



The impact of Electronic Human Resources Management on Job Performance In Jordanian Service Ministries.

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ABSTRACT

The study aimed to analyze and identify the role of e-HRM on job performance in the ministries of the Hashemite Kingdom of Jordan. To achieve the objectives of the study, answer its questions, and test its hypotheses, the study adopted the descriptive-analytical approach.

The study population consisted of all 27 Jordanian service ministries. The Ministry of Interior and Foreign Affairs was excluded due to the sensitivity of its study, leaving (25) ministries. The ministries focused on the following job titles (Secretary General, Assistant Secretary General, Director of Administration, Director of Directorate, Director of Directorate, Director of Unit, Head of Unit, Head of Department), numbering (6351) individuals, according to the Civil Service Bureau statistics for (2023) A proportional stratified random sample was selected from the study community, and accordingly, the appropriate study sample size from the study community is (364) individuals. (364) individuals at administrative and supervisory levels in Jordanian ministries, the researchers distributed the questionnaire by hand directly to the study sample, and (304) questionnaires were returned, and (9) questionnaires were excluded because they were not suitable for analysis, due to incomplete information in them, so the number of questionnaires valid for analysis is (295) questionnaires with a percentage of (81%). The statistical analysis program (Smart PLS.4) was used).

The study reached a number of results, the most important of which are: The level of e-HRM was moderate, while the level of job performance was moderate, and the results indicated a positive impact of e-HRM on job performance in Jordanian service ministries.

Based on the results of the study, which indicate that the level of e-HRM implementation in Jordanian ministries is moderate, a recommendation can be made to enhance and improve this level. Jordanian ministries should invest in developing and modernizing the electronic systems and technologies used in HRM. Training and guidance should be provided to employees to increase their understanding and effective use of these technologies.

Keywords: E-HRM , job performance, Jordanian service ministries.

1.1 Introduction

In light of the increasing progress in the use of modern technology, computer applications, and communication sciences, and the increased investment in information systems that have led to a massive digital revolution in the functions of business organizations, due to the explosion of knowledge in addition to changes in the internal and external business environment, the use of electronic human resources management has become a basic requirement and an urgent necessity. To manage human resources in all services and industrial business sectors, as the human element plays an important role in bringing about positive changes that are reflected in the economies of the entire world, so business organizations have come to realize that the key to success depends on the effective management of electronic human resources (Bondarouk & Ruel, 2020).

Given the importance of human resources management in organizations of all types, they need to benefit from these digital changes brought about by modern technologies and the advanced communications revolution. It has become necessary to transform all human resources activities and practices from traditional methods to electronic methods, as the concept of electronic recruitment must be introduced., electronic recruitment, electronic training, and electronic performance evaluation, as the electronic transformation of human resources management has become one of the basic requirements for continuous technological change, and

therefore human resources management has become more required than ever to adopt the electronic approach in performing various works(Chanana& Sangeeta,2021).

There is no doubt that job performance represents a state of administrative excellence and creativity that ensures achieving advanced levels of performance as a result of the precise implementation of financial and administrative activities and processes and the resulting achievements that satisfy all stakeholders. The society of the twenty-first century has imposed on various organizations the necessity of continuous attention to job performance. This appeared after the field of management in general witnessed the reform movement based on standard standards, which emphasized the necessity of providing clear and specific standards for development and improvement processes in organizations. Therefore, improving and developing job performance must become the main concern of all organizations at their various levels(Thite,2022).

The issue of strategic capabilities also represents the cornerstone on which many organizations rely to achieve their strategic goals, facilitate the delivery of their services to all segments of society with high quality, and improve their job performance, especially in light of the circumstances and challenges that contemporary organizations are witnessing, and in order to confront these challenges and succeed in the current business environment. Organizations must think strategically to develop their strategic capabilities, and plan effectively to exploit their resources efficiently and effectively to achieve their strategic goals(Verhoef et al.,2021).

Improving job performance in the government sector, especially in Jordanian service ministries, also requires taking a number of measures aimed at improving administrative processes and procedures aimed at optimal exploitation of strategic capabilities, and determining the priorities required to achieve strategic goals. In addition, modern technological techniques must be employed that contribute to simplifying Procedures and reducing bureaucracy, routine, and repetition of various procedures, this study will attempt to demonstrate the impact of electronic human resources management on job performance, with the presence of strategic capabilities as a mediating variable in service ministries in the Hashemite Kingdom of Jordan. This will be done through several axes, as the first chapter will be devoted to the general framework of the study, the second to the theoretical framework of the research variables and the presentation of previous studies, the third to the methodology and design that will be followed by the researcher to complete the field study, and the fourth will be devoted to presenting the results and recommendations(Swanson,2022).

1.2 The problem of the Study:

Our present era is witnessing great and rapid developments in various fields due to technological and technological development and the communications and information revolution, as our world today becomes and continues to witness new innovations and modernization in information technology and in the fields of science and knowledge, and these systems are constantly changing to be in harmony with the effective and influential development that is taking place in the various areas of life. Regardless of the nature of the activity practiced by organizations, their main goal is to continue and confront challenges and crises.

Modern technology is one of the most important fields that has witnessed great development in recent decades, and it has come to play a vital role in our daily lives. It includes a wide range of tools, devices and software that help us accomplish many tasks faster and more efficiently. Among these areas that technology can affect It greatly affects job performance, as technology can be used to improve administrative and organizational processes within organizations and improve the quality of services, and this in turn helps improve job performance. The use of software and various digital applications has contributed to the transformation of many functions and activities practiced by organizations from traditional methods to electronic methods that are characterized by accuracy, speed of completion, and lack of errors.

Several topics in the field of strategic management, including electronic human resources management, job performance, and strategic capabilities, have been characterized by modernity, and have begun to attract the attention of academics and administrators in various fields for their important role in helping the organization achieve its goals, and despite some organizations possessing strategic capabilities and striving to improve job performance. And applying electronic transformation in human resources functions and activities, but it did not succeed in achieving the desired benefits from adopting these administrative concepts, and the reason is due to the lack of understanding, awareness, and effective application of these concepts in the organization.

Jordanian service ministries, like other institutions, seek to improve their functional performance, and work to develop and implement general strategies to ensure that they achieve their goals. But these ministries are increasingly facing new challenges, including financial challenges, the spread of various crises, the latest of which is the Corona epidemic, and the challenges are becoming more complex due to the nature and diversity of services, and because they need to work according to relatively different principles than what is available to private sector institutions, the matter becomes more difficult. In the last poll conducted by the Center for Strategic Studies in 2023 on citizens' satisfaction with some service ministries in the Hashemite Kingdom of Jordan, the results of the report indicated that only 13% were satisfied with the services provided by the Ministry of Local Administration.

