

Improving Employee Performance through Electronic Human Resource Management at Jordanian Ministry of Health

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Abstract

This study aimed to examine the impact of electronic human resource management (eHRM) on employee performance (EP) at Jordanian Ministry of Health. The study adopted four dimensions of eHRM (e-recruitment, e-training, e-performance appraisal, and e-compensation), and four dimensions of EP (job quality, job quantity, job commitment, and coping with work pressure). The study was conducted on a simple random sample of 135 employees in the Jordanian Ministry of Health. Data was collected from them via an electronic questionnaire. The study revealed medium levels of eHRM implementation and medium levels of EP in the ministry. It also found a significant impact of eHRM on EP, and that eHRM has a significant impact on all dimensions of EP. The study recommended increasing the Ministry of Health's focus on using electronic advertising platforms to advertise its vacant positions. It also recommended increasing the Ministry of Health's focus on e-training by designing training programs and posting them on the ministry's website.

Keywords: e-HRM, e-Recruitment, e-Training, Employee Performance, Job Quality, Job Quantity, Jordanian Ministry of Health

Introduction

In light of rapid technological developments, e-HRM has become a vital tool for enhancing the efficiency and effectiveness of administrative processes within organizations. E-HRM involves the use of digital technologies and web-based systems to implement human resource strategies, policies, and practices, which contributes to improving the quality of services and reducing operational costs. The implementation of e-HRM can improve the quality of HRM, increase its contribution to company performance, and free employees from administrative burdens (Bondarouk et al., 2011, 3).

The adoption of e-HR systems is an essential element in enhancing interaction between employees and management. It contributes to improving the work experience, raising

employee satisfaction, and supporting data-driven decision-making, thus enhancing organizational performance (Marler & Parry, 2016).

EP contributes to achieving organizational goals, as it represents the sum of behaviors and activities undertaken by individuals in line with work requirements and objectives. Performance reflects employees' commitment and effectiveness in carrying out their assigned tasks, which is directly linked to an organization's ability to maintain its sustainability and competitiveness in dynamic work environments (Shields et al., 2016, 5). Effective reward systems are among the most prominent motivators that motivate employees to improve their performance. Designing a fair and transparent reward system enhances employees' sense of appreciation and increases levels of job satisfaction and organizational belonging, leading to tangible positive results in individual and collective performance (Armstrong, 2019, 62).

Jordanian government hospitals seek to enhance their performance by adopting modern HRM practices, most notably e-HRM. These practices constitute a strategic tool that enables hospitals to raise employee efficiency, which contributes to improving overall performance.

Based on the above, the current study will focus on verifying the impact of e-HRM on EP at Jordanian government hospitals.

Study Questions

The study problem is based on the increasing challenges related to EP, which constitutes a real obstacle to achieving operational efficiency and the quality of healthcare services provided to patients. In a healthcare environment characterized by dynamism and constant change, the need for high performance increases, ensuring rapid response, patient safety, and customer satisfaction. However, the practical reality reflects a relative deficiency in the functional performance of many medical and administrative staff, negatively impacting the effectiveness of operations within hospitals. Through their professional experience, the researchers have identified that one of the main reasons for this deficiency may be due to reliance on traditional methods of HRM and a lack of interaction with the changing needs of employees. From this perspective, the importance of adopting e-HRM systems emerges, which can contribute to improving performance by automating processes related to recruitment, training, performance appraisal, and compensation, thus achieving greater transparency, accuracy, and immediate response.

Based on the above, the study problem revolves around the following questions:

- 1 .What is the impact of e-HRM (e-recruitment, e-training, e-performance appraisal, and e-compensation) on EP (job quality, job quantity, job commitment, and coping with work pressure) in Jordanian government hospitals?
- 2 .What is the level of implementation of e-HRM (e-recruitment, e-training, e-performance appraisal, and e-compensation) in Jordanian government hospitals?
- 3 .What is the level of EP (job quality, job quantity, job commitment, and coping with work pressure) in Jordanian government hospitals?

