

**The impact of the use of electronic human resources management
in reward systems on employee productivity in the banks of the
southern region of the Kingdom of Saudi Arabia**

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Abstract

Human Resource Management (HRM) uses information technology to improve its performance and productivity. As organizations use technology increasingly at the present time, however, there is a lack of studies on electronic human resource management practices.

This study aims to determine the impact of using electronic human resources management in reward systems on employee productivity by studying the impact of electronic human resources management on the clarity and validity of the data entered into the reward system and employee acceptance of this system.

This research is a descriptive study. The research sample consisted of bank employees in the southern region of the Kingdom of Saudi Arabia. 150 electronic questionnaires were distributed. In addition, a statistical analysis of SPSS version 20 was performed and presented as a descriptive statistic.

This study found that the intermediate variables (the clarity and validity of the data entered into the reward system and employee acceptance of the system) are positively affected by the use of electronic human resources management, which affects employee productivity.

Keywords: E-HRM, Electronic Human Resources Management, Productivity, Reward Systems, Banks.

CHAPTER 1 RESEARCH OVERVIEW

1.1 Introduction

This research will study the effect of using electronic human resources management on employee acceptance of the reward systems used in the banks of the southern region of the Kingdom of Saudi Arabia when he finds trust and fairness in those systems, which leads to an increase in employee productivity. The background of the research will be conducted to explain to the reader the importance of the presence of technology in organizations and the significance of electronic human resource management for the organization. The problem statement will be carried out to describe the issues and present them to the reader and then the research question will be presented after the research objectives and its significance, and finally, the hypothesis statement for the relationship between the variables will be tested.

1.2 Research Background

Organizations are endeavoring to keep pace with the transition from traditional management to modern strategic management, as information technology and its systems have become a key part of the success and continuity of the organization. Therefore, the trend towards electronic management has become a crucial issue for organizations.

Over the past decade, HRM has gained wide acceptance in college and university business books, seminar programs, lecturer posts, and professional titles. The concept of human resource management is considered one of the basic strategic assets, demonstrating that human resource practices and policies are a primary source of competitive advantage for organizations in the workplace where imitation or trade is difficult (Alam, Ahsan, Abdullah, 2015). The interest in human capital officially began with the industrial revolution, the fact that the primary assets of human resource management lie in the industrial past. Just like employees sharing jobs to be performed in modern organizations, humans in ancient societies were also dividing tasks among themselves. So, it can be said that the division of labor has been practiced since prehistoric times.

Jobs were assigned according to skills such as the ability to track animals, cook, or find plants or food; however, the main contribution to the development of human resource management systems was mainly during the industrial era of the nineteenth century (Al-Sheikhly, 2017). The studies also unanimously agreed that the application of electronic human resource management techniques in the organization has an impact on the functions of human resources and the employees. Its impact on the organization is shown in: reducing costs, improving efficiency, enhancing the quality of customer service, facilitating and accelerating administrative transactions, and accuracy and minimizing errors and upgrading the strategic direction of human resource management. As for the employee, its impact can be illustrated in terms of effectiveness, reduced time taken to complete work, and improved productivity and performance. Despite the widespread use of HRM and electronic HRM in organizations, there has been a dearth of research on the topics, and a dearth of research showing the impact of electronic HRM on human resource functions. Hence, the researcher has adopted the direction in research on how electronic human resources management affects reward systems and thus raises employee productivity.

The researcher also chose the banking sector to apply the study to what the joint stock banks and the financial group offer, and to provide services and products that are compatible with Islamic Sharia. This can be accomplished via assisting clients with developing their projects, wealth, and business by providing customized services and products, giving the necessary advice, and offering all ways of guidance to clients in their business journey. The employee in the bank is of great importance, as he is the person who receives customers and daily auditors and clarifies all the questions and inquiries posed by customers and auditors. In addition, the bank employee is tasked with explaining all new banking services, products and works that he implements and presents to clients. Finally, the bank employee is the main interface of the bank, which reflects the bank's image before competitors and customers, as well as before the government in general.

1.3 Problem Statement

Human Resource Management aims to provide employees in an organization performing many tasks and functions with the satisfaction and confidence necessary to increase their productivity. The strategic objectives of this concept assist in the acquisition, assessment, training, and compensation of employees by taking care of their relationships at work, the fairness of their safety, and their concerns (Dessler, 2013). The basic function of management in any organization is the basic condition for performance, as it helps companies to recruit, select and improve the capabilities of employees. In addition, a consistent and comprehensive approach to HRM for hiring and improving employee performance and satisfaction can be viewed as an important philosophy about the approach by which employees are managed. This is supported by many theories that discuss employee behavior and organizations. The objectives and importance of human resource management can also be identified as one of the aspects. It is concerned with its contribution to enhancing the company's effectiveness through its employees (Armstrong and Taylor, 2014).

The strategic importance of HRM also shows that it is oriented towards high productivity and performance in the workplace (through intensive development, selective recruitment, comprehensive performance appraisal, active employee participation, and incentive processes linked to productivity and performance). Thus, employees will be motivated and encouraged in terms of the attitudes and behaviors they present, and they will be able to reach the desired satisfaction goals that deliver better performance by allowing the organization to achieve its goals as well and achieve its full potential (Al-Shaikhly, 2017). This shows that employees are positively affected by their satisfaction, performance and motivation, which enhances group and/or individual productivity (Guest, 2011). Others believe that the main importance of HRM greatly influences the situation and generates positive results for productivity and performance. Accordingly, the positive results of productivity and collective performance at the enterprise level (Jackson, Schuler, and Jiang, 2014). This study seeks to examine the role of electronic human resources management in influencing reward systems in

terms of employee confidence in receiving it. The reward he deserves, and thus motivating him, contributes to raising productivity and performance.

This study also helps banks by identifying how to access employee trust and acceptance of reward systems through accuracy and clarity. This will be verified by collecting employee data and analyzing his results in the third trimester.

Since most of the previous studies focused on identifying the impact of electronic human resource management on the functions of human resource management in general, there is a lack of research that addresses the effect of electronic human resource management on reward systems.

1.4 Research Questions

After presenting the problem, the study attempted to answer the following question:

- What is the impact of the use of electronic human resources in reward systems on employee productivity in the southern region banks in the Kingdom of Saudi Arabia?

From the above main question, the following sub-questions can be formulated:

- 1- What is the impact of the clarity of the data entered into the reward systems on the employee's acceptance of the reward?
- 2- What is the impact of the accuracy of the data entered into the reward systems on the employee's acceptance of the reward?
- 3- What is the impact of electronic human resources management on employee acceptance of reward systems?

1.5 Research Objective

This research aims to study the impact of electronic human resources management on employee productivity. More specifically, the research seeks to achieve the following objectives:

- 1-Studying the impact of electronic human resources management on employee acceptance of reward systems in banks in the southern region of the Kingdom of Saudi Arabia.

- 2- Examining the impact of electronic human resources systems on employee confidence and acceptance of reward systems through (accuracy and clarity in the data entered).

1.6 Significant of study

The goals of electronic human resources management in general stem from the integration of electronic human resources management with the goals of electronic management by keeping pace with the continuous changes in the market environment in which specific goals are chosen to increase focus on strategic issues and increase flexibility, practices and procedures, increase the efficiency of human resource management in the organization, and reduce costs. Therefore, electronic human resource management is oriented towards serving the employees and management in the organization (Al-Shobaki et al., 2017).

The importance of electronic human resource management can be highlighted through the many dimensions that appear in the organization when applying electronic human resource management, such as (Al-Shobaki et al., 2017):

- 1- Reduce costs by automating HR activities and processes.
- 2- Reduce correction costs by developing the accuracy of human resources in their data.
- 3- Reduce the costs of publishing and printing information by providing direct and fast access.
- 4- Improve employee performance and productivity by providing access to data anywhere, anytime.
- 5- Reduce search and data entry costs through self-management and recruitment services.
- 6- Improve the effectiveness of the decision-making process by enhancing the analysis of human resource information.
- 7- Reduce IT infrastructure requirements by implementing HR Services Interface.

To achieve these outputs, organizations must pay attention to and motivate employees. This study also reveals to banks the extent to which

employees are satisfied with the reward systems, their acceptance of these systems, and their sense of fairness in obtaining their incentives.

The importance of the current study can be seen in that it is the first study that deals with this topic, and on the other hand, the scarcity of Arab and Saudi studies in particular. This study opens the way for researchers to study the impact of electronic human resources on other human resource management functions.

From a practical point of view, the study contributes to clarifying the impact of electronic human resources on employee productivity in banks in the southern region of the Kingdom of Saudi Arabia and directs officials and stakeholders in banks to pay attention to reward systems to achieve the objectives of the organization.

1.7 Hypotheses of the study

- H1: There exists a positive a positive impact of the electronic human resources management on the clarity of the data entered in the reward systems.
- H2: There exists a positive impact of electronic human resources management on the accuracy of data entered in reward systems.
- H3: There exists a positive impact of electronic human resource management on employee acceptance of reward systems.
- H4: There exists a positive effect of employee acceptance of reward systems on employee productivity.

1.8 Research Design

The current study falls into five chapters to provide a clear framework for the study.

The first chapter consists of the introduction, background and research questions, research objectives and study significance as well as study hypotheses and research design. The second chapter includes a literature review related to the impact of electronic human resources management on reward systems and deals with previous studies. The third chapter highlights research methodology, where research methodology, data collection tool, and data analysis techniques are addressed. The fourth

chapter explains data analysis and interpretation of results using SPSS to generate different insights related to the research questions or research objectives formulated in Chapter One.

In addition, the fifth chapter presents the results, conclusions, recommendations, and suggestions for future studies.



Figure 1-1 The structure of the research

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the theoretical framework related to the subject of the study and literature review and hypothesis development and conclusion.

2.2 Electronic Human Resources Management (e-HRM)

In accordance with the developments, changes in technology and challenges, these changes have helped create electronic human resource management (e-HRM), which means creating an information system to help manage human resource management information systems (HRMIS). For more efficient and effective HR practices, organizations have been transformed into electronic human resource management (Santone, 2020).

The rationale for these aspects of e-HRM is the identification and transformation of transactional inputs into outputs, a process required for e-HRM transition by reducing uncertainties related to management processes and information technology production. Therefore, organizations will achieve more goals in this transition by managing their administrative functions through alignment with the capabilities of electronic human resource management and information technology (Oswal and Narayanappa, 2015).

The challenges facing human resource management during the major changes that occur due to information and communication technology (ICT) and the important factors of change, which the researchers noted, are the applications of websites and Internet technology that enhance and increase the functions of human resource management (Al-Hawari and Al-Namlan, 2018) and these applications are identified in human resources as electronic human resource management (e-HRM).

E-HRM is the process that applies information systems technologies to activities and events directly related to the management of human resource applications and functions. This process is done through a computerized system that includes databases or is connected to internal databases of employees, employee information and their own tasks (Foster ,2010).

A definition of electronic human resources was also clarified as the integration of human resources activities through web-based technologies (Nasar *et al.*, 2020).

Electronic human resource management is also defined as an integrated structure designed to provide data for the decision-making process among the management of the organization as the E-HRM system is mainly used for data acquisition, archiving, processing, checking, retrieval and distribution to the human resource branch of organizations. HRM is not a computer that is simply linked to HR software and functions. However, electronic human resource management includes software, hardware, personnel, policies, forms, procedures, and master data used in the field of human resources (Gürol, Wolff, and Berkin, 2010).