Hence, many Jordanian service ministries began to adopt modern administrative methods to improve the quality of their services, improve their job performance, and in order to reach distinguished job performance without increasing costs to a level that negatively affects the efficiency of the work of this ministry. Therefore, the research problem is through the following question: What is the impact of electronic human resources management in its dimensions (electronic selection and recruitment, electronic training, electronic

performance evaluation, electronic compensation) on job performance in its dimensions (task performance, contextual performance, adaptive performance), in the Jordanian service ministries?

1.3 Study Questions

The study seeks to answer the following questions:

1. What is the level of application of electronic human resources management in its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) in the Jordanian service ministries?
2. What is the level of job performance in its dimensions (task performance, contextual performance, adaptive performance) in the Jordanian service ministries?

1.4 Objectives of the Study

The study aims primarily to analyze the impact of electronic human resources management in its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) on job performance in its dimensions (task performance, contextual performance, adaptive performance), in the Jordanian service ministries, and it emerges from this goal, the following are sub-goals:

1. Identifying the level of application of electronic human resources management and its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) in the Jordanian service ministries.
2. Identifying the level of job performance and its dimensions (task performance, contextual performance, adaptive performance) in the Jordanian service ministries.

1.5 Importance of the Study

The importance of the study becomes clear from the scientific and practical aspects, as follows:

First: Scientific importance: The scientific importance of the study can be highlighted through the following points:

1. The importance of the study stems from the importance of studying the impact of electronic human resources management on job performance, especially in light of the world's scientific and cognitive variables that have created a permanent gap between the knowledge that organizations possess and the latest developments and contemporary challenges. Therefore, the importance of this study is clear from the importance of the study variables., which is considered one of the contemporary topics in modern administrative thought.
2. This study may benefit the Arab Library by adding a simple and modest effort, especially in light of the lack of studies - according to the researchers' knowledge - that have dealt with this topic, specifically in the Jordanian work environment.
3. The topic of managing electronic human resources in the organization is one of the topics that the Arab library suffers from scarcity. The researcher hopes that the study will contribute to enriching the Arab library, and that it will constitute an important reference for scholars and researchers and provide them with information about the features of electronic transformation in human resources, as well as opening the way for researchers to address this. The topic has other research aspects.

1.6 Importance from a Practical Standpoint:

This aspect can be highlighted through the following points:

1. The importance of this study from a practical standpoint lies in the importance of the study community represented by the Jordanian service ministries, as they are responsible for providing various necessary services to citizens and residents of the Hashemite Kingdom of Jordan.
2. Human resources management is of great importance to various organizations, regardless of their types and goals, as it is considered the administration responsible for the human element, which is the basic pillar in contemporary organizations, and from here the importance of this study appears by addressing the most important administration in the Jordanian service ministries that is concerned with human resources management.
3. It is expected that this study will contribute to drawing the attention of officials in the Jordanian service ministries to the importance of transforming human resources management work from the traditional method to the electronic method, as a tool for achieving and developing human resources. Accordingly, the study is consistent with what the pillars of cognitive, economic, social and technical development witnessed in the current era have focused on.
4. This study benefits the senior management in the Jordanian service ministries in general and the agencies responsible for human resources in particular in forming an integrated framework that can be relied upon in diagnosing the strengths and weaknesses of the application of electronic human resources management, and then contributing to the development of a system of human resources functions and practices using digital technologies and modern IT tools.

1.7 Study Hypotheses

The first main hypothesis (H01): There is no statistically significant effect at the significance level ($0.05 \leq \alpha$) for electronic human resources management in its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) on job performance in its dimensions (task performance, contextual performance, adaptive performance) in the Jordanian service ministries.

Sub-hypotheses emerging from the first main sub-hypothesis:

The first sub-hypothesis (H01₁): There is no statistically significant effect at the significance level ($0.05 \leq \alpha$) for electronic human resources management with its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) on performing tasks as one of the dimensions of job performance in the Jordanian service ministries.

The second sub-hypothesis (H01₂): There is no statistically significant effect at the significance level ($0.05 \leq \alpha$) for electronic human resources management with its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) on contextual performance as one of the dimensions of job performance in Jordanian service ministries.

The third sub-hypothesis (H01₃): There is no statistically significant effect at the significance level ($0.05 \leq \alpha$) for electronic human resources management with its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) on adaptive performance as one of the dimensions of job performance in Jordanian service ministries.

Theoretical Framework and Previous Studies:

2.1 Electronic Human Resources Management

In order to better understand the concept of electronic HRM, we will first provide an overview of the meaning of another commonly used term, which is Human Resource Information System (HRIS). When it comes to HRIS, it involves systematic procedures for collecting, storing, maintaining, updating and distributing data. Related to the human resources of the organization, where the main user of this system is the human resources management function, the goal of using this information system is to improve the performance of the human resources management function through which it indirectly exerts a positive impact on the entire process of the organization (Evseeva et al., 2019).

On the other hand, when it comes to e-HRM, this concept refers to the application of strategies, policies and practices related to human resources in organizations with full support or reliance on web technology, where this technology can be used by employees of the human resources management department, as well as other employees. In the organization, potential employees, as well as the organization's management, by summarizing the difference between electronic human resources management system and human resources information system (Nankervis et al., 2022).

Regarding the term e - HRM itself, its origin has been linked to the 1990s, with the idea of the emergence of e-commerce and thus, according to the reputation of e-commerce, the prefix "e" was used in human resource management, giving rise to the name of the concept of e-HRM. However, when it comes to understanding the essence of the concept of electronic human resources management, it is noted that there is still no single point of view (Goulart et al., 2022).

2.1.2 Dimensions of Electronic Human Resources Management:

Electronic human resources management includes a set of tools and technologies that are used to manage human resources operations electronically and via the internet. Among these tools is electronic recruitment, where jobs are published and job applications are received via the internet, which facilitates the process of searching for suitable candidates and reduces the time and effort spent on this process (Madakam et al. 2019).

Electronic human resources management also includes electronic training, where training courses can be provided online in a flexible manner that allows employees to access them at any time and from anywhere, which facilitates the process of developing their skills and increasing their efficiency (Evseeva et al., 2019).

With regard to performance evaluation, electronic tools can be used to evaluate the performance of employees and track their progress and development, through electronic performance management systems that provide accurate reports and statistics about the performance of each employee (Nankervis et al., 2022).

