

## THE IMPACT OF E-HRM PRACTICES ON EMPLOYEES EXPERIENCE AND THEIR SATISFACTION IN JORDANIAN BANKS

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### ABSTRACT

This Paper aims to identify the impact of electronic human resource management practices represented as (e-recruitment, e-selection, e-communications, e-compensation and e-payment). These five Practices that are considered as they are widely practiced in the various banks in Jordan. The employees experience with reference to the above e-hrm practices and their satisfaction in Jordanian banking sector represented by 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 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 experience

(demographic variable) of the employees and their reaction towards implementing the E-hrm practices in their banks" the researcher used descriptive analytical methods. The data was analyzed by employing Chi-square test at 5% level of significance using SPSS statistical software. The result showed that, employee experience played a major role in reaction of the employee (satisfaction or dissatisfaction) due to implementation of electronic human resource management practices in Jordanian banks.

**Keywords:** Electronic Human Resource Management (E-HRM), E-Recruitment, E-Selection, E-Communication, E-Compensation, E-Payment, Employee's Satisfaction.

### I. INTRODUCTION

Electronic Management (E-M) has become very necessary for building an Efficient and effective relationship with human resources (HR). The role of E-M in HR is important for enhancing organizational performance (Rawash, 2012). Essentially, Electronic - ( E-hrm ), has been defined as:- " the way of implementing -HR- strategies, policies, and practices in organizations by the support of full use of web-technology-based channels" (Ruel, Bondarouk, and Looise, 2004) or more recently, and more broadly, as:- "the implementation, and application of information- systems for both networking and supporting actors in performing of human-resource activity)" (Strohmeier, 2007). Practicing a stabilization activity of addressed in the right perspective and challenges in mind can take an organization a long way towards success. In organizations that, "E-H-R-M made life easier for organization members". mention in speed and efficiency of HR transactions, less paperwork, and cost-effectiveness in the end. Transparency in functions and a total systems approach has facilitated better control through management. Some of the considerations effectiveness of electronic HR system creating an effective electronic manifest, standardizing and centralizing HR management in an in-house service center, and evaluating and ensuring the flexibility of e-HR technology. e-HR technology, e-recruitment, e-retirement, developing data-mining tools and others (Shilpa and Gopal, 2011). Recently, E-HRM has been studied increasingly, most of the studies conducted in the United States and Europe. There are a fewer studies, much less than in other developed countries that are different in environment economic and technology (Rawash, 2012).

### II. LITERATURE REVIEW

Foiji (2019) Strategic value of e-HRM in outsourcing HR functions: Technology innovations have a significant impact on human resource management practices. Most precisely, internet usage has changed many HR processes including preparation, collection, training, compensation, performance management and workflow. Therefore, e-HRM is now being implemented and developed by many organizations and hence students are getting very interested around the world. There's no dedicated study, however, on the

part of e-HRM in outsourcing only HR functions. As a result, this paper aims to review existing empirical research on electronic Human Resource Management (e-HRM) with particular attention to outsourcing of HR functions. The strategic value of e-HRM in making the HR department more effective in achieving competitive advantages is shown through analysis. Mattia Martini (2018) E-HRM Configurations: An Explorative Study of Digital HRM Types, Drivers and Outcomes: This paper aims to explore the types, drivers and outcomes of e-HRM configurations in order to get a deeper understanding of the causes, styles and achievements of digital HRM adoption. The paper draws on an online survey of 176 companies operating in Italy applied to the HR executives. Hierarchical cluster analysis has been used and three digital HRM configurations have emerged as non-users, relational users and power users that identify different purposes for HRM web 2.0 use. The three e-HRM configurations relate to the economic sector, scale, and HR and business approaches of some contextual variables-while they do not pose differences in organizational efficiency. Results highlight that there is no universal type of e-HRM and the degree of digital support in HRM depends on the characteristics of the organization. Bhatta (2018) Data security and privacy in e-HRM: fast-changing technology and increased cyber-attack complexity have raised the threats to data security and privacy for all contemporary organizations. Research shows that security breaches are mainly internal and are triggered by workers who are incompetent and dissatisfied. While human resource oversees workers from recruitment to separation and maintains the organization's most confidential personnel details, it plays a critical role in protecting information security and privacy. In this chapter, an overview is given of the fundamentals of the principles and structures for information security as well as the privacy needed in this specific area. It highlights the major roles that human resource functionaries can play in designing, applying, and monitoring appropriate controls throughout the employment cycle, that is, before, during, and after work to protect information security and privacy. Prakash (2019) Digitalization of HRM Practice in the Present Scenario: Digitalization is transforming organizations, and new skills and technologies associated with digital transformation need to be recognized and explored and all businesses are now considered to be digital. Thanks to such innovations for the definition of the present era as "digital age". In fact, digital technologies are playing an increasingly prominent role both in workers' lives and in HRM, which seems to be influenced in many respects. Consequently, the task for HRM is to recognize real digitally driven shifts in younger workers' attitudes, skills, behaviors and desires, while preventing any stereotyping and recognizing the complexity of actual changes. Data regarding employee work is becoming more and more dependent on digital tools as well as media. Using technology from an HR perspective to connect people and information is the challenge currently facing the HR leaders. HR-IT has now gained considerable importance due to its use of organizations to increase productivity by maximizing the value of the most important asset the employees in the digital age of the organization make. Geurts, L.R.M. (2018) E-HRM implications in Dutch schools: an old-fashioned field entering the digital age: this research project examines the impact of e-HRM in Dutch schools, taking into account the context and technologies used. The organizational, emotional and transformative implications of e-HRM were described through 17 interviews. The understanding of employees about organizational and relational implications was assessed via a questionnaire with 184 respondents from three institutions. The institutional and emotional implications existed at schools, but could hardly be described as transformational consequences.

