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EMPLOYEE SATISFACTION AND PERFORMANCE OF E-HRM SYSTEM IN MALAYSIA BANKING SECTOR

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ABSTRACT:

The rapid development of the Internet and information and communication technology has enhanced the use of the Electronic Human Resource Management (E-HRM) system which alters the human resource functions and affects employee satisfaction and job performance. Thus, this research was aims to identify the level of satisfaction and job performance of the employee towards the E-HRM system and determine the relationship between employee satisfaction and employee job performance towards the E-HRM system. The research was conducted at Islamic banks located in Batu Pahat, Johor. Moreover, the UTAUT model and Viswesvaran model were used to measure employee satisfaction and employee job performance correspondingly. A quantitative research method was applied to collect the data from the respondents through an online survey questionnaire and a stratified sampling method was employed. The number of employees was 76 from different Islamic banks with different positions had become the respondents in this study. Descriptive statistics analysis and Spearman correlation were used to analyze the data to achieve the objectives. The main finding of this research showed that employee satisfaction and job performance were at a high and moderate level and there is a significant, positive, and strong relationship between the E-HRM system and employee satisfaction as well as employee job performance which is 0.695 and 0.642 respectively. The findings of this study help to aware of the human resources management of banking industries to provide appropriate training, information, or instruction to their employees before the E-HRM system had been implemented.

INTRODUCTION

The emergence of new technologies associated with the industrial revolution (IR) 4.0 or the Internet of things (IoT) had altered the management functions of an organization (Cerika & Maksumic, 2017; Sheikh & Singh, 2019). As new technologies emerge so does new knowledge accumulates. Globally, Organization has taken different ways to build firm execution through an interest in Information and Communication Technologies (ICT) with the end

goal of changing administration rehearses and to expand the proficiency of the organization (Tanjil, 2019). Corporations need to shift from physical technology to information technology, from capital centered economy to a human-centered economy, and further from conflict to cooperative working relationships (Spandana and Munivenkatappa, 2017). In effect, there has been an increase in the adoption and implementation of the E-HRM system in many organizations and this has changed how HRM operates (Winarto, 2018). There is some evidence and it's proven, that there are several organizations that have shifted their business focus to technological efficiency and the use of the internet of things in HR practice, policies, and code and operation (Spandana and Munivenkatappa, 2017). As E-HRM is the key method for automating HR functions a focus on its successful implementation must be needed to reap the benefits and impact.

These changes and developments have subsequently brought in changes not only in the organizational environment but in the attitude of the employees which has compelled the Banking Sector to shift from the traditional HRM system to the E-HRM system (Anita, 2019). The Banking area has been tremendously profited by the execution of prevalent innovation during the ongoing past, nearly in each country in the world. Nowadays, digital business services are being considered as pertinent and prominent parts of the organization (Mukesh and Shukla, 2019).

Banking in Malaysia has come a long way since the 19th century while the seeds of computerization of banking services began in Malaysia as early as the 1960s. Rapid advancements in technology and automation from then onwards quickly expanded banking services beyond the shores (The Association of Banks in Malaysia, 2018). Currently, almost all the financial institutions used web-based applications for non-core business processes, such as human resource management and financial accounting. According to the research conducted by Rastogi & Srivastava (2017), 86.67 % of banks agreed that E-HRM was implemented in their organization. Besides that, statistical data also indicates 70 % of banks agreed that the system help in reducing HR cost and distances constraints.

Meanwhile, the E-HRM system was capable to provide more effective human resource management and become essential for the banking industries. However, the change of management manner and functions may affect employee satisfaction and employee job performance within an organization (Holm & Sebastiampillai, 2017).

Problem Statement

According to Galanaki, Lazazzara, & Parry (2019), E-HRM system is usually adopted by the companies which have reached the 'critical mass' in term of the number of employees, particularly in the service sector. A report by the Asian Institute of Finance (AIF) surveying over 3,000 finance professionals in Malaysia found that only 33% were highly engaged or satisfied with the E-HRM system, which means, the rest 67% of respondents were highly dissatisfied with the E-HRM system. Based on valid evidence and experienced by some companies, we can state some possible consequences where organizations will face a high turnover rate, loss in revenue as a result of low productivity, and poor customer service quality (Mayhew, 2017). There is also a situation when employees feel dissatisfied with the management that seems to ignore employee welfare and lack of motive support and this has led to why

organizations are dealing with low productivity. This would put the organization at risk of loss if employee satisfaction is low and neglected by management. Moreover, based on the Customer Satisfaction Index 2017 in Banking Industry Malaysia, the Total Customer Satisfaction Index (CSI) score of banking industries is 74.3. This CSI survey is conducted by measuring a total of 18 banking industry in Malaysia which had implement E-HRM system. Generally, a score of 75 points for CSI was considered as good and 80 points and above was considering excellent. Customer satisfaction is essential in the service industry and affects organization performance while customer satisfaction is depending on employee job performance and satisfaction (Holm & Sebastiampillai, 2017). This indicates that the job performance of the employee in the banking sector needs to be improved.

