

THE EFFECTIVENESS OF E-HRM ON THE EMPLOYEE PERFORMANCE IN PRIMARY COURTS OF SULTANATE OF OMAN

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ABSTRACT

E-HRM practices in the Primary Courts of the Sultanate of Oman is of paramount importance because of its positive impact among employees to carry out their tasks and responsibilities with professionalism, competence, effectiveness and improved performance in the workplace. The present study aims to determine the effectiveness of e-HRM practices in employee performance in the Primary Courts of the Sultanate of Oman and emphasizes the importance of e-HRM practices in improving employee performance. The study investigate the effect of independent variable (e-HRM importance) on the dependent variable (employee performance). The study also identifies the role of moderation factors, i.e., gender, qualification, experience and courses that affect the relationship between e-HRM effectiveness and employee performance in the Primary Courts in the Sultanate of Oman. This study used descriptive approach which is a survey method. A survey questionnaire was used as the main instrument to collect data which comprises several scales. The questionnaire was distributed among 285 randomly selected respondents from primary courts in the Sultanate of Oman. The data are analyzed using SPSS along with constructive statistic standard deviation calculations, t-Test, factor analysis and ANOVA to identify the differences between the individuals according to the demographic variables. This study used multiple regression analysis to examine the causal relationships between independent and dependent variable. Results show that the e-HRM importance has a significant effect on the employee performance. Also, the perceptions among employees in the primary courts about the effectiveness of e-HRM practices are the same among all employees regardless of gender, qualification, experience and number of courses. The results indicate that attention to e-HRM practices can improve the performance of the employees in primary courts.

Key words: E-HRM, Courts, performance, Oman

1.0 INTRODUCTION

In today's globalized and knowledge-based environment, the incorporation of e-HRM poses a huge challenge to organizations. The technical progress, which is an integral element of the communications revolution, drives the continuous development of information systems, and administrative activities have gradually but inexorably transformed the ordinary electronic activities into fully electronic administration by taking advantage of the advances in information and communication technology (ICT) to increase the work efficiency within organization to better serve the stakeholders and society at large.

Such transformation has permeated most contemporary organizations, which have been called "twentieth-century organizations" and which are driven by information, knowledge and digital technology to provide services to the general public, institutions and other beneficiaries in line with the contemporary trend towards a paperless working environment (Al-Dhafi, 2006). E-HRM is the use of web-based technologies to provide HRM services within employing organizations. It embraces e-recruitment and e-learning as well. Moreover, e-HRM is a recent phenomenon which has evolved and is now widely used in different types of organizations worldwide (Lengnick-Hall and Moritz, 2003; Bondarouk, Ruel and Looise, 2011; Ruel, Bondarouk, and Velde, 2007). Olivas et al. (2007) stressed that it has evolved as a routine-functional role to achieve a strategic status at the organizational level.

2.0 LITERATURE REVIEW

2.1 E-HRM Importance

The introduction of e-HRM has clearly helped companies to improve the competencies of the employees along with achieving cost reduction in managing human resources and reducing the burden in administrative activities (Rees and Smith, 2017).

Lucas et al. (2016) collected data from 178 organizations operating in Greece to measure the influence of e-HRM on the overall performance of the organizations. The data were collected from 178 organizations using questionnaire, and the observations were made using structural equation method. The results of the above survey made it clear that there is a relationship between the performances of an organization with the e-HRM strategy. The outcomes of e-HRM made it clear that the whole purpose behind the introduction of e-HRM is to improve the overall performance of these organizations which in many cases has been achieved

E-HRM importance is an integrated electronic organization system based on information and communication technologies to transform manual administrative work into work facilitated by modern digital technologies has been measured using ten items developed by previous researchers such as Yousef (2009). Below are the items:

1. E-HRM contributes in reducing the number of visitors to the different sections of the court.
2. E-HRM contributes to minimizing the costs.
3. E-HRM provides a lot of flexibility and speedy transaction in the delivery of services to the public.
4. The use of e-HRM leads to an efficient selection of specialized human elements.
5. The availability of e-HRM contributes in increasing employee efficiency.
6. The use of e-HRM leads to the employee of the court.

7. The use of e-HRM the possibility of working remotely from any part of the world through the internet.
8. Providing e-HRM contributes increasing the efficiency of administrative operation processes in the courts.
9. E-HRM promotes and strengthens the integration among the different sections of the court.
10. The use of e-HRM leads to keep abreast of recent developments in working methods.

