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The Impact of EHRM Practices on Organizational Excellence: An Empirical Study in Jordanian Engineering Manufacturing Companies

أثر ممارسات إدارة الموارد البشرية الالكترونية على التميز التنظيمي: دراسة تطبيقية في شركات التصنيع الهندسية الأردنية

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Authorization

I, **Ola Mohammed Salameh**, authorize the Middle East University to provide copies of my thesis on paper and electronically to libraries, organizations, and institutions concerned with scientific study and studies upon request.

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Thesis Committee Decision

This thesis of the student Ola Mohammad Salameh, which studied "**The Impact of EHRM Practices on Organizational Excellence: An Empirical Study in Jordanian Engineering Manufacturing Companies**" has been defined, accepted, and approved on 17/1/2024.

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Dedication

This thesis is dedicated to my darling Jordan. I'd like to thank my parents for their encouragement and guidance over the years that have helped me get to this point. My thanks also go to my friends who have been always on my side motivating me to complete what I have started.

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The Impact of EHRM Practices on Organizational Excellence: An Empirical Study in Jordanian Engineering Manufacturing Companies

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Abstract

The primary aim of this study was to examine how Electronic Human Resource Management (EHRM) practices impact organizational excellence within the framework of Jordanian engineering manufacturing companies. Employing a descriptive analytical approach, the research sought to elucidate the correlation between EHRM practices and the overall excellence of these organizations.

To fulfill the study's objectives, a questionnaire was employed to assess the ramifications of EHRM practices. Both paper and electronic questionnaires were dispersed, yielding 65 responses, of which 51 were deemed valid for subsequent analysis. Participants encompassed owners, managers, and employees from 13 engineering manufacturing companies based in Amman, Jordan. The amassed data underwent scrutiny employing the Statistical Package for the Social Sciences (SPSS) and regression analysis methods.
The study's outcomes unveiled a positive and noteworthy impact of the independent variable—EHRM practices—on the dependent variable, organizational excellence.
In light of these findings, the study proposed various recommendations. Foremost among them is the imperative for continuous enhancement in EHRM practices for all engineering manufacturing companies in Jordan. This recommendation underscores the ongoing need for refining electronic human resource management strategies to cultivate and sustain organizational excellence.

Keywords: Organizational Excellence, E-HRM Practices, E-Recruitment, E-Compensation, E-Planning, E-Training, E-Performance, Engineering Manufacturing Companies, Jordan.

أثر ممارسات إدارة الموارد البشرية الالكترونية على التمييز التنظيمي: دراسة تطبيقية في شركات التصنيع الهندسية الأردنية

إعداد

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إشراف

الأستاذ الدكتور عزام أبو مُغلي

الملخّص

كان الهدف الأساسي من هذه الدراسة هو دراسة كيفية تأثير ممارسات إدارة الموارد البشرية الإلكترونية (EHRM) على التميز التنظيمي في إطار شركات التصنيع الهندسية الأردنية. وباستخدام المنهج الوصفي التحليلي، سعى البحث إلى توضيح العلاقة بين ممارسات إدارة الموارد البشرية الإلكترونية والتميز العام لهذه المنظمات.

ولتحقيق أهداف الدراسة، تم استخدام استبيان لتقييم تداعيات ممارسات إدارة الموارد البشرية الإلكترونية. تم توزيع الاستبيانات الورقية والإلكترونية، مما أسفر عن 65 إجابة، منها 51 صالحة للتحليل اللاحق. وكان من بين المشاركين مدراء وملاك وموظفين من 13 شركة تصنيع هندسية مقرها في عمان، الأردن. خضعت البيانات المجمعة للتدقيق باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS) وطرق تحليل الانحدار.

وكشفت نتائج الدراسة عن تأثير ايجابي و ملحوظ للمتغير المستقل – ممارسات إدارة الموارد البشرية الإلكترونية – على المتغير التابع وهو التميز التنظيمي.

وفي ضوء هذه النتائج قدمت الدراسة توصيات مختلفة. وأهمها ضرورة التحسين المستمر في ممارسات إدارة الموارد البشرية الإلكترونية لجميع شركات التصنيع الهندسية في الأردن. تؤكد هذه التوصية على الحاجة المستمرة لتحسين استراتيجيات إدارة الموارد البشرية الإلكترونية لتنمية التميز التنظيمي واستدامته.

الكلمات المفتاحية: التميز التنظيمي، ممارسات إدارة الموارد البشرية الإلكترونية، التوظيف الإلكتروني، التعويضات الالكترونية، التخطيط الإلكتروني، التدريب الإلكتروني، تقييم الأداء الإلكتروني، شركات التصنيع الهندسية، الأردن.

CHAPTER ONE

Study Background and Significance

1.0 Introduction

Globalization has caused the economic world to swiftly alter and move to a new degree of development that is tied to a technological environment. Business is one of the most influenced industries, as it is the primary source of progress for countries.

To achieve economic success, firms tend to adapt their work systems and surroundings to reflect the world's technology transformation (Genz et al., 2021). The human resources department is one of the systems in any firm that needs to be improved and updated (Chowdhury et al., 2012).

Human resource management has grown in importance as a result of the increasing importance of human relations, motivating workers, and satisfying their needs, and because the success and failure of all organizations is dependent on the factor, in addition to the expenses incurred by organizations to cover worker wages and compensations, and these wages and compensations work primarily to increase production (Jagarwar, 2022). Human resource management has evolved to improve the performance of human resources as a result of several electronic innovations. To use the term (electronic human resource management) (Al-heet, 2022)

Many scholars define human resource management (HRM) as the division responsible for employing people, supervising their job, and monitoring their performance. Human resource management (HRM) is sometimes known as human resources (HR) (Guest, 1987). This department performs several responsibilities in any organization; it is the department that develops work policies, job descriptions, and, most importantly, remuneration systems for employees.

Due to technological advancements in business, a new idea, Electronic Human Resources Management (EHRM), has evolved (Berber et al., 2018). E-HRM is a process concerned with the planning, implementation, and deployment of information technology for both networking and assisting at least two individual or collective actors in their shared performance of HR activities (Strohmeier, 2007).

EHRM (Electronic Human Resources Management) plays an important part in achieving excellence, which has given manpower management exceptional importance and energy, changing its character and operations. Information, as well as the need to implement and rely on current technology in human resource management activities and duties, as the introduction of new and sophisticated technologies leads to excellence in organizational performance (Ahmad, 2015; Sheriff & Ravishankar, 2011).

Electronic human resource management (EHRM) is defined as the planning, organizing, leading, and controlling of human and material resources in order to achieve specific goals efficiently and effectively through the use of information implement strategies, policies, and practices for managing human resources through the use of existing channels On (web technology), and thus it includes all procedures and measures that the organization takes in order to attract outstanding employees (Ahmad, 2015; Dhamija, 2012).

When implementing EHRM, there must be an understanding of the additional value of such an implementation, which is establishing organizational excellence. Organizational quality must be the primary requirement for any EHRM system; additionally, the sustainability of organizational excellence is a must for every company. Sustainable organizational excellence should take into account all of the factors that influence the organization's performance (Fanta et al., 2017). Market changes, business

development, rivals' ingenuity, quality management, and customer happiness are some of these aspects (Hussain et al., 2018).

As a result, establishing organizational excellence necessitates a strategy for implementing the HRM improvements required to carry out all of the company's updates (Kalyani & Prakashan Sahoo, 2011). Organizational excellence cannot be sustained unless integrated human resource management evolves into electronic human resource management. The human aspect in an organization is the key to leading it to excellence (Shih, 1996).

Researches proved that (EHRM) plays an influential role in achieving excellence, which has given manpower management special importance and vitality, which has changed its nature and operations (Maha A.Z.D., 2015). Information, as well as the need to introduce modern technology and rely on it in the activities and tasks of human resources management, as the introduction of modern and advanced technologies lead to excellence in organizational performance (Kumar.D., 2012). therefore, the current study aims to identify the impact of EHRM on organizational excellence in Jordanian engineering manufacturing companies in particular due to many reasons that will be discussed later in details.

The study's aims were to investigate the level of E-Human Resources Management techniques in Jordanian engineering manufacturing companies. Specifically, to investigate employee views of organizational excellence in such firms. Furthermore, to investigate the impact of E-Human Resources Management techniques (E-Recruitment, E-planning, E-Compensation, E-Training, E-Performance Evaluation) on organizational excellence in Jordanian engineering manufacturing firms.

1.1 Problem Statement

Achieving organizational excellence is seen as an important administrative procedure since it serves as the foundation for many decisions about electronic human resource management practices. Studying it to assist firms to reach long-term strategic objectives and attain excellence by building electronic human resources department processes and operations that contribute to organizing and improving the organization's business activities. And because the Jordanian Engineering Manufacturing Companies enjoy high technology, they need to continuously update their functions related to electronic human resources, because of their importance in achieving high levels of performance. Thus, reaching organizational excellence in the industrial sector, whichrequires organizations to develop and improve electronic human resource practices because of their impact on achieving organizational excellence. However, it seems that there is scarcity of interest in managing (E-HRM) among Jordanian engineering manufacturing companies, and thus this study comes in order to shed light on its importance.

In addition, the researcher, who is actively working in this field, has conducted interviews to validate the significance of the study. The conclusions gained from these interviews not only add to the current knowledge base, but also highlight the research's practical significance in the context of this study.

1.2 Study Objectives

The study aimed to achieve the following objectives:

1. Identify the level of E-Human Resources Management practices (E- Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) in Jordanian engineering manufacturing companies.
2. Identify the level of organizational excellence in Jordanian engineering manufacturing companies

3. Identify the impact of E-Human Resources Management practices (E- Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) on organizational excellence in Jordanian engineering manufacturing companies.

1.3 Study Questions

The research's problem can be detected by answering the following study questions:

1. What is the level of E-Human Resources Management practices (E Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) in Jordanian engineering manufacturing companies?
2. What is the level of organizational excellence in Jordanian engineering manufacturing companies?
3. What is the impact of E-Human Resources Management practices (E-Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) on organizational excellence in Jordanian engineering manufacturing companies?

1.4 Study Hypothesis

Based on the study problem and the literature review, the following research hypotheses will be examined:

H0 1: There is no statistically significant impact at the level ($\alpha = 0.05$) of E HRM practices (E-Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) collectively on organizational excellence in Jordanian engineering companies.

From the previous major hypothesis come five sub-hypotheses, can be summarized as follows:

H01.1: There is no statistically significant impact at the level ($\alpha = 0.05$) of E-Recruitment on organizational excellence in Jordanian engineering manufacturing companies.

H01.2: There is no statistically significant impact at the level (α = 0.05) of E-planning on organizational excellence in Jordanian engineering manufacturing companies.

H01.3: There is no statistically significant impact at the level (α = 0.05) of E-Compensation on organizational excellence in Jordanian engineering manufacturing companies.

H01.4: There is no statistically significant impact at the level (α = 0.05) of E-Training on organizational excellence in Jordanian engineering manufacturing companies.

H01.5: There is no statistically significant impact at the level (α = 0.05) of E-Performance evaluation on organizational excellence in Jordanian engineering manufacturing companies

1.5 Study Model

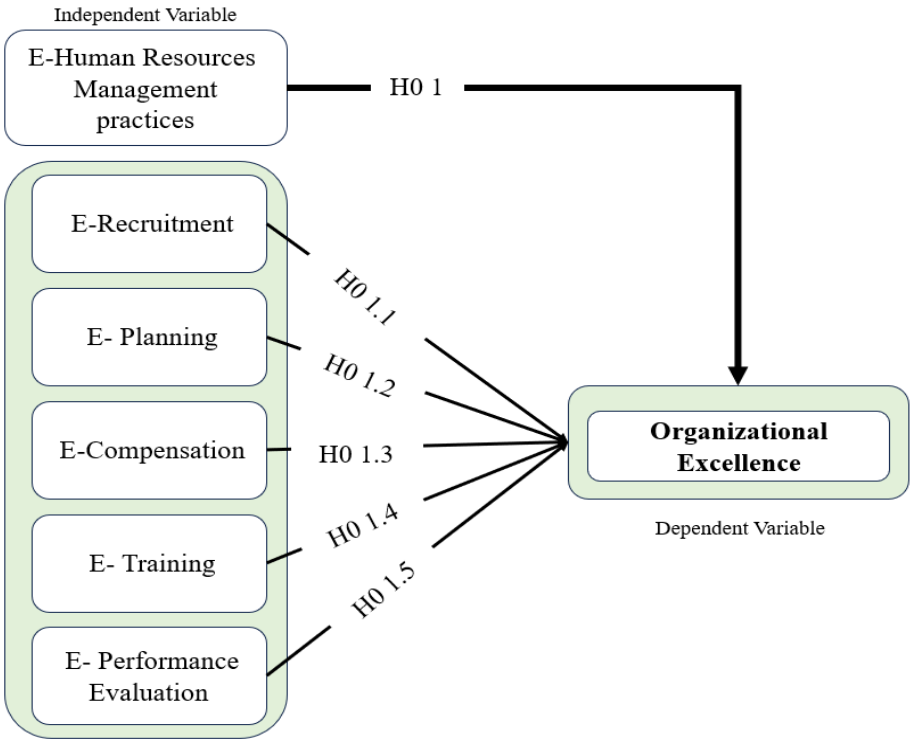

Fig. 1.1: The Study Model

The study model was developed based on the following previous studies: (Mahfod, et al., 2018), (Findikli & Rofcanin, 2016), (Zyadh, 2018), (Ringrose, 2013), (Kittikowit, et al., 2018). (AlHalaseh& Alrawadyeh,2022).

1.6 Study Significance

A. Theoretical importance

This study contributes to a better theoretical understanding of Electronic Human Resources Management (EHRM), particularly in Jordanian engineering manufacturing companies, by emphasizing the transformative impact of technology in HR operations and emphasizing the strategic importance of HR practices when aligned with long-term company goals. Exploring the impact between EHRM and organizational excellence provides theoretical insights into how HR technology might promote overall organizational excellence.