As for electronic compensation, it includes submitting and managing salaries and benefits via the internet, which facilitates the process of managing salaries and providing financial data to employees in a safe and reliable manner. In general, electronic human resources management is considered an effective means of simplifying and improving human resources management processes and saving time, effort and costs (Schwertner, 2017).

Electronic Recruitment

E-recruitment is the process of recruiting workers through the use of technology and the internet. E-recruitment includes publishing job vacancies on websites and social networks, receiving job applications via the internet, and using electronic human resources management systems to screen and evaluate applicants. E-recruitment allows companies and employers to access a large database of potential candidates, thus saving the

time and effort it takes traditional recruitment. In addition, companies can use electronic human resource management systems to track and follow up the recruitment process (Bondarouk & Ruel, 2020). In addition, job applicants can submit their applications and attach their CVs electronically, which facilitates the process of searching for job opportunities and submitting their applications easily. Using electronic recruitment, recruitment processes become more effective and faster, which benefits companies and applicants alike. E-recruitment can provide an enhanced recruitment experience for candidates, as they can access jobs and submit their applications easily from anywhere and at any time. E-recruitment can also be used to provide detailed information about jobs and their requirements, which helps candidates understand what is expected of them and determine whether the job is suitable for them (Adams, 2020).

Electronic Training

E-training in organizations is considered an essential part of human resource development strategies in the modern era. E-training allows male and female employees to access educational materials and training courses via the internet, which makes it easier for them to develop their skills and knowledges in a flexible and effective manner. Today organizations offer various e-training programs that suit their needs. Its employees, whether of a technical nature, skills, or even leadership development, employees can access these programs from anywhere and at any time that suits them, which enhances their flexibility and contributes to enhancing their level of skills and performance (Kane, 2019).

Moreover, e-training can provide opportunities for interaction and communication between employees, whether they are in the same location or in different regions of the world. Interactive tools such as chat, forums, and virtual classrooms can be used to enhance knowledge exchange and participatory learning among employees, as e-training is considered an effective method. To enhance the culture of continuous learning in organizations, and enable employees to permanently develop their skills and keep pace with the challenges and changes in the evolving work environment (Dery et al., 2017).

Electronic Performance Evaluation

The primary goal of a performance management system is to control employee behavior and ensure its alignment with organizational goals. A typical system contains subsystems dedicated to (a) setting performance standards, (b) evaluating employee performance, (c) providing feedback to employees about the degree to which standards are met performance, and (d) take corrective action if performance does not meet standards. In order to achieve the overall goal of controlling employee behavior, many organizations now use electronic systems to facilitate the performance management process. These systems typically help managers measure performance, write performance reviews, and provide feedback to employees. For example, computerized performance monitoring (CPM) systems facilitate... Measuring performance by keeping a number of variables such as the number of work units completed, time spent on tasks, and error rates is one of the many reasons organizations use such systems (Snell & Morris, 2019).

Electronic performance management systems also help managers compose and write evaluations. For example, they simplify the process of completing evaluation forms through the use of sentences and paragraphs. One benefit of this is that managers can evaluate employees more than once a year. In addition, systems are used electronic tools are also used to help managers provide feedback to employees. For example, intranet systems are now being used for multi-rater feedback. More specifically, these systems send emails to raters and ask them to complete online ratings. With such systems, employees can receive feedback from multiple raters in a timely manner. The information can be used to improve their performance (Goulart et al., 2022).

Electronic Compensation

Electronic compensation systems also allow managers to develop budgets, model the impact of incentive systems, and ensure the fairness of salary allocation decisions. For example, these systems give managers access to salary data that can be used to budget and model the costs of incentive systems with different components (e.g., Profit sharing, merit increases, and stock options). Furthermore, these systems can be linked to electronic performance management systems, increasing the possibilities of wage increases based on employee performance. Furthermore, they can be used to ensure the fairness of compensation systems. Interestingly, research shows that high-performing companies are more likely to share details about their compensation systems with employees than low-performing companies. Additionally, research reveals that individuals have higher levels of satisfaction and retention when pay systems are perceived as fair (Evseeva et al., 2019).

Electronic compensation systems have emerged to simplify compensation processes and increase the extent to which organizations can access and disseminate compensation and benefits information. For example, relative to traditional systems, they allow organizations to more easily collect and evaluate job analysis and evaluation data. In addition, they give organizations access to salary survey data that was previously only available in paper publications, and as a result, these systems enable organizations to ensure salary competitiveness in the labor market (Snell & Morris, 2019).

Job performance

Job performance is a complex construct that can be approached from the perspective of in-role job performance and innovative job performance. In-role job performance reflects on the task that falls within an individual's duty. This requires individuals to demonstrate formal behaviors to achieve their performance goals based on the job description. Job performance focuses on Activities that go beyond routine job requirements to achieve new results. It requires generating and adopting new ideas and gaining the necessary strength to successfully implement these ideas for better organizational performance, depending on the specific situation and its characteristics. Thus, job performance relates to the contribution that individuals make to achieving organizational goals in relation to their own job description in Shadow of specific positions, (Shin & Hur, 2021). The concept of performance is one of the main axes on which management scholars focus their attention, because through it a comprehensive picture of the organization's activities and its supporting work can be presented, as performance is a crucial concept in administrative studies and human resources, and is linked to efficiency and effectiveness in achieving the organization's goals, so performance processes have passed with several stages and changes, it has greatly influenced its global, environmental and institutional developments (Darvishmotevali, 2020).

2.2.2 Dimensions of Job Performance

Many studies have dealt with some dimensions of job performance, and these studies differed in establishing a clear definition of the dimensions of job performance. By reviewing these studies, the following dimensions will be chosen (task performance, contextual performance, adaptive performance). It is explained below:

Task Performance

Task performance is considered one of the basic and vital dimensions of job performance. This term refers to an individual's ability to perform the specific tasks and duties of his or her job efficiently and effectively. This includes the ability to complete tasks on time, achieve set goals, and the ability to deal with challenges and solve problems that the individual may encounter while performing his or her tasks. In other words, task performance reflects the extent to which an individual is competent and efficient in performing the specific duties of his or her job, and it is an essential element that greatly affects the evaluation of job performance and success at work (Nevarez, 2016).

Task performance also reflects the ability to organize and manage time and resources effectively, and it contributes to achieving personal and organizational goals. In addition, task performance is an important indicator of the level of commitment, responsibility and dedication to work. Therefore, it can be said that performing tasks is an essential element in achieving outstanding and successful job performance, and requires developing technical, administrative and organizational skills to ensure that tasks are performed efficiently and effectively (Stana, 2021).

