


Electronic HR Practices as a Critical Factor of Employee Satisfaction in Private Hospitals in Jordan



Main Naser Alolayyan, Reham Zuhier Qasim Almomani, Shoroq Haidar Al-Qudah, Sulieman Ibraheem Shelash Al-Hawary, Anber Abraheem Shlash Mohammad, Kamel Mohammad Al-hawajreh, Raed Ismael Ababneh, Muhammad Turki Alshurideh , and Abdullah Ibrahim Mohammad

Abstract The aim of the study was to examine the impact of e-human resource management on employee satisfaction. Therefore, it focused on the private hospitals in Jordan. Data were primarily gathered through self-reported questionnaires created by Google Forms which were distributed to a purposive sample of (320) physicians.

M. N. Alolayyan

Health Management and Policy Department, Faculty of Medicine, Jordan University of Science and Technology, Ar-Ramtha, Jordan

e-mail: mnalolayyan@just.edu.jo

R. Z. Q. Almomani

Business Administration, Amman, Jordan

S. H. Al-Qudah · S. I. S. Al-Hawary (✉)

Department of Business Administration, School of Business, Al Al-Bayt University, P.O.BOX 130040, Mafraq 25113, Jordan

e-mail: dr_sliman73@aabu.edu.jo

A. A. S. Mohammad

Marketing Department, Faculty of Administrative and Financial Sciences, Petra University, P.O.Box: 961343, Amman 11196, Jordan

K. M. Al-hawajreh

Business Faculty, Mu'tah University, Karak, Jordan

R. I. Ababneh

Policy, Planning, and Development Program, Department of International Affairs, College of Arts and Sciences, Qatar University, 2713 Doha, Qatar

M. T. Alshurideh

Department of Management, College of Business, University of Sharjah, 27272 Sharjah, United Arab Emirates

e-mail: malshurideh@sharjah.ac.ae; m.alshurideh@ju.edu.jo

Department of Marketing, School of Business, The University of Jordan, Amman 11942, Jordan

A. I. Mohammad

Department of Basic Scientific Sciences, Al-Huson University College, Al-Balqa Applied University, Irbid, Jordan

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In total, (285) responses were received including (11) invalid to statistical analysis due to uncompleted or inaccurate. Hence, the final sample contained (274) responses. Structural equation modeling (SEM) was conducted to test hypotheses. The results showed that E-human resource practices had a positive impact on employee satisfaction except e-compensation. They also indicated that the highest impact was for e-development. According to the study's findings, managers and decision-makers should follow the contract's implementation of all employee rights, as well as the employee's commitment to carry out all of the duties entrusted to him, ensure the employee's job stability, and work to ensure that an organization offers advanced technologies based on employee performance evaluation.

Keywords Electronic HR practices · Employee satisfaction · Private Hospitals · Jordan

1 Introduction

In today's information-based economy, an electronic human resources management system is a must to deal with the challenges of human resources in the twenty-first century (Al-Hawary et al., 2020; AlHamad et al., 2022). Web-based human resource management solutions, often known as an electronic human resource management system, are becoming increasingly popular in businesses (Al-Hawary & Al-Namlan, 2018; Swaroop, 2012). As surveys of human resources consultants' show, the number of organizations adopting the electronic human resource management system (E-HRM) and the depth of applications within organizations is constantly increasing, the rapid development of the Internet over the last decade has led to an improvement in the implementation and application of electronic human resource management. Academic interest in electronic human resources management has risen as a result of the publication of numerous issues of journals devoted to human resources and the existence of a group of empirical studies in the field (E-HRM). HRIS is known as E-HRM, according to Stone and Dulebohn, because organizations have enabled online HR transactions. Because it automates human resources tasks and practices and transforms them from traditional and paper-based activities to electronic activities, the rapid development of systems for providing electronic human resources services to employees and managers helps them obtain additional information in a more convenient way so that they can benefit from the information in organizational resources (Alkalha et al., 2012; Alshurideh et al., 2022).