Study Importance

- **Scientific Significance:** The scientific importance of the study is evident in the importance of the variables it addresses. The study addresses the topic of e-HRM (e-recruitment, e-training, e-performance appraisal, and e-compensation). This topic is increasingly important in the current era, as healthcare institutions face significant challenges that require the use of

modern and effective workforce management systems. The use of electronic systems in HRM in hospitals is one of the most prominent modern trends that can impact performance improvement and EP (job quality, work quantity, job commitment, and coping with work pressure).

Through their review of the theoretical literature related to e-HRM and EP, the researchers noted a lack of studies that directly link these variables in the context of Jordanian government hospitals. Therefore, the researcher hopes that this study will be a qualitative addition that enriches the Arab knowledge library and contributes to bridging the knowledge gap between these variables by providing new insights into how e-HRM affects EP in this vital sector. For example, the study by Almaaitah et al. (2024) examined the relationship between e-HRM and EP in the government sector, but did not focus on hospitals. Hunitie et al.'s (2023) study focused on commercial banks without addressing job performance in the health sector. Accordingly, the researchers hope their study will contribute to bridging this gap by presenting a model linking e-HRM to EP at Jordanian government hospitals.

- Practical Importance: The importance of this applied study stems from the extent to which managers in Jordanian government hospitals can benefit from the findings, which serve as scientific evidence for improving e-HRM in hospitals and enhancing EP. It also provides applicable recommendations for improving e-recruitment, e-training, performance appraisal, and e-compensation, thus contributing to raising the efficiency of healthcare services provided in hospitals.

The practical importance of this study lies in its connection to the health sector, which is one of the basic pillars in supporting the Jordanian economy and enhancing social stability. According to official data issued by the Jordanian Ministry of Health, the number of government hospitals in the Kingdom is (31) hospitals, which constitute approximately one-third of the total number of hospitals operating in Jordan. It is the largest entity in terms of providing health services in the public sector. From this standpoint, developing the performance of the cadres working in these hospitals represents a strategic priority to improve the quality of health care and raise the efficiency of the health system in the various Jordanian governorates (Jordanian Ministry of Health, 2023).

Study Objectives

1. To identify the level of implementation of e-HRM (e-recruitment, e-training, e-performance appraisal, and e-compensation) at Jordanian government hospitals.
2. To identify the level of EP (job quality, job quantity, job commitment, and coping with work pressure) at Jordanian government hospitals.
3. To identify the impact of e-HRM (e-recruitment, e-training, e-performance appraisal, and e-compensation) on EP (job quality, job quantity, job commitment, and coping with work pressure) at Jordanian government hospitals.

Theoretical Framework

Electronic Human Resource Management

HRM is rooted in traditional personnel management, which initially focused on routine administrative functions without strategic considerations. With evolving market demands and technological advancements, these practices began to evolve to become more

comprehensive and strategic, leading to the emergence of e-HRM. This transformation enables the integration of technologies into administrative processes to provide high automation, improve data accuracy, and facilitate strategic decision-making. This enhances an organization's competitiveness by transforming administrative tasks into integrated systems that effectively support corporate objectives (Dessler, 2020, pp. 13-14).

E-HRM is the process of integrating technology and internet-based systems into traditional HRM practices, with the goal of automating administrative processes such as recruitment, training, performance appraisal, and compensation management. This integration contributes to improving the efficiency of administrative services, enhancing data accuracy, and facilitating strategic decision-making within the organization, leading to increased overall performance (Armstrong, 2020, 129). E-HRM systems are considered a revolution in HRM. They improve and automate processes through information technology, reducing administrative burdens and enabling managers to focus on strategic tasks. Their functions cover recruitment, performance management, training, compensation, and employee relations, thereby improving management efficiency and employee satisfaction (Huo et al., 2024).