### III. E-HRM PRACTICES

This section will deal with the literature on practices of electronic human resource management and aim to identify the association between employees experience and their satisfaction due to implementation of e-hrm practice, Such as e-recruitment, e-selection, e-communication, e-compensation and e-payment. Employee satisfaction, also known as job satisfaction, is the extent to which an individual is happy with their job and the role it plays in their life.

#### 1- E-Recruitment:

The practice of using technology and in particular Web-based resources for tasks involved in finding, attracting, assessing, interviewing and hiring new employees.

**2- E-Selection:**

Electronic selection become popular with the conduct of various tests online, contacting candidate through e-mail and conducting preliminary interview and final interview through audio conferencing , video conferencing in a simple way.

**3- E-Compensation:**

Is intended to generate a fair salaries culture; based on complying with performance evaluation components and measurements system. The aim of this practice is provide greater salary incentives for employee’s who follow company guidelines and achieve better results in accordance with clear instructions.

**4- E-Communication:**

Electronic communication refers to email, instant messages, websites, blogs text messaging, voicemail - video messaging which are few examples of electronic-communication. E-communication has changed the way businesses communicate with each other.

**5- E-Payment:**

An electronic payment is any kind of non-cash payment that does not involve a paper check. Methods of electronic payments include credit cards, debit cards and a host of new net banking methods.

**IV. STUDY OBJECTIVE**

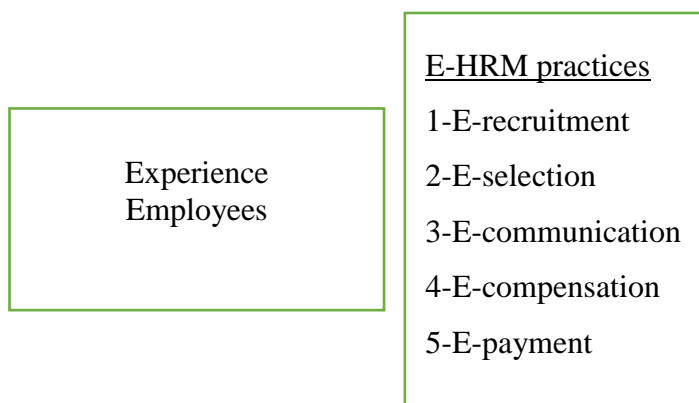
The study objective is investigate into the satisfaction / dissatisfaction of the respondents of Jordanian banks in implementing the Electronic-Human Resource Management - practices. The major objective is employees experience reference to characteristics of the data.

**Study Models and Hypotheses**

The research model was shaped from two comprehensive variables including E-HRM practices, (E-Recruitment, E- Selection, E-payment, E-Communications, and E- Compensation). Operational performance is a dependent variable (Employees experience).These variables are derived from 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 impact of electronic h-r-m on employees experience and their satisfaction.

- 1- There is no significant between experience of the bank employees and their satisfaction/dissatisfaction due to the implementation E-HRM practice- E-recruitment in Jordanian banks.
- 2- No association between experience of the bank employees and their satisfaction/dissatisfaction due to the implementation of E-HRM practice- E-selection in Jordanian banks.
- 3- No significant between experience of the bank employees and their satisfaction/dissatisfaction due to the implementation E-compensation in Jordanian banks.
- 4- There is no significant among experience of the bank employees and their satisfaction/dissatisfaction due to the implementation E-communication in Jordanian banks.
- 5- There is no-significant between experience of the bank employees and their satisfaction/dissatisfaction due to the implementation - E-payment in Jordanian banks.



## V. RESEARCH METHODOLOGY

### Justification of Selecting the Quantitative Research

The quantitative approach is provided with suitable research data collection strategy, allowing the collecting of large data amounts from a huge population. The Cronbach' Alpha coefficient is above 0.95 (high reliability). This indicates that each individual item is internally consistent and hence indicates a high degree of reliability.

### Justification of Selection the Questionnaire

The questionnaire started a brief description of the meaning of the main concepts, and it gave instructions on how to answer each section of the questionnaire. A preliminary draft was developed based on an extensive literature review. It includes many questions that are consistent with the research aims. For that reason, the research survey could be described as being comprehensive. It is divided into two parts. The first part includes personal information of the respondents such as gender, Age, Educational qualifications area of profession and years of experience. The second part includes questions related to E-HRM practices.

