

ELECTRONIC HUMAN RESOURCE MANAGEMENT (E-HRM): AN EMPIRICAL STUDY ON JORDANIAN BANKING SECTOR

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ABSTRACT

This paper aimed to identify the impact of electronic human resource management practices on organizational efficiency and employee's satisfaction. through the main study dimensions represented in the (E-Recruitment, E- Selection, E- training and development, E-performance, E- Attendance or presence, E-learning, Online Rewards and recognition, E-employee involvement and retention, E-payment, E-Communications, and E- Compensation). Represented through the main dimensions shown as follows: (Gender, Age, Qualification and Experience) in the Jordanian banking sectors represented by the eight banks (Jordan bank, Cairo bank, Arab bank, Islamic bank, Ahli bank, Citi bank, Audi bank and Kuwait bank). The study population consisted of all employees in the said banks.

A questionnaire was drafted and mailed to the six hundred employees randomly selected from the list of employees working for those banks. Two hundred fifty-seven of the six hundred employees properly filled and sent the questionnaires and this is the main data source for my study. To achieve the objectives of the study, "to investigate into any relationship between E-HRM practices with organizational efficiency and employees banks satisfaction.

The data were analyzed by employing the Chi-square test at 5% level of significance using SPSS statistical software, descriptive and analytical statistics were used for the process of analysis. The result showed that employees Gender, Age, Educational Qualification and experience played a major role in the reaction of the employee (satisfaction or dissatisfaction) due to the implementation of electronic human resource management practices also, E-HRM affects positively organizational efficiency in the Jordanian banking sector.

KEYWORDS: *Electronic Human Resource Management (E-HRM), E-Recruitment, E- Selection, E- Training and Development, E-Performance, E- Attendance or Presence, E-Learning, Online Rewards and Recognition, E-Employee Involvement and Retention, E-Payment, E-Communications, E- Compensation.*

I. INTRODUCTION

One of the most important factors for the success of any institution is the ability to catch up with the developments taking place in the era of the information technology revolution in which we are living, and the resulting major development in various scientific fields and fields, which has led to the accumulation and increase of information and knowledge, forcing the institutions to find solutions to organize and manage them to ensure maximum benefit and to preserve them from waste and loss.

Because of the vast areas of business and the lack of business linkages, HRM has had to adapt to ICT variables, fearful of demise and the advantages it offers to accelerate its procedures, policies and communication processes among the enterprise, reflecting the concept of e-HRM, which is the application of web-based technologies in systems that are linked to human resources, their functions, their development, the utilization of their latent knowledge and the enabling of their sharing with others, which is why we note the importance of this innovative integrated system in the knowledge management processes sought by each organization that aspires to survive in an era of excessive competition.

Knowledge management is one of the most important contemporary intellectual developments that have concerned workers engaged in knowledge activities and individuals with distinct competencies and capacities, as human resources in the institution are the fundamental revolution upon which the future of overall development depends on its continued development and development.

II. LITERATURE REVIEW

Rao, R. V., & Alshar, M. M. This paper targets to pick out the impact of electronic human resource management practices represented as (e-recruitment, e-selection, e-communications, e-compensation, and e-payment). These five Practices are regarded as they are broadly practiced in a number of banks in Jordan. The employee's

