

-RESEARCH ARTICLE-

THE EFFECT OF e-HRM PRACTICES ON THE EMPLOYEES LOYALTY IN INDONESIA TELECOM SECTOR: MEDIATING ROLE OF EMPLOYEE MOTIVATION

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—Abstract—

The importance of the Indonesian telecommunications industry to the country's development cannot be overstated. They require qualified workers that are committed and loyal. This study studied the effect of e-HRM activities, including e-training, e-compensation, e-recruitment, and employee motivation, on the development of employee loyalty. The role of motivation as a mediator was also evaluated. The study's research design was cross-sectional. Using simple random sampling, the survey questionnaire collected data from employees of telecom sector enterprises in Indonesia. The questionnaire was constructed based on literature reviews of previous studies. The study's usable response rate was 64.09 percent. The collected data was evaluated using intelligent PLS 3. The study's findings validated the connection between e-recruitment, e-training, e-compensation, motivation, and loyalty. In this study, the mediating effect of motivation is also statistically verified. Policymakers can utilize the findings of the study to build staff retention policies.

Keywords: Loyalty: E-HRM, E- Compensation, E-Recruitment, Indonesia

1. INTRODUCTION

The employees' loyalty is one of the essential aspects upon which the organization's survival is dependent. Past studies have focused on several factors that can develop loyalty among employees. These factors include interpersonal characteristics, position, incentives, and interpersonal characteristics. One of the organization's biggest challenges is creating a pool of employees who have good skills and loyalty to the

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organization. The employee's intention to switch jobs will be reduced in nations adopting a systematic and constant approach to selecting and recruiting the employees. The organizations should have systematic training and development programs so the long-term deployment of the employees can be ensured. Organizations should have internal practices to promote the employees every year in terms of their seniority and skills. This system will create loyalty among the company's employees [Aljayi et al. \(2016\)](#). within any organization, loyalty is valued very highly how a very positive effect on the performance word workforce of the company. it is universally believed that employees are one of the organization's essential assets. therefore they should invest very sensibly in their employees to keep them happy and motivated to remain loyal to the organization [\(Khuong, Mai, et al., 2020\)](#).

The business environment at the global level is changing at a very high pace. The organization should adopt these changes. To compete in this challenging environment already should need a firm strategy. This strategy must be designed so that the organization can sustain itself for a more extended period. Retention of the employees is one of the significant challenges for the organization. Migration of employees must be significantly less for the organization's success. If the employees are not motivated and committed to the organization, they will opt to switch the organization. Therefore, human behaviour is directly affected by the motivation level [\(De Sousa Sabbagha et al., 2018\)](#).

The HRM practices and regulations of the organization should be designed to ensure that employee strategies and expectations are consistent. The measures must be created to attract and retain personnel and to offset the different repercussions of employee unhappiness and lack of motivation, such as decreased productivity, coordination, local contribution, morale, and contribution to accomplishing organizational objectives [\(Flaxman et al., 2017\)](#). To be successful, a business must retain its skilled staff. Therefore, employee motivation is one of the most critical components of the organization's long-term success. To fulfill the organization's goals, satisfied and motivated personnel play a crucial role. Consequently, businesses should have a large number of motivated staff. [\(Lorincová et al., 2019\)](#)

One of the reasons employees remain with the organization is compensation. There are several ways by which compensation can be displayed, including gifts and salaries in return for the job carried out by the employee. An employee can join an organization or leave it because of compensation. In compensation, one of the critical factors is E compensation, a web-based approach in which an organisation can utilize, distribute, analyse, file, and gather the compensation in return for information. it can also be termed electronic compensation. Therefore opposition gets a competitive advantage. Researchers also argued that in the context of HR, employees could easily make decisions because of electronic compensation [\(Abdel-Qader, 2022\)](#).

Organizations use different kinds of Internet and Intranet facilities to create services of electronic compensation. Therefore the employees can use these services all around the globe. With the help of electronic compensation, employers can keep annual returns, payslips, and records of leaves and end attendance of employees. The framework of electronic compensation can also be used to provide information regarding advantages and offer them different chances to select various kinds of plans online. With the help of electronic compensation, the managers of organizations can easily create plans to spend and demonstrate the importance of this framework, among other choices. As a result, a win-win situation is developed for both employees and the organization. With the help of this factor, other stakeholders and clients can benefit from efficient services and products (Rathee et al., 2022).

In the past few years, the globe has experienced significant advancements in information technology, which has caused a shift in electronic training. Employers have stringent requirements for staff training via electronic learning technologies. Over the past decade, businesses have increasingly utilized various technology to conduct staff training programs. Because there are numerous advantages to using technologies. One of the significant benefits is minimizing the cost of training materials, remaining competitive, increasing the number of employees who are trained, enhancing the productivity of employees, requiring minimal use of resources, price, and delivery of courses, standard delivery of courses, standardized delivery of courses, diverse availability of content, delivery of training, flexibility in training, training duration, and saving on the long-term cost of training. (Alrubaie et al., 2020).