With the maturity of the Internet and web technologies, companies have enthusiastically embraced many human resource management functions through the World Wide Web. The human resource department has been able to transform its functions and practices into the initial implementation of managers and employees. Managers and employees can access these practices and functions online and through a web interface, using the organization's personal line. Several studies have revealed that electronic HRM functions outside HRM; where HR services are provided via the Internet or an intranet for use by all managers and employees in the organization (El-Hawary and Al-Naseer, 2017; El-Hawary and El-Ajami, 2017; El-Hawary and Shdeifat, 2016; El-Hawary et al., 2013; El-Hawary and Miteb, 2013; El-Hawary and Miteb, 2012). Based on the technological programs that have helped in making administrative decisions in the fastest time and at the lowest cost by providing information continuously and quickly to the decision-maker, and to keep pace with the technological development in communication and information, many organizations have begun to adopt electronic human resources management (Zour and Al-Moula, 2021).

2.3 HRM Practices and E-HR Management:

Human resource management practices are defined as the activities performed in the organization that are directed to the management of the

human resource group by ensuring the implementation of resources and factors in the organization to achieve organizational goals (Tiwari and Saxena ,2012). Many have stated that HRM practices are grouped into several categories such as selection, recruitment, development, training, maintenance, and motivation. Furthermore, in a reasonable sense, organizational managers can be identified as human resource managers, since they are all involved in recruitment, selection, interviewing and development practices and activities. However, most organizations also have human resource departments with their top management (Lim and Ling ,2012).

Over the past several years, many researchers have identified the private practices of human resource management by many names. Researchers refer to certain combinations of these practices as high-performance, cutting-edge, or professional practices. Others believe that the most appropriate term is HRM best practices (Quansah, 2013). One of the outstanding questions in the field of human resource management is whether a single set of practices represents a globally superior way of managing people. Theories about these practices suggest that some HRM practices, whether collectively or separately, lead to better performance in the organization (Khashman and Rials ,2015). On the other hand, E-HRM defines human resource requirements in learning methods and skills development at the strategic level. These requirements align with the long-term goals of the organization. Electronic HR management practices are accomplished through different transaction processing systems that make up the sub-systems in this discipline (Al-Hawari and Al-Namlan, 2018).

2.3.1 Recruitment and E-Recruiting

Recruitment is the process of producing a pool of skilled individuals to apply for work in an organization; while selection is the procedure by which the administration uses particular instruments to select from a collection of job applicants an individual(s) that can achieve success in the described job(s) given goals of management and legal requirements (Soomro, Gilal, and Jatoi ,2011). This makes the organization's efforts to attract, select, develop, and retain skilled employees in key strategic positions the most important issue for the survival and growth of organizations, to compete

effectively in a complex and dynamic environment and to achieve sustainable progress; the ability of the organization to attract high-quality human capital is a real competitive advantage (Brandão et al., 2019). E-recruitment is defined as the announcement of vacancies on the company's website or the online recruitment website. (ALMashrafi, 2020) E-recruitment helps to present a larger group of candidates and a more efficient recruitment process due to the shortening of the process time and the reduction of recruitment costs.

Online job posting offers multiple advantages to the organization, including lower costs compared to paperwork. Also, the advantage of keeping applicants' CVs within a system and organizing them makes it easy for HR professionals to select the right person (Brandão et al. 2019). Online recruitment offers job opportunities to many people from different geographies. LinkedIn for instance, is among the most popular recruitment platforms. It also facilitates access to information related to the organization that advertises jobs, and access to job information through job descriptions on the organization's website, allowing people to know the roles and responsibilities (Boşcaı, 2017). It is important for the employer to clarify roles and responsibilities for their employees, how they will be evaluated and how introducing role responsibilities will help organizations achieve their goals and success (Rovithis *et al.* 2017). Workers require clarity in what they are assumed to do, how to do it, and the ordinary desires of the organization in this respect (Newman, Allen & Miao, 2015).

2.3.2 Training and E-Training

Development and training are any efforts to develop a current or future individual by increasing that individual's abilities to perform or carry out certain tasks through learning, which can often be done by changing the individual's behavior or improving his knowledge/skills. Training is also a process of imparting certain skills; while the concept of development is believed to be the learning opportunities that are developed to help employees improve their skills at work (Qwansa, 2013).

E-training improves the diagnosis and evaluation of the competencies and skills that the company possesses, assists in preparing training and development strategies for working employees with the possibility of

distributing and redistributing them to specific tasks according to the capabilities they possess. Moreover, this is done in conjunction with the qualifications of the personnel to determine the place and time of training, final selection of the program to be applied, and the evaluation of its effectiveness (Al Kumait and El Hawary. 2017).

The advantages of e-training show us that distance learning can be done using a variety of multimedia such as audio and video seminars and resource links that provide a solution for distance learning, offer training opportunities for a large number of employees, provide multiple sources of information for employees to accomplish their work creatively (Alrubaie et al. 2017). The goal of e-training is to develop working individuals of different functional and administrative levels to accomplish their work and jobs. (Alkali and Abu Mansor, 2020).

2.3.3 Performance/Appraisal Management and E-Performance Evaluation

Employee performance appraisal is a systematic evaluation of the performance and development potential of employees over a specified period of time that is conducted by supervisors or others who are familiar with their performance. Therefore, this HRM practice enhances productivity and enhances performance (Nayab and Richter ,2011). Effective management, on the flip side, uses electronic performance assessment as the basic support for both operational and exceptional management by providing information related to activities and operations outside and within the organization. These processes include many practices such as measuring organizational performance, coordinating internal development and progress, external standards, achieving basic principles of knowledge management, and identifying ideal partnerships and corporate acquisitions. Electronic performance appraisal helps the organization motivate and sustain talent by acquiring the ideas and perspectives of those who have investigated the many practice activities of the organization. Accordingly, the institution reduces costs as a result of applying the principles of electronic evaluation (Al-Hawari and Al-Namlan, 2018). Through performance appraisal, the organization can determine the level of employee performance compared to the organization's regulations and the employee

follows the job description, then distinguished employees are distinguished from others, enjoying many advantages, including the possibility of promotion, or an increase in wages, or a reward if they delivered outstanding performance, or on the contrary poor performance this may result in a penalty (Zour and Al-Moula ,2021).

The performance appraisal process can be facilitated electronically by providing an electronic performance appraisal system for managers that gives them the ability to measure the performance of employees, write performance reports electronically and send them to Human resources and provide feedback to the employee electronically (Khashman, 2014). Performance appraisal systems must be accurate in the information entered and objective. This evaluation must clarify the strengths and weaknesses of the employee to be able to develop in the future. We also see the banks' keenness to evaluate the employee after providing a service to the client directly by sending a message to the client that includes the evaluation link directly connected to the bank's system, which gives the organization a competitive advantage. Using an electronic system to enter employee performance appraisal data helps reduce manual errors (Felix, Leonardus and Nadhilah ,2019).

Rubin and Edwards (2020) talked about the significance of training directors and workers on performance appraisal systems in terms of evaluation requirements and system standards because training improves the accuracy and classification of information. According to them, the involvement of employees in the stages of the performance appraisal process boosts employee confidence in evaluations, which reduces employee complaints about discrimination.

2.3.4 Compensation

Compensation processes are generally based on compensation philosophies and strategies in the form of guidelines, policies, procedures, and managed structures designed to maintain and provide appropriate levels and types of pay, benefits and other aspects of compensation. Compensation management is not just about money; however, it also constitutes the non-financial aspects of compensation, which provides an extrinsic or intrinsic motivation (Boohene and Asuinura, 2011). Electronic compensation

systems include payroll records for all employees who work in an organization whether they work through contracts or as an external consultant, or employees on a time basis, or any other operations. These systems also help keep track of weekends and holidays, support retirement plans for the organization's employees, provide health care plans, and provide incentives or other benefits to employees (Al-Hawari and Al-Namlan ,2018).

Organizations that use compensation systems enjoy retaining highly qualified employees. Rewards management when using the electronic human Resource management enables the organization to manage them more effectively and with a little effort; it is called electronic compensation. It is like that described as the use of web-based software tools that enable organization to carry out remuneration awarding tasks ranging from collection, storage, processing for analysis, use, and distribution for compensation data and information (Nurshabrina and Adrianti, 2020). In the same context, finds that electronic compensation and electronic performance appraisal helps raise employee efficiency and productivity.

The researcher found that foreign studies focused on electronic human resources management, but few Arab studies have addressed electronic human resources management. These studies, however, were similar in terms of searching for the outputs of the application of electronic human resources management in organizations. They are classified in Table 1 as follows:

Table 2-1: Outputs of the use of electronic human resources management in the organization

Source	outputs
1- Zour and Al-Moula (2021).	1.Improving the performance of work and tasks. 2.Saving time and effort. 3.Increasing the efficiency of working individuals.
2- Nasar N, Ray S, Umer S, Mohan Pandey H. (2020).	Success and effectiveness of the organization

3- Santone, R. (2020).	<p>Organizational factors: Reduce costs, reduce work routine, saving time, effectiveness, organization system improvement, improving the performance of the organization, The speed and Workmanship.</p> <p>Personal factors: Productivity, Improving knowledge, Training, and the performance.</p> <p>Technological factors: The speed, Facilitating and developing work, efficacy, and Quality of service</p>
4- Nadiailhaq N, Riza A. (2020)	Efficiency and employee productivity.
5- Namrata S, Henry C and Francis M. (2020).	Electronic human resource management has a significant impact on human resource efficiency.
6- Al Mashrafi K.A.S. (2020)	Improving performance in the workplace.
7- Tursunbayeva A. (2019).	Increasing productivity.
8- NERMINE M, JAILAN M. (2017)	Increasing the effectiveness of human resource management.
9- Felix P, Leonardus R, Nadhilah H. (2019).	E-HRM has a positive impact on the effectiveness of electronic human resource management
10- Bhadoriya M, Bajpa N, Patwardhan M. (2017)	That human resource management in the IT industry, when supported by successful electronic human resource management, can reach a higher degree of effectiveness, and increase competition in the industry.
11- Poisat P, Mey R, (2017).	Improving organizational productivity.
12- Bondarouka T, Parryb E, Furtmuellerc E, (2016)	<p>1-application of electronic human resources management will lead to improved productivity.</p> <p>2- The effectiveness of electronic management of human resources may be viewed in terms of saving time or cost or improving the quality of human resources services.</p>

These previous studies have agreed that efficiency is one of the most important outcomes of applying electronic human resource management (Zour and Al-Moula 2021; Nasar et al., 2020; Santone 2020; Nadiailhaq & Riza, 2020; Namrata et al., 2020). Some other studies agreed that productivity is one of the outputs of electronic human resources management in organizations (Santone 2020; Nadiailhaq & Riza, 2020; Poisat & Mey, 2017; Bondarouka et al, 2016; Tursunbayeva A, 2019). There are also studies that agreed that improving the performance is one of the outputs of electronic human resources management in organizations (Zour and Al-Moula 2021; Al Mashrafi K., 2020). Also, some studies found that

electronic human resources are important in saving time and costs for the organization (Zour and Al-Moula 2021; Santone 2020; Poisat & Mey, 2017; Bondarouka et al., 2016).

Nermine & Jailan, 2017; Felix et al. 2019, found that the effectiveness of the application of electronic human resources in organizations leads to the effectiveness and success of the organization. From here, the researcher found a scarcity of research that dealt with the inputs that achieve the previous outputs of the organization in terms of effectiveness, productivity, efficiency and reducing costs, time, and effort. This can be achieved by human resources management, when supported through successful electronic management of human resources, to reach a higher degree of effectiveness and efficiency, and the use of an electronic system will help facilitate data transfer, increase access to available human resources information, its retrieval and evaluation, and the accuracy of information (Ganeshan and Vethirajan 2020). This undoubtedly saves time, effort, and costs.