Satisfaction is a term that refers to a mix of psychological, functional, and environmental variables that contribute to an employee's happiness at work (Al-Hawary & Obiadat, 2021; Alhalalmeh et al., 2020; Al-Hawary & Alhajri, 2020; Al-Hawary & Al-Khazaleh, 2020; Alolayyan et al., 2018; Alshurideh et al., 2017; Al-Hawary & Al-Menhaly, 2016; Al-Nady et al., 2016; Al-Hawary & Al-Smeran, 2017; Al-Hawary et al., 2017; Al-Hawary & Harahsheh, 2014; Altarifi et al., 2015; Al-Hawary & Hussien, 2017; Al-Hawary, 2013; Al-Hawary et al., 2013a, b). Furthermore, it is

an understanding of the difference between what a person expects from his job and what he actually gets (Al Kurdi et al., 2021). Positive feedback on the extent to which the job satisfies the employee's aims and objectives is included in job satisfaction. Employees typically attempt to attain their goals and fulfill their wishes by giving the appropriate performance, as well as the employee's knowledge of specific changes and conditions that may affect him while at work (Alsuwaidi et al., 2020; Al-bawaia et al., 2022). Organizations are interested in the topic of job satisfaction because a higher degree of job satisfaction correlates with a lower percentage of employee absenteeism, implying that there is a link between job satisfaction and workplace productivity (Alameeri et al., 2020; Kurdi et al., 2020). Employee satisfaction is one of the issues that must be examined from time to time owing to variances in human nature as a result of current improvements in our world, and it is still a research topic (Al Kurdi et al., 2020; AlShehhi et al., 2020). The purpose of the study was to see how electronic human resource management affected employee satisfaction.

2 Theoretical Framework

2.1 *Electronic HR Management Practices*

Because the human resources department focuses on the human aspect, it is one of the most crucial administrative roles on which any corporation is built (Al-Hawary, 2009; Al-Hawary et al., 2012; Al-Hawary & Mohammed, 2017). Organizational success or failure is determined by the efficiency and effectiveness of human resource management techniques. Human resource management is defined as the department in charge of increasing the effectiveness of human resources in the organization in order to achieve individual and societal goals, and it is thus the department in charge of enabling the organization to build, maintain, and develop its strategic advantages (Al-Hawary & Nusair, 2017).

Human resource management, according to Al-Hawary (2011), is the total of functions within an organization, including hiring the right personnel and managing labor relations, as well as both the strategic and operational perspective of the firm's needs. They are identified procedures and activities that support common institutional goals by combining the demands of the organization and the needs of the individuals who work for it, according to Keshway (2008). Electronic human resources management (E-HRM) is described by Parry and Tyson as the use of technology in human resource management functions and communication via technology directed through networks between the organization and its personnel.

Electronic human resource management is defined by Schramm (2006) as a method of implementing human resource management strategies, processes, and policies in an organization through direct and conscious directed support based on various online technologies. According to AlTaweel and Al-Hawary (2021), it is a technology that allows human resources functions to establish new areas

of contribution to company performance. Electronic human resource management strives to provide a comprehensive, thorough, and continuous information system for employees and occupations at a fair cost, as well as support future planning and policy formulation. Automate personnel information and make human resource demand and supply discrepancies easier to track.

Researchers measured a set of techniques for electronic human resource management, and their opinions on the procedures vary. For example, Mohammad et al. (2020) see electronic human resource management practices in (work analysis and design, recruitment, selection, compensation and benefits), whereas) see electronic human resource management practices in (work analysis and design, recruitment, selection, compensation and benefits) (electronic polarization, electronic selection, electronic training, electronic compensation, electronic performance evaluation, and electronic communication). The researcher believes that the practices of electronic human resources management represented in (electronic recruitment and selection, electronic development, electronic performance evaluation, electronic compensation, and electronic communication) can be addressed after reviewing studies related to the practices of electronic human resources management that were addressed by researchers from various cultural destinations.

It may be appropriate for the current study's population. **Electronic recruitment:** E-recruitment, according to Swaroop (2012), is the use of a company's website to attract prospects and receive electronic applications. E-recruitment has a number of advantages, including 24/7 access to online opportunities, the comfort of job examination without the physical stress of an interview, and the ability for applicants to obtain a thorough grasp of the business and its culture before joining it. **Electronic development:** Organizations have resorted to developing training and integrating it with technology in order to effectively trains their employees. As a result, organizations have begun to use a new term called e-training, whose main goal is to improve job performance and the extent of satisfaction that the trainee feels, as well as to create a productive workforce. E-training, according to Al-Hawary and Alajmi (2017), is "skills training using modern computer technologies." **Electronic performance appraisal:** This practice is based on evaluating human resource performance via the Internet, which means that managers can provide performance information directly to the human resources department via electronic forms, reducing the use of paper for supervisor and control, as well as the time and cost of the strike for resource management. Managers can also use human self-service tools to enter performance appraisal management outcomes in real time. **Electronic Compensation:** Electronic compensation is one way to a compensation toolkit that allows a company to gather, store, analyze, and use compensation data and information. The use of a company's website to arrange employee remuneration is defined by Swaroop (2012) as an organization's pay strategy should be able to attract the right kind of personnel, keep them, and ensure that they are treated fairly. **Electronic communication:** The ability to communicate solely through electronic means, removing the need for physical contact and allowing for geographical dispersion of organization members, as well

as online collaboration via e-mail, discussion boards, and chats, as well as telephone and fax communications, promises to eliminate time and space constraints (Lee & Kim, 2009).

