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RESEARCH PAPER

Studying e-HRM Practices with Employer Branding: The Mediating Role of Human Resource Service Quality and Moderating Effect of Organizational Commitment

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ABSTRACT

The objective of this study to statistically investigate the relationship between e-HRM practices, and employer branding though mediating role of human resource service quality and moderating effect of organizational commitment. In order to keep up with the rapid development of computing power, human resources departments are using e-HRM strategies. Concurrently, employee branding has become an important tool for competing for and keeping top personnel in today's tight job market. AI-driven HR practices to centralize HR procedures, enrich the employee experience, and boost performance as a direct result of the fast development of digital technology. To investigate the relationships in connection with the purpose matter, data were collected from the operational staff of top two commercial banks of Pakistan whtich were selected with based on its profitability. The cross-sectional five points and close-ended Likert scale was through questionnaire. The Sample size was selected as 559 and responses were received as 313 participants from the population size of 6440. Partial least square structural equation modeling was used to test the hypotheses by using PLS-SEM version 3.0. The study's results highlighted that e-HRM practices have a positive and significant impact on human resource service quality and e-HRM practices has subsequently a strong predictor of employer branding, same as the organizational commitment has also subsequent significant impact on human resource service quality. Resultdently, the result of PLS-SEM analysis supports the hypothesis with significant signs of moderating relationship of organizational commitment between e-HRM practices and human resource service quality. The HRSQ mediates between e-HRM practices and employer branding. Further, the study's findings also help to promote e-HRM practices in the banking sector of Pakistan as it is evident in findings of this study that the significant moderating relationship of organizational commitment on e-HRM practice and human resource service quality. Further this study recommends that that effective e-HRM practices lead to strong employer brands. In addition, the research implements the quality of HR services as driving factor in the correlation between e-HRM and employer brands.

| KEYWORDS | E-HRM practices, Employer Branding, HR Service Quality, Organizational Commitment, Banking Industry and Marketing Science |

Introduction

Although e-HRM practices are becoming more popular and employee branding is becoming increasingly important, there is little empirical study examining the connection between the two. To overcome the research gap the current study used to developed a new concept of e-HRM practices for increasing employer branding with the support of mediating role of human resource service quality and moderating effect of organizational commitment (Nurlina, Situmorang, Muhammad, Quilim, & Arfah, 2020). It good paces that for the business development and attracting the employer branding the top level talented

employees are retained in the organization. Although it's a growing trend is seen in the literature of e-HRM practices and employer branding but some deficiency can be fulfilled to present the concept that how an individual employee can be attracted in the organization by providing him a relax environment. This study is also indicates that how HR services quality put impact with employer branding. Nonetheless, it remains unclear to what extent HR service quality influences the relationship between e-HRM practices and employee branding. Therefore, companies need to understand the impact of HR service quality on the effectiveness of e-HRM practices and employee branding in the current digital age (Iqbal, Ahmad, Allen, & Raziq, 2018).

Employees who are invested in their job not only produce better results but also promote the company to their personal and professional networks in a good light. Therefore, the quality of human resources services acts as a catalyst to increase employee engagement and fortify the company's employee brand. The reputation of a firm as an employer is important for both finding and keeping talented workers. The quality of human resources services is crucial in developing and maintaining a positive image as an employer. When human resources regularly provide excellent service, it demonstrates that the company cares about its workers. If your company is known for providing exceptional human resources services, you'll stand out from the competition as an employer of choice.

The major goal of this research is to examine the connection between e-HRM practices and employee branding, with an emphasis on the part played by the quality of HR services. The research aspires to provide theoretical and practical contributions by investigating this connection. In a theoretical sense, it aspires to further our knowledge of how e-HRM practices and employee branding affect one another in the digital sphere. The research also aspires to add to the current literature on HR service quality in the digital age by investigating the mediating function of HR service quality. The primary concern of past studies was mainly on employees' perceptions about developmental human resource management practices and employees behavioral outcomes in term of affective commitment and turnover intention (Dysvik and Kuvaas (2012); F. N. Khan, Arshad, & Munir, 2023). The researchers also ignored the impact of e-HRM on employees' organizational commitment with the relation of HR service quality and various employees' outcomes (Kuvaas, 2008).

An empirical investigation of affective commitment and HR service quality indicated how the effects of E-HRM practices influence the attraction of any employee in an organization. The results of this research have important practical implications for firms seeking to develop and execute efficient e-HRM practices and employee branding initiatives. Human resource professionals may benefit from this study's findings by learning more about the connection between HR service quality and employee brand results. In the end, the research hopes to aid in the improvement of HR policies, employee morale, and business output in the modern digital age. Previously studies focus the e-HRM on different employee related outcomes like, organizational citizenship behavior, turnover intention and employee well-being, and also behavior related outcomes e.g. personality traits. This study discussed the broad argue about the E-HRM practices by relating with organizational commitment based on previous literature and see that how can we get employer branding by using HR service quality. An empirical investigation of HR service quality and perceived organizational support influence the attraction of any employee in an organization e.g. employer branding (Harris & De Chernatony, 2001). Bal, Kooij, and De Jong (2013) tested a multi-level model of employees' engagement and affective commitment through developmental and accommodating perspective. According to Zhao, Wayne, Glibkowski, and Bravo (2007) conduct a meta-analysis, debate on eight employees related outcomes like mistrust, violation, employee commitment, job satisfaction, attitude, turnover intentions, actual turnover and individual effectiveness. Therefor this study is examining the relationship of electronic human resource management practices and

employer branding by mediating effects of HR service quality and moderating role of organizational commitment.