The organization must believe that to achieve this success, it is necessary to pay attention to internal organizational factors such as training and support of HR staff on technology by management (Bhadoriya, Bajpa and Patwardhan, 2017). The researcher believes that it is necessary to support and train HR managers on electronic HR systems (Stone et al. 2015). Therefore, in this study the researcher will address some of the internal factors (inputs) that affect the reward systems in Saudi banks.

2. 4 Reward and E-Compensation Systems:

Rewards and processes of compensation are generally based on compensation strategies and philosophies formed in the shape of organizational guiding principles, policies, known as procedures, and structures, which are managed and devised to maintain and provide suitable levels and types of benefits, pay, and other forms of rewards and compensation. This establishes the design and preservation of pay structure, the measurement of job values, and paying for performance, (Quansah, 2013). These rewards aim to stick to employees, reduce turnover and increase employees' desire to work in the organization to enhance their

productivity. Remuneration systems contribute to attracting and retaining employees. The organization cannot succeed in maintaining its workforce unless it offers better wages and benefits than its competitors in the labor market, because this will motivate them to stay and commit to the organization (Judges, 2018).

Nevertheless, management of reward is not only about monetary value as it is concerned also with the idea that compensation offers employee motivation through non-financial aspects. Rewards have a motivational impact; thus, this implies having a structure for this impact in which the staff that perform their work better are paid more than the unexceptional performing staff and this is essential to improving the overall performance of an organization (Bondarouk and Brewster ,2016).

Regardless of their size, all organizations have reward systems and are mainly responsible for compensation strategies. These systems are fundamental to attract, encourage, and retain skillful individuals. The effects of reward systems have made an increasing number of establishments turn to technology to facilitate their task and start enhancing their compensation systems through the usage of intranet and the internet (Abdorasoul and Nematollah ,2013).

When using electronic HR management, the organization can manage reward systems effectively and with a little effort using web-based software tools by collecting, storing, and processing compensation information that enables the organization to carry out reward awarding tasks (Nurshabrina and Adrianti ,2020).

Internet application for planning compensation is known as e-compensation management, Dulebohn and Marler (2005), who pointed out that e-compensation acts as a web-enabled method to several compensation instruments that allow organizations to collect, store, examine, use, and distribute the data of compensation. These instruments help the e-HRM in competitive environments by increasing access to crucial compensation information through an as-needed basis without sophisticated infrastructures or IT staff (Abdorasoul and Nematollah ,2013).

2.4.1 Reward types

There exist two types of rewards: extrinsic and intrinsic rewards. Extrinsic rewards are actually tangible rewards offered to employees by management. It can be in various forms like salary increase, promotion, bonus, and related benefits. Intrinsic rewards, on the other hand, come from verbal rewards such as positive feedback and praise that lead to job satisfaction and better performance.

2.4.2 Rewards system and employee goals

Rewarding employees is a double-edged weapon, as it is one of the mechanisms that help develop the performance of the work team, motivate them and raise their morale, but on the other hand, and when it is not based on clear and objective standards, it can weaken the team and create a toxic and negative work environment.

Every employee aspires to obtain rewards and promotions. In order for the employee to obtain these desirable rewards, he must know in the first place the standards for rewarding employees, and those standards which the company should set. These should be also known to all. Also, employee reward standards may vary from a company to another, yet there is certainly a consistent set of standards on which all organizations are unanimous (Al-Khalidi, 2019).

One of the most important criteria on which the rewards are determined is the quality of the work outputs the employee performs, and his ability to complete the tasks required of him, whether on the daily, monthly, or even annual level. It is logical that employees are rewarded based on their productivity, in terms of quantity, quality, and speed of achievement.

Accordingly, organizations must work diligently to put in place and develop compensation systems and strategies that are directly related to raising the level of job and organizational performance as well as through an effective compensation structure that motivates them to work at their best performance (Seng and Arumugam, 2017).

2.5 Employee productivity

Productivity is a set of processes, efforts and inputs that are put to good use in order to achieve a certain level of productivity by workers (Al-Ghouti, 2017). Employee productivity is a measure of the output of an individual employee. (Abu Taqiya, 2017). Employee productivity is referred to as the ability of company's workforce to create productive efficiency (Ejaz, 2012). Productivity is a vital topic that has gained a growing interest in all aspects in companies, whether large and small. Companies have realized that paying attention to productivity is the way to progress and raise efficiency. Companies and professionals have conducted a lot of research to find out the factors that affect the productivity of the company; and the productivity of employees is found to be closely related to the productivity of the company (Gbara, 2018).

The adoption of an electronic HRMS by an organization also brings a positive increase in the productivity of its employees (Bondaruk, Meyerink, Samarra and Mori 2020; Nadia Haq and Riza, 2020; Poisatand Mey 2017). To achieve the required productivity of the employee, organizations must pay attention to the employee's motivation, which is known as the feeling generated by the company's management within the employee. (Abu Taqia, 2017).

Focusing on the material motives represented in wages, rewards, allowances and social services, or the moral motive represented in promotion and participation in decision-making and training, has a significant role in raising employee productivity. The issue of rewards is very necessary in studying the problem of poor performance in organizations and the relationship between them, i.e., incentives and performance. By adopting an effective incentive system built on sound principles that comply with the requirements of the various actors in the organization, (Al-Khalidi ,2019).

The employee's confidence and satisfaction with the reward system used in an organization are also achieved through the clarity of the job description, the duties of the employee, the responsibilities of the entrusted mechanism, the performance evaluation criteria, the clarity of the reward package for all categories of employees. The employee's confidence in the

reward system motivates him to work efficiently and boosts the employee’s productivity.

2.6 Research Model and Hypotheses

2.6.1 Study model

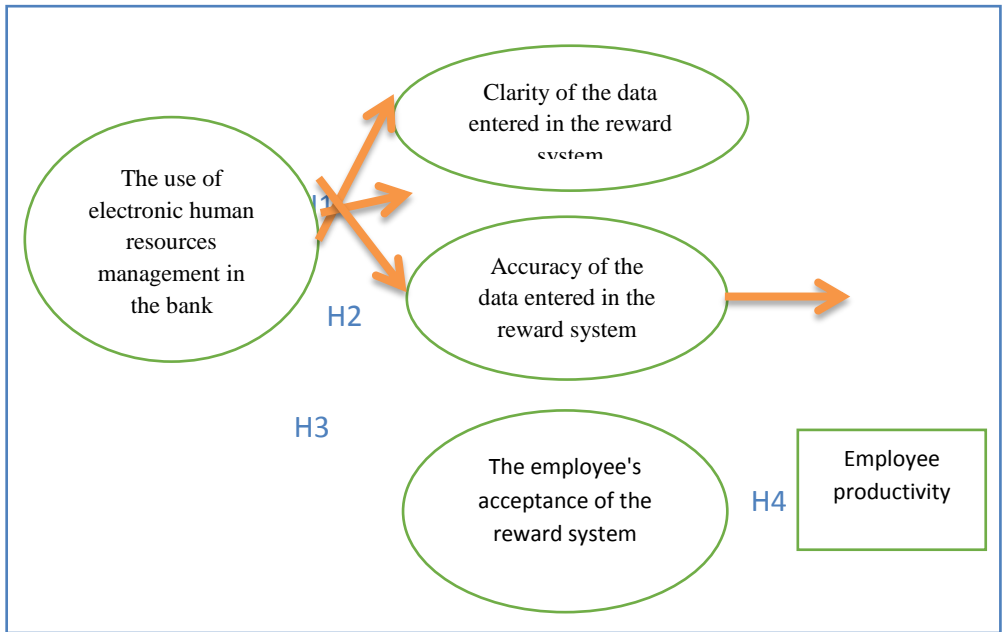


Figure 2-1 Study model

Figure 2-1 illustrates the impact of electronic HR management on employee productivity and suggests that when the HR manager accurately inserts employee performance appraisal data as per the job description, this system is clear to the employee and free of bias. Thus, it reaches the employee’s trust and consequently obtaining the employee’s acceptance of the reward. Therefore, it is a motivator, which achieves an increase in the employee’s productivity. If it is the electronic human resource management (independent variable) and employee productivity (dependent variable) which is affected by clarity, accuracy, and system acceptance as intermediate variables, then this will be explained in detail in the hypotheses.

2.7 Hypothesis development

2.7.1 Clarity of the data entered into the reward system

Several exploratory studies focused on the impact of the use of electronic human resource management on organizations, as shown to us in the presentation of previous studies in this section. In an exploratory study conducted by (Mohammed and Hosni (2020), the relationship between role clarity and job satisfaction among nurses and the relationship between personal characteristics data for nurses was examined.

The study was conducted in the medical and surgical departments of Assiut University Hospital. The sample was (141 nurses). The study concluded that the clarity of the employee's role and responsibilities positively affects job satisfaction, and the clarity of the job description and job classification of the employee during the period of his orientation towards work positively affects the performance of the employee and the organization.

A descriptive study was also conducted by (Rovithes et al. 2017), where this study compared 5 general and university hospitals and 7 out of 14 health centers in Crete, which were randomly selected. A sample of 75 doctors and 81 nurses completed a measure of role ambiguity and role conflict. Their responses were analyzed using multivariate methods. As a result, role ambiguity and role conflict can lead to a decrease in the performance and efficiency of employees.

The study (Newman, Allen & Miao, 2015) aimed to examine the relationship between ethical leadership and dependent work behaviors, to investigate whether subordinates' perceptions of role clarity in their job role affect the relationship between ethical leadership and dependent work behaviors, the study collected 239 employees in the Chinese public sector opinion surveys across three separate time points. Confirmation factor analysis and hierarchical regression analysis were used to analyze the data. The result of the study was that when subordinates perceived higher levels of role clarity, the positive relationship between ethical leadership and helpful behavior was stronger.

The above argument leads to the following hypothesis:

H1: There exists a positive impact of electronic HR management on clarity of the data entered for the employee in the reward systems.

2.7.2 Accuracy of the data entered the reward system

The study aimed at (Ganeshan et al. ,2020) to examine the interaction between e-HR practices and employee perceptions of the IT industry. This study tested the top 10 HR software programs for multiple companies. ISO and Android apps got the best HR software as companies re-engineered their HR software to hire and connect the best talent, manage benefits and manage performance. This study confirmed that innovation in electronic human resource management is very beneficial to industries in terms of:

1. Increased access to, retrieval and evaluation of available human resources information.
2. Ease of data classification.
3. Accuracy of information.
4. Cost savings through process improvement.
5. Reducing duplication of efforts.

As in the Rubin & Edwards (2020) study that aimed to investigate how discrimination appears in the assessment process. The study used empirical analysis utilizing information on assessment systems and discrimination complaints from the US federal government.

The results of the study indicate that the design of performance appraisal systems improves the accuracy of the evaluation. Expanding the training of employees and managers on performance appraisal systems increases the chances of reducing discrimination, evaluation and improving performance.

Tursunbayeva (2019), The aim of this study is to identify the insights of human resource management for health (HRH) in health organizations. This study stated that some health organizations use the human resource system for recruitment, performance management and training, as well as in workforce planning. She explained that the human resource system is important in increasing productivity by helping individuals and teams work better and smarter and enabling employees to

use their time. Managing the performance of health care workers can be very important to maintain the quality of health care, as the adoption of HRIS has helped reduce manual errors and reduce costs, as well as maintain employee achievements within the system.

