# The Effect of Electronic Human Resources Management on Employee Satisfaction of Telecommunications Companies in Jordan

Haron Ismail al-Iawama[1*], Dr. Mohammad Salameh Zaid Almahairah[2], Hamed Omar Abdalla[3], Dr. Ahmad A. I. Shajrawi[4], Dr. Suleiman z. Alneimat[5], Mahmoud Mohamed Eldabet [6], Saddam Rateb Darawsheh[7], Arobah saud mohammed al shaar[8]

[1]*Faculty of Business, Economic and Social Development, Universiti Malaysia Terengganu, Malaysia; E-mail: Haron588@yahoo.com*

[2]*Department: Management information system Asra University Jordan*

[3]*Collaborator with Jouf University- KSA/ College of Business Administration*

[4]*Assistant professor, Marketing Ministry of education*

[5]*Business administration, king Talal school of business technology, princess Sumaya University for technology (PSUT), Jordan*

[6]*Business Department College of Business,University of Jeddah, Saudi Arabia & Giza Higher Institute of Administrative Sciences, Egypt*

[7]*Assistant Professor. Department of Administrative Sciences, The Applied College, Imam Abdulrahman Bin Faisal University) P.O . Box: 1982, Dammam, Saudi Arabia.*

[8] *Master degree in Human resources management*

**Abstracts:** The purpose of this study was to investigate the effect of E-HRM on employee satisfaction. The focus was on telecommunications companies operating in Jordan. Aspects of e-HR practice is (e-recruitment, e-training, e-performance evaluation, e-reward system). Data were collected primarily through self-assessment questionnaires created in Google Forms and distributed via email to a sample of targeted executives. AMOSv24 was used to test the research hypothesis. Survey results show that E-HRM has a positive impact on employee satisfaction. Based on the results obtained, the researchers recommend that managers and decision makers of telecommunications companies in Jordan invest in electronic personnel systems. This allows personnel management to be fully electronic, realizing economic savings and attracting talent.

**Keywords:** Electronic Management, Employee Satisfaction, Telecommunications Companies, Jordan.

## 1. INTRODUCTION

The term E-HRM was coined within the 1990s to portray the execution of HRM exercises utilizing the Web or an intranet Organization pioneers play a pivotal part within the advancement of organizational wellbeing, they are responsible for accomplishing the organization's objectives and vision (Al-Dhuhouri et al., 2020; AlShehhi et al., 2020) characterizes E-HRM as the utilize of data innovation to organize and back at least two of her person or collective on-screen characters within the joint execution of HRM exercises, The presentation of E-HRM has brought about in a more effective and focused on since electronic human resource management (E-HRM) offers the human assets (HR) work an opportunity to make better approaches to contribute to the victory of the organization. The development of unused and advanced innovation and its numerous employments over all angles of life, increment the request for technology with a see towards securing and utilization of these unused advances (Alraja&Malkawi, 2015). Innovation has ended up the one basic component within the generation forms and in giving different administrations all over the world (Malkawi, 2017). In light of expanding advance in cutting edge innovation utilize, computer applications and communication sciences, and the increasing speculation in data frameworks that driven to an enormous advanced insurgency in commerce organizations functions (AlHamad & Al Qawasmi, 2014; Alshurideh et al., 2019; Ahmad et al., 2021; Al Kurdi et al., 2021; Hamouche, 2021) The advent of

918

information and communication technology (ICT) advances could be a real transformation in the world of government. It transforms traditional regulatory controls and commerce into e-commerce that ensures trustworthy entities, facilitates their execution and optimizes the use of quality services. The application of ICT in government will streamline regulatory processes, improve office productivity and sustainability to take advantage of trading opportunities, speed up and facilitate decision-making, and improve administrative quality to accommodate highly-skilled professionals. Is very important because it helps improve Standard with the times. HR processes, on the other hand, play an important role in an organization.