B. Practical importance

Employees in engineering and manufacturing companies can profit from this research by finding electronic human resource management methods. Furthermore, firm executives can benefit from it by implementing strategies and policies that promote the use of computerized human resource management.

1.7 Operational definitions

- **E-HRM, or electronic human resource management:** It is the use of web-based technology in human resource systems.
- **E-Recruitment**: It is the process of attracting qualified individuals to fill open positions through electronic human resource management. This dimension was measured through questionnaire item from (1-5).
- **E-planning:** The use of electronic or digital technologies in the planning procedures of an organization. Electronic tools for worker scheduling, project planning, and corporate strategy could be included. This dimension was measured through questionnaire item from (6-10).

- **E-compensation:** A cash payment made electronically to an individual in exchange for the services. This dimension was measured through questionnaire item from (11-15).
- **E-training:** It is a training process that aims to provide training content through any medium of modern communication mechanisms, such as computers and the Internet, to overcome the geographical distance between the trainee and the trainer. This dimension was measured through questionnaire item from (16-20).
- **E-Performance Evaluation:** It is the use of information technology to undertake any type of work evaluation. This dimension was measured through questionnaire item from (21-25).
- **Organizational excellence**: is the organization's effort to capitalize on crucial opportunities, which is preceded by excellent strategic planning and dedication to realizing a common vision of defined purpose, adequate resources, and performance concern. This dimension was measured through questionnaire item from (26-35).

1.8 Study Limits

1. **Human Limits**: employees at the Jordanian engineering manufacturing companies.
2. **Time Limits**: This study has been conducted during the academic year of 2024.
3. **Place Limits**: The study has been conducted in Jordanian engineering industries.

1.9 Study Limitations

- First, this study relies on cross-sectional data, which are often constrained by the fact that they are taken at a single point in time and do not provide a sequence of events.
- Second, due to the difficulties of gathering data, we had a limited number of

employees who are intimately involved in turning EHRM practices into organizational excellence.

- Future study on engineering manufacturing companies in Jordan should not only consult policy implementers, but also employees' perspectives.

CHAPTER TWO

Theoretical Framework and Previous Studies

2.0 Introduction

Human resource management has evolved throughout the years from traditional H.R. to a more technologically based employment known as electronic human resource management (E-HRM). Technology advancement, technological innovation, and the Internet of Things have transformed human resource roles and practices into digitalized operations that are now automated and data-driven. Since the introduction of web-based HRM systems in its activities in the 1990s (AlHarazneh and Sila, 2021) and the announcement of the World Wide Web in 1991 to the twenty-first century's most significant innovation 5G network that facilitates information exchange in a split second (MartnezMorán, Urgoiti, and Diez, 2021). The major transition from human intervention to automated digital interference has the expected impact of supporting organizations in performing better in their essential work obligations. Digital transformation is one of the areas where businesses succeed, and automation has become vital in how a business should run, resulting in a positive impact on the entire business function (Hairiyadi and Ahsyar, 2019). The deployment of E-HRM saves the organization time and money. In their study on the automation of human resource procedures using E-HRM in Jordanian engineering manufacturing companies, Balakrishnan and Duraipandian (2020) confirmed this statement. Employee opinion and acceptance of E-HRM in a business are highly influenced by the overall expenses of obtaining E-HRM. The broad exercise of putting an E-HRM notion into reality will also result in investment and added value. Furthermore, implementing this technology improves business processes, boosts information flow, and improves organizational excellence. for example, that an organization aims to give staff

with ongoing training and development. In that situation, it saves time, enabling employees to do the right thing the first time, increases their satisfaction and productivity, efficiency, and, eventually, their dedication to system improvement (Manivannan and Valliammal, 2019). Furthermore, E-HRM is a high-tech, never-ending process of establishing, executing, and integrating organizational and HRM strategies, policies, and practices utilizing web-based technologies, resulting in cost savings, increased efficiency, and more adaptable services (Oswal and Narayanappa, 2015).

Jordanian Engineering Manufacturing Companies' digitalization creates a positive image for attracting talent, ensures employee loyalty, promotes employee and department autonomy, and speeds up new people management chores. Such companies' digitalization merely refers to the addition of new information and communication technology capabilities. These businesses will change the workers and the workplace, and as a result, the work environment will change. Working remotely, for example, necessitates the development of new settings, duties, and other elements (Tataru, 2019). Talent management is also included in this method (Martnez-Morán et al. 2021). The prospect of digital transformation needs significant system adjustments as well as new operating formulas. This approach also covers talent management. The prospect of digital transformation needs significant system adjustments as well as new operating formulas.

2.1 Theoretical Background

2.1.1 Organizational Excellence

Organizational excellence is the investment of organizations in critical opportunities driven by effective strategic planning, commitment to a common vision, clear purpose, adequate resources, diligence, and effective performance. Additionally, it can be referred to as Systematic efforts to establish a framework of standards and processes intended to engage all employees to deliver value in the products and services that fulfill customer

requirements (Medina-Merodio et al., 2020) .Organizational Excellence focuses in assisting experts to innovate and enhance in order to meet and surpass their operational goals (Pellissier, 2009). As changes in businesses occur at an unanticipated and faster rate, the ability to adapt and problem solve becomes increasingly vital. they employ a variety of process improvement techniques to assist in achieving desired results (Pellissier, 2009).

Definition of Organizational Excellence

Organizational excellence is commonly perceived as an ongoing and systematic improvement of organizational performance, processes, and overall results. Respected scholars such as Juran and Crosby have stressed the vital importance of quality management, urging a continuous commitment to eliminating defects in both products and processes (Suarez, 1992). Deming introduced the concept of Total Quality Management (TQM), highlighting the need for a comprehensive and integrated approach to enhance the organization across its entire spectrum of operations. TQM, in essence, involves cultivating a culture of continual improvement, involving employees, and prioritizing customer satisfaction (Chandra, 1993). Various definitions of organizational excellence emphasize the alignment of organizational strategies, processes, and people as the pivotal factor in achieving outstanding outcomes (Bowden, 2000). This holistic viewpoint underscores the interconnected nature of different organizational elements, emphasizing the necessity for a coordinated and unified approach that goes beyond individual components (Osifo & Charles Osifo, 2013). Ultimately, the pursuit of organizational excellence encompasses not only the elimination of defects and the adoption of quality management but also a strategic and people-oriented alignment that collectively propels the organization toward sustained success and optimal performance (Okhuysen & Bechky, 2009).

Determinants of Organizational Excellence

In the quest for organizational excellence, a complex interplay of essential factors comes to the forefront (Kanji, 2002). Leading the way is effective leadership, serving as a linchpin that directs the course and path to success. Effective leadership, particularly in the transformative sense with elements of inspiration and intellectual stimulation, shows a strong association with heightened organizational excellence (Meeme Julius M'Lingera & Kiende Hellen Guantai, 2020). Yet, leadership is not a solitary force; it intricately intertwines with the organizational culture. The collective ethos of organizational culture, as described by (Ertosun & Adiguzel, 2018), encapsulates shared values and norms, shaping behaviors and decisions. A dynamic and adaptable culture becomes a foundational element, influencing the organization's ability to innovate and withstand challenges (Firican, 2022). Employee engagement also plays a crucial role, serving as a key determinant connecting individual commitment to overall organizational success (Clack, 2021). Cultivating an environment where employees feel valued, empowered, and aligned with the organizational mission nurtures a culture of collaboration and excellence (C. Kumar & Corresponding, 2011). Additionally, the relentless pursuit of innovation, driven by leaders who advocate for creativity and continual improvement, propels organizations beyond conventional limits (Van Dierendonck & Rook, 2010). This comprehensive integration of leadership, organizational culture, employee engagement, and innovation weaves a complex fabric of determinants that propels organizations to the zenith of excellence, not only shaping their current success but also reinforcing their ability for sustained growth and adaptability in an ever-changing landscape.

Measurement of Organizational Excellence

Assessing organizational excellence presents a complex challenge due to its multifaceted nature, leading scholars and practitioners to create a variety of models and

frameworks for comprehensive evaluation. Notably, the Malcolm Baldrige National Quality Award and the European Foundation for Quality Management (EFQM) Excellence Model emerge as widely adopted frameworks, recognized for their thorough consideration of various dimensions critical to organizational performance (Bou-Llusar et al., 2009). These frameworks cover leadership, strategy, customer focus, measurement, workforce, operations, and results as essential components, offering a comprehensive perspective to analyze and improve organizational excellence (Dodangeh et al., 2012). The Malcolm Baldrige framework, established by the National Institute of Standards and Technology (NIST), prioritizes performance excellence across sectors such as business, education, healthcare, and nonprofits, providing a robust set of criteria for assessment. Similarly, the EFQM Excellence Model, developed by the European Foundation for Quality Management, integrates leadership, processes, and results within a holistic framework that promotes ongoing enhancement (Toma & Marinescu, 2018). Addressing a broad spectrum of organizational aspects, these models provide a methodical and structured approach not only to gauge but also to enhance organizational excellence, furnishing valuable insights for organizations aiming for sustained success and growth in a dynamic and competitive landscape (Ananthalakshmi & Sonakshi, 2019).

Role of Leadership in Organizational Excellence

Leadership emerges as a critical and essential element in the journey toward organizational excellence, exerting a profound impact on the overall direction and triumph of an organization. Transformational leadership, as previously emphasized, serves as a fundamental building block, intricately linked to the capacity to articulate an inspiring vision, cultivate innovation, and instill a culture of ongoing improvement (Bass & Riggio, 2006). This leadership approach transcends routine managerial duties, motivating and propelling individuals toward heightened levels of performance and

dedication. In addition, authentic leadership has gained recognition for its contribution to organizational excellence, marked by qualities such as transparency, ethical decision-making, and a steadfast focus on establishing trust within the organizational framework (Farid et al., 2020). Authentic leaders not only foster an atmosphere of openness and integrity but actively participate in ethical practices, fortifying the groundwork for enduring organizational success (Covelli et al., 2017). Whether in the form of transformational or authentic leadership, effective leadership assumes a transformative role by instilling a sense of purpose, aligning organizational objectives with individual aspirations, and cultivating a motivational environment that inspires employees to contribute their utmost to the pursuit of organizational excellence (Bush, 2017). In essence, the caliber of leadership within an organization proves to be a linchpin, steering collective endeavors toward a common vision of excellence and reinforcing the organizational structure for sustained growth and adaptability in the long term (Ricablanca & Abocejo, 2020).

2.1.2 Human Resources Management Practices

In the beginning a definition of human resources management must be provided, also a definition of management must be developed. Human resources are the key function of any organization that is responsible for the people dimension of the organization (Dessler, 2015) . One of HRM responsibilities is recruiting personnel, training them, preparing them to present the best performance, and providing guidelines to ensure that the personnel maintain their productive affiliation with the organization.

Management has been defined as achieving the organization's objectives efficiently through employees. According to Yingying (2017), it is a process of attracting, developing, and maintaining work quality. Employees' human resource skills and

experience are critical for the organization's resource utilization.

The goals of HRM have been identified as follows (Armstrong and Taylor, 2020):

- Assist the organization in attaining its goals by establishing and implementing HR strategies that are aligned with the business plan.
- Help to build a high-performance culture
- Ensure that the organization has the necessary talent, skills, and engagement.
- Foster a positive working impact between management and staff, as well as an atmosphere of mutual trust.
- Encourage the use of an ethical approach to human resource management.

Human Resource Management systems are required for effective human resource management. Storey (2019), on the other hand, describes HRM as a distinctive approach to employment management which seeks to obtain competitive advantage through the deployment of a highly committed and skilled workforce, using an array of techniques . HRM can assist organizations in improving organizational behavior in areas such as staff commitment, competency, and flexibility, which leads to increased staff performance (Koch and McGrath, 1996).

2.1.3 HRM Challenges

Most HR scholars, including Dessler (2015), Nehles et al. (2006), Lee and Bruvold (2003), Masoodul et al. (2013), and Yingying (2017), recognized the following difficulties affecting HRM:

1. Recruitment and Selection

Recruitment and selection are two of the most difficult tasks that human resource managers confront. New HR management tools and strategies are developed as technology develops. As a result, HR managers are finding it difficult to identify a

suitable applicant who meets work requirements while also adapting to technological advances. To assure quality results, they will need to adapt their recruitment procedures, including offering new training services.

2. Compensation and Benefits

Another significant HRM difficulty is structuring employee remuneration and benefits. To retain the greatest people, businesses must keep up with their competition. This can put a pressure on small enterprises, who have yet to generate the same revenue as major corporations. In this context, HR managers with limited payroll budgets could consider employee awards programs for top performers. Incentive schemes can also be used to address low wages and employee benefits.

3. Performance Evaluation

The evaluation of performance in Human Resource Management (HRM) stands as a critical yet complex task. Creating equitable and efficient appraisal systems poses ongoing challenges for HR professionals. Concerns related to biases, subjectivity, and the dependability of performance metrics persist, affecting the precision of assessments. A recent investigation by Zyadh, R. (2018) underscores the necessity for HRM to embrace innovative strategies, prioritizing transparency, objectivity, and alignment with both individual and organizational objectives.

4. Training

Training and development play a pivotal role in employee growth and organizational excellence. Nevertheless, HRM faces obstacles in determining the most efficient training methods, particularly in the digital transformation era. Additionally, gauging the impact of training programs on employee performance and skill enhancement presents a significant challenge for HR professionals.