2.2 *Employee Satisfaction*

Job satisfaction is one of the most important factors in determining the efficiency and effectiveness of business organizations (Alshurideh, 2022; Hayajneh et al., 2021). Employees are an important part of the process of achieving the company's mission and vision, so they must meet the organization's performance standards to ensure the quality of their work (Alzoubi et al., 2022). We considered a number of negative consequences of job unhappiness, including disloyalty, greater authoritarianism, and a rise in the number of accidents. Employees require a working environment that allows them to operate freely without being hindered from achieving their full potential (Alshraideh et al., 2017; Alzoubi & Inairat, 2020). Job satisfaction is a complicated and varied notion that can mean different things to different people (Aburayya et al., 2020; Alshurideh et al., 2012). For example, what satisfies one employee may not satisfy another. For all employees, there is no single measure of job satisfaction. As a result of exposure to a group of psychological, social, professional, and material elements, it describes the psychological or emotional state that the employee achieves at the degree of certain satisfaction.

Job satisfaction and motivation are linked, although the basis of this correlation is unclear. Job satisfaction, according to Al-Lozi et al. (2017), is described as a feeling of inner loyalty and pride experienced when performing a specific task. Employees' typical feelings and feelings about their work are referred to as job satisfaction (Al-Dmour et al., 2021; Allozi et al., 2022). Positive attitudes toward the workplace indicate job satisfaction, whereas negative attitudes toward the job indicate job discontent (Al-Khayyal et al., 2020; Armstrong, 2006). According to George and Jones (2008), job satisfaction is a set of feelings and beliefs that people have about their current job. Job satisfaction levels can range from extreme satisfaction to complete dissatisfaction. In addition to attitudes about their jobs as a whole, people can have attitudes about different aspects of their careers such as the type of work they do, coworkers, supervisors, or developers, and their pay.

Job satisfaction, according to Hoppock is "any combination of psychological, biological, and environmental variables that leads a person to honestly state that I am content with my job". Job satisfaction is the sum of a worker's positive and negative feelings about their work. Job circumstances were discovered by Metabis and Al-Hawary (2013). It is a significant factor for job satisfaction for workers who work in challenging working conditions; as a result, employees in these situations are dissatisfied with their jobs, and it was required for management to improve working conditions in order to promote employee happiness. As a result, their overall work performance will improve (Alketbi et al., 2020; Sultan et al., 2021).

2.3 E-HR Management Practices and Employee Satisfaction

Employee satisfaction and computerized human resource management approaches have varied correlations, according to the researchers. According to Wadi (2018), there is a favorable link between the benefits of an electronic human resources management (E-HRM) in terms of streamlining work procedures, decreasing the load and efficacy of communications, and transparency between satisfaction and satisfaction. Employees gave feedback on how to utilize the system, the ease with which it could be used, its suitability for work, and the level to which technical capabilities were available. In addition to Al-Shakhanbeh (2015), who referred to the identification of the role of electronic human resources management in the quality of job performance, the study's findings revealed that there is a statistically significant effect of human cadres in the quality of job performance, as well as the presence of a statistically significant effect of human cadres and electronic human resources management software in continuous improvement in Orange Company.

Through the mediating function of employee satisfaction, Khan et al. (2019) investigated the impact of human resource management methods (selection and appointment, training and development, performance evaluation, and compensation) on employee performance in six Pakistani public institutions. And it came up with a set of conclusions, the most important of which are: Human resource practices have a significant impact on faculty members' job performance, with job satisfaction serving as a mediating factor; in addition, human resource management practices have a positive impact on job satisfaction; and job satisfaction has a positive impact on improving faculty members' performance in these universities.