Organizations have adopted several different ways to survive long-term by training their employees. Organizations are using electronic training programs to get superior outcomes. It is because organizations can provide excellent services but provide additional training material. In addition, as a result of globalisation, enterprises are increasingly relying on electronic training, as it enables them to reach a large number of individuals at a low cost and with no geographical restrictions. Electronic training is one of the preferred ways to go to its global reach and accessibility for several employees. Employees can reach electronic training with the help of one click of the mouse (Wiradendi Wolor et al., 2020).

There are several similarities between electronic learning and training, particularly in technology and delivery methods. Electronic training requires significantly less time than electronic learning. There are a variety of electronic training formats. The most prevalent forms of electronic training are the most effective programs and video conferencing. This statement concurs that electronic training is the use of technology by trainers to deliver information to specific employees over the Internet (Kamal et al., 2016).

According to researchers, the Internet affects every function, every occupation, and planet area. Transformation is also occurring in the HR industry. Businesses have access to millions of resumes via social networking sites and their databases. Consequently, organizations can reduce the pressure to gather CVS. However, it is also essential that the human resources department design an efficient, adaptable, and customer-focused plan. With the aid of technology, organizations can accomplish specific objectives. To improve positional survivability, recruitment plays a crucial role. This component also has a significant effect on the organization's performance. The Internet has played a vital role in the development of the relationship between recruiters and organizations (Fachrizal et al., 2019).

Web recruitment, online recruitment, and Internet recruitment are examples of electronic recruitment. Under the electronic recruitment process, organizations use technology to manage the recruitment process. Organizations compete to attract candidates, while prospective employees compete to obtain employment. After locating him rapidly using information technology, recruiters must hire a skilled person to get a skilled employee (Smythe et al., 2021).

The central position in management studies is held by social exchange theory. This city was proposed by (Blau, 1964), which posits that the set-up relationship between two parties is mutually beneficial. The premise of this idea is that the social setting of an organization influences the behavior of its personnel. According to the theoretical foundation, the relationship between the organization and its employees is one of trade. This relationship is founded on the reciprocity of perception and performance (Malka et al., 2017). Therefore, the organization's investment in its personnel plays a crucial effect on their satisfaction. If employees are content, they will create a good attitude and boost their performance (Shah et al., 2020). Thus, this work aimed to investigate the relationship between e-HRM practices, particularly e-recruitment, e-compensation, e-training, motivation, and employee loyalty in the Indonesian telecom sector.

2. LITERATURE REVIEW

2.1 Electronic Human Resource Management E-HRM

Several factors are evolving as well as transforming end has affected our lives. These factors include culture, politics, technology, society, and the economy. These factors need rapid change at the global level and are covered in the broader scope. Therefore, organizations must understand the importers of change to achieve better results and sustain the global economy. One of the critical changes occurs in the HRM activities of the organization because these activities are shifted to electronic HRM (Thite, 2022). It is because information technology is involved in every aspect of business organization. one of the aspects includes calculating salaries regarding the administrative work in which information technology was used because a lot of much effort was required for

this process, which is speedy and accurate. In this situation, an electronic database plays a critical role in human resources (Galanaki et al., 2019).

From the point of view of researchers, advanced technology is the factor upon which current management organizations rely because it helps the organisation achieve its goal accurately and quickly (Lazazzara et al., 2018). One of the notable qualities of achieving this goal is minimum cost earning unique speed information technology. Information technology usage has minimized the usage of paperwork within organizations. Scholars have also noted that electronic management was started in the 1960s, then IBM used it to control administrative work. This program was also used to replace electronic offices, dispense paper transactions, and provide services to the public using Internet services (Thawabieh et al., 2020).

The researcher defines electronic human resource management as management based on the purposeful use of communication and information technologies, which makes it the fundamental function of human resource management. Scholars noted that the use of technology in human resource management makes it possible for workers and managers to interact effectively with management in terms of education, knowledge management, and pain management, but not in terms of assessment and communication during all activities (Ziebell et al., 2019). This electronic human resource management is the modern form of administrative practice and concept that effectively incorporates renewable technology in all types of organizations (Malfertheiner et al., 2017).

2.2 Employee Loyalty

Employees are considered loyal and committed to achieving the organization's success. Moreover, the employee believes that this organization is the best option available. Loyalty is regarded as one of the essential components of employee engagement. Several factors can play an important role in creating loyalty among employees. Generally, employee loyalty can be described as a process their attitude makes a specific behavior among the employees. This behavior can be actual or intended as well. Since the last declaration, the workplace and the workplace environment have evolved significantly. A few years ago, it was believed that the employees hired for the organization are for a lifetime. Managers expected loyalty toward the organization very generously. But over time, the concept of loyalty has changed the cause employees have faced the situation of downsizing, relocation, and restructuring of the organization (Singh et al., 2020). External loyalty and internal loyalty are two characteristics of loyalty. According to researchers, loyalty is the emotional connection between an organization and its personnel. The emotional component constitutes the internal aspect of loyalty. The internal components consist of feelings of loyalty, affiliation, and concern. This is a factor of loyalty that attracts the notice of leaders. On the other side, the external aspect of loyalty is related to the manifestation of loyalty. This element relates to the behavior that will portray the emotional dimension. It is the loyalty aspect that differs significantly. Therefore, it is crucial to reframe the concept of loyalty in terms of the

employee's emotional feelings. Typically, an organization's top management believes that they are loyal to the workers who work for the organization, and the corporation has a policy to retain the employees. However, the employees have vastly different opinions regarding the order of some rules. Most employees believe they are devoted organization stakeholders, yet their actions do not reflect this sentiment. (Oktrido, 2019).

