance outcomes, and help organizations maintain a competitive edge. This study provides a new perspective to view the vital role of e-HRM in enterprise operations. It is a management tool and one of the critical drivers of business development.

## **2.5 Theoretical Framework**

Within the theoretical framework of this study, the primary objective is to investigate the ways in which electronic human resource management (e-HRM) can be included into the organizational performance of the tourism sector, with the intention of expanding its application to the Chinese tourism industry as well as other fields that are related to it. Through the use of information

technology and electronic platforms, e-HRM is a cutting-edge approach to human resource management that offers businesses solutions for human resource management that are both more effective and more adaptable. With a particular emphasis on practical elements such as e-recruitment, e-training, and e-compensation, an analysis of the use of e-HRM systems and techniques in the tourism industry's workforce will be conducted. One of the primary focuses of research will be on determining how the aforementioned factors influence employee performance, organizational efficiency, and competitiveness. In addition, the impact that the distinct cultural and technological environment of the Chinese tourism industry has on the implementation and organizational performance of e-HRM will be investigated. Furthermore, the ways in which the combination of Chinese culture and contemporary technology can influence the future development path of the tourism industry will be explored.

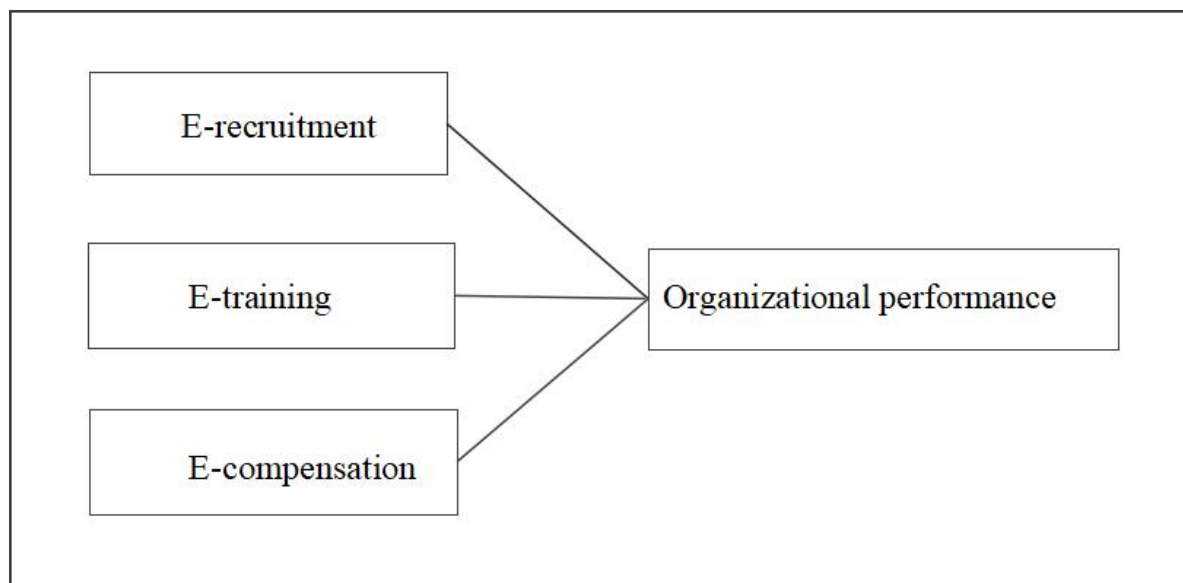


Figure 1: Conceptual Framework of the Study



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## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter provides a detailed exploration of the methodology and steps of the research, including a description of the research subjects and samples. Next, a research model was created, and the tools and data collection methods were thoroughly explained. To assure the reliability and effectiveness of the study, the questionnaire's validity was addressed, and a reliability analysis was conducted to evaluate the stability and consistency of the research instruments. The final section focuses on data analysis and processing. A thorough discussion of the statistical processing methods used in the data collection and organization process was conducted to ensure that the study's data analysis has scientific credibility. The goal of using this set of methods is to provide a solid methodological foundation for research, ensure that the study proceeds smoothly, and draw accurate and reliable conclusions.

#### **3.1 Research Design**

This study provides a comprehensive review of previous research and conducts in-depth quantitative analysis of the analysis units through a questionnaire survey. To ensure the validity of the questionnaire, consistency with previous relevant research topics was tested. The entire questionnaire consists of three parts, namely the demographic part aimed at collecting and researching demographic data from respondents, the part covering the application of e-HRM, and the part focusing on organizational performance.

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## **3.2 Data Collection Methods**

This study used quantitative surveys and structured questionnaire surveys to collect relevant data and information. The objective is to collect information from relevant organizations that are implementing e-HRM systems in the Chinese tourism industry. Additionally, the purpose is to collect the perspectives of employees, managers, and human resource professionals regarding e-HRM and its influence on the performance of organizations.

### **3.2.1 Constructing a Questionnaire**

The adoption of e-HRM and the impact it has on the performance of an organization were the subjects of a comprehensive survey questionnaire that was designed to examine key factors connected to organizational performance. Two primary sections make up the questionnaire, which are as follows:

Part A, Demographic Data: The core objective of this section is to obtain basic background information of the respondents, including gender, age level, education level, positions level, and tenure of work. These pieces of information will provide researchers with a comprehensive perspective on the characteristics of the respondent population.

Part B, Evaluation of Electronic Human Resource Management: This section contains a series of statements connected to these three aspects. Respondents are required to rate the degree of conformity of each statement on a Likert, which has a range that goes from 1 (strongly disagree) to 5 (strongly agree).

### **3.2.2 Sampling Strategy**

The sampling strategy involved relevant organizations that implemented electronic human resource management systems in the Chinese tourism industry. Purposeful sampling techniques were used to select organizations based on their adoption of electronic human resource management. In each selected organization, employees and human resources professionals were involved in the goal of ensuring a comprehensive understanding of viewpoints.

### **3.2.3 Data Collection Process**

The questionnaire survey is conducted electronically to maximize efficiency and reach a wider audience. Through the survey software, Questionnaire Star creates a questionnaire and sends it to the respondents via WeChat. The survey is distributed through an online survey platform, allowing

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respondents to complete it at their convenience.

### **3.2.4 Data Validation**

After receiving the response, a verification check was performed to ensure the accuracy and completeness of the data. This included reviewing response patterns, detecting any inconsistencies or errors, and verifying the authenticity of respondent information.

### **3.2.5 Ethical Considerations**

Ethical considerations were adhered to throughout the entire data collection process. Informed consent was obtained from all participants, with an emphasis on voluntary participation and confidentiality. Measures were taken to protect the anonymity of the respondents and ensure compliance with data protection regulations.

### **3.2.6 Data Analysis Plan**

Researchers will conduct in-depth and comprehensive analysis of the data collected from the questionnaire survey. Quantitative data will be analyzed using statistical techniques such as descriptive statistics, correlation analysis, and regression analysis.

## **3.3 Sampling Design**

This study adopted a targeted strategy in the sampling process, aiming to select representative and statistically significant samples from Chinese tourism industry organizations implementing electronic human resource management systems. To achieve this goal, simple random sampling is adopted as the main sampling method to ensure that each sample unit has an equal chance of being selected, to ensure the randomness and unbiased of the sample.

The study initially defines the scope as encompassing all organizations implementing the e-HRM system within the Chinese tourism industry. Subsequently, 203 sample units were randomly selected from these tissues. In order to enhance the representativeness of the samples, the study considers the development of the tourism industry in different regions and the application degree of e-HRM and strives to ensure the uniform distribution of the samples in different regions, to comprehensively reflect the diversity of the industry.

After selecting the sample organizations, the study further adopted a probability sampling method to ensure that employees, managers, and HR professionals within each organization had the

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opportunity to participate in the survey. Appropriate sampling was conducted according to the proportion of people at each level in the organization to ensure the comprehensiveness and accuracy of the data.

By combining simple random sampling and probability sampling, this study successfully constructed a sample that can accurately reflect the relationship between e-HRM application and organizational performance in the Chinese tourism industry. This sample is not only representative but also meets the statistical requirements, which provides a solid foundation for subsequent data analysis and research.

During the sampling process, the study strictly adhered to ethical principles, ensured the informed consent of all participants, and emphasized the importance of voluntary participation and confidentiality. At the same time, appropriate measures have been taken to protect the anonymity of respondents and data protection regulations have been strictly observed to ensure that their privacy and rights are protected.

In summary, by using simple random sampling and probabilistic sampling methods, combined with appropriate ethical considerations, this study successfully constructed a representative and statistically significant sample. This will help the subsequent data analysis and research to draw more accurate and reliable conclusions and provide a useful academic reference for the application and development of e-HRM in the Chinese tourism industry.

### **3.4 Research Instrument**

In the process of advancing this study, two core research methods were mainly used: questionnaire survey and in-depth review of existing literature. A questionnaire survey necessitates respondents to furnish responses to a pre-established set of inquiries in a designated sequence. Questionnaire surveys are often regarded as the most suitable way for gathering complete data, in comparison to observation and interviews. The decision to employ a survey questionnaire is predicated on its inherent ease in assessment and juxtaposition, particularly when utilized in conjunction with additional instruments like interviews. Furthermore, this approach is an economical strategy that efficiently gathers raw data, enabling respondents to provide replies closely aligned with their individual perspectives. By analyzing the data obtained from the questionnaire survey and delving into the specific impact of independent variables on the operational efficiency of the tourism industry.

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Literary research encompasses scholarly journals, books, conference proceedings, and other academic resources. The resources pertain to electronic human resource management (e-HRM), organizational performance in the tourism industry, and associated theoretical frameworks. A literature review is crucial for attaining certain study objectives. It began by analyzing current concepts and models that are relevant to the connection between electronic human resource management, organizational performance, and problems in the tourism industry, in order to establish a conceptual framework. This plan has facilitated the advancement of the research framework and the formulation of hypotheses pertaining to the problem. A literature review can also facilitate the identification of research lacunae, disparities, or domains that have not been thoroughly explored. During the course of the process, novel notions or viewpoints may emerge, which might then be employed for additional research purposes. Furthermore, engaging in literature research assists in defining the parameters of the research, delineating the characteristics of variables, and establishing standards for data collecting and analysis. It accomplishes this by furnishing the fundamental knowledge necessary for choosing research methodologies. A literature review substantiates study findings and interpretations by referencing prior theories and empirical studies. Hence, these discoveries and explanations are more comprehensible within this particular domain.

