

**THE FACTORS INFLUENCING THE SUCCESS OF
HUMAN RESOURCES MANAGEMENT
INFORMATION SYSTEM (HRMIS)
IMPLEMENTATION: AN EXPLORATORY STUDY
OF THE MINISTRY OF FINANCE IN JORDAN**

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UNIVERSITI SAINS MALAYSIA

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by

AMER JAMAL SULEMAN OBEED MOSALAM

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for the degree of
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LIST OF ABBREVIATIONS

CBJ	Central Bank of Jordan
EB	Employee Behavior
E-HRM	Electronic Human resource Management
GDP	Gross domestic product
HR	Human Resources
HRIS	Human resource Information Systems
HRM	Human resource Management
HRMIS	Human resource Management Information Systems
IS	Information System
IT	Information Technology
MIS	Management Information Systems
MOF	Ministry of Finance
JC	Jordan Customs
DLS	Department of Land and survey
GBD	General Budget Department
ISTD	Income and Sales Tax Department
OS	Organizational Structure
THRM	Traditional Human Resource Management
PU	Perceived Usefulness
PEOU	Perceived Ease of Use
AI	Artificial Intelligence

LIST OF APPENDICES

- Appendix A Interviewee Information
- Appendix B Interview Questions
- Appendix C Personalized Letter to Participants

**FAKTOR-FAKTOR YANG MEMPENGARUHI KEJAYAAN PELAKSANAAN
SISTEM MAKLUMAT PENGURUSAN SUMBER MANUSIA (HRMIS):
KAJIAN PENEROKAAN DI KEMENTERIAN KEWANGAN JORDAN**

ABSTRAK

Kajian ini bertujuan meneliti faktor kejayaan pelaksanaan Sistem Maklumat Pengurusan Sumber Manusia (HRMIS) di Kementerian Kewangan (MOF) Jordan dan jabatan-jabatan yang bernaung di bawahnya, termasuk Jabatan Kastam, Jabatan Hasil Dalam Negeri (cukai pendapatan dan jualan), Jabatan Tanah dan Ukur, Jabatan Perolehan Kerajaan, serta Jabatan Belanjawan Am. Kajian ini memberi tumpuan kepada interaksi antara tingkah laku pekerja, struktur organisasi, dan aspek teknologi yang mempengaruhi kejayaan pelaksanaan HRMIS. Pendekatan kualitatif telah digunakan melalui temu bual mendalam dengan pengurus serta ketua bahagian yang mempunyai pengalaman langsung dalam pelaksanaan sistem tersebut. Analisis tematik dijalankan untuk mendapatkan pemahaman yang lebih mendalam tentang pemboleh ubah yang menentukan kejayaan atau kegagalan HRMIS. Penemuan kajian menunjukkan bahawa kesediaan pekerja untuk belajar serta menyesuaikan diri dengan teknologi baharu telah menyumbang secara signifikan kepada kejayaan pelaksanaan sistem. Struktur organisasi yang lebih fleksibel dan kurang birokrasi turut memudahkan proses penerapan HRMIS, sekali gus meningkatkan keberkesanannya. Kajian ini menekankan kepentingan membina budaya inovasi, menyediakan latihan berterusan, serta melaksanakan strategi motivasi bagi mengekalkan penglibatan pekerja. Selain itu, kajian ini mencadangkan penyelidikan lanjut

di kementerian lain bagi memperluas keberhasilan ini serta membangunkan rangka kerja komprehensif untuk pelaksanaan HRMIS di seluruh sektor awam Jordan.

**THE FACTORS INFLUENCING THE SUCCESS OF HUMAN RESOURCES
MANAGEMENT INFORMATION SYSTEM (HRMIS) IMPLEMENTATION:
AN EXPLORATORY STUDY OF THE MINISTRY OF FINANCE IN JORDAN**

ABSTRACT

This study aims to examine the success factors of implementing the Human Resource Management Information System (HRMIS) in Jordan's Ministry of Finance (MOF) and its affiliated departments, including Customs, the Income and Sales Tax Department, The Department of Land and Survey, Government Procurement Department, and the General Budget Department. The study analyzes the interplay of employee behavior, organizational structure, and technology that impact the successful implementation of HRMIS. The study employs a qualitative methodology, utilizing in-depth interviews as the primary method for gathering data on the success of HRMIS implementation. The interviews involve managers and section heads who have firsthand experiences and insights about the system implementation. Thematic analyses were conducted to gain a deeper understanding of the variables that influence the success or failure of HRMIS implementation. Key findings reveal that employees who were open to learning and adapting to new technologies significantly contributed to the successful implementation of HRMIS in some departments. Flexible and less bureaucratic organizational structures also facilitated smoother adoption of the system in enhancing its effectiveness. Recommendations of this study emphasizes on building several positive aspects such as fostering a culture of innovation, providing continuous training, and implementing motivational strategies to sustain employee engagement. The study calls for

continuous research in other ministries to expand these successes and develop a comprehensive framework for HRMIS implementation across the public sector.

