

## The Extent of Applying E-Human Resources in Jordan From the Perspective of Human Resource Managers Within Commercial Banks in Jordan

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### Abstract

The current research study aimed to understand the extent of which E-HRM is applied within the commercial banks in Jordan from the perspective of Human Resource Managers in Jordan. Four variables were chosen to be influential on the degree of applying the E-HRM practices and approaches within the commercial banks in Jordan which are (management support, degree of awareness, IT infrastructure, and the current HRM approaches adopted). A questionnaire was adopted as the tool of the study in order to collect the needed data. 400 questionnaires were distributed on the sample of the study and 313 questionnaires were retrieved from the respondent which were properly filled and can be statistically processed. The results of the study indicated that all the four variables have influence on the implementation of the E-HRM within the commercial banks in Jordan. According to the respondents the most influential variables were the degree of awareness of the E-HRM among managers and HRM officers which can help one way or another in supporting the implementation process of the E-HRM within the commercial banks in Jordan.

**Key words:** E-HRM; HRIS; Implementing E-HRM

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### INTRODUCTION

Around the world, the HR field needed to react to expand rivalry for internationally portable abilities, changes in both workforce demeanors and synthesis, shifts in the business/specialist relationship and quick advances in HR innovation. New sorts of specialized learning, aptitudes and capacities would require HR professionals in the future who are adaptable and willing to manage the continually quickening pace and frequently erratic changes in the worldwide work environment. HR calling needs to assess the ramifications of a development into a period of decentralization, which if utilized appropriately, can prompt liberation. The time will require another sort of association, in light of an alternate framework that can unite the commitment of self-governing people in a socially practical manner. It is along these lines clear that another approach to oversee HR as a framework is developing, and in addition new HR administrators ought to oversee themselves (Anyim et al., 2011). Along these lines, the learning increasing procedure of the economy and the related ascent of authoritative systems, with their more noteworthy reliance on qualified and conferred workers, recognize the requirement for a type of HRM that takes care of the requests and needs of the administration and the representatives. So in today's IT based economy the need for E-HRM framework has gotten to be basic to meet the HR difficulties of 21<sup>st</sup> century (Zafar, 2010). Hence, Organizations have progressively been presenting online applications for HRM purposes, and these are as often as possible marked as E-HRM framework (Swaroop, 2012). The quick improvement of the Internet amid the most recent decade has likewise supported the execution and use of electronic Human Resource Management. Overviews of HR specialists recommend that both the quantity of associations embracing E-HRM and the profundity of uses inside the associations are constantly expanding.

## 1. ELECTRONIC HUMAN RESOURCE MANAGEMENT (E-HRM)

Innovative improvement and electronic instruments strength in marvels world, and diverse sciences, for example, administration, adds to this that today workers have a more noteworthy mindfulness than representatives in past here. New advances have made another era of workers and the hierarchical structure has changed. The progressions are composed in a way that today the nonattendance of association on the www, implies the loss of gigantic capital assets. These days associations or formally more extensive the organizations face numerous difficulties, for example, globalization, the worth chain for intensity and mechanical changes. To emerge the online innovation, the new idea of E-HRM, entered the field of HR. This sort of administration is reasonable for human asset experts to make that causes advancement in their abilities and is assuming a viable part. All authoritative exercises, including money, business and individual exercises notwithstanding sparing assets, through an online framework is accomplished, among the exercises that associations can do through the sites, are considered as work force matters (Kariznoee et al., 2012). As of late, E-HRM has been concentrated progressively by numerous researchers.

The vast majority of studies on E-HRM were attempted in USA and Europe (Yusliza & Ramayah, 2011; Rawash & Saydam, 2012). Several meanings of E-HRM exist in the scholarly writing. The two most referred to definitions are given by Strohmeier Kabst (2009). Ruël and Bondarouk (2007) proposed an early well known definition in which E-HRM was characterized as a method for actualizing HRM methodologies, arrangements and practices in associations through the cognizant and direct backing of and the full utilization of channels taking into account web innovation (Fisher, 2010). Mousavi Davoudi and Fartash (2012) asserted that the terms like E-HRM, electronic HRM, and data innovation (IT)- based HRM are considered as improvements of HRIS. Quite, the fast improvement of innovation particularly Internet not just prompts a few effects on human asset works additionally prompts the way individuals characterize the marvel. As expressed by Gregeby (2009) HRIS got to be known as E-HRM on the grounds that associations empowered human asset exchanges through the Internet. They additionally quickly depicted the development of E-HRM in their article (Ibrahim & Yusoff, 2013). Generally, E-HRM is the (arranging, execution and) use of data on innovation for both systems administration and supporting no less than two individual or aggregate on-screen characters in their common execution of HR exercises. This idea highlights a few urgent parts of E-HRM (Strohmeier, 2007).