A questionnaire survey was done based on a literature study. Gather empirical data efficiently regarding the viewpoints and firsthand encounters of employees, supervisors, and human resources experts in e-HRM. Furthermore, it conducted an examination of the influence of electronic human resource management (e-HRM) on the operational effectiveness of tourism industry activities, particularly within the Chinese setting.

### **3.4.1 Methods of Implementation and the Necessary Time**

The survey questionnaire data will be examined utilizing the Social Science Statistics Package (SPSS) software. The questionnaire consists of pre-determined multiple-choice questions, where respondents select a single answer from a range of choices. The design and adjustments are based on prior reports. The survey questionnaire will be distributed to participants, who will have a limited time frame to respond to the inquiries. It is crucial to monitor this procedure in order to guarantee that only selected respondents offer their responses. Data will be gathered via the Question Star platform to guarantee privacy and confidentiality. The collected data will be inputted into SPSS for analysis, with an estimated duration of approximately one week for this process. Following the pilot testing phase, the final results of 203 samples will be enhanced in terms of their

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reliability and accuracy.

### **3.5 Constructs Measurement**

This study aimed to create a survey instrument to accurately assess the relationship between electronic human resource management (e-HRM) and organizational performance in the tourism industry.

The implementation of e-HRM involves electronic methods for recruitment, training, and pay. Regarding electronic recruiting, participants will assess the efficacy and efficiency of the recruitment process, encompassing the extent of job listings, the promptness of applicant responses, and the satisfaction of human resources experts with the recruitment system. Regarding electronic training, prioritize the assessment of the influence on employee skill enhancement and knowledge acquisition. Evaluate the rate of training completion, employee feedback on the content and accessibility, and the perceived effectiveness in enhancing work performance. Regarding electronic compensation, participants will assess the equity, transparency, and effectiveness of the pay system, encompassing the precision of salary processing, employees' perceptions of fairness, and the accessibility of compensation-related information. The assessment of organizational performance encompasses personnel productivity, financial outcomes, and operational effectiveness.

This section is an elaborate explanation of the questionnaire employed in this survey. The survey questionnaire is divided into Part A and Part B. Part A comprises five questions regarding personal background information. The questionnaire was constructed utilizing both nominal and ordinal scales. The nominal scale is the simplest kind of measurement, used to assign a value to the target for classification and identification purposes, without taking into account order, source, or level (Idika et al, 2023).

Section A comprises five questions that employ nominal scales to gather information on the respondents' gender, age, education level, years of work experience, and employment position. Part B comprises four sections, with the fourth section dedicated to assessing the dependent variable - organizational performance. The initial three components are utilized to assess the elements that impact organizational performance, encompassing three distinct factors: e-recruitment, e-training, and e-compensation. All questions in section B employ interval scales as they effectively capture information regarding differences, which are indicated by the distance between each variable. Interval scales are capable of offering relevant explanations and comparisons, making them particularly ideal for measuring opinions or attitudes.

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The assessment of organizational performance utilizes the Likert scale, a measurement technique well-suited for evaluating attitudes and characterised by its user-friendly nature (Routh et al, 2023). In section B, the Likert five point scale is used to evaluate the viewpoints of the respondents correlation between the independent variable and the dependent variable in detail through the ratings of the respondents, in order to explore their intrinsic connections more deeply. The scale is as follows: 1 denotes "strongly disagree", 2 denotes "disagree", 3 denotes "neutral", 4 denotes "agree", and 5 denotes "strongly agree". The Likert scale allows respondents to articulate their views by indicating their level of agreement or disagreement with each statement, thus creating a spectrum of attitudes ranging from highly favorable to highly unfavorable.

### **3.6 Data Processing**

Before conducting data analysis, various data preparation procedures need to be carried out. Initially, all gathered copies of the questionnaire will be assigned a number and tallied to guarantee the integrity and precision of the data. The objective of doing so is to mitigate potential concerns, such as irretrievable or misplaced copies of questionnaires, in order to guarantee the accurate processing of every piece of data.

Additionally, it is vital to verify the comprehensiveness of every questionnaire to ascertain that the respondents have provided a response to each inquiry. This stage is crucial for maintaining the reliability and accessibility of data, guaranteeing that no incomplete or inaccurate data is included in the analysis. Subsequently, it is imperative to authenticate the provided information. Through this approach, it becomes possible to identify prevalent issues, such as unauthorized code, irrational responses, and incongruous reactions. Illegal code refers to code that deviates from the given coding instructions, whereas illogical reactions are anomalous reactions that are distinctly dissimilar to other reactions. To enhance the quality and dependability of data, it is crucial to swiftly detect and rectify these flaws.

The next step involves data encoding and conversion, which entails encoding and converting the responses of the respondents to facilitate their input into the database. An illustrative instance is the utilization of a scale ranging from (1) to (5) to encode the independent and dependent variables, with (1) signifying profound disagreement and (5) signifying profound agreement. Data conversion involves the acquisition of negative reverse scores for the purpose of conducting unified analysis and comparison.

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Data input refers to the procedure of entering encoded data into SPSS software for the purpose of conducting reliability testing. Ultimately, document the test findings in order to compose the report and formulate conclusions. Completing these data preparation stages will establish a dependable basis for subsequent data analysis and guarantee the precision and reliability of study findings.

### **3.7 Data Analysis**

Utilizing Statistical Package for Social Science (SPSS) software to analyze and code the data gathered from the questionnaire survey enables researchers to ascertain if there exists a notable relationship between the independent and dependent variables. This software provides rich analytical tools that help to gain a deeper understanding of the relationship between independent and dependent variables. The main types of analysis include descriptive analysis, scale measurement, and inferential analysis.

Descriptive analysis aids researchers in summarizing and depicting data comprehensively, encompassing the calculation of statistical measures such as mean, median, and standard deviation, as well as creating histograms, box plots, and other visualizations, thereby facilitating a more intuitive comprehension of data distribution and attributes.

The core aim of scale measurement analysis is to assess the correlation and linear relationship between variables considered independent and those deemed dependent. In this process, key indicators such as Pearson correlation coefficient and Spearman rank correlation coefficient can be calculated to effectively evaluate the magnitude and direction of the correlation between variables.

Inferential analysis is the use of statistical methods to infer from sample data, in order to draw overall conclusions or inferences. This includes analysis of variance, multiple regression analysis, and other methods to verify research hypotheses and explore causal relationships between variables.

By conducting comprehensive analysis utilizing SPSS software, researchers can thoroughly and accurately examine the correlation between independent and dependent variables, thereby offering reliable support and evidence for the research conclusions.



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## **CHAPTER 4**

### **RESEARCH RESULTS**

#### **4.0 Introduction**

In this chapter, a statistical software package called Social Science 26 (SPSS 26) will be used to analyze data collected from a total of 203 questionnaires. The analysis process will be divided into multiple stages, covering core content such as scale measurement, descriptive analysis, and inference analysis. Descriptive analysis will delve into the diverse characteristics of the sample population, revealing in detail the diversity of gender distribution, age group, education level of the respondents, as well as their position level and tenure of work in the organization. As part of the scale measurement, reliability testing will be conducted on the data in order to evaluate the consistency and stability of the scale, as well as to investigate the extent to which each variable statement is relevant to the measurement. In the inference analysis stage, the Pearson correlation coefficient will be used to test the correlation between the three independent variables and organizational performance. Meanwhile, multiple regression analysis will also be conducted to reveal the combined effects of multiple independent variables on a single dependent variable.

At the end of this chapter, the research hypothesis information is summarized. Additionally, the findings of the research are reviewed, and the potential ramifications are examined. The data and the results of the analysis will be presented in a graphical and visual format through the use of charts and tables. This will allow the readers to better comprehend and assess the findings of the research.

#### **4.1 Descriptive Analyse**

##### **4.1.1 Respondent Demographic Profile**

#### 4.1.1.1 Gender

Table: 4.1 Respondents' Gender

		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	85	41.9	41.9	41.9
	Female	118	58.1	58.1	100.0
	Total	203	100.0	100.0	

Source: Developed for the research

Figure: 4.1 Gender



Source: Developed for the research

Detailed data on the gender distribution of respondents are presented in Table 4.1 and Figure 4.1. From this data, it is clear how gender is distributed among respondents. There were 85 males (41.87%). Among the 203 respondents, female accounted for a significant proportion, totaling 118 people, accounting for 58.13%.

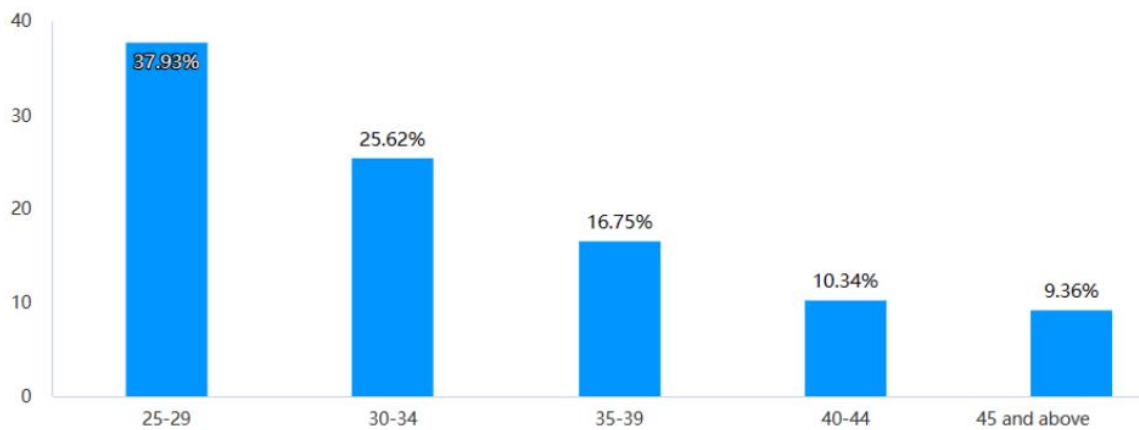
#### 4.1.1.2 Age

Table: 4.2 Respondents' Age

		<b>Age</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-29	77	37.9	37.9	37.9
	30-34	52	25.6	25.6	63.5
	35-39	34	16.7	16.7	80.3
	40-44	21	10.3	10.3	90.6
	45 and above	19	9.4	9.4	100.0
	Total	203	100.0	100.0	

Source: Developed for the research

Figure: 4.2 Age



Source: Developed for the research

The age distribution data of respondents, as depicted in Table 4.2 and Figure 4.2, distinctly illustrate the proportion of each age group within the overall population. As can be seen from the table data, the number of respondents in the 25-29 age group is the largest, reaching 77 people, accounting for

37.93% of the total number. This percentage is significantly higher than respondents in other age groups, indicating the dominance of this age group among respondents.

