



“The impact of leadership style on organizational performance as viewed from electronic human resource management practices: As empirical study on The Jordanian Banking sector”

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Abstract

The main aim of the current study is to identify the relationship between the leadership style, organizational performance, and electronic human resource management practices, and to inspect whether the interaction between the leadership style and electronic-human resource management practices affects the organizational performance. through the main study Represented through the main dimensions shown as follows: (Gender, Qualification and Experience) in the Jordanian banking sectors represented by the four banks (Jordan bank, Arab bank, Ahli bank and Audi bank). The study population consisted of all employees in the said banks. A questionnaire was drafted and mailed to the Two hundred employees randomly selected from the list of employees working for those banks. One hundred twenty six of the Two hundred employees properly filled and sent the questionnaires and this is the main data source for my study. To achieve the objectives of the study, “to investigate into any relationship between leadership style, organizational performance, and electronic human resource management practices. The data were analyzed by employing the Chi-square test at 5% level of significance using SPSS statistical software, descriptive and analytical statistics were used for the process of analysis. The result showed that, ‘there is a significantly positive effect on organizational efficiency due to the implementation of electronic human resource management practices also, E-HRM affects positively on the leadership style to achieve organizational efficiency in the Jordanian banking sector.

Keywords: E-HRM, Leadership styles, Organizational efficiency.

I. Introduction

Humans are an organization's greatest resource. Capitalizing on human beings is vital for producing value for both organizations as well as individuals in organizations. From the previous two decades, scholars have tried

to give credence to the significance of capitalizing on human beings in the workplace with a focus on two well-developed streams of research: HRM and Leadership.

This importance has increased since the emergence of the so-called electronic human resource management. Organizations have increasingly introduced E-HRM, which is understood as a set of Information Technology (IT) applications that covers all possible integration mechanisms and contents between HRM and IT departments, aiming at creating value within and across organizations for targeted employees and management.

Indicate that using information and communication technologies in human resource services has become an important strategy in order to achieve competitive advantages for organizations. Moreover, previous literature has suggested that E-HRM will achieve the three main following goals: Red use costs, improving HR services, and improving strategic orientation (Bondarouk & Ruël 2009). (Stanton & Coover, 2004), Therefore, the application of intranet technology for HR is inevitable. Whereas, HR must become digital, particularly nowadays, when they are being pressed to prove their added value to business performance, believing as well that HRM will acquire a new dimension with the emergence of e-business (Ruël & Tanya, 2004).

Leadership and HRM share a common objective of creating an enhanced understanding of how to successfully manage individuals in organizations. Leadership inspires people and work at the individual or group level while HRM influences more through systems and processes. Leadership usually concentrates on considering the individual and relational dynamics of how people affect each other towards shared objectives. HRM views the systems and practices in an organization that tries to inspire individuals in an organized way, typically on a greater level. Together Leadership and HRM are involved in what we can broadly call people management.

In spite of this common objective, these subjects of study remain mostly unrelated. E-HRM and Leadership have the potential to counterbalance each other. The present study is based on the assumption that both E-HRM and Leadership contribute to making sure that humans are an organization's most significant resource. In other words, investing in people management through HRM and Leadership should enable a more productive and motivated workforce. Thus, the objective of this research was to study the relationship between electronic Human Resource Management practices and Leadership.

II. Leadership Style

Many are the ones who touched upon the definition of leadership, whether they were scholars or leaders who appeared in history. However, leadership was not, in all these definitions, a subject to controversy as much as it was a subject that called for continuous monitoring, study and discussion. Leadership is affected by personal experience, divergence of positions, group cohesion and homogeneity, the leader's ability to influence, persuade, and motivate the feelings of others. Leadership has been defined by many definitions and concepts, as shown in the following:

Regarding to Koontz and Odann el Leadership is the process of influence that a leader performs on his subordinates to persuade and motivate them to contribute effectively by their efforts to carry out a cooperative activity.

Ordway tead in the book of the art of leadership He defined leadership as “the activity that is used to establish in people and cooperate towards achieving a specific goal that they themselves find valid.”