CHAPTER 1

INTRODUCTION OF THE STUDY

1.1 Overview of Chapter 1

The first chapter of this study will begin by introducing the research topic and explaining the rationale behind its selection. This will help the reader grasp the subject and comprehend the key questions that the research aims to answer. Additionally, the chapter will discuss the significance of my study, both in theory and practice. Definitions of key terms used throughout the thesis will be provided to clarify the subject matter.

1.2 Introduction

The Human Resource Management Information System (HRMIS) supports the strategic, tactical, and operational management of an organization's human resources. It enables the HR department to deliver 24/7 services to employees and the organization, while also allowing users to monitor all personnel and their relevant information (Sanjeev, 2017). Implementing HRMIS has improved operational efficiency and streamlined workflows, thereby minimizing bureaucratic procedures (Arifin & Tajudeen, 2020).

Either HRMIS or electronic human resource management (EHRM) are common terms for the use of information technology (IT) in human resource management (HRM). While there's disagreement about whether EHRM and HRMIS are distinct or related concepts, both terms are commonly used in various information system (IS) research related to HRM (Ibrahim, 2016). The difference between e-HRM and HRMIS, according to Berber et al.(2018) is that HRMIS includes systems that are only used by the HRM

department, while the aim of e-HRM is primarily to serve other users, too. As stated by Hoch Julia (2013), when organizations begin conducting human resource transactions online, HRMIS evolves into EHRM.

The distinction between e-HRM and HRMIS is well articulated in the literature, where e-HRM is described as a strategic approach that leverages technology to enhance various HR functions, including strategic planning and talent management, while HRMIS is primarily focused on operational tasks such as data collection and processing for administrative purposes like payroll and attendance management (Johnson et al., 2016). E-HRM encompasses a broader scope, integrating operational, relational, and transformational practices to improve overall HR effectiveness, whereas HRMIS serves as a foundational tool that supports these broader strategic objectives by managing essential HR data (Jabbar & Khurshid, 2019). Thus, HRMIS can indeed be viewed as a component of the more comprehensive e-HRM framework, which aims to optimize organizational performance through technology (Zahari et al., 2018).

HRMIS is an advanced business solution capable of handling all activities, information, and data needed for efficient HR management. As a result, it can be utilized for all HRM functions, enhancing overall organizational effectiveness (Rawashdeh et al., 2021).

In summary, while HRMIS plays a vital role in streamlining HR operations and supporting broader e-HRM strategies, its successful implementation remains contingent upon organizational, technological, and human factors. Although global research has highlighted both opportunities and challenges associated with HRMIS adoption, limited

evidence exists regarding its effectiveness in the public sector of developing economies, particularly in Jordan. Given the Ministry of Finance's ongoing efforts to modernize its HR functions through HRMIS, there is a critical need to explore the factors that determine its success. This provides the rationale for the present study, which seeks to examine employee behavior, organizational structure, and technological capacity as key determinants of HRMIS implementation outcomes in Jordan's Ministry of Finance and its affiliated departments.

1.3 Background of the Study

The Hashemite Kingdom of Jordan aims to improve and streamline public services, with a focus on people, procedures, laws, and HRM. The strategy involves implementing efficient information systems, enhancing organizational capacities, effectively managing knowledge, and promoting initiatives, excellence, and creativity. Additionally, there is a commitment to ensuring strict implementation of laws governing civil service affairs. The Hashemite Kingdom of Jordan demonstrates a strong commitment to advancing public affairs through the strategic development of HR and the implementation of a robust HRMIS. This approach emphasizes fostering a skilled workforce through training and professional growth, aligning with the humane aspect of public service. The utilization of an advanced HRMIS streamlines HR processes, facilitates efficient management of personnel, and promotes data-driven decision-making. Legislative efforts ensure that HR-related laws are up-to-date and align with international standards, reflecting a commitment to procedural fairness and legal integrity (Ministry of Digital Economy and Entrepreneurship, 2023).