E-HRM is not quite the same as HRIS (Human asset data framework) and Virtual HRM (Swaroop, 2012).

Artificial HR, electronic human asset administration, B2E and fake human asset administration, bring up the systems of inside and outside dynamic elements which give required human asset administrations to an association without the requirement for a customary human asset unit which thus is considered as a fake human asset unit (Strohmeier, 2007). E-HRM is interceded by data advancements to help the associations to secure, create, and convey the scholarly capital. E-HRM is a decent method for executing HR systems, strategies, and practices in associations through a constant and direct backing by full utilization of electronic innovation channels and systems (Swaroop, 2012). A quarter of the organizations guarantee that E-HRM has a need, and more than half proclaim no less than a moderate need. It implies just drawing in candidates, not utilizing the backing of the back office forms, or the determination itself (Zafar, 2010). By and large, late endeavors have been made to discover a meaning of E-HRM, as a reasonable umbrella to the complete methodology for "doing HRM". This definition has customarily touched upon the execution and organizing procedure of innovation driven HR changes and the outcome of these sorting out exercises in making HR system structures all through the association (Strohmeier, 2007). Boundarouk and Ruël (2009) proceed with this discourse contending the need to discover an accord in a definition covering the coordination of HRM and IT, concentrating additionally on focused representatives and supervisors, regularly being the quality making shoppers of online advances: "An umbrella term covering all conceivable joining instruments and substance between HRM and Information Technologies going for making esteem inside and crosswise over associations for focused workers and administration." Electronic Human Resource Management (E-HRM) is thought to be a main thrust behind HRM esteem creation (Ruël & van der Kaap, 2012).

### 1.1 Study Problem

The current research study goes through the concept of Electronic Human Resource Management which is known as E-HRM. The paper seeks to understand the extent of which E-HRM is applied within the commercial banks in Jordan from the perspective of Human Resource Managers in Jordan. The idea has been studied before on different sector, Khashman and Al-Ryalat (2015) examined the impact of applying E-HRM on the organizational performance within the telecommunication sector in Jordan. The results of the study revealed that there were a positive impact of E-HRM on the organizational performance through the variables of electronic communications, electronic appraisal, electronic training, electronic compensation, electronic selection, and electronic recruitment and the concept of E-HRM was found to be influential in terms

of the time, cost, service, quality, and flexibility of the organization. Another study by Rawash and Saydam (2012) which aimed at understanding the impact of applying E-HRM approaches and practices on the organization market share among banks in Jordan, the study revealed that there is an absence of the application of the E-HRM within the commercial and financial banks in Jordan due to their normative approaches in following the conventional methods of managing HRM practices and tendencies. The current study will follow the same leads in examining the extent of applying E-HRM approaches within the commercial banks in Jordan.

### 1.2 Study Importance

With the ongoing development in the managerial world, and the constant tries to give the field of management an electronic scheme specifically when it comes to managing the human asset; there have been many tried which aimed at understanding the best possible approach that may help in recognizing the fields of interest within human resource management and it can be best handled and tackled. From that point, the current research is a try to understand to what extent are HR managers within the commercial banks in Jordan might be aware of the idea of E-HRM and whether they apply it in the department or it is more than an idea in their intellectual thinking stream.

### 1.3 Study Objective

The current research study seeks to understand the extent of which E-HRM is applied within the commercial banks in Jordan from the perspective of Human Resource Managers in Jordan. However, this aim can be actualized through the following objective:

- Examine the degree of awareness that managers hold towards E-HRM
- Investigate the Extent of Applying E-Human Resources in Jordan from the Perspective of Human Resource Managers within Commercial Banks
- Determine factors that may affect applying E-HRM practices