Literature Review

Relationship Between E-HRM practices and Employer Branding

A literature-based work where the term 'E-HRM' has been defined as the 'electronic human resource management practices' more specifically e-HRM Practices are the Online Implementation of the Human resource management System. In general, whenever human resource management practices, for example, electronic recruitment and selection, e-training, and development, e-appraisal, e-absenteeism, and e-reward are addressed via Internet of things (IoT), they are referred to as e-HRM practices (Iqbal, Ahmad, & Allen, 2019). E-HRM practices can also be explained as involving the technological embracement in the conventional HRM mode that was more labor incorporated (Imperatori, 2020). Human resource management (HRM) strategies that make use of computers and the internet have spread rapidly in the modern era (Nayak, Budhwar, Pereira, & Malik, 2022). The goal of electronic human resource management (E-HRM) is to increase the efficiency, effectiveness, and overall efficiency of HR processes and tasks via the use of technology and digital platforms. A recently study has empirically been tested that e-HRM practices have positive impact on employee outcomes, e.g., affective commitment, organizational citizenship behavior and turnover intension through mediating role of employer branding (Ali, Jamshed, & Sair, 2025).

Organizations may track and evaluate employee information including performance metrics, training documents, and goals for advancement with the use of HR information systems and digital databases. As well as concerned with theoretical perspective this study contributes in social identification theory that was suggested by (Tajfel & Turner, 1986) because for the official correspondence and other official matters are being communicate to the employees of the whole organization are indirectly through the information technology (Kavanagh & Johnson, 2020). With this method's emphasis on data, businesses can better cater to each employee's unique branding demands. To demonstrate the company's dedication to its workers' professional progress, customized training and advancement programs might be created (Mosley, 2007). The employer brand may be strengthened via the use of e-HRM practices that include employee branding activities, since they can be tailored to the specific needs of workers. Improvements in employee engagement and satisfaction are essential to building a strong employer brand.

The implementation of E-HRM methods has demonstrated a significant enhancement in both employee engagement and job satisfaction (Rastogi & Srivastava, 2017). Furthermore, e-HRM processes facilitate constant feedback and communication between employees and their supervisors. Digital performance management tools enable organizations to engage in ongoing discussions about performance, goal-setting, and feedback. This continuous feedback loop cultivates an open environment that promotes employee growth and development. When employees feel acknowledged and receive the necessary support from their managers, their commitment and engagement toward the organization's objectives increase (Mosley, 2007). Social media platforms have evolved into potent instruments for employer branding, and e-HRM practices allow businesses to take full advantage of this trend. Companies may highlight their distinctive culture, values, and employee experiences through social media. Promoting a favorable image of the company to the outside world may be accomplished, for instance, by showcasing employee praise, achievements, and the inner workings of the business (Graham & Cascio, 2018). Organizations may further foster employee advocacy on social media by equipping them with useful resources and instructions. By facilitating the sharing of employee-created material like blog entries, films, or social media takeovers, E-HRM practices may help to expand the reach and credibility of the employer brand. In the present era a tough

competitions are faced by the employer for employer branding and only the best support one-self, getting the excellent performance in the light of job seekers, employees and other stakeholders. Most of the empirical researches added their contribution to electronic human resource management (HRM) and suggested that e-HRM plays vital role for getting excellent performance and employer branding for their organizations as well as can also create a brand image for employees. The branding image of an employee totally depends on branding of the organization. The employer builds their brand image by introducing electronic human resource management practices also. The human resource information system and HR services qualities can attract the employees and job seekers. Organizations (Ali et al., 2025).

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

Human Resource Service Quality mediates the relationship between e-HRM Practices and Employer Branding

Organizations need to change in their internal and external environment with change in merger, ownership and strategies. Previous studies have found the relationship of e-HRM practices with HR efficiency, employee retention, turnover intention, employee engagement, firm's performance, organizational citizenship behavior (OCB) and employee productivity but this study will explore the relationship of e-HRM practices for employer branding (Ali et al., 2025). E-HRM practices are related to electronic human resource management practices. Employer branding is relates to brand image in the mind of employees, job seekers and stakeholders. From many years human resource management are involved with their recruitment activities for better employee recruitment and performance through some kind of paper work and manual procedures. The organizations are also involved to create band image in the mind of organizational employees, job seekers and stakeholders. In the technological era, to create the brand image for the organization and employees as well the organizations are adopting some electronically ways to recruit the potentials employees. This concept of electronically recruitment of potential employees can increase the brand image of employer branding for organization and employees also (Mishra & Kumar, 2019; Wege, Ngige, & Dieli, 2019). Previous study has found the relationship between e-HRM efficiency and transactional time, It's has been also found that the e-HRM implementations can increase potentials employee performance. More dimension investigated in depth e.g. employee perception regarding e-HRM practices and implication of e-HRM at cooperate level with different activities like e-learning, e-Sectioning, e-Recruiting, e-performance and e-compensation and study only investigate the relationships of e-HRM practices on performance perspectives. In an organization, success or failure of HR policies and practices largely depends on the quality of HR services regarding these policies and practices (Iqbal, Ahmad, & Allen, 2019).