5. Planning

Strategic planning in HR is vital for aligning workforce capabilities with organizational objectives. However, HRM encounters difficulties in predicting future workforce needs and skill requirements due to the fast-paced business environment, technological advancements, and changing market dynamics, making long-term planning a complex endeavor**.**

6. Leadership Development

Another major challenge for HR in 2022 will be leadership development. it's critical to develop employees' leadership qualities and assist them succeed in their professions. This is a strategic effort that must be managed properly in order to retain the top staff. Furthermore, HR professionals must ensure that they provide the necessary tools and frameworks to choose and nurture future leaders for their firms.

7. Managing a Diverse Workforce

Hiring a diverse staff involves bringing on employees with a larger range of talents and experiences, which can boost productivity. However, managing such employees is one of many firms' HR issues. Handling frequent disagreements and fostering efficient communication among a varied staff with diverse backgrounds, for example, can leave other employees feeling abandoned. HR experts must construct a corporate culture through various team-building activities in this regard.

8. Compliance with Employment Laws

Employment regulations are always changing, and it is up to HR experts to stay up to date on the current rules in order to avoid audits and lawsuits that could jeopardize your company's success. Employment laws are rules that govern hiring, employee management, and workplace safety.

9. Engaging Employees

Aside from talent acquisition issues, HR departments fight to keep their personnel engaged and productive. As your company grows, so will its structure, work schedule, and even internal processes. Getting your employees to adapt to this change will necessitate excellent communication Inform them of the advantages of the changes and why their participation is critical in moving the company forward. Consider holding regular meetings and informing them of latest developments. Regular input is also required to identify areas that require additional attention.

2.1.4 Definitions of Electronic Human Resources Management (E-HRM)

The incorporation of computers into the workplace, as well as the quick advances in Internet technology, influenced HRM, transforming this management method into E-HRM. Although the notion of E-HRM originates from e-trade (Rul, Bondarouk, & Looise, 2004), it is now commonly used to represent the administration of human resource practices via the Internet, intranet, and networks.

The literature provides essential and distinct definitions of E-HRM. For example, Karakanian (2002) describes E-HRM as the overall HR strategy that lifts HR, shifts it from the HR Department and isolated HR activities, and redistributes it to the organization and its trusted business partners old and new. In a similar spirit, Rul et al. (2004) define E-HRM as a method of implementing various HRM strategy, policy, and practices within organizations through mindful and direct support and use of web-based technology channels. According to Ernst Biesalski(2003), Electronic-Human Resource Management (E-HRM) is a web-based tool to automate and support HR processes. An automation system is a precisely planned change in a physical or administrative task that uses a new process, method, or machine that increases productivity, quality, and profit

while providing methodological control and analysis, says Kauffman. The benefit of system automation lies in its potential to improve efficiency; reduce wasted resources due to rejects or errors; increase consistency, quality, and customer satisfaction; and maximize profit (Kaur, 2013: 36).

It was not widely accepted that EHRM practices could be viewed as an integrated system. Instead, each functional expertise of EHRM existed in its own silo. It was usual for EHRM professionals to work on practice design without considering interdependencies within functional areas. The focus of EHRM professionals was on ensuring that employees had the technical skills and knowledge required for certain occupations, with little attention devoted to the role behaviors that were required of all employees in order to successfully implement a particular competitive strategy. They provided EHRM menus to attract attention to how EHRM practices could be utilized to encourage and reinforce various sets of role behaviors. According to Marler and Fisher (2010), E-HRM consists of intended and actual HRM policies, services, activities, and collaborations with individuals and organizations, which are delivered and enabled using configurations of computer hardware, software, and electronic networking capability.

Various approaches have been used to define organizational performance (OP). El-Borsaly and Hassan (2020) define OP as an organization's ability to implement a specific strategy. It was also viewed as a collective outcome of employee performance (Berberoglu, 2018). One of the most persistent managerial challenges is OP (Janjil, A. 2019).

Financial performance, market performance, internal process performance, growth, and learning performance are all used to evaluate it (El-Borsaly and Hassan, 2020).

E-HRM, e-selection, e-compensation, e-application tracking, e-performance management, & benefit, e-learning, HRIS & e-communication, e-recruitment, e-personal

profile, and e-leave are significant factors affecting OP, whereas e-advertising, classical and virtual training, green HRM, and e-grievance tracking & handling are negatively related to strategic organizational excellence.

According to Al-Hmouze (2016), e-HRM has a considerable positive effect on organizational performance as measured by innovation, rapid adaption, customer satisfaction, faster time to market, and human resource process. Furthermore, Al-Hawary et al. (2020) show that e-HRM is associated to favorable organizational outcomes such as learning capability. The purpose of this study is to look into the impact of e-HRM on organizational performance.

2.1.5 E-HRM Functions

E- Recruitment

Among the benefits of using the Internet in recruitment are lower recruitment expenses, faster processing, and access to a much larger pool of job applicants. These benefits of using the Internet raised the appeal of E-Recruitment among human resource specialists working in various sectors and expanded its use (Pearce & Tuten, 2001: 9). Technology is utilized not just to find people but also to select work activities for these applicants (Hogler, Henle, & Bemus, 1998: 152). As a result, it contributes to a wider candidate pool and a more successful recruitment process by shortening the procedure and lowering recruitment costs (Marchington & Wilkinson, 2005: 174).

E- Planning

E-HRM systems provide methods for collecting, restoring, and updating existing data relating to the knowledge, abilities, and competencies of the organization's employees, as well as access to the data when needed. If new initiatives are sought by other departments within the organization, this enables for a faster and more informed decision-making process (Hopkins & Markham, 2018).

E-Compensation

Managers can use web-based software tools to establish, implement, and report compensation plans more effectively with e-compensation (Dulebohn & Marler, 2005: 167). Furthermore, they can perform normal compensation management activities such as responding to employees who request information on their confidential information or specific rewarding systems (Epebinu et al., 2023).

By allowing real-time data and information to flow, e-compensation systems make it easier to carry out bureaucratic obligations. Furthermore, electronic charging can help to maintain pay equality (Dulebohn & Marler, 2005: 166-167).

E-Training

E-Training within Electronic Human Resource Management (EHRM) practices represents an innovative methodology that transforms the way skills and knowledge are developed in the realm of HR functions (Dr. Rupa Rathee & Ms. Renu Bhuntel, 2022). This approach is distinguished by its inventive design, with a focal point on establishing a carefully constructed, learner-centric, interactive, and supported learning environment (Hong et al., 2009). Available to individuals regardless of time and location, this strategy utilizes flexible training materials alongside a variety of digital resources and tools specifically designed for EHRM (B. H. Khan, 2006).

E- Performance Evaluation

previous performance management is defined as the use of audiovisual computer systems for the collecting, storage, analysis, and reporting of an individual's and/or group's performance data (Phillips, Isenhour, & Stone, 2008: 199-200). The primary goal of using technology in performance evaluation is to improve individual performance and consequently the performance of the company by providing employees with the

appropriate information, techniques, and methodologies, as well as support systems (

2.1.6 EHRM Challenges

Most HR scholars, including Dessler (2015), Nehles et al. (2006), Lee and Bruvold (2003), Masoodul et al. (2013), and Yingying (2017), recognized the following difficulties affecting HRM:

1. Recruitment and Selection

Recruitment and selection are two of the most difficult tasks that human resource managers confront. New HR management tools and strategies are developed as technology develops. As a result, HR managers are finding it difficult to identify a suitable applicant who meets work requirements while also adapting to technological advances. To assure quality results, they will need to adapt their recruitment procedures, including offering new training services.

2. Compensation and Benefits

Another significant HRM difficulty is structuring employee remuneration and benefits. To retain the greatest people, businesses must keep up with their competition. This can put a pressure on small enterprises, who have yet to generate the same revenue as major corporations. In this context, HR managers with limited payroll budgets could consider employee awards programs for top performers. Incentive schemes can also be used to address low wages and employee benefits.

3. Performance Evaluation

The evaluation of performance in Human Resource Management (HRM) stands as a critical yet complex task. Creating equitable and efficient appraisal systems poses ongoing challenges for HR professionals. Concerns related to biases, subjectivity, and the dependability of performance metrics persist, affecting the precision of assessments. A

recent investigation by Zyadh, R. (2018) underscores the necessity for HRM to embrace innovative strategies, prioritizing transparency, objectivity, and alignment with both individual and organizational objectives.

4. Training

Training and development play a pivotal role in employee growth and organizational excellence. Nevertheless, HRM faces obstacles in determining the most efficient training methods, particularly in the digital transformation era. Additionally, gauging the impact of training programs on employee performance and skill enhancement presents a significant challenge for HR professionals.

5. Planning

Strategic planning in HR is vital for aligning workforce capabilities with organizational objectives. However, HRM encounters difficulties in predicting future workforce needs and skill requirements due to the fast-paced business environment, technological advancements, and changing market dynamics, making long-term planning a complex endeavor.

6. Managing a Diverse Workforce

Hiring a diverse staff involves bringing on employees with a larger range of talents and experiences, which can boost productivity. However, managing such employees is one of many firms' HR issues. Handling frequent disagreements and fostering efficient communication among a varied staff with diverse backgrounds, for example, can leave other employees feeling abandoned. HR experts must construct a corporate culture through various team-building activities in this regard.

7. Compliance with Employment Laws

Employment regulations are always changing, and it is up to HR experts to stay up to date on the current rules in order to avoid audits and lawsuits that could jeopardize your company's success. Employment laws are rules that govern hiring, employee management, and workplace safety.

8. Engaging Employees

Aside from talent acquisition issues, HR departments fight to keep their personnel engaged and productive. As your company grows, so will its structure, work schedule, and even internal processes. Getting your employees to adapt to this change will necessitate excellent communication Inform them of the advantages of the changes and why their participation is critical in moving the company forward. Consider holding regular meetings and informing them of latest developments. Regular input is also required to identify areas that require additional attention.

2.1.7 The Role of EHRM

Human resource management (HRM) in the traditional sense covers the recruiting, selection, development, pay, retention, assessment, and advancement of individuals within a company (Bernardin & Russel, 1993), which can be mostly transferred to the virtual world. As a result of new E-HRM and virtual actions faced in the commercial world, the HR profession faces a significant problem. However, E-HRM has established itself as the dynamic version of HRM. E-HRM functions are similar to HR management functions in that they both plan for organizations and jobs for people, acquire human resources, build individual and organizational performance, reward employees, and maintain human resources (Fisher, Schoenfeldt, & Shaw, 1996).

E-HRM technology is a method of executing HR strategies, policies, and practices. The E-HRM technology assists the HR function in meeting the organization's HR demands through the network (Ruel et al., 2004). The E-HRM system provides a platform via which managers, employees, and HR experts can access, extract, or change information required for the organization's HR management. Additionally, because E-HRM eliminates the HR middleman, fewer HR specialists are required. HR executives are relying on technology and the information it delivers to help them make decisions that will contribute to the organization's overall success. According to Snell, Stueber, and Lepak (2002), E-HRM practice allows HR to be more strategic, adaptable, and cost-effective.

IT has the ability to cut administrative expenses, increase productivity, accelerate reaction times, improve decision-making, and improve customer service all at the same time. The three key drivers driving organizations to pursue IT-driven HR solutions are the demand for cost reduction, greater quality services, and cultural transformation (Yeung & Brockbank, 1995). The Internet's rapid expansion over the previous decade has accelerated the introduction and application of electronic human resource management (Strohmeier, 2007). Strohmeier (2007) defines E-HRM as the use of information technology to network and support at least two individual or collective actors in their joint performance of HR functions. Because of the increasing sophistication of IT and additional external structural alternatives, virtual HR is emerging (Lepak & Snell, 1998). According to HR consultant surveys, the number of firms embracing E-HRM and the breadth of applications inside those organizations are both growing. IT started to make it easier for businesses to provide excellent human resource services. Many experts believe that personal forecasting will eventually become the primary tool for all HR practitioners (Kovach & Cathcart, 1999).

HRM contributed to greater performance through the quick advancement of technical innovation. Technology innovation could be used to enable the HR department to focus more on value-added activities, allowing technology and organizational strategy to reach their full potential (Shrivastava et al., 2003). The most significant advantage of implementing E-HRM practice is that it frees HR workers from intermediary tasks, allowing them to focus on strategic planning in human resource organization and development (Pinsonneault & Kraemer, 1993).

2.1.8 Types of E-HRM

E-HRM has been divided into three types: Operational, Relational, and Transformational.

- **Operational E-HRM**

The first category, operational E-HRM, goes into administrative HR activities, emphasizing functions such as payroll management and employee personal data upkeep (Fındıklı & Bayarçelik, 2015). Organizations have a critical decision in this area: either charge their employees with updating their personal information through an easy HR website or assign this job to a dedicated administrative team (Leicht-Deobald et al., 2022). This strategic decision represents the changing environment of human resource management, in which the use of E-HRM technology not only accelerates operational processes but also allows employees to actively participate in the management of their personal data (Berber et al., 2018).

- **Relational E-HRM**

The second category, relational E-HRM, is critical in improving various critical business procedures within businesses. Such activities include training, recruitment, and performance management (Ahmad, 2015). Firms can use web-based applications or

traditional, paper-based ways to enhance recruitment and selection operations in the context of relational HRM (Khan, 2022). This strategic decision highlights E-HRM's agility in meeting varied organizational objectives, allowing organizations to effortlessly connect their HR policies with the current technological landscape (Deshwal, 2015).

- **Transformational E-HRM**

Transformational E-HRM, the third and final category, takes a journey into the domain of strategic HR activities (Barrett & Oborn, 2013). The emphasis here switches to activities like as knowledge management and strategy re-orientation, which are critical components for firms seeking agility and innovation (Ashrafi et al., 2006). Organizations with transformational HRM have the ability to build a workforce that is ready for change, armed with a comprehensive set of web-based tools that align with the company's broader strategic objectives (Kamar et al., 2023). However, firms can also adhere to old, paper-based documents, emphasizing the important choices they face in guiding their HR practices into the future. (Strohmeier & Kabst, 2014; Nivlouei, 2014).

