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Digital Human Resource Management Practices through Online Platforms in the Banking Sector

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ABSTRACT

The rapid adoption of digital technologies has transformed human resource management practices in the banking sector, making online platforms an essential medium for managing employees and enhancing organizational performance. This study examines the influence of Digital Human Resource Management Practices (DHRMP) on employee performance through online platforms in the banking sector. The study employed a quantitative research design using structured questionnaires administered to banking employees, and the collected data were analysed using multiple regression analysis. The findings reveal that Digital Performance Appraisal, Digital Team Building, Digital Recruitment and Selection, and Digital Communication have a significant positive influence on employee performance. However, Digital Training and Digital Compensation do not demonstrate a statistically significant effect. Among the significant predictors, Digital

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Communication and Digital Performance Appraisal emerge as the strongest determinants of employee performance, highlighting the importance of effective digital interaction, transparent performance evaluation, collaborative online work environments, and efficient recruitment systems. The study concluded that organizations in the banking sector should prioritize strategic investments in DHRMP that strengthen communication, performance management, team collaboration, and recruitment processes to improve employee performance and organizational effectiveness in an increasingly digital workplace.

1. INTRODUCTION

The rapid advancement of digital technologies has transformed organizational processes across industries, with the banking sector emerging as one of the most technology-driven service industries. HRM, traditionally associated with administrative functions, has evolved into a strategic organizational function through the integration of digital technologies. DHRMP involve the use of online platforms, cloud-based systems, artificial intelligence, mobile applications, employee self-service portals, and data analytics to manage recruitment, training, performance appraisal, compensation, communication, and employee engagement. These digital interventions enable banks to improve operational efficiency, reduce administrative costs, enhance employee experience, and facilitate evidence-based decision-making. Consequently, DHRMP has become an essential component of organizational competitiveness in the modern banking environment (Margherita, 2021; Strohmeier, 2020).

The increasing dependence on online platforms has fundamentally changed the way banking organizations attract, develop, and retain human resources. Banks now utilize digital recruitment portals, online assessments, virtual interviews, learning management systems, electronic performance appraisal platforms, and HR analytics to streamline HR functions. These technologies not only improve the speed and accuracy of HR operations but also provide employees with greater flexibility and accessibility to organizational services. The transition toward digital HR practices has accelerated significantly following the widespread adoption of remote working and digital banking services, compelling financial institutions to invest in integrated HR technologies that support organizational agility and workforce resilience (Bondarouk & Brewster, 2016; Parry & Tyson, 2011).

Digital HRM practices have become particularly relevant in the banking sector because banking operations require high levels of accuracy, regulatory compliance, customer responsiveness, and continuous employee development. Employees are expected to adapt quickly to technological innovations, cybersecurity protocols, digital financial products, and evolving customer expectations. Through online HR platforms, banks can deliver continuous learning opportunities, monitor employee performance in real time, facilitate digital collaboration, and maintain transparent communication across organizational levels. Such capabilities contribute to improved employee competence, higher productivity, and better service quality, thereby strengthening organizational effectiveness and customer satisfaction (Lengnick-Hall & Moritz, 2003; Margherita, 2021).

The emergence of cloud computing, artificial intelligence, machine learning, and big data analytics has further strengthened the strategic importance of digital HRM. Modern HR information systems integrate multiple HR functions into a unified digital ecosystem, enabling organizations to automate repetitive activities while generating valuable workforce insights. HR analytics assists managers in predicting employee turnover, identifying training needs, evaluating performance trends, and supporting succession planning. Consequently, digital HRM has shifted from being an operational support function to becoming a strategic partner in organizational development and sustainable competitive advantage (Bondarouk, et al. 2017; Strohmeier, 2020).

In India, the banking sector has undergone substantial digital transformation following initiatives such as Digital India, increasing internet penetration, widespread smartphone usage, Unified Payments Interface (UPI), internet banking, and mobile banking services. Public and private sector banks have increasingly invested in digital technologies to improve operational efficiency while simultaneously modernizing their HR practices. Online recruitment systems, digital onboarding, virtual induction programmes, electronic leave management, employee self-service portals, and online learning platforms have become integral components of banking HR functions. These developments demonstrate that digital transformation extends beyond customer service and significantly influences internal workforce management (Sachdeva & Sharma, 2024; Lamba, et al. 2024).

