

## Employing E-HRM to attain contemporary organizational excellence at the Jordan social security corporation

Ayman Mansour<sup>a</sup>, Shaker Al-Qudah<sup>a</sup>, Yousef Ibrahim Abu Siam<sup>a</sup>, Qais Hammouri<sup>a\*</sup> and Areej Faiek Khalaf Hijazin<sup>b</sup>

<sup>a</sup>Applied Science Private University, Jordan

<sup>b</sup>University of Granada, Spain

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### ABSTRACT

This study aims to examine the role of electronic human resource management (E-HRM) in contemporary organizational excellence in Jordan Social Security Corporation (SSC) to understand how SSC organizational excellence was impacted by E-HRM in Jordan. A questionnaire was created and delivered to 100 employees in the institution to complete this study. Out of this distribution, 82 usable questionnaires were retrieved for the purpose of analysis. The findings revealed that there was a significant statistical relationship between all functions of E-HRM and organizational excellence. Moreover, the findings revealed that Jordanian social insurance companies should expand the use of E-HRM to attain organizational excellence in all areas. Discussion, conclusion, and future work are depicted at the end of this study.

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## 1. Introduction

Social security is a package of social insurance, each policy defining and meeting the needs of citizens according to laws that outline and balance obligations and rights. Social insurance is therefore a general municipal insurance scheme for the social and economic protection of people, whose benefits and financial resources are determined by law (Smit & Mpedi, 2010). The benefits provided by the state are conferred through institutions set up within this framework, encompassing areas like aging, incapacity, demise, occupational injury, and joblessness (Carolo & Pereirinha, 2010). These benefits are funded by contributions from the insured and their employers. This system is about thinking about social skills. Principles and standards for social security systems. Is self-funded by funding the program on a self-financing basis, based on deducted contributions and return on investment. The system of social security covers all community members through the social protection system, integrity by the contribution of all production actors to the financing of social security programs, and strengthening the foundations of socio-economic security, and maintaining sustainability by maintaining a sophisticated income expenditure balance (Mohanty, 2011).

Moreover, there is a direct relationship between pension salaries and average wages, with salary levels dependent on average wages (Bloom & Michel, 2002). Subscription is mandatory as all subscribers are required to subscribe in accordance with laws issued by state competent authorities (Hammouri et al., 2022). Equation of compulsory savings insurance if the social security scheme is based on the principle of compulsory savings with monthly deductions for employees covered by social security contributions and monthly deductions for employees covered by protection against social risks, reciprocity, and universality in social security systems (Abd Samad & Mansor, 2013). Social security schemes are part of legal, social, and economic legislation in most countries of the world (Schmitt et al., 2015). This is because similar schemes enable mutual

\* Corresponding author.

E-mail address: [q\\_alhammouri@asu.edu.jo](mailto:q_alhammouri@asu.edu.jo) (Q. Hammouri)

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benefits through bilateral or joint programs between countries. With the explosion of knowledge and changes in the internal and external business environment, the use of E-HRM has become a basic requirement and an urgent need for human resource management in all service and industry sectors (AlHamad et al., 2022; Raed et al., 2023).

In light of the expanding advancements in cutting-edge technology, computer applications, and communication sciences, there has been an increasing investment in data systems that has led to an enormous digital revolution in the functioning of business organizations (Humayun, 2021; Hammouri et al., 2023). The emergence of information and communication technology (ICT) has brought about a significant transformation in the field of government. It has revolutionized traditional regulatory controls in human resources, facilitating the transition to E-HRM, ensuring the reliability of entities involved, streamlining regulatory processes, and optimizing the provision of quality services (Al Shobaki et al., 2018; Hanandeh et al., 2023). The application of ICT in government aims to enhance office productivity, sustainability, and efficiency, enabling the utilization of trading opportunities, expediting, and simplifying decision-making processes, and improving administrative quality to accommodate highly skilled professionals (Khalid & Naumova, 2021; Hammouri et al., 2021).

The utilization of E-HRM applications is gaining increasing popularity across various types of organizations. Organizations remain unaware of the advantages associated with employing such applications, leading them to encounter significant obstacles in the times ahead (Shah et al., 2020a). SSC is confronting a significant hurdle due to the escalating ratio of pensioners and beneficiaries in comparison to the proportion of active subscribers (Pénicaud & Katakam, 2019). This phenomenon is resulting in the suspension of contributions from the former and a shift towards pension disbursements. It's important to do research on this topic because it's important for the SSC to excel in its work and save its subscribers' money effectively. The development of E-HRM is seen as the key to victory as the demand for a talented workforce grows (Thite, 2018). Additionally, the increasing internal demands are propelling the adoption of E-HRM to efficiently strategize and provide HR services (Nguti & Mose, 2021). Harnessing innovation in this way is seen as an appropriate way for HR to consciously create sustainable value (Watson et al., 2018).