Epebinu et al. (2024) defined e-HRM as the strategic use of technology to transform traditional HRM practices into integrated electronic systems that contribute to improving recruitment, training, performance management, and compensation processes. This approach enables organizations to enhance the efficiency of their operations and reduce costs by accelerating information exchange and improving decision-making accuracy. This leads to better alignment between management objectives and organizational processes, transforming the role of HRM into a strategic partner in organizational development. From the perspective of Ceric and Parton (2024), e-HRM is the integrated application of technology in HRM, where information systems are used to transform traditional administrative processes such as recruitment, training, appraisal, and compensation systems into electronic systems that contribute to automating these functions and converting them into valuable information that supports strategic decision-making in the organization.

e-HRM Dimensions

Many researchers have identified various dimensions of e-HRM. Most previous studies have agreed on e-recruitment, e-training, e-performance appraisal, and e-compensation as dimensions of e-HRM (Hamad & Kleib, 2024; Naji & Amanah, 2024; Hussein & Jaaffar, 2023). Al-Rubaie and Al-Abadi's (2024) study, which adopted the dimensions of e-HRM, addressed e-training, e-performance management, digital information management, and e-performance appraisal. The current study adopted the following dimensions of e-HRM: e-recruitment, e-training, e-performance appraisal, and e-compensation.

1. E-Recruitment: Hussein and Jaaffar (2023) believe that e-recruitment contributes to reducing the time and costs associated with the traditional recruitment process, in addition to enhancing transparency and communication between employers and candidates, leading to improved selection processes and increased job satisfaction rates. E-recruitment is an essential part of e-HRM practices that seek to achieve higher organizational efficiency and rapid adaptation to labor market requirements. Modern.

Kyebyala and Rutenge (2024) believe that e-recruitment refers to the use of electronic technologies and online platforms to manage the recruitment process, from posting jobs and receiving applications to screening and selecting the most suitable candidates. This process allows organizations to reach a wider pool of candidates quickly and efficiently, reducing the time and costs associated with traditional recruitment. E-recruitment also contributes to improving transparency and the accuracy of information, helping management make more effective decisions in selecting the required competencies.

2. E-training: E-training is a key component of e-HRM practices, aiming to support organizational operations by providing development opportunities for employees using modern technology. E-training falls under the scope of relational practices of e-HRM, which focuses on enhancing individual and collective competencies through dedicated electronic platforms, contributing to improved performance quality and enhancing employee engagement. By adopting this approach, organizations can offer advanced and flexible training programs that reach employees in distant locations, supporting sustainable development strategies and reducing the traditional administrative burdens associated with face-to-face training (Imran et al., 2021).

Huo et al. (2024) believe that e-learning is one of the cornerstones of e-HRM systems, as it provides an integrated learning environment that allows employees to access specialized educational courses online anytime, anywhere. Trainees can benefit from digital resource libraries, track their progress, and obtain certificates proving course completion, enhancing their self-efficacy and contributing to the development of their job performance. The system also provides immediate evaluations and constructive feedback to improve the quality of training and adapt it to the organization's evolving needs, leading to the highest levels of effectiveness in professional development processes.

3. E-performance appraisal: E-performance appraisal is a key factor in improving employee productivity. It provides an integrated system that enables supervisors to provide real-time feedback and evaluate performance based on real data, rather than traditional paper reports. Adopting e-performance appraisal contributes to increased employee motivation and improved work quality. However, it may face some challenges, such as employee resistance to change or the need for additional training on using these electronic systems (Muchsinati et al., 2024).

Al-Rubaie and Al-Abadi (2024) believe that e-performance appraisal is a modern application of electronic HRM. It relies on the use of electronic systems to evaluate employee performance based on pre-defined criteria. This system allows managers to collect feedback on employee performance throughout the year and integrate it with multidimensional assessments that include criteria such as commitment, initiative, communication, decision-making, leadership, planning, and productivity. These systems also provide advanced analytical tools, such as electronic performance monitoring, which enables supervisors to accurately monitor employee efficiency by analyzing work rate, accuracy, and time spent on tasks.

4. E-compensation: E-compensation refers to the use of information systems and technology to manage and distribute salaries and bonuses in a transparent and fair manner, improving

data accuracy and reducing errors and traditional paper-based procedures. This methodology contributes to accelerating information processing and reducing administrative costs. It also enhances employee satisfaction by ensuring fairness in compensation distribution (Rawat & Sudarshan, 2024).