The banking industry in Coimbatore District represents an appropriate setting for examining Digital Human Resource Management Practices because it comprises a diverse mix of public sector, private sector, and scheduled commercial banks operating within a rapidly growing industrial and commercial region. Banks in Coimbatore increasingly depend on online HR platforms to manage geographically dispersed employees, facilitate digital communication, implement technology-enabled training programmes, and

evaluate employee performance efficiently. The growing emphasis on digital banking services has simultaneously increased the need for digitally competent employees and sophisticated HR systems capable of supporting organizational transformation and service excellence (Hariprabhu Dhakal, et al. 2026; Rao & Das, 2026).

Despite the widespread implementation of digital HR technologies, variations remain in employees' perceptions, acceptance, and utilization of these systems. Factors such as organizational culture, technological readiness, digital literacy, leadership support, and employee engagement influence the effectiveness of Digital Human Resource Management Practices. Furthermore, differences between public and private sector banks regarding technological infrastructure, decision-making flexibility, and investment in digital innovation create variations in the adoption and effectiveness of online HR platforms. Understanding these differences is essential for developing effective HR strategies that enhance employee performance and organizational sustainability (Bondarouk & Brewster, 2016; Sachdeva & Sharma, 2024).

Although previous studies have examined electronic HRM, digital transformation, and employee performance, limited empirical research has comprehensively investigated Digital Human Resource Management Practices through online platforms in the banking sector of Coimbatore District. Existing literature primarily focuses on technological adoption, customer-oriented digital banking, or organizational performance, while relatively fewer studies examine integrated digital HR dimensions such as digital recruitment and selection, digital training and development, digital performance appraisal, digital communication and engagement, employee self-service systems, and digital compensation within a regional banking context. Therefore, the present study seeks to bridge this research gap by analysing Digital Human Resource Management Practices through online platforms among bank employees in Coimbatore District and examining their contribution to organizational effectiveness and employee outcomes (Hariprabhu Dhakal, et al. 2026; Margherita, 2021).

2. REVIEW OF LITERATURE

The rapid digitalization of banking services has fundamentally transformed HRMP, leading to the emergence of DHRMP through integrated online platforms. Since 2020, banks have increasingly adopted cloud-based HR systems, AI, human resource analytics, employee self-service portals, digital recruitment platforms and virtual learning management systems to improve workforce efficiency and organizational performance. The COVID-19 pandemic further accelerated this transition by compelling banks to digitize recruitment, onboarding, performance management and employee communication. Recent studies indicate that digital HR platforms reduce administrative workload while enhancing transparency, employee

engagement and data-driven decision-making. Researchers also argue that the integration of AI and analytics into HR processes enables banks to align talent management strategies with organizational objectives, thereby creating sustainable competitive advantage in an increasingly technology-driven financial environment (Bondarouk & Brewster, 2021; Marler & Boudreau, 2021). Recent systematic reviews further emphasize that digital HR transformation has evolved from simple automation toward strategic capability building that integrates people, technology and organizational processes.

Digital recruitment and selection have become one of the most extensively researched dimensions of DHRMP in the banking sector. Online recruitment portals, AI-assisted applicant tracking systems, digital assessments and virtual interviews have significantly improved recruitment speed and candidate quality while reducing operational costs. Banks increasingly rely on digital platforms to attract technologically competent employees capable of adapting to rapidly changing financial technologies. Researchers report that digital recruitment enhances employer branding, widens the talent pool and minimizes geographical barriers in talent acquisition. Moreover, automated screening and competency-based online assessments improve fairness and consistency in selection decisions while reducing human bias. These developments have enabled both public and private sector banks to modernize recruitment practices and respond effectively to competitive labour markets (Strohmeier, 2020; Vardarlier, 2021). Evidence from recent banking studies also suggests that private sector banks generally demonstrate faster adoption of AI-enabled recruitment systems than public sector banks because of greater technological flexibility and strategic investment in digital HR infrastructure.