The study of (Bhadoriya, Bajpa and Patwardhan ,2017), focused on how to successfully implement e-HRM in the IT industry and identify drivers of e-HRM in the Indian IT industry. This study found that it is necessary to pay attention to internal organizational factors such as training and support of HR staff on technology by management, as organizations need to work internally. The role of the HR manager has been shown to be important because they are the main users of electronic HR management and joint employees with them in using these systems.

Stone et al. (2015), The primary objective of this article is to review the current impacts of technology on human resource operations, look at the existing literature on the topic, and discuss the potential advantages and limitations of using these systems. This study mentioned that one of the most important human resources goals is to motivate and compensate employees for retaining them. To achieve this goal, organizations used technology to facilitate compensation operations. This study carried out a qualitative analysis to understand the compensation system and found that the compensation system needs a great effort because the employees differ in their backgrounds and methods of motivation. However, this study found that electronic compensation systems reduce errors and increase the accuracy of the decision, and that organizations focused on using technology for the purpose of achieving productivity, efficiency and reducing costs instead of focusing on the employee.

From the arguments above this research hypothesis:

H2: There exists a positive impact of electronic HR management on accuracy of the data entered in the reward systems

2.7.3 Employee acceptance of reward systems

The study of (Khutbah et al. ,2020) the relationships between job analysis, job performance, and procedural justice among the local workers in the Jordanian industrial cities. The data was collected using a survey questionnaire that included 690 Jordanian employees working in three

industrial cities. Data were analyzed by structural equation modeling (SEM) using SPSS and AMOS software tools. The results indicated that there exists a positive, statistically significant relationship between job analysis and job description, job analysis and fairness, and a positive relationship between them and performance evaluation.

The researcher here assumes that the clarity of the job description and job analysis of the employee leads to fairness in the evaluation of job performance, which makes the employee feel accepted by the reward system.

Few studies have studied this hypothesis, which has boosted the researcher's eagerness to prove the following hypothesis:

H3: There exists a positive impact of electronic HR management on employee acceptance of reward systems.

2.7.4 Employee productivity

In a study by (Santone 2020) a structured review of the literature with the aim of knowing the factors that determine the success of electronic human resource management from 2010 to 2020 was conducted. Also, two research databases (Scopus and Web of Science) were used, where several literatures appeared, after which 62 articles were carefully categorized and analyzed by objective. The result of this research was that the determinants of adopting electronic human resources management are divided into technological factors, organizational factors, and personal factors.

Regulatory factors:

Minimize costs, reduce work routine, save time and efficiency, improve the organization's system, enhance the organization's performance, and the speed and quality of work.

Personal factors:

Productivity, improve knowledge.

Technological factors:

Speed, facilitation and development of work, effectiveness, and quality of service.

Nurshabrina and Adrianti 2020: This study aims to determine the impact of implementing e-HR management activities such as e-recruitment, e-compensation, e-training, and e-performance evaluation, which have the

most positive and most significant impact on employee productivity and efficiency in a company.

This research is a quantitative study using the SEM-PLS method, and the sample included human resource managers.

Test results using SEM-PLS show that electronic compensation and electronic performance assessment will have a positive and significant effect on efficiency, while e-training variables have an important impact on employee productivity and e-recruitment is a variable that does not have a significant impact on efficiency and employee productivity.

Poisat and Mey (2017): The aim of the article was to define the state of electronic human resource management and to examine studies that report on the link between electronic human resource management and organizational productivity. This study analyzed the literature and obtained 100 articles, journals and research products using EBSCOhost, JSTOR, and Google Scholar. Of the articles examined, only 67 were found to be relevant. This literature has the following main findings: it is generally assumed that the implementation of electronic human resource management will improve organizational productivity, and this is seen to be achieved by reducing the number of human resources staff, achieving cost savings, and reducing the administrative burden due to automation.

From the arguments above this research hypothesis:

H4: There exists a positive effect of employee acceptance of reward systems on employee productivity.

2.8 Conclusion

In this chapter, an overview of electronic human resource management is presented, and the changes that have occurred in human resource management practices after the introduction of technology. Besides, a conceptual framework has been developed to test the relationship between the independent variables and the dependent variable. In the next chapter, research methodologies that include data collection methods and data analysis methods will be discussed.

CHAPTER 3

Research Methodology

3.1 Introduction

This research aims to study the effect of using electronic human resources management on employee acceptance of the reward systems used in the banks of the southern region of the Kingdom of Saudi Arabia. For that, this chapter comes to describe research approach and research design with providing details about population, sampling, data collection method, research instruments, and it is reliability and validity will be mentioned, also this chapter contains statistical analysis. Figure 3-1 illustrates the process of research methodology.



Figure 3-1 Research methodology

3.2 Research Design and approach

According to (Saunders et al. ,2019), the purpose of the research mostly has three objectives: exploratory, descriptive, and illustrative, and it can also have more than one purpose. In this research a descriptive and analytical design used which is more suitable for a quantitative approach based on a questionnaire as a research tool. The results were analyzed using the Statistical Package for Social Sciences (SPSS). The approach chosen for this study was a deductive one, in which hypotheses are then supposed to be tested for validation, which is useful in understanding the actual relationships that may exist between dependent and independent variables as mentioned in the research hypotheses.

3.3 Data collection method

In this research, a questionnaire is the research tool used to collect the sampling data. According to Cooper & Schindler (2001), "information

and statistics are used for analysis can be divided into primary and secondary data".

3.3.1 Primary data

The data of this study are primary data. The primary data was collected through an online questionnaire. According to (Roopa & Rani, 2012), questionnaire is the main means of collecting quantitative primary data. Due to the nature of this research, the questionnaire can widely distribute through social networks (WhatsApp, Twitter, Telegram, and Facebook). The Internet is considered an effective tool to reach a large proportion of the population. The questionnaire distributed by sharing the link on the web and social media applications in both Arabic and English, since Arabic is not the language of the target sample in the Kingdom of Saudi Arabia.

3.4 Sampling frame and population

The research sampling strategy was probability sampling which is commonly used with survey-based research and that will be helpful to make an overview and interpretations about a sample from population, which will help the researcher to answer the research question and validate hypothesis.

3.4.1 Population

In this research, the target population is all banks' employees in the southern region of the Kingdom of Saudi Arabia that used electronic human resources management during the year 2021. The number of commercial banks in the Kingdom in year (2020) reached (29) banks, (12) are local banks, and (17) branches of foreign banks, and the number of commercial bank branches operating in the Kingdom decreased to 2,014, which is 62 branches less than in the previous year. Banks branches distributed according to the administrative regions, such that, in Riyadh region there were 612 branches, Makkah region had 424 branches, Eastern region had 387 branches, Asir region had 125 branches, Qassim region had 117 branches, and Madina region had 101 branches.

Employees number in the banking sector in year 2020 decreased by 2.4 % to 46,049 male and female employees. Saudi workers (males and females) reached about 94.8 % of the total number of workers in the

banking sector, or about 43,672 male and female employees. (Saudi central bank report, 2021, p. 117-118). While the number of bank employees in the southern region is 500, according to the researcher's statistics, and this represents the size of the research community.

3.4.2 Sample frame & Sample size

The study sample size is defined as the number of required valid responses (Vasileiou et al. 2018). The sample size of this study was determined by using formula:

Sample size =0.3* Population size

According to this formula the sample size will be (150).

3.5 Research instrument

A questionnaire is the research tool, consists of a group of dimensions and statements.

3.5.1 Questionnaire design

After literature reviews on the field of using electronic human resources management on organizations, such as a (Zour and Al-Moula 2021; Namrata, et al. 2020; Al Mashrafi. 2020; Felix et al .2019) study, researcher updated a questionnaire consists of (22) statements included in five dimensions, (Clarity of the data entered in the reward system, Accuracy of the data entered in the reward system, The use of electronic human resources management in the bank, The employee's acceptance of the reward systems, Employee productivity).

Table (3.1) consists of five dimensions and number of statements in each dimension.

Table 3.1: A questionnaire dimensions and statements in each dimension.

Dimension No.	Dimension	statements
1	Clarity of the data entered in the reward system	1 - 7
2	Accuracy of the data entered in the reward system	8 - 12
3	The use of electronic human resources management in the bank	13 - 15
4	The employee's acceptance of the reward systems	16 - 19
5	Employee productivity	20 - 22

3.5.2 Construct Measurements

* Scale Measurement

Questionnaire consists of group of dimensions and statements to check research hypotheses and answer questions. Statements take ordinal scale. Ordinal scale is classifying data into categories that can be ranked; however, precise differences between the ranks do not exist (Bluman, 2009, p 8). In this research, all statements in five dimensions are included under ordinal scale.

To check the respondent opinion about the subject of this research, a five-Likert scale used, see table (3.2)

Table 3.2 : Five-level Likert scale measurements

Assessment level	completely agree	Agree	Neutral	Disagree	completely disagree
Scale	5	4	3	2	1

All statements are positively worded related to the relationship between factors and statements.

3.5. 3 Pilot study

To check validity and reliability for research tool, a pilot study was constructed from outside of main sample of the research included (15) employees using electronic human resources management on banks.

3.5. 4 Validity and Reliability tests

* Validity Test

According to (Miller,2012), validity makes our measure captures the “true value” of the concept without picking up unintended characteristics. There are many types of validity; one of them is the constructing validity. To check the constructing validity for the questionnaire, Person correlation coefficients computed between dimensions and grand total of the questionnaire, see table (3.3).

Table 3.3 : Person correlation coefficients between dimension and grand total of the questionnaire.

Dimension	Person C.C.
Clarity of the data entered in the reward system	0.92*
Accuracy of the data entered in the reward system	0.81*
The use of electronic human resources management	0.78*

in the bank	
The employee's acceptance of the reward systems	0.80*
Employee productivity	0.77*

*Statistically significant at level ($\alpha=0.01$)

Table (3.3) shows that all Person correlations are statistically significant at level ($\alpha=0.01$), and all dimensions correlated with grand total of the questionnaire. Person correlation coefficients ranged between (0.77-0.92) with a high degree of validity, which means that it establishes the desired measurement goals. Tables (3.3) show that the tool validity is satisfied in this research.

* Reliability Test

A reliability involves consistency in measuring what a researcher needs to measure. A famous test used to compute reliability for each dimension, Cronbach's Alpha test used in this research to estimate the reliability of the questionnaire. See table 3.4.

Table 3.4: Cronbach's Alpha.

Dimension	Cronbach's Alpha
Clarity of the data entered in the reward system	0.89
Accuracy of the data entered in the reward system	0.86
The use of electronic human resources management in the bank	0.92
The employee's acceptance of the reward systems	0.89
Employee productivity	0.89
Overall reliability	0.95

Table 3.5 reveals that, the overall reliability is (0.95) which is sufficient to guarantee a reliable internal consistency of the questionnaire. Table also shows that “The use of electronic human resources management in the bank” dimension has the highest Cronbach's Alpha value with (0.92), but “Accuracy of the data entered in the reward system” dimension has the lowest Cronbach's Alpha value with (0.86). The values in table proof that there was reliability for the study tool.

3.6 Statistical analysis

SPSS software used to analyze the data collected in order to answer the research questions and test the research hypotheses. Descriptive

statistical include frequencies, percentages to describe the participants of the study according to personal information. In addition, Cronbach's Alpha coefficient used to examine the questionnaire reliability, while Persons Correlation coefficient used to examine the questionnaire internal consistency.

The following descriptive and inferential statistics used to test hypotheses:

1. Means and standard deviations.
2. Cronbach's Alpha test to measure reliability .
3. Pearson's correlation coefficient to measure internal consistency and the relationship between independent and dependent variables.
4. ANOVA (Analysis of variance).
5. Simple linear regression.
6. N-Way ANOVA.