In addition, bar figure 4.2 intuitively shows the distribution pattern by age group. The bar figure is highly intuitive to reflect the number of respondents of each age group, and the numerical notation on it precisely gives the percentage of each age group. As can be seen from the figure, the bar chart representing the age group from 25 to 29 is significantly higher than other bar charts, further confirming the high proportion of this age group in the overall population.

From an academic perspective, respondents in the 25-29 age group occupy the most significant proportion of the population, reaching 37.93%, making them the group with the highest percentage among all age groups. This data reflects the importance of the younger generation among respondents and its impact on social, economic, and cultural areas.

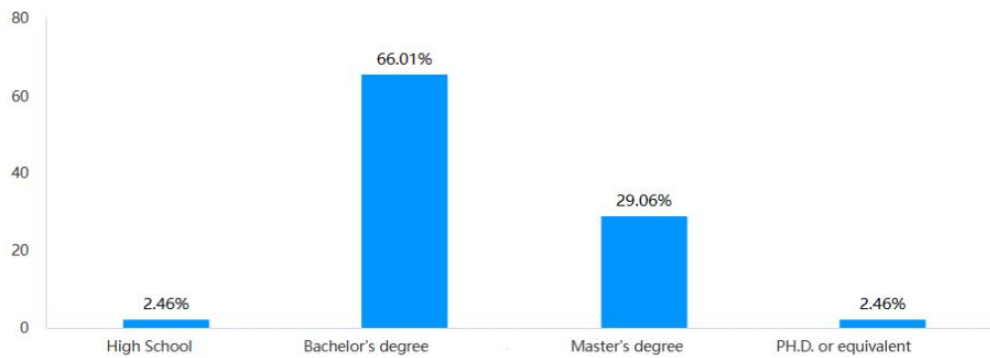
#### 4.1.1.3 Education Level

Table: 4.3 Respondents' Education level

		<b>EducationLevel</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	5	2.5	2.5	2.5
	Bachelor's degree	134	66.0	66.0	68.5
	Master's degree	59	29.1	29.1	97.5
	PH.D. or equivalent	5	2.5	2.5	100.0
	Total	203	100.0	100.0	

Source: Developed for the research

Figure: 4.3 Education level



Source: Developed for the research

Table 4.3 and Figure 4.3 reveal the distribution of respondents' education levels in detail. Figure 4.3 shows five respondents with high school education, accounting for 2.46% of the total sample. This is a relatively low percentage, indicating a generally high level of education among respondents. The number of respondents with bachelor's degrees was 134, accounting for 66.01% of the total sample. This significant proportion shows the dominance of undergraduate degrees among respondents. The number of respondents with master's degrees is 59, accounting for 29.06%. While lower than bachelor's degrees, this is still a significant proportion, highlighting the presence of a master's degree cohort among respondents. Five respondents had a doctor's degree or equivalent, accounting for 2.46% of the total sample. This highly educated group is relatively scarce among respondents.

Overall, most respondents have completed a bachelor's degree, making up 66.01% of the total. Master's degrees accounted for 29.06%, and high school and doctor's degrees or equivalents accounted for 2.46% each. This distribution of education level reflects the educational composition of the respondent group and provides an essential reference for subsequent data analysis and research.

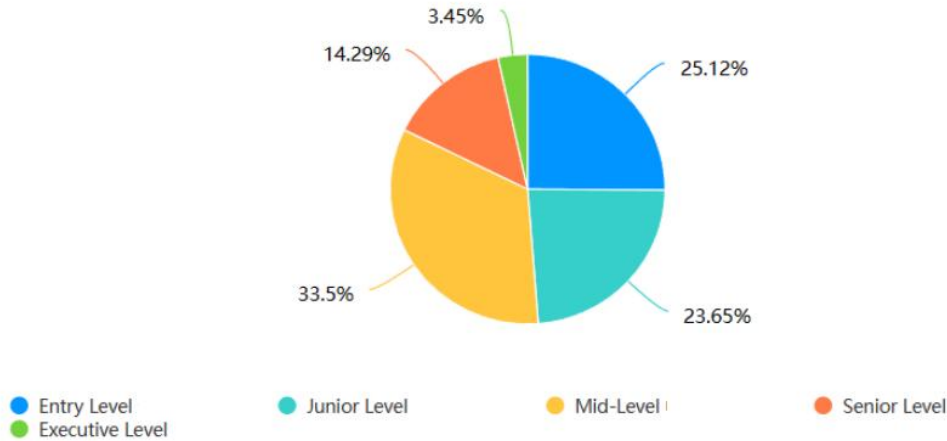
#### **4.1.1.4 Position Level**

Table: 4.4 Respondents' Position level

		<b>PositionLevel</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry Level	51	25.1	25.1	25.1
	Junior Level	48	23.6	23.6	48.8
	Mid-Level	68	33.5	33.5	82.3
	Senior Level	29	14.3	14.3	96.6
	Executive Level	7	3.4	3.4	100.0
	Total	203	100.0	100.0	

Source: Developed for the research

Figure: 4.4 Position level



Source: Developed for the research

By observing Table 4.4 and Figure 4.4, it is possible to clearly understand the distribution of respondents at different position levels. As can be seen from Table 4.4, 51 respondents held entry-level positions, accounting for 25.12% of the total. This ratio shows the prevalence of entry-level positions among respondents. This was followed by Junior Level positions, held by 48 people, or 23.65%. That's slightly less than the entry-level, but it's still a significant group. The number of respondents in Mid-Level positions was 68, accounting for the highest proportion, reaching 33.5%. This ratio shows the importance of mid-level jobs among respondents. There

were 29 Senior Level respondents, accounting for 14.29%. Although the percentage is relatively low, this group still occupies a particular place among respondents. In the end, there were only seven executive-level positions or 3.45 percent. This ratio shows the scarcity of executive-level positions among respondents.

In summary, the job level of respondents is mainly intermediate, accounting for 33.5%. Entry-level and junior positions accounted for 25.12% and 23.65%, respectively, while senior positions accounted for 14.29%, while executive level positions accounted for only 3.45%. This position level distribution reflects the interviewee group's career development stage and responsibility level.

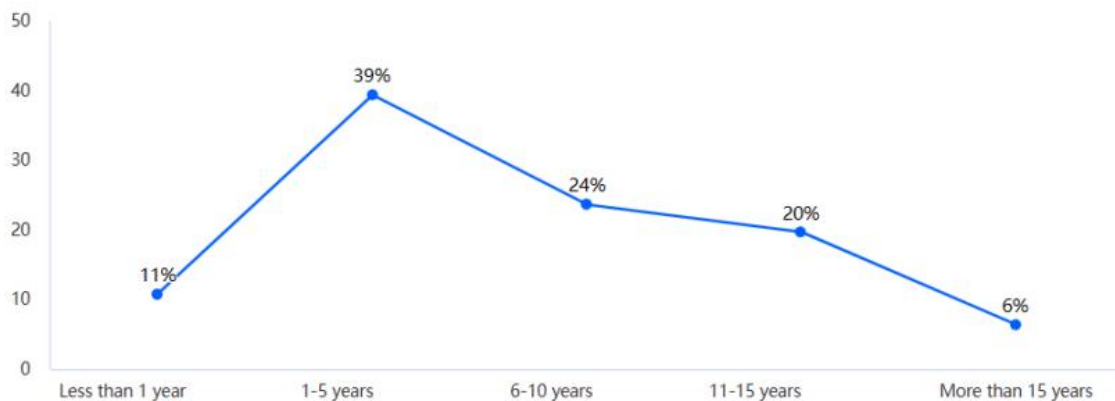
#### 4.1.1.5 Tenure of Work

Table: 4.5 Respondents' Tenure of work

		<b>TenureOfWork</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	22	10.8	10.8	10.8
	1-5 years	80	39.4	39.4	50.2
	6-10 years	48	23.6	23.6	73.9
	11-15 years	40	19.7	19.7	93.6
	More than 15 years	13	6.4	6.4	100.0
	Total	203	100.0	100.0	

Source: Developed for the research

Figure: 4.5 Tenure of work



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Source: Developed for the research

Table 4.5 and Figure 4.5 show the detailed distribution of the survey respondents' working years in the company. These data show the proportion of employees in different working years and its changing trend.

First of all, it can be seen from Table 4.6 that 22 employees have worked for less than one year, accounting for 10.84% of the total. This relatively low percentage indicates that most employees have been with the company for more than one year. The next is the employees who have worked for 1-5 years; the number of people is 80, accounting for 39.41%. This percentage is the highest of any age group, showing that most employees have been with the company for this range of hours. There are 48 employees with 6-10 years of working life, accounting for 23.65%. While this percentage is slightly lower than in the 1-5 year period, it is still a significant group. The number of employees who have worked between 11 and 15 years is 40, accounting for 19.7%. This ratio indicates that many employees have a more extended experience with the company. Finally, only 13 employees with more than 15 years of service account for 6.4%. This is the lowest percentage, indicating that relatively few employees have been with the company for over 15 years.

