Investigating the Relationship between Human Resource Information System and Strategic Capability among Employees: Jordan Case Study

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ABSTRACT

Information system is driving human resource HR’s transition from a focus on employee management to employee as a strategic capability. The information system role not only adds a valuable dimension to the human resource function, but also assists human resource department to be competent. This study investigates relationship between human resource information systems (HRIS) characteristic, appropriateness, and usefulness as independent variables and Employee strategic capability (ESC) as dependent variables. It attempts to examine the level of implementation of HRIS and ESC in private Jordanian companies in the service sector. The techniques were used to investigate the relations and impacts between variables are correlation and regression analysis. Moreover, researchers used descriptive analysis such; collinearity and normality analysis. The sample we choose is based on non-probability sample method, combining human resource managers, human resource directors, human resource professionals, and human resource staff in companies based in Jordan. Using a survey questionnaire was sent to the selected sample. Findings of the study reveal that there is significant relationship between HRIS and ESC. The study also found that the level of HRIS utilization in Jordanian companies is low due to the system characteristic and appropriateness, where employee seems not to be satisfied with the current HRIS or maybe there are lacks of understanding of the system. Moreover, the finding of study indicates that the level of strategic capability of employees in Jordanian companies is high. Also the more usefulness of the system more satisfied and comfort employee whom reflect in their abilities to improve in term of decision making, commitment, creativity, responsibility, satisfaction.

Keywords: Human Resources, Human Resource Management, Strategic capability SC, Human Resource Information Systems HRIS.

1. Introduction

The literature suggests, one of the most important factors have strong impact on organizations and employee nowadays is technological changes and advancement. The subject of
information system has a role in the achievement of leadership and managerial objectives through practices implement in human resource management. Human resource and information technology are two elements that many firms are looking to utilize it as strategic weapons to compete. Thus, human resource and information technology are two critical factors that will lead human resource management into new era (Carol, 1998).

The integrations of information system within human resource department could lead organization to acquire competencies in term of human resource management (Russell and Michael, 1988; Thomas and Anne, 1997). Farther, Human resource system can contribute to acquire strategic capability through facilitating the decision making, accurate information and reduce cost and time.

Researchers addressed the link between human resource management practices and Competitive advantage. Researchers have observed that human resource management can contribute to competitive advantage by reinforcing the set of role behavior that result in low cost and product differentiation (Augustine and Mary, 1994; Carol, 1998; Zahid et al., 2007).

HRIS was designed to enhance the administration, planning, control activities and decision making of HR (Carol, 1998; Russell and Michael, 1988). Thus HRIS has the ability to make human resource more competitive; consequently human resource department will be as a strategic partner in organizations (Carol, 1998; Zahid, and Nelarine, 2007).

Majority of the studies have focused on the status of the use of HRIS and on the human resource practices which integrated as a part of HRIS. There has been minimum research done to address the perceived benefits of implementing HRIS (Ngai and Wat, 2004).

In Jordan the study on HRIS and strategic capability is almost neglected. Furthermore, there are minimal attempts to examine the relationship between HRIS and strategic capability within academic research.

This research is carried out to explore the level of HRIS and ESC among Jordanian companies. In addition the study also attempts to examine the relationship between HRIS and ESC in Jordanian companies. More particularly, using the characteristic, appropriateness and usefulness of the system as a measuring tool to investigate the relation and the impact between HRIS and ESC

2. Literature Review

Facing high competitive environment, organizations nowadays attempt their best to be successful in the market. In other word, competitive advantage considers as the most important factor for long term success. The earlier working such as, Nicole (2000), recognizes that firms should attempt for unique characteristics in order to distinguish themselves from competitors in the eyes of the consumer. Hamel and Prahalad (1989), discussed the need for firms to learn how to create new advantages that will keep them one step ahead of competitors. Over a decade Later, Hall (1980), and Henderson (1983), suggested the need for firms to possess unique advantages in relation to competitors if they are to survive.
Boateng (2007) suggests there are many ways to achieve organizational competitive advantage, such as; employee and managers should be more known about human resource's roles and tasks accordingly with the main objectives. Consequence, achieve the main organizational objectives. Boateng suggests that there are four main objectives in human resource activities which are 1) employment 2) performance 3) management change 4) management. All of these objectives aim to find an excellent human resource to guarantee a competitive advantage of employee. The objectives depend on organization structure design, determination of work responsibilities for all employees’ level, and good motivation and commitment thus, achieving efficiency performance.