2.1.9 E-HRM Goals

The purpose of e-HRM, according to Lepak and Snell (1998) and Rul et al. (2004), is to employ technology to increase the efficiency and effectiveness of HRM procedures. E-HRM can provide numerous advantages, including greater communication, expanded access to information, more effective HR operations, and better decision-making.

E-HRM can assist firms in achieving a variety of objectives, such as:

- **Enhancing Communication between HR Professionals and Workers**

Electronic Human Resource Management (E-HRM) plays a pivotal role in fostering improved communication channels between HR professionals and employees (Sheriff &

Ravishankar, 2011). Utilizing online platforms and digital communication tools, E-HRM ensures the swift and effective exchange of information, cultivating a culture of transparency and openness that promotes collaboration and connectivity across the workforce (Deshwal, 2015).

- **Optimizing the Efficiency of HR Processes**

E-HRM brings about a significant boost in the efficiency of HR operations by automating mundane tasks and streamlining various workflows. From recruitment and onboarding to payroll management and performance assessments, E-HRM systems empower organizations to handle human resources with greater efficiency (Khashman, 2019). This automation not only saves time but also minimizes errors, allowing HR professionals to dedicate their efforts to strategic initiatives that contribute to the overall success of the company (Mohamed et al., 2022).

- **Elevating HR Decision-Making through Data and Analytics**

E-HRM provides HR professionals with instant access to real-time data and analytics, enabling them to make well-informed, data-driven decisions (Mohammed, 2019). By centralizing information related to employee performance, engagement, and other pertinent metrics, E-HRM facilitates a comprehensive understanding of the workforce (Taib et al., 2018). This, in turn, supports strategic HR planning, talent management, and the formulation of policies aligned with organizational objectives, thereby enhancing the overall decision-making process within the HR domain (Parajuli et al., 2023).

2.2 Previous Studies

A study of (Marler & Fisher, 2013) entitled "An Evidence-Based Review of e-HRM and Strategic Human Resource Management"

The study aimed to examine the research on e-HRM to provide evidence-based guidance to researchers and practitioners on the relationship between e-HRM and strategic HRM. The study used integrative synthesis, an accepted evidence-based methodology, to summarize and make sense out of the existing research literature on e-HRM and strategic HRM and the study found that there's no empirical evidence showing that e-HRM predicts strategic outcomes. There is evidence suggesting that strategic HRM predicts e-HRM outcomes and that the relationship appears context dependent, however, research designs are not sufficient to establish causal direction.

A study of (Nihal, 2016), entitled "Employment and its Impact to Organizational Excellence, a Field Study on Non-Governmental Organizations - the Gaza Strip"

The study objective was to identify the impact of recruitment procedures to organizational excellence in non-governmental organizations operating in the Gaza Strip. The comprehensive survey method was used as a research tool to collect data from (240) directors working in non-governmental organizations in the Gaza Strip, where completed questionnaires valid for analysis were obtained by (117) organizations out of the study population, which is represented by (127) organizations, and among the most important findings of this study are: the dimensions of recruitment procedures are applied to a high degree, the level of organizational excellence.

A study of (Wiblen, 2016), entitled "Framing the Usefulness of eHRM in Talent Management: A Case Study of Talent Identification in a Professional Services Firm"

The study aimed to examine how e-HRM information technologies are framed as useful within talent identification discourses. The study used qualitative case study of talent management in a large professional services firm, The findings reveal two distinct,

but interrelated sets of processes employed to identify talent and suggest that the perceived usefulness and centrality of e-HRM is influenced by how stakeholders shaped their understanding of information technology in talent management.

A study of (Al Shobaki, 2017) entitled "Importance Degree of eHRM and its Impact on Various Administrative Levels in Palestinian Universities"

This study aims to identify the degree of importance of human resources management electronically and its impact on the different administrative levels in the Palestinian universities. The researchers used the descriptive analytical approach, The results of the study showed that the clarity of the importance of human resources management electronically and the support of senior management are available and contribute greatly to the process of transition to electronic management in general and e-HRM in particular.

A study (Shobaki et al., 2017), entitled "The Impact of Electronic Human Resources Management on the Development of Electronic Educational Services in the Universities"

The study employed a descriptive analytical technique and sent a questionnaire to (35) information technology employees in Palestinian universities to determine the influence of (E-HRM) on improving Palestinian university educational services. According to the study, there is an impact (E-HRM) on improving university services, and information and communication technology tools must be leveraged to improve university educational services.

A study (Janjil, 2019), entitled "E-HRM Practices and its Impact on Organizational Performance: A study on the Manufacturing Industry in Bangladesh"

The study aimed to identify the effect of (E-HRM) on the organizational performance of industrial companies in Bangladesh, a study used the analytical descriptive approach, and the study concluded that there is an effect (E- HRM) on the organizational performance of industrial companies in Bangladesh.

A study (Shah et al., 2020), entitled "The Influence of Electronic Human Resource Management Use and Organizational Success"

The study aimed to determine the impact of (E-HRM) on business success, and the study utilized a descriptive technique, referring to prior studies on the subject (E-HRM), which revealed The study found that information technology plays a significant role in supporting human resource practices electronically, and that (E-HRM) is important to the performance of commercial enterprises.

A study of (Richard et al., 2020), entitled "The Benefits of eHRM and AI for Talent Acquisition"

The study aimed to determine the Hospitality and Tourism industry faces several workforce challenges, especially the high turnover rates and associated replacement costs associated with continually identifying and hiring new employees. The purpose of this paper is to discuss how hospitality and tourism organizations can use electronic human resource management (eHRM) and Artificial Intelligence (AI) to help recruit and select qualified employees, increase individual retention rates, and decrease the time needed to replace employees. Specifically, it discusses how e-recruiting and e-selection and AI tools can help hospitality and tourism organizations improve recruiting and selection outcomes. And the study found that eHRM and AI have the potential to transform how the hospitality and tourism industry recruit and select employees.

Study (Tarawneh, 2020), entitled "Implications of Human Resources Information Systems on Achieving Established Excellence in the Private Sector, "A Case Study of Fusion Internet Company"

The study aimed to identify human resource information systems and their impact to organizational excellence at Fusion Internet Company in the Gaza Strip. This study used a descriptive analytical approach, and the study population was represented by (60) of the company's employees. The study concluded that there is a strong and positive impact between the dimensions of the study, and the study recommended the need to switch to digital.

A study of (Qamari, & Rakotoarizaka, 2022). entitled "The Impact of Electronic Human Resource Management Toward Excellent Service"

The study's goal was to determine the influence of (electronic human resource management on service excellence), and the study employed a descriptive approach, referring to prior studies, from 2013 to 2019. The study indicated that there is a link between (E-HRM) and service quality, particularly following the move to the digital world as a result of the Covid (19) outbreak.

2.3 What Distinguishes the Study from Previous Studies

The study distinguishes from other studies by addressing a group of variables, which have not been studied in other previous studies, namely (with regard to the variables of human resources management practices electronically represented by E-Recruitment, E-planning, E-compensation, E- training, E- performance evaluation , and with regard to the dependent variable represented by organizational excellence , and this was not addressed in previous studies, as it is distinguished from those that preceded it through the study population, which is represented by employees Jordanian engineering manufacturing companies, and this study is characterized by its novelty, as it will be conducted during the period (2023/2024).

CHAPTER THREE

Methodology (Methods and Procedures)

3.0 Introduction

This chapter describes the research technique used in this study as well as the demographic, sample, and instruments: It also describes the instruments' validity and reliability. Finally, it details the data gathering processes as well as the research design and statistical analysis.

3.1 Methodology

To fulfill the study's objectives and answer its questions, the descriptive analytical approach was used to describe the phenomenon of the Study the impact of EHRM practices on organizational excellence in Jordanian engineering manufacturing companies. Descriptive-analytical technique was utilized to investigate the phenomena and its components, as well as opinions voiced about it, processes involved, and consequences produced (Sekaran & Bougie, 2011).

3.1.1 Population and Sample of the Study

The population of the study included owners, managers, and employees who work in Jordanian manufacturing engineering companies in the capital city of Amman. A total of 100 questionnaires were distributed, and 51 valid questionnaires have been received for analysis from (13) companies. The sample was chosen through a convenience sample from companies who agreed to participate.

3.1.2 Description of Study Sample Characteristic

The demographic features of the study sample, such as gender, age group, years of experience, educational qualification, and employment level, are shown and explained in this part. The frequencies and percentages of these demographic factors were determined for the study sample and are shown in Table (1).

Table (3.1) Sample population distribution according to study variables

	Category	Frequency	Percentage
Gender	Male	25	49%
	Female	26	51%
	Total	51	100%
Age	Less than 30 years	13	25.5%
	30-40 years	31	60.8%
	Less than 40-50 years	4	7.8%
	More than 50 years	3	5.9%
	Total	51	100%
Qualifications	Diploma	1	2%
	Bachelors' degree	34	66.7%
	Postgraduate	16	31.4%
	Total	51	100%
Experience	Less than 5 years	11	21.6%
	5-10 years	29	56.9%
	10-15 years	8	15.7%
	15 years or more	3	5.9%
	Total	51	100%
Job title	Manager	5	9.8%
	HR manager	12	23.5%
	Assistant	17	33.3%
	Employee	17	33.3%
	Total	51	100%

3.2 Study Instruments

To achieve the goals and objectives of the study, the researcher designed a questionnaire to obtain the preliminary information.

3.2.1 Questionnaire

To respond to the study questions, an instrument was developed to assess employee attitudes about EHRM in engineering manufacturing companies: The instrument was developed based on a review of related studies on EHRM practices. It consisted of 42 items (see Appendix 1).

3.3 Instruments Validity

3.3.1 EHRM Practices Scale

The scale's validity was demonstrated in the following ways:

1. Face validity

To validate the EHRM practices scale, it was presented to a group of arbitrators comprised of Middle Eastern University professors in order to obtain their feedback and comments on the suitability of the scale's vocabulary and the clarity of the linguistic formulation of the phrases that comprise it, The accuracy of the items in measuring what they were supposed to assess, the comprehensiveness of the things, and their applicability, were taken into account with their remarks, which centered on modifying the linguistic wording of several paragraphs, and 80% was approved as the percentage of agreement amongst the arbitrators to make the adjustment. Members of the jury are attached in (Appendix 2).

2. Internal consistency validity

The internal consistency of the scale's statements refers to the amount to which all questionnaire items are consistent with the dimension to which they belong, implying that the statement measures what it was planned to measure and nothing else.

As a result, the 'Pearson' correlation coefficient was calculated between the score of each statement on the scale and the total score of the scale, as well as the 'Pearson' correlation coefficient between the dimensions and each other and the total score of the scale.

Table (3.2) Correlation coefficients between the dimensions and the total score of the EHRM practices scale

	E-Recruitment	E-Planning	E-Compensation	E-Training	E-Performance Evaluation
EHRM practices	.518**	.668**	.713**	.676**	.665**
E-Recruitment	1	.286*	.288*	.296*	.291*
E- planning	.286*	1	.353*	.306*	.339*
E-compensation	.288*	.353*	1	.506**	.283*
E- training	.296*	.306*	.506**	1	.384**

Table (3.2) shows that all correlation coefficients of the items with the dimension the scale's total score are statistically significant at the level (a = 0.05),where the correlation coefficients between dimensions ranged between (0.283 and 0.506), and the correlation coefficients between dimensions and the total score of the scale ranged between (0.518 and 0.713), and all of these values are statistically significant.

Table (3.3) Correlation coefficients of the items with the dimension they belong to and the total score of the EHRM practices scale

Item	Correlation to Dimension	Correlation to Total Degree	Item	Correlation to Dimension	Correlation to Total Degree
1	.756**	.311*	14	.770**	.496**
2	.789**	.329*	15	.671**	.463**
3	.715**	.464**	16	.714**	.412**
4	.647**	.414**	17	.754**	.586**
5	.694**	.475**	18	.732**	.508**
6	.704**	.488**	19	.683**	.323*
7	.701**	.466**	20	.672**	.540**
8	.745**	.313*	21	.737**	.629**
9	.631**	.487**	22	.744**	.577**
10	.674**	.538**	23	.738**	.373**
11	.702**	.517**	24	.539**	.386**
12	.839**	.597**	25	.680**	.383**
13	.757**	.583**			

Table (3.3) shows that all of the correlation coefficients of the items with the dimension to which they belong and the total score of the scale are statistically significant

at the level (= 0.05), where the correlation coefficients between items and the dimension were between (0.539 and 0.839) and the correlation coefficients between items and the scale's overall score ranged between (0.311 and 0.629),all these values are statistically significant, indicating the coherence of the scale's internal structure, and so the scale of electronic human resource management techniques has (25) items in its final form.

3.3.2 Organizational Excellence Scale

The validity of the scale was verified as following:

1. **Face validity**

To validate the organizational excellence scale, it was presented to a group of arbitrators comprised of Middle East University professors in order to obtain their feedback and comments on the suitability of the scale's vocabulary, the clarity of the linguistic formulation of the phrases that comprise it, and so on. the items' accuracy in measuring what they were intended to measure, their comprehensiveness, and their appropriateness. With their remarks, which centered on changing the linguistic phrase of some paragraphs, 80% was approved as the percentage of agreement among the arbitrators to make the change. Members of the jury are attached in (Appendix 2).

2. **Internal consistency validity**

The internal consistency of the scale's statements refers to the amount to which all questionnaire items are consistent with the dimension to which they belong, implying that the statement measures what it was planned to measure and nothing else.

As a result, the 'Pearson' correlation coefficient was calculated between the score of each statement on the scale and the total score of the scale, as well as the 'Pearson' correlation coefficient between the dimensions and each other and the total score of the scale.

