



Investigating the Implementation of E-HRM as a Strategic Tool to Improve Digital Government in Jordan

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Abstract:

This paper investigation in the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan to ensure the success of implementing the system. The paper used the descriptive-analytical method. Digital Government in Jordan sector is an important sector due to public services over all the world have understood the importance of making their facilities more effective and available. As a result, the E-Employment obtained the highest mean (3.92), while E- training obtained (3.80), Internet obtained (3.79). Finally, the Employee extent toward the Implementation of e-HRM as a Strategic Tool analysis obtained (3.70). Moreover, there is a positives response from the Internet as a strategic tool in improving the digital government in Jordan. Furthermore, there is a positives response from re-employment as a strategic tool in improving the digital government in Jordan. Finally, the result showed that there is a positives response from the e-training as a strategic tool in improving the digital government in Jordan. The paper recommended the administrations of the digital government in Jordan concerned to study investigating the Implementation of e-HRM as a strategic tool to improve digital government in Jordan from this area in increasing the direction to e-HRM, keeping abreast of the rapid changes in the field of e-HRM as a strategic tool and the tools and means of electronic government. And, developing the administrative structure of the digital government in Jordan in line with the process of change to e-HRM as a strategic tool.

Keywords: E-HRM, Strategic Tool, Digital Government, Jordan.



المخلص

هدفت هذه الورقة في التحقيق في دور إدارة الموارد البشرية الإلكترونية كأداة استراتيجية لتحسين الحكومة الرقمية في الأردن لضمان نجاح تنفيذ النظام. استخدمت الورقة المنهج الوصفي التحليلي. وتوصلت إلى عدد من النتائج أهمها: يعد قطاع الحكومة الرقمية في الأردن قطاعًا مهمًا، ونتيجة لذلك، حصل التوظيف الإلكتروني على أعلى متوسط (3.92)، بينما حصل التدريب الإلكتروني على (3.80)، وحصل الإنترنت على (3.79). أخيرًا، تم الحصول على مدى رضا الموظف نحو تنفيذ إدارة الموارد البشرية الإلكترونية كأداة استراتيجية لتحليل (3.70). كما وأظهرت النتائج أن هناك استجابة إيجابية على أن الإنترنت أداة استراتيجية في تحسين الحكومة الرقمية في الأردن، وأن هناك استجابة إيجابية على اعتبار إعادة التوظيف أداة استراتيجية في تحسين الحكومة الرقمية في الأردن، وأخيرًا، أظهرت النتيجة وجود استجابة إيجابية على أن التدريب الإلكتروني أداة استراتيجية في تحسين الحكومة الرقمية في الأردن.

وأوصت الورقة الإدارات المعنية في الحكومة الرقمية في الأردن بدراسة التحقيق في تطبيق إدارة الموارد البشرية الإلكترونية كأداة استراتيجية لتحسين الحكومة الرقمية في الأردن وفي زيادة الاتجاه نحو إدارة الموارد البشرية الإلكترونية، ومواكبة التغيرات السريعة في مجال إدارة الموارد البشرية الإلكترونية كأداة استراتيجية وأدوات ووسائل الحكومة الإلكترونية، وأهمية تطوير الهيكل الإداري للحكومة الرقمية في الأردن بما يتماشى مع عملية التغيير إلى إدارة الموارد البشرية الإلكترونية كأداة استراتيجية.

الكلمات المفتاحية: إدارة الموارد البشرية الإلكترونية، الأداة الاستراتيجية، الحكومة الرقمية، الأردن.



Introduction

In recent time the world has witnessed rapid and radical developments, and organizations found themselves facing major challenges that needed to keep pace with these changes and raise challenges by presenting the new and the best, and from here the public and private administrations began to compete in using the latest innovations in the administrative field as they seek to shift from the traditional role in performance to the role modernization, so information technology and its systems have become an integral part in the success of any organization, which led to its benefit from it and its mechanisms to improve its performance and productivity, thus producing new situations and practices and bringing about changes in its functions, as the use of the word electronic has become widespread in organizations of this era, so the talk about e-commerce, e-marketing, electronic banking until the infection reaches the function of human resources management, considering it the basic wealth that the future of comprehensive development depends on its development and development, so he called it the term electronic human resources management HRM-E, which depicts the adaptation of human resources management to harmonize information and communication technology.