Furthermore, based on the findings of Omran and Anan (2018), the work performance of users is significantly influenced by the quality of the E-HRM system. This states that whenever possible error such as server down or accessing problems occurs to result in the inability to obtain the required information will lead to poor employee job performance. While the poor performance affected by the E-HRM system will bring a negative consequence to the organization such as decreasing customer satisfaction and loyalty which indirectly affect the organization's reputation and success.

Although the E-HRM system is coming to a more full-grown stage within organizational life the biggest challenge faced by an organization is the implementation of the E-HRM system will affect employee satisfaction and employee job performance (CS & Munivenkatappa, 2017). According to Madanat and Khasawneh (2018), most successful organizations pay close attention to two things, firstly regarding worker satisfaction and secondly about employee performance. It is an organizational priority and has always been an important issue for all types of organizations and it is essential to determine whether there is a relationship with the E-HRM system. Therefore, the purpose of this research is to identify the effectiveness of the E-HRM system implemented at selected bank branches to see the impact and relationship towards employee satisfaction and performance in Malaysia.

LITERATURE REVIEW

Electronic Human Resource Management (E-HRM)

The emerging of the Internet of Things and the new industrial revolution has changed the culture of future work and therefore it has made an impact on human resource functions (Parry & Battista, 2019). Information technology is additionally important for HR improvement in the general public and association and it decides the advancement standard of HR as indicated by the necessity of representatives and society (Rohilla, 2017). Organizations worldwide have recognized the increasing importance of IT for leveraging human resource management functions, thereby leading to the adoption of E-HRM (Tanjil, 2019). While E-HRM system is an extension of these technologies, adding strategic value to the organization, through automation and information (Hils et al., 2017). Also, Bondarouk and Brewster (2016) state that the E-HRM system is the integration of human resources management and information and communication technology. E-HRM can be elaborated as a 'setup of PC equipment, programming, and electronic systems administration assets that empower proposed or genuine HRM exercises (for example policies, practices, and administrations) through planning and controlling individual and

gathering level information catch and data creation and correspondence inside and across authoritative limits (Marler & Parry, 2016). Information technology has an inevitable role in empowering of HRM department. With the state of IT, HRM has become more effective through the use of E-HRM technologies (Winarto, 2018). Many studies have concluded that E-HRM has a major aspect to improve the human resources functions and activities and it provides easy access to information for both the employees as well as the managers. Also, better control can be maintained by the top management if the functions and activities in a system are more transparent (Anita, 2019).

Employee Satisfaction

Employee satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of the individual's job; an affective reaction to an individual's job and an attitude towards it (Jan, Raj & Subramani, 2016). Hence, employee's emotions and feelings can reflect whether they are satisfied or dissatisfied with their work. Employee satisfaction is an affective attitude and a feeling of relative like or dislikes toward something (Jan et al., 2016). According to Sila & Širok (2018), there are important reasons why companies should be concerned with employee satisfaction. First, the humanitarian perspective is that people deserve to be treated fairly and with respect. Employee satisfaction is a reflection of good treatment. Second, the utilitarian perspective is that employee satisfaction can lead to behavior by an employee that affects organizational functioning (Hee et al., 2018).

Employee Job Performance

Employee job performance is straightforwardly related to the productivity of the worker since an employee's job performance will in general increase because of less stress in the work environment (Haque, Aston & Kozlovski, 2018). The associations which are very much aware of this reality have completely focused on the variables that influence the execution of work by workers (Commer, Sci, & Dinc, 2017). Additionally, Muchhal (2014) concluded that accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Failure to achieve targeted organization goals provides a picture of poor performance that might cause or due to worker personality or might be experienced as dissatisfying (Qureshi et al. 2019).

Koopmans (2014) suggests that almost all frameworks mentioned job performance as an important dimension of employee job performance. While Viswesvaran (1993) stated that three dimensions could be considered employee job performance which are productivity, quality of work, and job knowledge, skills, and abilities. Viswesvaran model (1993) which consists of 3 dimensions which are productivity, quality of work, and job knowledge, skills, and abilities, will be used in this study to measure employee job performance.