Recently Human Resource Management has been shift from a supportive selecting, training, and retaining to a strategic role (Bartlett & Ghoshal, 2002). Rather than being supportive, focusing on recruiting, training and taking care of benefits, human resource management’s role has become strategic building and using human capital to ensure competitive advantage for long term.

McDuffie (1995) found that, the integration of strategic human resource practices was related to higher productivity and higher quality in automotive assembly plants. McDuffie (1995) found that there are a relationship existed between high performance and work practices, positive employee morale, lower turnover and higher productivity, as well as better corporate financial performance.

Riham (2008) found that people who have an ability to fit within the organization can lead to many benefits, such as people whom more committed to their organizations they are more satisfied with their jobs, and earn more than people who don’t learn to fit in with their organizations. In addition, Riham (2008) suggested six factors for organizational success: the commitment of top management; the motivation and aspirations of recruits; the core capabilities of the Management team; the team’s aspiration; its ability to build and maintain alliances; and the integration of the business into a global network. That mean sources of competitive advantage have shifted from financial resources to technology resources and now to human capital.

2.1 Human Resource Information Systems within an Organization

Tannenbaum (1990) defines HRIS as a technology based system using to acquire, store, manipulate, analyze, retrieve, and distribute pertinent information regarding an organization’s human resources. Kovach et al. (1999) defines HRIS as a systematic procedure for collecting, storing, maintaining, retrieving, and validating data needed by organization about its human resources, personnel activities, and organization unit characteristics.

According to Ngai and Wat (2004); Maguire and Redman (2006), HRIS is shaping the integration between human resource management and information technology. These systems may rely on centralized hardware resources operationally, a small group of IS specialists residing within the personnel department increasingly manage, support, and maintain them. In addition, HRIS supports planning, administration, decision-making, and control. The system
supports practices such as; employee selection and placement, payroll, pension and benefits management, intake and training projections, career patching, equity monitoring, and productivity evaluation. These information systems increase administrative efficiency and produce reports capable of improving decision-making.

HRIS meets the needs of a number of organizational stakeholders. Usually, the people in the firm who interact with the HRIS are divides into three groups: human resource professionals, managers in functional areas (production, marketing, engineering), and employees (Anderson, 1997). human resource professionals depends on the HRIS in meeting job functions, such as; regulatory reporting and compliance, compensation analysis, payroll, pension, and profit sharing administration, skill inventory, benefits administration.

2.2 HRIS and HR Professionals

By human resource professional’s perspective, there is an increasing adaption of HRIS to fulfill even the most elementary job tasks. As human capital plays a larger role in organization’s strategic capability, functional managers are expecting from HRIS to provide the functionality to meet the unit’s goals and objectives. Moreover, managers depend on the HRIS capabilities to provide superior data collection and analysis, especially for performance appraisal and performance management.

Additionally, HRIS includes skill testing, assessment and development; team and project management, recruitment and retention, resume processing, and management development (Walker, 2001). The increase of employee needs and to meet these needs, require from organizations to monitor and modify category selections, which has increased the awareness of HRIS functionality among employees. Also the Web based future access and self-service options have simplified the adjustment process and enhanced the usability of many benefit options and administration alternative for most employees.

The integration of human resource management provides unlimited opportunities to the organization and workforce (Dunivan, 1991). Dunivan suggests that leaders in many human resource departments failed to realize the full potential and benefit of using e-technology in the organization. Thus, reflects negatively impacts on professionals and followers moral. But in the other side Lioyd (2009), suggests that the ability to adopt with applications in a positive manner with the workforce reflected the human resource professionals’ desire to advance with change. The use of information technology systems in the early 1990s represented a massive example change in the manner business was conducted. Dunivan (1991) identified a baseline on the importance of human interaction with the application of e-technology in the organization.