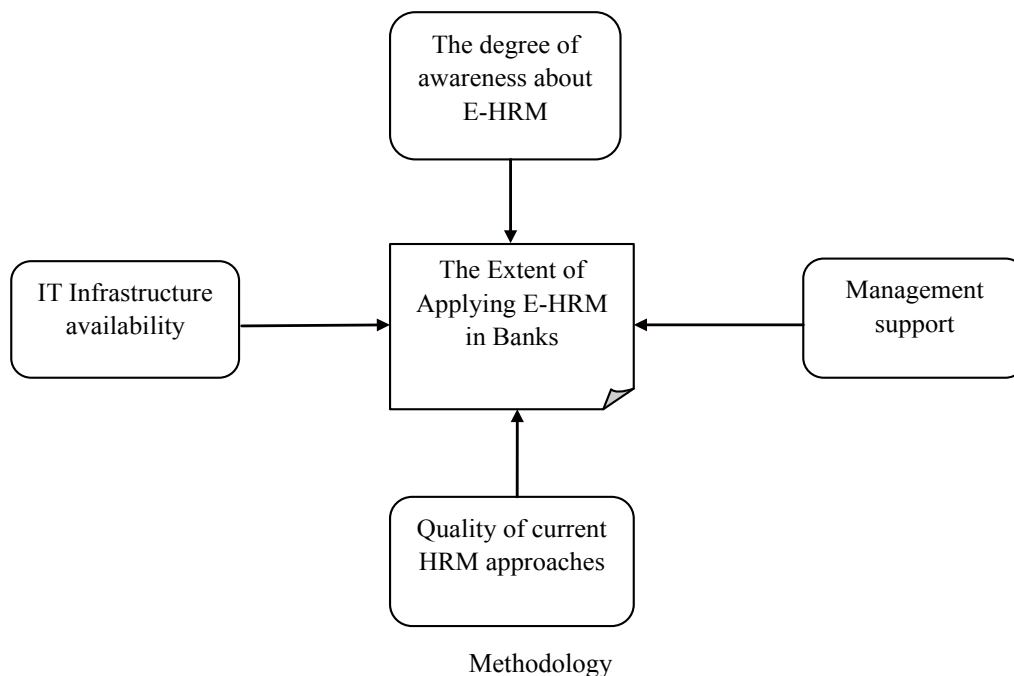
### 1.4 Study Hypotheses

**H<sub>01</sub>:** There is a statistically significant influence of the awareness of E-HRM on the application of E-HRM among commercial banks in Jordan

**H<sub>02</sub>:** There is a statistically significant influence of the IT Infrastructure availability on the application of E-HRM among commercial banks in Jordan

**H<sub>03</sub>:** There is a statistically significant influence of the Quality of current HRM approaches on the application of E-HRM among commercial banks in Jordan

**H<sub>04</sub>:** There is a statistically significant influence of the Management support on the application of E-HRM among commercial banks in Jordan



**Figure 1**  
**Model of the Study**

Based on model above, variables of study consisted of:  
Dependent variables: The Extent of Applying E-HRM in Banks; referring to the level of application that the

sample of banks within the study use/apply E-HRM approaches within the routinely practices of the HRM.

**Table 1**  
**Independent Variables**

<b>IT infrastructure</b>	Referring to the constant availability of the IT techniques and support within the organization
<b>The degree of awareness</b>	Refers to the extent of awareness and understanding that managers have on the concept of E-HRM
<b>Management support</b>	Refers to the level of support and back up that the management has when it comes to E-HRM
<b>Quality of current HRM approaches</b>	Refers to the current approaches that the HRM is following within the bank

Source: Seresht, Fayyazi & Asl, 2008; Al-Mabrook, 2015; Nivlouei, 2014; Abo Amoneh, 2009; Masum, Kabir & Chowdhury, 2015.

## 2. METHODOLOGY

The methodology of the research refers to the procedures taken to carry out research from scratch, in this case, the author defines the processes that were being chosen in order to accomplish the objectives of the research and establish its hypotheses. The current methodological approach in the current research study will be quantitative in its nature, it mainly depends on the questionnaire as a tool to collect the needed data and highlight the range of acceptance and rejection of the study hypotheses in accordance with the sample responses and orientations.

### 2.1 Data Collection Method

The collection method of the data in the current research was based on two different approaches:

- The primary source which are the data which was collected from the questionnaire as a tool referring here to the responses of the sample of the study.
- Secondary sources which are mainly the previous articles, journals, books and researches which tackled one or more of the variables of the study.

### 2.2 Population and Sampling

The study population includes human resource managers who are working within the human resource departments in commercial banks in Amman during the year 2016. The study convenience sample consisted of 400 customers. 313 questionnaires were retrieved presenting 78.25% of the sample as a whole.

### 2.3 Validity and Reliability of the Tool

A content validity was tested by giving the instrument to a panel of experts in the same track, where their constructive suggestions regarding instrument amendment were taken in consideration. As well as Cronbach Alpha test was used to find out the instrument reliability. The value was = 0.881. Such value is accepted because it is more than 0.60 according to Malhotra (2004).