2.3 E-Compensation

In the recent past, reward systems and compensation have become critically important to attract, retain and motivate the employees within a company. Likewise, electric compensation is referred to as the usage of the Internet to design the benefit packages and compensation packages for the workforce that can ensure that the organizations' wages are fairly distributed. It includes the employees' tracking record, compensation information, and other benefit packages. Electric compensation of the organisation can be in the form of a website that allows organizations to distribute, utilise, evaluate, manipulate and collect information, data, and compensation (Hosain, 2017). This system can also help the top management interpret the organizational budget, analyze all the organizational budget, analyze the present compensation system, develop fairness in the compensation system, develop accessibility in the compensation system, and develop data regarding the references of the employees using the Internet. Employees can decide their preferred reward and benefit systems (Rastogi et al., 2017).

Furthermore, this process can also help streamline the bureaucratic tasks by inducting workflow functionality in a very cost-effective manner. Therefore, many organisations prefer to use technology in their job tasks and have enhanced Internet usage. Scholars have reported that employees choose to, but I mean in organizations with well-developed employee reward and compensation systems. This shows that employees prefer to work in organizations with electronic recruitment and selection systems and rewarded benefit systems (Aimi Damia, 2020; Rastogi et al., 2017).

2.4 E- Training

Training is regarded as the activity of the organizations to increase the competency and skills of the employees regarding the job they are currently doing to improve organizational performance. Meanwhile, electronic training is described in terms of electronic learning modules, facilities, and web-based trading opportunities. Moreover, researchers describe electronic training as using technology to transfer specific knowledge to the employees by using the Internet, forums, weblogs, chat rooms, threads, teleconferencing, electronic examinations, electronic reviews, videos, audios, and print (Prihatin et al., 2017).

Researchers have hypothesized that implementing an electronic trading system will lower the cycle delivery since the trainer will be able to build a training program and send it to the target market in a shorter amount of time and at a much-reduced cost. Numerous studies have concluded that electronic HRM plays a crucial role in reducing

training costs, including refresher courses, training materials, travel expenses, and work-from-home expenses. By promoting an electronic learning system, any organization can improve the performance of its employees through an effective learning process. Can proper electronic training options aid in enhancing the performance of employees, as well as the continual development of employees working for the organization in contrast to their competitors? Multiple researchers in the past have highlighted the correlation between employee output and electronic training chances. This shows that implementing and adopting an effective electronic trading system will develop satisfaction and commitment among the employees, developing her job performance. Therefore, most organizations have decided to develop their training programmes online because this online training programme can be delivered among different companies more efficiently. This training program will be available anywhere and anytime at a significantly reduced cost (Nurshabrina et al., 2020).

2.5 E-Recruitment

Searching for the most suitable employee for the job being offered is called recruitment with the help of the recruitment process developed among the potential employee and employers. With the use of online equipment, process organizations can hire employees in a very cost-effective and powerful way. Online recruitment, web-based recruitment, or electronic recruitment uses online technology to find out and attract potential candidates who are fit for the job. It also refers to the usage of portals in the form of websites, the official website of the organization, and other websites that provide job search opportunities. The organization prefers to post vacancies and positions and plays a reported role in reviewing the resumes effectively (Nivlouei, 2014). The majority of organizations worldwide utilize the Internet as a significant recruitment resource. This technology is used for advertising the position. Those in search of employment transmit their resumes via email and other forms of the Internet that are not publicly accessible. Alternately, the employer draws the outlines uploaded by prospective employees throughout the recruitment process. Consequently, every organization has the opportunity to hire the most qualified candidate. Organizations previously employed two sources to slap employees: external and internal. Internal sources refer to the use of internal staff through promotion or transfer from one department to another. On the other hand, external sources refer to replacing a vacant position by employing someone outside the organization (Freire et al., 2021).

Global use of the computerized recruitment culture is widespread. However, there is a gap between experience and study on the topic of the Internet and other electronic recruitment methods. Depending on the hiring objectives, the degree of difficulty of the recruitment process can vary. The most popular external sources for hiring people include job fairs, universities, colleges, the organization's website, Internet job boards, various recruitment agencies, and newspaper advertisements. On the other hand, the Internet sources of the organization include job portals, job boards, corporate websites,

and social networks, which both candidates and organizations increasingly utilize throughout the recruitment process. In addition, electronic recruiting covers applicant management technology and the recruitment process in general, including rejection, job offer, selection, and application tracking (Abia et al., 2020).

2.6 Employee Motivation

Organizations need to motivate their employees to enhance their efforts to achieve organizational goals. Motivation, in theory, is referred to as the willingness of the employees to accept the goals after setting them and take full responsibility for achieving these goals. Additionally, scholars have defined motivation as a psychological process that directly affects only the employee's behavior that helps them achieve their personal and organisational needs (Ozkeser, 2019). Employees are generally looking for 10 essential qualities in their jobs. These qualities include working for an efficient manager, focusing on the outcome of the job, the assigned task being interesting and well-informed, the top management listening to their employees, treating employees with proper respect, recognizing employees for their efforts, challenging them, and providing opportunities for skill development. These factors play a vital role in motivating the employees to remain committed to the organization (Tran, 2020).