The integration of information technology resulted in organizational leader having less interaction with its work force, thus less time to make a decision. For instance; when applicant for new job with IT human resource personal no longer need to multipage application process to the agency to fill a position but allow the applicant to complete an e-form that provides all the information instantaneously to hiring agency (Oleary, Lindholm, Whitford, and Freeman 2002). Also the integration of information technology within human resource practices may lead to

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Implementing HRIS has led to the human resource professionals providing a value-added for the company. Thus HRIS has provided value-add and increased the status of the human resource profession as a whole. Strategic uses of HRIS enhances the perceived standing of human resource professionals within their organizations, also there are more benefits in using HRIS for non-strategic purposes. Companies may seek to gain efficiencies that allow them to reduce staffing levels of routine administrative tasks. Thus reduce the stress and spend less time on routine decisions (Zahid, et al., 2007).

2.3 Properties of HRIS

According to Victor and Andre (1997), system characteristic has a role in influencing user satisfaction and system utilize. The authors suggested that characteristics or the design of the information system are important conditions for increase user’s satisfaction. System characteristic refers to; system delivery, System functioning, System performance.

Based on Victor and Andre (1997), there are positive linkages between the system characteristic and user satisfaction. For instance; Users who get more HRIS training can be more satisfied with the system and to use it to a greater extent. Also be more satisfied with their level of computer competence and thus express higher levels of satisfaction and use. In addition, Users who recognize that the system is easy to use are expected to use the system to a greater extent than employee were using HRIS that is difficult to use, this mean that system which is not flexible, not easy to learn, or lacks integration, would tend to frustrate users and thus inhibit its use. Farther Users who perceive that the system is useful are expected to use the system to a greater extent. Systems that enhance effectiveness and increase productivity would, therefore, be considered more successful. Finally, Users who have free access to hardware and software products are expected to be more satisfied with the system and use the system to a greater extent in human resource management, being independent of information staff and services has been an important issue.

3. Methodology

A firm that is able to improve its HRIS, would be able to enjoy a great strategic capability. The literature shows that firm with a well-developed HRIS would be able to improve the competitive advantages. Additionally it would also create a working environment which is conclusive to improve the strategic competencies of their employees. In line with the view suggested in the literature, thus study hypothesized:

H₁: there is a relation between Characteristic and ESC.
H₂: there is a relation between Appropriateness and ESC.
H₃: there is a relation between Usefulness and ESC.

ESC = Bo + B₁ characteristic + B₂ appropriateness + B₃ usefulness + e
Respondents in this study comprised human resource employees are working in private companies in Jordan such as; human resource directors, human resource managers, human resource professionals and staff. The companies of the respondents were chosen based on list of Jordanian company’s web site www.ccd.gov.jo which is Jordan company control department. There were a number of 171 companies, out of the total 171 companies; 24 companies were selected as they are accessible. The 24 private companies are located in the capital Amman in the middle of Jordan.

In this study there are three kinds of statistical analyses that were carried out on the data obtained from the respondent. First, descriptive analysis was used to analyze the back ground of the respondent and the companies; second, correlation analysis was used to analyze the relationship between HRIS and strategic capability; third, regression analysis for investigation the impact of HRIS on ESC.

### 3.1 Reliability Analysis

Reliability analysis was carried out for each variable: HRIS and the ESC. The results score ranged from 0.770 to 0.981 as show in table 1. The results are normally within acceptable limit for social studies.

<table>
<thead>
<tr>
<th>Variables Factors</th>
<th>Cronbach's Alpha</th>
<th>Number Of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Characteristic</td>
<td>.932</td>
<td>4</td>
</tr>
<tr>
<td>Appropriateness</td>
<td>.981</td>
<td>11</td>
</tr>
<tr>
<td>Usefulness</td>
<td>.942</td>
<td>8</td>
</tr>
<tr>
<td>ESC</td>
<td>.770</td>
<td>16</td>
</tr>
</tbody>
</table>

### 3.2 Data Collection

A Data was collected for this study by using structured questionnaires. A total 203 questionnaires for the study were distributed to the respondent’s by-mail and also by hand. Initially, research assistants called the companies to have appointment to distribute copies of questionnaire to their companies. After respondents answered the questions, the assistants collected the copies from them.