In other words, the influence of HR service quality on employer branding is partially explained by the adoption and effectiveness of e-HRM practices. Understanding and leveraging the mediation of HR service quality for e-HRM practices and employer branding can help organizations enhance their overall HR service delivery, technological capabilities, and employer image, ultimately attracting and retaining top talent. The automation in the working environment is the advantage of e-HRM practices to recruit the employees. Organizations are saving the time and human efforts for managing the payroll processing, recruitment process, training and other to handle the online leaves benefits for administrative (Maheshwari, Gunesh, Lodorfos, & Konstantopoulou, 2017). Keeping in view social exchange identification theory, commitment and attention elicits intrinsic motivation of employees happens when voluntary organizational support need of liberty, competency and relatedness then electronic HRM practices are fulfilled them; it will become intrinsically motivated towards job activity and will reciprocate towards organization by implementing HR practices more properly and ultimately employer branding will be emerged (Strohmeier, 2020). When organizations implement e-HRM

practices successfully, it enhances the overall employee experience, improves HR service delivery, and portrays the organization as modern, innovative, and technologically advanced. This, in turn, contributes to positive employer branding. HR service quality has a positive indirect effect on employer branding through the mediation of e-HRM practices.

Develop and implement effective e-HRM practices that align with organizational objectives and employee needs, ensuring user-friendly interfaces and comprehensive support systems. Promote a positive employer brand through internal and external communication channels, showcasing the organization's commitment to employee satisfaction, growth opportunities, and a positive work environment. Regularly assess and refine e-HRM practices based on employee feedback and emerging technological advancements to ensure their relevance and effectiveness. By prioritizing HR service quality, effectively implementing e-HRM practices, and cultivating a strong employer brand, organizations can create a positive cycle of employee satisfaction, engagement, and attraction, leading to long-term success and competitiveness in the talent market

Recently research have been tested that e-HRM practices can enhanced the employee outcomes through the employer branding by applying e-HRM methods, organizations can enhance their HR service quality for employees by relying on data-driven decisions (Ali et al., 2025). In the technological era, to create the brand image for the organization and employees as well the organizations are adopting some electronically ways to recruit the potentials employees. It reflects the extent to which HR functions meet the needs, expectations, and preferences of employees. HRSQ is a multidimensional construct that encompasses various aspects of HR service delivery, including responsiveness, reliability, tangibles, assurance, and improve the HR service quality (Verma, Singh, & Bhattacharyya, 2021). The timeliness and promptness of HR service delivery includes aspects such as the speed of response to employee inquiries, the efficiency of HR processes, and the availability of HR staff to address employee needs (Verma et al., 2021). In order to increase the quality of services provided, businesses should aggressively seek and incorporate employee input. Providing unique opportunities for workers to learn and grow is one way to prove the quality of HR services. Human resources may improve the employee experience and aid with employee branding initiatives by learning about and meeting the requirements of each individual worker. Personalized assistance with performance evaluation, health and safety, and work-life balance are other indicators of high-quality human resources services (Alshathry, Clarke, & Goodman, 2017). Good communication is a cornerstone of HR service quality and a major factor in building a positive reputation among workers. When human resources departments encourage open, timely, and honest communication, they foster an atmosphere of trust and cooperation (Rahman, Aydin, Haffar, & Nwagbara, 2020). In nineteen's the human resources professionals may keep their staff informed about company happenings, policies, and opportunities via newsletters, town hall meetings, and one-on-one contacts (Becker, Huselid, & Ulrich, 2001).

Furthermore, a favorable impression of HR service quality is aided by prompt and sympathetic responses to employee questions and complaints. Quality human resources (HR) service includes listening to and responding to employee complaints and suggestions in a timely and efficient way. Human resources may learn a lot about how their employees feel and what they think by setting up feedback tools like surveys and suggestion boxes. Organizations with a strong track record of listening to and resolving employee complaints have a positive reputation within their workforce. Human resources professionals may also utilize employee input to refine and update HR procedures, policies, and practices (Strohmeier, 2007). By discussing above all employees' feedback, companies may build a favorable reputation within their workforce by committing employees and also improving HR services. So in the light of above circumstances the hypothesis is as under:

H-2: Human resource service quality is mediates the relationship between e-HRM Practices and Employer Branding.

Organizational Commitment Moderates the relationship between e-HRM practices and HR service quality.

E-HRM practices also provide choices to employees to perform their tasks. When HR has more interactions with employees on daily basis than they become more accountable for employees' organizational commitment, so, HRs' and employee relationship highly importance for enhancing organizational reputation O'Reilly and Chatman (1986). Hunt and Morgan (1994) also highlighted the importance of "people management". They emphasized the importance of leadership behavior along with the application of HR practices to increase in organizational commitment. When an employee perceives HR practices through HR service quality, employees' organizational commitment should be higher resulting in their increase employer branding (Hunt & Morgan, 1994).

When HR practitioner and HR practices make HR Service quality consider individual differences that is higher level of employees' commitment and employees having more branding will increased with their organization may create strong relationships with the organization Meijerink, Bondarouk, and Lepak (2015). So to enhance employees' various outcomes at job, these kind of individual differences should be kept in view by HRs when implementing e-HRM practices. Three factors of sensibility and behaviors add bulge to the characterization of affective commitment Meyer and Allen (1991). They are (i) approval of an assent within the values and goals of the company; (ii) need to take care of organization coherence and (iii) a readiness to bequeath to the organization. This definition of affective commitment spell a full of life relationship between the worker and therefore the organization presuppose perspectives and behaviors as exhibition of the particular thought of organizational commitment.