Table (3.4) Correlation coefficients of the items with the dimension they belong to and the total score of the organizational excellence scale

Item	Correlation to Total Degree	Item	Correlation to Total Degree
1	.308*	6	.754**
2	.363**	7	.646**
3	.634**	8	.291*
4	.542**	9	.610**
5	.657**	10	.395**

Table (3.4) shows that all of the correlation coefficients between the items and the total score of the scale are statistically significant at the threshold of (a = 0.05). and the correlation coefficients of the items with the overall score of the scale ranged from (0.291 to 0.754), and all of these values are statistically significant, indicating the construct's internal consistency. As a result, the organizational excellence scale comprises of (10) items.

3.4 Instrument Reliability

To ensure the reliability of the EHRM practices scale, reliability was calculated using Cronbach's alpha, and Table (3.6) shows these results.

Table (3.5) Reliability coefficient for the EHRM scale using the "Cronbach's Alpha" method

Dimension	Items No.	Cronbach's Alpha reliability
E-recruitment	5	0.77
E-planning	5	0.71
E-compensations	5	0.80
E- training	5	0.71
E- performance evaluation	5	0.72
EHRM practices	25	0.84

According to table (3.5), the reliability coefficient for the total score of the electronic human resources management practices scale using the Cronbach's alpha technique was (0.84), and the reliability coefficient after e-recruitment was (0.77). and the reliability coefficient after e-planning was (0.71). The reliability coefficient after e-compensation

was (0.80), the reliability coefficient after e-training was (0.71), and the reliability coefficient after e-performance evaluation was (0.72). These results indicate that the electronic human resources management practices measure has a good degree of reliability and its suitability for application. On the basic sample according to Nunnally's scale, which adopted (0.70) as the minimum reliability limit... (Nunnally & Bernstein 1994 264-265).

To ensure the reliability of the organizational excellence scale, reliability was calculated using Cronbach's alpha, and Table (3.6) shows these results.

Table (3.6) Reliability coefficient for the organizational excellence scale using the "Cronbach's Alpha" method

Dimension	Items No.	Cronbach's Alpha reliability
Organizational excellence	10	0.71

table (3.6) shows that the reliability coefficient using the Cronbach's alpha method for the total score of the organizational excellence scale was (0.71), these results indicated that the organizational excellence scale has a good degree of reliability and its suitability for application to the basic sample according to Nanni's scale, which adopted (0.70) as a minimum. For stability.. (Nunnally & Bernstein 1994 264-265).

3.5 Scale Correction Key

It was taken into account that the five-point Lickert scale used in the study was graded according to the rules and characteristics of the scales as follows:

Answers	Strongly agree	agree	Neutral	Disagree	Strongly disagree
Scores	5	4	3	2	1

Based on the above, the values of the arithmetic averages that were reached were as follows, according to the following equation:

The upper value – the lower value of the answer alternatives divided by the number of levels, i.e.:

$\frac{5-1}{3} = \frac{4}{3} = 1.33$, this value equals the category length

Accordingly, the lower value 1.00-2.33

And the medium value 2.34-3.66

And the upper value 3.67-5.00

3.6 Model Suitability for Statistical Methods Used.

Firstly: Normal distribution test

The One-Sample Kolmogorov-Smirnov Test was used to determine the normal distribution of the study variables. Table (3.7) presents the findings of this test.

Table (3.7) presents the findings of the One Sample Kolmogorov-Smirnov Test on the normal distribution of the research variables.

Variables	Statistical Evidence	Kolmogorov Smirnov Z
E-recruitment	MODERATE	0.095
E-planning	MODERATE	0.086
E-compensation	MODERATE	0.098
E-training	MODERATE	0.071
E-performance evaluation	MODERATE	0.094
EHRM	MODERATE	0.085
Organizational excellence	MODERATE	0.095

The table findings show that the value of kolmogorov smirnov z for all variables is greater than 0.05, indicating that all variables have a normal distribution.

Secondly: Multiple linear correlation test

The Durbin-Watson coefficient was extracted by the Researcher to test the adequacy of the study model for regression analysis, and the findings are shown in Table (3.8).

Table (3.8) Linear Interaction Test.

Variables	Tolerance	VIF	Durbin Watson
E-recruitment	0.898	1.114	0.458
E-planning	0.587	1.703	0.454
E-compensation	0.637	1.570	0.938
E-training	0.745	1.343	0.207
E-performance evaluation	0.682	1.465	1.061
EHRM	1.00	1.00	0.816

It is clear from the results in the table that the value of the variance inflation factors and the value of the tolerance factors for all independent variables (VIF=1/Tolerance), which shows that there is no problem of multicollinearity between the variables where the inflation factors were less than 10, and the results show that there is no the autocorrelation problem, and Durbin Watson's value was Between (0.207-1.061).

3.7 Data Collection and Statistical Treatment

To answer the study questions and test the related hypotheses, the researcher used the questionnaire, and the attitudes scale was entered in SPSS (Statistical Package of Social Sciences) regression analysis by (SPSS) were carried out to compare the results.

3.8 Procedures

1. After choosing study’s topic, the researcher read many previous studies on The impact of EHRM Practices on Organizational Excellence:An Empirical Study in Jordanian Engineering Manufacturing Companies
2. The researcher identified the population and selected the samples.
3. Based on the literature review, the researcher has posed the current study's questions, and thus the study's dimensions were developed.
4. questionnaire was designed.
5. The validity and reliability of the questionnaire were verified.
6. A letter of permission was obtained from the Middle East University to facilitate

the research and administer the questionnaire.

7. The questionnaire was distributed and collected by the researcher in the first semester, during November and December 2023.
8. The researcher has chosen owners, managers, and employees in the study instruments in the first semester, during November and December 2023.
9. The results were analyzed and the study's questions were answered.
10. The researcher presented recommendations and suggestions for future studies.
11. The list of references was written in alphabetical order using the APA style.

CHAPTER FOUR

Study Findings

4.0 Introduction

This chapter examined the data findings to address the following questions:

1. What is the level of E-Human Resources Management practices (E- Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) in Jordanian engineering manufacturing companies?
2. What is the level of organizational excellence in Jordanian engineering manufacturing companies?
3. What is the impact of E-Human Resources Management practices (E- Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) on organizational excellence in Jordanian engineering manufacturing companies?

4.1 Study Findings

The purpose of this study was to address the following questions about the impact of electronic human resource management strategies on organizational differentiation in Jordanian engineering manufacturing companies:

4.1.1 First Question Results:

What is the level of E-Human Resources Management practices (E- Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) in Jordanian engineering manufacturing companies?

The arithmetic means and standard deviations for the study sample's responses on the EHRM practices application scale were calculated to address this question, as given in Table. (4.1).

Table (4.1) Arithmetic means and standard deviations of the study sample's responses on the EHRM practices application scale

Rank	Dimension	Mean	Std. Deviation	level
1	E- performance evaluation	3.87	0.97	High
2	E- training	3.73	0.97	High
3	E-Recruitment	3.69	1.04	High
4	E-compensation	3.63	1.07	High
5	E- planning	3.57	1.12	Medium
	EHRM practices	3.70		High

According to Table (4.1), the overall average score for the electronic human resources management practices scale was high with an arithmetical average of (3.70), and came in second place after e-performance evaluation with an arithmetical average of (3.87) with a high degree, followed in third place after e-training with an arithmetical average of (3.73) with a high degree. High, and the e-employment dimension received an arithmetic mean (3.69) with a high degree, the e-compensation dimension received an arithmetic mean (3.63) with a medium degree, and the e-planning dimension received an arithmetic mean (3.57) with a moderate degree. The following is a breakdown of the averages of the scale items according to dimensions.

1. **Dimension (1): E- Recruitment:**

Table (4.2) Arithmetic means and standard deviations of the study sample's responses to EHRM practices dimension, arranged in descending order according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The functions are clearly announced electronically by the company.	3.76	1.35	High
2	The company electronically publishes job in a way that attracts those who are interested.	3.76	1.41	High
3	The company advertises jobs in a way that transparently shows the required criteria	3.71	1.42	High
4	The company allows quick communication with it	3.67	1.42	Medium
5	The company provides the job description in the advertisement	3.55	1.55	Medium
	E-recruitment	3.69		High

Table (4.2) shows that the general average for the e-employment dimension was high, with an arithmetical average of (3.69), while the arithmetical averages for the paragraphs ranged between (3.55 and 3.76), the paragraph that stated The functions are clearly announced electronically by the company. came in the first rank. With an arithmetic mean of (3.76) with a high degree, the paragraph that states The company electronically publishes job in a way that attracts those who are interested. came in second place with an arithmetic mean of (3.76) with a high degree, and the paragraph that states The company electronically submits the job description in the advertisement came in the fifth and final rank. With an arithmetical average of (3.55) moderately.

2. **Dimension (2): E-planning**

Table (4.3) Arithmetic means and standard deviations of the study sample's responses to the E-planning dimension, arranged in descending order according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The company has a leading vision	3.76	1.56	High
2	The company adopts e- planning for workload distribution	3.73	1.51	High
3	The company identifies appropriate proposals for priorities	3.55	1.69	High
4	The company uses e-planning to balance its personnel resources.	3.51	1.59	Medium
5	The company helps to follow up the implementation of plans	3.36	1.65	Medium
	E-planning	3.57		Medium

Table (4.3) shows that the overall average for the e- planning dimension was average with an arithmetic mean of (3.57), while the arithmetic averages for the paragraphs ranged between (3.36 and 3.76), where the paragraph that states The company has a leading vision. It ranked first with an arithmetic mean of (3.76) with a high degree, whereas The paragraph that states, The company adopts e-planning for workload distribution came in second rank with an arithmetic mean (3.73) with a high degree. The last paragraph which states, The company helps to follow up the implementation of plans came in the fifth rank. With an arithmetical average of (3.36) moderately.

3. **Dimension (3): E-Compensations**

Table (4.4) Arithmetic means and standard deviations of the study sample's responses to E-compensations dimension arranged in descending order according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The company deals with all types of compensation	3.88	1.27	High
2	The company documents electronically employee performance dimensions	3.71	1.46	High
3	The company evaluates the performance of employees electronically	3.67	1.42	Medium
4	The company electronically provides a legal system that governs the compensation	3.45	1.49	Medium
5	the company facilitate dealing with organizational performance	3.41	1.61	Medium
	E-compensations	3.63		Medium

Table (4.4) shows that the general average for the e-compensation dimension was medium with an arithmetic mean of (3.63), while the arithmetic averages for the paragraphs ranged between were (3.41 and 3.88), whereas the paragraph that states The company deals with all types of compensation came in the first rank with an arithmetical mean of (3.88) with a high degree, and the paragraph that states The company documents electronically employee performance dimensions came in second rank with an arithmetical mean (3.71) with a high degree, and the last paragraph that states the company facilitate dealing with organizational performance came in the fifth with an arithmetic mean of (3.41) with a medium degree.

4. **Dimension (4): E- training**

Table (4.5) Arithmetic means and standard deviations of the study sample's responses to E- training dimension arranged in descending order according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The company electronically covers the skills to be easily communicated in training	3.96	1.37	High
2	The company uses the training tools available in the system instead of traditional tools	3.94	1.38	High
3	The company gives the opportunity to interact with the trainer through electronic activities	3.63	1.46	Medium
4	The company gives the opportunity to interact with the trainer in terms of questions and activities	3.57	1.42	Medium
5	The company provides highly efficient audio and visual means	3.57	1.53	Medium
	E- training	3.73		High

Table (4.5) shows that the general average for the e-training dimension was high with an arithmetic average of (3.73), while the arithmetic averages for the paragraphs ranged between (3.57 and 3.96), whereas the paragraph that states The company electronically covers the skills to be easily communicated in training ranked first with an average Arithmetic (3.96) with a high degree, and the paragraph that states The company uses the training tools available in the system instead of traditional tools came in second rank with an arithmetic mean of (3.94) with a high degree, as well as the paragraph that states The company provides highly efficient audio and visual means came in fifth rank. with an arithmetic mean of (3.57) with a medium degree.

5. **Dimension (5): E-performance evaluation**

Table (4.6) Arithmetic means and standard deviations of the study sample's responses to E- performance evaluation dimension arranged in descending order according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The company evaluates e-performance more accurately and effectively	4.18	1.13	High
2	The company provides e-performance evaluation metrics that are known by employees	3.96	1.25	High
3	The company provides an opportunity for employees to improve their performance	3.96	1.31	High
4	The company provides accurate information about employees' performance	3.71	1.47	High
5	E-performance evaluation is considered a link between human resources management and employees	3.57	1.57	Medium
	E- performance evaluation	3.87		High

Table (4.6) shows that the general average of the e-performance evaluation dimension was high with a arithmetical average of (3.87), while the arithmetical averages for the items ranged between (3.57 and 4.18), the paragraph that states, The company evaluates e-performance more accurately and effectively It ranked first with an arithmetic mean of (4.18) with a high degree. The paragraph that states, The company provides e-performance evaluation metrics that are known by employees came in second place with an arithmetic mean of (3.96) with a high degree. The last paragraph that states, E-performance evaluation is considered a link between human resources management and employees came in the fifth rank with an arithmetic mean of (3.57) with a medium degree.

4.1.2 Second Question Results

What is the level of organizational excellence in Jordanian engineering manufacturing companies?

To answer this question, the arithmetic means and standard deviations of the study sample's responses on the organizational excellence application scale were computed. as shown in Table (4.7).