Madanat and Khasawneh (2018) investigated the effectiveness of human resource management practices (manpower planning, selection and appointment, training and development, compensation, and performance evaluation) and their impact on employee satisfaction in 15 commercial and Islamic banks. It came to a set of conclusions, the most important of which is that the banking sector uses human resource management practices at a high level, with the exception of compensation, which is at a medium level, employee satisfaction is at a medium level, and there is a strong and positive statistical relationship between human resource management practices and job satisfaction. Based on above literature review, the study hypotheses may be formulated as:

E-HR management practices have a significant impact on employee satisfaction

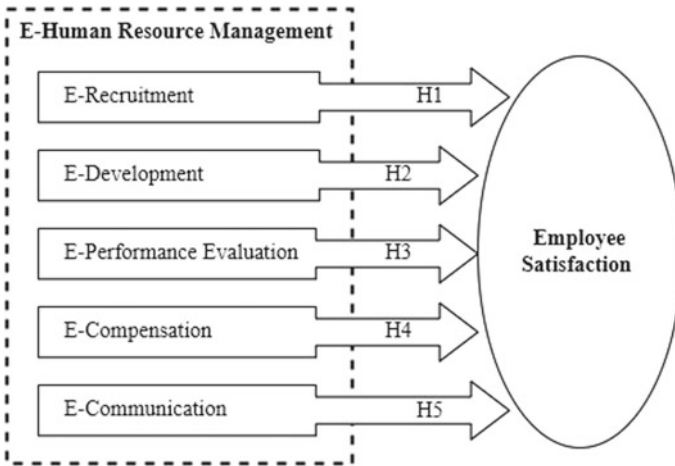


Fig. 1 Research model

3 Study Model

See Fig. 1.

4 Methodology

4.1 Population and Sample Selection

A qualitative method based on a questionnaire was used in this study for data collection and sample selection. The major aim of the study was to examine the impact of e-human resource management on employee satisfaction. Therefore, it focused on the private hospitals in Jordan. Data were primarily gathered through self-reported questionnaires creating by Google Forms which were distributed to a purposive sample of (320) physicians via email. In total, (285) responses were received including (11) invalid to statistical analysis due to uncompleted or inaccurate. Hence, the final sample contained (274) responses suitable to analysis requirements that were formed a response rate of (85.6%), where it proved to be sufficient to the extent that was predictable and allowed for a presumption of data saturation (Sekaran & Bougie, 2016).

4.2 Measurement Instrument

A self-reported questionnaire that consists of two main sections along with a section regarding control variables was used as the measurement instrument. Control variables considered as categorical measures were composed of gender, age group, educational level, and experience. The two main sections were dealt with a five-point Likert scale (from 1 = strongly disagree to 5 = strongly agree). The first section contained (24) items to measure e-human resource management based on (). These questions were distributed into dimensions as follows: four items dedicated for measuring e-recruitment, five items dedicated for measuring e-development, five items dedicated for measuring e-performance evaluation, five items dedicated for measuring e-compensation, and five items dedicated for measuring e-communication. Whereas the second section included eight items developed to measure employee satisfaction according to what was pointed by (Al-Hawary et al., 2013b).

5 Findings

5.1 Measurement Model Evaluation

This study was conducted structural equation modeling (SEM) to test hypotheses, which represents a contemporary statistical technique for testing and estimating the relationship between factors and variables (Wang & Rhemtulla, 2021; Al-Hawary & Al-Syasneh, 2020; Al-Adamat et al., 2020; Al-Gasawneh & Al-Adamat, 2020). Accordingly, the reliability and validity of the constructs were tested using confirmatory factor analysis (CFA) through the statistical program AMOSv24. Table 1 summarizes the results of convergent and discriminant validity, as well the indicators of reliability.

Table 1 shows that the standard loading values for the individual items were within the domain (0.572–0.911), these values greater than the minimum retention of the elements based on their standard loads (Al-Lozi et al., 2018; Sung et al., 2019). Average variance extracted (AVE) is a summary indicator of the convergent validity of constructs that must be above 0.50 (Howard, 2018). The results indicate that the AVE values were greater than 0.50 for all constructs, thus the used measurement model has an appropriate convergent validity. Rimkeviciene et al. (2017) suggested the comparison approach as a way to deal with discriminant validity assessment in covariance-based SEM. This approach is based on comparing the values of maximum shared variance (MSV) with the values of AVE, as well as comparing the values of square root of AVE ($\sqrt{\text{AVE}}$) with the correlation between the rest of the structures. The results show that the values of MSV were smaller than the values of AVE, and that the values of $\sqrt{\text{AVE}}$ were higher than the correlation values among the rest of the constructs. Therefore, the measurement model used is characterized by discriminative validity. The internal consistency measured through Cronbach's Alpha