These ten items have been in this paper to measure the e-HRM importance, as it is evident in the table 4.2

3.0 RESEARCH METHOD

This study focused on the quantitative research. The study was based on data collected through a questionnaire administered in the courts of seven states in Oman. We distributed the questionnaire to (285) employee that can be an acceptable sample size for this type of study, future studies could increase the sample size to obtain stronger and more effective results. This is based on the fact that the sample size can affect the results of a study and the bigger the sample size, the more likely the results will be credible and generalizable (Hair et al., 2010).

3.1 HYPOTHESES

For studying the effectiveness of e-HRM practices on the employees' performance in the Primary Courts of the Sultanate of Oman the researchers tested the following hypotheses:

H1a: There is a relationship between e-HRM importance and employee performance in the Primary Courts of the Sultanate of Oman.

H2a: The relationship between e-HRM importance and employee performance is moderated by the demographic factors (gender, education qualification, years of experience and number of courses).

4.0 Descriptive Statistic of e-HRM Importance

This section considers the "The use of e-HRM leads to keep abreast of recent developments in working methods". This variable scored a mean value of 4.0965 (SD = 0.63083) for all items measuring this concept with a standard deviation of 0.63083. It is clear this means that the respondents agreed that e-HRM importance in the courts is essential towards employees' performance among employees of the Primary Courts of the Sultanate of Oman, which reflects the existence of considerable acceptable variability within the dataset. Table 4.1 presents descriptive statistics for the e-HRM importance variable.

Table 4.1: Descriptive Statistics of Providing e-HRM Importance

N	Valid	285
	Missing	0
Mean		4.0965
Std. Deviation		0.63083
Range		3.80
Minimum		1.20
Maximum		5.00

Table 4.2: Descriptive Statistics of e-HRM Importance

Code	The Items	N	Minimum	Maximum	Mean	Std. Deviation
A1	The e-HRM contributes in reducing the number of visitors to the different sections of the court.	285	1.00	5.00	3.9509	1.01279
A2	E-HRM contributes to minimize the costs.	285	1.00	5.00	3.9018	0.94431
A3	E-HRM provides flexibility and speedy transaction in the delivery of public services.	285	1.00	5.00	4.2772	0.84566
A4	The use of e-HRM leads to a proficient selection of specialized human elements.	285	1.00	5.00	3.8737	0.90665
A5	The availability of e-HRM contributes in increasing employee efficiency.	285	1.00	5.00	4.0175	0.95849
A6	The use of e-HRM leads to the accuracy of information among employees of the Court.	285	1.00	5.00	4.2035	0.86439
A7	The use of e-HRM possible of working remotely from any part of the world through Internet.	285	1.00	5.00	4.1088	0.95980
A8	Providing e-HRM contributes increasing the efficiency of administrative operation processes in the courts.	285	1.00	5.00	4.1228	0.86542
A9	E-HRM promotes and strengthens the integration among different sections of Court.	285	1.00	5.00	4.1263	0.91439
A10	The use of e-HRM leads to keep abreast of recent developments in working methods	285	1.00	5.00	4.3825	0.74426
	Average	285	1.00	5.00	4.0965	0.90161

The multiple regression analysis results mentioned strong evidence on the relationship between E-HRM importance and employees' performance among the Primary Courts of the Sultanate of Oman

In comparison with the results of previous studies, this study found the correlation between e-HRM importance and employee performance to have a positive influence on employee performance. Alruahnh (2013) found that e-HRM influences employee performance. According to Banerji (2013), human resource management is an important function of any organization and the performance of an organization to a great extent is dependent on its ability to manage its human resources. It is important for HRM to be actively involved in the organizational IT implementation, at least in the organization's e-HRM implementation because HRM strategy and organization's overall culture is most significant in determining how the organization will implement its e-HRM infrastructure.

Furthermore, the importance of e-HRM is very closely related to employee performance, whereas the correlation between them is also large (Correlation = 0.548). It was also found that e-HRM more importance in the courts with the mean value of 4.0965 (M = 4.0965; SD = 0.631), indicating a positive correlation between e-HRM importance and employee performance. Hosseini and Nematollahi (2014) stated the importance of electronic HRM on the increase of effectiveness and efficiency in HRM. The results in the article indicated that there is a positive correlation between e-HRM effectiveness and improvement in HRM.