## 2. LITERATURE REVIEW

### 2.1. Electronic Human Resources Management (E-HRM)

The researchers emphasized that the emergence of Internet networks and communication and information technology devel- opment contributed to bringing many changes in the organization, such as reducing hierarchy and administrative levels num- ber, authority levels, and decision-making points (Alshurideh et al., 2019; Al Kurdi et al., 2020; Alzoubi et al., 2021), so E- HRM is a concept appeared as a natural response of this stage variable (Mousavidavondi, Fartas, 2012) .The electronic human resources department became able to transform human resources management into practical application to employees and managers. Thus, each of them was able to access these jobs through electronic interfaces widely through the organizations' internal network. Electronic human resource management (E-HRM) concept is a result of traditional human resource man- agement practices development series that are limited to carrying out human resource management routine tasks (such as employees' recruitment, employment, compensation, and leaves) and then these tasks expanded to become more strategy through automating traditional HR practices. Electronic human resource management literature dealt with different E-HRM definitions, Bondarouk and Ruël (2009) defined electronic human resource management (E-HRM) as "an umbrella of the human resource management and information technology integration mechanisms which aim to create management and em- ployee value within organizations". Fisheret (2014) considers that this process consists of steps series through which the organization seeks to attract qualified applicants using various electronic recruitment methods-HRM is defined as a wide strategy used as technical scalability and characterized by being flexible and integrated to link internal processes and knowledge workers directly to organization business objectives (Marler, 2009). Electronic Personnel Management (E- HRM) Information technology planning and implementation. Typical HR leaders use technology and the information it provides to make decisions that lead to the success of the entire organization. Snell, Stueber, and Lepak (2002) argue that e-HRM practices can make HR more strategic, flexible, and cost-effective [8]. IT has the potential to simultaneously reduce administrative costs, increase productivity, reduce response time, improve decision-making, and improve customer service. Cost reduction, higher quality of service, and the need for cultural change are his three main drivers for companies seeking IT-driven HR solutions (Yeung & Brockbank, 1995) [9]. The rapid development of the Internet over the past decade has facilitated the introduction and application of electronic personnel management (Strohmeier, 2007) [3]. According to Strohmeier (2007), E-HRM is the use of information technology to network and support at least two individuals or groups of participants in the joint awareness of HR activities [3]. Virtual HR arises from increasing IT complexity and options for external structures (Lepak & Snell, 1998) [10]. Surveys of HR consultants show that both the number of organizations adopting E-HRM and the depth of application within the organization continue to increase. IT is increasingly helping companies to deliver superior HR services. Many experts predict that individual forecasting will become the most important tool for all HR professionals (Kovach & Cathcart, 1999).

HRM helps you achieve higher performance through the rapid development of technological innovation. Technological innovation can serve as an approach that allows HR departments to focus more on value-adding activities to maximize the potential of technology and organizational strategies (Shrivastava et al., 2003) [4]. ]. The greatest advantage of applying e-HRM practices is that HR staff are freed from intermediary roles and can focus on strategic planning in HR organization and competence development (Pinsonneault & Kraemer, 1993) and performance support (Strohmeier, 2007). . E-HRM is defined as a method of implementing her HR strategies, policies and practices within an organization through informed and targeted support and the best use of technology based internet channels (Challapalli, 2005). ). Ramayah (2011) defined E-HRM as a technology that enables HR

departments to create new areas and avenues that contribute to organizational success. E-HRM is also defined as the administrative support of an organization's human resources function using internet technologies (Voermans & Veldhoven, 2017).

HR managers can reduce the number of key employees in their organization. The rapid development of systems that provide electronic HR services to employees and managers has made more information available in more convenient ways and made it possible for organizational resources to use this information ( Muqaddim & Hosain, 2021). Technological advances and electronic tools have helped advance many sciences, such as management, which today's workforce knows better than previous generations, and new technologies have spawned new generations of workers, leading to changes in organizational structures. (Al-Hawary et al., 2018). All these changes were organized in such a way that the absence of an organization on the World Wide Web meant a huge amount of capital. loss of resources. A new concept of electronic human resource management (E-HRM) has taken hold to help carry out all organizational activities including financial, commercial and personal activities and resource provisioning. Recently, website-based systems have included personal matters among the activities that can be carried out through the website (Sohail et al., 2020; Kariznoee et al.

