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THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT ON THE RELATIONSHIP BETWEEN DHRM AND EMPLOYEE PERFORMANCE

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ABSTRACT
Examining how employee engagement influences the link between DHRM and employee performance in the banking sector in the Coimbatore area is the aim of this study. Employee engagement and work performance are significantly impacted by digital HRM practices, according to data gathered from banking industry employees in Tamilnadu using a reliable and accurate questionnaire. The impact of digital HRM methods on employee performance was therefore acknowledged to be partly moderated by employee engagement. Competent employees who are aware of their performance level are motivated to do better at work, it was found. The study theoretically called for further research to examine the ways in which employee engagement and other HRM techniques impact work performance. Empirically, businesses are expected to conduct training sessions and assess employee performance using digital technologies.
KEYWORDS: *Digital HRMP, Employee Engagement and Employee Job Performance.*

1. INTRODUCTION

Organizations must innovate to obtain a competitive edge over their competitors as the world grows more complicated, dynamic, and uncertain because of technology improvements throughout the globalization period (Kwan, et al. 2019; Esther, et al. 2019; Lestari, et al. 2020). Human resources are becoming more and more crucial to the survival and growth of sustainable businesses because of their ability to quickly adapt to changes in technology and the competitive nature of the global market (Haerani, et al. 2020). HR professionals may use technology platforms to improve services, decrease administrative work, and provide stakeholders with data-based information. Using digital files in place of recruiting materials is one potential approach that can save a lot of time and space (Jeannette, et al. 2019). According to Marler and Parry (2016), the use of technology created to address a variety of pressing problems has really led to a substantial change in HRM operations from human behaviour to automation.

Technology-assisted human resource management is known as digital human resource management, or D-HRM. D-HRM solutions can assist enterprises in improving sustainability by reducing adverse effects on the environment, society, and economy (Nurlina, et al. 2020). The delivery of many services and activities in the public sector has undergone a significant transition throughout the last thirty years or more. Additionally, the emergence and ongoing growth of the internet has created a fertile environment for the introduction of new and innovative applications and services. Consequently, e-services have been embraced and implemented by government agencies worldwide (Mohammad, et al. 2020; Alabdallat, 2020). The main objectives of all those e-services have been to provide transparency, increase efficiency, and reduce costs, according to the UN Department of Economic and Social Affairs (UNDESA, 2016). Globally, governments have worked hard to establish development models that integrate people, strategy, technology, and procedures. According to Al-Hawary, et al. (2020) and Ruelas and Perez (2006), they have also put a lot of effort into developing action plans that clearly describe the procedures required to successfully integrate e-government in non-traditional services. Thus, the purpose of this study is to investigate how employee engagement in the banking industry affects employee performance in relation to digital human resources management.

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2. REVIEW OF LITERATURE

2.1 Employee Performance and DHRM

Employee performance, according to Sonnentag, et al. (2008), is the overall expected value for a company regarding the discrete behavioural episodes that the individual in question engages in throughout a normal period. That definition has two important ramifications. First, employee performance is an indexed behaviour, as noted by Motowidlo (2003), "specifically, it is an aggregate characteristic of several distinct behaviours that take place over a period of time." The definition's second conclusion is that the expected value for the organization is behaviour, which is the quality to which performance is referred (Hawary and Abdallah, 2023; Nyathi and Kekwaletswe, 2022).

D-HRM and performance have a significant link. E-communication and HRIS, e-selection, e-recruitment, e-compensation and benefits, e-performance management, e-learning, e-leave, and e-personal profiles all have a significant influence on strategic performance. On the other hand, conventional and virtual training, e-advertising, monitoring and controlling e-grievance, and green human resource management are negatively correlated with strategic success (Hosain, 2017). Al-Hmouze and Salameh (2016) discovered that when D-HRM was operationalized in terms of customer satisfaction, quick time to market, innovation, rapid adaptation, and the human resources process, it had a significant positive influence on organizational performance. Additionally, D-HRM was found to positively correlate with organizational outcomes, including learning capability, by Al-Hawary, et al. (2020). The following hypothesis is put out for this study to look at how D-HRM affects performance:

H1: Employee performance is impacted by D-HRM.

2.2 Employee Engagement and DHRM

According to Anitha (2014), employee engagement (EE) is the extent to which workers demonstrate a dedication to the organization's ideals at work. Poisat (2006) defined EE as the degree to which workers are personally, intellectually, or emotionally committed to supporting their organization that is, going above and beyond what is required. Valentine (2014) found that EE significantly affects an organization's performance and productivity, staff retention, and customer outcomes. Employee involvement can therefore lead to increased productivity, which eventually benefits the company (Cawe, 2006; Alserhan, et al. 2024). Furthermore, it has been discovered that engaged employees are 87% less likely to leave their company, demonstrating that engaged workers significantly boost productivity and performance (Grobbelaar, 2021).