The motivation of the employees is one of the basic policies of the management to increase the performance of the employees. The empowered employee would endeavor to reach the organizational objectives with more concentrated added energy than the not authorized employee. The motivated employee is more effective in attaining corporate and personal goals/ the motivated employees have a target but improve their productivity and benefits from the organization. As a result, market share, innovation, profitability, production, and stakeholders also increase. The organization's performance is seen as good if the organization's aims are achieved with minimum input in terms of its resources. Keeping in view that human resource is vital in any organization, they should encourage employees and strive to motivate them so they may establish loyalty among these employees (Al-Madi et al., 2017).

3. HYPOTHESES BUILDING

3.1 Employee Motivation and Employees Loyalty

Motivation at the workplace is an essential topic upon which every researcher has a different opinion. Every factor of the organization plays a significant role in minimizing or adding the employee's motivation level. As a result, the loyalty factor of the employee is affected as well. When the top management is a good leader, these employees become more loyal to the organization. Good leaders play a significant role in motivating their employees to work hard, which is the expression in their daily jobs. They contribute to the weather better policies and participate in enhancing the loyalty level and motivation among the employees. As a result, the performance of the employees increased. Because

of extrinsic and intrinsic motivation, the employees remain loyal to the organization. The other factors that contribute to the motivation of the employees and loyalty are benefits, pay, promotion potential, and work environment (Khuong, Mai, et al., 2020; Sari, 2017). According to scholars, there are three main factors regarding work that affect the employee's loyalty. one of the factors is the employee's motivation, which enhances the loyalty and creates satisfaction as well (Khuong & Linh, 2020).

3.2 E-Compensation and Employee Motivation

Numerous experts have examined the correlation between electronic remuneration and employee motivation. The research investigated the connection between motivation and remuneration in various organizational environments. This research discovered a correlation between motivation and remuneration. Error rates are lowered due to compensation schemes, leading to improved decision-making. This indicates a substantial correlation between employee motivation and remuneration level inside the firm. The study conducted by Shah, Michael, and Chalu (2020) also revealed that remuneration levels affect employee motivation.

3.3 E- Training and Employee Motivation

Training programs conducted by corporations are one of the essential sources of employee motivation. These training programs play a crucial part in enhancing the organization's skill level. Training increases the employees' sense of self-efficacy. Therefore, it leads to an increase in employee motivation. As a result of activity, employees are developed as learners, and their workplace conduct is altered. The organization is changed according to this learning. Therefore, a causal relationship exists between these variables. Because training is intended to expand the employee's knowledge, another purpose is to strengthen expertise and skill to boost employee motivation (Tumi et al., 2022).

3.4 E-Recruitment and Employee Motivation

To hire employees, many companies use an online knowledge system. They tried to exploit the advantages of the Internet. These are the systems of recruitment and creating automation. This system is known as an electronic recruitment system. It is one of the important factors that place a vital role in selecting and recruiting the employees. These electronic HRM systems are designed to retain, motivate, develop, attract the employees who ensure the effective functions of the organization. When employees see that the internal recruitment process is preferred to fill the vacant position, they feel motivated (Baykal, 2020; Matolo et al., 2019).

The qualified employees will get motivated by job advertisements and recruitment messages for their respective job. If these employees understand the job description and recruitment process, they will be motivated. Research conducted by Matolo et al. (2019) reported a positive relationship between employee motivation and recruitment.

Hypothesis:

H1: E-compensation has a positive effect on employee motivation

H2: E-recruitment has a significant effect on employee motivation.

H3: E-training has a significant positive relationship with employee motivation

H4: Employee motivation has a positive effect on employee loyalty.

H5: Employee motivation mediates the relationship between e-recruitment and employee loyalty.

H6: Employee motivation mediates the relationship between e-training and employee loyalty.

H7: Employee motivation mediates the relationship between e-compensation and employee loyalty