3.7 Ethical Consideration

During the research stages, all information used strictly confidentially and for the purpose of the study only. The privacy of the participants will be respected, and the study should not harm the participants (Dooly, Moore et al. 2017). Automated actions in Google Forms help keep respondents' information anonymous and inform participants about the purpose of the study. Plagiarism will be avoided. All sources of information mentioned in this study will be referenced.

3.5 Conclusion

The current chapter has outlined the study methodology implemented in this research and its validity by using used SPSS program (Version 22.0) to analyses the collected data. Moreover, this chapter included a study design, population and sample design, source of data, data collection methods, pilot study and construction of study instrument and measurements. The major result of statistical analysis and finding of this study are discussed in the following chapter.

CHAPTER 4

Research Analysis and Result

4.1 Introduction

The main goal of this study is to study the effect of using electronic human resources management on employee acceptance of the reward systems used in the banks of the southern region of the Kingdom of Saudi Arabia. To do so, descriptive, and inferential statistical methods were used to assess the participants' responses with regarding to the research instrument items and analyzing the relations between independent and dependent variables. To conduct data analysis, the Statistical Package for Social Science (SPSS v.23) used for processing data and checking the validity of the hypotheses with conducting results.

4.2 Analyze demographic profile

Descriptive statistics (Central tendency measurements, Deviation measurements, Charts) used to describe the (150) participants answer on demographic variables.

4.2.1 Age variable

Age variable includes four categories (From 21-30 years, From 31-40 years, From 41-50 years, From 51 or older). Table 4.1 is the participants' age frequencies.

Table 4.1: Participants' age frequencies

Age	Frequency	Percent
From 21-30 years	37	24.7
From 31-40 years	103	68.7
From 41-50 years	10	6.6
Total	150	100

Table 4.1 shows that age category "From 31-40 years" has the highest percentage of sample size with (68.7%), in the other hand, the age category "From 41-50 years" comes last with (6.6%) of sample size. Figure 4.1 shows the participants distribution according to their Age.

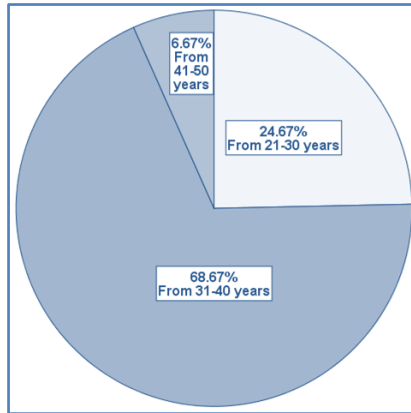


Figure 4.1: Participants distribution according to their Age.

4.2.2 Gender variable

Gender variable includes two categories (Male, Female). See table 4.2.

Table 4.2: Participants' gender frequencies

Gender	Frequency	Percent
Male	89	59.3
Female	61	40.7
Total	150	100

Table 4.2 shows that Males' has the highest percentage of sample size with (59.3%), while Females' represent (40.7%) of sample size.

Figure 4.2 shows the participants distribution according to their Gender.

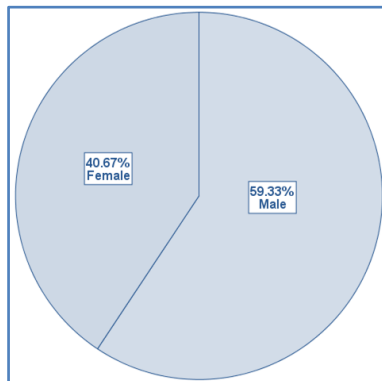


Figure 4.2: Participants distribution according to their Gender.

4.2.3 Educational level variable

Education level variable includes four choices (High School, Bachelor Masters, Other). Table 4.3 is the participants' educational frequencies.

Table 4.3: Participants' Education level frequencies

Education level	Frequency	Percent
Diploma	29	19.3
Bachelor Graduates	114	76
Master Graduates	7	4.7
Total	150	100

Table 4.3 shows that "Bachelor Graduates" category has the highest percentage of sample size with (76%), in the other hand, "Master Graduates" category has the lowest percentage with (4.7%) of sample size. Figure 4.3 shows the participants distribution according to their education level.

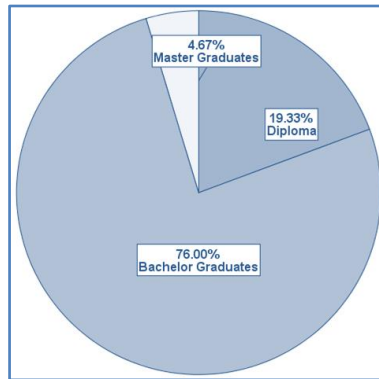


Figure 4.3: Participants distribution according to their education level.

4.2.4 Work in bank duration variable

Work in bank duration variable has four categories. Table 4.4 is the participants' work in bank duration frequencies.

Table 4.4: Participants' work in bank duration frequencies

Work in bank duration	Frequency	Percent
From 1-5 years	32	21.3
From 6-10 years	81	54

From 11-15 years	35	23.3
From 16-20 years	2	1.3
Total	150	100

Table 4.4 shows that (54%) of participants are working in bank since “6-10 years”, in the other hand, (1.3%) are working in bank since “16-20 years”.

Figure 4.4 shows the participants distribution according to their work in bank duration.

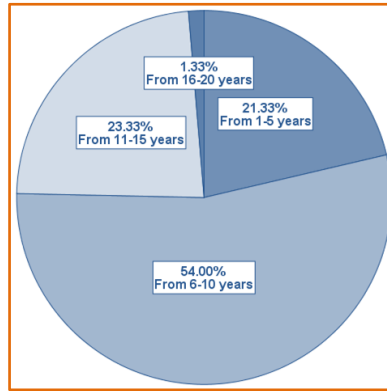


Figure 4.4: Participants distribution according to Work in bank duration

4.3 Testing of research hypothesis

To achieve the objectives of the research, the validity of the hypotheses must be checked and results must be analyzed. Research includes four hypotheses, descriptive and inferential statistics will be used to conduct results.

To measure the weighted mean for statements and dimensions, the format of a typical five-level scale is shown in table 4.5.

Table 4.5: Means level format of typical five-level scale

Mean range	Scale
1 - 1.80	Strongly disagree
1.81 - 2.60	Disagree
2.61 - 3.40	Neutral
3.41 - 4.20	Agree
4.21 - 5	Strongly agree

4.3.1 First Hypotheses

H₁: “There exists a positive impact of the electronic human resources management on the clarity of the data entered in the reward systems”

To validate first hypothesis, means and standard deviations conducted for both independent variable “The use of electronic human resources management in the bank “, and dependent variable “Clarity of the data entered in the reward system”. Table 4.6 shows “The use of electronic human resources management in the bank “statements ranked descending according to their mean.

Table 4.6: “The use of electronic human resources management in the bank “dimension statements ranked descending according to their mean.

Statements	Mean	Std. Deviation	Rank	Scale
The bank uses electronic human resources systems that reduce the effort expended to complete the work	3.77	.607	1	Agree
The Bank uses electronic HR systems to reduce the time to complete the task	3.72	.657	2	Agree
The bank uses electronic human resources systems that contribute to raising performance	3.59	.753	3	Agree
The use of electronic human resources management in the bank	3.69	.613		Agree

Table 4.6 shows “the use of electronic human resources management in the bank “dimension statements ranked according to their means. The statement “The bank uses electronic human resources systems that reduce the effort expended to complete the work” comes first with mean (3.77 / Agree) and standard deviation is (0.607), while the statement “The bank uses electronic human resources systems that contribute to raising performance” comes last with mean (3.59 / Agree) and standard deviation is (0.753). **“The use of electronic human resources management in the bank” dimension mean is (3.69 / Agree) and standard deviation is (0.613).**

Now, table 4.7 shows “Clarity of the data entered in the reward system “dimension statements ranked descending according to their mean.

Table 4.7: “Clarity of the data entered in the reward system “dimension statements ranked descending according to their mean.

Statements	Mean	Std. Deviation	Rank	Scale
The job description is clear to the employee.	3.98	.245	1	Agree
The employee’s responsibilities are clear to the employee.	3.97	.293	2	Agree
The duties of the employee are clear to the employee.	3.93	.419	3	Agree
The performance evaluation criteria are clear to the employee.	3.91	.468	4	Agree
The performance appraisal is explained to the employee	3.87	.509	5	Agree
The Bank clearly communicates its remuneration package to all categories of employees.	3.87	.482	5	Agree
The electronic HR department evaluates performance to reduce employee discrimination concerns.	3.67	.719	7	Agree
Clarity of the data entered in the reward system	3.89	.346		Agree

Table 4.7 shows “Clarity of the data entered in the reward system “dimension statements ranked according to their means. The statement “The job description is clear to the employee.” comes first with mean (3.98 / Agree) and standard deviation is (0.245), while the statement “The electronic HR department evaluates performance to reduce employee discrimination concerns” comes last with mean (3.67 / Agree) and standard deviation is (0.719). **“Clarity of the data entered in the reward system” dimension mean is (3.89 / Agree) and standard deviation is (0.346).**

To check if there is a relation between “The use of electronic human resources management in the bank” and “Clarity of the data entered in the reward system”, Person correlation coefficient used, see table 4.8.

Table 4.8: Person correlation coefficient between “the use of electronic human resources management in the bank” and “clarity of the data entered in the reward system”

Dependent variables		Independent Variable
		the use of electronic human resources management in the bank
clarity of the data entered in the reward system	Pearson Correlation	0.670**
	Sig. (2-tailed)	0.000
	N (Sample Size)	150

**Correlation is significant at the 0.01 level (2-tailed).

From table 4.8, there is a positive relation between “the use of electronic human resources management in the bank” and “clarity of the data entered in the reward system”, with ($r= 0.670$). According to figure 4.5,

(r) has positive good correlation between independent and dependent variables.

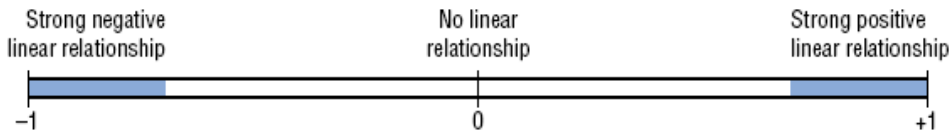


Figure 4.5: Range of Values for the Correlation Coefficient

Source: (Bluman, 2009, p539)

To establish a linear relation between independent and dependent variables to test if the above relation is statistically significant at level ($\alpha=0.05$), a simple linear regression constructed.

Table 4.9 is the model summary for “clarity of the data entered in the reward system” dependent variable.

Table 4.9 Model Summary for (clarity of the data entered in the reward system) with independent variable (the use of electronic human resources management in the bank)

Model	R	R Square	Adjusted R Square
1	0.670 ^a	0.449	0.445

a.Predictors: (Constant), the use of electronic human resources management in the bank

Table 4.9 shows that “the use of electronic human resources management in the bank” variable interpret about (0.45) of the variance in dependent variable, with adjusted $R^2 = 0.445$.

To check if there is a statistically significant for the regression model, ANOVA table constructed; see table 4.10 below.

Table 4.10: ANOVA^a for (clarity of the data entered in the reward system) with independent variable (the use of electronic human resources management in the bank)

Model		Sum of Squares	df	Mean Square	F	P-value.
1	Regression	8.008	1	8.008	120.590	.000 ^b
	Residual	9.829	148	0.066		
	Total	17.837	149			

a. Dependent Variable: clarity of the data entered in the reward system

b. Predictors: (Constant), the use of electronic human resources management in the bank

From table 4.10, since the p -value is (0.000) which is less than the significant level ($\alpha = 0.05$), then **there is statistically significant effect for “the use of electronic human resources management in the bank” (predictors) on “clarity of the data entered in the reward system”**.

