

# Impact of E-HRM Practices in Digital Era on Job Based Psychological Ownership in Saudi Post Office: Evidence from Saudi Arabia

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## Abstract

The prime objective of current study is to explore the impact of electronic human resource management (e-HRM) practices on job based psychological ownership in the Saudi post office, Saudi Arabia. Data were collected from the 170 respondents from Saudi post office. The current study aims to fulfill the gap of research in public sector post office of Saudi Arabia regarding real impact of e-HRM practices on employee's job based psychological ownership. Results of current study revealed that among the e-HRM practices the "e-HRM recruitment" is one of the most influencing factors. Moreover, a significant relationship exists between demographic variables on e-HRM practices influence on psychological ownership. Finally, results of the current study also showed the impact of e-HRM practices mainly considered branding of the employer which play a successful role in recruitment. It is recommended to improve the implementation of e-HRM practices to meet the challenges of the current contemporary world.

**Keywords:** e-HRM, e-performance appraisal, e-recruitment, e-selection, job based psychological ownership.

## 1. INTRODUCTION

In the current era of digital revolution (Bondar, Hsu, Pfouga, & Stjepandić, 2017; Malyavkina, Savina, & Parshutina, 2019), the public sectors organization are more influential in terms of operation and technology adoption. In order to unite all the working wings such as Client, company and employees to make their working activities more smart technology plays a vital role. According to pervious literature, employees are the main resource of an efficient organization and play the role of backbone to support the organizational structure. Human resource department of various organizations monitor and support these employees through many activities. Hence, the current study deals with the implementation of electronic human resource management (e-HRM) practices in the Saudi post offices which are located in the Saudi Arabia. After, the in-depth view, the literature of present study discussed about selected practices such as e-recruitment, e-selection, e-performance and job based psychological ownership (PO) (Van Dyne & Pierce, 2004; Xiong, So, Wu, & King, 2019).

Literature has revealed that e-HRM is currently consisted of three sub categories such as relational, operational and transformational e-HRM. Payroll processing and the upkeep of employee personal data are regarded as operational e-HRM (Al Shobaki,

Naser, Amuna, & El Talla, 2016; Galanaki, Lazazzara, & Parry, 2019; Ruel, Bondarouk, & Van der Velde, 2007).The organizational activities in terms of training, hiring, performance management, employee motivation, and other areas are supported by relational e-HRM. The term "transformation e-HRM" refers to intentional HR activities like knowledge management and deliberate reorientation. The organization's e-HRM consists of electronic hiring and selection, compensation, and performance evaluation. The technology has been made more accessible to employees thanks to the development of e-HRM practices. Employees can quickly identify their strengths by streamlining themselves using the organization's modified e-HRM practices. In most cases, e-HRM contributes significantly to the recruitment process (Bissola & Imperatori, 2013; Foster, 2011; Khashman & Al-Ryalat, 2015). Conclusively, pervious literature has revealed that in the information technology (IT) sector, all the major decisions regarding the employee's activities and task has been monitored through e-HRM systems. This e-HRM system consist of various inter-connected processes align the performance of the employees with various factors such as efficiency of task completion (Bissola & Imperatori, 2013; Findıklı & beyza Bayarçelik, 2015; Ruël & Bondarouk, 2008). The development and raise the standard of employee's performance based on the E-HRM system and all the policies,

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benefits, and promotions are decided through e-HRM system. By praising the employees in the integrated digital system within the public sectors, an e-performance appraisal is one of the most crucial factors. Through mail alerts about performance reviews, the company's performance appraisal standards are explained to the employees, motivating them to perform their jobs more effectively. The use of employees' skills and abilities effectively, creating competitive advantage, aligning the human resource (HR) function, reducing the costs associated with HR administration and improving service and access to information for employees have all been found to contribute to higher job-based PO with e-HRM in Saudi post office.

Saudi post is the only organization of Saudi Arabia working in postal services along with official services operator of mail, express mail, mail and modern services such as money transfer, e-government, and online shopping. Further, Saudi post office have strong network of transportation across various region with more than 6000 postal points in whole Saudi Kingdom. Literature of Saudi Kingdom social research reveals that Saudi post consist of more than 13000 employees to control various operational activities (Abdallah & Finger, 2010). Now a day's Saudi organizations are passing through a phase of transformation (Abdallah & Finger, 2010; Muzafar & Jhanjhi, 2020). This process of transformation consists of implementation of various management processes such as total quality management (TQM) and advance e-HRM practices. Moreover, previous studies reveal that Saudi public organizations are currently facing the problems of resource shortage, lack of modern infrastructure and policies (Albidany, 2019). Therefore, current study is focusing on one of the main issues of e-HRM practices execution in Saudi public organization such as the Saudi post office.