Digital learning and development have emerged as another significant component of online HR platforms within banking organizations. Financial institutions increasingly employ learning management systems (LMS), virtual classrooms, mobile learning applications and AI-enabled personalized learning platforms to continuously upgrade employees' digital competencies. Such technologies support flexible, self-paced and competency-based learning, enabling employees to adapt to evolving banking technologies, cybersecurity requirements and regulatory changes. Recent literature indicates that online learning significantly improves employee adaptability, innovation capability and service quality while reducing training costs and travel expenses. Furthermore, digital learning ecosystems facilitate continuous knowledge sharing, collaborative problem-solving and real-time performance monitoring, thereby strengthening organizational learning cultures within banks (Parry & Strohmeier, 2022; Chowdhury, et al. 2023). Contemporary reviews likewise identify workforce reskilling and digital capability development as central themes in HR digital transformation.

Performance management has also undergone substantial transformation through digital HR platforms. Traditional annual appraisal systems are increasingly replaced by continuous performance monitoring, digital dashboards, automated feedback systems and HR analytics. Banks now utilize cloud-based performance management systems that enable managers to track employee objectives, competencies and productivity in real time. Such systems improve transparency, facilitate evidence-based decision-making and strengthen employee accountability. Researchers argue that digital performance management promotes frequent communication between supervisors and employees, leading to improved motivation, engagement and organizational commitment. HR analytics further assists managers in identifying performance gaps, predicting employee turnover and designing targeted interventions that enhance workforce productivity. Consequently, online performance management systems have become strategic tools for improving both individual and organizational effectiveness in modern banking institutions (Marler & Boudreau, 2021; Bondarouk, et al. 2022).

Employee self-service (ESS) systems and digital communication platforms have substantially improved administrative efficiency within banks. ESS portals allow employees to independently access payroll information, leave management, attendance records, tax documents and career development resources without direct HR intervention. Simultaneously, digital communication platforms facilitate real-time collaboration, virtual meetings, internal knowledge sharing and employee engagement across geographically dispersed branches. Studies consistently report that these technologies increase employee satisfaction by improving service accessibility, reducing response time and enhancing transparency in HR processes. Digital communication also strengthens organizational culture by supporting continuous interaction, collaborative learning and rapid dissemination of organizational information. As hybrid and remote work arrangements continue to expand, integrated HR platforms have become essential for maintaining employee engagement and operational continuity within banking organizations (Upadhyay & Khandelwal, 2022; Verma & Singh, 2024).

Although digital HRM offers considerable organizational benefits, researchers also identify several implementation challenges. Banks frequently encounter employee resistance to technological change, inadequate digital competencies, cybersecurity threats, privacy concerns and integration difficulties between legacy banking systems and modern HR platforms. The increasing dependence on AI-driven decision-making further raises concerns regarding algorithmic bias, ethical governance and data protection. Technostress has also emerged as a significant issue, particularly among employees required to adapt continuously to evolving digital technologies. Consequently, recent literature recommends comprehensive digital training, effective change management strategies, ethical AI governance and robust cybersecurity

frameworks to maximize the effectiveness of online HR platforms while protecting employee well-being and organizational resilience (Dhannur & Tontapur, 2026; Kalyani & Gupta, 2023).

INFLUENCE OF DHRMP ON EMPLOYEE PERFORMANCE

The digital transformation of human resource management has significantly reshaped employee management practices in the banking sector, where technology-driven HR processes have become critical for enhancing workforce productivity and organizational competitiveness. Recent studies indicate that DHRMP, including e-recruitment, digital training, electronic performance appraisal, employee self-service systems, HR analytics and digital communication platforms, improve employee efficiency by reducing administrative delays and supporting data-driven decision-making. Banks adopting integrated digital HR systems have reported improvements in employee productivity, service quality, learning capability and organizational agility. Furthermore, digital HR technologies facilitate continuous feedback, remote learning opportunities and transparent performance evaluation, thereby strengthening employee engagement and overall job performance (Strohmeier, 2021; Bondarouk & Brewster, 2022).

Following the COVID-19 pandemic, the banking industry accelerated digital HR adoption to manage geographically dispersed employees and maintain operational continuity. Contemporary research demonstrates that digital recruitment systems, online performance management and virtual learning platforms enable employees to develop digital competencies while simultaneously increasing work efficiency and responsiveness. HR analytics further assists managers in identifying skill gaps, predicting performance outcomes and implementing personalized development initiatives. Consequently, employees working in digitally enabled HR environments exhibit higher levels of motivation, commitment and task performance than those operating under conventional HR systems (Marler & Boudreau, 2021; Khudhaire & Fzaea, 2026).