Electronic management is described as a focused approach to overseeing current and future organizations based on technology-based frameworks. It can be a critical approach starting with a vision and mission. This highlights the value organizations derive from IT skills (Malkawi, Alraja, Hamadnah, 2013). For electronic administration, "all major data innovations will be used to achieve the goals of modern government administration: reducing paper consumption, streamlining processes, adhering to schedules, and executing quickly and accurately. The process of robotizing management capabilities and activities". Description of tasks and transactions. According to Amiri, "Electronic management is an authoritative system that relies on the possibilities of the Internet and trading systems to organize the resources and core competencies of companies and other transnational organizations to achieve their goals.", regulates and controls" (Mr. Amiri, 2008).).

### 2.1.1. E-Training And Development

According to the education research literature, the main objectives of e-training are to improve job performance and trainee satisfaction, and to build a productive workforce. E-Training is often chosen by business leaders for a variety of reasons, including gaining a competitive advantage and the need to go global. (Abdullah et al., 2020; Ellis & Kuznia, 2014; Moussa & El Arbi, 2020). (Usoltzev, Shamalo & Scherbakova, 2016) Human resource management systems assess the skills, competencies, and knowledge possessed by an organization and contribute to the creation of workforce development and training plans that meet organizational needs and human resource development potential. I will help you. Provide redistribution They are placed in jobs according to their skills, knowledge and abilities, and in proportion to their educational attainment (Al Hamad, 2016; Ahmad et al., 2020; Al Mehrez et al., 2020). In recent years, information technology has greatly contributed to training practices, enabling employees to receive education and training without the need for a physical location. Organizations have also been able to gain a competitive edge by promoting a culture of continuous learning and continuous online training. This gives you more flexibility to meet your organization's current and future needs.

### 2.2. Electronic Recruiting And Selection

Electronic recruitment (Galanaki, 2002; Khan, 2020; Parry & Tyson, 2008; Al-Hawary & Nusair, 2017) publishes job listings on an organization's website or online recruitment site, To be able to submit your resume. Electronically (by email or other electronic means) (Galanaki, 2002). Organizations can benefit greatly from online recruitment in terms of research time, cost, and quality of responses from candidates within applicant pools (Ensher et al., 2002). Organizations use the Internet as a source of external attraction and recruitment. The first use of the Internet for recruitment was in his mid-1990s, with such success that it brought so much benefit to both the organization and personnel management that the public media dubbed it the "recruitment revolution" (Dhamija, 2012).

### 2.3. E-Training And Development

According to the literature of educational researchers, the main purpose of e-training is not only to build a productive workforce, but also to improve job performance and trainee satisfaction. E-Training is often chosen by business leaders for a variety of reasons, including gaining a competitive advantage and the need to go global. (Abdullah et al., 2020; Ellis & Kuznia, 2014; Moussa & El Arbi, 2020). Ussoltsev, Shamaro, Shcherbakova (2016).

### 2.4. Electronic Performance Appraisal

Electronic performance appraisal systems, especially online systems, offer many benefits to organizations. These systems bundle various HR functions and provide easy access to a wide range of information about employees by making this information readily available to employees, managers, and HR staff (Jam & Jamal, 2020).

### 2.5. Reward and Compensation

According to Henderson (2006), total compensation has three main components including fixed compensation, flexible compensation and benefits. A fixed fee is a reward whose amount and payment is guaranteed as agreed. The second category is flexible compensation, which is variable compensation and deferred income such as profit sharing, bonuses, incentives and overtime. Benefits include annual leave and special rates when purchasing services or products from your employer. The effect of wage levels on individual performance is affected. The effect of performance rewards on job satisfaction has been found to be indirectly influenced by interactive justice (Aboramadan et al., 2019; Ismail et al, 2009).

### 2.6. Electronic communication

Electronic communication is the purposeful method of transferring information between two or more parties, using modern electronic communication mechanisms such as computers and networks, to exchange information as quickly as possible and with less effort and cost. There are many concepts related to the concept of electronic communication for provide. Electronic – Email is the preferred communication medium for businesses (Khashman & Al-Ryalat, 2015, Alsoufi et al., 2020).