## **4.2 Scale Measurement**

Reliability analysis is a crucial step in measuring the quality of questionnaire data. Researchers used the Cronbach's Alpha coefficient tool to conduct a detailed check on the internal consistency of the scale to evaluate its reliability.

Cronbach's Alpha, also known as Cronbach coefficient  $\alpha$ , It is a widely used reliability evaluation method in psychology and social science research, aimed at measuring the performance of questionnaires or scales in terms of internal consistency. The  $\alpha$  coefficient ranges from 0 to 1, with higher values indicating better internal consistency of the scale. That is, the more robust the correlation between the various items. Generally speaking,  $\alpha$  coefficient above 0.7 can be considered reliable. 0.8 above indicates that the scale has good reliability, and 0.9 above indicates that the scale's reliability is very good.

### **4.2.1 Reliability Test for Independent Variable(E-Recruitment)**



Table: 4.6 Reliability Test for E-Recruitment

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.901	5

Source: Developed for the research

As shown in Table 4.6, the reliability coefficient between e-recruitment and organizational performance exceeds 0.9 in both pilot and actual studies. The results show that the relationship between e-recruitment and organizational performance is highly reliable in both research stages. This high reliability means that the research results are consistent and stable.

#### **4.2.2 Reliability Test for Independent Variable(E-Training)**

Table: 4.7 Reliability Test for E-Training

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.899	5

Source: Developed for the research

As shown in Table 4.7, the reliability coefficients between e-training and organizational performance exceed the threshold value of 0.9. This data indicates that the association between e-training and organizational performance is highly reliable in the two study phases. In short, the positive impact of e-training on organizational performance is evident, and the effect is stable and consistent, regardless of the research stage.

#### **4.2.3 Reliability Test for Independent Variable(E-Compensation)**

Table: 4.8 Reliability Test for E-Compensation

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.895	5

Source: Developed for the research

The data presented in Table 4.8 shows that the reliability coefficient between e-compensation and organizational performance exceeds 0.8, which is statistically significant and fully indicates a strong correlation between the two. This result highlights the central role of e-compensation in corporate operations and reveals its positive and reliable impact on organizational performance. This finding provides strong evidence to the academic and practical communities

#### **4.2.4 Reliability Test Dependent Variable(Organizational Performance)**

Table: 4.9 Reliability Test for Organizational Performance

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.880	4

Source: Developed for the research

The data presented in Table 4.9 indicates that the reliability coefficient concerning organizational performance is notably high at 0.88, signifying a statistically significant level of correlation among various indicators of organizational performance. This result further emphasizes the interdependence and mutual influence of various organizational performance indicators.

#### 4.2.5 Reliability Test for All Variables (Actual Study)

Table: 4.10 Reliability Test for All Variables

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.964	19

Source: Developed for the research

As presented in Table 4.10 above, the reliability test yielded a Cronbach's Alpha coefficient of 0.964, indicating a high level of internal consistency. According to the rule of thumb proposed by George and Mallery (2003), Cronbach's Alpha value is considered acceptable when it exceeds 0.6. If the value exceeds 0.70, it indicates that the scale has good reliability. When the value exceeds 0.80, the scale's reliability can be considered excellent. As the alpha value approaches 1.00, the internal consistency of the scale strengthens (Erzengin et al., 2013). In this study, Cronbach's Alpha coefficient was 0.891, which fully proves that the research scale has good reliability and internal consistency, which is consistent with the views of Zikmund et al. (2010).

#### 4.3 Inferential Statistical Analysis

In this study, reliability analysis was used to evaluate the reliability and consistency of measurement tools. During the data analysis process, the Pearson correlation coefficient and multiple regression analysis were integrated to examine the relationship between variables (Hair et al., 2007).

The Pearson correlation coefficient is a statistic that measures the degree of linear correlation between two indicator variables. This study measured all variables using Likert scales and considered interval-level data, so Pearson correlation coefficients were applicable. This coefficient provides relatively accurate results, revealing the direction (positive or negative), strength, and significance of the association between the independent and dependent variables.

The Pearson correlation coefficient can provide directional information about the relationship between variables (i.e., positive or negative correlation) and reveal the relationship's strength. By comparing the absolute values of the coefficients, we can understand the closeness of the

correlation between the variables. In addition, the coefficient is statistically significant and helps determine whether the observed association is due to random error.

When interpreting the Pearson correlation coefficient's specific value, it's crucial to understand that it falls within the range of -1 to +1. A coefficient near -1 indicates a strong negative linear relationship between Two different variables, meaning an grow in one accompanies a decrease in the other. Conversely, a coefficient close to +1 signifies a strong positive relationship between the variables, where both change in the same direction. The sign of the coefficient (+ or -) directly indicates the direction of this relationship.

The Pearson correlation coefficient, as an effective quantitative tool, can accurately reveal the linear relationship between the independent variable and the dependent variable, providing strong support for further elucidating the relationship between the two. Using this unified measurement, can help others understand the internal laws and patterns of the data more deeply and provide solid data support for the subsequent decision and analysis.

#### 4.3.1 Research on the Correlation Between E-recruitment and Organizational Performance

Table: 4.11 Correlations between E-recruitment and Organizational Performance

		aveER	aveOP
aveER	Pearson Correlation	1	.695**
	Sig. (2-tailed)		<.001
	N	203	203
aveOP	Pearson Correlation	.695**	1
	Sig. (2-tailed)	<.001	
	N	203	203

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for the research

According to the test results of the correlation coefficient Table 11, the p-value is lower than 0.01. This statistical significance suggests a significant association between e-recruitment and

organizational performance. The correlation value between the two is 0.695, which indicates a positive correlation. The correlation coefficient usually ranges from -1 to +1, and 0.695 is in the positive part of this range, further confirming the positive association between E-recruitment and organizational performance. In addition, the results show a positive correlation between e-recruitment and efficiency and a positive correlation with job satisfaction. This means that when the use of e-recruitment increases, organizational performance will be improved, and employee job satisfaction may increase accordingly. This finding has important implications for organizations, as it suggests that optimizing e-recruitment strategies can promote both organizational performance and employee satisfaction.

### 4.3.2 Research on the Correlation between E-training and Organizational Performance

Table: 4.12 Correlations between E-training and Organizational Performance

		aveET	aveOP
aveET	Pearson Correlation	1	.716**
	Sig. (2-tailed)		<.001
	N	203	203
aveOP	Pearson Correlation	.716**	1
	Sig. (2-tailed)	<.001	
	N	203	203

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for the research

The phase relation table 12 results reveal that the p-value is significantly less than 0.01, indicating a strong association between E-training and organizational performance. The correlation value between the two measures stands at 0.716, showing a positive relationship. The correlation coefficient, which typically ranges from -1 to +1, falls within the positive territory of this scale with 0.716, further affirming the positive link between e-training and organizational performance.

### 4.3.3 Research on the Correlation between E-compensation and Organizational Performance

Table: 4.13 Correlations between E-compensation and Organizational Performance

**Correlations**

		aveEC	aveOP
aveEC	Pearson Correlation	1	.808**
	Sig. (2-tailed)		<.001
	N	203	203
aveOP	Pearson Correlation	.808**	1
	Sig. (2-tailed)	<.001	
	N	203	203

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for the research

According to the test results of the correlation coefficient shown in Table 13, we can observe that the P-value is significantly less than 0.01, which tells us a significant correlation between electronic compensation and organizational performance. The correlation coefficient specifically stands at 0.808, indicating a relatively high positive correlation between the two variables.

In statistics, a correlation coefficient measures the strength and direction of a linear relationship between variables, and its value typically fluctuates between -1 and +1. A correlation coefficient nearing +1 signifies a strong positive relationship between the two different variables, indicating that an enhance in one variable is typically along with an increase in the other. In this study, the correlation coefficient of 0.808 between e-compensation and organizational performance is at the positive end of this range, further confirming the close correlation between the two.

#### **4.4 Multiple Regression Analysis**

Multiple regression analysis is used to explain the relationship between the three The relationship between independent variables (e-recruitment, e-training, and e-compensation) and dependent variables (organizational performance).

#### 4.4.1 Model Summary

Table: 4.14 Multiple Regression on Independent Variable and Dependent Variable (Model Summary)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.833 <sup>a</sup>	.693	.689	.574	.693	149.963	3	199	<.001

a. Predictors: (Constant), aveEC, aveER, aveET

Source: Developed for the research

According to the detailed data in Table 14, it can be seen that the R-value represents the correlation coefficient between the dependent variable and the independent variable. The independent variables here specifically refer to three aspects: electronic recruitment, electronic training, and electronic compensation. It is worth mentioning that the obtained R-value is as high as 0.833, which strongly indicates a significant positive correlation between the independent variable and the dependent variable organizational performance. This discovery provides strong evidence that electronic human resource management (e-HRM) plays an important role in improving organizational performance.

An R-value is a number between -1 and +1 that measures the strength of the linear relationship between two variables. The R-value was as high as 0.833, which fully indicates a strong positive correlation between the independent and dependent variables, and further highlights the key role of electronic human resource management in promoting organizational performance improvement. This implies that the dependent variable will experience a positive change in tandem with changes in the independent variable.

In addition, the R-square value (also known as the coefficient of determination) indicates the extent to which the independent variable explains the change in the dependent variable. According to Table 13, the independent variables (e-recruitment, e-training, and e-compensation) account for approximately 69% of the variation in the dependent variable (organizational performance). Moreover, this also implies that these independent variables fail to explain 31% of the variation. This may mean that other variables essential to organizational performance must be considered in this study.