Out of 203 the distributed questionnaires, only 102 were returned, the response rate is 50% and was potentially available for analysis. Analyses were conducted using descriptive statistics and correlation analysis. The analyses were conducted using SPSS (version 18) program for Windows.
4. Findings

4.1 Descriptive Analysis

For the responding descriptive analysis there are 68 (67 percent) male respondents, while 34 (33 percent) of the respondent are female. As for the field of education 40, (39 percent) respondent obtained education in management. This is followed by 13(12 percent), 3 (02 percent), 24 (23 percent), 4 (03 percent) and 18 (17 percent) respondents received their education in marketing, finance, information system, engineering and others respectively. In term of education level 2 (01 percent) respondents, 43 (42 percent) respondents, 26 (25 percent) respondents and 31 (30 percent) respondent are educated at school, bachelor, and master and PhD level respectively.

For company background analysis there are 13 (12 percent) respondent in insurance business. This is followed by 34 (33 percent), 31 (30 percent), 24 (23 percent) respondents in the tourism, bank and others businesses respectively. As for the current position 10 (09 percent) respondents are holing post as in VP human resource. This is followed by 30 (29 percent), 12 (11 percent), 27 (26 percent) and other 23 (22 percent) respondents their position as human resource supervisor, director manager, human resource staff others respectively.

Prior to doing the statistical analysis, it is important to check the assumption of normality and the multi-collinearity assumptions.

4.1.1 Normality Distribution Analysis

Table 2 shows the descriptive statistics for the sample of the study showing the mean, standard deviation, maximum, minimum, skewness and kurtosis. The descriptive statistics represent all the independent variables which are Characteristic, Appropriateness, and usefulness used to examine the impact of HRIS on the dependent variable (ESC).

The normality of the data was assessed using the skewness and kurtosis statistics derived from the descriptive statistics which should have a range of -1 and +1. If the range belong that above range, then the distribution is normally distributed and therefore there is a need for transforming the data to normal distribution in order to perform the necessity statistical tests.

Some of the variables are far beyond the normal distribution of -1 and +1 range of normality, thus, the normality assumption is violated. Then the researcher decided to transform the data to the normal score. Table 2: shows the variables after transformation of the data into normal score. Consequently, the assumption of normality is met.

<table>
<thead>
<tr>
<th>Table 2: Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESC</td>
</tr>
<tr>
<td>-----</td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>Valid</td>
</tr>
<tr>
<td>Missing</td>
</tr>
<tr>
<td>Mean</td>
</tr>
<tr>
<td>Std. Deviation</td>
</tr>
</tbody>
</table>
4.1.2 Correlation Analysis

Table 3 shows the Pearson correlation Matrix among all explanatory variables. Multicollinearity exists when the correlation between two independent variables is between -0.70 and 0.70. As shown in table, there are few correlations in term of Usefulness, however, such cases still with the range which does not pose any problem of multi-collinearity. The high level of correlations in term of Characteristic and Appropriateness at 0.779% and 0.785%. Where we found the multi-collinearity.

<table>
<thead>
<tr>
<th></th>
<th>Usefulness</th>
<th>Characteristic</th>
<th>Appropriateness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ESC</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.086</td>
<td>.779**</td>
<td>.785**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.388</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>102</td>
<td>102</td>
<td>102</td>
</tr>
</tbody>
</table>