Within the banking sector, empirical evidence consistently supports the positive influence of DHRMP on employee performance. Digital recruitment enhances the quality of talent acquisition, while online learning platforms improve employee competencies required for digital banking operations. Similarly, electronic performance appraisal systems promote transparency, fairness and timely feedback, encouraging employees to improve their performance continuously. Employee self-service portals also increase employee autonomy by simplifying HR transactions and enabling faster communication between employees and HR departments. These technological interventions collectively strengthen organizational productivity and customer service quality in banks (Rao & Das, 2026; Hussein & Ibrahim, 2026).

Recent banking-specific investigations further demonstrate that DHRMP significantly influences employee performance through motivational and behavioural mechanisms. Digital HR systems improve employee satisfaction by providing accessible training resources, efficient communication channels and objective performance evaluation procedures. Employee motivation partially mediates the relationship between DHRMP and job performance, suggesting that digital HR practices not only improve operational efficiency but also foster psychological empowerment and work engagement. The implementation of AI-assisted HR practices has additionally enhanced decision accuracy, employee productivity and organizational profitability, particularly within public sector banks undergoing digital transformation (Hariprabhu, et al. 2026; Joshi & Trivedi, 2026).

Overall, the literature establishes that DHRMP is a strategic determinant of employee performance in the banking sector. Banks that successfully integrate digital HR technologies with employee development initiatives, organizational support and change management practices achieve higher workforce effectiveness than institutions relying on traditional HR systems. Nevertheless, researchers continue to identify challenges related to digital skill gaps, employee resistance to technological change, cybersecurity concerns and privacy issues, suggesting that future studies should examine the moderating roles of organizational culture, digital leadership and employee digital readiness in strengthening the DHRMP–employee performance relationship (Rai & Sharma, 2025; Keneni & Mabhungu, 2026).

RESEARCH GAP

Despite the growing body of literature on DHRMP, several important research gaps remain in the banking sector, particularly within the context of Coimbatore district. Recent studies have primarily examined the direct effects of digital HRM or e-HRM on organizational performance, employee satisfaction, and operational efficiency in broad banking contexts, with limited attention to district-specific evidence from Tamil Nadu and the differences between public and private sector banks. Existing research has largely focused on individual dimensions such as e-recruitment, digital training, e-performance appraisal, or employee engagement without integrating these practices into a comprehensive DHRMP framework delivered through online platforms. Furthermore, very few studies have explored how online HR platforms, including employee self-service systems, digital communication portals, and cloud-based HR applications, collectively influence employee performance in the Indian banking environment. Although studies have confirmed the positive contribution of digital HRM to organizational outcomes, empirical evidence explaining sector-wise variations, demographic influences, and the effectiveness of integrated online HR systems in improving employee performance remains inadequate (Salman, et al. 2024;

Mozammel, et al. 2024). Therefore, a comprehensive investigation of Digital Human Resource Management Practices through online platforms among public and private sector banks in Coimbatore district is essential to bridge these contextual, methodological, and practical gaps while providing evidence-based recommendations for enhancing employee performance and digital HR effectiveness.

STATEMENT OF THE PROBLEM

The banking sector in Coimbatore district is undergoing rapid digital transformation, with public and private banks increasingly adopting DHRMP through online platforms to enhance the efficiency of recruitment, training, performance appraisal, employee self-service, communication, and workforce management. Although these digital initiatives are expected to improve employee productivity, operational efficiency, and service quality, the extent of their implementation and effectiveness varies considerably across banking institutions. Differences in technological infrastructure, organizational readiness, digital competency of employees, cybersecurity concerns, resistance to technological change, and unequal access to digital resources continue to hinder the successful integration of online HRM practices. Furthermore, empirical evidence examining the influence of digital HRM practices through online platforms within the banking sector, particularly in Coimbatore district, remains limited. Most existing studies have focused on manufacturing, IT, or service industries at a broader level, providing insufficient insights into the banking context where digitalization is reshaping workforce management. Consequently, there is a need to investigate the level of adoption and effectiveness of DHRMP through online platforms in the banking sector of Coimbatore district and to examine how these practices contribute to improving employee performance and organizational effectiveness while identifying the challenges associated with their implementation.