experience with reference to the above e-hrm practices and their satisfaction in the Jordanian-banking sector represented via the eight banks (Jordan bank, Cairo bank, Arab bank, Islamic bank, Ahli Bank, Citi Bank, Audi Bank, and Kuwait bank) is studied in this paper. The find out about population consisted of all employees in the said banks. A questionnaire used to be drafted and mailed to the six hundred personnel randomly chosen from the listing of employees working for these banks. Two hundred fifty-seven of the six hundred employees exact crammed and despatched the questionnaires and this is the major data source for my study. To gain the targets of the study, “to investigate into any relationship between a trip (demographic variable) of the personnel and their reaction in the direction of enforcing the E-hrm practices in their banks” the researcher used descriptive-analytical methods. The data used to be analyzed via using the Chi-square test at a 5% level of significance the use of SPSS statistical software. The result confirmed that employee experience performed an important function in the response of the employee (satisfaction or dissatisfaction) due to the implementation of electronic human resource management practices in Jordanian banks. Shamout, M., Elayan, M., Rawashdeh, A., Kurdi, B., & Alshurideh, M. (2022). This paper seeks to look into the impact of Electronic Human Resource Management (e-HRM) practices on accomplishing Sustainable Competitive Advantage (SCA) in the context of the Jordanian Industrial Sector (JIS) and pick out the mediating function of e-HRM Perceived Usefulness (PU) and e-HRM Perceived Ease of Use (PEOU). Furthermore, it investigates the moderating position of User Satisfaction and e-HRM Continuance Usage Intention. To attain the paper objectives, a Mediated-Moderation Model used to be designed. The researchers disbursed (750) questionnaires, (615) questionnaires have been lower back and validated for evaluation in HRM and improvement divisions and based totally on a Census technique with the response rate used to be about (82%). The ‘Structural Equation Modeling (SEM) methodology was once used, and for analysis, SPSS and Amos were applied. The results indicated that e-HRM practices had an extensive influence on SCA. The paper additionally established that there was once a sizeable mediate impact of TAM constructs on the relationship between e-HRM practices and SCA. Finally, the findings indicated that the user satisfaction and e-HRM continuance utilization intention did no longer average the relationship between e-HRM-PEOU and PU and SCA path. Shrivastava, G., Kataria, N., Chabani, Z., Tongkachok, K., & Salameh, A. A. (2022). The economy of nations is mostly dependent on the flawless technology that is being used in the current digital era to gain the most out of businesses. To harness the best results through optimized usage of resources, businesses must function effectively. The enterprises can only run effectively if the technology is used to its fullest capacity. Digitization in Human resources is a concept, that states the use of HR technologies for the different functions in HRM (Strohmeier, 2020). This can be done via HR tools and technologies, applications, tracking systems, databases, job boards, HR software and so on. Shrivastava, G., Kataria, N., Chabani, Z., Tongkachok, K., & Salameh, A. A. (2022). In the current scenario, the companies have been concerned e-HRM practices to acquire an aggressive side over their competitors. This paper deals with the aspects of e-HRM and its application in businesses for producing first-class results. “Change is the solely constant”, as it is broadly pronounced. The firms are adapting themselves to the technological developments to maintain tempo with the different companies. The innovative e-HRM practices shall assist companies to attract excellent talent and to retain them properly (Ghazzawi & Accoume, 2014). Thus, the intention of this find out about is to apprehend the position performed via e-HRM in businesses to yield nice results. In the current study, the facts have been gathered from 197 groups from more than a few sectors. The evaluation was once carried out with the assist of more than one regression and the learn about concludes that there is a vast effect of E-HRM Practices on Business Effectiveness in the Digital Era. Khashman, A. M. (2022). The cutting-edge find out about is supposed to grant the evaluation of the direct and oblique relationships between (E-HRM) strategies and organizational innovation thru an information repository as a mediation construct. From a variety of previous studies, five (E-HRM) techniques constructs had been adopted for this study. These encompass e-recruitment, e-selection, e training, e-performance appraisal, and e-compensations, and used the mediating position of a knowledge repository for these constructs to enhance organizational innovation. The study applied the Smart Partial Least Square (PLS) software program to analyze the underlying relationships amongst the most applicable constructs between (E-HRM) strategies, knowledge repositories, and organizational innovation with a complete of seven constructs. Because of analysis of the findings from middle managers (n = 94) working for the Royal Jordanian airline. It used to be found that there used to be a strong and statistically positive significant relationship between a number of (E-HRM) techniques and organizational innovation with the aid of the usage of the expertise repository as a mediation construct.

E-HRM PRACTICES

E- Recruitment & E-Selection

E-recruitment refers to the publication of vacancies publication on the companies' web sites or an on-line vendor recruitment internet site that approves applicants to ship their CV's electronically (Via E-Mails or the usage of any different suggestions of electronic forms) (Galanaki, 2002). This system consists of an energetic internet search of CV's locations. The potentiality of online recruitment is mentioned as a special way to recruit job

seekers. Moreover, on-line recruitment brings sizeable benefits in phrases of time cost looking out the pool of candidates and the quality of response (Ensheret al, 2002). Technology can be used additionally to enhance candidates' screening and communication. The Internet can facilitate the team of workers selection, specifically when it comes to lengthy distances. Video conferencing over the Internet, for example, used to be used extensively in the early degrees of the selection process, which can achieve super in cost reduction and time-saving. (Galanaki, 2002). It also includes an active search for resumes locations while surfing the internet.

E- Performance

Human resources comparison is allowed for the complete evaluation of overall performance that will take place on-line which is on the front of the interior corporate network. The ability that directors and a team of workers participants are in a position to supply overall performance data straight to the human sources branch by electronic forms. This practice reduces the use of papers for each of the supervisors and oversight which can decrease the time and cost of striking to the Human Resources Department. Self-service applications enable managers to instantly enter the outcomes of overall performance appraisal management, employee's performance goals, results, and overall performance planning on their pages of HR (Ball, 2001).