Naji and Amanah (2024) believe that e-compensation is one of the e-HRM practices that relies on technology to improve the efficiency of managing salaries, benefits, and bonuses for employees. This system aims to facilitate the calculation and implementation of salaries in a fair and transparent manner, while providing features that contribute to improving employee satisfaction, such as welfare and various compensation programs. E-compensation relies on technical tools such as cloud computing and smart software to ensure the accuracy and speed of operations, reducing operational costs and enhancing transparency in the provision of rewards and incentives.

Employee Performance

The concept of job performance has evolved over time to become a fundamental element in assessing employee efficiency and achieving organizational goals. Initially, performance measurement focused on quantitative productivity without considering psychological and behavioral aspects. Later, it expanded to include quality, commitment, and innovation. Technology has helped improve measurement tools, enabling accurate monitoring of individual and group performance. Economic and social transformations, such as remote work, have also influenced the development of evaluation methods that take into account work-life balance (Anakpo et al., 2023).

EP is the set of behaviors and results achieved by employees in the workplace, based on specific criteria that assess the extent to which they achieve organizational goals. Performance is not simply the execution of assigned tasks; it is a dynamic process influenced by several factors, such as the work environment, level of motivation, individual skills and abilities, and the extent to which innovation is adopted within organizational processes. Furthermore, promoting organizational innovation directly contributes to improving EP by providing an environment that stimulates creativity and continuous development, leading to higher productivity (Khraisat, 2020). EP is defined as the actual ability of employees to carry out assigned tasks efficiently and effectively. It is a key indicator for measuring the extent to which an organization achieves its goals. Performance is not limited to individual achievements alone; it also includes an employee's ability to adapt to job requirements and achieve expected results based on specific criteria. Furthermore, performance is influenced by several factors, such as the work environment, training, motivation, and employee personal skills, making it a dynamic element that must be continuously measured and improved (Tijani, 2021).

Andreas (2022) indicates that performance reflects the quality and quantity of work performed and is a key indicator of achieving organizational goals. Performance is also considered a dynamic process influenced by multiple factors, such as job motivation, job satisfaction, and individual skills. Self-motivation and satisfaction with the work environment play a crucial role in achieving high levels of performance, which impacts an organization's sustainability and success in a competitive work environment.

Trianayah et al. (2023) argue that EP is the extent to which an employee is able to carry out assigned tasks and responsibilities efficiently and effectively. It is a key factor in achieving organizational goals. Performance can be measured through a set of criteria, such as work quality, productivity, efficiency, level of commitment, and the ability to innovate. Furthermore, improving performance requires integrated strategies that include motivation, skill development, and improving the work environment. Furthermore, good EP contributes to enhancing the organization's reputation and increasing customer satisfaction, leading to sustainable organizational success. EP is defined as the outcome achieved by an individual in carrying out assigned tasks according to job requirements and established standards. Performance is considered a means of assessing the extent to which employees contribute to achieving organizational goals through the services provided and the results achieved. Therefore, employee performance is not only related to production efficiency but also encompasses organizational commitment, quality of work, and the level of interaction with the work environment (Suprayitno et al., 2024).

EP Dimensions

Previous studies have addressed a variety of dimensions of EP. Some studies have focused on work accuracy, performance level, effectiveness, productivity, and quality as key elements for improving organizational performance (Al-Badhali et al., 2025). Other studies have examined the impact of time, job satisfaction, speed of completion, job commitment, and efficiency on improving operational efficiency and enhancing performance sustainability (Mahendra et al., 2024; Prayogi et al., 2024). Other studies have emphasized the importance of perception, motivation, and quantitative performance in achieving high performance levels and increasing organizational effectiveness (Al-Rahman, 2024). Meanwhile, some studies have indicated that a balance between work quantity and performance level contributes to improving job satisfaction and productivity (Ahmed, 2024; Otoo, 2024), focusing on productivity, job commitment, effectiveness, speed of completion, and job satisfaction.