Moreover, it is evident from the literature that e-HRM plays a vital role in the organizational development (Bissola & Imperatori, 2013; Foster, 2011; Khashman & Al-Ryalat, 2015) and all the ingredients of e-HRM (relational, operational and transformational) are equally important for employee's performance review, decreasing employee's turnover and to boost the employee's PO of talented employees (Cherif, 2020). Previous studies have clearly mentioned that Saudi Arabia is facing the problems of Human capital development due to continuous change and diversification in adoption of new organizational process and it is necessary to investigate its impact on human resource policies and attitudes (Al-Hanawi, Khan, & Al-Borie, 2019; Alluhidan et al., 2020; Cherif, 2020).

However, in the context of Saudi Arabia implementation of advance technology or e-services system is a challenge such as in Saudi post office due to change resistance by its employees and lack of human resource development in Kingdom of Saudi Arabia (Olivas-Luján, Yusliza, & Madero-Gómez, 2020). Moreover, literature also reveals that Saudi Arabian organizations specifically, public organizations are passing through the process of modernization and technology adoption and this change create a strong impact on employee's attitudes and productivity which ultimately leads to employee's demotivation. The outcome of all the above issues of technology adoption in Saudi Arabia are employees change resistance and demotivation along with trust deficit (Hosain, 2017). Finally, technology induction is a threat for organizational employees as a resource replacement

which create a strong impact on employee's job attitudes like post office. Hence, it is significant to study the impact of E-HRM practices on employee's job attitudes such as PO in the context of Saudi Arabia.

## 2. LITERATURE REVIEW

### 2.1 Psychological Ownership

Researchers have divided the PO into two main types one is organization-based PO (Ikävalko, Pihkala, & Jussila, 2008; Liu, Chow, Xiao, & Huang, 2017; Pierce, Jussila, & Li, 2018) and second is job-based PO. Literature has clearly mentioned that in the high state of PO employees start to feel strong identification and association with their job and organization. Organizational support theory highlighted that "employees start to feel association with organization when they feel that their organization fulfill their needs through HRM practices or some other ways such as compensation, facilitation and wellbeing. A previous study, concluded that HRM practices have positive impact on employees' behaviors and attitudes. Therefore, current study focus on the impact of e-HRM practices on job-based PO of employees.

### 2.2 E-HRM Practices

Currently, the importance of e-HRM is increasing within the working organizations (Bissola & Imperatori, 2013; Ruël & Bondarouk, 2008) due to its huge benefits in term of system quality improvement, cost reduction and speeding up the organizational processes. Organizations implement the e-HRM for human capital management and due to the role of human capital management in maintaining the competitive sustainable advantages. However, there is need to organization to understand that how human capital will use for the successful implementation of business strategy, as business technology changes. It is the demand of organizational functional integration, the match of e-HRM and business strategy within and across the organization. Consequently, that organization can easily achieve the high degree of efficiency. For this, organization structure and good IT adaption is pivot to facilitate e-HRM practices on organizational innovation performance (Jackson, 2002).

### 2.3 Empirical Review on E-HRM and Psychological Ownership

Continuous advancement in communication and informational technologies give birth to new technologies and techno-based systems. Therefore, due to the presence of such information management systems the functions of E-HRM facing pressure efficient for organizations through new e-HRM systems. Therefore, diversification in the technology make a strong impact on HRM processes. The results of studies revealed that HRM practices has important effect on the employees' attitudes. The study concluded that e-HRM has a positive influence and association with employee's output. Finally, the theory of organizational also support the research model of current study. Therefore, current study proposed the following hypotheses;

**H1:** *There is a relationship between e-HRM practices and e-HRM out comes in IT sectors in Saudi Post office.*

**H2:** *There is an association between e-recruitment and selection, e-performance appraisal and job-based PO towards e-HRM practices in Saudi Post office.*

### 3. RESEARCH METHODOLOGY

As mentioned in pervious section that current study is mainly focus on implementation of e-HRM practices in Saudi Arabian post office employee's job-based PO. The current study used the philosophy of realism that's why researchers collect and analyses data using acceptable knowledge to answer the research questions. The current study opted on descriptive research design to choose the research parameters and examines the variations between different research parameters.

#### 3.1 Sampling and Sample Size

For the assurance of the validity of collected data, the sampling method is vital as well as an illustration of the population in order to represent the generalized results on the whole population (Pedhazur & Pedhazur Schmelkin, 1991). The main obstacle in doing good research is resource limitation but obtained information can be maximized relative to cost to achieve sample efficiency (Zikmund, Babin, Carr, & Griffin, 2003). Hence, for the determination and for more suitable sample size Krejcie and Morgan (1970) model is used to draw a sample of 370 respondents from a total population of 13000 Saudi post office employees, considering 95% confidence level and precision to avoid sampling error. Conclusively, current study used self-administered questionnaire to collect the data from respondents. Primary data was firsthand information collected through questionnaires from respondents. Researcher has distributed 370 questionnaires through e-mails and personal visits from which 250 were returned and from these 250 filled questionnaires 50 were incomplete or having some errors and 30 questionnaires were without name and demographic information. Therefore, at the end 170 questionnaires were correct completely filled and useable for current study research data analysis. Finally, a random sampling technique was used to collect the data from 170 employees of Saudi Arabian post office. This is because random sampling is one of the suitable techniques when respondents are widely scattered which leads to high research cost.