#### 4.4.2 ANOVA

Table: 4.15 Multiple Regression on (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	148.105	3	49.368	149.963	<.001 <sup>b</sup>
	Residual	65.511	199	.329		
	Total	213.616	202			

a. Dependent Variable: aveOP

b. Predictors: (Constant), aveEC, aveER, aveET

Source: Developed for the research

The model was analyzed according to the ANOVA results presented in Table 15. The regression part shows that the regression sum of squares is 148.105 with 3 degrees of freedom, while the residual sum of squares is 65.511 with 199 degrees of freedom. This suggests that the predictive variables of the regression model can significantly explain the variation in organizational performance. In addition, the F-value of the regression is 149.963, and the P-value is less than 0.001, indicating that the regression model is significant as a whole. This means that the influence of predictive variables in the model on organizational performance is significant, and the degree of variation in the model is as high as 69.3%. Therefore, E-recruitment E-training , and E-compensation, have a balanced and significant impact on organizational performance. This finding has important implications for organizational managers as they guide key areas in improving organizational performance and provide guidance for developing more effective strategies.

#### 4.4.3 Coefficients

Table: 4.16 Multiple Regression on Independent Variable and Dependent Variable (Coefficient)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.575	.159		3.604	<.001	.260	.889		
	aveER	.168	.062	.176	2.702	.007	.045	.291	.363	2.756
	aveET	.158	.071	.155	2.221	.028	.018	.298	.318	3.146
	aveEC	.577	.062	.570	9.261	<.001	.454	.700	.408	2.454

a. Dependent Variable: aveOP



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Source: Developed for the research

According to Table 4.16, E-recruitment, E-training and E-compensation (independent variable) significantly impacts organizational performance(dependent variable). This is because the p-values E-recruitment, E-training, and E-compensation were less than the alpha value of 0.05.

Multiple linear regression equation

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where

Y= Linear relationship of organizational performance prediction (dependent variable)

a= constant

$\beta$ = Un-standardized Coefficients

X= Dimensions affecting organizational performance (independent variable)

$$\text{Organizational performance} = 0.575 + 0.168 (\text{E-recruitment}) + 0.158 (\text{E-training}) + 0.577 (\text{E-compensation})$$

The research results show that when organizational performance increases by one unit, the corresponding improvement in electronic recruitment is 0.168 units. In addition, for every unit increase in organizational performance, the increment of electronic training is 0.158 units, and the increment of electronic compensation is as high as 0.577 units.

Table 14 further details the relationship between electronic compensation and organizational performance. Specifically, electronic compensation has the most significant impact on the dependent variable (organizational performance), which is reflected in its high beta value (standardized coefficient), reaching 0.570. This result fully indicates that electronic compensation provides the most significant and unique contribution in explaining changes in the dependent variable (organizational performance). Following E-compensation, E-recruitment ranks second as its Beta value is the second highest (0.176). E-training exhibits the least contribution with the smallest Beta value (0.155).

## **4.5 Summary of Hypothesis Result**

Table 4.17: Summary of Hypothesis Result

Variables	Hypothesis Constructed	Result
E-recruitment	H1:There is a significant relationship between e-recruitment and organizational performance in the Chinese tourism industry.	Supported
E-training	H1:There is a significant relationship between e-training and organizational performance in the Chinese tourism industry.	Supported
E-compensation	H1:There is a significant relationship between e-compensation and organizational performance in the Chinese tourism industry.	Supported

Source: Developed for the research

Summarizing hypothesis testing, electronic recruitment (E-recruitment), electronic training (E-training), and electronic compensation (E-compensation) significantly affect organizational performance.

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## CHAPTER 5

### DISCUSSION AND CONCLUSION

#### 5.0 Introduction

The primary aim of this study is to thoroughly investigate the interrelationship between independent variables (E-recruitment, E-training, and E-compensation) and dependent variables (organizational performance) within the Chinese tourism industry. These findings are elaborated upon in detail within this chapter.

Initially, the preceding chapter outlined the data collection methods, sample characteristics, and analytical approaches employed. It was concluded that E-recruitment, E-training, and E-compensation are notably positively correlated with organizational performance. Following this, the paper will expound on the primary results of the study and their implications. How E-recruitment, E-training, and E-compensation affect organizational performance will be explored in depth, and the mechanisms and practical effects of these factors in improving organizational performance will be analyzed in detail. In addition, the paper will discuss the study's limitations, including possible limitations in sample selection, data collection, and analysis methods. Given these limitations, we will provide suggestions for future research aimed at refining and expanding our understanding of this issue. Finally, the whole research project is summarized and indicates that the project has been completed. This study provides important insights into the relationship between E-recruitment, E-training, E-compensation, and organizational performance for China's tourism industry and provides valuable reference and enlightenment for enterprises and organizations in the industry. At the same time, it is also expected that future research can continue to deepen the research in this field and provide strong support for the industry's sustainable development.

#### 5.1 Summary of Statistical Analyses

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### 5.1.1 Descriptive Analysis

In Chapter 4, using the demographic analysis method, the basic characteristics of the participants are described and analyzed in detail. These statistics not only reveal the basic characteristics of the respondents but also provide us with an in-depth understanding of the structure and characteristics of the practitioners in the tourism industry.

First, from the perspective of gender distribution, female respondents accounted for the majority of the total sample with 118 people, reaching 58.13%, while male respondents accounted for 85 people, 41.87%. This result may indicate a relatively high percentage of women working in the travel industry. This may be because the nature and content of jobs in the tourism industry are more suitable for women's characteristics, or women are given more opportunities in tourism education and training. In addition, it also reflects the increasing awareness and acceptance of women in the tourism industry.

Secondly, in terms of age structure, the respondents are mainly between the ages of 25 and 45, especially those between the ages of 25 and 29, who account for 77 people, reaching 37.93%. This data reflects that the practitioners in the tourism industry are mainly young people, which may be due to the characteristics and job requirements of the tourism industry are more suitable for young people. At the same time, the proportion of respondents over 45 years old is relatively low, only 19 people, 9.36%, which may mean that the tourism industry has specific challenges in attracting and retaining middle-aged and elderly practitioners or the physical challenge of middle-aged and elderly practitioners.

In addition, the survey results show that respondents are generally highly educated, with 134 respondents holding a bachelor's degree, accounting for 66.01%, while those with a master's degree account for 29.06%. This trend shows that with the popularization of higher education in China, practitioners in the tourism industry generally have a high level of education. This not only improves the overall quality and service level of the tourism industry but also provides strong talent support for the sustainable development and innovation of the industry.

Regarding working years, 80 respondents have work experience between 1 and 5 years, accounting for 49.41%. This distribution shows that young people with specific work experience dominate the tourism industry. These young workers may have a high enthusiasm for work and innovation ability,

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which can bring more vitality and opportunities to the tourism industry.

Finally, regarding rank characteristics, there are 7 top managers; the number is relatively small, only 3.45%. The respondents of Entry Level, Junior Level, Mid Level, and Senior Level accounted for 25.12%, 23.65%, 33.5%, and 14.29%, respectively. This distribution of ranks shows that the tourism industry has a relatively balanced rank structure but a relatively small number of senior managers. This may mean that the tourism industry still has room for improvement in the training and selection of senior managers, and it is necessary to strengthen the training and introduction of senior management talents to improve the overall management level and competitiveness of the industry.

## **5.1.2 Inferential Analyses**

### **5.1.2.1 Summary of Scale Measurements**

This study used Cronbach's Alpha coefficient to test the internal consistency reliability of the four critical constructions for Chinese tourism organizations. These four constructions, e-recruitment, e-training, e-compensation, and organizational performance, play an essential role in the management of modern tourism enterprises. Especially in digital and intelligent transformation, these electronic management methods are crucial to improving tourism enterprises' operational efficiency and competitiveness.

In the context of the rapid development of the Chinese tourism industry, enterprises are facing fierce market competition and ever-changing market demand. Therefore, using electronic management methods, such as e-recruitment, e-training, and e-compensation, can help enterprises manage human resources more efficiently and improve employees' work efficiency and satisfaction. At the same time, organizational performance, as an essential indicator to measure the operating results of enterprises, is also the direction of continuous attention and optimization of enterprises.

According to the research results, the  $\alpha$  coefficient of e-recruitment reaches 0.901, showing a high internal consistency reliability. This indicates that in China's tourism organizations, the measurement items of e-recruitment can accurately reflect its core characteristics and provide a stable and reliable recruitment tool for tourism enterprises. The  $\alpha$  coefficients of e-training and e-compensation also reach 0.899 and 0.895, respectively, indicating that the measurement items of these two constructions also have good internal consistency, which provides strong support for the

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decision-making of tourism enterprises in employee training and salary management.

The  $\alpha$  coefficient of organizational performance is 0.880, slightly lower than the other three constructions but still within the acceptable range. This may be because, in the Chinese tourism organizations, organizational performance is affected by many factors, such as market environment, competition, corporate culture, etc. Therefore, in future studies, we can further explore how to improve the internal consistency of organizational performance measurement to more accurately evaluate the operating results of tourism enterprises.

#### **5.1.2.2 Pearson Correlation**

Following internal analysis, this study identified e-recruitment, e-training, and e-compensation as three primary independent variables and employed Pearson correlation analysis to thoroughly investigate their correlation with organizational performance.

Pearson correlation analysis is a widely used statistical method that aims to quantify the degree of linear correlation between two variables. In this study, we pay special attention to the positive correlation between independent variables and organizational performance and whether organizational performance presents a corresponding growth trend when independent variables increase.

The findings reveal that the correlation coefficient between e-recruitment and organizational performance is 0.695, between e-training and organizational performance is 0.716, and between e-compensation and organizational performance is 0.808. These correlation coefficients are significantly greater than 0 and close to 1, indicating a significant positive correlation between these three independent variables and organizational performance.

Specifically, the positive correlation between e-recruitment and organizational performance reveals the positive impact of the optimization and efficiency improvement of the e-recruitment process on organizational performance. This shows that by improving the e-recruitment strategy, enterprises can attract and select excellent talents more efficiently, thus laying a solid foundation for improving organizational performance.

The positive correlation between E-training and organizational performance highlights the critical role of e-training in improving employees' skills and knowledge. This means that through the

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effective use of the e-training platform, enterprises can provide employees with personalized learning paths and development opportunities, thus promoting employee growth and improving organizational performance.