E-Communication

E-HRM consists of personnel communication by using electronic mails. The penetration price of on-line communication, usually e-mail, which is greater than seventy-five percent in company environments and email, has emerged as the communication medium of choice did. (Bontiset *al.*, 2003).

E-Compensations

Employee self-service permits all organization staff to current electronically their preferences in phrases of chosen pastime and burden reduction on human resources management. Nevertheless, it is believed that the Internet shipping of a group of workers benefits, if carried out correctly, requires vast financial savings for the management of human resources. In addition, the manager's self-service permits the manager to take motion or to affirm payroll, rewards, and inventory management changes. The utility notifying the manager is an approach that is commonly chosen as soon as managers want to make bonuses or their subordinates verification and request from them to inter their decision. (Townsend& Bennett, 2003).

E-Training

The net use in training and development is one of the main E-HR aspects mentioned and possibly the one that has greater than one opportunity in terms of costs and benefits. The Internet can be used in assessing training needs, e-learning things to do in the pure areas, and Career management. The use of electronic mail and digital forms that are on the firm's intranet or Web page is restricted to collect data for training needs assessment, which resulted in many advantages that included reducing paperwork, decreasing administrative costs, shortening time and distribution response, and the enlarge in response rate. Electronic learning includes any learning activities with the support of information and communication technology. This may want to take the government structure both thru local intranet (delivered via a network of linked computers), or through full get right of entry to the Internet and the World Wide Web (depending on the full vary of multimedia) and hyperlinks to different sites and resources, and download video clips communications systems. (Sambrook, 2003).

Business Performance

The need to enhance business overall performance had currently featured prominently in the organizations as a phase of its efforts to attain its desires and goals and to the welfare of stakeholders in general. This has been known for enhancing the overall performance and the want to locate high-quality practices for managing human resources. Therefore, this is why businesses bear some structural, operational, and business techniques changes to enhance their performance. (Abu-Jarad, Yusof & Nikbin, 2010). In spite of multiple research about business performance, it should no longer be reached to decide the specific concept of it, the place stems distinction in defining the idea of business performance of various goals, trends, norms, and standards on which to base managers and organizations in the find out about and measurement of business performance. (Hale, 2004; wheelen & Hunger, 2008). Business overall performance is regarded as "the consequence of all operations carried out by using the organization and that any defect in any of these operations will be reflected on the performance, which is the mirror of the organization. "According to (Daft, 2000) performance is the organization's ability to achieve its objectives using the resources efficient and effective manner".

III. STUDY OBJECTIVE

The study objective is to investigate the satisfaction/dissatisfaction of the respondents of Jordanian banks in implementing the Electronic-Human Resource Management - practices. Also to what extent do E-HRM

practices play vital roles in Jordanian Banks. The major objective is employees Gender, Age, Qualification and experience reference to characteristics of the data.

IV. STUDY MODELS AND HYPOTHESES

The research model was shaped from two comprehensive variables including E-HRM practices, (E-Recruitment, E- Selection, E- training and development, E-performance, E- Attendance or presence, E-learning, Online Rewards and recognition, E-employee involvement and retention, E-payment, E-Communications, and E-Compensation). Operational performance is a dependent variable (Employees Gender, Age, Qualification and experience). These variables are derived from a review of academic literature. Moreover, the linkages between variables are developed based on the theoretical framework. Based on theoretical background and review of previous literature, a conceptual model was developed to show the roles of electronic HRM on employees and their satisfaction.

1. There is no significant level between the banks' employees satisfaction/dissatisfaction due to the implementation of E-HRM practices in Jordanian Banks.
2. There is no association level between Organizational efficiency in Jordanian banks and Electronic human resource management practices.

V. RESEARCH METHODOLOGY

Justification of Selecting the Quantitative Research

A quantitative method is provided as fantastic for search for statistics collection, allowing the gathering of huge statistics portions from a massive population. The bring together was once as soon as subjected to the scale reliability technique of SPSS 20.0, the utilization of the Cronbach's Alpha Cronbach, criterion to inspect the inner consistency of the studied construct. The Cronbach Alpha coefficient is above 0.93. Thus, the value exceeds the accepted cut-off value of 0.70, as advocated by using (Nunnally, 1978). This suggests that each object is internally consistent and has an excessive degree of reliability.

Justification of Selection of the Questionnaire

The questionnaire commenced with a brief description of the skill of the main concepts, and it gave recommendations on how to reply to each section of the questionnaire. A preliminary draft used to be developed primarily based totally on a massive literature review. It consists of many questions, which are consistent with the research aims. For that, the research survey can also favour being described as being comprehensive. It is divided into two parts. The first part consists of the personal information of the respondents such as gender, qualification, and experience. The second section consists of questions associated with the have an impact of electronic human resource management practices and Leadership patterns on organizational performance.