3. RESEARCH METHODOLOGY

The present study adopted a descriptive research design to examine the influence of DHRMP through online platforms on employee performance in the banking sector in Coimbatore District. A quantitative approach was considered appropriate because it enables the measurement of relationships among variables using structured instruments and statistical techniques. The study focused on employees working in both public and private sector banks, where digital HRM applications such as online recruitment, virtual training, digital performance appraisal, electronic compensation systems, and digital communication have become integral components of human resource management. The descriptive design facilitated the examination of the status of digital HRM practices, while the explanatory approach assessed their influence on employee performance. Similar methodological approaches have been recommended for digital HRM

studies because they provide objective measurement and empirical validation of organizational practices and employee outcomes (Bondarouk & Brewster, 2016; Strohmeier, 2020).

The target population comprised employees working in scheduled public and private sector banks located in Coimbatore District, Tamil Nadu. A structured questionnaire was employed as the primary instrument for data collection because standardized survey instruments improve consistency, reliability, and comparability of responses across large populations. The questionnaire was developed after reviewing recent literature on digital HRM and employee performance and was modified to suit the banking context. The instrument was divided into three sections: demographic characteristics, DHRMP, and Employee Performance. The demographic section consisted of 10 items covering respondents' personal and employment characteristics. The DHRMP scale contained 22 items adapted from Hariprabhu Dhakal, et al. (2025), while the Employee Performance construct consisted of 10 self-designed items developed based on established employee performance dimensions reported in previous organizational behavior studies (Hariprabhu Dhakal, et al. 2025; Aguinis, 2019).

The DHRMP construct was operationalized through six dimensions representing major digital HR functions implemented through online platforms. These dimensions included Digital Training (5 items), Digital Performance Appraisal (4 items), Digital Team Building (4 items), Digital Recruitment and Selection (3 items), Digital Compensation (3 items), and Digital Communication (3 items). Each statement was measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Higher scores represented greater adoption and effectiveness of digital HRM practices. Employee Performance was measured through ten self-designed statements reflecting work efficiency, productivity, quality of work, adaptability, collaboration, and achievement of organizational objectives in a digitally enabled work environment. Similar multidimensional operationalization of digital HRM has been widely adopted in recent HRM research to capture the comprehensive nature of digital transformation within organizations (Vial, 2021; Bondarouk & Ruel, 2013).

A sample size of 400 respondents was selected for the study to ensure adequate statistical power for multivariate analysis. The respondents were selected from employees working in various public and private sector banks operating in Coimbatore District. The sample size satisfies the recommendations for regression and structural relationship analysis because larger samples enhance the stability, reliability, and generalizability of statistical estimates. Data collection was carried out through direct distribution of structured questionnaires as well as online survey platforms to ensure wider accessibility and convenience for banking professionals. Before administering the final questionnaire, the instrument was reviewed by

subject experts to establish content validity and ensure that each item accurately represented the intended construct. Ethical considerations such as voluntary participation, anonymity, confidentiality, and informed consent were strictly maintained throughout the data collection process (Hair, et al. 2022; Saunders, et al. 2019).

Reliability analysis was conducted using Cronbach's Alpha to determine the internal consistency of the measurement scales. The overall DHRMP scale consisting of 22 items produced a Cronbach's Alpha value of 0.88, indicating excellent reliability. Among the individual dimensions, Digital Training recorded an alpha value of 0.88, Digital Performance Appraisal achieved 0.84, Digital Team Building produced 0.78, Digital Recruitment and Selection obtained 0.90, Digital Compensation recorded 0.91, and Digital Communication demonstrated the highest reliability with an alpha value of 0.94. The Employee Performance construct consisting of 10 items achieved a Cronbach's Alpha value of 0.81, indicating good internal consistency. Since all reliability coefficients exceeded the recommended threshold value of 0.70, the measurement instrument was considered reliable and suitable for subsequent statistical analysis (Nunnally & Bernstein, 1994; Hair, et al. 2022).

The collected data were coded and analysed using the SPSS. Multiple regression analysis was employed to examine relationships among variables. These analytical procedures enabled the researcher to determine the extent to which DHRMP implemented through online platforms influence employee performance in the banking sector. The methodological framework adopted in the present study provides a rigorous empirical basis for examining the effectiveness of digital HRM initiatives and contributes to the growing body of literature on digital transformation in human resource management (Field, 2018; Hair, et al. 2022).