The high correlation between E-compensation and organizational performance further emphasizes the key role of e-compensation management in stimulating employee enthusiasm and improving organizational performance. This shows that through electronic compensation management tools, enterprises can realize the transparency and fairness of the salary system, effectively motivate employees to give full play to their potential, and then promote the significant improvement of organizational performance.

### **5.1.2.3 Multiple Regression Analysis**

According to the information provided in Table 4.14, the beta coefficient for electronic compensation and organizational performance is the highest, at 0.57, signifying the notable influence of electronic compensation on organizational performance. The second is e-recruitment, whose beta coefficient is 0.176, meaning that e-recruitment also has a certain effect on organizational performance. The lowest correlation coefficient with organizational performance is e-training (0.155), but it still has an important relationship with organizational performance.

After in-depth analysis, it was found that the correlation coefficient between the three different independent variables of electronic recruitment, electronic training, and electronic compensation and organizational performance is as high as 0.833. This value means that the regression line can effectively explain about 83.3% of organizational performance changes. In addition, the coefficient of determination ( $R^2$ ) It is 0.693, which further proves that electronic recruitment, electronic training, and electronic compensation can explain about 69.3% of organizational performance differences, highlighting their important role in improving organizational performance.

In summary, the results of this study confirm the important relationship between e-recruitment, e-training, e-compensation, and organizational performance. In particular, e-compensation has the most significant impact on organizational performance, followed by e-recruitment and e-training.

## **5.2 Discussions of Major Findings**

### **5.2.1 Discussion on Pearson's Correlation Coefficient**

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### **5.2.1.1 Electronic Recruitment**

H0=There is no significant relationship between e-recruitment and organizational performance in the Chinese tourism industry.

H1=There is a significant relationship between e-recruitment and organizational performance in the Chinese tourism industry.

According to the data presented in Table 4.10 of Chapter 4, the Pearson correlation coefficient between e-recruitment and organizational performance is 0.695, which is significant at a 99% confidence level ( $p < 0.01$ ), indicating a significant positive correlation between the two. In other words, when the utilization rate of e-recruitment is increased, organizational performance is also improved. This finding reveals the positive impact of e-recruitment on organizational performance, and the satisfaction level is above the medium level.

For Chinese tourism organizations, the influence of e-recruitment on organizational performance is significant. This implies that these organizations prioritize the role of e-recruitment in enhancing organizational performance. Therefore, the original hypothesis H0 (there is no significant relationship between e-recruitment and organizational performance in the Chinese tourism industry) is rejected. In contrast, the alternative hypothesis H1 (there is a significant relationship between e-recruitment and organizational performance in the Chinese tourism industry) is supported.

According to Oyoru's study (2023), e-recruitment positively and decisively affects organizational performance. Among the three factors affecting organizational performance in this study, the influence of e-recruitment on organizational performance is significant and noticeable. Based on this finding, it is reasonable to speculate that in the increasingly competitive market environment of the travel industry, those organizations that can effectively utilize e-recruitment tools will be more likely to stand out in attracting and selecting top talent, thereby further improving organizational performance (Nguti et al., 2021).

### **5.2.1.2 Electronic Training**

H0=There is no significant relationship between e-training and organizational performance in the Chinese tourism industry.

H1=There is a significant relationship between e-training and organizational performance in the Chinese tourism industry.



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Based on the data provided in Table 4.11 of Chapter 4, the Pearson correlation coefficient between e-training and organizational performance is 0.716, which is statistically significant at a 99% confidence level ( $p < 0.01$ ), suggesting a substantial positive correlation between the two. Since the correlation coefficient is positive, we can infer that e-training has a positive impact on organizational performance. Therefore, null hypothesis H<sub>0</sub> (there is no significant relationship between e-training and organizational performance in the Chinese tourism industry) is rejected, while alternative hypothesis H<sub>1</sub> (there is a significant relationship between e-training and organizational performance in the Chinese tourism industry) is supported.

Specifically, when the quality and implementation of e-training are better, the organization's performance level is correspondingly higher. According to the research of Al Hazi, M. (2020), e-training plays an important role in improving employees' skills and knowledge, thus promoting the overall performance improvement of organizations. With the rapid development of digitalization and intelligence, e-training has become one of the important means for enterprises to improve the quality and ability of employees.

Based on this finding, it can be further speculated that in the future, human resource management, those enterprises that can fully use electronic training tools to provide employees with efficient, convenient, and personalized training services, will be more likely to stand out in the fierce market competition. At the same time, with the continuous development and innovation of technology, the form and content of e-training will be more diversified (Altwijri et al., 2022), providing enterprises with more opportunities and possibilities to improve employee performance and organizational performance.

### **5.2.1.3 Electronic Compensation**

H<sub>0</sub>=There is no significant relationship between e-compensation and organizational performance in the Chinese tourism industry.

H<sub>1</sub>=There is a significant relationship between e-compensation and organizational performance in the Chinese tourism industry.

Based on the data presented in Table 4.12 within Chapter 4, the Pearson correlation coefficient between e-compensation and organizational performance is as high as 0.808, which is significant at a 99% confidence level ( $p < 0.01$ ), fully indicating that there is a strong positive correlation between

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the two. As the correlation coefficient is positive, we can infer that the implementation effect of e-compensation has a positive impact on organizational performance. Therefore, the original hypothesis H0 (there is no significant relationship between e-compensation and organizational performance in the Chinese tourism industry) is rejected. In contrast, the alternative hypothesis H1 (there is a significant relationship between e-compensation and organizational performance in the Chinese tourism industry) is supported.

Specifically, when a company performs better in electronic compensation management, its organizational performance tends to be higher. Electronic compensation management can calculate and issue compensation more accurately and efficiently to improve employee satisfaction and incentive effect (AlHamad et al., 2022), thus promoting organizational performance improvement. In the digital era, electronic salary management has become indispensable to enterprises. It can not only improve the efficiency of human resource management but also help enterprises develop more reasonable salary strategies through data analysis and optimization to stimulate employees' enthusiasm and creativity.

### **5.3 Implications of the Study**

#### **5.3.1 Managerial Implication**

Thorough and comprehensive research has revealed that e-recruitment, e-training, and e-compensation are three independent variables that exhibit a significant positive correlation with organizational performance. This finding reveals the key factors affecting organizational performance in the Chinese tourism industry and points out the practical path to improving organizational performance.

Based on the research results of Electronic Human Resource Management (e-HRM), it is possible to systematically collect and analyze the interaction and influence mechanism between these critical variables. This provides a scientific basis for formulating accurate and efficient human resource management strategies and valuable data support for people. Through these studies, it can be more clearly recognized that in the context of the rapid development of the Chinese tourism industry, optimizing key links such as e-recruitment, e-training, and e-compensation is a critical way to improve the overall performance of organizations effectively.

In addition, these findings provide a range of practical guidelines. In the actual operation process,

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managers can improve and perfect relevant management systems and methods according to these guidelines to enhance the organization's operational efficiency and performance level.

### **5.3.1.1 Electronic Recruitment**

According to the literature, e-recruitment is a moderate beta variable with a beta of 0.176, but it is still significant for organizational performance. Research has found that e-recruitment positively correlates with various outcomes, including organizational effectiveness, talent acquisition, and employee satisfaction (Alateyah, 2018).

Junejo and Khawaja's (2019) research shows a significant positive correlation between e-recruitment and organizational performance. E-recruitment includes various components for instance remote work postings, resume databases, and recruitment tracking systems. These components help streamline recruitment, shorten recruitment times, and attract more qualified candidates.

In addition, the benefits offered by e-recruitment vary from person to person. For example, the younger generation may prefer the convenience and accessibility of an online job search, while others may prefer the ability to research a company's culture and values before applying. Therefore, organizations must identify the most critical components of e-recruitment to meet the diverse needs of potential candidates.

Employees recruited through electronic channels demonstrate higher engagement and commitment to the organization. The results of Pearson correlation coefficient analysis support this finding, indicating a significant relationship between e-recruitment and organizational performance, as pointed out by (Lee et al., 2020).

Given the importance of e-recruitment in attracting and retaining talent, organizations should prioritize investing in e-recruitment platforms. Doing so can improve their ability to attract top talent, reduce turnover, and ultimately improve organizational performance. In addition, adopting e-recruitment practices can save costs associated with traditional recruitment methods, such as advertising and administrative expenses.

### **5.3.1.2 Electronic Training**

According to recent research, electronic training (e-training) is a variable with a beta value of 0.155,

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indicating its significance in influencing organizational performance. E-training has been shown to positively correlate with various aspects of organizational effectiveness, including employee skill development, knowledge retention, and overall productivity (Rathee et al.,2018).

Studies by Alsalamah and Callinan (2022). Highlight a significant positive relationship between e-training initiatives and organizational performance metrics. E-training encompasses a range of digital learning tools and platforms, such as online courses, virtual classrooms, and interactive modules. These resources allow employees to learn independently, access relevant training materials anytime, and participate in collaborative learning experiences.

Furthermore, e-training programs provide benefits catering to employees' diverse learning preferences and needs. For instance, remote workers may appreciate the convenience of accessing training materials from any location, while visual learners may benefit from multimedia-rich e-learning content. Therefore, organizations must identify the most impact components of e-training to maximize its effectiveness in improving employee competencies and driving organizational success.

Employees who participate in e-training initiatives tend to demonstrate higher levels of job satisfaction and engagement, as evidenced by a significant positive correlation between e-training and organizational performance (Boru et al., 2022). This suggests that investing in e-training not only enhances employee skills but also contributes to overall workforce satisfaction and retention.

Given the importance of e-training in developing a skilled and motivated workforce, organizations should prioritize adopting digital learning technologies. By leveraging e-training platforms, organizations can empower employees to acquire new skills, adapt to changing job requirements, and contribute to achieving strategic objectives. Furthermore, e-training initiatives can lead to cost savings by reducing expenses typically associated with traditional training methods, including travel expenses and instructor fees.

### **5.3.1.3 Electronic Compensation**

According to the research results, e-pay has the highest beta value of the three variables, which indicates that there is a significant positive correlation between organizational performance and e-compensation. The discovery has particular implications for the tourism industry. With the development of the tourism industry, the practitioners in this industry are becoming younger and

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younger, and their acceptance and expectation of e-compensation are relatively high.