Define organizational commitment as an intellectual appliance to the organization foretold by three liberating layout, those of observance, classifying and acquisition. Observance is outlined as involvement for the adventitious remuneration. Identification is involvement with the organization attributable to the need for amalgamation and is a crucial contrivance within the developing method of intellectual attachment (Meijerink et al., 2015). Acquisition is involvement supported the single employee of the organizations' worth. The primary definition part of the (Mowday, Porter, & Steers, 1982) affective commitment, acceptance and trust within the ethics and goals of a company relies on intellectual attachment O'Reilly and Chatman (1986). When electronic human resource managers keeping in consideration employees' local and individual needs provides them a strong career environment, employees feel themselves and their skills as valued and trusted by their HRs (Lee, Ashford, Walsh, & Mowday, 1992) it enhances their perception of developmental HRM and in turn they will be more committed towards their organization and less likely to want to leave (Mosley, 2007). Investigation of e-HRM practices with affective commitment through mediation of employer branding by (Ali et al., 2025).

Moreover, When implement HR practices keeping in consideration employees needs and provide them flexible work schedules for affective commitment (Mowday et al., 1982) state the relation of psychological contracts and affective commitment for intention to quit then the chances are more that employees feel them as trusted and supported by their practitioner and perceives career opportunities in the organization at a greater extent Allen and Meyer (1997) . O'Reilly and Chatman (1986) examined in his study that when internalization od social behavior with organizational commitment and psychological contracts were provided by a proper communication channel from their supervisor, they were clear about their role and tasks at job, then they perceive themselves safer and it impacted their affective commitment at job. There are also other studies which

support the relationship between psychological contracts and affective commitment Meijerink et al. (2015). Kehoe and Wright (2013) also states in their study that if more good human resource practices provided to employees at their jobs that how and when they can perform their jobs, enables them to meet specific outcomes. Organizational commitment is outlined as associate in emotional attachment of worker to the organization during which individual level workers involves in structure operating atmosphere and revel in its membership. Previous studies show that developmental human resource management directly associated with affective commitment and focuses to reduce turnover intention of each single individual within the organization Allen, Shore, and Griffeth (2003).

A study on Best HR practices shows that positive consequences for the workers area unit best unsure for the organization Ostroff and Bowen (2000). Each other study on best HR practices suggests that individual definitely developed high level opportunities (Wright, Gardner, Moynihan, & Park, 2001). Some through empirical observation studies tested that accessibility of best HR practices creates sizable amount of jobs within the organization Wright et al. (2001). Although electronic human resources management is functioning on workers' facilitation and workers advantages thus these will be perceived from each worker of the organization; Perception regarding human resource management takes from employee of that organization (Kuvaas, 2008). Though, ancient organizational coaching and development programs square measure still helpful, the new sorts of development, like movement in the job and training, begin to play their role in independent and designed careers (Ostroff & Bowen, 2000). So with this assumption e-HRM practices and organizational commitment can make strong relations with HR services quality and can increase the employer branding as well. Hence, in the light of above discussion the hypothesis is as under:

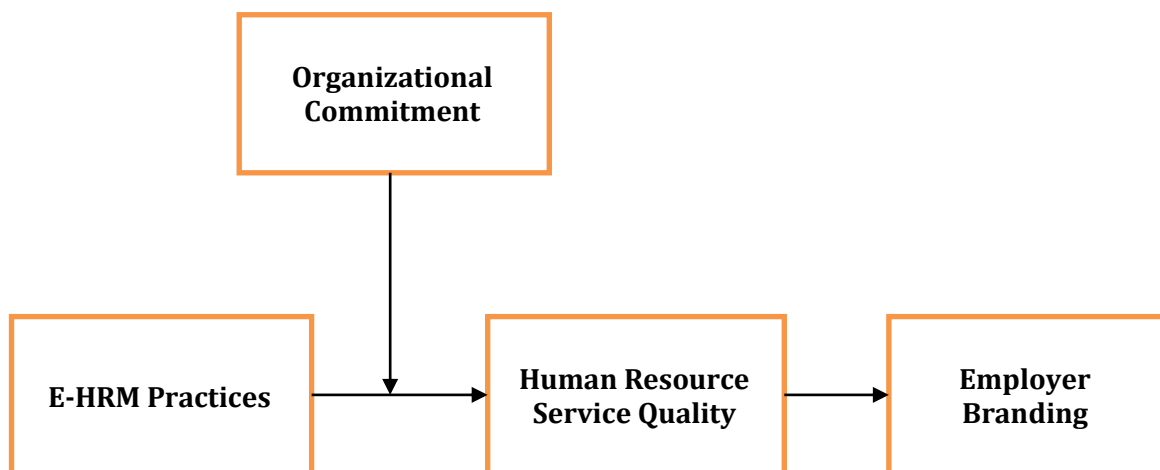H-3: Organizational Commitment moderates the relationships between e-HRM practices and HR service quality.

Figure 01: Conceptual Model

Material and Methods

According to the range of population size (N) from 6001 to 7000 the sample size of this study is 559 (Krejcie & Morgan, 1970) and further suggested by (Majumder & Mondal, 2021) for PLS-SEM from which 153 of MCB and 160 of HBL employees provide the responses. Total no. of 313 respondents which is 55.99% was the response rate in this study. Data was obtained from employees of the two banks e.g. Muslim Commercial Bank (MCB) and Habib Bank Limited (HBL) Pakistan with guarantee that the sample is the true

representative of this population. Keeping in view the work environment and e-HRM practices are being implementing in these two banks i.e. MCB and HBL bank in the Lahore Pakistan. Due to the dispersed nature of these banks around the nation, an online mail survey was determined to be the most effective means of collecting this information (Wirtky, Laumer, Eckhardt, & Weitzel, 2016).