#### 3.1.2 Questionnaire and Measurement

There is no definitive method to develop a flawless data collection instrument (F. D. Davis, 1989; P. Davis & Howden-

Chapman, 1996). In the design of research, the instrument needs to use advancement and general guidelines could be employed. The design of the research instrument should be pertinent to the research purpose to ensure that the questionnaire reflects the desired data (P. Davis & Howden-Chapman, 1996). The research instrument used in this study was adapted from the existing literature of research models. A self-administered questionnaire was used for this study and the semantic-differential technique was used along a five-point Likert scale. The scales were adapted from the previous studies.

### 4. DATA ANALYSIS AND DESCRIPTION

Table 1 indicated that from total 170 respondents 120 (71%) were males and 50 (29%) were females. Whereas, among the age brackets maximum 35% were ranging between age 26-30 years, 29% were between the age 20-25 years, 24% were among 31-35 years and remaining 12% were above the 35 years of age. As the qualification base distribution 42% respondents were graduated, 29% were IT diploma holders and 29% highly qualified.

**Table 1. Demographic Profile**

Sr. No	Category	Subgroup	Numbers	%	Total
1	Gender	Male	120	71	170
		Female	50	29	
2	Age	20-25 years	50	29	170
		26-30 years	60	35	
		31-35 years	40	24	
		Above 35 years	20	12	
3	Qualification	Diploma	50	29	170
		Graduate	70	42	
		Post-Graduate	50	29	

The value of reliability shows that the scale which is used to collect the response is reliable and acceptable in all conditions of research. For current study the reliability is examined by using Cronbach's Alpha. The value of Cronbach Alpha was 0.878 depicts that reliability of scale is high. The acceptable value of Cronbach's Alpha is 0.70 (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; Hair, Hollingsworth, Randolph, & Chong, 2017; Hair Jr, Howard, & Nitzl, 2020). Furthermore, ANOVA Analysis is given in Table 2.

**Table 2. ANOVA Analysis**

ANOVA							
		Sum of Squares	df	Mean Square	F	Sig	Remarks
Gender	Between Groups	9.897	5	2.46	14.971	.000	Rejected
	Within Groups	16.881	107	.157			
	Total	26.778	112				
Age	Between Groups	17.103	5	4.235	4.832	.001	Rejected
	Within Groups	96.984	107	.789			
	Total	114.087	112				
Education	Between Groups	10.589	5	2.648	2.642	.040	Rejected
	Within Groups	109.397	107	1.108			
	Total	119.986	112				

The values of weighted average mentioned in the Table 3 revealed that e-HRM plays a key role in employer branding the role of successful e-recruitment stood at first followed by other e-HRM practices. The effective utilization of e-HRM practices

will leads towards the high PO. The results show that there is relationship between employee's motivation which further leads to reduce the employee's turnover intention.

**Table 3. Scale weighted average Score**

Sr. No	Factors	SDA	DA	N	A	SA	Weighted average Score
1	E-HRM aids at work place.	15	37	23	19	19	2.91
2	Ease of use of technology affect the level of employee's motivation.	26	26	25	24	12	2.73
3	Implementation of e-HRM in organization help to identify the strengths.	17	27	28	24	23	2.67
4	There is a relationship between employees' motivation and e-HRM.	15	23	24	26	21	2.98
5	In recruitment process e-HRM techniques plays an effective role.	16	25	25	15	22	2.90
6	Employer branding plays key role in more successful recruitment.	20	26	24	21	21	2.67
7	E-HRM helps in retention of top talent.	18	25	23	22	23	2.78
<b>Psychological Ownership (Van Dyne and Pierce (2004))</b>							
1	This is my job.	17	28	22	25	23	2.87
2	My comfort is attached to my job.	21	26	26	26	22	2.89
3	I like to mention "my job".	26	25	24	27	24	2.70
4	I own "my job".	24	24	27	28	25	2.89

E-compensation is ranked first in the above Table 4 with a mean score of 56.40, followed by e-performances with a mean score of 39.10, e-performance appraisal with a mean score of 37.27, and e-recruitment & selection ranked last with a mean score of 36.99.

