

THE IMPACT OF E-HRM PRACTICES ON
ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH
THE MEDIATING ROLE OF ORGANIZATIONAL
TRUST: AN EVIDENCE FROM THE BANKING
SECTOR OF PAKISTAN



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ABSTRACT

Human resource is considered as one of the most important asset for the organization. If the employees of any organization are not contributing up to the expected level, then it is difficult for the organization to survive in long run. According to literature employees' bad behavior is one of the most severe issue all around the world. However, there is a dearth of knowledge regarding E-HRM practices in relationship with organizational citizenship behavior in the context of developing countries like Pakistan especially within the banking sector. Therefore, the objective of current study is to examine the impact of five E-HRM practices which includes E-recruitment and selection, E-training, E-communication, E-performance appraisal, and E-compensation on organizational citizenship behavior with the mediating role of organizational trust in the banking industry of Pakistan. Data was collected from 392 employees of 12 commercial banks both public and private sectors through self-administered questionnaire. SPSS and Smart PLS was used to analyze the data. Finding reveals that all the E-HRM practices except E-compensation have positive impact on both organizational trust and organizational citizenship behavior. Moreover, there is a partial mediation effect of organizational trust exist between the linkage of E-HRM practices (E-recruitment and E-communication) and organizational citizenship behavior and no mediation effect between E-HRM practices (E-training, E-performance appraisal and E-compensation) and OCB. The findings of current study reveal that E-HRM practices help the management of banking sector to develop organizational trust and organizational citizenship behavior.

Keywords: *Electronic Human Resource Management (E-HRM); Social Exchange Theory (SET); Organizational Trust (OT); Organizational Citizenship Behavior (OCB).*

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