Human resources (HR) are the key success factor for any organization operating in the twenty-first century. Historically, HR has been vital in boosting companies' competitive capabilities, allowing them to surpass competitors and achieve a competitive edge. In today's business landscape, heightened market competition and greater employee empowerment make it increasingly difficult to sustain this advantage. To address this, organizations have leveraged information technology to enhance HR management. It is crucial for HR professionals to understand the historical development of HRM and the growing importance of information technology in this evolution (Bhuiyan et al., 2014).

Information systems (IS) play a vital role in helping organizations manage their operations in today's interconnected global landscape. Given the global integration of business activities, having a robust information system is essential for ensuring seamless operations. Without an effective system, maintaining operational efficiency becomes difficult. Information systems are fundamental as they support the execution of organizational functions. In the modern era, they have become indispensable for the effective functioning of organizations (Harryanto et al., 2018; Rehman et al., 2020). Over the past two decades, information technology (IT) has gained significant attention from countries worldwide. In today's era, IT is recognized as a powerful platform and tool with the potential to influence politics, society, culture, and the economy profoundly (Ahmadi et al., 2021).

Management Information Systems (MIS) aim to promote comprehensive information system literacy. They tackle both behavioral and technical challenges associated with the development, implementation, and impact of information systems used by management and employees within an organization. MIS is one of the most

intriguing fields in business due to the ever-evolving nature of technology, the innovative ways management leverages it, and its substantial influence on organizational success. Managers often utilize online collaboration tools and social technologies to enhance and accelerate decision-making processes (Laudon & Laudon, 2010).

Technology and human resource management significantly influence each other. HR professionals can leverage technology to streamline HR functions, support technology-driven changes in organizational structure and work design, and cultivate a managerial environment that promotes innovation and knowledge-based organizations (Alok Mishra, 2010). The utilization of technology plays a pivotal role in enhancing the effectiveness and efficiency of human resource development. Currently, one of the most dynamic and contemporary business processes involves optimizing the use of information systems (Sanjeev, 2017).

The integration of Human Resource Management (HRM) and Management Information Systems (MIS) is known as HRMIS. This unified system is designed to support the planning and management of personnel by effectively integrating them into the organization to maximize their productivity. An effective HRMIS should be capable of collecting, storing, analyzing, and distributing data that provides valuable insights for decision-making. This includes features such as predictive analytics and forecasting, benefiting both employees and the organization as a whole (Esangbedo et al., 2021).

HRMIS has the capability to improve the alignment between human resources and HR management within organizations. By taking into account the needs of production, operations, and efficiency, HRMIS effectively addresses organizational and employee

requirements related to compensation and benefits, training, performance evaluations, and absence management. As a result, implementing HRMIS has become an essential tool for advancing the scientific and modernized management of human resource (Zhai & Wang, 2022).

With the rapid development of technology and the increasing importance of data in administrative decision-making, HRMIS has become a vital tool for enhancing administrative efficiency and improving employee performance. The system contributes to improving administrative processes by facilitating access to information and analyzing data related to human resources, which leads to faster responses and better communication, and frees human resources employees from routine tasks to focus on strategic duties. However, employee understanding of the system and its implementation mechanisms remains a critical factor for its success. Studies indicate that effective employee training and involvement in the implementation process are essential to overcome resistance to change and enhance success. In addition, the success of the system depends on the readiness and acceptance of the organizational structure for new technologies, supporting the importance of the interaction between employee behavior, organizational structure, and technology to achieve maximum system benefits (De Alwis et al., 2022; Tamrakar & Shrestha, 2022).

To ensure the successful implementation of HRMIS in organizations, it is necessary to study the influencing factors such as employee behavior and organizational structure, along with technical challenges. Studies confirm that the interaction between these factors is the key to successful system implementation. For example, management's understanding of the importance of HRMIS and the flexibility of organizational structures

play a crucial role in overcoming resistance to change among employees, which may hinder implementation efforts. Adopting electronic HRMIS practices also enhances organizational effectiveness by streamlining processes, but it requires a supportive organizational culture and the ability of employees to adapt to new technologies. In addition, organizations face challenges such as financial constraints and lack of technical expertise, which emphasizes the need for a comprehensive analysis of interrelated factors such as employee behavior and organizational structure. These factors align with the research objective of analyzing these dynamics to facilitate the effective implementation of HRMIS and directly support the research questions and objectives (De Alwis et al., 2022; Shah et al., 2021).

