A study of benevolent leadership, e-HRM practises, and organisational performance in India's small and medium-sized enterprises.

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Abstract

Previous research has examined distinct studies on the relationship and interconnections between e-HRM, the information system success model, and the concept of benevolent leadership. The research paper employed the information system success model within the context of information systems. The field of information systems encompasses six key factors: perceived net benefit, system quality, information quality, use, service quality, and user satisfaction. The primary objective of this study is to investigate the correlation between benevolent leadership and the success of electronic human resource management (e-HRM) within small and medium-sized enterprises (SMEs) in India. A correlation analysis was conducted using the Statistical Package for the Social Sciences (SPSS) on a sample of 255 participants. Two distinct validated questionnaires, derived from separate studies, were employed in this research. The study utilised a questionnaire that was derived from the Benevolent Leadership Scale, which was originally developed by Karakas and Sarigollu (2012). Additionally, the questionnaire also drew upon the work of Haitham Hmoud Alshibly (2014) in the area of eHRM success. The results of the study revealed a statistically significant and positive correlation between the various components of benevolent leadership and the success of electronic human resource management (e-HRM). A positive correlation exists between a higher level of benevolent leadership and the attainment of a higher level of success in electronic human resource management (e-HRM). The study revealed a significant positive correlation between all components of benevolent leadership and the components of e-HRM success. This finding highlights the significance of possessing benevolent leadership abilities. This study undertook an analysis of the various dimensions of benevolent leadership, providing a comprehensive examination of each individual element in considerable depth. A comprehensive literature review was conducted, revealing a lack of prior research investigating the correlation between factors associated with benevolent leadership and the success of electronic human resource management (e-HRM). Limited research has been conducted on the topic of benevolent leadership, while separate investigations have been carried out on e-HRM and its success, each focusing on distinct constructs and multiple factors. The current study aims to address the existing gap in the literature. This study has made a significant contribution to the existing body of literature in the field of management.

1. Introduction

The concept of benevolent leadership is frequently examined within four primary domains, namely morality, spirituality, vitality, and community. The majority of scholarly research has focused on various leadership styles, while comparatively little research has been conducted on the concept of benevolent leadership. The performance of an organisation is intricately linked to the ability of its leaders to effectively influence employees and cultivate a supportive environment within the organisation. This study aims to investigate the influence of benevolent leadership on the success of electronic human resource management (e-HRM), ultimately leading to enhanced organisational performance. The primary objective of this study is to investigate the potential correlation between the success factors of e-HRM and benevolent leadership.

Previous research has already established that engaging with benevolent leadership positively influences individual performance and demonstrates a comprehensive perspective on employees' well-being (Chan & Mak, 2012). The implementation of various strategies by leaders has been observed to diminish the level of trust between employees and their leaders, consequently resulting in a significant decline in organisational performance. The primary objective of benevolent leadership is intricately linked to the emphasis on the long-term performance of individual employees within their respective workplaces.

The concept of benevolent leadership is associated with the individual employees' personal well-being within the organisational context (Farh, Cheng, & Chou, 2000). The literature has extensively examined the numerous advantages associated with benevolent leadership. Benevolent leadership has been identified as a universally applicable concept that can yield various benefits for both the organisation and its employees' performance. The significance of benevolent leadership is evident. A substantial body of scholarly literature exists on the topics of benevolent leadership and electronic human resource management (e-HRM) as distinct subjects. The primary aims of this study are as follows:

To find out the relationship between benevolent leadership and e-HRM success

The objectives of this study routes to the importance of benevolent leadership factors which could bring a positive outcome for the performance of an organization.

2. Review of Literature

2.1 **Benevolent Leadership**

The association between benevolent leaders and spirituality has introduced a complex dynamic in the global business landscape across various sectors. This study aims to investigate the effects of benevolent leadership and e-HRM practices on organisational performance. Several studies have independently discovered that there are significant impacts on individual performance resulting from the major interactions between e-HRM and benevolent leadership. The notion of benevolent leadership pertains to a leadership style wherein the primary focus of leaders is directed towards the long-term welfare and performance of individual employees within an organisational context.

Benevolent leadership is a subject of current academic inquiry, with numerous researchers seeking to explore its association with individual factors and its interconnectedness with various other concepts in order to ascertain its impact on organisational outcomes. Furthermore, there are leadership styles that prioritise individualised and holistic concern for the well-being of assistants' officials and their family members (Chan & Mak, 2012; Farh, Cheng, & Chou, 2000; Karakas & Sarigollu, 2012). Recent research has demonstrated a growing interest among scholars in investigating the correlation between benevolent leadership and various management and organisational performance constructs. Karakas and Sarigollu (2012) posit that benevolent leadership is a concept that is embraced by various leaders within their organisations with the aim of effecting positive transformation in 21st century organisations. The authors proposed four key principles associated with benevolent leadership, namely morality, spirituality, vitality, and community responsiveness. Several studies have investigated the correlation between various leadership styles, including benevolent leadership, and concepts such as organisational citizenship (Ghosh, 2015; Kanwal, Rathore, & Qaisar, 2019) and organisational performance (Chan & Mak, 2012).