Table (4.7) Arithmetic means and standard deviations of the study sample's responses on the organizational excellence application scale

Rank	Dimension	Mean	Std. Deviation	level
1	The company sets clear standards for organizational excellence	2.75	1.37	Medium
2	The company is interested in the professional development of all employees	2.61	1.39	Medium
3	The company communicates effectively with all employees	2.57	1.43	Medium
4	The company provides objective criteria to evaluate organizational excellence plans	2.56	1.43	Medium
5	The company rewards employees for achieving organizational excellence standards	2.53	1.35	Medium
6	The company is interested in studying the experiences of competing companies in the differentiation process	2.43	1.43	Medium
7	The company periodically sets standards for organizational excellence	2.35	1.37	Medium
8	The company periodically sets standards for organizational excellence	2.33	1.35	Low
9	The company evaluates the extent of organizational excellence according to specific standards	2.25	1.43	Low
10	The company participates in organizational excellence courses whenever the opportunity arises	2.16	1.38	Low
	Organizational excellence	2.45		Medium

Table (4.7) indicates that the overall average score for the organizational excellence scale was medium with an arithmetic mean of (2.45), while the arithmetic averages for the items ranged between (2.16 and 2.75), the paragraph that states, The company sets clear standards for organizational excellence ranked first with an arithmetical mean of (2.75) with a medium degree, and the paragraph that states The company is interested in the professional development of all employees came in second rank with an arithmetical mean of (2.61) with a medium degree, and the paragraph that states "The company communicates effectively with all employees was ranked third with an arithmetic mean of (2.57) with a moderate degree. The paragraph that states, The company evaluates the extent of organizational excellence according to specific standards was ranked ninth and penultimate with an arithmetic mean of (2.25) with a low degree. The paragraph that states, The company participates in organizational excellence courses whenever the opportunity arises. It is ranked tenth and last, with an arithmetic mean of (2.16), with a low degree.

4.1.3 Third Question Results

What is the impact of E-Human Resources Management practices (E- Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) on organizational excellence in Jordanian engineering manufacturing companies?

To test the validity of the hypotheses, multiple linear regression analysis using the stepwise method was used to determine the effect of electronic human resources management practices (E-recruitment, E-payroll, E-compensation, E-training, E-performance evaluation) on organizational excellence in Jordanian engineering manufacturing companies. The following is a summary of the findings:

The first hypothesis: There is no statistically significant impact at the level ($\alpha = 0.05$) of E HRM practices (E- Recruitment, E-planning, E-compensation, E-training,

E-performance evaluation) collectively on organizational excellence in Jordanian engineering companies, and table (4.8) shows these results.

Table (4.8) The results of multiple regression analysis were extracted to determine the impact of E HRM practices on organizational excellence

Dependent variable	Model Summary		ANOVA			Coefficient				
	R	R^2	F	df	sig	statement	β	S.E	T	sig
organizational excellence	0.579	0.335	39.365	50	0.000	E- Recruitment	0.301	0.245	2.018	0.049
						E-planning	0.370	0.047	4.583	0.000
						E-compensation	0.354	0.050	4.539	0.000
						E-training	0.288	0.044	3.951	0.000
						E-performance evaluation	0.275	0.052	3.388	0.001

The results of the multiple regression analysis, as shown in Table (4.8), indicate a significant relationship between E HRM practices and organizational excellence. The correlation coefficient (R) value of (0.579) suggests a positive association between these variables. The determination coefficient (R^2) value of 0.335 indicates that approximately (33.5%) of the variation in organizational excellence can be explained by E HRM practices. The statistically significant F value of (39.365) ($p < 0.001$) with 5 degrees of freedom further support the finding of a significant impact of E HRM practices on organizational excellence at a significance level ($\alpha = 0.05$). The coefficients table reveals that the different areas of E HRM practices (E- Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) have significant effects on organizational excellence The β values for these areas were 0.301, 0.370, 0.354, 0.288 and 0.275 respectively. The standard errors were 0.245, 0.047, 0.050, 0.044 and 0.052, and the corresponding T values were 2.018, 4.583, 4.539, 3.951 and 3.388, The significance levels (Sig) associated with these effects were 0.049, 0.000, 0.000, 0.000 and 0.001 respectively. Based on these results, we can reject the null hypothesis and accept the alternative hypothesis, which states that there is statistically significant impact at the

level (α = 0.05) of E HRM practices (E- Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) collectively on organizational excellence in Jordanian engineering manufacturing companies.

Results Related to The Sub-Hypothesis

Results related to the first sub-hypothesis

H01.1: There is no statistically significant impact at the level (α = 0.05) of E-Recruitment on organizational excellence in Jordanian engineering manufacturing companies.

To examine the hypothesis regarding the impact of E-Recruitment on organizational excellence, a simple regression analysis was conducted, and the results are presented in Table (4.9).

Table (4.9) Results of simple regression analysis for the impact of E-Recruitment on organizational excellence

Independent variable	model summary		ANOVA			Coefficient				
E-Recruitment	R	R^2	F	df	sig	statement	β	S.E	T	sig
	0.598	0.357	58.817	50	0.000	organizational excellence	0.564	0.063	7.874	0.000

The table (4.9) indicate that there is a statistically significant effect of E-Recruitment on organizational excellence. The correlation coefficient (R) value of 0.598 suggests a positive relationship between E-Recruitment and organizational excellence. The determination coefficient (R^2) value of 0.357 indicates that E-Recruitment explains 35.7% of the variance in organizational excellence. The F value of 58.817 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for E-Recruitment is 0.564, with a standard error of 0.063, and a T value of 7.874, which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted,

indicating that there is a statistically significant effect of E-Recruitment in organizational excellence.

Results related to the second sub-hypothesis

H01.2: There is no statistically significant impact at the level ($\alpha = 0.05$) of E-planning on organizational excellence in Jordanian engineering manufacturing companies.

To examine the hypothesis regarding the impact of E-planning on organizational excellence, a simple regression analysis was conducted, and the results are presented in Table (4.10).

Table (4.10) Results of simple regression analysis for the impact of E-planning on organizational excellence

Independent variable	model summary		ANOVA			Coefficient				
E-planning	R	R^2	F	df	sig	statement	β	S.E	T	sig
	0.479	0.229	61.209	50	0.000	organizational excellence	0.514	0.063	8.102	0.000

The table (4.10) indicate that there is a statistically significant effect of E-planning on organizational excellence. The correlation coefficient (R) value of 0.479 suggests a positive relationship between E-planning and organizational excellence. The determination coefficient (R2) value of 0.229 indicates that E-planning explains 22.9% of the variance in organizational excellence. The F value of 61.209 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for E-planning is 0.514, with a standard error of 0.063, and a T value of 8.102, which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of E-planning on organizational excellence in Jordanian engineering manufacturing companies.

Results related to the third sub-hypothesis

H0 1.3: There is no statistically significant impact at the level (α = 0.05) of E-Compensation on organizational excellence in Jordanian engineering manufacturing companies.

To examine the hypothesis regarding the impact of E-Compensation on organizational excellence, a simple regression analysis was conducted, and the results are presented in Table (4.11).

Table (4.11) Results of simple regression analysis for the impact of E-Compensation on organizational excellence

Independent variable	model summary		ANOVA			Coefficient				
E-Compensation	R	R^2	F	df	Sig	statement	β	S.E	T	sig
	0.572	0.327	61.341	50	0.000	organizational excellence	0.524	0.068	7.413	0.000

The table (4.11) indicate that there is a statistically significant effect of E-Compensation on organizational excellence. The correlation coefficient (R) value of 0.572 suggests a positive relationship between E-Compensation and organizational excellence. The determination coefficient (R2) value of 0.327 indicates that E-Compensation explains 32.7% of the variance in organizational excellence. The F value of 61.341 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for E-Compensation is 0.524 with a standard error of 0.068 and a T value of 7.413 which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of E-Compensation on organizational excellence in Jordanian engineering manufacturing companies.

Results related to the fourth sub-hypothesis

H0 1.4: There is no statistically significant impact at the level ($\alpha = 0.05$) of E- Training on organizational excellence in Jordanian engineering manufacturing companies.

To examine the hypothesis regarding the impact of E- Training on organizational excellence, a simple regression analysis was conducted, and the results are presented in Table (4.12).

Table (4.12) Results of simple regression analysis for the impact of E- Training on organizational excellence

Independent variable	model summary		ANOVA			Coefficient				
E- Training	R	R^2	F	df	Sig	statement	β	S.E	T	sig
	0.603	0.363	60.415	50	0.000	organizational excellence	0.598	0.067	7.754	0.000

The table (4.12) indicate that there is a statistically significant effect of E- Training on organizational excellence. The correlation coefficient (R) value of 0.603 suggests a positive relationship between E- Training and organizational excellence. The determination coefficient (R2) value of 0.363 indicates that E- Training explain 36.3% of the variance in organizational excellence. The F value of 60.415 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for E- Training is 0.598, with a standard error of 0.067 and a T value of 7.754, which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of E- Training on organizational excellence in Jordanian engineering manufacturing companies.

Results related to the fifth sub-hypothesis

H0 1.5: There is no statistically significant impact at the level (α = 0.05) of E-Performance evaluation on organizational excellence in Jordanian engineering manufacturing companies.

To examine the hypothesis regarding the impact of E- Performance evaluation on organizational excellence, a simple regression analysis was conducted, and the results are presented in Table (4.13).

Table (4.13) Results of simple regression analysis for the impact of E- Performance evaluation on organizational excellence

Independent variable	model summary		ANOVA			Coefficient				
E-Performance evaluation	R	R^2	F	df	Sig	statement	β	S.E	T	sig
	0.549	0.301	61.134	50	0.000	organizational excellence	0.614	0.067	7.194	0.000

The table (4.13) indicate that there is a statistically significant effect of E-Performance evaluation on organizational excellence. The correlation coefficient (R) value of 0.549 suggests a positive relationship between E- Performance evaluation and organizational excellence. The determination coefficient (R2) value of 0.301 indicates that E- Performance evaluation explains 30.1% of the variance in organizational excellence. The F value of 61.134 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for E-Performance evaluation is 0.614, with a standard error of 0.067 and a T value of 7.194, which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of E- Performance evaluation in organizational excellence in Jordanian engineering manufacturing companies.

CHAPTER FIVE

Discussion, Conclusion and Recommendations

5.0 Introduction

In Chapter 4, a thorough investigation of the study variables and the testing of hypotheses through descriptive statistical analysis were conducted. The chapter succinctly encapsulates the outcomes of this analysis, which directly address the study questions presented in Chapter 1. These findings, in conjunction with the identified problem and formulated hypotheses, are summarized concisely. Additionally, the researcher offers a series of recommendations derived from the insights gleaned from the study findings.

5.1 Discussion of Descriptive Analysis of The Study Variables

E-Human Resources Management practices

The observed high score of 3.70, coupled with a standard deviation of 0.70, reflects a consistent and robust implementation of Electronic Human Resource Management (EHRM) practices across the surveyed organizations. This statistical measure indicates a relatively low degree of variability, suggesting that the majority of organizations assessed share a similar level of proficiency in adopting electronic solutions for HR management.

Key aspects contributing to this positive assessment likely encompass the integration of cutting-edge technologies, streamlined processes, and comprehensive data management within the EHRM framework. Organizations appear to recognize the strategic importance of leveraging digital platforms to enhance recruitment, employee onboarding, performance evaluation, and talent management.

The high score could also imply a widespread acknowledgment of the benefits

associated with EHRM, such as increased efficiency, data accuracy, and the ability to make data-driven decisions. The findings may further suggest that organizations have successfully overcome potential barriers, such as resistance to change or technological challenges, in their journey towards adopting and optimizing electronic HR solutions.

Despite the commendable score, it's important to note that there is always room for improvement. Organizations should consider conducting a detailed analysis of specific subcomponents of EHRM practices to identify areas that might benefit from further refinement. This could involve evaluating the user interface and experience of the EHRM systems, addressing potential cybersecurity concerns, or exploring opportunities for automation to streamline HR processes even further.

- **E-Recruitment**

The mean score of 3.69 in E-recruitment unveils a substantial integration of digital technologies into the recruitment processes of the surveyed organizations. This score indicates a High prevalence, showcasing that a significant proportion of these entities recognize the value of leveraging electronic platforms to streamline and enhance their talent acquisition efforts.

One aspect contributing to this, adoption could be the use of various online platforms for job posting, resume screening, and candidate tracking. The findings suggest that organizations are leveraging digital tools to attract a broader pool of candidates, expedite the screening process, and manage applications efficiently. This approach aligns with the contemporary trend of leveraging technology to optimize the early stages of the recruitment funnel.

However, the mean score also implies that there might be room for refinement and improvement in existing E-recruitment strategies. Organizations could delve into specific

aspects of their digital recruitment processes to identify areas for optimization. This might include evaluating the user experience of online application systems, ensuring the integration of artificial intelligence for more accurate candidate matching, and implementing data analytics to enhance decision-making in the recruitment lifecycle.

- **E- planning**

The mean score of 3.57 in E-planning underscores the evolving landscape of strategic planning within organizations. This score reflects a discernible integration of electronic planning strategies into operational frameworks, signifying a noteworthy acknowledgment of the pivotal role technology plays in shaping strategic initiatives. The moderate level of intensity in E-planning implementation suggests that organizations are actively incorporating digital tools but may have opportunities for further enhancement.

One potential driver behind this moderate prevalence could be the adoption of cloud-based collaborative platforms for planning sessions. The findings indicate that organizations are leveraging these platforms to facilitate real-time collaboration among team members, promoting a more agile and responsive approach to strategic decision-making. This aligns with the contemporary trend of fostering collaboration and breaking down silos through digital solutions.

Despite the positive mean score, there are indications that refinements in electronic planning processes could lead to greater efficiency and effectiveness. For instance, organizations might explore the integration of advanced data analytics tools to derive actionable insights from historical planning data, enabling more informed decision-making. Additionally, the adoption of artificial intelligence algorithms for scenario planning could enhance the predictive capabilities of E-planning, allowing organizations to anticipate potential challenges and opportunities in their strategic landscapes.