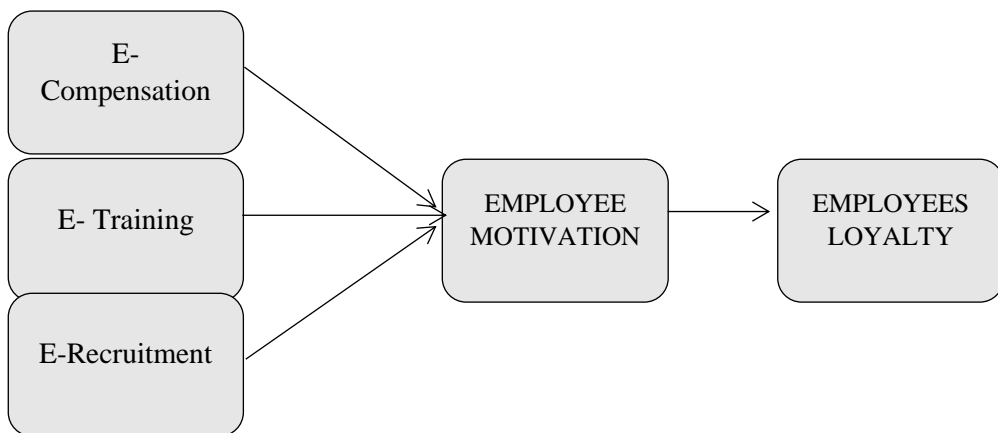


Figure 1. Framework

4. RESEARCH METHODOLOGY

The quantitative character of this study prompted the use of a cross-sectional research approach. This research is based on a questionnaire. The respondents of the present study are Indonesian personnel in the telecom industry. For this reason, a questionnaire was issued to this sector's 532 employees. According to [Creswell, Klassen, Plano Clark, and Smith \(2011\)](#), if the sample size increases, so will the confidence interval for the research. According to the criteria outlined by [Krejcie and Morgan \(1970\)](#), the sample size for the study was 380, although the questionnaire was sent to 40 percent more personnel. It is crucial to expand the sample size to reduce the problem of missing questionnaires and incomplete data ([Hair et al., 2010](#)). We utilized simple random sampling to acquire information from respondents. This questionnaire distribution was

self-administered. Two volunteers conducted the data collecting procedure with experience doing research with the assistance of two volunteers. These issued surveys yielded a response rate of 64.09 percent, as 341 were returned.

The research philosophy is an essential component of research methodology, as its primary purpose is to develop research methodologies and strategies. Numerous scholars favor positivism as their research philosophy of choice. Positivism places emphasis on facts and reality. This style of research mindset is suitable for quantitative study research. This study likewise employs a positivist research methodology.

The questionnaire designed for this study was modified from previous research. The e-compensation items were adapted from [Thawabieh et al. \(2020\)](#), the e-recruitment items were adapted from [Thawabieh et al. \(2020\)](#), the employee motivation questionnaire was adapted from [Hassan, Hassan, and Yen \(2020\)](#), the employee loyalty items were adapted from [Khuong et al. \(2020\)](#), and the e-training items were adapted from [Zainab, Awais Bhatti \(2017\)](#).

Factors affecting e-training adoption include examining perceived cost, computer self-efficacy, and the technology acceptance. The questionnaire was developed using Likert 5 point scale in which 5 represents strongly agreed, 1 means strongly disagree and 3 shows the neutral response of the respondents. Before collecting the data at the full scale, the researcher conducted a pilot test in which reliability was found to be more than 0.70. During the data collection process, the respondents were ensured that the data of names and contact information of the respondents would not be disclosed to any 3rd party. The analysis of the data gathered was conducted through SPSS and PLS. This study used SPSS for the descriptive analysis of the data and to clean the data.

5. RESULTS AND ANALYSIS

Before analyzing the data, we examined the demographic information of the respondents. Among 341 respondents, 203 were male, whereas 138 respondents were female. Most of the respondents had the age between 20-30 years. Around 29 % of the respondents had the aged between 21-25 years, 23% had the aged between 26-30 years, and 19% had the age group 31-35 years, whereas the remaining respondents had the aged more than 35 years. Moreover, 61 % of the present study respondents were married whereas 39% were not married. SPSS was also used at this stage for the cleaning of the data and to detect the missing values.