Based on the above, the current study relied on an integrated set of these dimensions due to their pivotal role in enhancing employee efficiency and achieving the organization's strategic goals: job quality, job quantity, job commitment, and coping with work pressure. 1. Job quality: Quality is defined as the extent to which products or services conform to established standards to achieve customer satisfaction and enhance organizational performance. Quality is not limited to the final product alone; it also includes the quality of processes, adherence to professional standards, and improved operational efficiency. Organizational culture and self-development contribute to enhancing work quality by raising employee engagement and motivating them to deliver more accurate and professional performance, which positively impacts productivity and the organization's competitiveness (Prayogi et al., 2024).

Job quality is a crucial factor in improving EP and achieving organizational goals. It refers to the extent to which employees adhere to professional standards and are meticulous in carrying out required tasks. Job quality is influenced by several factors, such as job satisfaction, the work environment, and motivation. Employees who are satisfied with their work environment and receive fair compensation demonstrate more efficient performance, which enhances job quality within the organization. A supportive organizational culture also

motivates employees to adhere to professional standards and achieve higher levels of productivity, which contributes to sustainable organizational success (Mahendra et al., 2024).

2. Job quantity: Job quantity refers to the volume of tasks an employee completes within a specific period of time. It is one of the key factors that reflect productivity and job performance. Job quantity is influenced by several factors, most notably the level of job engagement, job satisfaction, and the organizational environment. Employees with high levels of job engagement are better able to complete tasks efficiently and quickly, without negatively impacting quality. Providing a stimulating and stable work environment contributes to achieving a balance between workload and quality, which positively impacts productivity (Al-Rahman, 2024).

Mahendra et al. (2024) argue that job quantity reflects the magnitude of tasks and responsibilities assigned to an employee within a specific period of time and is a key factor in evaluating performance and productivity. Job quantity is influenced by the nature of the job, its complexity, available resources, and employee competence. Excessive job quantity can lead to job stress and reduced performance, while a balanced job quantity enhances productivity and improves job satisfaction.

3. Job commitment: Job commitment is a fundamental component in assessing EP and is directly influenced by stress management strategies in the workplace. The study focused on performance indicators, including job commitment as a contextual behavioral aspect that reflects an employee's ability to adapt to challenges and persevere in achieving organizational goals despite stressful circumstances. High levels of social support in the workplace, improved time management skills, and the adoption of mind-body strategies contribute to enhancing employee commitment and achieving higher levels of performance in the workplace, which positively impacts professional cohesion and job loyalty (Obamwonyi & Imafidon, 2023).

Al-Badhali et al. (2025) indicate that job commitment is an important dimension in measuring EP. It was included as one of the main axes that reflects the extent of an employee's commitment to performing the required tasks efficiently and according to specified standards. Positive motivation plays an effective role in enhancing this commitment, as it contributes to raising employee morale and motivating them to adhere to official working hours and ensure that work is carried out with quality and effectiveness.

4. Coping with work pressure: Coping with work pressure is a key aspect that impacts employee performance in fast-paced work environments. High levels of job stress resulting from heavy workloads, time constraints, and organizational demands negatively impact employees' ability to maintain work-life balance, leading to burnout and decreased performance. Employees' ability to cope with these pressures is influenced by several factors, such as decision-making autonomy, management support, and effective communication within the organization. Therefore, supporting employees in a flexible work environment and providing regular feedback can enhance their ability to cope with work pressures, which positively impacts their overall performance (Putra et al., 2023).

Relationship between e-HRM and EP

Some researchers have investigated the relationship between e-HRM and EP. Almaaitah et al.'s (2024) study explored the impact of e-HRM in its various dimensions (e-recruitment,

e-training and development, e-performance appraisal, and e-compensation) on EP at Jordanian Civil Service and Public Administration Authority. The study concluded that e-HRM positively impacts EP, with e-training and e-appraisal having a higher impact than e-recruitment and e-compensation. The study also emphasized the importance of developing digital work environments to enhance EP and achieve higher productivity.

Rawat and Sudarshan's (2024) study also examined the impact of e-HRM practices on employee satisfaction in the banking sector. It was found that practices such as e-recruitment and e-training positively contribute to improving employee efficiency and EP. The study's results indicated that digital transformation in HRM can be an effective tool for improving EP, especially when HR strategies are integrated with modern technology.