Operating an HRMIS offers a number of benefits, including interconnected data bases that offer structural connectivity between divisions and speed up processes. Automation streamlines the workflow of human resource professionals by handling repetitive tasks such as onboarding new hires, processing timesheets, executing the appraisal process, and managing various requests (Mohamed, 2021). Additionally, the use of HRMIS can help the entire organization by providing strategic solutions in numerous ways, such as lowering the quantity of manual work, which enables the procedure to become more efficient and effective (Ibrahim et al., 2018). Implementing HRMIS has become essential for advancing the scientific and modernized approach to human resource management (Zhai & Wang, 2022). According to the Chartered Institute of Personnel and Development (CIPD), HRMIS reduces administrative tasks while enhancing the quality and speed of information access, as reported in their 2007 and 2019 findings. They also highlight that HRMIS provides flexible information management to support corporate

planning and improve employee care. Additionally, it enhances applicant sourcing and evaluation during recruitment, as well as supports employee development initiatives (Chartered Institute of Personnel and Development, n.d.).

In Jordan, the government is actively investing in information systems as part of its electronic government projects. The vision of the government in the Hashemite Kingdom of Jordan is to have all government transactions conducted electronically by the beginning of 2024. The government acknowledges the magnitude of change involved in the digital transformation process, encompassing revisions in routine work methods and procedures, as well as a shift in individuals' mindset. This transformation also necessitates changes in concepts, skills, and competencies to attain the desired digital transformation. HR plays a crucial role in staying updated on developments within the digital transformation process. The government needs to ensure that its employees are well-qualified to utilize, manage, and advance modern technologies. This can be achieved through the implementation of specialized programs and mechanisms aimed at enhancing the capabilities of human resources employees to deliver digital services in all forms (Ministry of Digital Economy and Entrepreneurship, 2021).

The Ministry of Finance in the Hashemite Kingdom of Jordan and its affiliated departments have already adopted the HRMIS as part of its e-transformation plan that is in line with the Jordanian government's vision for comprehensive digital transformation. This system aims to automate administrative processes related to human resources, such as managing employees' personal data, salaries, attendance, and skills development, thus enhancing the efficiency and transparency of internal operations. This system is part of the Jordanian government's efforts to enhance e-governance and facilitate the provision

of government services, by improving the digital infrastructure and developing information systems in various government institutions (IMF Staff Country Reports Volume 2024 Issue 010: Jordan: Request for an Extended Arrangement Under the Extended Fund Facility and Cancellation of the Current Arrangement Under the Extended Fund Facility-Press Release; Staff Report; and Statement by the Ex, 2024).

The Hashemite Kingdom of Jordan has made significant strides in implementing HRMIS in its public sector. By 2020, 80% of public sector employees were registered on HRMIS, indicating substantial progress. Automation of HR processes also reached 90% in 2019, enhancing efficiency and productivity. This advancement has yielded positive outcomes, including improved employee satisfaction, with 75% reporting satisfaction. Efficiency gains were also notable, with a 30% reduction in HR processing time. Moreover, 85% of employees reported improved transparency. Despite these benefits, challenges persist. Resistance to change was cited by 40% of employees as a major obstacle. Technical issues affected 25% of users. Additionally, 60% of employees required further training (Civil Service Bureau, n.d.). Some statistic supporting the fact Recent studies and official reports indicate that while significant progress has been made in digital transformation within Jordanian ministries, challenges remain in establishing comprehensive HRMIS platforms that fully integrate HR functions (*Ministry of Digital Economy and Entrepreneurship*, 2023)Implementing a HRMIS provides the advantage of offering employees a streamlined and integrated system for managing HR processes. The system is designed for human resource management, development, civil service benefits, career training and development, employee performance appraisal, and employee relationship management among Ministry of Finance (MOF) employees and its affiliated

departments (Civil Service Bureau, n.d.). The success of implementing HRMIS can be estimated by recognizing the factors that may support or hinder the satisfactory and convincing use of HRMIS. Therefore, understanding the factors that impact the continued utilization and potential of HRMIS is crucial. This understanding can lead to the successful implementation of HRMIS, ultimately enhancing organizational performance.