As well as, the increasing request of subject and changes in worldwide principles and regulations convey that governments are down than force to transfer services at the actual time and quality. ICT has the possibility to authorize people to get the better of improvement barriers, address public problems, and support democratic organization. Moreover, for a country to get an interest in ICT, technology should be done and applied effectively. The conversion of applying ICT to give services by the government is lingeringly earning ground to the world. The operation of shifting to digital technologies is very delicate that a shortage of obtaining would nearly surely guarantee the lack of competitive advantage. The rising demand for acceptance has to see at all standards of government, stated that a lot of nations supply with services to citizens in electronic methods "inclusive of computers, digital communication channels, and the Internet". This stand of service saving is known as e-Government (Monga, 2008).



On the other hand, the rapid development led to the emergence of the knowledge revolution, so the world became dealing with knowledge industries whose products and data are their raw materials and the human mind as their tool, to the extent that human resources have become the main and strategic component of the contemporary economic and social system. All this has made information and communication technology increase its focus on it. With the aim of accessing valuable knowledge and forcing organizations to find solutions to organize and manage it to ensure maximum benefit from it and preserve it from waste and loss as a strategy to improve the world of digitization. In addition, in light of the massive growth in new technology, the information revolution, and the accessibility of the Internet, other networks have become wanted for public and private organizations to accomplish competitive advantage in that technology, in order to ensure quality performance and production (Banerji, 2013).

According to the visible requirement for organizations to change their operation and innovate (as the market request), and efficacies response is necessary in order to hold up with a highly competitive market described by continuous change. As a result of this, the director has understood that the success of any business project in a complex and variable environment would rely on the effective management of its HR and other departments, and out of making valued coordination between them. Thus, this study aims to investigate the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan.

Problem study and questions

Institutions of all specializations suffer from the problem of shifting from traditional paper-based management to electronic management, and they are trying to keep pace with the global development movement in this field. Effort and time in performing the work as well as avoiding the mistakes that may be made when the business accumulates.



Besides, given that electronic management and its secretions represent one of the contemporary developments in the philosophy of modern management and an effective practice of its practices that are more compatible with the rapid changes in the business world, and from here, the performance of business has become easier than before in light of the progress and development reached by the business. And because institutions are looking for all means of their success and achieving their requirements, it has become necessary to research the possibility of exploiting this vital factor as a strategic tool in improving strategic performance in digital government.

Thus, the current study comes, especially at the present time, given the importance of implementing electronic management of human resources as a strategy to improve the digital government, due to Covid-19 (Corona pandemic), which required the government to transition to digital in its various ministries and sectors, and because of the conviction that the implementation of electronic management of human resources has a strategic role. Significant in improving and developing digital government; It will also contribute to the transformation of organizations from the traditional scope of work to the scope of electronic work.

There is no doubt that HRM-E plays a pivotal role in promoting and improving digital government, hence the basis of this research and in light of this, the research problem can be formulated as follows:

What is the role Implementation of HRM-E as a Strategic Tool to improve the digital government in Jordan?

From this main question, a number of sub-questions emerge:

- What is the role of the internet in improving the digital government in Jordan?
- What is the role of electronic employment in improving the digital government in Jordan?
- What is the role of electronic training in improving the digital government in Jordan?



Study objectives

The aim of this research is to investigate the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan. The objectives are as follows:

From this main objective, a number of sub-objectives emerge:

- To investigate the role of the internet in improving the digital government in Jordan.
- To investigate the role of electronic employment in improving the digital government in Jordan.
- To investigate the role of electronic training in improving the digital government in Jordan.

Study importance

This study intends to examine the Investigating the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan. The researcher is convinced that this research examination may assist academics, practitioners, and organizations' comprehension of the research area. Moreover, this study is important for academics because it makes a contribution to the literature review by improving a comprehensive model to investigate the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan. A continued attempt from the academician is required as this subject is still in the beginning stage. Add to that, the recently improved model has not been adopted to the developing countries' context just like Jordan. Also, from the findings of this study, the researcher would come up with more knowledge and understanding of the elements that impact the implementation of E-HRM and this study describes the side of the E-HRM systems in Jordan.

On another hand, the outcomes of this study are important for the participant's which will lead to a depth understanding, and more information comes up concerning the factors that influence the E-HRM implementation in Jordan. furthermore, set these elements would assist the decision-maker to boost and develop the e-government system in Jordan, by providing assistance and hold up by making fair decisions related to the requirement that help the workers and managers to use this system.



Additionally, this study is important for e-government that depends on e-business or supplies the services on the internet, by deliberate the elements that affect the government implementation of E-HRM. As a result, the study could assist e-government portal services and companies to meet the elements that affect the implementation of new technological services.