Contextual Performance

Contextual performance refers to performance that is influenced by the context in which work occurs. Context can be related to the social, cultural, organizational, and environmental conditions in which an individual works. Therefore, contextual performance is an important part of job performance (Lăzăroiu, 2015).

When discussing contextual performance as a dimension of job performance, the focus can be on how external factors influence employee performance. For example, financial, political, or social constraints may have a significant impact on an employee's ability to perform his or her duties effectively. Cultural and organizational factors can also influence an employee's behavior and performance, and in addition, the context can be related to the support the employee receives from colleagues and management, as well as to the guidance and mentoring he receives. All of these factors can affect employee performance and the achievement of desired results (López-Cabarcos et al., 2022).

Adaptive Performance

Adaptive performance is the part of dimensions of job performance and refers to an employee's ability to adapt to changes in the work environment and changing tasks. Adaptive performance includes the employee's ability to adapt to new challenges and develop their skills and knowledge to face changes at work. For example, adaptive performance may include the ability to adapt work to changes in policies and procedures, or adapt to new business technologies and tools (Obrenovic et al., 2020).

Adaptive performance is important for the success of employees and the entire organization, as it can contribute to improving efficiency and effectiveness at work and achieving organizational goals. In addition, adaptive performance can contribute to enhancing employee morale and increasing the ability to adapt to permanent changes in the work environment. In general, adaptive performance is considered an essential part of comprehensive job performance and contributes to building an organization capable of adapting and growing in the face of various challenges (Greer, 2021).

In addition, adaptive performance can be important in improving interactions with colleagues, customers and business partners. When an employee is able to adapt effectively to changes and new requirements, he can contribute to enhancing co-operation and building positive relationships in both inside and outside of the organization. Adaptive performance is also an important factor in building an employee's reputation and

appreciation within the organization, as individuals who are able to adapt positively emerge. They are effective as team spirits and leaders who can be relied upon in challenging and stressful situations (Berman et al., 2021).

2.4.2 Previous Studies

The study by AL-Heet et al (2022) aimed to determine the impact of electronic human resources management practices on organizational excellence in the Jordanian Electricity Company: Through the mediating role of organizational loyalty, following the descriptive analytical approach. Primary data was collected through a questionnaire that was developed and distributed to the study's sample. Of the directors, their assistants, heads of departments and the administrative subject at the company's main center, who numbered (196) employees. To analyze the data and test the hypotheses, the study used appropriate statistical methods using the Statistical Package for the Social Sciences program.

The results of the study reached a set of results, the most important of which is the presence of a statistically significant impact of electronic human resources management practices (e-recruitment, training, e-development, e-performance evaluation, and e-compensation) on institutions. Excellence with organizational loyalty as a mediating variable in the National Electricity Company. The study recommended raising the level of interest in applying electronic practices for human resources management, especially with regard to performance evaluation, training, and development processes, as electronic programs, means, and technologies can be used to conduct an objective and professional evaluation of human resources as follows: Professional and administrative standards are publishing educational and training materials, and making them available to employees via their website. Increasing the company's level of interest in achieving institutional excellence, by adopting procedures that contribute to building distinguished leadership, encouraging the establishment of a distinguished organizational culture, and providing adequate support and motivation to subordinates.

The study by Shah et al (2020) aimed to clarify the important effects of electronic human resources management on organizations, and to clarify the important role of electronic human resources management in organizations. This paper identified some factors that contribute to the successful implementation of electronic human resources management in organizations. Then, by proposing a model, this paper illustrates the important role of IT in supporting HR practices. Finally, the current paper develops a conceptual proposal that provides further insight, for organizational managers and business owners, into the integration of HR practices with IT that contribute to superior organizational outcomes that lead to organizational success. The results of the study concluded that employees are the most important resources for all organizations. Therefore, new methods of managing these important resources must be identified. The organization must be different from its competitors in ways that allow it to earn higher returns. As discussed above, electronic HRM is a new way of managing human resources that will reduce organizational costs and increase organizational efficiency, effectiveness and productivity that first leads to organizational survival and then leads to organizational success. The introduction of electronic HRM in organizations seems to be accompanied by a decline in the levels of human resources staff, especially with regard to administrative staff. Good implementation provides an opportunity for HR departments to have a clearer profile and better image. Moreover, the introduction of e-HRM to employees brings changes in the way they experience HRM in their organizations and in the HR tools and instruments that are offered to them. They get an opportunity to get updated in terms of organizational dynamics and participate in online communications.

The study by Ganjali et al (2015) aimed to investigate the role of electronic human resources management in the psychological empowerment of employees of the gas company located in Shiraz. The studied population consists of 347 employees, 180 of whom were selected and studied as a sample based on the inspection table. The results of the study revealed that there is a positive and direct relationship between the variables of the electronic recruitment system, career path management, and psychological empowerment of employees in the Shiraz Gas Company. There is a positive and direct relationship between two variables of the electronic payment system based on performance and psychological empowerment of workers in the gas company located in Shiraz. The results showed that there is a positive and direct relationship between two variables of the electronic system for managing education and psychological empowerment of workers in the gas company in Shiraz. There is a positive and direct relationship between two variables for the electronic system for recruitment and election and the psychological empowerment of employees in the Shiraz Gas Company. There is also a positive and direct relationship between two variables for the electronic system for administrative performance and the psychological empowerment of employees in the Shiraz Gas Company.

Study Methodology

Study Approach:

To achieve its objectives and answer its questions, the study followed the descriptive and analytical approach, and therefore the design of the study depends on the descriptive approach in human research. For the purpose of describing the characteristics and variables related to the study problem, the study also uses the analytical method. To link the cause to the effect to identify the impact of electronic human resources management on job performance, with the presence of strategic capabilities as a mediating variable; The study aims to measure the variables that affect and cause the phenomenon to reach the impact and result, and from the reality of the ministries of the Hashemite Kingdom of Jordan.

3.3 Study population

The study population consisted of all (27) Jordanian ministries. The Ministry of Interior and Foreign Affairs was excluded due to the sensitivity of its study, leaving (25) ministries. The focus in the ministries was on the following job titles (Secretary General, Assistant Secretary General, Director of Administration, Director of Directorate, Director of Unit, Head of Unit, Head of Department), amounting to (6,351) individuals, and this was the reason for choosing the study population, for the role that carries out It has the services sector, according to the Civil Service Bureau statistics for the year (2023).