In conclusion, while Jordan has made notable progress in adopting HRMIS as part of its broader digital transformation agenda, significant challenges remain regarding employee readiness, organizational structures, and technological integration. These persistent issues highlight the importance of investigating the underlying factors that influence HRMIS implementation outcomes in the public sector. Accordingly, this study focuses on the Ministry of Finance (MOF) and its affiliated departments to explore management staff's understanding of HRMIS, identify the key drivers, supporting factors, and challenges, and analyze the interplay of employee behavior, organizational structure, and technology in determining the overall success of HRMIS implementation.

1.4 Problem Statement

Positive employee behavior is strongly linked to the effectiveness of HRM practices, particularly when these practices are aligned with the organization's strategic goals. Effective HR practices play a crucial role in shaping desirable employee behaviors that contribute to overall success. It is important to recognize that positive employee behaviors adapt as organizational strategies evolve. Additionally, the need to align employee behavior with digital transformation is urgent and remains essential, regardless of the specific strategic direction of the organization. Ultimately, the collaboration

between HR practices, organizational strategy, and the demands of digital transformation is vital in promoting positive employee behavior (Collou & Bruinsma, 2022). Human Resource Management (HRM) focuses on influencing and modifying employee behavior. The effectiveness of these behavioral changes plays a key role in the successful implementation of HRMIS as a modern management reform aimed at staying relevant with evolving times. If employees do not demonstrate the expected behavioral adjustments, a gap will arise between the intended design goals and the actual implementation outcomes of HRMIS (Zhou et al., 2021).

The success of digital transformation initiatives relies not only on technology but also on positive employee behavior. To support digital transformation, companies must implement human resource management practices that foster innovative employee behavior. Additionally, HRM practices in the digital era stimulate innovative work behavior, which is crucial for driving and sustaining digital transformation processes. By promoting and managing positive employee behavior through organizational commitment and creative engagement, digital HRM strategies can enhance workplace productivity (Agustin et al., 2022).

Organizations are faced with the specific challenge of steering employees' positive behaviors in alignment with the specific requirements essential for realizing the benefits of digital transformation. This challenge goes beyond merely implementing technological changes; it necessitates cultivating a work environment that actively promotes and supports the specific behavioral adjustments crucial for successful digital transformation. The effectiveness of these efforts hinges on employees' attitudes, their openness to embracing new ideas, and their proactive willingness to adopt innovative work practices.

In essence, the ability of employees to adapt to organizational changes and contribute to digital transformation is intricately linked to fostering and reinforcing positive behaviors conducive to the evolving needs of the organization (Alieva & Powell, 2022). Supportive behavior from employees is essential for successfully implementing planned changes, as their attitudes toward change can influence their acceptance and support for the proposed modifications (Chou, 2015). Therefore, if a set of HR procedures aligns with the company's goals, it can significantly enhance the success of the digital transformation (Collou & Bruinsma, 2022).

A collaborative and integrated organizational structure that promotes open communication across departments is highly beneficial for fostering interactive dynamics within the organization. When combined with efficient IT adoption, this structure plays a crucial role in facilitating HRMIS practices and creating an environment that supports innovative performance (Lin, 2011). Technology has led to the creation of more adaptable and dynamic organizational structures, thereby reducing resistance to change within the organization's environment (Moussa, 2014). Business digital transformation is the process of making significant changes to organizational features within the company, involving the restructuring of the operating system, organizational structure, and behavior through the coordinated use of information technology (IT) (Teng et al., 2022). An integrated organizational structure simplifies the processes related to knowledge development and utilization. Since acquiring an HRMIS system is mostly a knowledge-oriented activity, the organizational structure and relationship style will affect employees' attitudes and behaviors about the adoption of this innovation (Matikiti et al., 2018). Organizational structure emerges as a primary challenge during the digital transformation process for

many organizations. While the impact of digital transformation on formal organizational structures may not be fully realized, it significantly influences the informal structures within organizations (Imran et al., 2021).

In addition, organizational structures need to be rearranged to facilitate the incorporation of IT in decision-making processes (Kraus et al., 2021). Therefore, new business models in customer-focused management, HRM, and organizational structure are produced through digital transformation (Demir et al., 2023). The organizational structure dictates the interaction between employees and management. Therefore, the organization's embrace of new technologies, such as HRMIS systems, might be positively or negatively influenced by the interplay between management and relationship styles. An integrated organizational structure simplifies the processes related to knowledge development and utilization (Matikiti et al., 2018).