Study Hypotheses

- H1: There is a significant impact of e-HRM (e-recruitment, e-training, e-performance appraisal, and e-compensation) on EP at Jordanian government hospitals.
- H2: There is a significant impact of e-HRM on job quality at Jordanian government hospitals.
- H3: There is a significant impact of e-HRM on job quantity at Jordanian government hospitals.
- H4: There is a significant Impact of e-HRM on work commitment at Jordanian government hospitals.
- H5: There is a significant impact of e-HRM on coping with work pressure at Jordanian government hospitals.

Method

Sample

The study population consisted of employees in Jordanian Ministry of Health, with a total of (496) employees. The researchers relied on the simple random sampling method to determine the sample size of the study population, as the sample size representing the study population was (217) employees (Sekaran & Bougie, 2016, 263). The researchers distributed an electronic questionnaire to the sample members, and the returned questionnaire was (135) valid for statistical analysis.

Study Tool

A questionnaire was used to collect primary data from the study sample. The questionnaire consisted of the following parts:

Part one: Includes items measuring the independent variable, represented by the e-HRM in Jordanian Ministry of Health, which includes the following dimensions: e-recruitment, e-training, e-performance appraisal, and e-compensation.

Part two: Contains items measuring the dependent variable, represented by EP, with its dimensions: job quality, job quantity, job commitment, and coping with work pressure.

Importance level: Determined when commenting on averages according to an approved formula, and based on a five-point Likert scale for response alternatives for each item, as shown in Table 1:

Category length = (maximum alternative (5) - minimum alternative (1)) / number of levels (3).

$$5-1/3 = 1.33$$

Table 1

Scale	Importance level
1 - Less than 2.34	Low
2.34 – Less than 3.67	Medium
3.67 – 5	High

Results

Table 2 displays study descriptive results of sample employees' responses to the items on dimensions of e-HRM (e-recruitment, e-training, e-performance appraisal, and e-compensation), and dimensions of EP (job quality, job quantity, job commitment, and coping with work pressure). The results indicate that all e-HRM dimensions had medium application levels, the highest for e-compensation at an application level of 3.299 and a standard deviation of 1.067. The lowest for e-performance appraisal at an application level of 3.145 and a standard deviation of 1.087. The responses to the EP items had medium levels, the highest for job commitment at a level of 3.692 and a standard deviation of 0.641, and the lowest for coping with work pressure at a level of 3.470 and a standard deviation of 0.717.

Table 2

Descriptive statistic

Dimension	Items	Alpha	Mean	Std. deviation	Level
e-recruitment	5	0.794	3.298	0.932	Medium
e-training	5	0.812	3.182	0.908	Medium
e-performance appraisal	5	0.844	3.145	1.087	Medium
e-compensation	5	0.884	3.299	1.067	Medium
Job quality	5	0.905	3.538	0.606	Medium
Job quantity	5	0.921	3.548	0.678	Medium
Job commitment	5	0.926	3.692	0.641	High
Coping with work pressure	5	0.943	3.470	0.717	Medium

Table 3 shows the results of testing the first hypothesis, which assumes that there is an impact of e-HRM in its dimensions (e-recruitment, e-training, e-performance appraisal, and e-compensation) on EP. This hypothesis was analyzed using multiple regression coefficient, and the results of the analysis showed a significant impact of e-HRM on EP with an explanation percentage of $R^2=0.310$. This means that 31% of the variance in EP is due to e-HRM. The value of $F=14.570$ at a significance level of 0.000. Regarding the dimensions of e-HRM and their significance on EP, the only insignificant dimension is e-training, while the other dimensions were significant.