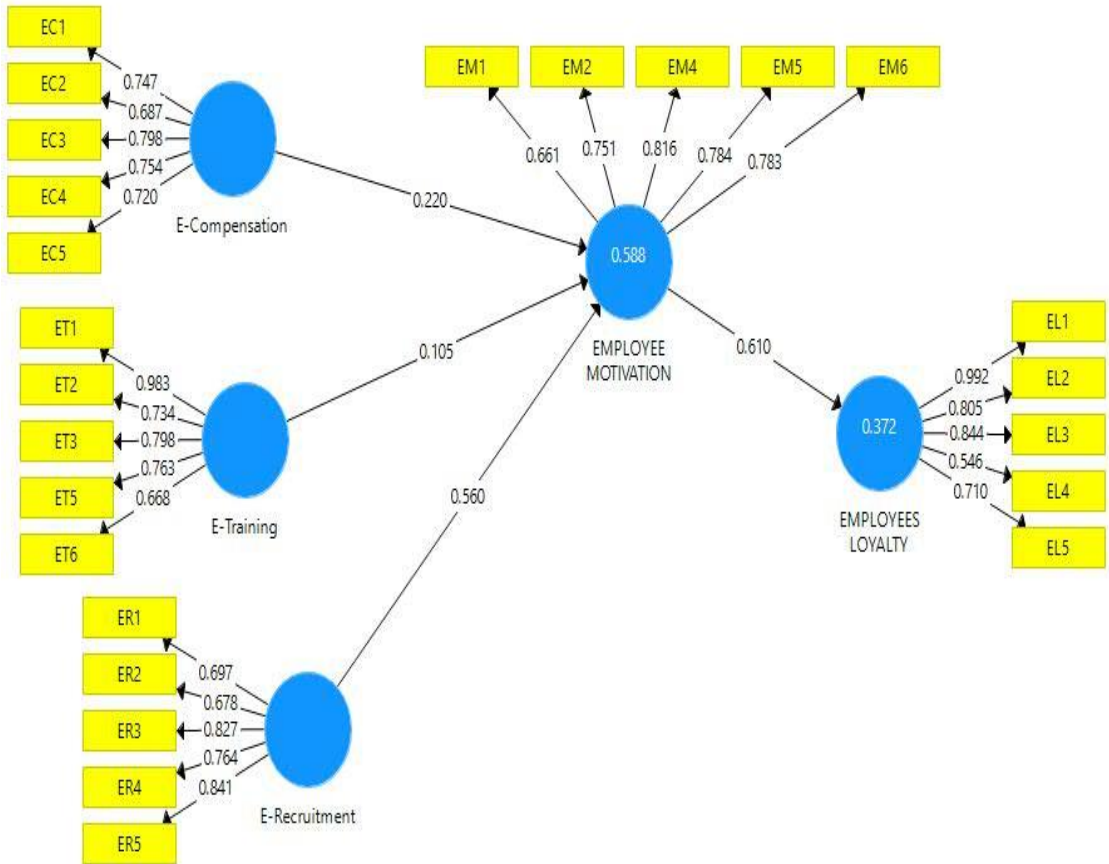


Figure 2. Measurement Model

Later, we employed PLS-SEM for the estimation of the model. Mainly, keeping in view [Ringle et al. \(2015\)](#) smart PLS 3.3.2 was used for the analysis. In this regard, [Hair et al. \(2010\)](#) mentioned that analysis through PLS involves two basic multivariate techniques, namely multiple regression and factor analysis. The technique of factor analysis consists of the assessment of the measurement model. At this stage, reliability and the validity of the data through PLS are examined. At this stage, it is also recommended to examine discriminant validity of the data. [Figure 2](#) displayed above shows the measurement model of the study.

At the beginning of the analysis, it is essential to measure the reliability of the items through factor loading ([Byrne, 2013](#)). The researcher recommended that the items loading less than 0.40 should be dropped. The same criteria were used in this investigation, and the maintained items must have a loading greater than 0.40, as shown in [Table 1](#).

Table 1. Factor Loading

	E-Compensation	E-Recruitment	E-Training	Employee motivation	Employees loyalty
EC1	0.747				
EC2	0.687				
EC3	0.798				
EC4	0.754				
EC5	0.720				
EL1					0.992
EL2					0.805
EL3					0.844
EL4					0.546
EL5					0.710
EM1				0.661	
EM2				0.751	
EM4				0.816	
EM5				0.784	
EM6				0.783	
ER1		0.697			
ER2		0.678			
ER3		0.827			
ER4		0.764			
ER5		0.841			
ET1			0.983		
ET2			0.734		
ET3			0.798		
ET5			0.763		
ET6			0.668		

The next phase of the measurement model is to assess the internal consistency reliability to assess the level of trustworthiness among the study constructs (Aamir et al., 2021). We used Cronbach Alpha and composite reliability (CR) to confirm and establish the reliability and consistency of the items. According to Hu et al. (1999), the constructs must have a value to be more than 0.70 to be acceptable. As evident in table 2, all values have CR, and Cronbach Alpha is more than 0.70. Assessment of measurement also involves convergent validity, for which we examined AVE. Convergent validity examines the way a certain measure what it needs to measure and correlates with the remaining measures of the study. As recommended by Hair et al. (2010), the acceptable value of AVE is a minimum of 0.50. On the same line, Chin (1998) also recommended that the value of AVE should be more than 0.50 to establish convergent validity. As

evident from the AVE values in [Table 2](#), all values of AVE are more than 0.50. Thus convergent validity of the present study is confirmed.

Table 2. Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
E-Compensation	0.796	0.860	0.551
E-Recruitment	0.821	0.875	0.584
E-Training	0.849	0.895	0.634
Employee motivation	0.817	0.872	0.579
Employees loyalty	0.845	0.891	0.629

The last phase of the measurement model is to establish discriminant validity. This type of validity represents that the study's variables are different from other variables [Hair et al. \(2010\)](#). Therefore, we employed the Fornell and Larcker approach and the HTMT approach. According to the [Fornell et al. \(1981\)](#) approach, the square root of the AVE is more than the remaining values ([Fornell et al., 1981](#)). Moreover, the HTMT approach points out that all of the values in the matrix must be less than 0.90.

After confirming the measurement model, the next phase is to assess the inner model. The internal model assessment is also known as the structural model. Assessment of structural model involves assessing hypothesis proposed in the study through the examination of relationships. The assessment of the structural model also involves the examination of the coefficient of determination as well. To assess the structural model, we adopted bootstrapping technique with subsamples of 5000. The values of direct results are mentioned in [Table 5](#). As per the values of [Table 5](#), E compensation significantly affects employee motivation with Beta =0.220 and t= 3.595 supporting hypothesis 1 of the study. Similarly, the study's statistical findings regarding the relationship between e-recruitment and employee motivation, with Beta= 0.560 and t= 9.431, support hypothesis 2 (H2). Furthermore, e training and employee motivation also have a significant positive relationship with beta = 0.105 and t=2.005 confirming H3. At the end of the direct hypothesis, employee motivation has a significant positive relationship with Beta=0.610 and t=11.942 confirming H4.