### 2.4 Statistical Treatment Methods

The "SPSS" statistical package program was used so as to analyze the gathered data from the questionnaire. The following statistical processes were used:

- Frequencies and percentages
- Means and standard deviations
- Multiple regression

## 3. LITERATURE REVIEW

### 3.1 The Concept of E-Management

E-management is a vital result of IT and correspondence net components in the computerized world. E-management's frameworks, apparatuses, equipment, and programming are case of the new instruments on the web and in the new economy of information. Electronic systems which are short of what one decade old are still in the phase of ongoing advancement. By the by, their effect on the arrangement and elements of E-administration is monstrous and far reaching as it has radically changed both hypothetical and down to earth utilizations of E-management through the new frameworks, devices and models of making riches and acknowledging esteem included expansion to better approaches for rivalry taking into account advancement. According to Ellatif and Ahmad (2013) the term E-management is frequently utilized as an equivalent word to E-Commerce, E-Commerce and other comparable ideas and exercises inside the computerized world are: E-Business is not exactly 10 years old. It was presented by IBM in 1997 inside the setting of its extreme attempt to separate between electronic systems exercises and E Business exercises. IBM recognized E-Business as "a complete adaptable way to deal with disseminates the estimation of recognized works by connecting frameworks to operations through which essential exercises of business are led". E-administration is an idea, framework, practical arrangement, and exercises that depend in its operation on web systems to accomplish foreordained destinations. E-management is a hierarchical and practical framework that is adaptable and open to trade and imparts its belongings to situations that are inward or outside to the association. Subsequently, it is conceivable to set Non-electronic administration capacities inside the present day IT means and procedures as these have hugely influenced the connection of the administration procedure in its typical structure. Here under are the progressions reflected in the E-management components:

- Development from autonomous modernized information framework to network frameworks. IT frameworks have turned into an electronic fabric that is conveniently associated with generation, promoting, bookkeeping, financing, HR and innovative work focuses.
- Development from Non-electronic administration frameworks to keen E-administration frameworks

- whereby the last could manage data sources that produce smart components, for example, databases and programming that quest for data.
- Development from steady preparing to moment handling (on-line explanatory frameworks). This is a subjective upheaval contrasted and the old framework. It suits the changing and quick nature of working together which requires constant upgrading.
  - Working through systems. E-management in present day associations works through connecting of databases by means of web innovation intended to give staff their necessities of interior data. Extranet rather than Intranet gives staff and other chose outsiders with the data they require.
  - Working through Client/Server Computing which is connected through a system. There are some critical tenets to arrange connection amongst customer and server.
  - Processors have changed from focal structures to adaptable environment structures. One of the consequences of utilization of E-administration innovations is the development of a crucial change in the situations of processors. With the utilization of E-management the processors changed from focal usefulness to adaptable structures and collaboration as opposed to distinction. This has been combined with the escalated utilization of cutting edge advancements, organizing, production of vital units and globalization.
  - Development from the idea of relative favorable position to the idea of guaranteed upper hand. The previous has been common for a long while and connected with Non-electronic rivalry in administration. The last developed taking into account the skills of the association contrasted with the five rivalry strengths known as (PORTER) and the vital rivalry powers in the business sector.

These essential mechanical changes according to Al-Rahaleh (2014) have added to make another method for E-management that is very not quite the same as the previous way and have changed the setting of Non-electronic administration usefulness.

### 3.2 E-HRM

Since the mid-1990s, associations have progressively presented Electronic-HRM which is comprehended as an arrangement of Information Technology (IT) applications that covers all conceivable incorporation instruments and substance amongst HRM and IT divisions, going for making esteem inside and crosswise over associations for focused workers and administration. (Stanton & Coovet, 2004), demonstrate that utilizing data and correspondence

advancements as a part of human asset administrations have turned into a critical methodology keeping in mind the end goal to accomplish upper hands for associations. In addition, past writing has recommended that E-HRM will accomplish the three fundamental after objectives: Red use costs, enhancing HR benefits, and enhancing vital introduction (Bondarouk & Ruël, 2009). Subsequently, the utilization of intranet innovation for HR is inescapable. While, HR must get to be advanced, especially these days, when they are being squeezed to demonstrate their additional quality to business execution, accepting also that HRM will obtain another measurement with the rise of e-business.