The existing body of empirical research in this particular field is lacking, thus prompting the present study to address this gap in the literature. The study aims to investigate the relationship between benevolent leadership and e-HRM. Schneider, Ehrhart, and Macey (2013) argue that the performance of employees within organisations is significantly influenced by the organisational structure and environment. The organisations are currently facing multiple challenges, such as complexities, which necessitate a corresponding revamp of leadership styles. According to Antwi et al. (2019), numerous leadership styles lose their effectiveness over time. However, in order to validate and enhance the organisational benefits, it is imperative to establish a connection with various other factors, as suggested by Masum (2015). This research investigates the adoption of electronic human resource management (e-HRM) and its impact on organisational performance.

2.1.1 Ethical sensitivity

The concept of ethical sensitivity, initially referred to as morality, is closely intertwined with leadership values and the field of business ethics. Ethical sensitivity refers to the introspective discernment exhibited by leaders in evaluating the moral dimensions of business practises, distinguishing between right and wrong. Ethics constitutes a fundamental component of every business enterprise.

2.1.2 Spirituality

The concept of spirituality at work has been extensively explored and discussed, as highlighted by Jurkiewicz and Giacalone (2004). This pertains to the deliberate endeavour of leaders to actively pursue valuable and meaningful purpose in their work. The presence of a positive sense of belonging within an organisation has the potential to foster employee motivation and ultimately contribute to the organization's success. A leader who possesses a strong sense of spirituality may experience enhanced levels of courage in their business-related endeavours.

2.1.3 Positive engagement

According to research by Ryan and Deci (2000), people who show positive engagement are more likely to show increased enthusiasm when faced with

difficulties. However, individuals who are not actively involved will likely experience feelings of fatigue, isolation, and disinterest. The current discourse revolves around the leaders' capacity to effectuate a constructive organisational transformation within the vitality stream. The modifications will be linked to the leaders' capacity to inspire and incentivize individuals within the organisation. This will also have a positive impact on the development of the corporate sector.

2.1.4 Community responsiveness

Corporate Social Responsiveness (CSR) serves as the foundation for community responsiveness, focusing on the level of dedication demonstrated by leaders towards society. This dedication encompasses their contributions to the community and their efforts to establish a lasting social impact. The primary emphasis lies in community service and individuals' disposition towards society.

2.2   Information system success

The field of e-HRM has emerged as a successful area of research that encompasses various aspects and dimensions, with ongoing updates occurring worldwide. There is a growing need for a relatively elevated level of employee attitude. The employees are engaging in collaborative efforts and providing mutual support to enhance their proficiency in technology and information systems. The field of electronic human resource management (E-HRM) has gained significance due to its potential to streamline human efforts and facilitate optimal organisational progress (Bharti, 2015).

The measurement of various dimensions of e-HRM success is currently at its apex and is expected to further enhance over time, as long as technological advancements persist. Numerous scholarly investigations have formulated conceptual frameworks for assessing electronic Human Resource Management (eHRM) across various organisational levels, as well as exploring its association with organisational performance (Bondarouk & Ruël, 2009). The primary variables examined encompass information quality, utilisation of service quality, perceived benefits, and user satisfaction. In contemporary times, employees are not solely driven by financial gains; rather, they are increasingly inclined towards pursuing additional non-monetary benefits.

Organizational performance

The initial five crucial metrics of organisational performance primarily consist of financial performance indicators, encompassing profitability, managerial effectiveness, employee attraction and retention, as well as client satisfaction. Additional factors that contribute to assessing organisational performance encompass employee morale, productivity, ethical conduct etc.

E-HRM success

The questionnaire measuring e-HRM success was derived from the construct originally developed by Haitham (2014). The primary focus of e-HRM success lies in the employee's perception, which is evaluated through six dimensions of Information Systems. These dimensions encompass information quality, system quality, service quality, system use, user satisfaction, and perceived net benefit. Each of these dimensions is assessed using four specific items. The sample items in the scale consists of "The e-HRM system provides information that is exactly what you need", "The e-HRM system provides information you need at the right time".

Hypothesis

Relationship between benevolent leadership and e-HRM success

H1: *Benevolent leadership positively impacts e-HRM success*

Relationship between ethical sensitivity and e-HRM success

H2: *Ethical sensitivity positively impacts e-HRM success*

Relationship between Spiritual depth and e-HRM success

H3: *Spiritual depth positively impacts e-HRM success*

Relationship between positive engagement and e-HRM success

H4: *Positive engagement positively impacts e-HRM success*

Relationship between community responsiveness and e-HRM success

H5: *Community responsiveness positively impacts e-HRM success*

3. Methodology

The present study utilised two standardised questions that were derived from separate studies in order to gather data. The following section provides an exposition of the particulars pertaining to the construct.