Hypothesis Development

Hils et al. (2017) studies the effect of E-HRM system on employee satisfaction by using the UTAUT model constructs. Main finding shows all variables (UTAUT constructs) shows weak and insignificant correlation with employee satisfaction and the researcher interpreted that the employee has inadequate preparation to utilize the E-HRM system. According to study by Winarto (2018) factors that influencing the adoption of E-HRM system which comprise user satisfaction, technology readiness, organization and contextual factors by using UTAUT model. The main finding of this study is the level of adoption

and satisfaction will be different among users because they have different skills and knowledge about information technology. Further more research done by Puja (2015) show that tenure, work experience and age has a significant relationship with the 'level of satisfaction' towards the e-HRM system for 'End-users' of selected organizations. It is in line with the findings of the study by Ankita and Ashok Kumar Sharma (2018) where found employees are highly satisfied with E-HRM in banks sector.

Kariznoee, Afshani, & Moghadam (2012) examine the effect of E-HRM system on employee's job performance in food manufacturing companies and its components has significant positive correlation with job performance. There are several studies also proving similar findings such as studies by Aysar and Haroun (2015) showed that there is existence of a positive statistically significant impact to dimensions of electronic human resources management) on the dimensions of operational performance. According to Sajjad Hosain (2017) Green HRM have a positive relationship with strategic performance. While study by Tanjil (2019) There is a significant relationship between E-HRM practices and Organizational performance. Besides the study by Wided and Abdullah Ohibi (2017) showed that three dimensions of e-HRM affect HRM practices at both administrative and strategic which in turn influence social and employee performance.

METHODOLOGY

Research can be classified into two groups which are qualitative research and quantitative research (P K Singh et al., 2020). Based on the UTAUT and Viswesvaran model, this research has conducted a quantitative research method to test whether there is an association between employee satisfaction variable and employee performance variable towards the E-HRM system. Quantitative research involves a systematic and empirical investigation of phenomena via statistics, mathematics, and the processing of numerical data (Yannis & Nikolaos, 2018).

The target population for this study is the employees who work in the banking industries at Batu Pahat, Johor. There were 42 different types of financial and banking industries located in Batu Pahat areas (The Association of Banks in Malaysia, 2018) while only the Islamic bank which had implemented the E-HRM system was the focus in this study. There are 8 Islamic banks (branches) that had implemented the E-HRM system at Batu Pahat of Johor (Rahman, Akhter, & Khan, 2017). While there is a total of 90 employees in these 8 Islamic banks that possess different positions to range from customer service positions to middle management positions and executive-level positions. The sample size of this research was calculated by referring to Krejcie & Morgan (1970), according to the table the minimum sample size for the population of 90 is 73. Therefore, the adequate sample size for this research is 73 respondents.

FINDING AND DISCUSSION

The researcher personally meets with representatives at each selected bank to distribute 90 survey questionnaires for this study. However, the feedback gained from this research is only 76 respondents due to some limitations. Therefore, this constituted a return rate of 84.44%.

Demographic Information

In this research, the demographic data for the respondents comprised of gender, race, age, working experience, and user of the E-HRM system. The result of the survey regarding gender shows that, among 76 respondents, 55 respondents (72.4%) are female while the rest 21 respondents are male which is 27.6%. The majority of the respondents are Malay which contributed 76.3% (58 respondents) followed by Chinese respondents which are 15 respondents (19.7%) while the rest 3 respondents (3.9%) are Indian. Besides, 25 respondents (32.9%) who participated in this research are age between 38 to 43 years old. Followed by the respondents who are in between 32 to 37 years old which is 19 respondents (25%). While the percentage below than 20% they are in the middle age category below 25 years old and age group 50 years old and above.

Most of the respondent has 7 years working experience which represents of 43.4%. While the respondents who had 5 to 6 years and 3 to 4 years of working experience contributed 27.6% and 25% respectively to the overall result. Lastly, the least respondents are those who had 2 years and below working experience which is only 3.9%.

Level of Employee Satisfaction and Employee Job Performance on E-HRM System

The majority of the employees have a high level of satisfaction and performance on the E-HRM system. Where the findings show 68.4% (52 employees) to the overall result for employee satisfaction. While 57 employees with 75% contribute to the level of job performance. This is in line with the findings of the study by Spandana and Munivenkatappa (2017) it shows employees in these companies with 84% agreed that implementation of the EHRM system gives satisfaction and happiness in workplaces. According to Monica and Manjoj (2018), An organization is successful when not only the financial figures are high but also, it has a workforce that is happy and satisfied.

Relationship between E-HRM System and Employee Satisfaction

Analysis results through Spearman's correlation coefficient, indicating that the variable of E-HRM system and workers satisfaction has a relationship at a positive level which is 0.695. Also, the value of p (0.05) which is shown as Sig. in the table is less than 0.01, therefore there is a significant relationship between variables at 0.01 level of significance.