According to Lojić and others (2012) the approach which is called “management of HR” (HR management) showed up in the hypothesis in the 1980s. Until then, it was for the most part discussed work force management. Albeit numerous pundits imagined that it was another methodology and a major change, it was just a reexamining of the procedures inside the association. Today, it is important to ponder the procedures inside the association additionally outside of the container. Associations are turning out to be less and less the focal point of changeless business, individual wellbeing, vocation open doors and assets to address employee’s issues in connection to work. Along these lines associations get to be unique in relation to those we are utilized to. There is an expansion in a noteworthy development of non-standard types of job, for example, brief vocation, low maintenance livelihood, outer specialist occupation et cetera. By concentrating on this pattern, it can be noticed that the idea of association and operation is altogether different from what we are utilized to. Thus, there is a requirement for new models and new parts that will make these new streets less dubious. Political society will likewise need to actualize changes.

Jovanović and others (2004) see that the significance of HR is developing and successful administration of these assets is of key enthusiasm to associations that can give an upper hand over opponents. HR administration is a subsystem of association administration that gives proficient and dependable staff to each position and empowers each person and association all in all to accomplish most extreme business objectives. Under the administration of HR it is inferred

strategies and exercises all the while or the way toward arranging, enrolling, determination, socialization, preparing and improvement, assessment of exhibitions, compensating, propelling, assurance of representatives and actualizing the work controls, attempted by the administration of the association, to furnish the staff with vital capacities, qualities, and possibilities and their sufficient preparing and inspiration to accomplish the normal results and procure authoritative and individual objectives.

HR administration is always showing signs of change and enhancing along these lines forsaking conventional administration models, offering approach to more present

day, more adaptable, more down to earth and more compassionate types of administration that describe adaptation of the relations of creation communicated through expanded inspiration, fulfillment and satisfactory incitement. Various household and outside creators manage characterizing HR administration and two unique implications are essentially utilized. The significance portrays the exercises of administration and faculty administration, and the other term is utilized to assign a particular way to deal with individuals' management concerning HR administration (Torrington et al., 2004).

### 3.3 The Effect of Implementing E-HRM Within Organizations

In the course of recent decades, there have been various studies on E-HRM. While some of them have concentrated on the kind of utilizations that are found in E-HRM (Clark et al., 2000), and the connections essential for the fruitful execution of E-HRM (Yeh, 1997) in addition to the conditions that support fruitful E-HRM (Haines & Petit, 1997), others have concentrated on the hierarchical reception (Panayotopoulou et al., 2007; Lau & Hooper, 2008). In general, these studies can be arranged by their territorial and utilitarian core interest. Concerning the territorial center, the greater part of these studies are led in created nations, for example, USA and European nations (Panayiotopoulos et al., 2007), while examines in creating nations are uncommon and limited to a couple of nations.

Concerning the practical center, one can recognize examines that address the reception of general E-HRM (Lau & Hooper, 2008) from studies that center the selection of particular utilitarian subset of E-HRM, for example, e-enrolling (Keim & Weitzel, 2008). With most investigations of "E-HRM" execution being founded on cases in Europe and the USA, the social difficulties, albeit complex, demonstrate some consistency (Panayotopoulou et al., 2007). Notwithstanding, moderately few cases have been examined outside of the most created nations, for example, in Jordan. These land areas indicate strikingly distinctive social contemplations. Electronic human asset administration in Jordan is in its underlying phases of reception. There are changes occurring in the IT scene of Jordan. This study has come to discover where Jordan remains regarding IT appropriation particularly in the HR field and at what level E-HRM is being actualized, at significant Jordanian associations, for example, the Jordanian shareholding organizations.

I a study by Obeidat (2016) it was found out that there is an influence of applying E-HRM on the degree of effectiveness that HRM approaches and practices may have an organization. The author in that sense aimed at examining the influence of applying E-HRM on the effectiveness of HRM practices in an organization. The results of the study showed that there is a positive contribution of the application of E-HRM on the HRM policies and practices within the organization; in addition

to that it helped deeply in giving a deep and remarkable influence of the E-HRM approaches when adopted in the organization. From another perspective, Ghazzawi and others (2014) examined the influence of adopting E-HRM on the motivation of the employees, the results of the study revealed that there is a positive influence of the application of the E-HRM management on the motivation of the employees in terms of the ease of use which influences the attitude of the employees towards the electronic HRM which revealed that the ease of use is seen to be more important in influencing the attitude of the employees compared to the perceived usefulness.