Study hypothesis

Main hypothesis: There is no statistically significant impact of implementing HRM as a strategic tool in improving digital government in Jordan

From this main hypothesis, a number of sub-hypotheses emerge:

- *There is no statistically significant impact of the Internet as a strategic tool in improving the digital government in Jordan*
- *There is no statistically significant impact of e-employment as a strategic tool in improving the digital government in Jordan*
- *There is no statistically significant impact of e-training as a strategic tool in improving the digital government in Jordan*

Literature review

In the 1990s organizations have to an increasing extent introduced E-HRM that is comprehended as a collection of Information Technology implementation that covers all potential combination mechanisms and contents amidst HRM and IT departments, the point at making worth within and to the organizations for pick out staff and management. Applying data and communication technologies in HR services has to turn into a sustainable strategy in order to accomplish competitive advantages for companies. Moreover, previous studies have proposed that E-HRM will accomplish the three major goals as the following: Red use costs, enhance HR services, and make better strategic orientation. As a result, the implementation of intranet technology for HR is inevitable. While HR should turn into digital, nowadays, when they are being pressed to set their added value to business performance, be convinced by as well that HRM will gain new elements with the development of e-business (Khashman & Al-Ryalat, 2015).



As well as, electronic human resource management (E-HRM) strategies have set of increasingly sustainable for some organizations to make better innovation by taking into consideration utilize of a knowledge repository. In attempting to build an organization's innovation, it is vitally fundamental to meet the importance of (E-HRM) strategies and knowledge repository and how to work to make better the organizational innovation (Khashman, 2019).

Recently, E-HRM has been deliberate increasingly by numerous scientists. Most of the research has been managing in the United States and Europe. There is a lack of studies fewer than other improved countries that are variation in the economic environment and technology. Because of the large variation in the market and technique of management of the countries in the Third World Countries, a few previous studies have conducted on the EHRM by studies in different improved countries. Electronic management is an outcome of technical and technological improvement in the area of actions and business organizations. The availability of improvement of HR by decision-makers in any system management turn into a requirement for the success of the managerial process traditionally and electronically, so remain these organizations flexible to currents of change in a scientific style and sound technical for practice workers in organizations.

The E-HRM system contains the evaluation of IT infrastructure and set the readiness level of all infrastructure to do the e-HRM subsystem. A review of the literature proposes the main goals of e-HRM implementation: cost reduction, developing HR services, and developing strategic orientation. E-HRM has gained in leading to a radical redistribution of work in organizations. For example, desktop actions just like appraisal performance, worker cost evaluation, and reporting actions are now complete by HR professionals – directors and employees out of online systems. E-HRM considered as a side of the MIS within the HR department is expected to hold up and help in the planning operations, administration operations, the operations of decision making, and controlling the HRM actions. E-HRM as an asymmetric instrument assist the decision-maker in making a worthy and accurate decision, be in charge of human capital by improving intellectual capital, knowledge management, and social capital that further leads to improved HR functions, organizational performance, and effectiveness.



Furthermore, e-HRM supports the organizations in managing all the information related to HR electronically, helps the organization in managing employees and organizational documents and information by recording and analysing them, just like employee handbooks, safety proceedings, and emergency evacuations. The latter is achieved out of the use of dissimilar e-HRM sub-functions just like (Rahman et al., 2018):

- E-Recruiting – can be described as the “use of the Internet to attract potential employees to an organization and hire them; online recruitment is also known as e-Recruitment, is the practice whereby the online technology is used websites particularly as a means of assessing, interviewing, and hiring personnel”.
- E-Training – online training has developed mainly the most effective way to distribute training inside the government organizations from the HR professional view, decreasing direct costs are instructors, published materials, training services and indirect costs are travel time, lodging and travel expenses, workforce lost time.
- E-Learning – indicates to all the programs of training, learning, or education where web-based systems and requests are used to make and transfer knowledge. E-learning covers numerous applications as web-based programs for knowledge such as “computer-based learning, online classrooms, and online collaboration”.
- E-Selection – online selection systems are significant because they are one of the way that organizations use to rise the likelihood of officials meeting role supplies, it proceeds of varied tests within online and contacts candidates’ temporarily email makes an interview by audio and video conferencing.
- E-Compensation Management delivers a system for organizations to manage and track worker participation in benefits programs. These characteristically include “insurance, compensation, profit sharing, and retirement”. This procedure needs all kinds of information to be collected and managed, particularly the nature of the chance or sickness, the individuals occupied, medical reports, regulations regulatory staff behaviour, and government information.