Additionally, it is seen to be important for employees to remain engaged to accomplish strategic organizational goals (Vu, 2020). Employee engagement may be positively impacted by HR procedures. Employees may reciprocate by being more involved if an organization offers training, career growth, and pay (Saragih and Prasetio, 2020). Karam, et al. (2017) concluded that HR practices would help employees develop their talents and give them enough employment resources to make them more engaged.

Additionally, Alfes, et al. (2013) discovered a favourable correlation between HR and EE practices. EE is significant as an HRM component as it plays a crucial part in guaranteeing an organization's financial performance. In that regard, Hosseini, et al. (2022) found a favourable correlation between sustainable HR and EE. Additionally, it was demonstrated by Rumman, et al. (2020) that EE benefits from HRD strategies such as employee empowerment, promotion, and training, with EE being the most positively influenced by these practices. Additionally, Grobbelaar (2021) discovered a favourable correlation between EE and D-HRM. According to social exchange theory, employees and the organization exchange resources, such as cash incentives and employee recognition, which leads to favourable results from EE (Fletcher, 2019). Because of EE, employees are more loyal and are less likely to want to leave on their own will (Hermawan, et al. 2020). The following hypothesis is put out for this study based on the knowledge gained from the literature on EE:

H2: D-HRM influences Employee Engagement.

2.3 Employee engagement's moderating influence on the connection between D-HRM and worker performance

According to studies by Preacher and Hayes (2004) and Baron and Kenny (1986), there are three requirements that must be met for mediation to be developed. First, the independent variable (D-HRM) and the dependent variable (employee performance) are directly related. The second prerequisite is that the independent variable (D-HRM) and the mediating variable (employee engagement) must be directly correlated. The third condition's mediating variable, employee engagement, is directly related to the dependent variable, employee performance. The significant relationship between the independent variable (D-HRM) and the dependent variable (employee

performance) either becomes less significant (partial mediation) or completely vanishes (full mediation) when a mediator (employee engagement) is considered; for further details, see Baron and Kenny (1986) and Preacher and Hayes (2004). For this investigation, the following hypothesis is so put forth:

H3: The link between digital human resources management (e-training and development, e-recruitment and selection) and employee engagement is mediated.

3. RESEARCH METHODOLOGY

3.1. Research design

Through the mediating function of engagement in the banking industry in the Coimbatore district, the effect of D-HRM on employee performance was examined using a positivist research principle. In line with the quantitative component of the study, positivism promotes objectivity and the utilization of empirical data to understand phenomena (Park et al., 2020). To gather quantitative data on factors pertaining to D-HRM practices, employee engagement, and performance metrics over a certain period, this method would involve conducting surveys (Hunziker and Blankenagel, 2024). Researchers may find correlations, mediations, and the overall effect of D-HRM on employee performance by using statistical methods to analyse this data. They could also assess the role that employee engagement plays as a mediator. The goal of this study was to generate concrete data that would help the banking industry understand how D-HRM policies affect employee performance.

3.2 Research instrument

For the study, structured surveys, or questionnaires, were the main method used to gather primary data. The research instrument was created using Google Forms and sent to the sample to ease data collection. The questionnaire included an informed consent form that emphasized voluntary participation and information confidentiality in addition to its four primary sections. While the subsequent parts concentrated on the primary variables, which were assessed using a five-point Likert scale, the first section addressed category demographic elements.

With a set of 20 items sourced from (Raashidah and Darakhshan, 2017; Swaroop, 2012), the questionnaire evaluated the level of use and efficacy of computerized human resource management, or the independent variable. Each of the four first-order structures that these things built had five elements. The impartiality and openness of the processes and websites used to compare candidates were the basis for rating e-recruitment and selection. Questions on the quality of program offerings and the availability of digital platforms that enable staff members to gain skills pertinent to their roles were posed to assess e-training and development. Employee engagement in recurring digital assessments and the precision of the technologies that provide managers with performance analyses are both measured by digital performance assessment. The degree of employee trust in the fairness of the digital systems in charge of managing benefits and incentives was used to evaluate e-compensation. According to Schaufeli, et al. (2002), a set of eight questions that made up a first-order construct were used to ask employees to rate their level of involvement, the mediating variable. To establish a first-order construct, employees were also asked to evaluate their performance using nine criteria taken from Pradhan and Jena (2017).