**Table 4. Ranking**

e-HRM Activities	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Average Score	Garrett Rank
Garrett Value (113* (Rank Value-0.5)/6	76	61	51	42	30	0		
e-recruitment ande-selection	19	15	11	0	42	26	36.99	6
e-compensation	17	62	9	10	14	1	<b>56.40</b>	1
e-performance appraisal	3	21	27	23	12	27	37.27	5
e-performances	17	0	36	30	1	29	39.10	4

Furthermore, model summary is given in Table 5. ANOVA is given in Table 6. Table 7 highlighted the results of path coefficient. Regression analysis was used to account for the gender in the e-recruitment and selection constructs from the results above, and a significant model (F6, 106 = 2.486, p 0.0005) resulted. R square corrected = 0.075. The conclusion drawn from the significant variables above is that the construct was not significantly predicted.

**Table 5. Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 <sup>a</sup>	.133	.075	.47423

**Table 6. ANOVA**

ANOVA <sup>b</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	3.335	7	.545	.456	.0278
	Residual	21.534	104	.243		
	Total	23.865	132			

**Table 7. Path Coefficient**

Predictor Variable	Beta	P
E-recruitment helps in developing positive image of the organization.	.107	.360
E-recruitment facilitates ease in building and managing database of received application.	.254	.021
E-recruitment help ensure compliance with equal employment opportunity standards.	.056	.656

From the result, a significant model (F6, 106 = 12.123, p 0.0005) emerged where the gender was accounted for by the regression method for the e-performance appraisal constructs. R square corrected = 0.373. I receive satisfactory training that are shown above, is not a significant predictor in this construct. Model summary is presented in Table 8 along with the ANOVA in Table 9. Finally, significance is given in Table 10. Values from the above table indicated that a significant model is established with the value (F 106=1310, p<0.259). Further adjusted R square value is 0.017. The results of current study have concluded that all the predictors are significant in the model.

**Table 8. Model Summary<sup>b</sup>**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638 <sup>a</sup>	.407	.373	.38771
2	.263 <sup>a</sup>	.070	.017	.48587

**Table 9. ANOVA**

ANOVA <sup>b</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	10.934	6	1.822	12.123	.000 <sup>a</sup>
	Residual	15.934	106	.150		
	Total	26.867	112			
2	Regression	1.855	6	.309	1.310	.259 <sup>a</sup>
	Residual	25.012	106	.236		
	Total	26.867	112			

**Table 10. Path Coefficient**

Predictor Variable	Beta	Sig
E-performance appraisal in my company is fair.	.095	.297
E-performance appraisal makes me better understand what I should be doing	.083	.340
E-performance appraisal influences positively individual performance	.269	.002
E-performance appraisal reflects objectively my performance.	.016	.849
E-performance appraisal encourages co-operation & term spirit.	.616	.000
Predictor Variable		
	Beta	Sig
E-HRM feel encouraged to come up with new and better ways of doing a thing	.055	.705
E-HRM have the tools and resource to do my job well	.325	.020
E-HRM job makes good use of my skills and abilities.	-.120	.378
E-HRM help to create competitive advantage and align the hr function more closely with corporate strategy.	.100	.336
E-HRM helps to reduce the HR administration and compliance costs	-.087	.631
Improve service and access to data for employees and managers	-.148	.194

## 5. CONCLUSION

The aim of current study was to examine the influence of e-HRM practices on employee's psychological ownership belongs to post office of Saudi Arabia. Results of current study reveals that efficient and effective use of e-HRM practices in the Saudi Arabian post office will lead to employee's higher level of PO. Further, it is established that there is a significant relation exist between demographic variables and employees job behaviors. Results indicate that components of e-HRM (e-recruitment selection, e-compensation and e-compensation) are important. The current study suggests the improvement in the implementation of e-performance, e-recruitment and selection techniques which lead to an improved HRM system in Saudi Arabian post offices.

## 6. FUTURE RECOMMENDATIONS

The majority of public organizations are effectively focusing only on e-HRM, and the findings indicated that e-HRM practices should be deeply prioritized in e-recruitment, e-selection, and e-performance appraisal. In a similar vein, e-HRM practices should be taken care of by e-communication and E-compensation. More effective e-HRM tools are required in the workplace. The application of e-HRM in the organization should be planned in a way that makes it easy for management and the employees themselves to identify their strengths. Employees' engagement with electronic human resources needs to be raised. The primary focus of the e-HRM activities should be e-recruitment and selection, followed by e-performance reviews and e-performances. To increase the effectiveness of hiring, the e-recruitment system needs to be revised process. E-selection time should be shortened and the right candidates should be placed in the right jobs as a result of E-recruitment. The employee's virtual desk should receive frequent updates about training and information about the performance appraisal cycle. The current study only focused on post office and limited to employees working in post office organizations, the future studies should consider other organizations. Further, current study was limited to Saudi post office, however in future current study will conduct in other parts of globe. Finally, in future sample size and method of research should be changed to get good results in future.

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