The Study Sample:

A stratified, proportional random sample was selected from the study population, with all categories of job titles: (Secretary General, Assistant Secretary General, Department Director, Directorate Director, Unit Director, Unit Head, Department Head); Due to the conditions for its use in the study, the study population is composed of unequal strata and is a heterogeneous society. These conditions are represented by the existence of a framework for the research community, with the possibility of dividing this framework into subclasses, each representing identical groups, in addition to knowing the size of each layer that was followed in the study, as these subclasses ultimately represent the size of the community as a whole (Acharya et al., 2013), and these conditions are met in the current study population.

Accordingly, the appropriate study sample size from the study population is (364) individuals at administrative and supervisory levels in the Jordanian ministries. The sample size was determined according to the electronic tables prepared for this purpose. This is the statistically required sample size with a degree of confidence (95%), and a standard error coefficient ($\pm 5\%$), assuming that the characteristics to be studied in the community are (50%). The researchers distributed the questionnaire by hand directly to the study sample, and (304) questionnaires were retrieved, and (9) questionnaires were excluded because they were not suitable for analysis, due to incomplete information in them, and therefore the number of questionnaires suitable for analysis was (295) questionnaires, with a percentage of (81%). . Table (2.3) shows the procedures for selecting a proportional stratified random sample from the study population.

Table (2.3)

Procedures for selecting a proportional stratified random sample from the study population.

Job Title	The Total Number	Arithmetic Process	The Ratio	Sample Volume	No
Secretary General	87	$6351/87=$	0.014	$0.014*364$	5
Asst. Secretary General	47	$6351/47=$	0.007	$0.007*364$	2
Director of the Dept.	54	$6351/54=$	0.009	$0.009*364$	3
Directorate Director	500	$6351/500=$	0.079	$0.079*364$	29
Unit Manager	161	$6351/161=$	0.025	$0.025*364$	9
head of the department	5502	$6321/5502=$	0.866	$0.866*364$	316
Total Summation	6351		100%		364

* Source: Prepared by the researchers, based on the statistical description of the study population.

Stability of the Study Tool

The stability of the study tool is one of the indicators for verifying its accuracy and consistency between its parts. It also indicates objectivity, and the tool must be of a high degree of accuracy, mastery, and consistency. Because of the information provided to us, the researcher used the internal consistency test, Cronbach Alpha, to measure the extent of consistency in the respondents' answers to all the items in the scale. Despite the lack of standard rules regarding the appropriate values for the Cronbach Alpha coefficient, ($\text{Alpha} \geq 0.70$) from an applied perspective is considered reasonable in research related to administrative and human sciences, and Table (4.3) shows the results of the reliability of the study tool.

Table No. (4.3)

Evaluating the degree of internal consistency reliability coefficient between the contents of the scales used in the study.

Paragraphs	The Dimension	Number of Paragraphs	Stability Value	Coefficient
5-1	Electronic selection and recruitment	5	0.834	
10-6	Electronic Training	5	0.812	
15-11	Electronic performance evaluation	5	0.869	
20-16	Electronic compensation	5	0.889	
24-21	Performing tasks	5	0.806	
28-25	Contextual performance	5	0.814	
32-29	Adaptive performance	5	0.809	

The results of the analysis showed that the Cronbach alpha coefficient for the dimensions of electronic human resources management ranged between (0.812-0.869), and for the dimensions of job performance ranged between (0.806-0.814), which is an indicator of a high degree of reliability. Based on the results of the previous analysis, the scales used in the study have a high degree of internal consistency among their contents, and their ability to achieve the objectives of the study, and can be relied upon in the subsequent stages of the analysis.

Show Results

Answering the study's first question, which states: What is the level of application of electronic human resources management in its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) in the Jordanian service ministries?

Table No. (1)

Arithmetic means and standard deviations for the level of application of electronic human resources management.

Paragraph sequence	The Dimension	Arithmetic Mean	Standard Deviation	Rank	Level in Proportion For the Arithmetic Mean
1-5	Electronic selection and recruitment	3.613	0.684	1	Medium
6-10	Electronic training	3.351	0.758	3	Medium
11-15	Electronic performance evaluation	3.264	0.768	4	Medium
16-20	Electronic compensation	3.456	0.691	2	Medium
	Total Mean	3.421			Medium

It appears from Table (1) that the overall average for electronic human resources management in the Jordanian service ministries was moderate from the point of view of the respondents. The overall arithmetic mean was (3.421), and the arithmetic averages ranged between (3.264-3.614), and the (electronic selection and recruitment) dimension ranked first with a arithmetic mean of (3.613) and a standard deviation of (0.684), while the (electronic performance evaluation) dimension came in first place It ranked last among the items in this dimension, with a mean of (3.763) and a standard deviation of (0.793).

Answering the study's second question, which states: What is the level of job performance in its dimensions (task performance, contextual performance, adaptive performance) in the Jordanian service ministries?

Table No. (2) Arithmetic means and standard deviations for the level of job performance.

Paragraph sequence	The dimension	Arithmetic Mean	Standard Deviation	Rank	Level in proportion the arithmetic mean
21-25	Performing tasks	3.862	0.669	3	High
26-30	Contextual performance	3.864	0.635	2	High
31-35	Adaptive performance	4.03	0.544	1	High
		3.918			

It appears from Table (2) that the overall average job performance in the Jordanian service ministries was high from the point of view of the respondents. The overall arithmetic mean was (3.918), and the arithmetic averages ranged between (3.862-4.03), and the (adaptive performance) dimension ranked first with an arithmetic mean of (4.03) and a standard deviation of (0.544), while the (task performance) dimension came in first place. It is the last item in this dimension, with a mean of (3.862) and a standard deviation of (0.669).

Hypothesis Testing

Testing the study hypotheses:

To test the study hypotheses, least squares analysis (PLS) was used, based on the program (SMART - PLS, 4). Before starting to test the main and subsidiary hypotheses of the study, a set of statistical tests were conducted to ensure the suitability of the data for statistical analysis. Table (3) shows the most important statistical tests used to ensure the suitability of the data for statistical analysis, and the most important acceptance criteria for these tests:

Table (3) The statistical tests used to ensure the suitability of the data for statistical analysis, and the most important acceptance criteria for these tests.