On the other hand, Banerji (2013), IT is extensively used by organizations for improving the performance of every aspect of the businesses. Similarly, Karampour et al. (2014) reported high reliability of e -HRM regarding the employee performance, which shows that the e-HRM importance has a positive correlation and high reliability with employee performance. In comparison, it means that the respondents agreed that e-HRM importance in the courts is essential for the performance of employees in the Primary Courts of the Sultanate of Oman.

E-HRM Practices Effectiveness	Survey Findings				
	Relationship Strength	Gender	Qualification	Experience	No. of Courses
E-HRM importance	Large (Correlation = 0.548)	No substantial variance among male and female	No substantial variance in the mean outcomes in diploma or lower to masters or higher	No substantial variance in the mean outcomes between less than 5 years to above 10 years	No substantial variance in the mean outcomes between 1 course to more than three courses

The results of the descriptive analysis show that the respondents agreed that e-HRM importance in the courts is essential for employee performance among employees of the Primary Courts of the Sultanate of Oman. As the mean value of this construct is 4.1.

Table 4.3: Hypotheses Testing Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		Result
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	0.974	0.266		3.657	0.000			
E-HRM Importance	0.666	0.061	0.543	10.914	0.000	0.966	1.035	Supported

E-HRM Importance had a significant and positive effect on employee's performance.

Table 4.4 presents that the regression weight for e-HRM importance in predicting the employees' performance is significantly different from zero at the 0.000 level. Thus, H1a was supported. Further, the path coefficient was 0.543, indicating a positive relationship. It means when e-HRM importance goes up by one standard deviation, employee's performance goes up by 0.543 standard deviations.

Testing the Difference Between the Groups (Effectiveness of e-HRM practices)

Two tests used to investigate if there are any significant differences in the level of effectiveness of the practices of the e-HRM in the courts, depending on the demographic variables. First, t-Test was performed to identify as there are statistically substantial differences in the level of effectiveness of e-HRM practices in the Primary Courts of the Sultanate of Oman, depending on the demographic gender differences. Second, one-way between-groups ANOVA used to investigate the existence of any differences in the level of effectiveness of the practices of the e-HRM in the primary courts, depending on the demographic variables relating to qualification, years of experience and number of courses taken by respondents.

E-HRM Importance Based on Gender

An independent-sample t-Test was performed to percept the outcomes of the level of e-HRM importance for males and females. Table 4.4 shows the descriptive statistics of the variables. Whereas, Table 4.5 indicates that there was no substantial variance in outcomes for males ($M = 4.0516$, $SD = 0.65505$) and females ($M = 4.1532$, $SD = 0.59662$; $t(283) = 1.352$, $p = 0.177$, two-tailed).

Table 4.4: Group Statistics (Gender)

	Gender	N	Mean	Std. Deviation	Std. Error Mean
E-HRM Importance	Male	159	4.0516	0.65505	0.05195
	Female	126	4.1532	0.59662	0.05315

Table 4.5: Independent Samples Test (Gender)

E-HRM Importance	Levene's Test		t-Test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	.134	.714	-1.352	283	.177	-.10160	.07513	-.24949	.04628
Equal variances not assumed			-1.367	277.527	.173	-.10160	.07432	-.24791	.04470

E-HRM Importance Based on Qualification

An analysis of variance (ANOVA) was performed to see the effect of the qualification (diploma or less, bachelor, master or above) on the perception of the level of e-HRM Importance in the primary Courts. The descriptive part in Table 4.6 provides information about each group (mean, Std. Deviation, N and others).

Table 4.6: E-HRM Importance based on Qualification

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower	Upper		
Diploma or Less	114	4.0693	.68500	.06416	3.9422	4.1964	1.20	5.00
Bachelor	152	4.1158	.59658	.04839	4.0202	4.2114	1.90	5.00
Master or Above	19	4.1053	.58259	.13366	3.8245	4.3861	2.40	5.00
Total	285	4.0965	.63083	.03737	4.0229	4.1700	1.20	5.00

Levene's test for homogeneity of variances in the homogeneity (Table 4.7) tests whether the variance in scores is the same for each of the three groups. The table shows that significance value (Sig.) is greater than 0.05 (0.547). Thus, the data have not violated the assumption of homogeneity of variance.