To construct the simple linear regression equation, table 4.11 consists of variables coefficients.

Table 4.11: Coefficients^a for (clarity of the data entered in the reward system) with independent variable (the use of electronic human resources management in the bank)

Model		Unstandardized Coefficients		Standardized Coefficients	t	p-value
		B	Std. Error	Beta		
1	(Constant)	2.49	0.129		19.331	0.000
	The use of electronic human resources management in the bank	0.378	0.034	0.670	10.981	0.000

a. Dependent Variable: clarity of the data entered in the reward system

Since (p -value = 0.000) which is less than (0.05), **then there is statistically significant effect for “the use of electronic human resources management in the bank”**.

4.3.2 Second Hypotheses

H₂: “There exists a positive impact of electronic human resources management on the accuracy of data entered in reward systems”

To validate second hypothesis, means and standard deviations conducted for both independent variable “The use of electronic human resources management in the bank “, and dependent variable “Accuracy of the data entered in the reward system”. Table 4.12 shows “Accuracy of the data entered in the reward system “statements ranked descending according to their mean.

Table 4.12: “Accuracy of the data entered in the reward system “dimension statements ranked descending according to their mean

Statements	Mean	Std. Deviation	Rank	Scale
Using an electronic human resources system helps reduce manual errors entered the reward system.	3.93	.403	1	Agree
The use of the electronic HR system increases the accuracy of the compensation decision	3.93	.386	1	Agree

Statements	Mean	Std. Deviation	Rank	Scale
The Bank provides appropriate training for employees on performance appraisal systems.	3.81	.621	3	Agree
The Bank provides appropriate training for managers on. performance appraisal systems	3.77	.718	4	Agree
The electronic human resources system allows the employee to verify the correctness of.the information entered in the rewards system	3.35	.820	5	Neutral
Accuracy of the data entered in the reward system	3.76	.437		Agree

Table 4.12 shows “Accuracy of the data entered in the reward system” dimension statements ranked according to their means. The statements “Using an electronic human resources system helps reduce manual errors entered the reward system” and “The use of the electronic HR system increases the accuracy of the compensation decision” comes first with mean (3.93 / Agree) and standard deviations are (0.403, 0.386), while the statement “The electronic human resources system allows the employee to verify the correctness of the information entered in the rewards system” comes last with mean (3.35 / Neutral) and standard deviation is (0.820). **“Accuracy of the data entered in the reward system” dimension mean is (3.76 / Agree) and standard deviation is (0.437).**

To check if there is a relation between “The use of electronic human resources management in the bank” and “Accuracy of the data entered in the reward system”, Person correlation coefficient used, see table 4.13.

Table 4.13: Person correlation coefficient between “the use of electronic human resources management in the bank” and “clarity of the data entered in the reward system”

Dependent variables		Independent Variable
		the use of electronic human resources management in the bank
Accuracy of the data entered in the reward system	Pearson Correlation	0.586**
	Sig. (2-tailed)	0.000
	N (Sample Size)	150

**Correlation is significant at the 0.01 level (2-tailed).

From table 4.13, there is a positive relation between “the use of electronic human resources management in the bank” and “Accuracy of the

data entered in the reward system”, with ($r= 0.586$). According to figure 4.5, (r) has positive moderate correlation between independent and dependent variables.

In order to establish a linear relation between independent and dependent variables to test if the above relation is statistically significant at level ($\alpha=0.05$), a simple linear regression constructed.

Table 4.14 is the model summary for “Accuracy of the data entered in the reward system” dependent variable.

Table 4.14 Model Summary for (Accuracy of the data entered in the reward system) with independent variable (the use of electronic human resources management in the bank)

Model	R	R Square	Adjusted R Square
1	0.586 ^a	0.343	0.339

a. Predictors: (Constant), the use of electronic human resources management in the bank

Table 4.14 shows that “the use of electronic human resources management in the bank” variable interpret about (0.34) of the variance in dependent variable, with adjusted $R^2 = 0.339$.

To check if there is a statistically significant for the regression model, ANOVA table constructed; see table 4.15 below.

Table 4.15: ANOVA^a for (Accuracy of the data entered in the reward system) with independent variable (the use of electronic human resources management in the bank)

Model		Sum of Squares	df	Mean Square	F	P-value.
1	Regression	9.742	1	9.742	77.317	0.000 ^b
	Residual	18.648	148	0.126		
	Total	28.390	149			

a. Dependent Variable: Accuracy of the data entered in the reward system

b. Predictors: (Constant), the use of electronic human resources management in the bank

From table 4.15, since the p -value is (0.000) which is less than the significant level ($\alpha = 0.05$), then **there is statistically significant effect for “the use of electronic human resources management in the bank” (predictors) on “Accuracy of the data entered in the reward system”.**

To construct the simple linear regression equation, table 4.16 consists of variables coefficients.

Table 4.16: Coefficients^a for (Accuracy of the data entered in the reward system) with independent variable (the use of electronic human resources management in the bank).

Model		Unstandardized Coefficients		Standardized Coefficients	t	p-value
		B	Std. Error	Beta		
1	(Constant)	2.217	0.177		12.494	0.000
	The use of electronic human resources management in the bank	0.417	0.047	0.586	8.793	0.000

a. Dependent Variable: Accuracy of the data entered in the reward system

Since ($p\text{-value} = 0.000$) which is less than (0.05), **then there is statistically significant effect for the use of electronic human resources management in the bank.**

4.3.3 Third Hypotheses

H₃: There exists a positive impact of electronic human resource management on employee acceptance of reward systems.

To validate third hypothesis, means and standard deviations conducted for both independent variable “The use of electronic human resources management in the bank “, and dependent variable “The employee's acceptance of the reward system”. Table 4.17 shows “The employee's acceptance of the reward system “statements ranked descending according to their mean.

Table 4.17: “The employee's acceptance of the reward system “dimension statements ranked descending according to their mean

Statements	Mean	Std. Deviation	Rank	Scale
Satisfied with the reward system followed by the bank	3.96	.382		Agree
I feel fair about the reward I deserve.	3.95	.292		Agree
Do you think that the reward systems used by the bank contribute to your continuity with the bank.	3.83	.536		Agree
Do you think that your current bank has an effective reward system.	3.61	.750		Agree
The employee's acceptance of the reward system	3.84	.380		Agree

Table 4.17 shows “The employee's acceptance of the reward system “dimension statements ranked according to their means. The statement “Satisfied with the reward system followed by the bank” comes first with mean (3.96 / Agree) and standard deviation are (0.382), while the statement “Do you think that your current bank has an effective reward system” comes last with mean (3.61 / Agree) and standard deviation is (0.750). **“The employee's acceptance of the reward system” dimension mean is (3.84 / Agree) and standard deviation is (0.38).**

To check if there is a relation between “The use of electronic human resources management in the bank” and “The employee's acceptance of the reward system”, Person correlation coefficient used, see table 4.18.

Table 4.18: Person correlation coefficient between “the use of electronic human resources management in the bank” and “The employee's acceptance of the reward system”

Dependent variables	Independent Variable	
	the use of electronic human resources management in the bank	
The employee's acceptance of the reward system	Pearson Correlation	0.838**
	Sig. (2-tailed)	0.000
	N (Sample Size)	150

**Correlation is significant at the 0.01 level (2-tailed).

From table 4.18, there is a positive relation between “the use of electronic human resources management in the bank” and “The employee's acceptance of the reward system”, with (r= 0. 838). According to figure 4.5, (r) has positive excellent correlation between independent and dependent variables.

In order to establish a linear relation between independent and dependent variables to test if the above relation is statistically significant at level ($\alpha=0.05$), a simple linear regression constructed.

Table 4.19 is the model summary for “The employee's acceptance of the reward system” dependent variable.

Table 4.19 Model Summary for (The employee's acceptance of the reward system) with independent variable (the use of electronic human resources management in the bank).

Model	R	R Square	Adjusted R Square
1	0.838 ^a	0.702	0.7

a.Predictors: (Constant), the use of electronic human resources management in the bank

Table 4.19 shows that “the use of electronic human resources management in the bank” variable interpret about (0.70) of the variance in dependent variable, with adjusted $R^2 = 0.7$.

To check if there is a statistically significant for the regression model, ANOVA table constructed; see table 4.20 below.

Table 4.20: ANOVA^a for (The employee's acceptance of the reward system) with independent variable (the use of electronic human resources management in the bank)

Model		Sum of Squares	df	Mean Square	F	P-value.
1	Regression	15.108	1	15.108	348.901	0.000 ^b
	Residual	6.409	148	0.043		
	Total	21.517	149			

a. Dependent Variable: The employee's acceptance of the reward system

b. Predictors: (Constant), the use of electronic human resources management in the bank

From table 4.20, since the p -value is (0.000) which is less than the significant level ($\alpha = 0.05$), then **there is statistically significant effect for “the use of electronic human resources management in the bank” (predictors) on “The employee's acceptance of the reward system”**.

To construct the simple linear regression equation, table 4.21 consists of variables coefficients.

Table 4.21: Coefficients^a for (The employee's acceptance of the reward system) with independent variable (the use of electronic human resources management in the bank).

Model		Unstandardized Coefficients		Standardized Coefficients	t	p-value
		B	Std. Error	Beta		
1	(Constant)	1.921	0.104		18.473	0.000
	The use of electronic human resources management in the bank	0.519	0.028	0.838	18.679	0.000

a. Dependent Variable: The employee's acceptance of the reward system

Since (p -value = 0.000) which is less than (0.05), **then there is statistically significant effect for “the use of electronic human resources management in the bank”**.

4.3.4 Fourth Hypotheses

H₄: “There exists a positive effect of employee acceptance of reward systems on employee productivity”

To validate fourth hypothesis, means and standard deviations conducted for both independent variable “The employee's acceptance of the reward system “, and dependent variable “Employee productivity”. Table 4.22 shows “Employee productivity “statements ranked descending according to their mean.

Table 4.22: “Employee productivity “dimension statements ranked descending according to their mean

Statements	Mean	Std. Deviation	Rank	Scale
The bonus I get from the bank motivates me to be more productive.	3.87	.587	1	Agree
My confidence in the reward system that the bank uses motivates me to work efficiently	3.77	.572	2	Agree
The Bank uses reward systems to improve employee performance	3.71	.659	3	Agree
Employee productivity	3.78	.454		Agree

Table 4.22 shows “Employee productivity “dimension statements ranked according to their means. The statement “The bonus I get from the bank motivates me to be more productive.” comes first with mean (3.87 / Agree) and standard deviation are (0.587), while the statement “The Bank uses reward systems to improve employee performance” comes last with mean (3.71 / Agree) and standard deviation is (0.659). **“Employee productivity” dimension mean is (3.78 / Agree) and standard deviation is (0.454).**

To check if there is a relation between “Employee productivity” and “The employee's acceptance of the reward system”, Person correlation coefficient used, see table 4.23.

Table 4.23: Person correlation coefficient between “The employee's acceptance of the reward system” and “Employee productivity”

Dependent variables		Independent Variable
		The employee's acceptance of the reward system
Employee productivity	Pearson Correlation	0.745**
	Sig. (2-tailed)	0.000
	N (Sample Size)	150

**Correlation is significant at the 0.01 level (2-tailed).

From table 4.23, there is a positive relation between “The employee's acceptance of the reward system” and “Employee productivity”, with ($r= 0. 745$). According to figure 4.5, (r) has positive good correlation between independent and dependent variables.