Beta value, as an indicator to measure the strength of the relationship between variables, directly reflects the closeness of the relationship between e-compensation and organizational performance. This study clearly shows a significant positive correlation between organizational performance and e-compensation. For young tourism industry workers, electronic compensation is not only a meaningful way to get paid but also an important indicator to measure the value of their work and the recognition of the enterprise.

In the travel industry, young workers are often more focused on flexibility and convenience, and e-compensation can meet this need. Through electronic compensation management, enterprises can deal with compensation affairs more efficiently and accurately and provide employees with more convenient and personalized compensation services. This helps increase employee job satisfaction and loyalty and attracts more young and talented people to join the tourism industry.

At the same time, with the trend of younger tourism practitioners, enterprises also need to pay more attention to the innovation and development of electronic compensation management. For example, advanced technology can be used to develop a more intelligent and personalized electronic salary management system to provide employees with more comprehensive and accurate salary information and services. This can not only further enhance the work experience and satisfaction of employees but also inject new vitality and momentum into the sustainable development of the enterprise.

#### **5.4 Limitation of the Study**

When researching e-human resource management (e-recruitment, e-training, e-compensation) in the Chinese tourism industry, there are inevitably some limitations, which may affect the comprehensiveness and accuracy of the research.

First of all, the sample size of this study is relatively limited, with only 203 data collected, mainly from the whole country of China. Although the sample size can reflect the situation of e-HRM in the Chinese tourism industry to a certain extent, it may only partially represent the actual situation of the entire industry due to geographical breadth and industry diversity limitations. Therefore, the generalization and application of research results must be treated cautiously.

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Secondly, there are some limitations in information acquisition. In the course of research, researchers may need help obtaining comprehensive and accurate information. This may be due to the specific practices and data confidentiality requirements of relevant enterprises on electronic human resource management, resulting in researchers needing help to understand and obtain detailed data support deeply. Secondly, due to the confidentiality requirements of enterprises on electronic human resource management practices and the lack of historical data and literature support, the research may need more historical data and literature support to obtain comprehensive and detailed information.

In addition, this study uses a questionnaire survey as the primary data collection method. Although a questionnaire survey can obtain respondents' honest thoughts and feedback to a certain extent, it still has certain limitations. Some interviewees may have deviated from the actual situation due to their misunderstanding of the questionnaire or subjective factors. In addition, due to the anonymous nature of the questionnaire, the researchers needed help to verify the identity of the respondents thoroughly and the authenticity of the information provided.

Finally, due to research time and resource constraints, this study may only be able to cover some aspects and details of electronic human resource management. For example, it may not be possible to conduct an in-depth comparison and analysis of the differences and characteristics of e-human resource management in tourism enterprises of different sizes, types, and regions. This will also have a particular impact on the comprehensiveness and depth of the research.

## **5.5 Recommendations for Future Research**

Certain weaknesses were identified in this study, which may indicate some inaccuracy in the survey results. To address this concern, several recommendations have been proposed to mitigate the limitations encountered in this study. Other researchers will consider these recommendations as they delve deeper into the field.

First, expanding the sample size and coverage is the key to improving research representativeness. Increasing the sample size can more accurately reflect the overall situation of the Chinese tourism industry while collecting samples across the country. Offer a deeper and more thorough comprehension of the application of e-HRM in different regions. In addition, it is also critical to ensure that research covers all types and sizes of tourism enterprises in order to assess the practices and effects of e-HRM more fully.

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Secondly, using multiple data collection methods can provide a more comprehensive understanding of the operation and effects of electronic human resource management. Using a questionnaire survey, interview, and observation, information combining quantitative and qualitative data can be obtained to analyze the influencing factors and mechanisms of e-human resource management deeply.

In addition, strengthening cooperation with enterprises and data sharing are also important ways to improve the accuracy of research. Establishing partnerships with tourism companies can obtain more detailed internal data and practice cases, which will help gain insight into the actual operation of e-HRM. At the same time, promoting data sharing and exchange can encourage more research and practice on e-HRM among enterprises and research institutions.

Using pre-test and post-test design effectively evaluates the change and effect of electric human resource management practice. Through comparative analysis of the data before and after the study, the impact of e-HRM on enterprises and employees can be more accurately assessed, and the improvement and optimization effects in practice can be found.

Finally, an in-depth study of the differences and characteristics of e-HRM in different types and regions of tourism enterprises helps provide more comprehensive and targeted guidance and suggestions for the whole industry. Paying close attention to industry trends and the application of emerging technologies can also help adjust research directions and strategies promptly to better adapt to industry changes.

In conclusion, by implementing these improvement suggestions, we can achieve a more thorough understanding of the utilization and influence of e-HRM in the Chinese tourism industry, thereby offering more precise recommendations and guidance for industry development.

## **5.6 Conclusion**

The research is dedicated to examining the internal relationship between e-recruitment, e-training, e-compensation, and organizational performance in the Chinese tourism industry. Several significant findings were revealed using statistical analysis methods, including descriptive analysis, scale measurement, Pearson correlation analysis, and multiple regression analysis.

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First of all, the research results show that e-recruitment, e-training, and e-compensation significantly correlate with organizational performance. Specifically, optimizing and improving the e-recruitment process can attract and select top talent more effectively, resulting in higher performance for the organization. Similarly, e-training programs can enhance employees' professional skills and knowledge, thereby improving the organization's overall operational efficiency. And effective electric compensation management can enhance employee satisfaction and work enthusiasm and have a positive impact on organizational performance.

Second, important management implications have been drawn from these findings. Organizations should prioritize investing in electronic human resources management practices such as e-recruitment, e-training, and e-compensation to improve their operational efficiency and performance. By entirely using advanced electronic management methods such as e-recruitment platforms and e-training programs, organizations can attract and retain talented people more accurately, cultivate a more professional and efficient workforce, and further enhance overall productivity and competitiveness.

However, the study is also candid about its limitations. For example, the relatively small sample size may result in under representative results, while potential biases in data collection methods may also have some impact on the study results. Suggestions for future research are presented to overcome these limitations. Recommendations include expanding the sample size to improve the representativeness of the study, adopting multiple data collection methods to obtain more comprehensive and accurate information, strengthening cooperation with enterprises to get more authentic and reliable data support, and in-depth research on regional and industry differences to reveal the applicability and effectiveness of electronic human resources management practices in different contexts.

Overall, this study provides valuable insights and implications for the application and impact of electronic human resources management practices in the Chinese tourism industry. By addressing identified limitations and implementing recommended improvements, future research can further advance the understanding of this critical issue and contribute to the sustainable development of tourism. At the same time, it is also expected that these findings can provide a valuable reference for tourism managers and decision-makers and guide them to pay more attention to the role and value of e-HRM in practice.



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## APPENDICES

### Appendix A Questionnaire



#### UNIVERSITI TUNKU ABDUL RAHMAN (UTAR) FACULTY OF ACCOUNTANCY AND MANAGEMENT (FAM)

#### Survey Questionnaire

Dear respondents,

I am JiaJing , a postgraduate student in the Master of Business Administration (MBA) programme at Universiti Tunku Abdul Rahman (UTAR). Currently, I am conducting a study on the impact of electronic human resource management on the organizational performance of China's tourism industry. The core objective of this study is to explore the specific impact of electronic human resource management, including electronic recruitment, electronic training, and electronic compensation, on organizational performance.

You have been invited to participate in the research project by completing this brief questionnaire. Please rest assured that all your responses will be anonymous and the information collected will be strictly confidential. If you have any questions or need further clarification during the questionnaire filling process, please feel free to contact us via email at any time [j2907783453@utar.my](mailto:j2907783453@utar.my) Contact me.

Thank you very much for participating in this survey. I will cherish your feedback very much.

Thank you again for your support and cooperation!

Salute!

JiaJing

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Instructions:

1. This questionnaire consists of TWO (2) sections. Please answer ALL questions in ALL sections.
2. It will only need approximately 10- 15 minutes to complete the entire questionnaire.
3. The contents of this questionnaire will be kept strictly confidential.

## SECTION A : DEMOGRAPHIC DATA

This section requests for your background information. Please tick the appropriate answers.

1. What is your gender?

- Male
- Female

2. What is your age?

- 25-29
- 30-34
- 35-39
- 40-44
- 45 and above

3. What is your highest level of education?

- High School
- Bachelor's degree
- Master's degree
- PH.D. or equivalent

4. How many years have you been employed in your current organization?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

5. How would you describe the organizational level where you currently work?

- Entry Level
- Junior Level
- Mid-Level
- Senior Level
- Executive Level

## SECTION B

### Instruction

Please select appropriate responses that best describe your response to the prompt.