Sample Size

The pattern survey included eight banks out of 26 banks in which the E-HRM system is being implemented. Four hundred questionnaires had been dispatched to the eight banks. Three hundred twenty-five questionnaires had been returned. Two hundred fifty-seven of these had been discovered to be excellent crammed and had whole statistics and subsequently, they are regarded for my study.

Frequency Distribution of selected Banks

BANK	Number of employees	Percentage	Cumulative Percent
JORDAN	30	11.7	11.7
CAIRO	31	12.1	23.7
ARAB	31	12.1	35.8
ISLAMIC	30	11.7	47.5
ALHI	31	12.1	59.5
CITI BANK	42	16.3	75.9
AUDI	31	12.1	87.9
Kuwait	31	12.1	100.0
Total	257	100.0	

VI. DATA ANALYSIS AND RESULT

This sample of two hundred fifty-seven respondents contains 120 male and 137 female respondents, which make up 46.7 and 53.3 percent respectively. 35% of the respondents are (36-40) years old while 3.9% are between (20-25) years of age group. The largest group of respondents is (70%) with Bachelor's degree the smallest group of respondents (0.0%) with a PhD degree leaving the rest of 30% with a Master degree. 35.8% of

the respondents are with (11-15) years of experience while 17.9 % have less than five years of experience leaving the remaining into other smaller years of experience. This demographic data are detailed as below.

Description	Variable	Frequency	Percentage
	Male	120	46.7
	Female	137	53.3
	20-25 years	10	3.9
	26-30 years	51	19.8
	31-35 years	60	23.3
	36-40 years	90	35.0
	More than 40 years	46	17.9
	Bachelor	180	70.0
	Master	77	30.0
	Ph.D.	0	0
	Less than 5 years	46	17.9
	5-10 years	64	24.9
	11-15 years	92	35.8
	More than 15 years	55	21.4

Based on the objectives and hypotheses of the study, the researchers applied the chi-square test of independence at 5% level of significance to test the association between bank employees satisfaction/dissatisfaction due to implementation of E-HRM practices. Also to investigate the impact of E-HRM roles on organizational efficiency in Jordanian banks. The hypothesized to be tested are as below.

-H1 states, 'There is no significant level between the banks' employees satisfaction/dissatisfaction due to implementation E-HRM practices in Jordanian Banks'.

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	44.254	7	.000

The statistical output showed a p-value of 0.000 which is less than 0.05 and hence, the Null hypothesis is rejected.

Chi-Square test proved that "There is significance level between the banks' employees satisfaction/dissatisfaction due to implementation E-HRM practices in Jordanian Banks".

This observation enables me to conclude that, "the electronic HRM practices have positive effects on bank employees satisfaction/dissatisfaction in Jordanian Banks".

-H2 states, 'There is no association level between Jordanian banks efficiency and the Electronic human resource management practices'.

Chi-Square Test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	94.082	7	.000

The statistical output showed a p-value of 0.000 which is less than 0.05 and hence, the Null hypothesis is rejected.

Chi-Square test proved that "There is no association level between Organizational efficiency in Jordanian banks and the Electronic human resource management practices".

This observation enables me to conclude that, "the implementation of the electronic human resource management practices can affect organizational efficiency in Jordanian banks".

VII.CONCLUSION

This paper attempts to build a more complete framework of the factors, which influence the banks' employees' satisfaction/dissatisfaction and organizational efficiency. The results of this study clearly show that E-HRM practices, selected factors (E-Recruitment, E- Selection, E- training and development, E-performance, E- Attendance or presence, E-learning, Online Rewards and recognition, E-employee involvement and retention, E- payment, E-Communications, and E- Compensation). Organizational efficiency is a dependent variable (Employees Gender, Age, Qualification and experience) in the Jordanian-banking sector.

The paper showed the role of E-HRM practices in achieving organizational efficiency by providing the members of the organization with real information enabling correct right decisions reactions in making orders to enhance organizational efficiency in Jordanian banks. In addition, to increase employees satisfaction due to the implementation of e-hrm practices.

The current research contributes to the understanding of the E-HRM practices and organizational efficiency in the Jordanian banking sector. It describes the integration of E-HRM practices and organizational efficiency. Hope fully, these conclusions will shed some light for policymakers and allow them to increase attention to the practices of electronic human resource management because of their importance in improving organizational efficiency in Jordanian banks.

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