Information technology has profoundly affected almost every facet of society, leading to a transformative shift in how companies recruit, select, motivate, and retain employees, particularly within the realm of human resource management (Stone et al., 2015). The successful implementation of HRMIS depends on the integration of organizational, technological, and human factors. A comprehensive approach is needed for implementing new or upgraded HRMIS, as advanced human capital management technologies are crucial for maintaining a competitive edge in today's global economy (Patterson & Lindsey, 2003).

The connection between HRMIS and the level of trust that users have in technology predicts the impact of those connections on the success of HRMIS adoption.

Technology trust affects the success of HRMIS installation, and there may be a range of technical, organizational, and user challenges that can have an impact on this connection (Mohamed, 2021). The primary advantage of utilizing IT in HRM is that it automates routine tasks, allowing HR professionals to focus on strategic planning for human resource organization and development (Alok Mishra, 2010). The present impacts of technology on HR procedures demonstrate the necessity of faster and clearly defined jobs. HRMIS enables HRM professionals to effectively facilitate human resource planning, make decisions, and assist human resource managers in orienting, training, developing, and managing employees' careers (Zarqan, 2017).

The challenges associated with implementing HRMIS are echoed in the literature, particularly regarding the complexities of integration and employee adoption. For instance, the high failure rates of ERP implementations, which include HRMIS modules, are often attributed to inadequate management support and the need for effective team collaboration during the implementation process (Hoch Julia, 2013). Additionally, the role of technology in enhancing operational efficiency and supporting strategic decision-making is emphasized, as HRMIS systems are designed to improve HR functions and organizational effectiveness (De Alwis et al., 2022). Furthermore, the importance of employee behavior and organizational structure in the success of HRMIS implementation is highlighted, indicating that these factors are critical for overcoming challenges and achieving desired outcomes (Kovach et al., 2002).

In Jordan, the government has placed digital transformation at the forefront of its reform agenda, with the Ministry of Finance (MOF) and its affiliated departments—including Customs, Income and Sales Tax, Land and Survey, Government Procurement,

and the General Budget Department—implementing HRMIS as part of this initiative (Minister of Digital Economy and Entrepreneurship, 2023). However, preliminary evidence obtained through discussions with HR section heads and managers within the MOF and its affiliated departments suggests several barriers: employee resistance to shifting from paper-based systems, insufficient top management support, rigid bureaucratic structures, weak communication, lack of technical assistance, and challenges in integrating HRMIS with other systems. These issues raise doubts about the overall success of HRMIS in the MOF.

Despite HRMIS being central to Jordan’s digital transformation strategy, there is limited empirical research examining how employee behavior, organizational structures, and technology interact to determine system success in the Jordanian public sector. To address this gap, the present study adopts an exploratory qualitative approach to investigate the factors influencing the successful implementation of HRMIS within the Ministry of Finance (MOF) and its affiliated departments. Specifically, the study focuses on management staff’s understanding of HRMIS, the key drivers, supporting factors, and challenges shaping its implementation, and the interplay of employee behavior, organizational structure, and technology in determining successful outcomes.

1.5 Research Questions

Several primary research questions can be formulated as follows:

1. What is the management staff's understanding of the term HRMIS in the participating departments?

2. What are the supporting factors and challenges that affect the success of implementing HRMIS in the participating departments?
3. How does the interplay of employee behavior, organizational structure, and technology impact the successful implementation of HRMIS at the participating departments?

1.6 Research Objectives

The following were the specific objectives of the study:

1. To explore the level of understanding of HRMIS among the management staff among the participating departments.
2. To explore the key drivers, supporting factors, and challenges that influence the successful implementation of HRMIS within participating departments.
3. To analyze the interplay of employee behavior, organizational structure, and technology impacting the successful implementation of HRMIS.

1.7 Significance of the Study – Theoretical and Practical Significance

1.7.1 Theoretical Significance

This study provides a theoretical contribution as the first exploratory research examining the successful implementation of HRMIS within the Ministry of Finance (MOF) in the Hashemite Kingdom of Jordan. It aims to enrich current and future literature by highlighting the effective deployment of HRMIS in the MOF, thereby encouraging future researchers to explore similar implementations in other Jordanian ministries. This

study expands the existing knowledge base on HRMIS, particularly within the context of Jordanian governmental institutions. The findings offer valuable insights for further research and enhance the understanding of key factors influencing successful HRMIS implementation. Additionally, the study serves as a foundation for exploring the determinants of HRMIS success in other Jordanian government entities or in different regions and contexts. The results can also inform the development of theories and research questions for future investigations.