Fiedler said, "Leadership means efforts to influence or change people's behavior in order to reach the goals of the organization and individuals."

A leader is someone who leads, directs, commands and guides the group. Leadership is the art of influencing and directing people to achieve a mission.

An effective leader is one who uses the arts of leadership to influence the behavior of others, and he possesses a set of skills and abilities that others have acquired through work and practice through experiences and training.

Leadership styles

Leadership style means the way a leader exercises his leadership and a behavior to influence his followers.

Paul Hersey defines leadership styles: they are the leader's methods and behaviors represented in his words and actions, through which he reflects leadership practices or conveys the practical application of leadership theories. There are seven styles of leadership: 1- Autocratic. 2- Authoritative. 3- Pacesetting. 4-Democratic. 5- Coaching. 6- Affiliative. 7- Laissez-Faire.

III. Electronic Human Resource Management (E-HRM)

The concept of electronic human resources management has definitions and names bearing the same meaning, some of them called it e-HR, Virtual HRM, HR intranet or Web-Based HR, Other researchers call it another term called computer-based HRM It is abbreviated as (CHRIS).

This difference leads us to present a set of definitions that dealt with this concept, so that we can give a clear picture of it, and then differentiate between it and the concept of (HRMIS), these definitions are:

- Use of technology with human resource management functions.
- Communication through technology directed through networks between the organization and its employees regarding the management of human resources.
- A method of implementing human resource management strategies, procedures, and policies in an organization through direct, informed support based on web technologies.
- Practical application of the organization's strategies, policies and practices in human resources through targeted support and full exploitation of internal, external and international information network channels, as it is a way to perform functions HRM.

E-HRM practices

This part will deal with the literature on practices of electronic human resource management and goal to identify the affiliation between employees and their pride due to implementation of e-hrm practice, Such as e-recruitment, e-selection, e-communication, e-compensation and e-payment. Employee satisfaction, also recognized as job satisfaction, is the extent to which an character is glad with their job and the role it plays in their life.

IV. Literature review

(Rao, R. V., & Alshar, M. M. 2021). This Paper pursuit to pick out the have an impact on of electronic human resource management practices represented as (e-recruitment, e-selection, e-communications, e-compensation and e-payment). Five Practices that are viewed as they are broadly practiced in the more than a few banks in Jordan. The personnel ride with reference to the above e-hrm practices and their pride in Jordanian banking quarter represented by way of the eight banks (Jordan bank, Cairo bank, Arab bank, Islamic bank, Ahli bank, Citi bank, Audi financial institution and Kuwait bank) is studied in this paper. The learn about populace consisted of all personnel in the stated banks. A questionnaire used to be drafted and mailed to the six hundred personnel randomly chosen from the listing of personnel working for these banks. Two hundred fifty seven of the six hundred personnel correct filled and dispatched the questionnaires and this is the foremost information supply for my study. To attain the goals of the study, “to inspect into any relationship between ride (demographic variable) of the personnel and their response in the direction of imposing the E-hrm practices in their banks” the researcher used descriptive analytical methods. The records was once analyzed via using Chi-square check at 5% degree of importance the use of SPSS statistical software. The end result confirmed that, worker ride performed a fundamental function in response of the worker (satisfaction or dissatisfaction) due to implementation of electronic human resource management practices in Jordanian banks. Shah, M., & Aman, Q. (2019). The goal of this lookup used to be to discover the relationship of Human Resource Management practices and Leadership patterns with mediating impact of worker trust. Literary hole used to be identified where the relationship of HRM practices and management patterns was once no longer before explored and empirically tested. Data was once amassed from a pattern of 589 managerial stage personnel of 132 private region agencies listed on Pakistan Stock Exchange. The two-stage methodology of Structural Equation Modeling (SEM) in AMOS was once employed to look at the proposed relationships. The findings revealed a good-sized wonderful affiliation between HRM practices and management styles. Employee trust solely in part mediated the relationship of HRM practices and Leadership styles. HRM and Leadership have the plausible to counterbalance every different and will make certain that the corporation has an ample provide of administration and management competence at each stage of the organization. Khashman, A. M., & Al-Ryalat, H. A. (2015). This paper aimed to become aware of the affect of electronic human resource management practices thru the essential find out about dimensions represented in the (e-recruitment, e-selection, e-training, e-performance appraisal, e-communications, and e-compensation) on the operational performance. Represented via the primary dimensions proven as follows: (Time, financial cost, quality of service, and flexibility) in the Jordanian telecommunications sectors represented by way of the three groups