Table 3

Impact of e-HRM on EP

Variable	B	T	Sig.
e-recruitment	0.200	2.146	0.034
e-training	-0.054	-0.541	0.589
e-performance appraisal	0.199	2.160	0.033
e-compensation	0.162	2.126	0.035
$R^2=0.310$	$F=14.570$	$Sig.=0.000$	

Hypotheses 2-5 were tested using a simple regression coefficient. Table 4 shows the results of the analysis for these hypotheses:

- H2: This hypothesis tests the impact of e-HRM on job quality. The results indicated a significant impact of e-HRM on job quality with an interpretation value of $R^2=0.351$. This indicates that 35.1% of the variance in job quality is attributable to e-HRM, with F value of 71.939, at a significance level of 0.000.
- H3: This hypothesis tests the impact of e-HRM on job quantity. The results indicated a significant impact of e-HRM on job quantity with an interpretation value of $R^2=0.199$. This indicates that 19.9% of the variance in job quantity is attributable to e-HRM, with F value of 33.133, at a significance level of 0.000.
- H4: This hypothesis tests the impact of e-HRM on job commitment. The results indicated a significant impact of e-HRM on job commitment, with an interpretation value of $R^2=0.226$. This indicates that 22.6% of the variance in job commitment is attributable to e-HRM. The F value reached 38.935, at a significance level of 0.000.
- H5: This hypothesis tests the impact of e-HRM on coping with work pressure. The results indicated a significant impact of e-HRM on coping with work pressure, with an interpretation value of $R^2=0.181$. This indicates that 18.1% of the variance in coping with work pressure is attributable to electronic e-HRM. The F value reached 29.405, at a significance level of 0.000.

Table 4

Impact of e-HRM on EP dimensions

Hypothesis	R^2	B	F	Sig.
H2	0.351	0.589	71.939	0.000
H3	0.199	0.488	33.133	0.000
H4	0.226	0.510	38.935	0.000
H5	0.181	0.496	29.405	0.000

Discussion

This study examined the impact of e-HRM on EP at the Jordanian Ministry of Health. The results indicated medium levels of implementation of e-HRM. The implementation of e-HRM has not been as expected. There is limited interest in e-performance appraisal, even though this activity is not linked to external entities and focuses on internal coordination between the human resource department and executive management. Regarding e-compensation in HRM, despite its long-standing use by organizations, its implementation within the ministry remains medium. The implementation of e-recruitment may be medium, despite its use by contemporary organizations, largely due to the ministry's reliance on the Civil Service Bureau for the nomination of new employees, which has reduced its focus on it. The implementation of e-training has been medium, and this can be explained by the fact that employees in the ministry are those who perform routine administrative tasks that generally do not require much training.

The study results indicated that most EP dimensions were moderate, with the exception of job commitment, which employees responded to at a high level. This high level may be due to the need for employees to adhere to the official systems and procedures set by management. The remaining dimensions were medium answered due to their lack of

formality. There is a significant level of focus on the quantity of job performed by employees, as specified, and the required quality and accuracy.

E-HRM has a significant impact on EP. To enable employees to perform at their best, both quantitatively and qualitatively, e-compensation provides many aspects of fairness and transparency, eliminating human intervention. It also provides accuracy and enables employees to access compensation details at any time, which positively impacts EP in terms of quality and quantity, increasing their commitment to work, and reducing the stress and tension they may be exposed to. This result is consistent with the findings of Almaaitah's study (2024), which indicated that there is a significant impact of e-HRM on EP. This result also supports the findings of Rawat & Sudarshan's study (2024), which concluded that there is an impact of e-HRM on EP.

This study contributes to the accumulation of knowledge about the relationship between e-HRM and EP, leading to theories that serve the scientific aspect, in addition to alerting organizational management to the importance of using e-HRM due to its clear role in EP.

Recommendations

1. Increase the interest in using electronic advertising platforms to advertise its vacant positions, in addition to using the Ministry's website and social media to provide greater opportunities for job seekers, thus securing the best employees for the Ministry.
2. Increase the interest in e-training by designing training programs and posting them on the Ministry's website to enable employees to acquire skills at their own discretion, outside of work hours.
3. Increase the reliance on electronic monitoring and evaluation of employee performance, whether by executives or the human resource department.
4. Encourage employees to complete their work on time and not delay it, especially when it comes to clients and providing them with prompt services.
5. Provide employees with the necessary skills to enable them to cope with the pressures and stresses they face through behavioral training courses that can contribute to this area. The Ministry's website can be used to design training and orientation courses for employees.

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