Please indicate your level of agreement or disagreement on the following statements from 1 (Strongly disagree) to 5 (Strongly agree) with regards to the prompt. Kindly circle the answer according to your preference

N0.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>E-Recruitment</b>						
1	Has your organization use its website for job advertising?	1	2	3	4	5
2	Is there an option for job applicants to electronically submit their applications?	1	2	3	4	5
3	Can applicants in your organization conveniently track the progress of their applications?	1	2	3	4	5
4	Has your organization used e-recruitment effectively simplified the selection procedure of recruitment?	1	2	3	4	5
5	Has the adoption of E-recruitment resulted in a positive impact on the efficiency of your organization?	1	2	3	4	5
<b>E-Training</b>						
1	Can the adoption of e-training significantly enhance a company's efficiency by promoting skill development among employees?	1	2	3	4	5

2	Does e-training contribute to improved time management, resulting in increased overall efficiency and cost reduction for the company?	1	2	3	4	5
3	Has the implementation of E-training and staff development led to noticeable improvements in the efficiency and productivity of the company?	1	2	3	4	5
4	Does the enhanced E-training and development of staff play a role in elevating the quality of customer service and enhancing the overall brand image?	1	2	3	4	5
5	Is E-training widely acknowledged as an effective means to boost staff knowledge awareness, positioning it as a crucial factor in driving product/service innovation?	1	2	3	4	5
<b>E-Compensation</b>						
1	Is the E-compensation system based on performance able to ensure fairness and equity?	1	2	3	4	5
2	Can employees clearly view their E-compensation electronically?	1	2	3	4	5
3	Does E-compensation ensure fair distribution of benefits and prevent corruption?	1	2	3	4	5
4	Can E-compensation reduce costs and make efficient use of the organisation's financial assets?	1	2	3	4	5

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5	Is an E-compensation system critical in the process of recruiting, motivating and retaining talent in an organization?	1	2	3	4	5
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<b>Organizational Performance</b>						
1	Through optimizing HR processes, does it align employee development goals with company goals?	1	2	3	4	5
2	Can reducing production and operating costs improved organizational performance?	1	2	3	4	5
3	Does the organizational performance by ensuring high quality production?	1	2	3	4	5
4	Can the organization pursue competitive advantage by developing products or processes with other companies?	1	2	3	4	5

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## Descriptive Analyse

### 1. Gender

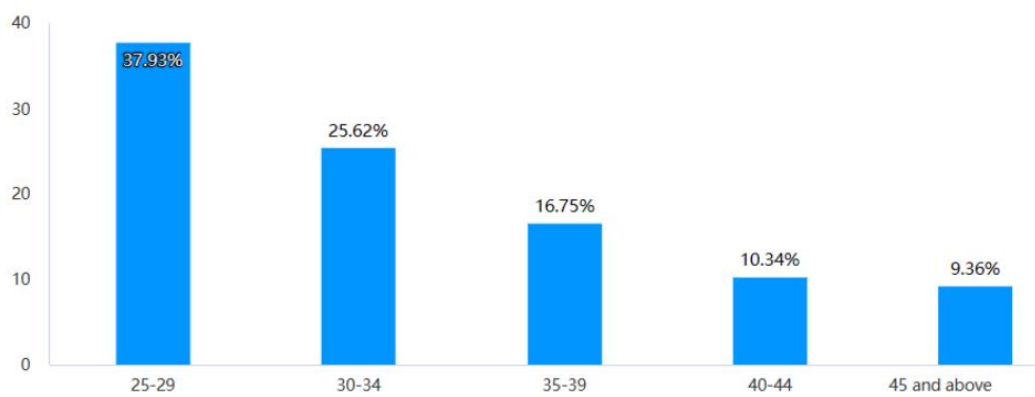
		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	85	41.9	41.9	41.9
	Female	118	58.1	58.1	100.0
	Total	203	100.0	100.0	



## 2. Age

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-29	77	37.9	37.9	37.9
	30-34	52	25.6	25.6	63.5
	35-39	34	16.7	16.7	80.3
	40-44	21	10.3	10.3	90.6
	45 and above	19	9.4	9.4	100.0
	Total		203	100.0	100.0

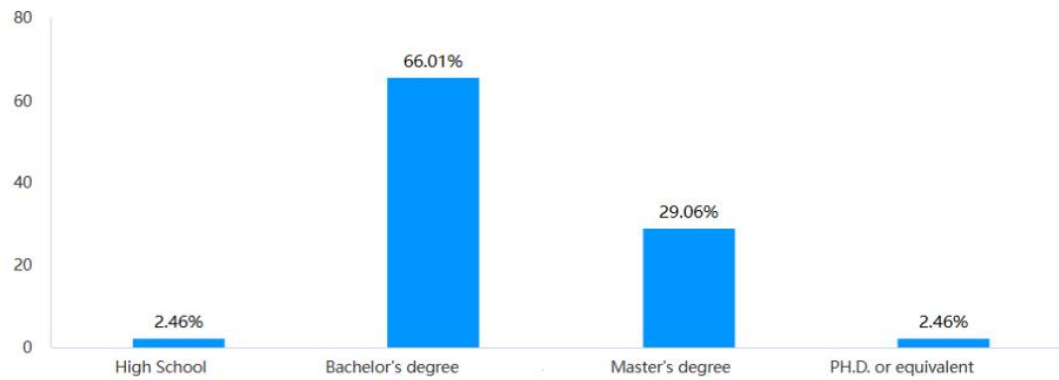




### 3. Education Level

**EducationLevel**

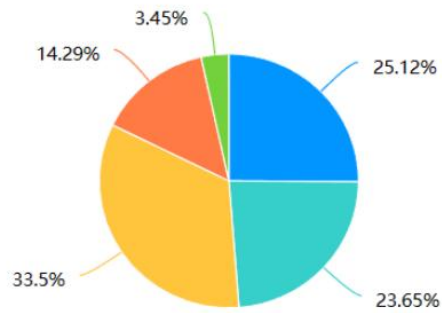
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	5	2.5	2.5	2.5
	Bachelor's degree	134	66.0	66.0	68.5
	Master's degree	59	29.1	29.1	97.5
	PH.D. or equivalent	5	2.5	2.5	100.0
	Total	203	100.0	100.0	



#### 4. Position Level

**PositionLevel**

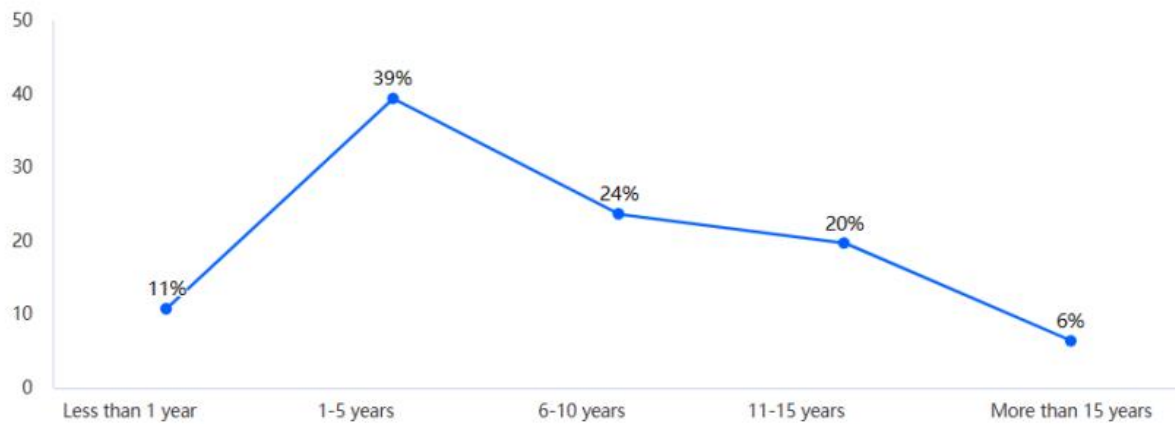
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry Level	51	25.1	25.1	25.1
	Junior Level	48	23.6	23.6	48.8
	Mid-Level	68	33.5	33.5	82.3
	Senior Level	29	14.3	14.3	96.6
	Executive Level	7	3.4	3.4	100.0
	Total	203	100.0	100.0	



## 5. Tenure of Work

**TenureOfWork**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	22	10.8	10.8	10.8
	1-5 years	80	39.4	39.4	50.2
	6-10 years	48	23.6	23.6	73.9
	11-15 years	40	19.7	19.7	93.6
	More than 15 years	13	6.4	6.4	100.0
	Total	203	100.0	100.0	



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## Appendix C: SPSS Output

### 1. Reliability Test for Independent Variable(E-Recruitment)

#### Reliability Statistics

Cronbach's Alpha	N of Items
.901	5

### 2. Reliability Test for Independent Variable(E-Training)

#### Reliability Statistics

Cronbach's Alpha	N of Items
.899	5

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3. Reliability Test for Independent Variable(E-Compensation)

## Reliability Statistics

Cronbach's Alpha	N of Items
.895	5

4. Reliability Test Dependent Variable(Organizational Performance)

## Reliability Statistics

Cronbach's Alpha	N of Items
.880	4

5. Reliability Test for All Variables (Actual Study)

## Reliability Statistics

Cronbach's Alpha	N of Items
.964	19

6. Correlations between E-recruitment and Organizational Performance

## Correlations

		aveER	aveOP
aveER	Pearson Correlation	1	.695**
	Sig. (2-tailed)		<.001
	N	203	203
aveOP	Pearson Correlation	.695**	1
	Sig. (2-tailed)	<.001	
	N	203	203

\*\* Correlation is significant at the 0.01 level (2-tailed).

7. Correlations between E-training and Organizational Performance

### Correlations

		aveET	aveOP
aveET	Pearson Correlation	1	.716**
	Sig. (2-tailed)		<.001
	N	203	203
aveOP	Pearson Correlation	.716**	1
	Sig. (2-tailed)	<.001	
	N	203	203

\*\* . Correlation is significant at the 0.01 level (2-tailed).

8. Correlations between E-compensation and Organizational Performance

### Correlations

		aveEC	aveOP
aveEC	Pearson Correlation	1	.808**
	Sig. (2-tailed)		<.001
	N	203	203
aveOP	Pearson Correlation	.808**	1
	Sig. (2-tailed)	<.001	
	N	203	203

\*\* . Correlation is significant at the 0.01 level (2-tailed).

9. Multiple Regression on Independent Variable and Dependent Variable (Model Summary)

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.833 <sup>a</sup>	.693	.689	.574	.693	149.963	3	199	<.001

a. Predictors: (Constant), aveEC, aveER, aveET

10. Multiple Regression on (ANOVA)

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	148.105	3	49.368	149.963	<.001 <sup>b</sup>
	Residual	65.511	199	.329		
	Total	213.616	202			

a. Dependent Variable: aveOP

b. Predictors: (Constant), aveEC, aveER, aveET



11. Multiple Regression on Independent Variable and Dependent Variable (Coefficient)

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.575	.159		3.604	<.001	.260	.889		
	aveER	.168	.062	.176	2.702	.007	.045	.291	.363	2.756
	aveET	.158	.071	.155	2.221	.028	.018	.298	.318	3.146
	aveEC	.577	.062	.570	9.261	<.001	.454	.700	.408	2.454

a. Dependent Variable: aveOP