The Test	Comparison Standard
Composite Reliability (CR)	Bigger(0.70)
Average Variance Extracted (AVE)	Bigger(0.50)
Factor Loading	Bigger(0.70)
Effect size (F^2)	A large effect size if its value is greater than 0.350
	Medium effect size if its value is between 0.15 - 0.350
	The effect size is weak if its value is between 0.02 and less than 0.15
	If its value is less than 0.02, this means there is no effect.
(Q^2)	It measures the model's predictive ability, and must be greater than zero.
(R^2)	The coefficient of determination is considered a measure of the strength of the model and the extent of interpretation. The closer its value is to one, the stronger the model is in interpretation. 0.10 is considered the minimum acceptable value of the coefficient of determination.

Resources: Hair, J, Ringle, C, Sarstedt. M (2022). A Primer on partial Least Squares Structural Equation Modeling (PLS-SEM). Sage.

The results of these tests are explained below:

First: Composite Reliability (CR) and Variance Extraction Rate (AVE):

Table (4) Composite reliability value (CR) and variance extracted rate (AVE):

Dimensions	Compound stability value (CR)	Contrast extraction rate (AVE)
Electronic selection and recruitment	0.903	0.785
Electronic training	0.909	0.746
Electronic performance evaluation	0.862	0.703
Electronic compensation	0.832	0.684
Performing tasks	0.934	0.765
Contextual performance	0.866	0.695
Adaptive performance	0.894	0.711

It is clear from the table above that the composite reliability (CR) values were greater than 70%, and the variance extracted (AVE) values were greater than 50%, and these values are statistically acceptable.

Second: Factor Loading:

According to Hair et al (2022), the value of the loading coefficients for the study items must be greater than 70% to be included in the statistical data analysis. The loading coefficients were extracted for all study items, and all values were greater than 70%, which is acceptable from a statistical standpoint. The results were according to Figure (1):

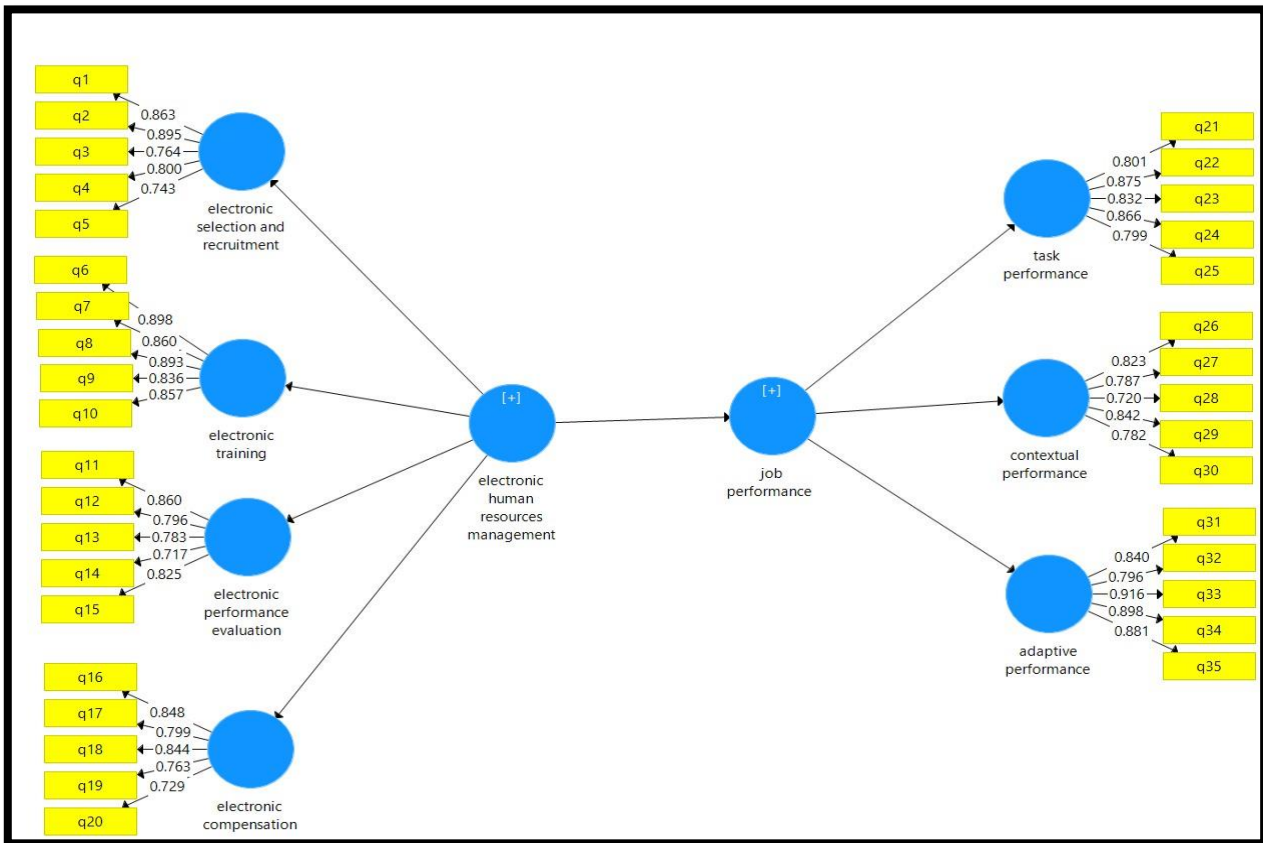


Figure (1) Loading coefficients for the study items

The first main hypothesis (H01): There is no statistically significant effect at the significance level ($0.05 \leq \alpha$) for electronic human resources management in its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) on job performance in its dimensions (task performance, contextual performance, adaptive performance) in the Jordanian service ministries.

Table (5) Results of testing the First Main Hypothesis (H01)

Variable	Beta (β)	Standard error	T-Statistic	Sig
electronic human resources management -> job performance	0.863	0.097	8.930	0.000
$R^2=0.744$	$F^2=0.425$	$Q^2=0.265$		

The results of the study indicated a statistically significant impact of electronic human resources management on job performance in the Jordanian service ministries, where the value of (B) was 0.863 and the value of (T) was 8.930. All of these values are statistically significant. The results also indicated that the variable of electronic human resources management explained an estimated (74.4%) of the variance in the job performance variable. The results also indicated that the effect size of the independent variable was high, as the value of (F2) reached 0.425, which is a large effect size. The value of (Q2) also reached 0.265, and this indicates that the variable Independent The ability to predict changes in the dependent variable; The above requires rejecting the null hypothesis (H01) and accepting the confirmation hypothesis.