## 4. ANALYSIS AND DISCUSSION

The current section presented the results of the statistical processing which was done on the collected data from the tool of the study. The section is divided into two parts; the first part presented the analysis of the demographic variables, while the second part presented the analysis of the questionnaire paragraphs.

### 4.1 Demographic Variables

**Table 2**  
**Frequency and Percentages Were Computed for the Sample's Characteristics According to Gender**

		Frequency	Percent
Valid	Male	180	57.5
	Female	133	42.5
	Total	313	100.0

The analysis of the demographic variable (gender) is shown in Table 2 above. The table shows that 57.5% of the sample participated in the study were males while 42.5% of the sample was females. the results here are seen to be logical given that the nature of the business and banking sector in Jordan is mostly dominated by males with less participation from females, however, the percentage of the females was not that low and there were no huge difference between males and females in terms of the percentage, but still males were more compared to females.

**Table 3**  
**Frequency and Percentages Were Computed for the Sample's Characteristics According to Position**

		Frequency	Percent
Valid	HR manager	8	2.6
	HR officer	305	97.4
	Total	313	100.0

Table 3 shows the statistical processing of the sample characteristics according to position. It appeared that 97.4% of the sample was HR officers compared to 2.6% as HR managers. Based on that, most of the sample who answered the questionnaire was officers from the HR department with a relatively low participation from the managers even though they were included in the study.

**Table 4**  
**Frequency and Percentages Were Computed for the Sample's Characteristics According to Age**

	Frequency	Percent
Valid 25-30 years	65	20.8
31-36 years	138	44.1
36-42 years	88	28.1
More than 43 years	22	7.0
Total	313	100.0

The above Table 4 shows the sample characteristics in accordance to the age variable; the table shows that 44.1% of the individuals were among the age range of 31-36 years old followed by individuals with the age range of 36-42 years with a percentage of 28.1%. This shows that most of the individual who responded to the questionnaire were individuals who are considered to be young. This gives a hint that young people are more attracted to the technological advancements compared to the old.

**Table 5**  
**Frequency and Percentages Were Computed for the Sample's Characteristics According to Educational Level**

	Frequency	Percent
Valid BA	240	76.7
High studies	73	23.3
Total	313	100.0

## 4.2 Descriptive Analysis

**Table 7**  
**Mean and Standard Deviation of the Questionnaire Paragraphs**

No.	Paragraph	Mean	Std. deviation
<b>Electronic human resource management</b>			
q1	There is an impact of the human resources electronic management on the organizational performance	4.70	.511
q2	E-HRM is suitable for human resource professionals to create that causes promotion in their competencies and is playing an effective role	4.07	.993
q3	All organizational activities, including finance, business and personal activities in addition to saving resources can be achieved through a web-based system	3.66	1.089
q4	Employees' achievement wouldn't be measured right without a well-built HRM approach	3.90	.921
q5	E-HRM is a good way of implementing HR strategies, policies, and practices in organizations	3.73	1.114
q6	E-HR is nothing than a connection between conventional HR practices and IT approaches	3.85	1.090
q7	E-HRM only targets employees and managers	4.02	1.111
<b>The degree of awareness about E-HRM</b>			
a1	Today's employees have a greater awareness in E-management than employees in the past	4.71	.509
a2	Recently, E-HRM has been used increasingly by many global organizations.	4.08	.994
a3	E-HRM is a way of implementing HR strategies, policies and practices in organizations through the direct support of web technology	3.68	1.094
a4	The term E-HRM is the same and can refer to the term web-based HRM	3.93	.915
a5	E-HRM is mediated by information technologies to help the organizations to acquire, develop, and deploy the intellectual capital	3.77	1.116
<b>IT infrastructure availability</b>			
a6	Technological development and electronic instruments are always available at the bank	3.66	1.078
a7	New technologies have created a new generation of employees and the organizational structure has changed	3.90	.920
a8	The absence of organization on the IT infrastructure means the loss of huge capital resources	3.74	1.109
a9	E-HRM concerns the basic HR activities in the administrative area based on IT	3.85	1.083
a10	The IT-based HRM will enable the sharing of reliable information quickly	4.02	1.093
<b>Management support</b>			
a11	E-HRM processes would enhance productivity through faster processing	4.56	.861
a12	Management should adopt E-HRM because it leads to better work environment and reduction in mistakes or errors	3.94	1.132
a13	E-HRM allows better and faster communication between the management and the HR department.	3.55	1.176

To be continued

The above Table 5 shows the analysis of the sample characteristics according to the educational level variable. It appeared that 76.7% of the sample held the bachelor degree compared to a percentage of 23.3% who held higher studies degree.