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

There are other methods to test multi-collinearity between the independent variables i.e. Tolerance Value and Variance Inflation Factor (VIF). The common cut off threshold is a tolerance value of .10, which corresponds to VIF value above 10. Table 4 provides the Tolerance and VIF values for all study variables. There are multi-collinearity in term of variables which are; Characteristic, Appropriateness. More particularly, Characteristic tolerance is 0.15 and Appropriateness tolerance is 0.15. In term of Usefulness there is no multi-collinearity, which tolerance is 0.896 as show in table 4.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>Constant</td>
<td>3.203</td>
<td>.175</td>
<td></td>
<td>18.297</td>
<td>.000</td>
</tr>
<tr>
<td>Characteristic</td>
<td>.098</td>
<td>.370</td>
<td>.130</td>
<td>.265</td>
<td>.792</td>
</tr>
<tr>
<td>Appropriateness</td>
<td>.547</td>
<td>.370</td>
<td>.724</td>
<td>1.478</td>
<td>.143</td>
</tr>
<tr>
<td>usefulness</td>
<td>-.004</td>
<td>.001</td>
<td>-.188</td>
<td>-3.018</td>
<td>.003</td>
</tr>
</tbody>
</table>

a. Dependent Variable: ESC
4.2 Regression

The standard value for $R^2$ is 1 which means that there is a perfect linear relationship between the dependent and independent variables. On the contrary, $R^2$ value equal to 0 indicates that there is no linear relationship between the dependent and independent variables. In this model, $R^2$ value for the first stage of analysis regression model is 0.659 (refer to Table 5), which means that the contingency factors (Characteristic, Appropriateness, and usefulness) explain 65.9% per cent of the variance in the Employee Strategic Capabilities. And the other 34.1% not explained by others variables which not contains in the study.

Employee capability = 3,203 + 0.098 characteristic + 0.547 appropriateness + (-0.004) usefulness + 0.175

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>dimension1</td>
<td>0.812</td>
<td>0.659</td>
<td>0.649</td>
<td>0.11697</td>
</tr>
<tr>
<td>a. Predictors: (Constant), Usefulness, Characteristic, Appropriateness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Dependent Variable: Employee Capability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.2.1 Testing hypothesis

$H_{1a}$: there is a relation between Characteristic and Employee strategic capability: The results in (Table 4: shows the weaker relationship between Characteristic and ESC at (Sig = 0.792)). In addition, the result indicates that for each unit increase in the independent variable of Characteristic, there is an expected increase of 0.098 in the dependent variable of ESC. The direction of this relationship is positive. An examination of the $T$ value ($t = 0.265$, $p < 0.792$) indicates that System characteristic contributes to increase of ESC. Therefore, the null hypothesis $01$ is supported and the alternate hypothesis is rejected.

$H_{2b}$: there is a relation between Appropriateness and employee strategic capability: The results in (Table 4: shows a significant relationship between Appropriateness and ESC (Sig = 0.143)). In addition, the result indicates that for each unit increase in the independent variable of Appropriateness, there is an expected increase of 0.547 in the dependent variable of ESC. The direction of this relationship is positive. An examination of the $T$ value ($t = 1.478$, $p > 0.143$) indicates that System Appropriateness contributes to increase of ESC. Therefore, the alternate hypothesis $22$ is supported and the null hypothesis 02 is rejected.

$H_{3c}$: There is a relation between Usefulness and employee strategic capability: The results in (Table 4: shows a strongly significant relationship between Usefullness and ESC (Sig = 0.003)). In addition, the result indicates that for each unit increase in the independent variable of Usefulness, there is an expected increase of -0.004 in the dependent variable of ESC. The direction of this relationship is negative. An examination of the $T$ value ($t = -3.018$, $p < 0.003$)
indicates that System Usefulness contributes to increase of ESC. Therefore, the null hypothesis 03 is supported and the alternate hypothesis 33 is rejected.

5. Discussion

The average level of HRIS in Jordanian companies registered scores of 3.1348 (characteristic), 3.2415 (appropriateness), and 3.5955 (usefulness). Given the average score of the three dimensions of HRIS, it appears that, the score for characteristic is lowest, followed by, appropriateness and usefulness. These results suggest the need to have more improvement in the characteristic of HRIS among Jordanian companies, and encourage employees to be more aware about training program for HRIS; by providing compensation to employee. Which reflect that organizations in Jordan not interests about employee motivation?