3.3 Research participants

Employees in Coimbatore's banking industry make up the study's population, from which a sample of 300 people was chosen at random. The necessary data was gathered via a questionnaire; 269 completed surveys were received, of which 251 were suitable for data analysis.

4. RESULTS AND DISCUSSION

Table 3: Model fit indication of SEM

S.No.		Model Fit Indicators	Suggested standards (Premapriya, et al. 2016)	Calculated Values
1	Chi-Square Test	Chi-Square	---	450.046
		p	> 0.050	0.0001
2	Goodness Fit	GFI	> 0.90	0.902
		AGFI		0.818
		CFI		0.917
		NFI		0.921
3	Badness Fit	RMR	< 0.080	0.038
		RMSEA		0.049

Source: Primary data

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The table shows the model fit statistics, such as RMSEA, RMR, NFI, CFI, AGFI, and GFI. The recommended cutoff point, less than 0.08 (Indra, et al. 2020; Velaudham and Baskar, 2016), is exceeded by RMR and RMSEA. The recommended limit of 0.90 is exceeded by the AGFI and GFI values (Velaudham and Baskar, 2015; Velaudham and Baskar, 2016). All model fit statistics point to a moderate model fit (Premapriya, et al. 2016; Victor and Velaudham, 2020), and the NFI and CFI values are more than 0.90 (Reena, et al. 2019; Hariprabhu Dhakal, et al. 2025).

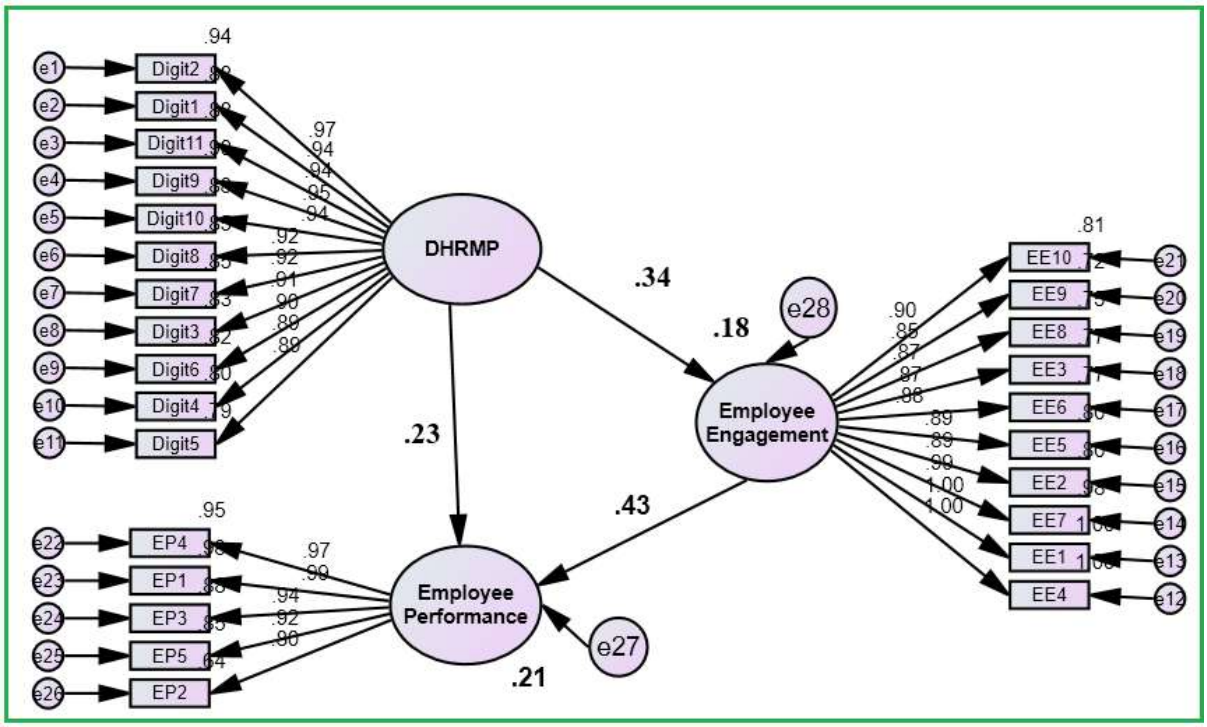


Figure 2: Mediating role of employee engagement on the relationship between DHRM and employee performance

Table 4: Regression Weights

DV		IV	Estimate	S.E.	C.R.	Beta	p-Value
EE	**<---**	**DHRMP**	0.244	0.118	4.071	0.341	0.001
EP	**<---**	**DHRMP**	0.233	0.098	3.360	0.232	0.001
EP	**<---**	**EE**	0.384	0.072	5.368	0.429	0.001

Source: Primary data

H1: DHRMP has a significant influence on EE in the banking sector.