4. RESULTS AND DISCUSSION

Table 1: Model Summary of influence of DHRMP on employee performance Through Online Platforms in the Banking Sector

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.609	0.371	0.365	0.87039

Source: primary data

Table 1 presents the model summary for the influence of Digital Human Resource Management Practices (DHRMP) through online platforms on employee performance in the banking sector. The results indicate a correlation coefficient (R) of 0.609, demonstrating a moderate to strong positive relationship between DHRMP and employee performance. The coefficient of determination ($R^2 = 0.371$) reveals that 37.1% of the variation in employee performance is explained by digital HRM practices implemented through online platforms, while the remaining 62.9% is attributable to other organizational, technological, and individual factors not included in the present model. The Adjusted R^2 value of 0.365 confirms that the explanatory power of the model remains stable after adjusting for sample size and predictor variables, indicating good model fitness and generalizability. Furthermore, the standard error of the estimate (0.87039) suggests an acceptable level of prediction accuracy, implying that the regression model provides reliable estimates of employee performance in the banking sector. These findings support the argument that effective digital HRM initiatives, including online recruitment, digital training, electronic performance appraisal, and employee self-service systems, contribute significantly to enhancing employee performance by improving efficiency, engagement, and productivity. Similar findings have been reported by Bondarouk and Brewster (2024), who observed that digital HRM systems positively influence employee effectiveness through technology-enabled HR processes, and by Dhakal, et al. (2025), who concluded that integrated online HRM platforms significantly improve employee performance by facilitating continuous communication, learning, and performance management.

Table 2: ANOVA of influence of DHRMP on employee performance Through Online Platforms in the Banking Sector

Model		Sum of Squares	df	Mean Square	F	p
1	**Regression**	274.430	6	45.738	60.374	0.001
	Residual	464.401	613	0.758		
	Total	738.831	619			

Source: primary data

Table 2 presents the ANOVA results for the multiple regression model examining the influence of DHRMP through online platforms on employee performance in the banking sector. The analysis indicates that the overall regression model is statistically significant, as evidenced by an F-value of 60.374 with a

corresponding p-value of 0.001 ($p < 0.05$). This finding demonstrates that the six dimensions of DHRMP collectively have a significant effect on employee performance and that the regression model provides a substantially better prediction than a model without the independent variables. The regression sum of squares (274.430) explains a considerable proportion of the total variation in employee performance, while the residual sum of squares (464.401) reflects the unexplained variance attributable to other organizational or individual factors. Therefore, the null hypothesis stating that DHRMP has no significant influence on employee performance is rejected. The findings suggest that the effective implementation of digital HR practices through online platforms enhances employee performance by improving communication, accessibility, efficiency, and employee engagement within banking organizations. These results are consistent with previous empirical evidence demonstrating that digital HRM practices significantly improve workforce productivity, organizational effectiveness, and employee outcomes by enabling technology-driven HR processes and strategic human resource management (Bondarouk & Brewster, 2016; Strohmeier, 2020).

Table 3: Coefficients of influence of DHRMP on employee performance Through Online Platforms in the Banking Sector

S.No.	DHRMP	Unstandardized Coefficients		Standardized Coefficients	t	p
		B	SE	Beta		
	Constant	0.983	0.230		4.275	0.001
1	Digital Training	0.113	0.184	0.099	0.617	0.537
2	Digital Performance Appraisal	0.362	0.109	0.404	3.337	0.001
3	Digital Team Building	0.398	0.035	0.380	11.436	0.001
4	Digital Recruitment and Selection	0.183	0.041	0.231	4.470	0.001
5	Digital Compensation	0.364	0.242	0.327	1.506	0.133
6	Digital Communication	0.559	0.064	0.406	8.728	0.001

Source: primary data

Table 3 presents the regression coefficients examining the influence of DHRMP on employee performance through online platforms in the banking sector. The regression model indicates that the constant value is 0.983 ($t = 4.275$, $p = 0.001$), suggesting that employee performance retains a positive baseline even when all predictor variables are held constant. Among the six dimensions of DHRMP, Digital Performance Appraisal, Digital Team Building, Digital Recruitment and Selection, and Digital Communication demonstrate statistically significant positive effects on employee performance ($p < 0.05$), whereas Digital Training and Digital Compensation do not exhibit significant relationships ($p > 0.05$). These findings indicate that not all digital HR practices contribute equally to enhancing employee performance, highlighting the varying effectiveness of online HR interventions within the banking environment (Bondarouk & Brewster, 2016; Vrontis, et al. 2022).