- E-Performance Appraisal – a software program that eases the accomplishment of performance evaluations online. The main objective of a performance management system is to control employee behaviour, make sure its arrangement with organizational goals. These schemes characteristically help directors to measure performance, inscribe performance reviews, and deliver feedback to staffs.

With the arrival of the idea of e-Government, public services over all the world have understood the importance of making their facilities more effective and available. As individuals have become more internet-savvy and knowledge good electronic services from the private sector, they make believe the same high values from government organizations. E-government possibilities to competition the private sector by contribution more actual, obvious, and obtainable public services to people and industries (Irani et al., 2007).

Moreover, the e-HRM seeks to achieve a set of goals related to the optimal use of information technology, and it also contributes directly to achieving a set of advantages that are reflected in the development of society and institutions of various kinds and citizens as well, through the establishment of a new culture that enables public administrations to improve their service performance, so their impact will spread on Quality of life in society; Accordingly, among the most important goals that the nine electronic administration has to achieve: goals related to the benefit of the beneficiaries, customers, internal and external to the organization, goals related to raising the efficiency of administrative work, goals related to increasing the efficiency, effectiveness and rationalization of administrative decision-making, and goals related to the competitiveness of the organization locally and globally (Berber, Đorđević & Milanović, 2018).

Furthermore, electronic management takes different patterns and multiple forms consistent with the nature of work at the facility in order to achieve its objectives, and the current research is concerned with the pattern of e-government, which is considered one of the types of electronic management and intends to manage public affairs by electronic means to achieve social, economic and political goals and get rid of routine and central work With high transparency, and this could represent the delivery of government services between the various authorities; E-learning is also an important dimension in electronic management.



Especially in light of what the world is witnessing now from the spread of the Coronavirus (Covid 19) pandemic, as this type of education is based on the use of computers in teaching the individual through training programs dedicated to this purpose, and study lectures and written tests can be conducted, and scientific messages are discussed via the institution's local network or Through the internet, you can also benefit from the free lessons published on the internet;

Add to that, there is a set of factors that lead to the success or failure of the application of electronic management of human resources in the organization, and these factors include (Muhammad, 2018):

- The organizational culture prevailing in the organization, as well as the culture towards managing change;
- Staff skills in using technology;
- Cooperation and coordination between the human resources management and information technology departments.

Finally , to ensure the success of implementing the system, the human resources department must educate employees about its importance, increase their conviction and acceptance of it, and design it so that it is easy to use, and employees must be trained to use it well, and to update its software in line with the need and development of the work, as well as the availability of continuous technical support to the user and continuous maintenance For hardware, software and networks, and continuous communication with system users to take feedback about the problems and obstacles they face while using the system, with the aim of continuously developing the system.

It was found through the reviewing of previous studies and researches - within the limits of the researcher's knowledge - that the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan have not been studied in its concept of the current research. Pyszka (2018) study to identify how IT solutions to effect HRM efficiency out of effective e-HRM implementation, and to examine their role in changing HRM in a public organization. the result of the study represents that the utilize IT in HRM comes up with more transparency and effective relations in HRM, keeps up improvements by convening best use from software vendors, and leads them to delegate routine HR activities to line managers and employees.



Technology has led to changes in talent management operation. The result clarifies how workers in charge of HRM reinterpret their roles moving from personnel administration to strategic HRM and business partnership. Add to that the study let draw up a working model to best realize how to boost the efficiency of e-HRM and the performance of the public organization employ IT solutions.

Further, Wairiuko et al., (2018) study the purpose of this study was to set up the effect of human resource capacity on the adoption of E-government in Kajiado County in Kenya. The result represented that human resource capacity had a strong positive influence on the adoption of e-Government. The study concludes that HR capacity has a significant influence on the adoption of E-government in the County Government of Kajiado. The study recommends that the county government of Kajiado should develop frequent training programmes for all the employees in the County. The training programs must become by training needs analysis to identify the training needs of the employees in regard to the use of ICT.

Moreover, Bondarouk et al., (2017) study aimed to give an evaluation of four decades of studies in this field with the purpose to tool up a summary and integrative framework as a basis for future research. The result represented that the elements affecting the adoption of e-HRM can be split into the following areas: technology; organization; and people. the result also found that there has been a carry both in the goals for e-HRM, from competence to make better HR service supplying and the strategic reorientation of HR departments; but as well that the kind of outcome that the literature focuses on has also varied from operational impact to relational and then transformational result.