## 2. Literature Review

The concept of E-HRM is the result of a traditional set of evolving human resource management practices that are limited to performing day-to-day human resource management tasks (employee hiring, hiring, compensation, leave, etc.) (Al-Qudah et al., 2020). Additionally, it pertains to a collection of methods where human resource management and information technology converge, striving to generate value for both management and employees within organizational contexts (Doz, 2020).

### 2.1 E-HRM

Described as a pivotal approach in overseeing dynamic and future-oriented organizations based on a technology-driven framework, electronic management stands as a fundamental strategy that commences with a vision and mission (Schoemaker, 2022). It emphasizes the value derived from the organization's IT capabilities. The importance of e-management rests in its capability to deliver services efficiently, swiftly, and effectively to individuals, governmental bodies, and non-governmental entities, enabling them to handle the substantial growth of information systems and the evolving technological revolution (Shekarian et al., 2022; Shrouf et al., 2020). This necessity becomes vital for the advancement of structured communities and establishments. Consequently, organizations are compelled to adopt electronic management applications to fulfill their responsibilities towards both employees and the beneficiaries of their services (Sandberg et al., 2020). Another facet of e-management's significance lies in its ability to address the qualitative and quantitative progress of information technologies and systems (Al-Eryani, 2014). Moreover, e-management serves as a robust response to the challenges posed by the 21st century (Rajaram & Rajaram, 2021).

E-HRM is defined as the utilization of ICTs, the Internet, and an internal network within an organization to digitally execute HR administrative tasks, delivering services to clients with optimal efficiency in terms of time, effort, cost, and overall quality (Waheed et al., 2020). E-HRM also encompasses the technological applications that enable managers and employees to directly access HR management and other organizational services for purposes like communication, performance assessment, team management, data handling, education, and various administrative functions (Shah et al., 2020b). E-HRM contributes to achieving enhanced performance through the swift advancement of technological innovations. This technological progress can serve as a strategy to empower HR to concentrate more on value-added tasks, thus maximizing the potential of both technology and organizational strategy (Kaushal et al., 2023; Qudah et al., 2011).

A study involving 144 HR managers from the top 1000 German companies in an e-business setting evaluated E-HRM. Their findings revealed that recruiters' most significant challenges are retaining employees and enhancing both internal and external employer branding (Girisha & Nagendrababu, 2019). However, for E-HRM to be effective, it must proficiently manage vacancies, optimize resource utilization, and ensure efficient operations (Shrivastava et al., 2022). In a case-focused investigation by Chauhan and Singh in (2022), the E-HRM strategies of four highly competitive Mexican companies were examined. The research highlighted the importance of considering regional peculiarities to gain a comprehensive understanding of how E-HRM is implemented in emerging market enterprises.

## 2.2 Organizational Excellence

The concept of excellence management is rooted in contemporary principles of systematic thought, greatly valued for its evolution coinciding with the emergence of organizations (Amaro et al., 2021). These organizations undertook the task of seeking optimal methods to enhance performance, facilitate growth, and attain levels of satisfaction for various stakeholders (Teixeira et al., 2022). The primary objective of administration within any organization is to achieve excellence across all its activities, yielding exceptional outcomes (Mohammed & Faisal, 2023). This achievement is realized through fostering innovation, advancement, continual enhancement, and leveraging previous experiences and assets in a manner that renders the organization's choices and strategies distinct (Schneckenberg et al., 2015). This imperative has rendered the pursuit of excellence management an indispensable requirement within the accelerated contemporary environment, across all its variations (Gumpert, 2000).

Excellence management is characterized as a state of managerial advancement and organizational distinction, leading to remarkable levels of performance and effective execution across production, marketing, financial, and other processes, thereby outperforming competitors and satisfying customers and stakeholders (Zerfass & Link, 2022). Additionally, as per Macgregor's definition in 1994, organizational excellence encompasses any action or endeavor by individuals that furthers and reinforces achievement within the organization, encompassing the workforce elements that constitute the organizational framework (Berlingieri & D'Cruz, 2021). Furthermore, Eskild and Anders, in 1999, defined it as the comprehensive approach to operations that results in balanced contentment among organization clients, employees, and the community, consequently fostering enduring success within the workplace.

The significance of organizational excellence resides in an organization's aptitude for capitalizing on its strengths to swiftly adjust, secure a competitive edge, and uphold its standing and position within the organizational hierarchy (encompassing labor, organizational culture, and structure) (Hickman & Silva, 2018). Additionally, it entails cultivating a robust dedication to quality and proficiently employing information technology and creative innovation (Carvalho et al., 2021). Fundamentally, organizational excellence revolves around channeling an organization's capabilities and resources to foster ongoing enhancement, adapt to evolving circumstances, sustain a competitive advantage, and nurture a culture of ingenuity and excellence (Edgeman, 2019). Organizations perceive the fundamental goal of pursuing organizational excellence as establishing a resilient and capable workforce, capable of producing services and products that surpass both internal and external customer expectations, thereby fulfilling their desires and aspirations (Júnior et al., 2021).