Moving towards the study's mediation results, the study's findings reveal that employee motivation mediates the relationship between e-recruitment and loyalty (beta=0.342, t=7.418), confirming H5. Additionally, employee motivation also mediates the relationship between e-training and loyalty (Beta=0.064, t=1.961) supporting H6. In the end employee motivation also mediates the relationship between e-compensation and employee loyalty (Beta=0.134, t=3.248) supporting H7.

Table 3. Fornell and Larcker

	E-Compensation	E-Recruitment	E-Training	Employee motivation	Employee loyalty
E-Compensation	0.742				
E-Recruitment	0.615	0.764			
E-Training	0.499	0.335	0.796		
Employee motivation	0.617	0.731	0.403	0.761	
Employee loyalty	0.538	0.553	0.433	0.610	0.793

Table 4: HTMT

	E-Compensation	E-Recruitment	E-Training	Employee motivation	Employee loyalty
E-Compensation					
E-Recruitment	0.746				
E-Training	0.603	0.399			
Employee motivation	0.755	0.876	0.478		
Employees loyalty	0.633	0.644	0.484	0.700	

Table 5: Direct Results

HYP		Beta	SD	T value	P Values	Decision
H1	E-Compensation -> EMPLOYEE MOTIVATION	0.220	0.061	3.595	0.000	Supported
H2	E-Recruitment -> EMPLOYEE MOTIVATION	0.560	0.059	9.431	0.000	Supported
H3	E-Training -> EMPLOYEE MOTIVATION	0.105	0.052	2.005	0.023	Supported
H4	EMPLOYEE MOTIVATION -> EMPLOYEES LOYALTY	0.610	0.051	11.942	0.000	Supported

Table 5: In-Direct Results

HY P		Beta	SD	T value	P Values
H5	E-Recruitment -> EMPLOYEE MOTIVATION -> EMPLOYEES LOYALTY	0.342	0.046	7.418	0.000
H6	E-Training -> EMPLOYEE MOTIVATION -> EMPLOYEES LOYALTY	0.064	0.033	1.961	0.025
H7	E-Compensation -> EMPLOYEE MOTIVATION -> EMPLOYEES LOYALTY	0.134	0.041	3.248	0.001

Assessment of structural model involves coefficient of determination, also known as R square, for which the recommendation of [Chin \(1998\)](#) was followed. The value of R square is mentioned in [Figure 3](#) and [Table 6](#) below.