In order to establish a linear relation between independent and dependent variables to test if the above relation is statistically significant at level ($\alpha=0.05$), a simple linear regression constructed.

Table 4.24 is the model summary for “Employee productivity” dependent variable.

Table 4.24 Model Summary for (Employee productivity) with independent variable (The employee's acceptance of the reward system)

Model	R	R Square	Adjusted R Square
1	0.745 ^a	.555	.552

a. Predictors: (Constant), The employee's acceptance of the reward system

Table 4.24 shows that “The employee's acceptance of the reward system” variable interpret about (0.56) of the variance in dependent variable, with adjusted $R^2 = 0.552$.

To check if there is a statistically significant for the regression model, ANOVA table constructed; see table 4.25 below.

Table 4.25: ANOVA^a for (Employee productivity) with independent variable (The employee's acceptance of the reward system)

Model		Sum of Squares	df	Mean Square	F	P-value.
1	Regression	17.018	1	17.018	184.566	.000 ^b
	Residual	13.646	148	.092		
	Total	30.664	149			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant), The employee's acceptance of the reward system

From table 4.25, since the p -value is (0.000) which is less than the significant level ($\alpha = 0.05$), then *there is statistically significant effect for “The employee's acceptance of the reward system” (predictors) on “Employee productivity”*.

To construct the simple linear regression equation, table 4.26 consists of variables coefficients.

Table 4.26: Coefficients^a for (Employee productivity) with independent variable (The employee's acceptance of the reward system).

Model		Unstandardized Coefficients		Standardized Coefficients	t	p-value
		B	Std. Error	Beta		
1	(Constant)	.369	.252		1.460	.146
	The employee's acceptance of the reward system	.889	.065	.745	13.586	.000

a. Dependent Variable: Employee productivity

Since (p-value = 0.000) for variable “The employee's acceptance of the reward system” which is less than (0.05), **then there is statistically significant effect for “The employee's acceptance of the reward system”.**

In summary, it could be concluded that all independent variables have effect on all pendent variables. A summary of the testing of the hypotheses is shown in the table 4.27 below:

Table 4.27: Summary of hypotheses' testing results.

Hypotheses No.	Hypotheses statement	Result
H ₁	There exists a positive a positive impact of the electronic human resources management on the clarity of the data entered in the reward systems.	Supported
H ₂	There exists a positive impact of electronic human resources management on the accuracy of data entered in reward systems	Supported
H ₃	There exists a positive impact of electronic human resource management on employee acceptance of reward systems.	Supported
H ₄	There exists a positive effect of employee acceptance of reward systems on employee productivity.	Supported

Research model presented in the following figure:

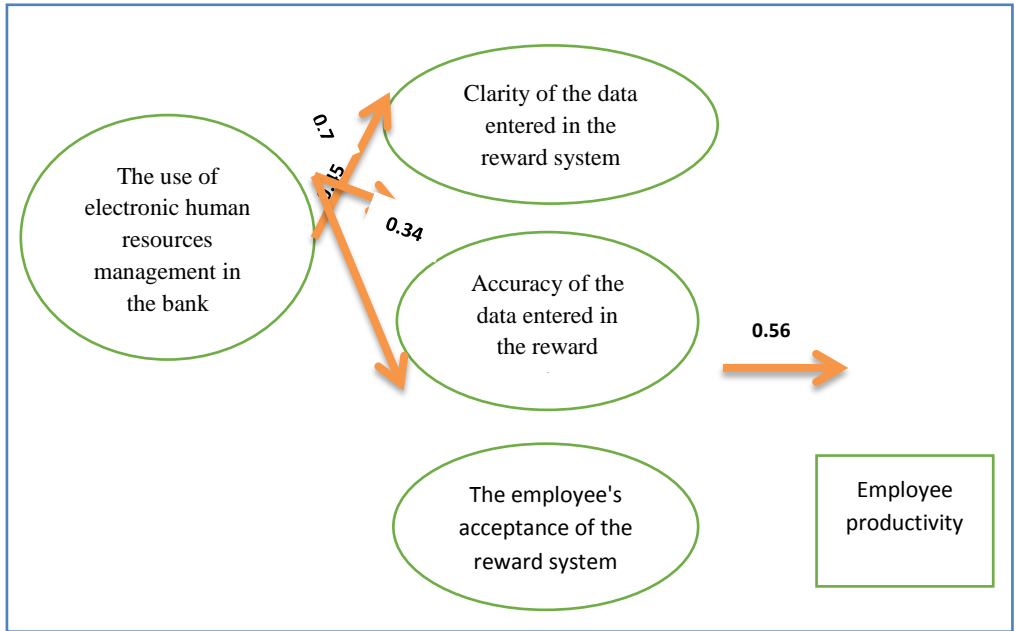


Figure 4.6: Research Model with the Result of Hypotheses Testing.

4.4 Testing significant differences

In this section, researcher will test the significant differences between participant’s respondents regarding to employee productivity related to demographic information (Age, Gender, Educational level, Work in bank duration). To do so, N-Way analysis of variances (N-Way ANOVA) was used to examine if there is statistically significant differences related to demographical information.

Table 4.28: N-Way (ANOVA) test between demographic information variables and dependent (employee productivity)

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	2.045 ^a	8	.256	1.259	.270
Intercept	267.974	1	267.974	1320.254	.000
Age	.419	2	.210	1.032	.359
Gender	.232	1	.232	1.141	.287

Educational level	.113	2	.057	.279	.757
Work in Bank	.484	3	.161	.796	.498
Error	28.619	141	.203		
Total	2176.444	150			
Corrected Total	30.664	149			

a. R Squared = .067 (Adjusted R Squared = .014)

From table 4.28, **there is not statistically significant for (Age, Gender, Educational level, Work in bank duration) on employee productivity**, since (Sig.) is greater than the significant level ($\alpha = 0.05$).

4.5 Summary

In this chapter a descriptive and inferential statistics used to analyze the data and to check four research hypotheses, the results showed that the use of electronic human resources management in the bank change positively with (45%) on the clarity of the data entered in the reward system, also, the correlation between the two variables is ($r=0.67$) which is good and positive. This result is statistically significant since p-value =0.000 which is less than the significant level ($\alpha=0.05$), so, there exists a positive impact of the electronic human resources management on the clarity of the data entered in the reward systems with (45%). The findings proved that the use of electronic human resources management in the bank change positively with (34%) on the accuracy of the data entered in the reward system, and the correlation between the two variables is ($r=0.59$) which is good and positive. This result is statistically significant since p-value =0.000 which is less than the significant level ($\alpha=0.05$), so, there exists a positive impact of electronic human resources management on the accuracy of data entered in reward systems with (34%).

In straight with this, the result proved that the use of electronic human resources management in the bank change positively with (70%) on the employee's acceptance of the reward system, and the correlation between the two variables is ($r=0.84$) which is excellent and positive. This result is statistically significant since p-value =0.000 which is less than the significant level ($\alpha=0.05$), so, there exists a positive impact of electronic human resource management on employee acceptance of reward systems with (70%).

The findings proved that the employee's acceptance of the reward system changes positively with (56%) on employee productivity, and the correlation between the two variables is ($r=0.75$) which is good and positive. This result is statistically significant since $p\text{-value} = 0.000$ which is less than the significant level ($\alpha=0.05$), so, there exists a positive effect of employee acceptance of reward systems on employee productivity with (56%). Also, N Way ANOVA used to test the significant effect of demographic profile on employee productivity, the results proved that there were not statistically significant for (Age, Gender, Educational level, Work in bank duration) on employee productivity.

Chapter 5

Conclusion and Recommendations

5.1 Introduction

This chapter includes an overview of the descriptive analysis and discussion related to major findings of the current study and includes details about study contributions. Additionally, the limitations of this study have been realized and suggestions are provided to improve future investigation.

5.2 Summary of Descriptive Analysis

The results showed that the use of electronic human resources management in the bank changed positively by (45%) on the clarity of the data entered in the reward system, which is good and positive. The results proved that the use of electronic human resources management in the bank changed positively by (34%) on the accuracy of the data entered in the reward system.

Directly with that, the result proved that the use of electronic human resources management in the bank changes positively by (70%) on the employee's acceptance of the reward system, The results proved that the employee's acceptance of the reward system changes positively by (56%) on employee productivity, N Way ANOVA

was used to test the moral effect of the demographic profile on employee productivity, and the results proved that there was no statistical significance for (age, gender, educational level, length of work in bank) on employee productivity.

5.3 Study Results and Discussion

This study focused on the internal factors (inputs) to the reward system, such as the accuracy and clarity of the data entered the reward system to gain employee acceptance of the reward. The researcher found an interest in the previous literature with the outputs of using electronic human resources management, and a lack of interest in studying the practices of electronic human resources management.

The aim of the current study is to study the effect of using electronic human resources management in reward systems on employee productivity, and the role of mediating factors was tested: clarity of data entered the reward system, validity of entered data, and acceptance. From the reward system as shown in Table 4-27 supports all the hypotheses.

The results of the current study indicated that the use of electronic human resources management has a positive impact on the clarity of the data entered the reward system, the validity of the data entered, and the acceptance of the reward system. In fact, the results are consistent with previous studies. The use of electronic human resources management in organizations has several positive effects, such as reducing time, reducing costs, and effort to accomplish the task. It also increases the effectiveness of the organization and improves work performance and productivity (Zour and Al-Moula 2021; Nasar et al., 2020; Santone 2020; Nadiailhaq & Riza, 2020; Namrata et al., 2020; Al Mashrafi K., 2020; Poisat & Mey, 2017; Bondarouka et al., 2016).

The current study found that the effect of the use of electronic human resources on the clarity of the data entered the reward system is positive, consistent with a study (Mohammed and Hosni, 2020; Rovithes et al. 2017). The effect of using electronic human resources on clarity was studied through the clarity of the employee's job description through the organization's website (Boşcai, 2017), where most bank employees agreed

on this, and the standard deviation reached 245. Then comes clarity of responsibilities and duties and performance evaluation criteria (Brandão et al. 2019; Al-Khalidi, 2019; Rovithis et al. 2017; Newman, Allen & Miao, 2015). The result of the study (Mohammed and Hosni, 2020) supported that the clarity of the employee's role and responsibilities improves the employee's performance.

The current study found a positive effect of the use of electronic human resources on the accuracy of the data entered in the reward system. Using an electronic human resources system to enter employee performance appraisal data helps reduce manual errors, improve evaluation accuracy, and the accuracy and accessibility of the information entered, which is consistent with a study (Robin and Edwards 2020; Ganeshan et al. ,2020; Felix, Leonardus and Nadhilah, 2019; Tursunbayeva ,2019; Bhadoriya, Bajpa and Patwardhan, 2017; Stone et al. 2015).Also, preparing training courses for human resources managers and employees on reward systems and how to evaluate performance electronically. This improves the accuracy of information and reduces discrimination between employees (Robin and Edwards ,2020).

The results of the current study indicated that there is a positive relationship between the use of electronic human resources management and the employee's acceptance of the reward system.

(Khutbah et al., 2020) Where this study showed that there is a positive relationship between the clarity of job analysis and the employee's job description, which leads to fairness in performance evaluation and employee acceptance of the reward. The success of the organization is in maintaining employees and their survival and paying attention to the reward because this will motivate them to stay and commit to the organization, as well as interest in setting up an effective compensation structure, This supports his study (Judges, 2018 ; Seng and Arumugam, 2017).It appears to us in the current study that it has been verified that the job description, employee responsibilities, roles, and performance evaluation criteria are clear to the employee in the system, in addition to the fact that banks are using an electronic system to evaluate performance, which increases the accuracy of the information and reduces manual errors, which increases the employee's

confidence in the direction of his performance evaluation and his sense of fairness. This is what the researcher found.