Al Shobaki et al., (2017) to identify the efficiency of information technology and its role in E-HRM at universities in the Gaza Strip. The outcomes of the study displayed that there is agreement from the sample of the study on the availability of infrastructure in the IT centre that is statistically significant at (0.05), where the relative weight reached (73.97%). The study stressed that the cooperation of information technology centres of private sector institutions is few and limited. The results assured the availability of MIS for all administrative systems in a medium way and that these systems are moderate to build an electronic management system.



Study methodology

For the purpose of achieving the objectives of this study, which primarily engaged in investigating the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan. Various procedures and steps have been adopted. First, the Digital Government in Jordan sector was chosen as the population of this study, for the fundamental importance that they presented to its community, furthermore, a representative random number of employees at all levels in this Digital Government in Jordan sector considered as a target sample for this study.

Moreover, data collection for the study will be divided into two main sources, the first source is secondary data related to the process of referring to related articles, published magazines, and related books, on the current study concept. While the second source will be the primary source, which will be represented primarily in designing and distributing questionnaires within the targeted sample. The design process will be depending on study models which include dimensions related to the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan that was be derived after a deep review of the previous studies.

Furthermore, the collected data through the questionnaire were be analysed using the SPSS program, which performed the required mathematical process like Frequency, descriptive, regression analysis.

RESPONDENTS' PROFILE

The study sample included 100 participants. As mentioned above, the questionnaire was distributed to employees in Digital Government in Jordan. Given the frequency of the study sample, which is a total of 100, table (1) shows that the number of males reached 58 and by 58 percent, while the number of female reached 42 and by 42 percent, it is noted that the majority of the sample is male. On other hand, the number of sample of the age distribution of 18-25 was 6 and by 6 percent, from 26-35 was 52 and by 52 percent, from 36-45 was 37 and by 37 percent, and 46-55 was 5 and by 5 percent.

The number of sample of education level reached 15, and by 15 percent for diploma, 53 and by 53 percent for bachelors, 29 and by 29 percent for Master, finally 3 of participant was complete PHD and by 3 percent.



Also, the number of sample of Marketing Department reached 9, and by 9 percent, Sales Department reached 39 and by 39 percent. In addition, the number of sample of Public Relations Department was 17 and by 17 percent, Customer Service Department reached 18 and 18 percent, HR Department was 11 and by 11 percent, and IT Department was 6 and by 6 percent.

Finally, the number of experience from 5 years or less reached 37 and by 37 percent, while the number of 6-10 years reached 32 and by 32 percent, prom 11-15 years reached 20 and by 20percent, and the 16 years and more reached 11 and by 11 percent.

Table 1: Socio-demographic characteristics of the participants (N= 100).

Variable	N (%)
Gender	
Male	58 (58%)
Female	42 (42%)
Educational level	
Diploma	15 (15%)
Bachelors	53 (53%)
Master	29 (29%)
Ph.D.	3 (3%)
Current department/area	
Marketing department	9 (9%)
Sales department	39 (39%)
Public sales department	17 (17%)
Customer service department	18 (18%)
HR department	11 (11%)
IT department	6 (6%)
Age	
18-25	6 (6%)
26- 35	52 (52%)
36-45	37 (37%)
46-55	5 (5%)
Years of experience	
5 years or less	37 (37%)
6- 10 years	32 (32%)
11- 15 years	20 (20%)
16 years and more	11 (11%)



VALIDITY AND RELIABILITY

Cronbach alpha coefficient was calculated to measure the questionnaire variables and verify their validity, which means the strength of the correlation between the measurement paragraphs. In addition, the Alpha coefficient is given with a good estimate of reliability. In this research, the Cronbach alpha equation was applied to verify the reliability of the questionnaire. Although there are no standards for the appropriate alpha values, in practice, alpha that is greater than 60.0 is considered acceptable. Table (2) shows the Cronbach’s alpha values for the study variables.

Table (2): Cronbach’s Alpha for the Questionnaire.

Scale	Item number	Cronbach’s Alpha (%)
Internet	7	0.927
e-employment	5	0.932
e-training	4	0.929
improving digital government in Jordan	9	0.934
Entire Questionnaire	25	0.982

The above table shows the Cronbach’s alpha for the variables of the study, where improving digital government in Jordan variable obtained the highest value, which reached 0.934, while Internet variable obtained the lowest value, which reached 0.927. The questionnaire as a whole obtained a value of 0.982, which reflects the consistency of all the paragraphs of the questionnaire.