- **E- Compensation**

The mean score of 3.63 in E-compensations sheds light on the integration of electronic tools in the compensation practices of surveyed organizations. This score signifies a moderate incorporation of technology into the management and structuring of compensation packages, indicating a recognition of the pivotal role electronic mechanisms play in this critical aspect of organizational management. The commitment to leveraging electronic tools for compensation-related processes is evident, but the slightly lower mean score of 3.57 suggests potential areas for improvement in electronic compensation systems.

One possible contributor to this moderate prevalence could be the adoption of online platforms for salary benchmarking, compensation analytics, and performance-based incentive management. The findings suggest that organizations are utilizing digital tools to ensure their compensation practices are competitive, data-driven, and aligned with performance metrics. This aligns with the contemporary trend of using technology to enhance the transparency and fairness of compensation structures.

Despite the positive mean score, there are indications that organizations may benefit from refining specific aspects of their electronic compensation systems. For example, organizations could explore the integration of artificial intelligence algorithms to analyze market trends and ensure real-time adjustments to compensation structures. Additionally, leveraging data analytics to gain insights into the effectiveness of existing compensation strategies and identifying areas for improvement can contribute to a more agile and responsive compensation framework.

- **E-Training**

The mean score of 3.73 in E-training provides crucial insights into the landscape of electronic training practices within the examined context. This score reveals that

organizations have actively embraced E-training as a substantial and integral component of their learning and development strategies. The commendable commitment to leveraging technology for employee skill enhancement is evident, as reflected in the moderate to strong presence of electronic training initiatives.

This positive adoption trend suggests that organizations are recognizing the value of electronic platforms in delivering training programs that are flexible, accessible, and tailored to the evolving needs of their workforce. The moderate to strong presence of E-training initiatives indicates that organizations are investing in digital tools to enhance the efficiency and effectiveness of their employee development programs.

While the mean score reflects a positive trend, it also highlights the potential for further optimization and enhancement of E-training practices. Organizations could delve into specific facets of electronic training to refine their approaches and align them seamlessly with evolving industry standards. For instance, exploring the integration of immersive technologies such as virtual reality (VR) or augmented reality (AR) into training modules could enhance the engagement and effectiveness of learning experiences.

- **E- performance evaluation**

The descriptive analysis of the study variable E-performance evaluation, with a mean score of 3.87, provides compelling insights into the landscape of electronic performance evaluation practices within the studied context. This score indicates a substantial emphasis by organizations on leveraging technology for the assessment and management of employee performance. The findings suggest a clear commitment to adopting innovative tools to enhance workforce productivity, with a strong presence of electronic performance evaluation initiatives.

The pronounced emphasis on E-performance evaluation is indicative of organizations recognizing the value of technology in fostering a data-driven and transparent approach to talent management. The mean score of 3.87 underscores a positive trend in the integration of electronic tools for performance assessment, showcasing a proactive stance toward adopting modern practices in evaluating and developing the workforce.

While the strong presence of electronic performance evaluation initiatives is encouraging, the analysis also points towards potential opportunities for further refinement. Organizations may benefit from fine-tuning specific aspects of their electronic performance evaluation processes to ensure they align seamlessly with evolving industry benchmarks and best practices. For example, exploring the integration of machine learning algorithms for more accurate performance predictions or incorporating continuous feedback mechanisms within electronic evaluation systems could be avenues for enhancement.

- **Organizational excellence**

The examination of organizational excellence in this study reveals a mean score of 2.45, shedding light on the prevailing level of organizational performance within the context of the investigated variables. This suggests a moderate level of organizational excellence, as interpreted from the descriptive analysis of the study variables. The findings prompt a closer scrutiny of factors contributing to this mean score, probing areas such as leadership, strategic planning, and operational efficiency. The discerned mean serves as a valuable baseline for further exploration and intervention, offering insights into potential areas for enhancement within the realm of organizational excellence. As organizations strive for continuous improvement, it becomes imperative to delve deeper into the specific dimensions and attributes that contribute to or hinder organizational

excellence, paving the way for targeted interventions and strategies to elevate overall performance levels.

One aspect contributing to this moderately prevalent adoption could be the use of various online platforms for job posting, resume screening, and candidate tracking. The findings suggest that organizations are leveraging digital tools to attract a broader pool of candidates, expedite the screening process, and manage applications efficiently. This approach aligns with the contemporary trend of leveraging technology to optimize the early stages of the recruitment funnel.

However, the mean score also implies that there might be room for refinement and improvement in existing E-recruitment strategies. Organizations could delve into specific aspects of their digital recruitment processes to identify areas for optimization. This might include evaluating the user experience of online application systems, ensuring the integration of artificial intelligence for more accurate candidate matching, and implementing data analytics to enhance decision-making in the recruitment lifecycle. This insight provides organizations with a roadmap for further advancements in their E-recruitment practices, aiming for a more robust and efficient talent acquisition process.

In conclusion, according to the findings, Jordanian engineering manufacturing company managers appreciate the value of having qualified personnel and apply EHRM practices to make them feel equal and inspired to work. The findings indicate that each of the practices chosen for the study has a substantial association with organizational excellence.

Based on the findings of the research, the researcher proposes that EHRM practices be implemented with the goal of maximizing employee performance, which will in turn improve organizational excellence through transparent recruitment, training for

employees, performance-based compensation of competent employees, employee participation in strategic objectives and decision-making processes, and work conditions that will help employees feel secure and motivated.

Furthermore, previous studies have found a growing correlation between EHRM practices and organizational excellence. This study agrees with Wright et al. (2005), who underline that EHRM practices are substantially associated to organizational excellence.

5.3 Discussion of the Result of the Study Hypotheses

After analyzing the data obtained from participant responses, performing statistical analyses, and reaching a set of conclusions open to discussion.

The Study Posits A Primary Hypothesis.

H0 1: There is no statistically significant impact at the level (α = 0.05) of E HRM practices (E- Recruitment, E-planning, E-compensation, E-training, E-performance evaluation) collectively on organizational excellence in Jordanian engineering companies.

With an impressive F-statistic value of 39.365, which is statistically significant at a level of 0.000, this study unequivocally rejects the null hypothesis, providing robust evidence in favor of the significance of the regression model. The obtained coefficient of determination (R^2) is equally noteworthy, standing at a substantial 0.754. This indicates that the included explanatory variables—namely, e-recruitment, e-compensation, e-training, and e-performance evaluation—collectively explain a remarkable 75.4% of the variance observed in organizational excellence. Such a high R^2 value underscores the potency of these electronic factors in influencing and shaping organizational performance.

This outcome reinforces the notion of a robust and meaningful relationship between the specified electronic variables and organizational excellence. The statistical

significance of these results, coupled with the elevated R^2 value, not only highlights the model's ability to elucidate variations in organizational excellence but also suggests its potential for accurate prediction based on the selected electronic factors.

Furthermore, the findings from this study imply a noteworthy and practically relevant impact of e-recruitment, e-compensation, e-training, and e-performance evaluation on organizational excellence. The results offer valuable insights for organizations seeking to enhance their performance through strategic electronic interventions, emphasizing the strategic importance of these specific electronic elements.

It is noteworthy that these results align seamlessly with dome previous studies, including those conducted by (Hamdan et al., 2019; Oyoru, 2023). This consistency in findings across studies enhances the robustness and generalizability of the observed relationships, contributing to the growing body of knowledge in the field.

The First Sub-Hypothesis

H01.1: There is no statistically significant impact at the level ($\alpha = 0.05$) of E-Recruitment on organizational excellence in Jordanian engineering manufacturing companies.

The outcomes of the investigation examining the impact of E-Recruitment on organizational excellence within Jordanian engineering manufacturing companies reveal that, at the conventional significance level of $\alpha = 0.05$, there exists a statistically significant effect. The null hypothesis, asserting the absence of a meaningful relationship between E-Recruitment and organizational excellence, is consequently rejected based on the obtained findings. This implies that, within the context of Jordanian engineering manufacturing companies, the adoption of E-Recruitment practices does indeed exert a discernible influence on the overall organizational excellence. These results have important implications for both academic understanding and practical applications in the

field of human resource management. They highlight the necessity for further exploration and consideration of context-specific factors that may influence the effectiveness of E-Recruitment initiatives in enhancing organizational excellence within this particular industry and region. It is noteworthy that these results differ from previous research conducted by (El-rehim & Mohamed, 2003; Madhuri & Rao, 2023).

The Second Sub-Hypothesis

H01.2: There is no statistically significant impact at the level (α = 0.05) of E-planning on organizational excellence in Jordanian engineering manufacturing companies.

Given the rejection of the null hypothesis at the significance level (α = 0.05), indicating a lack of statistically significant impact of E-planning on organizational excellence in Jordanian engineering manufacturing companies, it is recommended that organizations reconsider their reliance on E-planning strategies for achieving excellence. Companies in the engineering manufacturing sector in Jordan may need to explore alternative approaches or refine existing practices to enhance organizational excellence. Drawing parallels with the research conducted by (Malkawi, 2020), these findings underscore the importance of critically evaluating and adapting organizational strategies to local contexts. It is suggested that companies in Jordanian engineering manufacturing carefully assess the applicability of E-planning in their specific operational environments and consider alternative strategies that might better align with their organizational goals and challenges. This proactive approach can contribute to more effective and tailored methods for achieving excellence in the unique context of Jordanian engineering manufacturing companies.

The Third Sub-Hypothesis

H01.3: There is no statistically significant impact at the level (α = 0.05) of E-Compensation on organizational excellence in Jordanian engineering manufacturing companies.

With the rejection of the null hypothesis at the significance level (α = 0.05), signifying a statistically significant impact of E-Compensation on organizational excellence in Jordanian engineering manufacturing companies, organizations in this sector are encouraged to reevaluate and potentially integrate E-Compensation strategies to enhance their overall excellence. The acceptance of the alternative hypothesis underscores the potential positive influence of E-Compensation practices on organizational excellence within the context of Jordanian engineering manufacturing. Drawing parallels with the research by (Epebinu et al., 2023), there is partial alignment with their findings, suggesting a nuanced understanding of the relationship between E-Compensation and organizational excellence. Companies in the Jordanian engineering manufacturing sector may find value in exploring and implementing E-Compensation strategies that are tailored to their specific needs and organizational dynamics. This strategic approach can contribute to fostering a workplace environment that promotes excellence, employee satisfaction, and overall organizational success.

The Fourth Sub-Hypothesis

H01.4: There is no statistically significant impact at the level (α = 0.05) of E-Training on organizational excellence in Jordanian engineering manufacturing companies.

Given the rejection of the null hypothesis at the significance level (α = 0.05), indicating a statistically significant impact of E-Training on organizational excellence in Jordanian engineering manufacturing companies, organizations within this sector are urged to recognize the potential benefits of investing in E-Training initiatives. The

acceptance of the alternative hypothesis suggests that E-Training may play a crucial role in contributing to organizational excellence. These findings align with the research conducted by (Said et al., 2019), affirming the positive impact of E-Training practices on organizational outcomes. In light of these results, it is recommended that companies in the Jordanian engineering manufacturing sector consider incorporating or enhancing E-Training programs as part of their strategic initiatives. Proactive efforts to invest in employee training, skill development, and knowledge enhancement can lead to improved performance, innovation, and overall excellence within the organizational framework. This strategic alignment with E-Training practices may position companies to adapt to evolving industry demands and enhance their competitiveness in the dynamic landscape of engineering manufacturing.

The fifth sub-hypothesis

H01.5: **There is no statistically significant impact at the level ($\alpha = 0.05$) of E-Performance evaluation on organizational excellence in Jordanian engineering manufacturing companies**

With the rejection of the null hypothesis at the significance level ($\alpha = 0.05$), signifying a statistically significant impact of E-Performance evaluation on organizational excellence in Jordanian engineering manufacturing companies, it becomes imperative for organizations within this sector to recognize the potential influence of E-Performance evaluation practices on overall excellence. The acceptance of the alternative hypothesis suggests that incorporating effective E-Performance evaluation strategies may contribute positively to organizational outcomes. These findings align, albeit partially, with the research conducted by (Mohamed Elsawy & Ahmed Elbadawi Ali, 2021), indicating a nuanced understanding of the relationship between E-Performance evaluation and organizational excellence. In light of these results, it is recommended that companies in

the Jordanian engineering manufacturing companies carefully consider and refine their E-Performance evaluation processes to align with organizational goals. Proactive efforts in implementing robust performance evaluation mechanisms can lead to enhanced employee productivity, improved decision-making, and ultimately contribute to organizational excellence. This strategic alignment with E-Performance evaluation practices may position companies to navigate challenges effectively and achieve sustained success in Recommendations.

5.4 Recommendations for Jordanian engineering manufacturing companies based on the study findings.

- Enhance the user experience of online application systems to streamline recruitment processes.
- Enhance the organization's online exposure with social media and an engaging careers page. Highlighting the company's culture and possibilities can help attract top candidates and improve e-recruitment outcomes.
- Use EHRM technologies that allow for easy modifications to goals as circumstances change. This adaptability guarantees that organizational plans stay relevant and responsive to changing circumstances.
- Incorporate predictive analytics via electronic planning to make more informed judgments about future resource needs. Intelligent data use in planning ensures resource efficiency, which contributes to the organization's overall excellence.
- Integrate EHRM systems to link employee compensation directly to individual or team accomplishments. This not only inspires employees but also nurtures a culture of excellence that aligns with the organization's objectives.
- Use EHRM technologies to create a clear and equitable pay system. Simplifying the

structure helps employees understand their compensation, which fosters satisfaction and trust inside the firm.

- Employ EHRM technologies to craft customized online learning journeys for individual employees. This approach ensures that training programs are specifically designed to meet each employee's needs, promoting skill development and contributing to organizational excellence.
- Use interactive e-learning applications within EHRM to engage employees efficiently. Incorporate multimedia components, quizzes, and real-world scenarios to enhance the training experience's immersion and impact.
- Utilize EHRM for consistent feedback, aiding employees in ongoing improvement and fostering organizational excellence.
- Use EHRM tools to connect individual goals with the broader organizational aims, ensuring a collective effort toward organizational excellence.
- Regularly update EHRM practices to stay current with technological advancements.
- Foster a culture of continuous learning to keep EHRM practices effective and aligned with organizational goals.