Benevolent leadership

The measurement of benevolent leadership was conducted using the benevolent leadership scale, which consisted of a total of twenty-nine items. These items were further categorised into four major factors, as established by Karakas and Sarigollu (2012). The scale comprises four sub-factors, namely ethical sensitivity, spiritual depth, positive engagement, and community responsiveness. Every variable possesses a significant number of items. The factor of ethical sensitivity consists of five items, while spiritual depth encompasses ten items. Positive engagement is represented by six items, and community responsiveness is measured by eight items. Sample items in the scale include "Reflect on ethical consequences of decision", "Take ethical rules seriously".

E-HRM success

The e-HRM success questionnaire was derived from the information system success model developed by Haitham Alshibly (2014).

The primary focus of e-HRM success lies in the employee's perception, which is evaluated through six dimensions of information systems. These dimensions include information quality (IQ), system quality (SQ1), service quality (SQ2), system use (U), user satisfaction (US), and perceived net benefit (PNB), each consisting of four items. The scale includes a limited number of items, such as "The e-HRM system offers information that precisely meets your requirements" and "The e-HRM system delivers information to you in a timely manner." The existing body of research unequivocally establishes a direct correlation between the effectiveness of electronic human resource management (e-HRM) and organisational success (Stone, Stone-Romero, & Lukaszewski, 2006).

Data Collection Method

The data was obtained from a sample of 255 employees employed by small and medium-sized enterprises (SMEs) in India. The data provides significant support for

the hypothesised relationships among the six success variables. The results of this study have significant implications for both academic research in the field of human resources and practical applications in HR management. The present paper concludes by examining the limitations inherent in the study, thereby highlighting the need for future research to address these constraints.

4. Results & Discussion

The study sample exhibits a distribution wherein 60 percent of the respondents are male and 40 percent are female. The distribution of marital status among employees reveals that 72.88 percent are married, 25.12 percent are unmarried, and the remaining 2 percent fall into the divorced category. The educational backgrounds of the respondents indicate that 22.6 percent have completed a graduation degree, 20.6 percent have completed a post-graduation degree, 6 percent have completed education up to the secondary school level, and 50.8 percent have completed education up to the school level or below.

Approximately 77% of the workforce is employed at the executive level, while the remaining 23% are classified as nonexecutive-level employees. The aforementioned findings are substantiated by the scholarly work of Stanton (2004), which elucidates the correlation between employee-technology interaction and its potential to enhance organisational performance. The study conducted by Mehmood et al. (2017). The samples collected for this study possess a representative nature, exhibiting a wide range of diversity.

The table clearly demonstrates a statistically significant relationship between Age and benevolent leadership factors at a significance level of 0.05. There was a statistically significant positive correlation at the 0.01 level between all other aspects of benevolent leadership and e-HRM success. The results of this study demonstrate a high level of significance, indicating a significant positive correlation between the variables examined, namely benevolent leadership, e-HRM success, and experience.

A basic regression analysis was conducted to examine the correlation between benevolent leadership and e-HRM success. The result was shown in Table 2

Table 1 Correlation Matrix

	ES	SD	PE	CR	IQ	SQ1	SQ2	U	US	PNB	Age	Exp
ES	1	.688**	.788**	.653**	.654**	.160**	.487**	.633*	.782**	.698**	.172*	.455**
SD		1	.653**	.140**	.184**	.143**	.645**	.184**	.674**	.654**	.678*	.667**
PE			1	.058**	.177**	.678**	.657**	.446**	.471**	.498**	.164*	.789**
CR				1	.567**	.688**	.652**	.188**	.467**	.178**	.179*	.533**
IQ					1	.155**	.645**	.187**	.541**	.255**	.149*	.144**
SQ1						1	652**	.454**	.542**	.488**	.544**	.148**
SQ2							1	.175**	.577**	.598**	.122**	.152**
U								1	.544**	.572**	.133**	.456**
US									1	.533**	.145**	.227**
PNB										1	.135**	.164**
Age											1	.784**
Exp												1

Notes: N=255, **Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2 tailed)

Table 2 Regression Analysis

Model	Unstandardized coefficients		T	Sig
	B	Std Error	6.528	.000
Constant	7.628	1.254	14.798	.000
Benevolent leadership	.518	.027		

R^2 = .45   F=281.99   Sig. =0.00

Table 2 presents the findings, indicating that 45% of the variance in e-HRM success can be attributed to the independent variable of benevolent leadership. Therefore, it can be concluded that H1 is supported, as there is evidence to suggest that benevolent leadership has a positive impact on the success of e-HRM. An analysis of variance (ANOVA) was employed to determine the statistical significance of the regression model. The obtained F value of 281.99 was found to be significant at a p-value of 0.00, indicating

the adequacy of the regression model. The analysis reveals that benevolent leadership has the potential to make a substantial contribution to the success of e-HRM.