Table 6: R-Square

	Original Sample (O)
EMPLOYEE MOTIVATION	0.588
EMPLOYEES LOYALTY	0.372

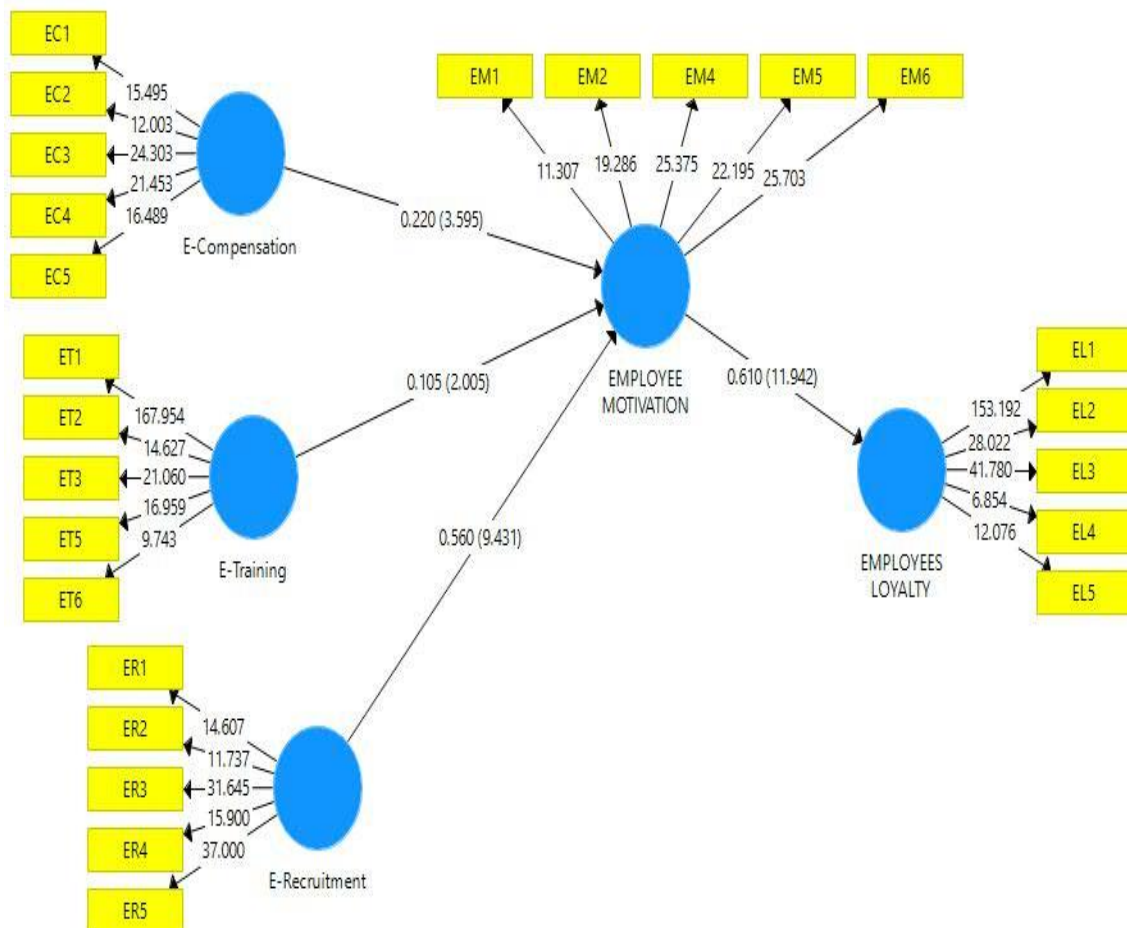


Figure 3. Structural Model

Predictive relevance (Q square) is examined at the end of the analysis using the blindfolding approach. This approach is the key to establishing the predictive quality of the model. As per the rule of thumb mentioned by [Tenenhaus \(1999\)](#), predictive relevance is confirmed if the values of Q square are non-zero. The values of [Table 7](#) and [Figure 4](#) reveal that predictive relevance is established.

Table 7: Q square

	Q² (=1-SSE/SSO)
EMPLOYEE MOTIVATION	0.326
EMPLOYEES LOYALTY	0.219

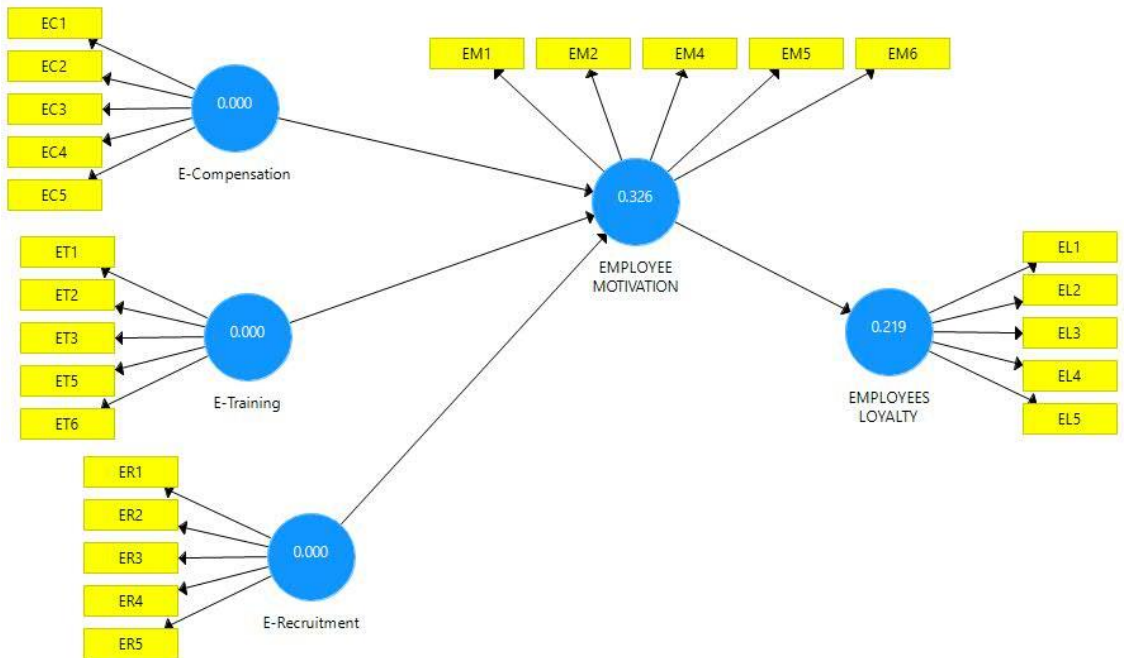


Figure 4. Blind Folding

6. CONCLUSION

The telecommunications industry is vital to any nation. It plays a crucial part in the nation's gross domestic product. In this regard, the employees occupy an essential position, as the organization's performance and continued existence depend on the dedication of its competent workforce. This study aimed to determine the connection between e-training, employee motivation, e-recruitment, and e-compensation. The role of employee motivation as a mediator is also investigated in this study. The study confirms that e-compensation has a substantial impact on employee motivation. Employees in the telecom industry will feel motivated if they can readily access their salary from any location. These results are comparable to those of (Shah et al., 2020).

Furthermore, training is an essential component of employee motivation. If training is easily accessible and manuals are readily available, employees will also be motivated. These results are comparable to those of (Tumi et al., 2022). Additionally, internet apps can facilitate the recruitment of staff. This assertion is backed by the study's statistical findings (Baykal, 2020; Matolo et al., 2019). The present research also supports the importance of motivation as a mediator.

The limitations of this study are comparable to those of any other empirical finding. This research employed the framework of a mediation interaction. Future research may use any cultural context-related variable as a moderator. In addition, this research is cross-

sectional in character. Future study designs can utilize a longitudinal methodology. Politicians and academics can use the study's findings.

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