### 2.7. Employee's Satisfaction

Employees are a key part of the company that accomplishes the mission and vision process. Employees must meet the organization's performance standards to ensure the quality of their work. Employees need a work environment that allows them the freedom to work without obstacles that can limit their ability to reach their full potential. Job satisfaction is considered to be one of the major factors affecting the efficiency and effectiveness of business organizations. The importance of job satisfaction becomes especially clear when considering negative reactions to job dissatisfaction, such as dishonesty, increased authoritarianism, and increased accident rates. Job satisfaction has been a concern for decades, regardless of occupation or industry (Ioannou et al., 2015). Job satisfaction is a person's good attitude towards work. Employee job satisfaction has attracted the interest of many academics and practitioners in the field of organizational research, particularly to identify why some people are more satisfied with their jobs than others. (Long & Xuan, 2014). Career advancement opportunities are closely related to job satisfaction and related to civic behavior such as personal support, personal behavior and loyalty. (Jawahar, 2012).
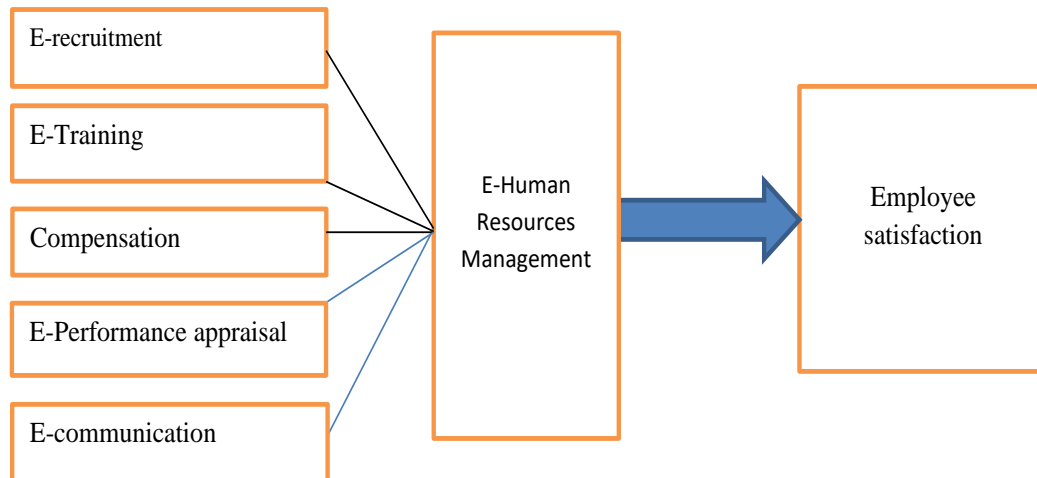
### 3. RESEARCH MODEL

E-Human Resources Management

**Figer 1.** Research Framework

## 4. HYPOTHESIS

**H1:** There is a statistically significant impact of E-HRM practices on satisfaction of telecommunications companies in Jordan in Jordan.

## 5. METHODOLOGY

### 5.1 Population and sample selection

In this study, a questionnaire-based qualitative method was used for data collection and sample selection. The primary purpose of this study was to explore the impact of e-HRM on employee satisfaction. Therefore, we focused on Jordanian operator satisfaction. Data were primarily collected through self-reported questionnaires created in Google Forms and distributed by email to a sample of eligible physicians. The process of selecting units, such as individuals, from the overall (327) population is called sampling. Using a sample allows researchers to extrapolate findings across the population in a relatively general way. The total number of staff in his three JTCs is about 2,125 (all staff including senior, intermediate, junior and non-senior staff). Since the number of workers working in the selected organization he is 2125, his ideal sample size he should be 327 as his Sekaran (2016) shows. As a result, the number of samples was 327 (all employees including top and middle management). Randomly selected individuals were received from three of his JTC responses, including individuals (18) who were incomplete or inaccurate and thus invalid for statistical analysis. The final sample (354) therefore contained responses meeting the analytical requirements and proved sufficient in the predictable range, allowing the assumption of data saturation (Sakaran & Bogie, 2016). . 5.2    Measurement instrument