Table 4.7: Homogeneity of Variances of E-HRM Importance on Qualification

Levene Statistic	df1	df2	Sig.
0.605	2	282	0.547

However, Table 4.8 shows that the Sig. value is greater than 0.05 (0.837), which indicates that there is no significant difference in the mean scores on perceptions of the level of importance of e-HRM for the three groups (diploma or less, bachelor, master or above).

Table 4.8: ANOVA of E-HRM Importance based on Qualification

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.142	2	0.071	0.178	0.837
Within Groups	112.874	282	0.400		
Total	113.016	284			

E-HRM Importance Based on the Experience

An analysis of variance (ANOVA) was conducted to see the impact of the experience (less than 5 years, from 5 to 10 years, 10 years or above) on the perception of the level of importance of e-HRM in the courts. The descriptive statistics in Table 4.9 provide information about each group (mean, Std. Deviation, N and others).

Table 4.9: E-HRM Importance based on Experience

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower	Upper		
Less than 5 years	121	4.0942	.60309	.05483	3.9857	4.2028	2.00	5.00
5 to 10 years	75	4.1053	.64324	.07427	3.9573	4.2533	1.90	5.00
more than 10 years	89	4.0921	.66353	.07033	3.9524	4.2319	1.20	5.00
Total	285	4.0965	.63083	.03737	4.0229	4.1700	1.20	5.00

Levene's test for homogeneity of variances in Table 4.10 tests whether the difference in outcomes is the same for each of the three groups. The table shows that significance value (Sig.) is greater than 0.05 (0.911). Thus, the data have not violated the assumption of homogeneity of variance.

Table 4.10: Homogeneity of Variances of E-HRM Importance based on Experience

Levene Statistic	df1	df2	Sig.
0.093	2	282	0.911

Table 4.11 shows that the Sig. value is greater than 0.05 (0.990), which indicates that there is no substantial variance in the mean outcomes on the perceptions of the level of e-HRM importance (less than 5 years, from 5 to 10 years, 10 years or above) between the groups.

Table 4.11: ANOVA of e-HRM Importance based on Experience

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.008	2	0.004	0.010	0.990
Within Groups	113.008	282	0.401		
Total	113.016	284			

E-HRM Importance Based on the Courses

An analysis of variance (ANOVA) was conducted to see the impact of the courses (no course, 1 course, 2 courses and more than 3 courses) on perceptions of the level of e-HRM importance in the Primary Courts of the Sultanate of Oman. Table 4.12 provides information about each group (mean, Std. Deviation, N and others).

Table 4.12: Descriptive Statistics of E-HRM Importance based on Courses

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower	Upper		
No Course	60	4.0117	.70111	.09051	3.8306	4.1928	2.00	5.00
1 Courses	60	4.1367	.57695	.07448	3.9876	4.2857	1.20	5.00
2 Courses	105	4.0752	.61422	.05994	3.9564	4.1941	1.90	5.00
More than 3 Courses	60	4.1783	.63994	.08262	4.0130	4.3436	2.20	5.00
Total	285	4.0965	.63083	.03737	4.0229	4.1700	1.20	5.00

Levene's test for homogeneity of variances in Table 4.13 tests whether the difference in outcomes is the same for each of the four groups. The table shows that significance value (Sig.) is greater than 0.05 (0.461). Thus, the data have not violated the assumption of homogeneity of variance.

Table 4.13: Homogeneity of Variances of E-HRM Importance based on Courses

Levene Statistic	df1	df2	Sig.
0.862	3	281	0.461

However, Table 4.14 shows that the Sig. value is greater than 0.05 (0.485), which indicates that there is no substantial variance in the mean outcomes on the perception of the level of e-HRM Importance (no course, 1 course, 2 courses, more than 3 courses) between the four groups.

Table 4.14: ANOVA of E-HRM Importance based on Courses

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.978	3	0.362	0.818	0.485
Within Groups	112.039	281	0.399		
Total	113.016	284			

5.0 CONCLUSION

The multiple regression analysis results mentioned strong evidence on the relationship between E-HRM importance and employees' performance among the Primary Courts of the Sultanate of Oman. E-HRM Importance has a positive influence on improving employee performance

In comparison with the results of previous studies, this study found the correlation between e-HRM importance and employee performance to have a positive influence on employee performance. Alruahnh (2013) found that e-HRM influences employee performance. According to Banerji (2013), human resource management is an important function of any organization and the performance of an organization to a great extent is dependent on its ability to manage its human resources.

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