Digital Training records an unstandardized coefficient ($B = 0.113$) with a standardized beta coefficient of 0.099, yielding a statistically insignificant result ($t = 0.617$, $p = 0.537$). Although the positive coefficient suggests that digital training may contribute to employee performance, the absence of statistical significance implies that online training initiatives alone are insufficient to produce measurable improvements in banking employees' performance. This may be attributed to inadequate training customization, limited employee engagement during virtual learning sessions, or insufficient opportunities to apply acquired digital skills in the workplace. Contemporary HRM research suggests that digital learning programs improve performance only when supported by continuous feedback, practical application, and organizational learning culture (Noe, et al. 2021; Alshura, et al. 2023).

Digital Performance Appraisal significantly influences employee performance ($B = 0.362$, $\beta = 0.404$, $t = 3.337$, $p = 0.001$), indicating that improvements in online appraisal systems substantially enhance employee effectiveness. The standardized beta coefficient demonstrates that digital appraisal is one of the strongest predictors of employee performance in the model. Transparent online evaluation systems, real-time feedback mechanisms, and objective performance monitoring enable employees to understand expectations clearly and improve their productivity. These findings support the growing evidence that technology-enabled performance management strengthens accountability, employee motivation, and organizational effectiveness within digital workplaces (Bondarouk, et al. 2017; Strohmeier, 2020).

Digital Team Building also exhibits a highly significant positive influence on employee performance ($B = 0.398$, $\beta = 0.380$, $t = 11.436$, $p = 0.001$). The exceptionally high t-value indicates a robust contribution of virtual collaboration and online teamwork initiatives toward improving employee outcomes. Digital platforms facilitate knowledge sharing, collaboration, trust, and communication among geographically

dispersed employees, thereby enhancing overall organizational performance. In the banking sector, where employees increasingly rely on digital communication technologies, effective virtual team-building initiatives strengthen coordination and improve service quality. These findings align with previous studies emphasizing that digitally connected teams foster innovation, collaboration, and sustained employee performance (Gilson, et al. 2015; Contreras, et al. 2020).

Digital Recruitment and Selection significantly predicts employee performance (B = 0.183, β = 0.231, t = 4.470, p = 0.001), suggesting that technology-driven recruitment processes contribute positively to organizational outcomes. Online recruitment platforms facilitate efficient talent acquisition by improving candidate quality, reducing recruitment time, and enhancing person-job fit. Consequently, employees selected through digitally enabled recruitment systems are more likely to possess the competencies required to perform effectively within technology-intensive banking operations. These findings support the strategic importance of digital recruitment in strengthening workforce capability and long-term organizational performance (Parry & Tyson, 2011; Nikolaou, 2021).

Digital Compensation, despite exhibiting a positive regression coefficient (B = 0.364, β = 0.327), fails to achieve statistical significance (t = 1.506, p = 0.133). This result indicates that digital compensation systems alone do not significantly influence employee performance in the present study. Employees may perceive digital compensation platforms merely as administrative tools rather than motivational mechanisms unless they are integrated with performance-based rewards, transparency, and recognition practices. The finding suggests that digital payroll automation enhances operational efficiency but may not directly translate into improved employee performance without complementary motivational strategies (Armstrong & Taylor, 2023; Khan, et al. 2022).

Among all predictor variables, Digital Communication emerges as the strongest significant determinant of employee performance (B = 0.559, β = 0.406, t = 8.728, p = 0.001). The high standardized beta coefficient indicates that effective online communication platforms substantially improve employee productivity, coordination, knowledge sharing, and decision-making. Digital communication technologies facilitate timely dissemination of organizational information, encourage employee engagement, and reduce operational delays, particularly within technology-driven banking environments. The findings demonstrate that organizations investing in effective digital communication infrastructure are better positioned to achieve higher levels of employee performance and organizational competitiveness (Marler & Boudreau, 2017; Vrontis, et al. 2022).