Result

This section will present the results that have been derived from statistical analysis, which aims to investigate the Implementation of e-HRM as a Strategic Tool to Improve the Digital Government in Jordan. SPSS 20.0 was used to extract mean and standard deviation, in addition, to test hypotheses by using regression analysis. Finally, the result will be listed and discussed in more detail and in comparison, with the results of previous studies, before suitable recommendations are drawn out.



The results of the descriptive statistical analysis of the questionnaire statements are presented by determining the mean and standard deviations. Therefore, the degree of response or non-response of the sample to the statements is determined to investigate the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan.

The below section showed each, statements' associated with mean and standard deviation, which will be used later on to explain the sample agreement to investigate the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan.

The researcher used the arithmetic averages and percentages, and the estimation of respondents' responses to each of the statements. The researcher used the following criterion based on the mean value:

- 1 to 2.33 - Weak agreement
- 2.34 to 3.66 - Good agreement
- 3.67 to 5 - High agreement



DESCRIPTIVE STATISTICS

First: E-HRM Dimensions

In this section, the level based on implementing e-HRM in your workplace. This dimension has been divided into sub-dimensions.

1- Internet

This part stands for *Internet*, which refers to the participants' level of arrangement with the below statements at companies in Digital Government in Jordan. Table (3) shows the participants' agreement regarding *Internet* statements.

Table (3): Internet Analysis

Statement	Mean	SD
Computers in my workplace equipped with the intranet	3.64	1.168
I receive training in using the Internet at my workplace	4.15	1.048
The Internet helps me buy time while I do my work	3.92	.907
My workplace uses the internal internet to improve and enhance performance	3.47	1.201
I use the Internet to communicate with other employees	3.68	1.034
I use the Internet to communicate with other departments and branches of my workplace.	3.86	1.119
I believe that the Internet is the most appropriate method for internal communication in my workplace.	3.82	.947
Total Mean and Standard Deviation	3.79	1.06

In the above table (3), it appears that the general mean of all statement related to Internet is (3.79), which reflects a high agreement. Moreover, the standard deviation value is (1.06), which is standard and reflects coming together on the response of the sample.



The highest mean is (4.15) for statement number 2 “I receive training in using the Internet at my workplace.” which reflects high agreement, and the lowest mean was (3.43) for statement number 4 “My workplace uses the internal internet to improve and enhance performance. In general, the sample attitude toward the statement was positive; thus, the participants were agreeing the in Digital Government in Jordan have good internet in E-HRM, and the response has a positive attitude towards that.

2- E-Employment

This part stands for *E-Employment*, which refers to the participants’ level of arrangement with the below statements of *E-Employment* at Digital Government in Jordan. Table (4) shows the participants' agreement regarding *E-Employment* statements.

Table (4): E-Employment Analysis

Statement	Mean	SD
Vacancy announcements are made through the website portal of my workplace.	3.80	.888
Apply for employment electronically to my workplace.	4.06	1.071
My workplace uses the electronic selection system for the employment applications submitted to it.	3.90	1.087
Electronic interviews are used in the recruitment process in my workplace.	3.91	.975
My workplace resorts to electronic recruitment to bring in highly qualified and experienced people in order to acquire new knowledge and improve and develop institutional performance	3.96	1.053
Total Mean and Standard Deviation	3.92	1.01

In the above table (4), it appears that the general mean of all statement related to E-Employment is (3.92), which reflects a high agreement. Moreover, the standard deviation value is (1.01), which is standard and reflects coming together on the response of the sample. The highest mean is (4.06) for statement number 2 “Apply for employment electronically to my workplace.” which reflects high agreement and the lowest mean was (3.80) for statement number 1 “Vacancy announcements are made through the website portal of my workplace.” Which reflects high agreement. In general, the sample attitude toward the statement was positive; thus, the participants were agreeing at Digital Government in Jordan good E-Employment, and the response has a positive attitude towards that.



3- E-Training

This part stands for E-Training, which refers to the participants' level of arrangement with the below statements at of E-Training at Digital Government in Jordan. Table (5) shows the participants' agreement regarding E-Training statements.

Table (5): E-Training Analysis

Statement	Mean	SD
I think the concept of electronic training is a clear concept to me.	3.79	.913
I think the electronic training is in line with the requirements of my position.	3.84	1.042
In my workplace, employees are trained using various electronic training methods.	3.72	.922
I follow the online training.	3.86	.910
Total Mean and Standard Deviation	3.80	.946

In the above table (5), it appears that the general mean of all statements related to E-Training is (3.80), which reflects a high agreement. Moreover, the standard deviation value is (0.946), which is standard and reflects coming together on the response of the sample. The highest mean is (3.86) for statement number 4 “I follow the online training.” which reflects high agreement and the lowest mean was (3.72) for statement number 3 “In my workplace, employees are trained using various electronic training methods.” This reflects good agreement. In general, the sample attitude toward the statement was positive; thus, the participants were agreeing with E-Training at Digital Government in Jordan E-Training, and the response has a positive attitude towards that.