### Sample size

The sample survey covered eight banks out of 26 banks in which E-HRM system is being implemented. Six hundred questionnaires were sent to the eight banks. 290 questionnaires were returned. Two hundred fifty seven of these were found to be properly filled and had complete information and hence they are considered for my study.

## VI. DATA ANALYSIS AND RESULT

This sample of two hundred fifty seven respondents contains 120 male and 137 female respondents which make-up for 46.7 and 53.3 percentage respectively. The largest group of respondents that is (70%) with Bachelor degree the smallest group of respondents (0.0%) with a Ph.D. degree leaving the rest of 30% with a Post-Graduate degree. 35.8% of the respondents are with (11-15) years of experience while 17.9% less than five years of experience leaving the remaining into other smaller years of experience

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 Experience and satisfaction/dissatisfaction of employees due to adopting E-HRM practices (e-Recruitment, E-selection, E-communication, E-compensation and E-payment) in their banks. The hypothesizes to be tested is as below.

- H1 stat that," There is no relationship level of association between experience of the bank employees and their satisfaction/dissatisfaction due to implementation of E-HRM practice- E-recruitment in Jordanian banks".

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.574 <sup>a</sup>	3	.036

- The statistical output showed a p-value of 0.036 which is less than 0.05 and hence Null hypothesis is Rejected.
- Chi-Square test proved that, "there is relation between experience of the bank employees and their satisfaction or dissatisfaction on implementing the E-HRM practice
- E-Recruitment in Jordan. This enables me to conclude that, "Experience of banks employees affects their perception towards implementing E-Recruitment in their banks"
- H2 states that, "There is no significant level of association between experience of bank employees and their satisfaction/dissatisfaction because implementation of E-HRM practice- E-selection in Jordanian banks".

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.309 <sup>a</sup>	3	.040

The statistical output showed a p-value of 0.040 which is less than 0.05 and hence, Null hypothesis is- rejected. The Chi-Square test proved that, “there is an significant between experience of the bank employees and their satisfaction or dissatisfaction with implementing E-selection in their banks in Jordan”. This observation enables me to conclude that, Experience is an important factor towards E-Selection, affecting the satisfaction or dissatisfaction of the bank employees in Jordan.

- H3 states that, “There is no significant level of association between experience of the bank employees and their satisfaction/dissatisfaction due to implementation E-HRM practice- E-compensation in Jordanian banks”.

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.429 <sup>a</sup>	3	.699

The statistical output showed a p-value of 0.699 which is greater than 0.05 and hence, Null hypothesis is- Accepted.

Chi-Square test proved that, “there is no association between experience of the bank employees and their satisfaction or dissatisfaction with implementing E-compensation in their banks in Jordan”.

This observation enables me to conclude that, “ Experience is not an important to affect the satisfaction or dissatisfaction of the bank employee on implementing E-Compensation in Jordan.

- H4 state that,” no significant level of association between experience of the bank employees and their satisfaction/dissatisfaction due to implementation of E-HRM Practice-E-communication in Jordanian banks”.

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.051 <sup>a</sup>	3	.003

The statistical output showed the p-value of 0.003 which is less than 0.05 and hence, Null hypothesis- is-Rejected.

Chi-Square test proved that, “there is an association among experience of the employees and their satisfaction or dissatisfaction with implementing E-communication in their banks in Jordan”. This observation enables me to conclude that,’ “there is an association between experience of the employees and their satisfaction or dissatisfaction with implementing E-selection in their banks”. Hence, Experience is an important factor affecting the satisfaction or dissatisfaction of employees due to implementation of E-Communication in Jordan.

- H5 states that, “ There is no relation between experience of the bank employees and their satisfaction/dissatisfaction due to implementation of E-HRM practice- E-payment in Jordanian banks.

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.639 <sup>a</sup>	3	.200

The statistical output showed a p-value of 0.200 which is greater than 0.05 and hence, Null hypothesis is accepted.

Chi-Square test proved that, "there is no association between experience of the employees and their satisfaction or dissatisfaction with implementing E-payment in their banks".

This observation enables me to conclude that, " Experience is not an important factor to affect the satisfaction or dissatisfaction of the bank employees due to implementation of

E-Payment in Jordan

## VII. CONCLUSION

This paper aims to build a more complete framework of the factors, which influence the employee's satisfaction in Jordan banks. The results of this study clearly show that E-HRM practices, selected factors (E- Recruitment, E- Selection, E- compensation, E- Payment, E-communication). It may affect the satisfactions of them, especially those with experience, due to the application of new electronic practices.

This research contributes to the understanding of the E-HRM practices and employee's satisfaction. It describes an integration of E-HRM practices and satisfaction regarding on employees experience. I hope that these conclusions will shed some light for top management and allowing them to increase attention to the practices of human resource management because of their importance in improving employee's performance in the Jordanian banking sector.

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