The hypothesis was assessed using the SEM model. The results of the investigation indicated that the C.R. value was 4.071, the β value was 0.341, and the p value was significant. With a β of 0.341, the DHRMP represents 34.1% of EE in the banking sector. Consequently, the hypothesis is accepted. Thus, the results demonstrated that the DHRMP had a significant impact on EE in the banking sector.

H2: DHRMP has a significant influence on EP in the banking sector.

The hypothesis was assessed using the SEM model. The findings of the investigation indicated that the C.R. value was 3.360, the β value was 0.232, and the p value was significant. With a value of β of 0.232, the DHRMP represents 23.2% of EP in the banking sector. Consequently, the hypothesis is accepted. Thus, the results demonstrated that the DHRMP had a significant impact on EP in the banking sector.

H3: EE has a significant influence on EP in the banking sector.

The hypothesis was assessed using the SEM model. According to the analysis's findings, the C.R. value is 5.368, the β value is 0.429, and the p value is significant. With a value of β of 0.429, the EE makes up 42.9% of EP in the banking sector. Consequently, the hypothesis is accepted. Consequently, the results demonstrated that the EE has a significant impact on EP in the banking sector.

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Table 5: Mediation effect

DV		DHRMP	Employee Engagement
Employee Engagement	**DE**	0.232	0.000
	IDE	0.000	0.000
	TE	**0.232**	**0.000**
Employee Job Performance	**DE**	0.232	0.429
	IDE	0.112	0.000
	TE	**0.344**	**0.429**

Source: Primary Data

H4: EE acts as a mediator between employee job performance and DHRMP in the banking sector.
The hypothesis was assessed using the SEM model. The C.R. value is 3.360 and the beta is 0.232. The table also reveals that the direct effect is 0.232, the indirect effect is 0.112, and the total effect is 0.344. This suggests that EE mediates the relationship between DHRMP and work performance by 34.4%. At p=0.001, the p-value is significant. Consequently, the hypothesis (Ha4) is accepted. Therefore, in the banking sector, EE serves as a mediator between DHRMP and work performance.

5. MANAGERIAL IMPLICATIONS

Numerous theoretical and practical ramifications have been highlighted by the research findings in this study. By providing empirical evidence of the connection between employee performance, employee engagement, and D-HRM practice, this study advances the body of literature on employee performance and D-HRM practice. Therefore, this study builds on current D-HRM models and finds that employee engagement is a variable that depends on organizational outcomes and D-HRM. The results demonstrated that when improving employee performance is the organization's objective, all D-HRM methods should be considered by practitioners and management in the job performance sector. Similarly, e-training, e-development, and e-compensation are best practices for enhancing employee performance.

Management must make sure that their organization has modern, well-organized infrastructure and facilities to deliver effective and efficient D-HRM solutions. Additionally, through initiatives like digital record management, virtual collaboration tools, employee self-service (ESS) portals, and online training and development programs, the banking industry may encourage people to embrace more sustainable behaviours that promote stronger engagement and communication and incorporate those elements into their everyday activities.

6. CONCLUSION

The goal of the study is to determine how employee engagement affects the link between DHRM and employee performance in the Coimbatore district's banking sector. Employee involvement, however, boosts the effectiveness of digital training and performance reviews. Digital training, digital performance evaluation, and employee engagement are currently the three main pillars of employee performance. The results showed that competent workers are motivated to finish tasks; that employees' awareness of their performance level motivated them to strive for performance benchmarks; that digital performance evaluation could be carried out more transparently; and that digital training could be provided regardless of location or time constraints.

7. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This study's quantitative research has provided further evidence in favour of a better understanding of the impact that employment engagement has on employees' performance in terms of implementing D-HRM practices. However, there are a few limitations to this study that should be considered before making the important choice. First off, only KVB Bank has been the subject of the theoretical and empirical investigation. D-HRM systems can differ significantly from one nation to another and are tailored to the needs of organizations. Therefore, it is difficult to extrapolate the study's findings to other emerging nations or even to the whole banking sector. Second, subjective answers were used to measure most of the factors considered in the study. Some metrics, including employee performance, may be overstated because of this technique, and this effect is directly related to the type of job that the respondents did. Future research based on a mixed method approach may employ a more sophisticated instrument to gain deeper insights through more in-depth analysis.

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