Second: Employee extent toward the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan

This part stands for Employee extent toward the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan, which refers to the participants' level of arrangement with the below statements of Employee extent toward the Implementation of e-HRM at Digital Government in Jordan. Table (6) shows the participants' agreement regarding extent toward the Implementation of e-HRM as a Strategic Tool statements.



Table (6): Employee extent toward the Implementation of e-HRM as a Strategic Tool Analysis

Statement	Mean	SD
E-HRM helps to achieve the digital government goals in Jordan	3.74	1.143
E-HRM helps to manage the organizational development process to digital government goals in Jordan	3.78	1.050
E-HRM helps in improving communication methods and transfer information and data between different administrative units at digital government goals in Jordan	3.64	1.087
The use of modern technological methods in HRMS contributes to digital government goals in Jordan development.	3.85	1.038
E-HRM contribute to resolving work problems and increase coordination between the different units at digital government goals in Jordan	3.64	1.059
E-HRM affect the growth and development of workers at digital government goals in Jordan	3.89	1.063
E-HRM helps increase performance effectiveness at digital government goals in Jordan	3.68	.886
E-HRM facilitates organizational development process at digital government goals in Jordan	3.57	1.008
E-HRM leads to a degree of flexibility and to adapt to the work environment variables at digital government goals in Jordan.	3.58	.901
Total Mean and Standard Deviation	3.70	1.02

In the above table (6), it appears that the general mean of all statement related extent toward the Implementation of e-HRM as a Strategic Tool Analysis is (3.70), which reflects a high agreement. Moreover, the standard deviation value is (1.02), which is standard and reflects coming together on the response of the sample. The highest mean is (3.89) for statement number 6 “E-HRM affect the growth and development of workers at digital government goals in Jordan.” which reflects high agreement and the lowest mean was (3.57) for statement number 7 “E-HRM facilitates organizational development process at digital government goals in Jordan.” Which reflects good agreement. In general, the sample attitude toward the statement was positive; thus, the participants were agreeing at Digital Government in Jordan good to extent toward the Implementation of e-HRM as a Strategic Tool Analysis.



TESTING HYPOTHESES

Testing Main Hypothesis

H1: There is no statistically significant impact of implementing HRM as a strategic tool in improving digital government in Jordan. To test the main hypothesis, the sub-hypotheses were tested as follows.

1- The first sub hypothesis:

H1.1: There is no statistically significant impact of the Internet as a strategic tool in improving the digital government in Jordan.

To test the first sub hypothesis, the simple regression test was used to test the relationship among the independent variable (Internet) on the dependent variable (improving the digital government in Jordan). Table (7) shows the findings of the correlation among the independent variable (Internet) and the dependent variable (improving the digital government in Jordan).

The R-value (.862^a) refers to the correlation among the independent variable (Internet) and the dependent variable (improving the digital government in Jordan). R square for improving the digital government in Jordan indicates that 74% change or variance in the improving the digital government in Jordan can be expressed by the Internet, and the other remaining percentage (26%) is expressed by other factors.

The value of sig (0.000) is less than the significant level ($\alpha=0.05$), which shows that there is an important relationship between Internet and improving the digital government in Jordan, and according to Beta values (.862), the type of this relationship is positive which means that any improvement and increased on Internet will increase the improving the digital government in Jordan. The correlation among the variables is assumed by the following association:

$$Y = 0.256 + 0.928. X1$$

Table(7): Correlation and Variance between Internets on improving the digital government in Jordan

Variables	B value	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sigma	Beta
Constants	.256	.862a	.744	.741	.41284	.000	.862
improving the digital government in Jordan	.928						



According to the above explanation, this hypothesis is not accepted, which means that there are a positives response from the Internet as a strategic tool in improving the digital government in Jordan.

2- The second sub hypothesis:

H1.2: There is no statistically significant impact of e-employment as a strategic tool in improving the digital government in Jordan.