## 3. Methodology

This research aims to explore the influence of E-HRM on organizational excellence in SSC in Jordan. The suggested research framework comprises five factors to measure the E-HRM construct. After filtering out irrelevant data, the study focused on analyzing and discussing the responses of 82 participants. The proposed research model is illustrated in Fig. 1.

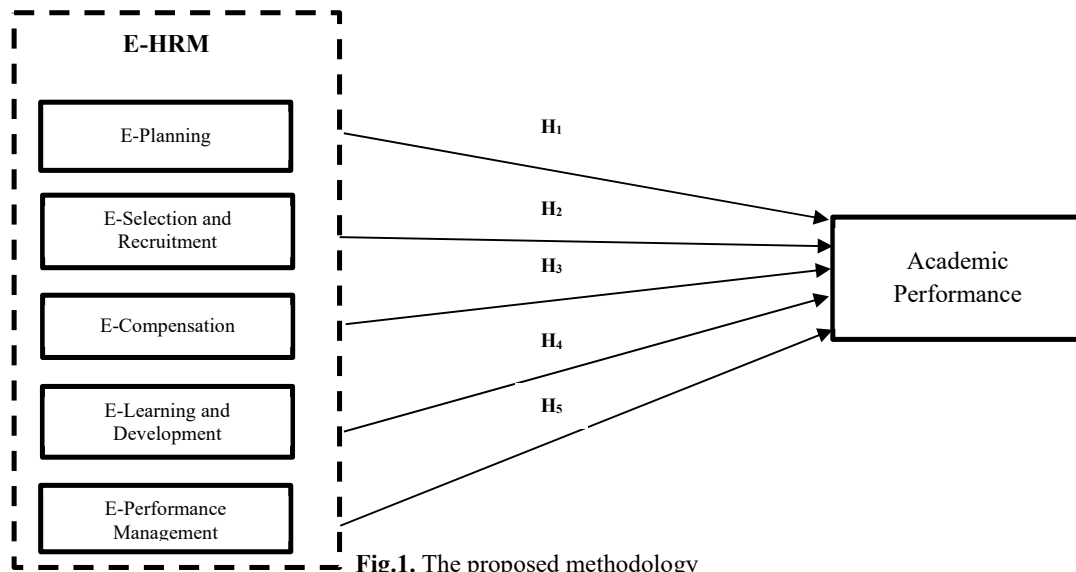


Fig.1. The proposed methodology

## 4. Data Analysis and Findings

The analysis of all variables in this study reveals a significant and positive correlation between E-HRM and organizational excellence. These correlations are deduced from the valuable insights shared by the participants. The standard deviation figures provide an indication of the extent to which respondents agree on the measures under examination. The average and

standard deviation values of the measurements, as presented in Table 2, consistently portray a high level of quality, with averages ranging from 3.74 to 4.19. Most of the items strongly lean towards organizational commitment and academic achievement. Moreover, the narrow spread of data indicated by the standard deviation values implies that the participants possess a clear comprehension of the significance of E-HRM.

**Table 2**  
Mean and Standard Deviation

Variable	Item Code	Mean	SD
E-Planning	EP1	3.83	0.777
	EP2	3.83	0.752
	EP3	3.79	0.796
	EP4	3.77	0.710
E-Selection and Recruitment	ESR1	3.81	0.762
	ESR2	3.88	0.698
	ESR3	3.90	0.651
	ESR4	3.96	0.792
	ESR5	3.88	0.745
E-Compensation	EC1	4.19	0.695
	EC2	3.87	0.720
	EC3	3.88	0.597
	EC4	4.17	0.690
E-Learning and Development	ELD1	3.93	0.709
	ELD2	3.91	0.659
	ELD3	4.06	0.629
	ELD4	4.06	0.673
	ELD5	4.05	0.701
E-Performance Management	EPM1	3.95	0.692
	EPM2	3.76	0.710
	EPM3	3.88	0.588
	EPM4	3.98	0.630

#### 4.1 Reliability

The reliability of the measures used to capture learning variables was examined. Internal reliability analysis relied on Cronbach's alpha value as the primary measure. The aim of this study was to validate the design of the questionnaire and ensure the reliability of the items before distribution to the study participants. The definitions of coefficients ranging from 0 to 1 vary, but higher coefficient values indicate greater reliability (Bougie & Sekaran, 2019). Moreover, Hair et al. (2009) demonstrated a threshold of 0.70 or higher as the minimum acceptable value for this examination, with a Cronbach's alpha of 0.6 or higher denoting satisfactory reliability. The outcomes of the internal consistency assessment, outlined in Table 3, reveal that all measurements in this study fulfill the requisite reliability standard.