Several studies in the banking sector have also shown significant relationships. A study conducted by TapasyaJulka and Shrivasti (2017) on 70 bank employees found the system that is implemented in the organization has a positive and strong impact on worker satisfaction. While the contribution of 78.3% and 21.7 % of employee's perceptions are highly satisfied and satisfied with E-HRM at Madhya Pradesh Bank (Mukesh and Shukla, 2019). It is similar to the findings of the study by Anita (2019) which explains a strong correlation among bank employees toward the level of satisfaction of the use of E-HRM.

While in some organizations, the findings reveal a positive correlation between demographic aspects such as age, working experience, and tenure with the level of employee satisfaction on the E-HRM system (Puja, 2015). A study by Hils et al (2017) indicated that E-HRM was associated with employee satisfaction. According to Winarta (2018) supporting infrastructure and the internet, networks become the main factor that will provide their users a high

satisfaction and less occupational strain, while implementing the E-HRM system.

Relationship Between E-HRM System and Employee Job Performance

The relationship of the Electronic Human Resource Management (E-HRM) system with employee job performance was found to be significant with a correlation coefficient of 0.642, $p < 0.05$. This indicated that the hypothesis was accepted.

This finding aligned with the previous study by Kariznoee et al., (2015) which shows that implementation of the E-HRM in organizational management has a positive connection toward the variable of employee performance. Application of the system has been used by organizational management to organize and monitor the workforce for the hiring process, coaching, and development, rewards, and benefit that will influence the employee job performance. E-HRM system with the use of effective communication can help empower and improve the job performance of an employee in organizations.

Implications

There is some important implication derived from these research findings for the banking industries, particularly which had implemented E-HRM system. Findings from this study have shown how the E-HRM system can influence and make an impact on the performance and satisfaction of the workers who apply the E-HRM. Therefore, to increase user-perceived net benefit, organizations need to develop E-HRM with better system and service quality which in turn, will increase employee satisfaction and employee job performance. Moreover, awareness can be conveyed to the human resources management of banking industries to provide appropriate training, information, or instruction before the system had been implemented to all their staff. Besides, not only for banking industries, the research outcome from this study can contribute some important implication for other industries which intend to stepping on to Industrial Revolution 4.0 since E-HRM is systems which integrated with technology advances and automation.

RECOMMENDATIONS AND CONCLUSION

Some valuable suggestions can be drawn from this research experience. Where it is emphasized that future researcher may expand the research scope by conducting their research in different types of sectors or industries to provide a comparison between different industries, it's because E-HRMs is not only implemented in banking sectors. Furthermore, the sample size of this research was limited due to the time constraint, thus, future researchers are recommended to increase the sample size by conduct the research in different types of banking industries such as the conventional banks which had implemented the system. This is to ensure that future studies obtain the data collected with a higher degree of accuracy and valid values of reliability. Other than that, future researchers are suggested to apply both survey questionnaires and interview methods during the data collection process to avoid bias in data collection.

Other than that, future researchers are recommended to conduct a longitudinal study to identify the cause and effect or focus on the effectiveness factor before and after that affects the system user. Researchers can generate more concise, valid, powerful, and accurate data as well as the results, if only they choose to conduct a longitudinal study (Caruana, Roman, Hernández-Sánchez, & Solli, 2015). Through the results of quantitative research, human resources

management of the banking industries is recommended to provide a training program for their employees to deliver the information, instruction, and guideline needed to improve their knowledge and computer skills to use the system. Besides, management should take note of the feedback of their employees and make improvements to the system. Additionally, management needs to ensure that the facility and infrastructure of their organization are well organized and up-to-date for the purpose to provide an effective and efficient E-HRM system which able to increase user-perceived benefits and bring high employee satisfaction as well as employee job performance.

Conclusion

In conclusion, the objectives and hypotheses of this research were answered well by the overall results and findings. In the context of the banking sector, this study has proved that the level of employee satisfaction and performance may be affected by the system used (E-HRMs) by the organization. Moreover, there is a significant and positive relationship may be seen when an organization practices the system toward satisfaction and performance among banking employees. In other words, the implementation of the system in banking organizations can influence employee achievement and also has a direct impact on employee performance in performing the task. As this research was conducted on the Islamic banks in Malaysia, therefore organizations and top management of related banks should pay concentration for the findings of this research. Besides, a management system with the integration of technology advancement and automation is significant and necessary for an organization to increase its competitive ability and to continue to survive in the Industrial Internet Of Thing (IoT).

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