**Table 6**  
**Frequency and Percentages Were Computed for the Sample's Characteristics According the Difference Between E-HRM and HRIS**

	Frequency	Percent
Valid Yes	170	54.3
No	143	45.7
Total	313	100.0

The above Table 6 shows the answers of the sample's individuals in answering the questions concerning the difference between E-HRM and HRIS. It was found out that 54.3% of the sample was able to differentiate between the concept of E-HRM and HRIS compared to 45.7% who didn't find a difference between them and approached them as the same. However, the results indicated that the sample was able to differentiate between the two terms as there is a difference between E-HRM and HRIS in the meaning, approach, and practices and they are not the same.

Continued

No.	Paragraph	Mean	Std. deviation
a14	E-HRM will link all departments electronically so that human resource can be easily transmitted to higher level	3.77	1.053
a15	E-HRM presents a better approach to the HR functions for the management	3.62	1.201
a16	Management support can easily help the transfer to E-HRM	3.72	1.190
a17	The managerial support can pave the way to the financial support to transfer to E-HRM	3.88	1.231
a18	Management support is the first step towards a successful E-HRM	4.55	.865
Quality of Current HRM Approaches			
a19	The current HRM approaches and use and do the job perfectly	3.09	1.486
a20	Most of the employees are satisfied with the current HRM practices	3.20	1.575
a21	There is a certain level of control that can be done through the current HRM approaches	3.60	1.574
a22	The transfer to E-HRM can reduce the wasted time and efforts	3.12	1.470
a23	The transfer to E-HRM can reduce the lost data	4.09	1.455
a24	Employees will be more than willing to accept the change to E-HRM	4.11	1.507
a25	The bank already adopts E-HRM approaches and practices	3.82	1.518

Table 7 shows the mean and the standard deviation of the individuals' responses towards the paragraphs of the questionnaire. The numbers shown gives indications of the mean and the standard deviation of the four variables of the study. As it is shown in the table, there are positive attitudes toward the main question of the study which is "Is there a positive attitude of the extent of applying E-HRM practices and approaches within the commercial banks in Jordan?" because the means of the paragraphs are above the mean of the scale (3) which is deemed to be positive. This rhymed with what Al-Dmour and Shannak (2010) have talked about in their study referring to the fact that there is an actual implementation of the

E-HR which is supported by the positive attitude of the employees towards the concept of electronic human resource management. The authors in that sense have focused on the fact that the implementation of the E-HRM was mainly influenced by the internal and external factors (environment) the organization may enjoy. It was found out through the study that there is an amount of 60% influence from the internal environment compared to a total of 40% influence from the external environment. The authors also made sure that the nature of the Jordanian environment supports the implementation of the E-HRM as the technological advancement is facing a welcoming attitude from the employees.

**Table 8**  
**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. deviation
The extent of applying E-HRM in banks	313	3.00	5.00	3.9900	.54401
Awareness	313	2.60	5.00	4.0332	.54153
IT	313	2.60	5.00	3.8351	.62484
MS	313	1.00	5.00	3.9473	.74438
Quality	313	1.00	5.00	3.5746	1.03740

Table 8 above indicates that there are positive attitudes toward the variables of study because their means are above the mean of the scale (3). Given that the variables of the study were: (Management support, IT infrastructure, current HRM approaches, and degree of awareness about E-HRM). It was found out that according to the respondents the most influential variables of the adopted variables are the degree of awareness that managers have the concept of E-HRM. This idea rhymed with what appeared through Strohmeier's study (2007) in which the author noted "research in e-HRM generally demonstrates a low degree of level awareness. Though there are studies that refer to several levels, explicit multi-level studies are missing." (p.23)

### 4.3 Hypotheses Testing

Ho: There is a statically significant influence of the independent variables on the extent of applying E-HRM

**Table 9**  
**Main Hypothesis Testing**

Model summary				
Model	R	R square	Adjusted R square	Std. error of the estimate
1	.961 <sup>a</sup>	.924	.923	.15080

According to Table 9 it is found that R (0.961) is the correlation of the independent variables and the extent of applying E-HRM. Also it is found that R Square (0.924), which is the explained variance, is actually the



square of the multiple  $R$  ( $0.961$ )<sup>2</sup>. What the results mean is that (92.4%) of the variance ( $R$ -square) in the extent

of applying E-HRM variable has been significantly explained by the independent variables.