5.5 Suggestions for Future Research

- Longitudinal Investigations into EHRM Impact: Undertake longitudinal studies to monitor the prolonged effects of EHRM practices on organizational excellence. This will furnish a deeper understanding of how these practices develop and adjust over time, offering a more holistic comprehension of their enduring impact.
- Comparative Studies across Industries: Broaden the research scope to encompass a comparative analysis across different industries. By exploring how EHRM practices vary in their influence across diverse sectors, researchers can pinpoint industry-

specific intricacies and best practices that contribute to organizational excellence.

- Employee Perspectives and Contentment: Subsequent studies could explore the viewpoints and contentment levels of employees regarding EHRM practices. Gaining insights into how employees perceive and interact with these electronic systems can offer valuable information for refining HR strategies.
- Alignment with Organizational Culture: Investigate how EHRM practices align with and contribute to organizational culture. Explore ways in which electronic HR systems can be customized to align with the distinctive values and principles of various organizations, ultimately enhancing organizational excellence.

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Appendices

Appendix (1)

Study Tool (Questionnaire in Arabic)

بسم الله الرحمن الرحيم

السادة المحترمين

تحية طيبة وبعد ،،،،،

تقوم الباحثة بإجراء دراسة بعنوان :

أثر ممارسات إدارة الموارد البشرية الالكترونية على التميز التنظيمي: دراسة تطبيقية في شركات التصنيع الهندسية الأردنية.

وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في تخصص إدارة الأعمال، فأرجو منكم التكرم بالإجابة على جميع الأسئلة في الاستبانة حسب ما ترونه مناسباً، علماً أن تعاونكم له الأثر الكبير في نجاح هذه الدراسة، وستعامل المعلومات بسرية تامة والأغراض البحث العلمي فقط.

شاكرين تعاونكم وتفضلوا بقبول وافر السلام والاحترام.

اشراف	الطالبة
أ.د عزام أبو مغلي	علا محمد سلامة

الجزء الأول: البيانات الشخصية والوظيفية

يرجى وضع إشارة (√) في المربع الذي يصف وضعك بدقة

1. **الجنس:** ☐ ذكر ☐ أنثى

2. **العمر:** ☐ أصغر من 30 سنة ☐ 30–أقل من40 سنة
   ☐ 40–أقل من50 سنة ☐ 50 فأكثر

3. **المؤهل العلمي:** ☐ دبلوم متوسط ☐ بكالوريوس
   ☐ ماجيستير ☐ دكتوراة

4. **سنوات الخبرة:** ☐ أقل من 5 سنوات ☐ من 5–أقل من 10 سنوات
   ☐ من 10–أقل من15سنة ☐ 15 سنة فأكثر

5. **المسمى الوظيفي:** ☐ مدير ☐ مساعد مدير
   ☐ مدير الموارد البشرية ☐ موظف

الجزء الثاني: أبعاد المتغير المستقل: ممارسات إدارة الموارد البشرية الإلكترونية:

هي استخدام التقنيات المعتمدة على الويب في النظم المرتبطة بالموارد البشرية.

البعد الأول: التوظيف الإلكتروني:

هو عملية استقطاب المرشحين المحتملين لشغل الوظائف الشاغرة باستخدام ادارة الموارد البشرية الإلكترونية .

الرقم	الفقرة	موافق بشدة	موافق	موافق الى حد ما	غير موافق	غير موافق بشدة
.1	تعلن الشركة الكترونيا الوظائف بشكل واضح					
.2	تعلن الشركة الكترونيا الوظائف بطريقة تجذب المهتمين					
.3	تعلن الشركة الكترونيا الوظائف بطريقة تبين المعايير المطلوبة					
.4	تتيح الشركة الكترونيا التواصل السريع معها					
.5	تقدم الشركة الكترونيا في الإعلان الوصف الوظيفي					

البعد الثاني: التخطيط الإلكتروني:

التنبؤ بالعرض و الطلب على الموارد البشرية و تحديد الفائض والعجز وصنع القرارات .

الرقم	الفقرة	غير موافق بشدة	غير موافق	موافق الى حد ما	موافق	موافق بشدة
.6	تتسم الشركة برؤية قيادية					
.7	تعتمد الشركة التخطيط الإلكتروني لتوزيع اعباء العمل					
.8	تحدد الشركة من خلال التخطيط الإلكتروني المقترحات الملائمة للأولويات					
.9	تحدث الشركة موازنة الموارد البشرية عن طريق التخطيط الإلكتروني					
.10	تساعد الشركة عن طريق التخطيط الإلكتروني على متابعة التنفيذ					

الرقم	الفقرة	غير موافق بشدة	غير موافق	موافق الى حد ما	موافق	موافق بشدة
.11	تتعامل الشركة الكترونيا مع جميع أنواع التعويضات					
.12	توثق الشركة الكترونيا أداء الموظفين					
.13	تقيم الشركة اداء الموظفين الكترونيا					
.14	تقدم الشركة الكترونيا منظومة قانونية تحكم أسس التعويضات					
.15	تساعد الشركة على تسهيل التعامل مع الأداء التنظيمي					

الرقم	الفقرة	غير موافق بشدة	غير موافق	موافق الى حد ما	موافق	موافق بشدة
.16	تغطي الشركة الكترونيا المهارات المراد توصيلها بسهولة في التدريب					
.17	تستخدم الشركة الأدوات التدريبية المتوفرة في النظام بدلا من الأدوات التقليدية					
.18	تعطي الشركة الفرصة للتفاعل مع المدرب عن طريق النشاطات الكترونيا					
.19	توفر الشركة وسائل صوتية بكفاءة عالية					
.20	توفر الشركة وسائل مرئية بكفاءة عالية					
الرقم	**الفقرة**	**غير موافق بشدة**	**غير موافق**	**أوافق الى حد ما**	**موافق**	**موافق بشدة**
.21	تقيم الشركة الأداء الإلكتروني بشكل أكثر دقة					
.22	تعتمد الشركة مقاييس لتقييم الأداء الإلكتروني معروفة من قبل الموظفين					
.23	تتيح الشركة عن طريق التقييم الإلكتروني فرصة للموظفين لتحسين أدائهم					
.24	توفر الشركة الكترونيا معلومات دقيقة عن أداء الموظفين					
.25	تعتبر الشركة تقييم الاداء الإلكتروني اساس قرارات الترقية					

الجزء الثالث: المتغير التابع: التميز التنظيمي:

هو سعي المنظمات إلى استغلال الفرص الحاسمة التي يسبقها التخطيط الاستراتيجي الفعال والالتزام لإدراك رؤية مشتركة يسودها وضوح الهدف وكفاية المصادر والحرص على الأداء.

الرقم	الفقرة	غير موافق بشدة	غير موافق	أوافق الى حد ما	موافق	موافق بشدة
.26	تضع الشركة معايير واضحة للتميز التنظيمي					
.27	تهتم الشركة بالتنمية المهنية لجميع الموظفين					
.28	تتواصل الشركة بفاعلية مع جميع الموظفين					
.29	توفر الشركة معايير موضوعية لتقييم خطط التميز التنظيمي					
.30	تقوم الشركة بمكافأة الموظفين على تحقيق معايير التميز التنظيمي					
.31	تهتم الشركة بدراسة تجارب شركات منافسة في عملية التميز					
.32	تضع الشركة معايير للتميز التنظيمي بشكل دوري					
.33	تقيم الشركة مقدار التميز التنظيمي وفق مقاييس محددة					
.34	تقوم الشركة بتشجيع الموظفين على التميز التنظيمي					
.35	تشجع الشركة على المشاركة في دورات التميز التنظيمي كلما أتيحت الفرصة					

Appendix (2)

Study Tool (Questionnaire in English)

بسم الله الرحمن الرحيم

جـــامـعـة الـــشرق الأوسـط
MIDDLE EAST UNIVERSITY
Amman - Jordan

Dear Sir/Madam

Greetings,

The researcher is conducting a study entitled:

The Impact of EHRM Practices on Organizational Excellence: An Empirical Study in Jordanian Engineering Manufacturing Companies

As part of the requirements for obtaining a Master's degree in Business Administration, your cooperation in answering the questionnaire is highly appreciated. Rest assured that all information provided will be treated with complete confidentiality and solely used for study purposes. Your assistance will greatly contribute to the success of this study.

Thank you for your cooperation; kindly accept our sincere greetings and respect.

Supervisor	Student
Prof. Azzam Aboumoghli	Ola Mohammad Salameh

The Impact of EHRM Practices on Organizational Excellence: An Empirical Study in Jordanian Engineering Manufacturing Companies

Dear Sir/Madam,

This questionnaire is designed to study the impact of EHRM Practices on Organizational Excellence in Jordanian Engineering Manufacturing Companies. Your company has been selected for this study based on a random sample. The study is purely academic and the data you provide will be used only for scientific research and will help in gaining a better understanding of the effects of EHRM practices on organizational excellence. The questionnaire should be filled in by the: manager, HR manager or by the person(s) who is in charge of the EHRM practices within your company.

Of course, you are not required to identify yourself or your company and your response will be kept strictly confidential. Only the researcher will have access to the data you give and the completed questionnaire will not be made available to anyone other than the researcher. An executive summary of the research major findings can be sent to the participating enterprises.

Your kind cooperation in this research is very much appreciated and the researcher sincerely hopes that you will find the study of interest to you and hopefully to your Enterprise.

Thank you very much for your time and cooperation.

Your sincerely,

Ola Salameh

0798520905

Part One: Personal and career information

Please tick (√) the appropriate answer in the box where applicable

1. Sex:	☐ Male	☐ Female
2. Age:	☐ Less than 30 years ☐ 41-50 years	☐ 31-40 years ☐ 51 years or more
3. Qualifications:	☐ Diploma ☐ Masters	☐ Bachelor ☐ PhD.
4. Experience	☐ Less than 5 years ☐ 11-15 years	☐ 5-10 years ☐ 16 years or more
5. Position	☐ Owner ☐ HR manager	☐ Manager ☐ Employee

Independent Variable: E-Human Resources Management practices It is the use of web-based technology in human resource systems.						
First Dimension: E-Recruitment: It is the process of attracting qualified individuals to fill open positions through electronic human resource management.						
No.	**Item**	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
1.	The company announces vacancies electronically clearly.					
2.	The company electronically publishes job in a way that attracts those who are interested.					
3.	The company advertises jobs in a way that transparently shows the required criteria					
4.	The company allows quick communication with it					
5.	The company provides the job description in the advertisement					
No.	**Item**	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
6.	The company has a leading vision					
7.	The company adopts e-planning for workload distribution					
8.	The company identifies appropriate proposals for priorities					
9.	The company uses e-planning to balance its personnel resources.					
10.	The company helps to follow up the implementation of plans					
No.	**Item**	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
11.	The company deals with all types of compensation					
12.	The company documents electronically employee performance dimensions					
13.	The company evaluates the performance of employees electronically					
14.	The company electronically provides a legal system that governs the compensation					
15.	the company facilitate dealing with organizational performance					
No.	**Item**	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
16.	The company electronically covers the skills to be easily communicated in training					
17.	The company uses the training tools available in the system instead of traditional tools					
18.	The company gives the opportunity to interact with the trainer through electronic activities					

19.	The company gives the opportunity to interact with the trainer in terms of questions and activities					
20.	The company provides highly efficient audio and visual means					
No.	**Item**	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
21.	The company evaluates e- performance more accurately and effectively					
22.	The company provides e-performance evaluation metrics that are known by employees					
23.	The company provides an opportunity for employees to improve their performance					
24.	The company provides accurate information about employees' performance					
25.	E-performance evaluation is considered a link between human resources management and employees					

Dependent Variable: Organizational Excellence:
is the organization's effort to capitalize on crucial opportunities, which is preceded by excellent strategic planning and dedication to realizing a common vision of defined purpose, adequate resources, and performance concern.

No.	**Item**	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
26.	The company sets clear standards for organizational excellence					
27.	The company is interested in the professional development of all employees					
28.	The company communicates effectively with all employees					
29.	The company provides objective criteria to evaluate organizational excellence plans					
30.	The company rewards employees for achieving organizational excellence standards					
31.	The company is interested in studying the experiences of competing companies in the differentiation process					
32.	The company periodically sets standards for organizational excellence					
33.	The company periodically sets standards for organizational excellence					
34.	The company evaluates the extent of organizational excellence according to specific standards					
35.	The company participates in organizational excellence courses whenever the opportunity arises					

Appendix (3)

The Names of The Judges of The Study Tool (Questionnaire)

قائمة بأسماء السادة المحكمين

اسم المحكم	الرتبة العلمية	اسم الجامعة
أ د على العضايلة	أستاذ دكتور	جامعة الشرق الأوسط
أ د احمد علي صالح	أستاذ دكتور	جامعة الشرق الأوسط
أ د خالد أبو الغنم	أستاذ دكتور	جامعه عمان العربية
د بلال فاضل بزدوغ	أستاذ مشارك	جامعة الملك سعود
د احمد مرعي	أستاذ مساعد	جامعة الشرق الأوسط
د عبد العزيز صالح محمد	أستاذ مساعد	جامعة الشرق الأوسط
د أحمد الحراسيس	أستاذ مساعد	جامعة الشرق الأوسط
د سائد ماجد زيغان	أستاذ مساعد	جامعة البترا
د سوسن عبد الله الشاعر	أستاذ مساعد	جامعة العلوم الإسلامية العالمية
د نهال بن عيسى	أستاذ مساعد	جامعة الملك سعود