The current study found that there is a positive effect of the use of electronic human resources on employee productivity, which is consistent with in a study conducted by (Santone, 2020) through conducting a literature survey during the ten years from 2010 to 2020, it found the positive impact of electronic human resources on employee productivity, as well as a study (Norshabrina and Adriante 2020; Tursunbayeva A, 2019;Poisat and Mey 2017; Bondarouka et al, 2016). However, the result of the current study supports the study (Santone, 2020) that the use of electronic compensation, electronic performance evaluation, and electronic training positively affect employee productivity.

Finally, the use of electronic human resources management in entering data into the organization's reward system leads to clarity and accuracy, as the data entered in the reward system, which calls for the employee's sense of justice, fairness, and acceptance of reward. Accordingly, organizations should consider the importance of these mediating factors to increase the productivity of their organizations.

5.4 Implications of the study

The results of this study proved the validity of the impact of using electronic human resources management in reward systems through (the clarity of the data entered the system, its validity and employee acceptance of it) and that it has a relatively positive impact on the productivity of bank employees.

This study contributes to examining the role of electronic human resources management in influencing reward systems. If the company evaluates electronic performance using correct, accurate and real information, it makes the organization able to gain the trust of employees with the reward system. This also contributes to raising productivity and performance.

This study helps banks by determining how to reach employees' confidence in reward systems and ensuring that they are trained to work with those systems.

This study contributes to the scientific enrichment of specialized studies in electronic human resources.

5.5 Limitation and Future Research

This study has several limitations that should be addressed in future research:

The main limitation of this study is the sample, the current study used an online survey method to collect data. This method has many challenges. First, if respondents face some difficulties when completing the questionnaire such as not understanding the question or the questionnaire being complex, they may not answer the questionnaire honestly and may fill out the questionnaire at random without carefully reading the question. As a result, this may affect the validity, reliability, and accuracy of the results.

The current study did not consider the mediating effect of demographic variables such as age, gender, and experience.

Data collection through a qualitative approach may be able to obtain more accurate and useful results. This paper did not consider other branches of the bank located in other regions of the Kingdom. In the future, research can further research bank branches in Saudi Arabia and the Arab world to help understand the full picture of the impact of using electronic human resource management in reward systems on employee productivity in the bank. Future research could apply the study to other organizations that adopt reward systems.

A future study could also address other e-HR management practices such as e-training and compensation systems that affect employee performance and productivity.

5.6 Conclusion

The current study sheds light on the impact of the use of electronic human resources management in reward systems on employee productivity, through mediating factors (accuracy and clarity of data entered in the reward system and employee acceptance of reward). The study was conducted using a questionnaire allocated to a sample of banks in the southern region of the Kingdom of Saudi Arabia. The results of the current study showed that the use of electronic human resources has a positive impact on the clarity and accuracy of the data entered in the reward system, which leads to acceptance by the employee and his sense of fairness, and this contributes to raising the productivity of the organization.

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APPENDICES

Appendix A: Questionnaire Form

Questionnaire to investigate “This research aims to study the effect of using electronic human resources management in reward systems on employee productivity”

Dear sir/madam

This study is being undertaken by a graduate student as part of the requirements for obtaining a master's degree in the Department of Business Administration at King Abdelaziz University. You are invited to participate in answering a questionnaire for a study aimed at the impact of the use of electronic human resources management in reward systems on employee productivity. Through: Studying the impact of the use of electronic human resources management on the accuracy and clarity of the data entered in the reward systems. Which leads to the employee's acceptance of the reward and thus increases the employee's productivity.

Target group: bank employees in the southern region.

Your opinions are useful for the success of this message, so we hope to answer the questions objectively, and this may take 10 minutes, knowing that all answers will be strictly confidential.

Thank you very much.

To contact the researcher: mhname@kku.edu.sa

Research Supervisor: Dr. Hiam Punjabi

Section One: Demographic information	
Please check the appropriate box	
1- Age	
<input type="checkbox"/>	21-30 years
<input type="checkbox"/>	31-40 years
<input type="checkbox"/>	41-50 years
<input type="checkbox"/>	51-60 years
2- Gender	
<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
3- Education level	
<input type="checkbox"/>	High school
<input type="checkbox"/>	diploma
<input type="checkbox"/>	Bachelor's
<input type="checkbox"/>	Master's
<input type="checkbox"/>	PhD
4-How long have you been working at the bank?	
<input type="checkbox"/>	1-5 years
<input type="checkbox"/>	6-10 years
<input type="checkbox"/>	11-15 years
<input type="checkbox"/>	16-20 years

Section two: The use of electronic human resources management in the bank.

Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1- The bank uses electronic HR systems to reduce the time to complete the task.					
2- The bank uses electronic human resources systems that reduce the effort expended to complete the work					
3- The bank uses electronic human resources systems that contribute to raising performance.					

Section three: Clarity of the data entered in the reward system

What is meant here by the reward package is the package of wages, benefits, and privileges granted to the employee.

You think that the use of electronic human resources management in the bank helps to clarify the following:

Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
4-. The job description is clear to the employee.					
5- The duties of the employee are clear to the employee.					
6- The employee's responsibilities are clear to the employee.					
7- The performance evaluation criteria are clear to the employee.					
8- The performance appraisal is explained to the employee					
9- The electronic HR department evaluates performance to reduce employment discrimination concerns.					
10- The Bank clearly communicates its remuneration package to all categories of employees.					

Section four: accuracy of the data entered in the reward system

Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
11-Using an electronic human resources system helps reduce manual errors entering the reward system.					

12-The bank allows the employee to participate in the performance evaluation stages (by ensuring that the data entered are correct).					
13-The Bank provides appropriate training for managers on performance appraisal systems					
14-The Bank shall provide appropriate training for employees on performance appraisal systems.					
15-The use of the electronic human resources system increases the accuracy of the compensation decision.					

Section five: The employee's acceptance of the reward systems

Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
16- Do you think that your current bank has an effective reward system					
17- Do you think that the reward systems used by the bank contribute to your continuity with the bank?					
18- I feel fair about the reward I deserve.					
19- Satisfied with the reward system followed by the bank.					

section six : Employee productivity

Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
20-The bonus I get from the bank motivates me to be more productive.					
21- The bank uses a reward system that improves business performance					
22- My confidence in the reward system used by the bank motivates me to work efficiently					

استبانة للتحقيق " يهدف هذا البحث إلى دراسة تأثير استخدام إدارة الموارد البشرية الإلكترونية في أنظمة المكافآت على إنتاجية الموظف "

سيدي العزيز / سيدتي

يتم إجراء هذه الدراسة من قبل طالب دراسات عليا كجزء من متطلبات الحصول على درجة الماجستير في قسم إدارة الأعمال بجامعة الملك عبد العزيز. أنت مدعو للمشاركة في الإجابة على استبانة لدراسة تهدف إلى تأثير استخدام إدارة الموارد البشرية الإلكترونية في أنظمة المكافآت على إنتاجية الموظف. من خلال: دراسة أثر استخدام إدارة الموارد البشرية الإلكترونية على دقة ووضوح البيانات المدخلة في أنظمة المكافآت. مما يؤدي إلى قبول الموظف للمكافأة وبالتالي زيادة إنتاجية الموظف. الفئة المستهدفة: موظفو البنوك بالمنطقة الجنوبية. آرائكم مفيدة لنجاح هذه الرسالة، لذلك نأمل أن نجيب على الأسئلة بموضوعية، وقد يستغرق ذلك 10 دقائق، مع العلم أن جميع الإجابات ستكون سرية للغاية.

شكرا جزيلاً.

للتواصل مع الباحث: mhname@kku.edu.sa

مشرف البحث: د. هيام بنجابي.

القسم أ: الملف الديموغرافي

الرجاء مراجعة الصندوق الصحيح

1- العمر

20-30 سنة

31-40 سنة

41-50 سنة

51-60 سنة

2- الجنس

ذكر

أنثى

3- مستوى التعليم

المدرسة الثانوية

دبلوم

بكالوريوس

ماجستير

دكتوراة

4- منذ متى وانت تعمل في البنك؟

1-5 سنوات

6-10 سنوات

11-15 سنة

16-20 سنة

القسم الثاني: استخدام ادارة الموارد البشرية الإلكترونية.

العبارة	وافق بشده	وافق	محايد	لا وافق بشده	لا وافق
1-يستخدم البنك أنظمة الموارد البشرية الإلكترونية لتقليل الوقت لإتمام المهمة.					
2-يستخدم البنك أنظمة الموارد البشرية الإلكترونية التي تقلل من الجهد المبذول لإنجاز العمل					
3-يستخدم البنك أنظمة موارد بشرية إلكترونية تساهم في رفع مستوى الأداء.					

القسم الثالث: يقيس وضوح البيانات المدخلة في نظام المكافآت.

يقصد بحزمة المكافآت هي الحزمة من الأجور والمزايا والامتيازات الممنوحة للموظف.

تعتقد أن استخدام إدارة الموارد البشرية الإلكترونية في البنك يساعد في توضيح ما يلي:

العبارة	وافق بشده	وافق	محايد	لا وافق بشده	لا وافق
4- الوصف الوظيفي واضح للموظف.					
5- واجبات الموظف واضحة للموظف					
6- مسؤوليات الموظف واضحة للموظف					
7- معايير تقييم الاداء واضحة للموظف					
8- شرح تقييم الاداء للموظف					
9- يقوم قسم الموارد البشرية الإلكترونية بتقييم الأداء للحد من مخاوف التمييز الوظيفي.					
10- يقوم البنك بإبلاغ حزمة المكافآت الخاصة به بوضوح لجميع فئات الموظفين.					

القسم الرابع : يقيس مدى دقة البيانات المدخلة في نظام المكافآت

العبارة	وافق بشده	وافق	محايد	لا وافق بشده	لا وافق
11-- استخدام نظام الموارد البشرية الإلكتروني يساعد في تقليل الأخطاء اليدوية التي تدخل في نظام المكافآت					
12- يسمح نظام الموارد البشرية الإلكترونية للموظف بالتحقق من صحة المعلومات المدخلة في نظام المكافآت.					
13- يزيد استخدام نظام الموارد البشرية الإلكترونية من دقة قرار التعويض					
14- يوفر البنك التدريب المناسب للموظفين على أنظمة تقييم الأداء.					
15- يوفر البنك التدريب المناسب للمدراء على أنظمة تقييم الأداء.					

القسم الخامس: يقيس قبول الموظف لأنظمة المكافآت.

العبارة	وافق بشده	وافق	محايد	لاوافق بشده	لاوافق
16- هل تعتقد أن مصرفك الحالي لديه نظام مكافآت فعال.					
17- هل تعتقد أن أنظمة المكافآت التي يستخدمها البنك تساهم في استثماريتك مع البنك.					
18- أشعر بالإنصاف تجاه المكافأة التي أستحقها					
19- راضي عن نظام المكافآت المتبع من قبل البنك					

القسم السادس: إنتاجية الموظف.

العبارة	وافق بشده	وافق	محايد	لاوافق بشده	لاوافق
20- المكافأة التي أحصل عليها من البنك تحفزني على أن أكون أكثر إنتاجية					
21- ثقتي بنظام المكافآت الذي يستخدمه البنك تحفزني على العمل بكفاءة					
22- يستخدم البنك نظام المكافآت الذي يحسن أداء الأعمال					