Measures of Variables

A five point likert scale is used to measure the 16 item scale (Iqbal et al., 2019). This study will be focused on five e-HRM practices i.e. e-recruitment & selection, e-training and development, e-performance appraisal, e-absenteeism assessment and e-compensation. The statements regarding e-HRM practices used for this study that was lastly developed by (Iqbal et al., 2019). *E-HRMP is used for the transfer and posting of employees.* A scale was adopted to measure Employer Branding, a scale developed by (Berthon, Ewing, & Hah, 2005) with 15 items. The study variable is measured with a five-point likert scale, like "*The organization creates a happy working environment for it employees*". To evaluate HR Service Quality Questionnaire a scale developed from Iqbal et al., (2018) was used for this study with an adapted 06 items scale. The study variable is measured with a five-point Likert scale, i.e., "*By using E-HRM, I feel relaxed and easy in my work*". An affective or emotional attachment to the organization, such that strongly committed individuals are involved and enjoy membership in the organization and it is also said that affective commitment is the best predictor of human resource service quality Khatri, Fern, and Budhwar (2001). So, in the basis of this study, this used organizational commitment as measured by using 08 items from Allen and Meyar (1990). An example like that, "*I would be very happy to spend the rest of my career with this organization*".

Data Collection

Banks as considered as back bone of economic position of the country (Javid, Farooqi, Shoukat, & Rasheed, 2020). There are 15 different type of private sector commercial banks are working in the Pakistan from which two only banks e.g. Muslim Commercial Bank (MCB) and Habib Bank Limited (HBL) are the targeted banks for this study because the e-HRM practices are being implemented here, as this study actually going to find out through a structured and close ended questionnaire. According to the survey report of State bank of Pakistan total number of 3064 branches of MCB and HBL banks are working in the territory of Pakistan. In these 3064 branches of both banks there are 6440 employees are working in these banks in Pakistan. This 6440 is the population of this study. But considering Lahore region as target area to collect the data from the employees e.g teller/cashier, branch operational manager, general banking officers and branch managers from MCB and HBL bank.

Data Analysis Technique

Smart PLS was used to examine the data. SmartPLS has attracted a lot of interest from management researchers because of its user-friendly interface and adaptable functions (Ahmad, Khan, & Haque, 2020; Hair Jr, Howard, & Nitzl, 2020). Confirmatory factor analysis (CFA) and route analysis were used to evaluate the measurement and structural models, respectively (Hair, Risher, Sarstedt, & Ringle, 2019). SPSS version 21 was also used to conduct a normality test, deal with missing values, and compute variables.

Results and Discussion

Employee branding and the quality of human resources services are intertwined and reinforce one another. Trust can be cultivated, unique experiences can be provided, communication can be facilitated, employee feedback can be addressed, and a productive work environment can be established when businesses give high-quality HR services. All

of these factors help build a strong company culture, which in turn attracts and retains top talent and inspires employees to become brand advocates. In today's increasingly competitive business environment, companies that put an emphasis on the quality of their HR services will stand out from the crowd and thrive.

Measurement Model Evaluation

The table 02 presented data regarding psychometric properties of four constructs (EB, E-HRM practices, HRSQ and OC) using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). While testing the smart PLS-SEM it can see that some positive outcome was occurs. The values of Cronbach's Alpha from 0.842 to 0.937 indicating that there are strong internal consistency in the relationships of variables. The values of Composite Reliability from 0.872 to 0.945 indicating that there are strong consistencies of measures in the relationships of variables additionally, the Average Variance Extracted (AVE) values from 0.528 to 0.640 showing the significances of the variables are captured by the construct's items, indicating convergent validity. These results affirm the robustness and suitability of the measurement instruments for subsequent empirical investigations (Hair et al., 2019).

Table 01
Measurement Model Examination

Construct and Items	Loadings	VIF	α	CR	AVE
Employer Branding			0.937	0.945	0.537
EB1	0.613	2.074			
EB2	0.706	2.342			
EB3	0.788	3.352			
EB4	0.742	2.656			
EB5	0.651	1.384			
EB6	0.765	3.389			
EB7	0.804	3.752			
EB8	0.730	2.754			
EB9	0.804	3.221			
EB10	0.728	2.352			
EB11	0.755	2.667			
EB12	0.762	2.872			
EB13	0.770	3.358			
EB14	0.788	3.333			
EB15	0.706	2.237			
Electronic-HRM Practices			0.842	0.872	0.528
EHRMP1	0.687	1.651			
EHRMP2	0.638	1.568			
EHRMP3	0.785	2.517			
EHRMP4	0.679	2.801			
EHRMP5	0.695	3.524			
EHRMP6	0.720	3.039			
EHRMP7	0.643	2.071			
EHRMP8	0.744	2.667			
EHRMP9	0.638	2.081			
EHRMP11	0.690	1.804			
EHRMP12	0.766	2.527			
EHRMP13	0.697	3.050			
EHRMP15	0.706	2.100			
EHRMP16	0.613	1.941			
Human Resource Service			0.888	0.914	0.640

Quality		
HRSQ1	0.822	2.264
HRSQ2	0.768	2.015
HRSQ3	0.766	2.151
HRSQ4	0.850	2.850
HRSQ5	0.824	2.257
HRSQ6	0.768	2.068
Organizational Commitment			0.853	0.889	0.535
OC1	0.629	1.709
OC2	0.618	1.631
OC4	0.747	2.148
OC5	0.791	2.323
OC6	0.775	1.904
OC7	0.732	1.825
OC8	0.805	1.994

Note: EB, employer branding; EHRMP, electronic human resource management practices; HRSQ, human resource service quality; OC, organizational commitment.