In general the average score for HRIS is high although, it is less than 4. Particularly low score can be noted for item; the system provides up to date information (2.2059) for characteristic dimension. This result indicates that the respondent seems not to be satisfied with the current HRIS or maybe there are lacks of understanding in term of using these kinds of systems. More specifically, respondents may not able to deal and understand the way of presenting the data through HRIS.

As for the appropriateness dimensions two items recorded very low score. The items are: "As a human resource professional. I feel uncomfortable with HRIS applications" (2.7647), and as a human resource professional, I feel threatened by HRIS applications and software programs in doing my job". (2.2059), these scores suggest that the respondents were uncomfortable with their present HRIS. In addition, the respondents feel threatened by using HRIS applications.

5.1 The Level of Strategic Capability

The average level of ESC in Jordanian companies registered scores of 3.7297 (employee capability). And given the average score it appears that the score for employee capability is high. The results suggest that, in term of employee capability there is high level of strategic capability, based on to the items; "The company is constantly gaining new customers" (3.7941). And "The more empowered employees are. The more invested they become in their work" (3.7647). Thus Jordanian companies’ gains new customers and they care about human resource through empowering.

Also two items recorded very high and score, the two items are; "Employee retention strategy leads to the promotion of effective employee communication which in turn provides employee commitment" (3.9118) and "Well socialized staff within the organization tends to stay and develop their careers with the company (3.8333). These scores suggest that the respondents were high socialized within ESC and they are high commitment to the company.
5.2 Relationship between Human Resource Information System and Strategic Capability

The results of the study recorded 84 significant correlations between HRIS and strategic capability. These results suggest that there is a strong relationship between HRIS and strategic capability among private companies in Jordan in term of appropriateness and characteristic. In addition, within regression analysis, the R square reflects a significant effect of HRIS on ESC within Jordanian companies. Moreover, the familiarity and the friendly system interface enhance in cost reductions, accurate decision making, less time to make decision, and innovation. But, basing to regression analysis there is no significant effect in term of characteristic and appropriateness.

HRIS can lead to strategic capability through cost reductions, customer satisfaction, and innovation (Ngai and Wat, 2004). HRIS can lead to the improvement for company. The improvement can be achieved through a computerized system. A computerized HR’s department leads to faster decision making with regards to development, planning, and administration. This is because data can be much easier to store, update, classify, and analyze information.

When decisions made by faster rate and more accurate consequence, organization will be able to get high income. Hence, improve employees’ morale satisfaction, employee commitment, and employee communication by offer more training programs to deal with such issues. Besides, it can also improve employees’ strategic capability, such as; employee’s turnover, quality enhancement, and retaining.

6. Conclusion

This paper investigated the level of HRIS, the level of strategic capability. Also the study discussed the relationship between HRIS and ESC among Jordanian organizations and HRIS impacts on ESC. The results had shown that there is significant relationship between HRIS and strategic capability. The level of HRIS implementation is not high due to the system characteristic and appropriateness among Jordanian companies. However, the level of strategic capability is high. Also the more usefulness of the system more satisfied and comfort employee whom reflect in their abilities to improve in term of decision making, commitment, creativity, responsibility, satisfaction.

Finally the study suggests that Jordanian companies need to be more focused on improving employee awareness toward HRIS and how it could enhance the overall performance of the employee and Jordanian organizations.

7. Recommendation

This study had provided only a small portion of idea regarding to the relationship between HRIS and ESC variables in the context of Jordanian companies. Hence, it would be beneficial for future research to consider the following suggestions; Future research can consider expanding
the study into other industries, such as; retailing and manufacturing to enhance the consistency of results.

Human resource can be affected by many factors; further, research can also venture into other variables that could affect HRIS such as recruitment, training program, employing, and performance appraisal.

This study can be done and replicated in different location. The finding of this study is only applicable to the sample used in this study. This could be accomplished by conducting the research in larger metropolitan areas enabling the use of the random sample that will represent the population. An extension of this study for further studies can be developed in several areas. The researchers in future are suggests including more variables which are not examined in this study. Furthermore, future research suggested investigating the reasons which led to low level of HRIS utilization among employee in private Jordanian companies.

References