of Cellular Communications (Zain, Orange, and Umniah). The learn about populace consisted of all supervisory positions employees in the three companies. To obtain the goals of the study, the researcher used the descriptive-analytical technique and a stratified random pattern consisting of 178 employees males and females who have been chosen to acquire information needed, then the questionnaire used to be developed and dispensed to the sample, statistics had been analyzed the use of SPSS statistical software, a descriptive and analytical facts had been used for the method of analysis. The consequences confirmed that there was once an existence of an effective statistically great affect to dimensions of electronic human resources management (e-recruitment, e-selection, e-training, e-performance appraisal, e-communications, and e compensation) on the dimensions of operational overall performance (time, cost, excellent of service, and flexibility). Wang, F. J., Chich-Jen, S., & Mei-Ling, T. (2010). This study used to be to look at the relationships amongst the management style, the organizational performance and the human useful resource administration strategy. In addition, this find out about additionally explored the effects of the interplay of each the management fashion and the human useful resource administration approach on the organizational performance. This learn about reviewed 246 legitimate questionnaires despatched to the corporate owners, executors and operators of Kaohsiung's Nanzi Export Processing Zone in south Taiwan. It was found that (1) The charismatic, transformational and visionary of the management fashion are positively related to the organizational performance, (2) The development, motivational and switch method of the human aid method are positively associated to the management style, (3) Both improvement and motivational techniques are positively associated to the organizational performance, and (4) The interaction of the management fashion and the human aid administration approach extensively contributes to the organizational performance. The findings of this find out about had been anticipated to furnish references to a corporate physique in running the human useful resource administration approach and creating the leadership style.

V. Study objectives

The study objective is identify the impact of leadership styles on organizational performance through electronic human resource management. The major objectives will be as the following:

- To what extent the leadership styles can effect on organizational performance.
- To what extent the E-HRM practices can effect on leadership style.
- To what extent the E-HRM practices can effect on organizational performance.

VI. Study Models and Hypotheses

The research model of this paper was shaped from three comprehensive variables including E-HRM practices and Leadership styles. Organizational performance is a dependent variable for this study. These variables are derived from a review of academic literature. Moreover, the linkages between variables are developed based on the theoretical framework. Based on theoretical background and review of previous literature, a conceptual model was developed to examine the impact of electronic human resource management and Leadership styles on organizational performance.

- The Electronic human resource management practices have a significantly positive effect on the leadership style.
- The leadership style has a significantly positive effect on the organizational performance.
- The Electronic human resource management practices have a significantly positive effect on the organizational performance.

VII. Research Methodology

Justification of Selecting the Quantitative Research

A quantitative approach is supplied as appropriate for lookup statistics collection, permitting the gathering of massive information quantities from a large population. The assemble was once subjected to the scale reliability technique of SPSS 20.0, the usage of the Cronbach's Alpha Cronbach, criterion to investigate the inside consistency of the studied construct. The Cronbach Alpha coefficient is above 0.93. Thus, the value exceeds the accepted cut-off value of 0.70, as recommended by (Nunnally, 1978). This indicates that every individual item is internally constant and has a high degree of reliability.

Justification of Selection the Questionnaire

The questionnaire began with a short description of that means of the major concepts, and it gave guidelines on how to answer every part of the questionnaire. A preliminary draft used to be developed based totally on a huge literature review. It consists of many questions, which are constant with the research aims. For that, the research survey may want to be described as being comprehensive. It is divided into two parts. The first part includes personal information of the respondents such as gender, qualification, and experience. The second part includes questions related to the impact of electronic human resource management practices and Leadership styles on organizational performance.