A self-report questionnaire consisting of two main sections and a section on control variables was used as the means of measurement. Control variables considered as categorical measures consist of gender, age group, education level, and experience. The two main sections were processed using a 5-point Likert scale (1=strongly disagree to 5=strongly agree). The first section contains 25 questions measuring e-HRM based on (Bondarouk, Ruel, and Heijden, 2009; Moilanen, 2013; Bondarouk and Ruel, 2009; Lin, 2011). I was. These questions were distributed across dimensions as follows:

4 questions to assess e-recruitment, 6 questions to assess e-training, 6 questions to assess e-performance evaluation, 4 questions to assess e-reward, and 5 questions to assess e-communication question. The second section, on the other hand, contained six questions designed to measure employee satisfaction as described in (Brooke et al., 1989).

## 6. FINDINGS

### 6.1 Measurement model evaluation

In this study, structural equation modeling (SEM) was performed to test the hypothesis. It is a modern statistical method for testing and estimating relationships between factors and variables (Wang & Rhemtulla, 2021). Therefore, the reliability and validity of the constructs were tested using confirmatory factor analysis (CFA) using the statistical program AMOSv24. Table 1 summarizes the convergent and discriminant validity results and confidence measures.

**Table 1**

| Constructs | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| E-Recruitment | **0.723** | | | | | |
| E-Training | 0.450 | **0.727** | | | | |
| E-Performance Appraisal | 0.384 | 0.440 | **0.728** | | | |
| E-Rewards Compensation | 0.411 | 0.435 | 0.550 | **0.751** | | |
| E-Communication | 0.563 | 0.457 | 0.494 | 0.498 | **0.739** | |
| Employee Satisfaction | 0.629 | 0.634 | 0.608 | 0.599 | 0.622 | **0.747** |
| VIF | 1.857 | 2.446 | 1.310 | 1.695 | 2.055 | --- |
| Loadings range | 0.664-0.811 | 0.701-0.763 | 0.653-0.791 | 0.703-0.787 | 0.682-0.770 | 0.653-0.803 |
| AVE | 0.521 | 0.531 | 0.533 | 0.564 | 0.546 | 0.555 |
| MSV | 0.501 | 0.447 | 0.482 | 0.388 | 0.426 | 0.370 |
| Internal consistency | 0.812 | 0.867 | 0.871 | 0.833 | 0.855 | 0.878 |
| Composite reliability | 0.812 | 0.872 | 0.873 | 0.836 | 0.856 | 0.883 |

Table 1 shows that the standard load values for the individual elements were within the range (0.664 to 0.11) and that these values were greater than the minimum holding force of the elements based on standard loads (Al-Lozi et al. ., 2018; Sung et al., 2019). The sampled mean variance (AVE) is a summary measure of the convergence validity of the configuration and should be greater than 0.50 (Howard, 2018). The results show that the AVE scores are above 0.50 for all constructs, indicating that the measurement model used has reasonable convergent validity. (2017) proposed a comparative approach as a way to address discriminant validity assessment in his covariance-based SEM. This approach is based on comparing the maximum common variance (MSV) value with the AVE value and the square root of AVE ($\sqrt{AVE}$) value with the correlation between the remaining structures. The results show that the values of MSV are smaller than the values of AVE and the values of $\sqrt{AVE}$ are higher than the correlation values between the remaining constituents. The measurement model used is therefore characterized by identifying validity. Internal consistency, measured by Cronbach's alpha (α) coefficient, and connection reliability, measured by McDonald's omega (ω) coefficient, were used as metrics to evaluate the measurement model. The results presented in Table 1 showed that the values of both Cronbach's alpha coefficient and Macdonald's omega coefficient exceeded 0.70, the lower limit for evaluating the reliability of the measurements (De Leeuw, et al., 2019).