The outer loadings are showing the strong relationships of each variable with each other (EB, EHRM, HRSQ and OC). Higher values indicate a stronger connection. These loadings (ranging from 0.613 to 0.850) are generally substantial, signifying that the items effectively measure their intended constructs. This affirms the convergent validity of the measurement model, ensuring that the items are coherent and reliable indicators of the underlying concepts (Hair et al., 2019). The presence of multicollinearity among the indicators or items of the constructs was evaluated using the Variance Inflation Factor (VIF). According to (Bondarouk, 2011), it is recommended that the Variance Inflation Factor (VIF) for each indicator should be below 5.00. Table 01 demonstrates that all values fell inside the acceptable range, namely less than 5, hence showing the absence of multicollinearity concerns.

Table 2
Discriminant validity – Fornell and Larcker's Model

Constructs	Mean	SD	EB	E-HRMP	HRSQ	OC
EB	3.86	0.83	**0.864**			
E-HRMP	4.52	0.68	0.512[a]	**0.853**		
HRSQ	4.70	0.72	0.465[a]	0.591[a]	**0.842**	
OC	3.49	0.76	0.556[a]	0.831[a]	0.697[a]	**0.836**

[a]Correlation is significant at two tailed level 0.05.
Note: E, employer; B, branding; E, electronic; H, human; R, resource; M, management; P, practices; S, service; Q, quality; O, organizational; C, commitment

As shown in above table 02, the descriptive and average mean value lies between 3.49-4.70. Whereas, the values of standard deviation starts from 0.68 and end at 0.83 (Hair et al., 2019). All the values of the constructs are positively correlated with each other as mentioned in above table with significant level of 0.05 (Ellmer & Reichel, 2018). The values (ranging from 0.465 to 0.864) indicates that the constructs (EB, E-HRMP, HRSQ and OC) are sufficiently distinct, supporting their discriminant validity (Ellmer & Reichel, 2018). Further, the condition has also applied here that the diagonal values of discriminant validity are greater than off diagonal values as shown in above table so discriminant validity is also exist in the statistical data (Ahmad et al., 2020; Hair Jr et al., 2020).

Structural Equational Modeling

The graphical representation of the structural equational model focuses on testing the hypothesized relationships given in the model. The structural model a shown in the following figure:
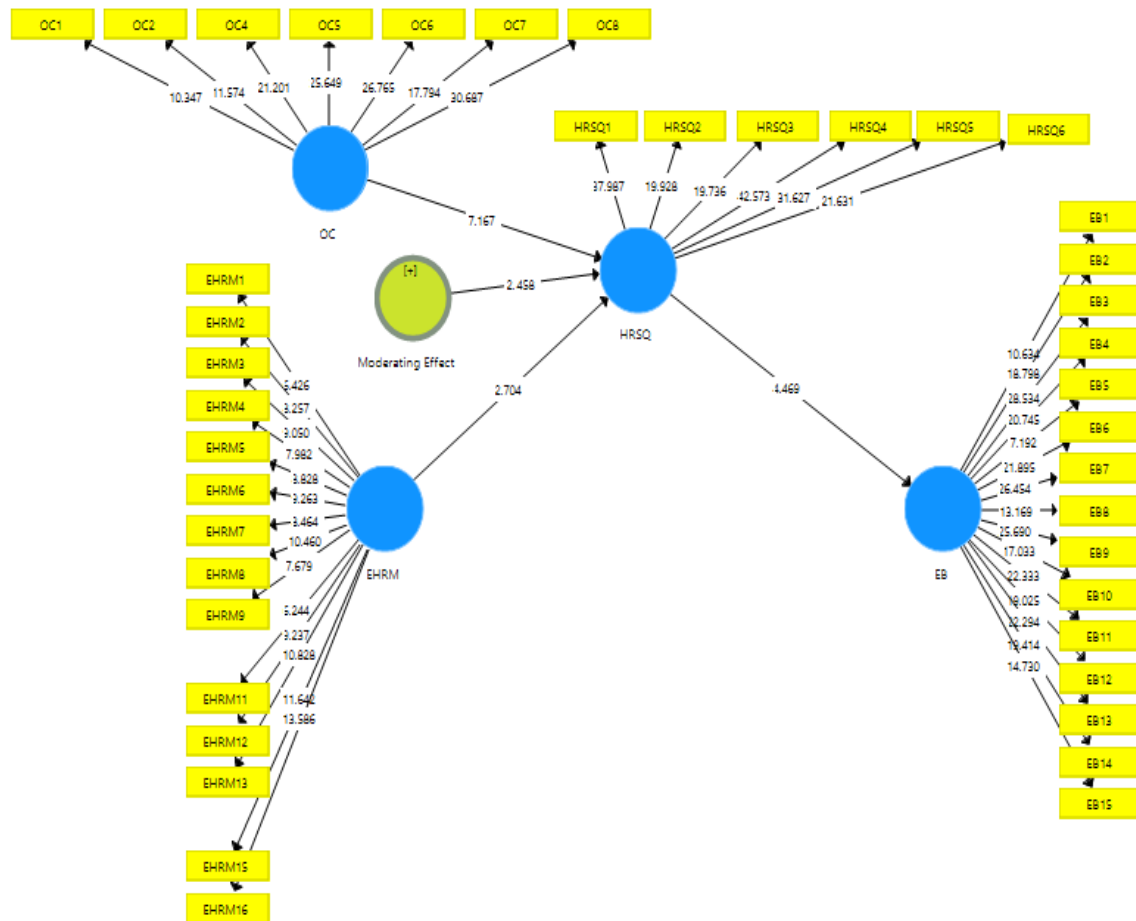
Figure 02: Graphical Representation of Measurement Model