Sample Size

The sample survey covered four banks out of 26 banks in which E-HRM system is being implemented. Two hundred questionnaires were sent to the four banks. 165 questionnaires were returned. One hundred twenty-six of these were found to be properly filled and had complete information and hence they are considered for my study.

Category	Number of Questionnaire Distributed	Number of Completed Questionnaires Returned	Number of Uncompleted Questionnaires Returned	Number of valid Questionnaires for Analysis
Arab Bank	50	40	10	30
Jordan Bank	50	45	15	30
Audi Bank	50	35	9	26
Ahli Bank	50	45	5	40
Total	200	165	39	126

VIII. DATA ANALYSIS AND RESULT

This sample of one hundred twenty-six respondents contains 82 male and 44 female respondents which make up 65 and 35 percent respectively. The largest group of respondents is (85%) with Bachelor's degree the smallest group of respondents (0.0%) with a Ph.D. degree leaving the rest of 15% with a Post-Graduate degree. 37% of the respondents are with (11-15) years of experience while 15 % less than five years of experience leaving the remaining into other smaller years of experience. This demographic data are detailed as below.

Description	Variable	Frequency	Percentage
Gender	Male	82	65%
	Female	44	35%
Educational level	Bachelor degree	108	85%
	Post -Graduate	18	15%
	Ph.D.	0	0
Experience	Less than 5 years	19	15%
	5-10 years	31	25%
	11-15 years	46	37%
	More than 15 years	30	23%

Based on the objectives and hypotheses of the study, the researchers applied the chi-square test of independence at 5% level of significance to test the association between Leadership style, E-hrm and organizational performance in Jordanian banks. The hypothesizes to be tested are as below.

- H1 stat that, “ The Electronic human resource management practices have a significantly positive effect on the leadership style.

Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.137 ^a	3	.768

From the above table we observe

that chi- square calculated value is 1.137, DF=3, $p=0.0768 > 0.05$ and table value at 5% level of significance with 3 degrees of freedom is 7.815. Here calculated value is less than table value, hence accept null hypothesis. Because that we can conclude that “ there is an effect of Electronic- human resource management practices on Leadership style”.

- H2 stat that, “ the leadership style has a significantly positive effect on the organizational performance.

Chi-Square Test

Chi-Square Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.802	1	.370

From the above table we observe that chi- square calculated value is 0.802, DF=1, $p=0.370 > 0.05$ and table value at 5% level of significance with 1 degrees of freedom is 3.841. Here Calculated value is greater than table value, hence accept null hypothesis and concluded that “ there is an effect of Leadership style on organizational efficiency”.

- H3 stat that, “ The Electronic human resource management practices have a significantly positive effect on the organizational performance.

Chi-Square Test

Chi-Square Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.774 ^a	2	.679

From the above table we observe that, Chi- square calculated value is 0.774, DF=2, $p=0.679 > 0.05$ and table value at 5% level of significance with 2 degrees of freedom is 5.991. Here calculated value is greater than table value, hence accept null hypothesis and concluded that, “ there is an effect of Electronic Human Resource Management practices on organizational efficiency”.

IX. Conclusion and Suggestions

This study mainly discussed the relationship between the leadership style, organizational performance, and the electronic human resource management practices, and inspected whether the interaction between the leadership style and the electronic-human resource management practices affects the organizational performance.

Research results show clearly that, the e-hrm practices have a positive effect on Leadership style. Moreover, the results are shown that the positive impact of electronic human resource management practices on leadership styles has led to a joint positive impact on organizational performance.

Hence, it is suggested that ‘‘the management of various banks acquire the latest technology to add more technology-oriented human resources to secure their banks’’. In addition, the Management has to educate their employees with reference to the case, speed, accuracy, and tool/proof recruitment that can be implemented. Further, the Management’s should also invest feasibly in upgrading the technology and train their employees to some customers more efficiently.

It is proposed that the management should indicate to staff how leadership techniques can be used in conjunction with sound management technology and practices. The Department was therefore again advised to conduct an analysis of the benefits that could be derived from modern leadership patterns; I advise employees to invest in technology to raise.

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