**Table 2: Hypothesis testing**

| Hypothesis | Relation | | Standard Beta | t value | p value |
|---|---|---|---|---|---|
| H1 | E-Human resource management | Employee satisfaction | 0.854*** | 39.26 | 0.000 |

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

The results demonstrated in Table 2 show that electronic human resource management has a positive impact relationship on employee satisfaction of telecommunications companies in Jordan (β= 0.854, t= 39.26, p= 0.000),

## CONCLUSIONS

Results have shown that there is a statistically significant impact of electronic human resources management on employee's satisfaction. This may be because the processes, on which the electronic human resources management is based, such as the electronic performance evaluation, preserve the rights of the worker without

being manipulated by others. It also makes it easier for the worker to communicate electronically and share information to serve work tasks and enables him to obtain the appropriate training according to the careful follow-up of his needs The results showed that the E-HRM practices adoption level in telecommunications companies in Jordan was medium. This result indicates companies' management direction towards integrating technology with organizations functions by investing in information and communication technologies, especially in the human resources field, because of this management importance, to achieve efficiency and reduce costs, especially in light of globalization and international competitors' entry. E- HRM system also speeds up transactions arrival, reduces errors related to information, improves tracking and control of human resources procedures, and improves human resources management strategic direction, which is reflected in improving customer service, especially as we are talking about an important sector, which is telecommunications sector, which requires searching for all ways to improve service provision level and trying to control costs Study results concluded that there is a statistically significant impact of electronic human resources management on employee satisfaction, as electronic recruiting and selection, electronic training and development, electronic performance evaluation, electronic compensation, and electronic communication play an important role in improving employee satisfaction. This is because electronic personnel management increases the effectiveness of traditional personnel management practices. (Bondaruk et al., 2009). A study by Majumder (2012) showed that the impact of HR management practices on employee satisfaction varied, with some practices being more influential than others. Given the findings of this study, the researchers urge decision-makers to maximize their investment in modern technology and to implement the aspects of electronic personnel management mentioned in the study to ensure stable employment of physicians. Enrolling in a database that gives qualified doctors to secure is recommended. Comply with the doctor's contractual rights and the doctor's obligation to perform all assigned duties.

## REFERENCES

[1] Abdullah, P. Y., Zeebaree, S. R., Shukur, H. M., & Jacksi, K. (2020). HRM system using cloud computing for Small and Medium Enterprises (SMEs). Technology Reports of Kansai University, 62(04), 04.

[2] Ahmad, S., Zulkurnain, N., &Khairushalimi, F. (2016). Assessing the Validity and Reliability of a Measurement Model in Structural Equation Modeling (SEM). British Journal of Mathematics & Computer Science, 15(3), 1–https://doi.org/10.9734/BJMCS/2016/25183

[3] Al kurdi, B., Elrehail, H., Alzoubi, H., Alshurideh, M., & Al-Adaila, R. (2021). The interplay among HRM practices, job satisfaction and intention to leave: An empirical investigation. Journal of Legal, Ethical and Regulatory, 24(1), 1-14.

[4]Al-Dhuhouri, F. S., Alshurideh, M., Al Kurdi, B., & Salloum, S. A. (2020, October). Enhancing our understanding of the relationship between leadership, team characteristics, emotional intelligence and their effect on team performance: A Crit- ical Review. In International Conference on Advanced Intelligent Systems and Informatics (pp. 644-655). Springer, Cham.

[5] AlHamad, A. Q., & Al Qawasmi, K. I. (2014). Building an ethical framework for e-learning management system at a univer- sity level. Journal of Engineering and Economic Development, 1(1), 11-16.

[6] AlHamad, M., Akour, I., Alshurideh, M., Al-Hamad, A., Kurdi, B., & Alzoubi, H. (2021). Predicting the intention to use google glass: A comparative approach using machine learning models and PLS-SEM. International Journal of Data and Network Science, 5(3), 311-320.

[7] Al-Hawary, S. I. ., & Al-Namlan, A. (2018). Impact of Electronic Human Resources Management on the Organizational Learning at the Private Hospitals in the State of Qatar. Global Journal of Management and Business Research: A Admin- istration and Management, 18(7), 1–11.

[8] Allozi, A., Alshurideh, M., AlHamad, A., & Al Kurdi, B. (2022). Impact of transformational leadership on the job satisfaction with the moderating role of organizational commitment: case of UAE and Jordan manufacturing companies. Academy of Strategic Management Journal, 21(Special Issue 2), 1-13.