Hypotheses Testing

The coefficient of determination quantifies the collective impact of all exogenous constructions on endogenous constructs. Based on the findings of (Ghosh & Tripathi, 2018), R-square values of 0.02, 0.13, and 0.26 are classified as weak, moderate, and high, respectively and this study shown in Table 03, illustrates that all R square values surplus from 0.26, suggesting significant impacts of the exogenous constructions on the endogenous variable.

The F-Square values were examined to assess the effect size of each construct on the other constructs in the structural model. These values provide insights into the proportion of variance explained in one construct by the other constructs. Table 03 displays the mediating relationship between constructs E-HRMP, HRSQ, and EB. The results indicate that the indirect effect of EHRM on EB through the mediating variable HRSQ is statistically significant (β = 0.048, p = 0.019). This suggests that HRSQ partially mediates the relationship between E-HRMP and EB (Hair et al., 2019). The confidence interval, with lower limit at 0.014 and upper limit at 0.096, further supports the significance of this mediating relationship (Hair et al., 2019). These findings highlight the importance of HRSQ in transmitting the influence of E-HRMP into EB within the context of the study.

The regression analysis results exhibit substantial relationships between the constructs. E-HRMP significantly influences EB (β = 0.330, p < 0.000) and HRSQ (β = 0.180, p = 0.007), indicating its notable impact on both. Likewise, HRSQ significantly impacts EB (β = 0.270, p < 0.000), highlighting its role in predicting EB. The moderating effect also shows a significant influence on HRSQ (β = 0.220, p = 0.003), underlining its importance in

moderating the relationship. Moreover, OC has a substantial effect on HRSQ ($\beta = 0.477$, $p < 0.001$), indicating its significant role. These findings offer strong empirical support for the proposed relationships among the constructs, emphasizing their relevance in the context of the study (Hair et al., 2017). (Malik, Srikanth, & Budhwar, 2020) reported the identification of significant indirect effects by employing a t-value threshold of above 1.96 and considering a two-tailed p-value of less than 0.05 to assess the mediating associations. The positive Beta value of 0.048 for the E-HRMO -> HRSQ -> EB pathway indicates a positive relationship between e-HRM practices and Employee Behavior though human resource service quality. This suggests that an improvement in E-HRMP is associated with a positive influence on Employee Behavior. The T-value of 2.347 with a corresponding P-value of 0.019 suggests that this relationship is statistically significant at the 0.05 level, indicating a relatively low probability of observing such results by chance.

Table 3
Path Analysis and Hypotheses Testing

Paths	Beta	SD	t	sig.	LL	UL	R^2	Q^2	F^2
E-HRMP -> EB	0.330	0.063	5.277	0.000	0.212	0.461	0.275	0.293	0.109
E-HRMP -> HRSQ	0.180	0.066	2.704	0.007	0.061	0.316	0.402	0.380	0.026
HRSQ -> EB	0.270	0.060	4.469	0.000	0.140	0.385	0.481	0.151	0.072
E-HRMP -> HRSQ -> EB	0.048	0.021	2.347	0.019	0.014	0.096	--	--	--
Moderating Effect -> HRSQ	0.220	0.062	2.458	0.003	0.107	0.019	--	--	--
OC -> HRSQ	0.477	0.067	7.167	0.000	0.341	0.602	0.280	0.214	0.208

All the above relationships shown in table No. 03 are fully supported and showing significant relationships with each other. This study supports the perspective of Mishra and Kumar (2019) which describes that e-recruitment and training are the untouched practices for employer branding. This study reveals the results are shows significant impact of e-HRM practices on employer branding. Further, elaborate that employee outcome like organizational commitment can also be the part to enhance the employer branding if employer provide the better services of working envoirnemnt which were got from the quality of HR practices and training. Previously, studies have been studied regarding electronic human resource practices with different employee outcomes (Bondarouk, 2011; Miraglia & Johns, 2020; Storey, 2007; Strohmeier, 2020) and (Nasar, Ray, Umer, & Mohan Pandey, 2020).