The analysis reveals that Digital Communication, Digital Performance Appraisal, Digital Team Building, and Digital Recruitment and Selection significantly enhance employee performance through online platforms in the banking sector, whereas Digital Training and Digital Compensation do not exert statistically significant effects. The standardized beta values further indicate that Digital Communication (β = 0.406) is the most influential predictor, closely followed by Digital Performance Appraisal (β = 0.404), Digital Team Building (β = 0.380), and Digital Recruitment and Selection (β = 0.231). These findings underscore the importance of strategically integrating communication, appraisal, collaboration, and recruitment technologies to maximize employee performance within digitally transformed banking organizations (Bondarouk & Brewster, 2016; Marler & Boudreau, 2017).

MANAGERIAL IMPLICATIONS

The analysis indicate that Digital Communication, Digital Performance Appraisal, Digital Team Building, and Digital Recruitment and Selection significantly enhance employee performance through online platforms in the banking sector. From a managerial perspective, bank administrators should prioritize investments in integrated digital communication systems, AI-enabled performance management platforms, collaborative virtual workspaces, and technology-driven recruitment processes to improve workforce productivity and operational efficiency. Transparent communication channels supported by enterprise collaboration tools facilitate faster decision-making, knowledge sharing, and employee engagement, while digital performance appraisal systems provide timely feedback and objective evaluations that strengthen employee accountability. Likewise, virtual team-building initiatives help maintain collaboration among geographically dispersed employees, thereby improving organizational commitment and service quality. These findings suggest that managers should align digital HR strategies with organizational objectives by continuously upgrading technological infrastructure and developing employees' digital competencies to maximize performance outcomes.

The findings further reveal that Digital Training and Digital Compensation do not exert a statistically significant influence on employee performance in the present model. This implies that merely providing online training programs or implementing digital compensation systems may not automatically improve employee performance unless these practices are effectively designed, personalized, and integrated with broader HR initiatives. Managers should therefore focus on enhancing the quality, relevance, and practical applicability of digital learning modules while linking compensation platforms with performance-based incentives, employee recognition, and career development opportunities. Continuous monitoring of employee perceptions, system usability, and training effectiveness will enable banks to optimize these

digital HR practices and ensure greater returns on technological investments. A holistic digital HR ecosystem that combines communication, appraisal, recruitment, and collaborative engagement with meaningful learning and reward mechanisms is more likely to sustain employee performance and organizational competitiveness in the evolving banking environment.

CONCLUSION

The findings of the analysis concluded that DHRMP implemented through online platforms have a significant influence on employee performance in the banking sector. Among the six dimensions examined, Digital Communication emerged as the strongest predictor of employee performance, followed closely by Digital Performance Appraisal, Digital Team Building, and Digital Recruitment and Selection, indicating that effective digital communication, transparent online appraisal systems, collaborative virtual teamwork, and technology-enabled recruitment significantly enhance employee productivity and effectiveness. However, Digital Training and Digital Compensation did not demonstrate a statistically significant influence, suggesting that these practices alone may not directly improve employee performance unless they are supported by appropriate organizational strategies and employee engagement initiatives. Overall, the study highlights that banking organizations should prioritize strengthening communication, appraisal, team collaboration, and recruitment through digital platforms to achieve superior employee performance in the evolving digital work environment.

LIMITATIONS AND FUTURE RESEARCH DIRECTION

The present study provides valuable insights into the influence of DHRMP delivered through online platforms on employee performance in the banking sector; however, several limitations should be acknowledged. First, the study relied on a cross-sectional research design, which limits the ability to establish causal relationships between DHRMP and employee performance over time. Second, the data were collected through self-administered questionnaires, making the findings susceptible to common method bias and respondents' subjective perceptions. Third, the study was confined to employees in the banking sector within a specific geographical region, which may restrict the generalizability of the findings to other industries or regions. Future research should adopt longitudinal or experimental research designs to examine the long-term impact of digital HRM initiatives on employee outcomes and organizational performance. Researchers may also expand the scope by including mediating variables such as employee engagement, digital competency, organizational commitment, and technology acceptance, as well as moderating variables such as organizational culture, leadership style, and digital readiness. Comparative studies across public and private banks, different service industries, or cross-country contexts would further enhance the external

validity of the findings. Additionally, integrating qualitative methods such as interviews or case studies with quantitative approaches could provide deeper insights into employees' experiences with online HR platforms and the mechanisms through which DHRMP enhances employee performance.

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