Table 1 Results of validity and reliability tests

Constructs	1	2	3	4	5	6
1. e-recruitment (ERC)	0.757					
2. e-development (EDV)	0.351	0.737				
3. e-performance evaluation (EPE)	0.375	0.355	0.764			
4. e-compensation (ECP)	0.418	0.468	0.458	0.769		
5. e-communication (ECM)	0.436	0.455	0.528	0.392	0.774	
6. employee satisfaction (ESA)	0.628	0.602	0.671	0.652	0.660	0.771
VIF	2.544	1.825	1.671	2.237	2.060	–
Loadings range	0.572–0.855	0.694–0.782	0.703–0.821	0.743–0.815	0.675–0.831	0.643–0.911
AVE	0.572	0.543	0.583	0.592	0.599	0.594
MSV	0.458	0.338	0.420	0.497	0.503	0.514
Internal consistency	0.836	0.854	0.871	0.877	0.879	0.918
Composite reliability	0.840	0.856	0.875	0.879	0.881	0.921

coefficient (α) and compound reliability by McDonald's Omega coefficient (ω) was conducted as indicators to evaluate measurement model. The results listed in Table 1 demonstrated that both values of Cronbach's Alpha coefficient and McDonald's Omega coefficient were greater than 0.70, which is the lowest limit for judging on measurement reliability (De Leeuw et al., 2019).

5.2 Structural Model

The structural model illustrated no multicollinearity issue among predictor constructs because variance inflation factor (VIF) values are below the threshold of 5, as shown in Table 1 (Hair et al., 2017). This result is supported by the values of model fit indices shown in Fig. 2.

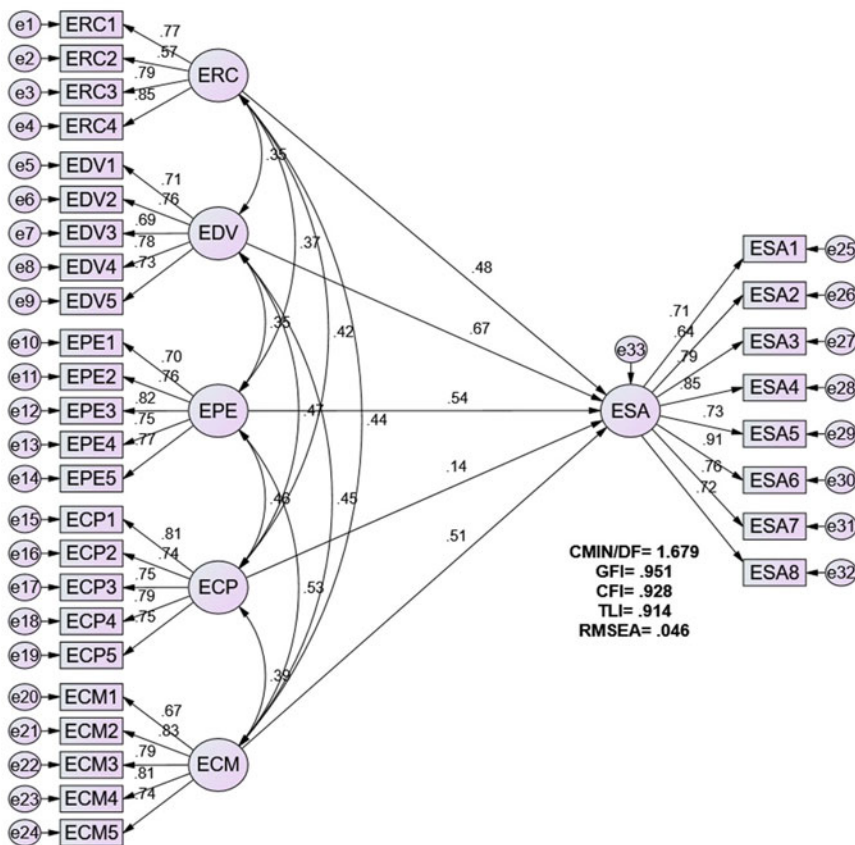


Fig. 2 SEM results of the e-human resource management effect on employee satisfaction