To test the first sub hypothesis, the simple regression test was used to test the relationship among the independent variable (e-employment) on the dependent variable (improving the digital government in Jordan). Table (8) shows the findings of the correlation among the independent variable (e-employment) and the dependent variable (improving the digital government in Jordan)

The R-value (.841^a) refers to the correlation among the independent variable (e-employment) and the dependent variable (improving the digital government in Jordan). R square for improving the digital government in Jordan indicates that 71% change or variance in the improving the digital government in Jordan can be expressed by the e-employment, and the other remaining percentage (29%) is expressed by other factors.

The value of sig (0.000) is less than the significant level (α=0.05), which shows that there is an important relationship between e-employment and improving the digital government in Jordan, and according to Beta values (.841), the type of this relationship is positive which means that any improvement and increased on e-employment will increase improving the digital government in Jordan. The correlation among the variables is assumed by the following association:

$$Y = 0.207 + 0.901. X1$$

Table(8): Correlation and Variance between e-employment on improving the digital government in Jordan

Variables	B value	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sigma	Beta
Constants	.207	.841 ^a	.708	.705	.44058	.000	.841
improving the digital government in Jordan	.901						



According to the above explanation, this hypothesis is not accepted, which means that there are a positives response from e-employment as a strategic tool in improving the digital government in Jordan.

3- The third sub hypothesis:

H1.3: There is no statistically significant impact of e-training as a strategic tool in improving the digital government in Jordan.

To test the first sub hypothesis, the simple regression test was used to test the relationship among the independent variable (e-training) on the dependent variable (improving the digital government in Jordan). Table (9) shows the findings of the correlation among the independent variable (e-training) and the dependent variable improving the digital government in Jordan).

The R-value (.831^a) refers to the correlation among the independent variable (e-training) and the dependent variable (improving the digital government in Jordan). R square for improving the digital government in Jordan indicates that 69% change or variance in the improving the digital government in Jordan can be expressed by the e-training, and the other remaining percentage (31%) is expressed by other factors.

The value of sig (0.000) is less than the significant level (α=0.05), which shows that there is an important relationship between e-training and improving the digital government in Jordan, and according to Beta values (.831), the type of this relationship is positive which means that any improvement and increased on e-training will increase the improving the digital government in Jordan. The correlation among the variables is assumed by the following association:

$$Y = 0.826 + 0.780. X1$$

Table(9): Correlation and Variance between e-training on improving the digital government in Jordan

Variables	B value	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sigma	Beta
Constants	.826	.831 ^a	.690	.687	.45391	.000	.831
improving the digital government in Jordan	.789						



According to the above explanation, this hypothesis is not accepted, which means that there are a positives response from the e-training as a strategic tool in improving the digital government in Jordan.

Conclusion

Digital Government in Jordan sector is an important sector due to public services over all the world have understood the importance of making their facilities more effective and available. As a result, this paper investigation in the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan to ensure the success of implementing the system, the human resources department must educate employees about its importance, increase their conviction and acceptance of it, and design it so that it is easy to use, and employees must be trained to use it well and to update its software in line with the need and development of the work, as well as the availability of continuous technical support to the user and continuous maintenance For hardware, software and networks, and continuous communication with system users to take feedback about the problems and obstacles they face while using the system, with the aim of continuously developing the system.

The summary of the result:

- E-Employment obtained the highest mean (3.92), while E- training obtained (3.80), Internet obtained (3.79). Finally, the Employee extent toward the Implementation of e-HRM as a Strategic Tool analysis obtained (3.70).
- The first sub hypothesis testing result reached that there are a positives response from the Internet as a strategic tool in improving the digital government in Jordan.
- The second sub hypothesis result reached that there are a positives response from e-employment as a strategic tool in improving the digital government in Jordan.
- The third sub hypothesis result reached that there are a positives response from the e-training as a strategic tool in improving the digital government in Jordan.



Recommendations

The following is a set of recommendations based on the results, hoping for the administrations of the Digital Government in Jordan concerned to study investigating the Implementation of e-HRM as a Strategic Tool to Improve Digital Government in Jordan from this area in increasing the direction to e-HRM. These recommendations are:

- Keeping abreast of the rapid changes in the field of e-HRM as a Strategic Tool and the tools and means of electronic Government.
- Developing the administrative structure of the Digital Government in Jordan in line with the process of change to e-HRM as a Strategic Tool.
- The development of e-HRM in the Digital Government in Jordan, as they have a key role in the success of the process of transition to e-HRM.
- Expanding the use of e-HRM as a Strategic Tool to manage the affairs of employees to take advantage of their multiple advantages such as reducing expenses and decreasing the time of accomplishment of the business.



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