5. Discussion

The objective of this study is to ascertain the correlation between the four dimensions of benevolent leadership and the six dimensions of information system success factors. The four components of benevolent leadership, namely ethical sensitivity (ES), spiritual depth (SD), positive engagement (PE), and community responsiveness (CR), have been identified as crucial factors in effective leadership. Similarly, the six factors of the information system success model, namely information quality (IQ), system quality (SQ1), service quality (SQ2), use (U), user satisfaction (US), and perceived net benefit (PNB), have been recognised as valid indicators of success in the implementation of electronic human resource management (e-HRM).

The study demonstrates a clear correlation between benevolent leadership and the success of e-HRM, fostering a spiritual orientation within the organisation (Vlachos, 2008). Based on the aforementioned analysis, it is evident that the research indicates a positive correlation between the employees' acquisition of knowledge from benevolent leadership and e-HRM practices (De Alwis, 2010), which subsequently contributes to the enhancement of organisational performance (Alrahahle, 2014). The study indicates that all factors examined exhibit a statistically significant positive relationship, highlighting the importance of a benevolent leadership style. Similar findings were reported in the research paper authored by Khashman and Al-Ryalat (2015).

The significance of various factors, including service quality, user satisfaction, information quality (IQ), use (U), user satisfaction (US), and perceived net benefit (PNB), indicates the importance of enhancing employee satisfaction levels within the organisation. These factors are associated with all levels of personnel within an organisation. The analysis of this research clearly demonstrates the correlation between employees' efficiency and organisational performance. Empirical investigations have demonstrated a significant relationship between the determinants of e-HRM success and organisational performance (Nugroho & Prasetyo, 2018). This finding aligns with the present study.

5.1 Scope of Future Researchers

This research study offers significant insights that are pertinent to future researchers, academics, and students. This facilitates scholars' comprehension and examination of SMEs to a greater extent. Future researchers have the opportunity to conduct additional investigations by incorporating various factors that are pertinent to diverse organisational performance. Furthermore, this technology holds potential benefits for various sectors, such as industries, companies, and firms. Researchers have the ability to identify the most pertinent factors that contribute to organisational performance. Parry and Tyson (2011) conducted a study. Furthermore, it is worth noting that the existing body of research in this particular field is quite limited. Consequently, there is ample opportunity for researchers to delve deeper into all three aforementioned areas while also considering additional factors such as benevolent leadership, organisational performance, and e-HRM success (Al-Dmour & Shannak, 2012).

Suggestions

Electronic Human Resource Management (e-HRM) is a burgeoning phenomenon that warrants consideration and implementation by various organisations. Implementing this strategy can enhance employee performance and contribute to the overall success of the organisation (Hamid, 2017). Fostering a positive relationship between employees and the organisation can serve as a means of motivating employees to embrace electronic human resource management (e-HRM), ultimately leading to enhanced organisational performance (Hosain, 2017). This study, as well as other studies (Ruël, Bondarouk, & Looise, 2004), have identified a positive correlation between age and improvement in demography. Enhancing organisational performance can be achieved through the implementation of strategies aimed at promoting the active involvement and engagement of employees (Saeed et al., 2013)

Conclusion

The primary aim of this study is to ascertain the correlation between the four dimensions of benevolent leadership and the six dimensions of information system

success factors. The four components of benevolent leadership encompass ethical sensitivity, spiritual depth, positive engagement, and community responsiveness. On the other hand, the six factors of the information system success model are employed to gauge the success of electronic human resource management (e-HRM). These factors include information quality, system quality, service quality, use, user satisfaction, and perceived net benefit. These factors have been established as reliable indicators of e-HRM success (Omran & Anan, 2018; Richard et al., 2009). The implementation of electronic Human Resource Management (e-HRM) has resulted in a shift in employees' perspectives regarding organisational success, subsequently exerting a direct influence on the overall performance of the organisation, leading to increased productivity levels (Panayotopoulou, Vakola, & Galanaki, 2007).

The table clearly indicates that there is a statistically significant relationship between Age and benevolent leadership factors at the 0.05 significance level. Moreover, all other components of benevolent leadership and e-HRM success exhibit a highly significant positive correlation at the 0.01 significance level. These results align with those reported by Bharti (2015). These findings hold considerable significance, as they demonstrate that all the variables examined in this study, including benevolent leadership, e-HRM success, and experience, are associated with a significant and positive correlation.

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