Table 2 Hypothesis testing

Hyp	Relation	Standard beta	t value	p value
H1	e-recruitment→employee satisfaction	0.485*	8.847	0.03
H2	e-development→employee satisfaction	0.671***	14.873	0.000
H3	e-performance evaluation→employee satisfaction	0.542**	10.597	0.002
H4	e-compensation→employee satisfaction	0.137	0.897	0.188
H5	e-communication→employee satisfaction	0.615***	13.042	0.000

Note * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

The results in Fig. 2 indicated that the chi-square to degrees of freedom (CMIN/DF) was 1.679, which is less than 3 the upper limit of this indicator. The values of the goodness of fit index (GFI), the comparative fit index (CFI), and the Tucker-Lewis index (TLI) were upper than the minimum accepted threshold of 0.90. Moreover, the result of root mean square error of approximation (RMSEA) indicated to value 0.046, this value is a reasonable error of approximation because it is less than the higher limit of 0.08. Consequently, the structural model used in this study was recognized as a fit model for predicting the employee satisfaction and generalization of its result (Ahmad et al., 2016; Shi et al., 2019). To verify the results of testing the study hypotheses, structural equation modeling (SEM) was used, the results of which are listed in Table 2.

The results demonstrated in Table 2 show that e-human resource management dimensions had a positive impact on employee satisfaction except e-compensation ($\beta = 0.137, t = 0.897, p = 0.188$). They also indicated that the highest impact was for e-development ($\beta = 0.671, t = 14.873, p = 0.000$), followed by e-communication ($\beta = 0.615, t = 13.042, p = 0.000$), then e-performance evaluation ($\beta = 0.542, t = 10.597, p = 0.002$), and finally the lowest impact was for e-recruitment ($\beta = 0.485, t = 8.847, p = 0.03$).

6 Results Discussion

The study concluded that electronic human resource management practices (selection and appointment, development, compensation and incentives, performance evaluation, communication) have a statistically significant impact on achieving employee satisfaction, which agreed with the findings of Khan et al. (2019), who found an impact of human resource management practices (selection and appointment, training and development, performance evaluation, communication) on achieving employee satisfaction. Employee satisfaction was also found to have a statistically significant effect on the electronic human resources management variable in the study. The reason for this could be that the systems that underpin electronic human resource management, such as electronic performance appraisal, protect the worker’s right to be free from manipulation by others. This finding is in line with Atyani and Abu

Salmi's research (2014). In addition, the variables of polarization and computerized selection have a statistically significant effect on employee satisfaction. Electronic systems are utilized in the sorting of job applications in this activity, and advanced applications are sifted and applications that meet the standards and conditions are picked using electronically operated systems, because these systems are so vital in increasing employee satisfaction. Finally, the electronic training and development variable has a statistically significant effect on employee satisfaction. Electronic systems are used to teach new employees the skills they need to accomplish their jobs and to provide them with appropriate training based on their needs being closely monitored. Employee satisfaction is increased as the results of training programs are evaluated utilizing specific technological technologies. This finding is consistent with Ruël et al. (2004), who found that using computerized human resource management in the training process can help finish the training and development process at the lowest feasible cost.

The electronic performance evaluation has a statistically significant effect on employee satisfaction. Employee performance is reviewed using the Internet, and data on employee performance is collected using computerized systems in order to make judgments about promotions or determine training needs. This practice has the most impact compared to others. Because of the transparency that electronic performance appraisal systems provide. The benefit of electronic human resources management, according to Stone et al. (2006), contributes to the dissemination of information about employees and access by managers, the human resources department, and employees themselves, as well as the identification of job opportunities and performance feedback (Al-Dhuhouri et al., 2020; Odeh et al., 2021).

The electronic compensation variable has a statistically significant effect on employee satisfaction. Electronic programs determine the relative and compensating value of occupations, and employees are alerted about incentives electronically, demonstrating transparency among employees and so leading to employee satisfaction. Employee satisfaction is influenced by the electronic communication variable because each employee receives a personalized email from the company, which is intended to keep employees informed about changes to the company's rules and procedures. Employee happiness is a result of working hours that are determined by a prior agreement between them.

7 Recommendations

According to the study's findings, managers and decision-makers should follow the contract's implementation of all employee rights, as well as the employee's commitment to carry out all of the duties entrusted to him, ensure the employee's job stability, and work to ensure that an organization offers advanced technologies

based on employee performance evaluation, by making the most significant investment in contemporary technologies imaginable. Finally, electronic compensation mechanisms must be improved. Pay close attention to electronic human resource procedures, and place a strong emphasis on employee satisfaction, since this will help them work better.

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