Conclusion

This study only focused with four HR practices i.e. e-recruitment, e-training, e-transfer posting and e-job rotation rather than the overall human resource practices and results have revealed that e-HRM practices are the better antecedents to improve the employer branding (Ali et al., 2025). This finding is divergent to the arguments of (Bell, Bryman, & Harley, 2022). Creswell and Creswell (2017) used the construct and comprises in a general and suggested that activities like job posting, job rotation are evenly part of attractiveness. Whereas this study clearly shows the services of better human resource are compressed with organizational commitment (Ali & Rehman, 2018). In another study which shoes that branding can only increase the organizational performance (Ali et al., 2025) in a recent research direct relation of employer branding on employee commitment is also checked (Sharma, Banerjee, & Paul, 2022). HR practices have been discussed with influence of social median on HR practices and employer branding (S. K. Khan, Sohail, & Ali, 2022). But E-HRM practices trainings create an opportunity for employees to network the internal and external, who in turn may teach them as to how to build image for employer brand (Kajol, Singh, & Paul, 2022). Tying together the modes of employer branding and e-HRM practices is the main contribution of this study. The findings have moved the field forward by extending the existing literature on organizational commitment and human resource quality by exclaiming that employees having different

modes based on varying degrees of human capital composition expect to be offered better programs in accordance to their needs emanating from each mode.

Theoretical Implications

This research establishes key performance indicators (KPIs) related to employee satisfaction, recruitment success, and employer brand perception. Regularly assess and report on these KPIs to track the impact of implemented strategies (Moroko & Uncles, 2008). Use the data to refine and optimize the employer branding and E-HRM practices continuously (Itam, Misra, & Anjum, 2020) with the use of E-HRM practices, HR service delivery may have access to continuous feedback and improvement processes. This study has some significantly theoretical implications with all supportive constructs as show in table 3 as e-HRM practices have the impact on employer branding as well (Ruel, Bondarouk, & Van der Velde, 2007). This research provides the useful tools to scholars and practitioners to investigating individual perceptions of the employee regarding employer branding to facilitate the body of the literature of e-HRM practices. This research has strong (Iqbal & Ahmad, 2016) psychometrics properties of employer branding by using of content, convergent, and discernment validity. Given that the scale E-HRM practices much has been used to examine the organizational performances (Ahmed, 2019; Hosain, 2017), with direct relationship of organizational commitment (Alshibly & Alzubi, 2022), job satisfaction (Ismail, Ling, Kadir, & Al Hosaini, 2021), innovative work behavior (Nayak et al., 2022) and organizational identification and employee retention (Bharadwaj, Khan, & Yameen, 2021) to increase the quality of services provided, businesses should aggressively seek and incorporate employee input. The use of E-HRM techniques has the potential to greatly improve the quality of HR services. Besides these positive empirical studies, E-HRM practices are untouched practices for employer branding (Imperatori, 2020; Mishra & Kumar, 2019). For example, its scope remains limited to impersonal trust and employee productivity (Iqbal et al., 2019; Iqbal et al., 2018), and e-HRM practices are focused on the e-HRM-performance link (Iqbal & Ahmad, 2016) and human resource development (Itam et al., 2020) with employer brand building, but these empirical positive utilities have not been studied from the perspective of human resource service quality as well. Hence, this study has positive impact of organizational commitment on HR related services quality which Causley improved the employer branding.

Practical Implications

The managers, employees and counselors of any company are suggested to explore and focus this research study for the employer branding while using e-HRM practices for better HR service and technology process. The employers branding has discussed with the self-determination for enhancing attraction of employees for their long term retention in the organization (Ahmad et al., 2020). Thus, employer branding can also useful for the employees, counselors and managers as self-determination for their employer. Furthermore, the dimension of HR-service quality has empirically test with to affect the customer satisfaction in banking sector (Pakurár, Haddad, Nagy, Popp, & Oláh, 2019). The concept of employer branding is the overall image of the employer that employees perceived for their values and career (Hunt & Morgan, 1994). In a simple way the findings of this research reveals that if the management of banking sectors in Pakistan do employees committed for long time within the same organization they can perform better with service quality and ultimate employees of the organization can help to make better employer branding as well (Ali, Mehta, Sair, Bilal, & Kaleem, 2020).

Therefore, this study is practically considering the scope of electronic human resource management practices for employees and its employers for employer branding or create the better image of the organization in the field of banking sectors (Devesh, 2019). Further, the way of information technology can be the better predictor to create the image of the organization so the human resource information system is the better to

enhance the employer branding on its way. The banking sectors in Pakistan are operationalizing their work under strict rules and regulations of the State Bank of Pakistan, (F. N. Khan et al., 2023). Therefore it would suggest that organization may take necessary action on implementation of e-HRM practices for employer branding for better HR services and organizational commitment for the employees. Thus, it is suggested that Organizational commitment and HR-service quality are the better predictor of employer branding with added that e-HRM practices are also the better practices to attract the fine quality employees for its organization. However, such practices and qualities of the employees could be the success of the organization. To remove the issues related on implementation of electronic way of HR practices the organizations should organize separate and regular trainings or workshops of their employees that involves core business operations (Bell et al., 2022).

Recommendations

This study has some limitations and which help to provide future directions. First of all, this study is cross-sectional. It could be longitudinal in future research. The sample unit consists of office staff operational and executive-level of staff only. Missing of clerical-type employee's data, meanwhile, labor turnover is an important part of successful e-HRM it is not collect from them due to the unavailability of data. The sample was collected only from two private sector commercial banks it could be collect from more banks, but this could not account for due unavailability of e-HRM practices are there. The time of data collection about perceptions of e-HRM practices is very significant. Only four dimensions of HRM practices in one construct could be measured at the same time it will be test with other e-HRM practices as well in future. The sample size is so small it could be larger in size and geographical boundaries as well. Similarly, and more gravely, the linkage between e-HRM practices and HR service quality, as shown in the model diagram above, is moderated by organizational commitment and rationalized employer branding that have not been explored.

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