[9] Al-Lozi, M.., Almomani, R. Z.., & Al-Hawary, S. I. (2018). Talent Management strategies as a critical success factor for effectiveness of Human Resources Information Systems in commercial banks working in Jordan. Global Journal of Man- agement and Business Research: A Administration and Management, 18(1), 30–43.

[10] Alshurideh, M., Al Kurdi, B., & Salloum, S. A. (2019, October). Examining the main mobile learning system drivers' effects: A mix empirical examination of both the Expectation-Confirmation Model (ECM) and the Technology Acceptance Model (TAM). In International Conference on Advanced Intelligent Systems and Informatics (pp. 406-417). Springer, Cham.

[11] Alzoubi, H. M., Alshurideh, M., & Ghazal, T. M. (2021, June). Integrating BLE Beacon Technology with Intelligent Infor- mation Systems IIS for Operations' Performance: A Managerial Perspective. In The International Conference on Artificial Intelligence and Computer Vision (pp. 527-538). Springer, Cham. banking sector of emerging economies. journal of social research development, 1(2), 144-154.

[12] Bondarouk, T., Ruël, H., & van der Heijden, B. (2009). E-HRM effectiveness in a public sector organization: a multi-stake- holder perspective. The International Journal of Human Resource Management, 20(3), 578-590.

[13] Bondarouk, T., Ruël, H., & van der Heijden, B. (2009). E-HRM effectiveness in a public sector organization: a multi-stake- holder perspective. The International Journal of Human Resource Management, 20(3), 578-590

[14] Brooke Jr, P. P., & Price, J. L. (1989). The determinants of employee absenteeism: An empirical test of a causal model.

[15] De Leeuw, E., Hox, J., Silber, H., Struminskaya, B., & Vis, C. (2019). Development of an international survey attitude scale: Measurement equivalence, reliability, and predictive validity. Measurement Instruments for the Social Sciences, 1(1), 9. https://doi.org/10.1186/s42409-019-0012-x

[16] Dhamija, P. (2012). E-Recruitment: A Roadmap Towards E-Human Resource Management. International Refereed Research Journal, 3(2), 33-39.

[17] Ensher, E.A., Nielson, T.R., & Grant-Vallone, E. (2002). Tales, from the hiring line: effects of the internet and technology on HR processes. Organizational Dynamics, 31(3), 224-44.

[18] Galanaki, E. (2002). The decision to recruit online: A descriptive study. Career development international, 7(4), 243-251. Hair, J. F., Babin, B. J., & Krey, N. (2017). Covariance-Based Structural Equation Modeling. Journal of Advertising, 46(1),

[19] Galanaki, E. (2002). The decision to recruit online: A descriptive study. Career development international, 7(4), 243-251.

[20] Jam, M., & Jamal, W. N. (2020). Impact of Green Human Resources Management Practices on Organizational Sustainability and Employee Retention: An Empirical Study Related to Educational Institutions. iRASD Journal of Management, 2(1), 38-48. Journal of occupational psychology, 62(1), 1-19.

[21] Khan, I. A. (2020). Electronic learning management system: Relevance, challenges and preparedness. Journal of Emerging Technologies and Innovative Research, 7(5), 471-480.

[22] Khashman, A. M., & Al-Ryalat, H. A. (2015). The impact of electronic human resource management (E-HRM) practices on business performance in Jordanian telecommunications sector: The employees perspective. Journal of Management Re- search, 7(3), 115-129.

[23] Kovach, K.A. and Cathcart, C.E. (1999) Human Resource Information Systems (HRIS): Providing Business with Rap- id Data Access, Information Exchange and Strategic Advantage. Public Personnel Management, 28, 275-282.

[24] Lepak, D.P. and Snell, S.A. (1998) Virtual HR: Strategic Human Resource Management in the 21st Century. Human resource Management Review, 8, 215-234. http://dx.doi.org/10.1016/S1053-4822(98)90003-1

[25] Malkawi, Alraja, and Hamadnah (2015) "E-Management and its effect on the Added Value: field Study in The Royal Jordanian Airline" Interdisciplinary, Journal of Research in Business, ISSN: 2046-7141 Vol. 3, Issue. 03 (pp. 01- 07).