Figure (3) shows the results of testing the first main hypothesis:

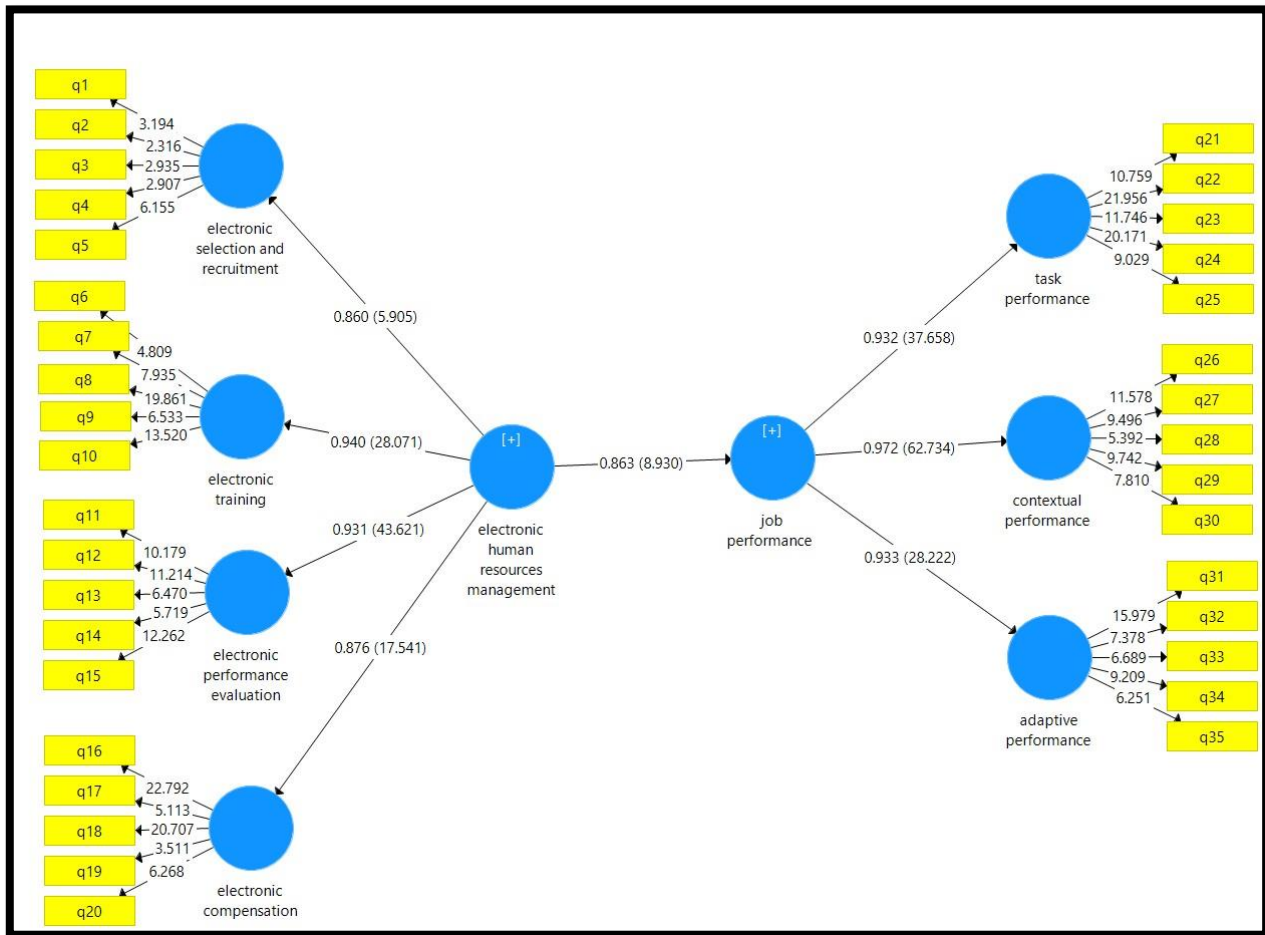


Figure (3) Results of testing the first main hypothesis

Results of testing sub-hypotheses:

Table (6) Results the sub-hypotheses that stem from First Main Hypothesis (H01)

Variable	Beta (β)	Standard error	T-Statistic	Sig
electronic human resources management -> task performance	0.819	0.065	12.666	0.000
electronic human resources management -> contextual performance	0.820	0.081	10.149	0.000
electronic human resources management -> adaptive performance	0.820	0.112	7.323	0.000

Sub-hypotheses emerging from the first main sub-hypothesis:

The first sub-hypothesis (H01₁): There is no statistically significant effect at the significance level ($0.05 \leq \alpha$) for electronic human resources management with its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) on task performance as one of the dimensions of job performance in the Jordanian service ministries.

The results of the study indicated a statistically significant impact of electronic human resources management on the task performance dimension in the Jordanian service ministries, where the value of (B) was 0.819 and the value of (T) was 12.666, and all of these values are statistically significant. The above requires rejecting the null hypothesis (H01₁) and accepting the confirmation hypothesis.

The second sub-hypothesis (H01₂): There is no statistically significant effect at the significance level ($0.05 \leq \alpha$) for electronic human resources management with its dimensions (electronic selection and recruitment, electronic training, electronic performance evaluation, electronic compensation) on contextual performance as one of the dimensions of job performance in Jordanian service ministries.

The results of the study indicated a statistically significant impact of electronic human resources management on the contextual performance dimension in the Jordanian service ministries, where the value of (B) was 0.820 and the value of (T) was 10.149, and all of these values are statistically significant. The above requires rejecting the null hypothesis (H01₂) and accepting the confirmation hypothesis.

The third sub-hypothesis (H01₃): There is no statistically significant effect at the significance level ($0.05 \leq \alpha$) for electronic human resources management with its dimensions (electronic selection and

recruitment, electronic training, electronic performance evaluation, electronic compensation) on adaptive performance as one of the dimensions of job performance in Jordanian service ministries.

The results of the study indicated a statistically significant impact of electronic human resources management on the adaptive performance dimension in the Jordanian service ministries, where the value of (B) was 0.820 and the value of (T) was 7.323, and all of these values are statistically significant. The above requires rejecting the null hypothesis (H_{01_3}) and accepting the confirmation hypothesis.