**Table 3**  
Reliability Test

Construct	Number of Items	CA
E-Planning	4	0.751
E-Selection and Recruitment	5	0.737
E-Compensation	4	0.803
E-Learning and Development	5	0.834
E-Performance Management	4	0.729

#### 4.2 Multicollinearity Test

Before conducting the regression analysis, we examined the presence of multicollinearity and assessed the normal distribution of the data. Ensuring data accuracy necessitates the verification of multicollinearity. To ascertain data normality, we analyzed the skewness and kurtosis values. As indicated in Table 3, the skewness and kurtosis values for each variable were lower than an absolute value of 3, signifying a typical data distribution (Hair et al., 2010).

**Table 3**  
Skewness, Kurtosis, and VIF of all variables

Variable	Skewness		Kurtosis		VIF	Tolerance
	Statistic	Std. Error	Statistic	Std. Error		
E- planning	-0.351	0.274	-0.643	0.546	1.82	0.532
E- selection& recruitment	-0.667	0.287	0.999	0.546	2.24	0.443
E- compensation	-0.548	0.287	0.581	0.551	1.73	0.437
E- learning& development	-0.430	0.275	0.512	0.532	2.65	0.366
E- performance management	-0.481	0.283	0.344	0.522	1.47	0.674

To identify potential multicollinearity concerns, the Variance Inflation Factor (VIF) is a widely used measure. A VIF value of 5 or higher is generally considered indicative of multicollinearity (Hair et al., 2010). In our analysis, the VIF values ranged from 1.47 to 2.65, all falling below the threshold value of 5. Consequently, we can deduce that the proposed path model is devoid of multicollinearity issues.

### 4.3 Multiple Regression Analysis

The research employed multiple regression analyses to scrutinize the study's hypotheses. This statistical method enables an investigation into the correlation between the dependent variable and diverse independent variables. The findings of the research reveal that the sample under study elucidated 56.1% of the variability. The coefficient table derived from the multiple regression analysis is illustrated in Table 5, revealing that all anticipated organizational commitment variables demonstrated statistical significance at the 0.05 significance level. As a result, all the hypotheses in the study received confirmation.

**Table 5**  
Multiple Regressions Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Decision
	B	Std. Error	Beta			
(Constant)	0.396	0.463		2.235	0.209	
E-Planning	0.377	0.085	0.636	5.094	0.000	Yes
E-Selection and Recruitment	0.415	0.062	0.458	6.481	0.001	Yes
E-Compensation	0.367	0.069	0.568	5.542	0.000	Yes
E-Learning and Development	4.66	0.059	0.751	7.041	0.000	Yes
E-Performance Management	3.90	0.073	0.692	4.846	0.001	Yes

## 5. Discussion, Conclusion and Future Research

Public entities, SSN in Jordan among them, acknowledge the importance of incorporating E-HRM within the context of the contemporary economy. They prioritize achieving organizational excellence as a pivotal factor to ensure their ongoing viability and effective delivery of public services. To fully capitalize on the potential advantages within SSC, it becomes imperative to thoroughly comprehend and align with electronic human resource management practices in the pursuit of organizational excellence. Nevertheless, the objective of this study is to probe into the impact of E-HRM on organizational excellence.

The study's findings reveal that SSC has embraced advanced technologies in E-HRM. The extent of organizational excellence exhibits a moderate correlation with e-performance management. The implementation of E-HRM profoundly and positively affects all facets of organizational excellence. SSC is cognizant of the merits linked to the utilization of E-HRM software, viewing it as a means to attain a competitive advantage and augment long-term sustainability. Moreover, the company acknowledges the pivotal importance of organizational excellence within the contemporary business landscape.

The research findings indicate that the integration of E-HRM is crucial for achieving organizational excellence across various dimensions. This study emphasizes the importance of effectively implementing E-HRM tools to ensure successful outcomes during the transition. To maximize the benefits and facilitate the adoption of E-HRM, SSC should fully utilize the available tools and technologies. Furthermore, the organization's commitment to organizational excellence and E-HRM is driven by the need to remain competitive and survive in the market. By embracing organizational excellence and leveraging E-HRM, SSC can strengthen its market position and gain a competitive advantage. The key takeaway from this study is that expanding the utilization of E-HRM and raising awareness about its benefits are essential steps for capitalizing on this opportunity.

Future research will focus on examining the progress of E-HRM implementation for fulfilling organizational excellence, particularly within the SSC of Jordan as well as other sectors and institutions such as government agencies, healthcare, and education. This research can be conducted expeditiously. Various methodologies can be employed to investigate the impact of E-HRM on organizational excellence in real-world contexts for future studies.

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