**Table 10**  
**ANOVA<sup>a</sup>**

	Model	Sum of squares	df	Mean square	F	Sig.
1	Regression	85.332	4	21.333	938.108	.000 <sup>b</sup>
	Residual	7.004	308	.023		
	Total	92.336	312			

The ANOVA Table 10 shows that the  $F$  value of (938.108) is significant level at 0.05. Thus, there is

a statically significant influence of the independent variables on the extent of applying E-HRM.

**Table 11**  
**Coefficients<sup>a</sup>**

Model	Unstandardized coefficients		Standardized coefficients		$t$	Sig.
	$B$	Std. error	Beta			
(Constant)	.191	.068			2.810	.005
Awareness	.476	.026	.474		18.268	.000
IT	.430	.025	.494		17.524	.000
MS	.028	.013	.039		2.128	.034
Quality	.032	.009	.062		3.535	.000

Also according to the coefficient Table 11 it is found that  $t$ -values for the independent variables are significant at 0.05 levels, which mean there is significant effect of each of them on the dependent variable.

400 questionnaires were distributed on the sample of the study and 313 questionnaires were retrieved from the respondent which were properly filled and can be statistically processed.

That means:

- There is a statically significant influence of the degree of awareness about E-HRM on the extent of applying E-HRM since  $t$ -value is significant at 0.05 level with beta = 0.474
- There is a statically significant influence of the IT infrastructure availability on the extent of applying E-HRM since  $t$ -value is significant at 0.05 level with beta = 0.494
- There is a statically significant influence of the management support on the extent of applying E-HRM since  $t$ -value is significant at 0.05 level with beta = 0.039
- There is a statically significant influence of the Quality of current HRM approaches on the extent of applying E-HRM since  $t$ -value is significant at 0.05 level with beta = 0.062

According to the analysis and the discussion of the findings above, and based on the numerical data which were analyzed through the SPSS process it was found out that the four chosen variables appeared to be influential on the implementation of the E-HRM within commercial banks in Jordan. In another meaning, there appeared to be a positive influence of the four variables on the degree of application of E-HRM within the banking sector in Jordan mainly the commercial banks.

In today's world, on account of Information and Communication Technologies (ICT), Human Resource Management (HRM) is experiencing a noteworthy change. One specialist of progress distinguished by scientists is the utilization of the Internet and the Web advancements to expand and upgrade HRM (Gueutal & Stone, 2005; Legnick-Hall et al., 2003; Lee, 2005). Such utilization of the Internet and Web advances is prevalently alluded to as Electronic HRM (or e-HRM). This term picked up cash alongside its more well known cousin, e-trade. In the 90's associations began utilizing the Internet and Web advances for a heap of human asset (HRM) exercises such as managing payrolls, keeping up worker indexes, and for speaking with the representatives (Gueutal & Stone, 2005).

As Web advancements developed and associations energetically received them, more of the HRM capacities got Web-empowered. E-HRM basically exchanges HRM capacities to workers and supervisors. They get to these capacities over a web interface, normally over a corporate intranet. E-HRM can run broadly in extension; at the low

## CONCLUSION

The current research study aimed to understand the extent of which E-HRM is applied within the commercial banks in Jordan from the perspective of Human Resource Managers in Jordan. Four variables were chosen to be influential on the degree of applying the E-HRM practices and approaches within the commercial banks in Jordan which are (management support, degree of awareness, IT infrastructure, and the current HRM approaches adopted). A questionnaire was adopted as the tool of the study in order to collect the needed data.

end it can be a basic online framework to get to Human Resource (HR) related reports. At the top of the line e HRM is a completely incorporated, association wide electronic system of HRM related information, data, administrations, databases, instruments, applications, and exchanges that are for the most part open whenever by the representatives, chiefs, and HRM experts. Propelled E-HRM frameworks normally incorporate Enterprise Resource Planning (ERP) frameworks, HRM administration focuses, Interactive Voice Response (IVR), director and representative entrances and Web applications.

## RECOMMENDATIONS

From the previous literature which was presented earlier and in accordance with the discussion and conclusion of the data in the current research study recommends the following:

- Given that the concept of E-HRM is based on launching the HRM practices and approaches through the information and communication technology then it is guaranteed that it has the ability to accomplish the conventional HRM aims with less efforts and time needed which makes it a suitable choice for organizations.
- It is recommended to focus on training the young employees on the approaches of the E-HRM due to their positive attitude towards employing technology in their daily life routine.
- It is important to enhance and develop the current HRM approaches and practices in order to guarantee the best and most suitable employee performance in accordance with the most convenient HRM outcomes.

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