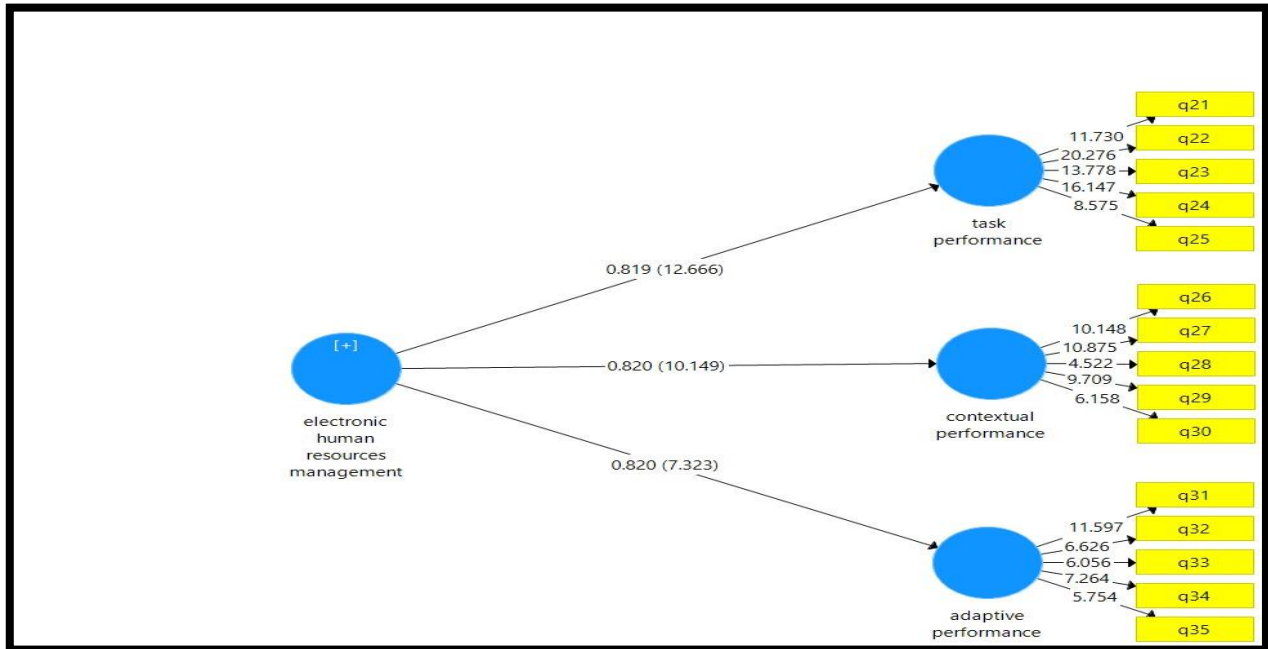


Figure (3) Results of sub-hypotheses testing.

Conclusion

The results of the study show that the level of e-HRM implementation in Jordanian ministries is moderate, which reflects the reality of administrative work in the ministries and the extent of their adoption of modern technology in human resource management. This result could be the result of several factors, including the ability of ministries to employ modern technologies and the availability of the financial means and infrastructure needed to fully implement e-HRM.

It is worth noting that the application of e-HRM can contribute to improving work efficiency, increasing productivity, and minimizing administrative errors, so Jordanian ministries must work to enhance the application of these methods and improve the level of e-HRM to reach better performance and achieve the desired goals. The current result can serve as a motivation for ministries to invest in developing e-HRM systems and improving the level of their application to achieve continuous development and improvement in administrative work.

Moreover, the average score for the level of e-HRM implementation in Jordanian ministries could be due to the lack of clear strategies to develop this field, in addition to the lack of training and awareness of the importance of applying modern technologies in human resource management. There could also be other factors affecting the level of e-HRM implementation such as lack of expertise in this field and resistance to change by some employees.

Therefore, Jordanian ministries must identify the factors that hinder the full implementation of e-HRM and take the necessary measures to improve this level. There should be clear strategies to develop this area, in addition to providing training and awareness to employees and promoting a culture of technology in administrative work. By improving the level of application of e-HRM, an improvement in the performance of ministries can be achieved and the efficiency and effectiveness of human resource management can be increased.

The results of the study indicate that there is a positive impact of e-HRM on job performance in Jordanian ministries. This effect could be due to improved recruitment, training, and performance management processes through the effective use of technology. In addition, fast and effective information exchange between employees and management can increase work efficiency and enhance communication and cooperation between different departments. This finding reflects the importance of applying technology in HRM to improve job performance and enhance efficiency and productivity in government ministries.

In addition, e-HRM can minimize administrative errors and facilitate the evaluation and follow-up processes of employee performance. It can also increase work transparency and foster a sense of fairness and teamwork among employees. These findings emphasize the importance of developing and adopting e-HRM technologies

as a vital tool to improve performance and enhance efficiency in the government sector. Jordanian ministries should take advantage of these findings and adopt best practices in e-HRM to improve job performance and achieve organizational goals more efficiently and effectively.

Implementation

Based on the results of the study, which indicate that the level of e-HRM implementation in Jordanian ministries is moderate, a recommendation can be made to enhance and improve this level. Jordanian ministries should invest in developing and modernizing the electronic systems and technologies used in HRM. Training and guidance should be provided to employees to increase their understanding and effective use of these technologies. There should also be clear strategies to promote the electronic exchange of information and improve communication between management and employees. In addition, transparency and accountability can be enhanced through the implementation of e-HRM systems. Enhancing the level of e-HRM implementation will contribute to enhancing job performance and achieving organizational goals more efficiently in Jordanian ministries.

Also, communication and interaction between management and employees can be enhanced through the use of social media platforms within the ministries. These platforms can be useful in enhancing internal communication, motivating employees, and fostering team spirit. The application of e-HRM can also be enhanced by motivating employees and providing rewards and recognition for outstanding performance and creative initiatives in the use of e-technologies. Thus, it is important to have comprehensive and integrated strategies to enhance and develop the application of e-HRM in Jordanian ministries, with the aim of improving performance and achieving goals more efficiently and effectively.

Based on the results of the study that showed a positive impact of e-HRM on job performance, a recommendation can be made to enhance and develop these results. Jordanian ministries should strengthen and deepen the application of e-HRM and expand the use of e-technologies in HRM. This can be achieved by providing training and guidance to employees to increase their skills in using e-technologies, and encouraging them to take full advantage of them in performing their daily tasks.

In addition, the application of e-HRM can be enhanced by motivating employees and encouraging them to participate in decision-making processes and internal policy development by utilizing e-technologies. An e-HRM system can also be applied to optimize recruitment, orientation, training, performance appraisal, and wage management.

In the end, there must be a clear strategic vision to develop and promote e-HRM in Jordanian ministries, with a focus on achieving performance excellence and institutional goals. These efforts should be continuous and integrated, with periodic follow-up and evaluation to assess the results and ensure that the desired positive impact of e-HRM implementation on job performance in Jordanian ministries is achieved.

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