[26] Malkawi, Nazem (2017) "Enhancing Entrepreneurship through E-Commerce Adoption -Applied Study at Small Companies", Irbid, Jordan International Journal of Research in Management, Economics and Commerce, ISSN 2250-057X, Impact Factor: 6.384, Volume 07 Issue 1, January 2017, Page 46-55

[27] Moussa, N. B., & El Arbi, R. (2020). The impact of Human Resources Information Systems on individual innovation capa- bility in Tunisian companies: The moderating role of affective commitment. European Research on Management and Business Economics, 26(1), 18-25.

[28] Muqaddim, N., & Hosain, M. S. (2021). E-HRM Practices and Operational Efficiency: Evidence from Bangladeshi Garment Industry. Asian Journal of Economics, Business and Accounting, 80-95.

[29] Parry, E., & Tyson, S. (2008). An Analysis of the Use and Success of Online Recruitment Methods in the Uk. Human Resource Management Journal, 18(3), 257-257

[30] Rimkeviciene, J., Hawgood, J., O'Gorman, J., & De Leo, D. (2017). Construct Validity of the Acquired Capability for Suicide Scale: Factor Structure, Convergent and Discriminant Validity. Journal of Psychopathology and Behavioral Assessment, 39(2), 291–302. https://doi.org/10.1007/s10862-016-9576-4

[31] Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill-building approach (Seventh edition). Wiley.

[32] Shrivastava, S. and Shaw, J.B. (2003) Liberating HR through Technology. Human Resource Management, 42, 201-222. http://dx.doi.org/10.1002/hrm.10081

[33] Sohail, A., Hussain, A., & Riaz, A. (2020). assessment of e-hrm practices and its functions among

[34] Strohmeier, S. (2007) Research in e-HRM: Review and Implications. Human Resource Management Review, 17, 19-37. http://dx.doi.org/10.1016/j.hrmr.2006.11.002

[35] Strohmeier, S. (2007) Research in e-HRM: Review and Implications. Human Resource Management Review, 17, 19-37. http://dx.doi.org/10.1016/j.hrmr.2006.11.002

[36] Strohmeier, S. and Kabst, R. (2009) Organizational Adoption of E-HRM in Europe: An Empirical Exploration of Ma- jor Adoption Factors. Journal of Managerial Psychology, 24, 482-501. http://dx.doi.org/10.1108/02683940910974099

[37] Voermans, M. and van Veldhoven, M.J.P.M. (2007) Attitude towards E-HRM: An Empirical Study at Philips. Personnel Review, 36, 887-902. http://dx.doi.org/10.1108/00483480710822418

[38] Wang, F.L. (2005) Brewing Tensions While Maintaining Stabilities: The Dual Role of the Hukou System in Contem- porary China. Asian Perspective, 29, 85-124.

[39] Yeung, A.K. and Lake, D.G. (1995) Human Resource Competencies: An Empirical Assessment. Human Resource Management,34,473-495. http://dx.doi.org/10.1002/hrm.3930340402163177.https://doi.org/10.1080/00913367.2017.1281777

[40] Telecommunications Regulatory Commission. (2023). TRC General Information. https://portal.jordan.gov.jo/wps/wcm/connect/gov/egov/government+ministries+_+entities/telecommunication+regulatory+commission/telecommunications+regulatory+commission

[41] Jam, F. A., Singh, S. K. G., Ng, B., & Aziz, N. (2018). The interactive effect of uncertainty avoidance cultural values and leadership styles on open service innovation: A look at malaysian healthcare sector. International Journal of Business and Administrative Studies, 4(5), 208-223.

[42] Jam, F. A. (2019). CRYPTO CURRENCY–A NEW PHENOMENON IN MONETARY CIRCULATION. Central Asian Journal of Social Sciences

and Humanities, 4(1), 39-46.

[43] Jam, F. A., Singh, S. K. G., Ng, B., & Aziz, N. (2016). Effects of Uncertainty Avoidance on Leadership Styles in Malaysian Culture, , International Journal of Advance Business and Economics Research, 14(8), 7029-7045.