Moreover, the study makes a theoretical contribution by linking the Resource-Based View (RBV) and Contingency Theory to HRMIS implementation. By demonstrating how employee behavior, organizational structure, and technology act as critical resources and contingent factors, the study provides evidence of how these theories can explain variations in HRMIS success across organizational contexts. This integration not only validates the relevance of RBV and Contingency Theory to digital transformation research but also extends their application to public sector HRMIS implementation in developing countries.

1.7.2 Practical Significance

This study enhances practical understanding by examining the successful implementation of HRMIS in the Ministry of Finance (MOF) in the Hashemite Kingdom of Jordan, with a focus on assessing the effectiveness of these systems. It explores employee behavior towards using HRMIS and highlights the organizational changes and updates that occurred following its implementation. Additionally, the study emphasizes the crucial role of technology in facilitating the swift deployment and advancement of

HRMIS. It also underscores the organization's proper understanding of HRMIS. Furthermore, the study investigates the level of awareness within the departments under the MOF regarding HRMIS.

Eventually, the success of the implementation of HRMIS will enhance the efficiency and effectiveness of HRM processes in the departments overseen by the MOF in Jordan's Hashemite Kingdom. In particular, the findings provide practical insights for HR managers and policymakers in Jordan on how to overcome employee resistance, promote continuous training, and redesign organizational structures to support digital transformation. By offering context-specific recommendations, the study directly contributes to improving HR service delivery, transparency, and decision-making within the MOF and its affiliated departments.

1.8 Scope of the Study

The study was limited to the departments of the Ministry of Finance (MOF) of the Hashemite Kingdom of Jordan, including Jordan Customs, the Income and Sales Tax Department, the Department of Land and Survey, the Government Procurement Department, and the General Budget Department. Furthermore, it examined the factors affecting the success of HRMIS implementation in the MOF and its affiliated departments in the Hashemite Kingdom of Jordan. The study employed an interpretive case-research method. Data were collected through in-depth interviews with 15 managers or section head-level employees involved in HRM within the MOF and its affiliated departments in the Hashemite Kingdom of Jordan.

1.9 Definition of Key Terms

Below are the definitions of key terms of the study:

1.9.1 Employees

Group of people who work directly for the company and are under its authority (Daud, 2006).

1.9.2 Human Resource Management Information Systems (HRMIS)

HRMIS is a system that combines human (users and technicians) and technological (hardware, software, network) elements to control operational and strategic HRM practices and to support planning, control, and decision-making (Ababneh, 2012).

1.9.3 Employee Behavior

The term employee behavior, refers to the way that workers act in certain conditions or circumstances at work (Alieva & Powell, 2022).

1.9.4 Organizational Structure

System or approach used to divide, organize, and coordinate organizational operations. Structures were also created to manage member performance and coordinate work factor operations (Tetrick & Camburn, 2004).

1.9.5 Technology

Technology is the use of scientific knowledge to create tools and devices that make tasks easier or solve problems. It includes things like computers, smart phones, and other inventions that have become a part of our daily lives (Ahmadi et al., 2021).

1.9.6 Information Technology

Everything from computers to software that makes it easier to build and maintain information systems (Hennessy et al., 2009).

1.10 Organization of the study

The thesis is structured into five main chapters. Chapter 1 introduces the study's background, the problem statement, research questions and objectives, the significance of the study, and definitions of key terms. Chapter 2 reviews relevant literature on HRMIS, including implementation methods and success factors. Chapter 3 details the research methodology, focusing on the research design, data collection procedures, and data analysis techniques. Chapter 4 presents the data analysis and discusses the results in relation to the research questions and objectives. Finally, Chapter 5 provides a discussion of the findings, conclusions, and recommendations.

CHAPTER 2

LITERATURE REVIEW

2.1 Overview of Chapter 2

This chapter provides an overview of the research topic by reviewing the existing literature on Human Resource Management Information Systems (HRMIS) and Electronic Human Resource Management (EHRM). It also examines contributing factors such as employee behavior, organizational structure, and technology, which are investigated in this study to assess their impact on the successful implementation of HRMIS in the Ministry of Finance (MOF) in the Hashemite Kingdom of Jordan. Additionally, the chapter explores the availability and adoption of HRMIS, highlighting its importance within the MOF. The chapter concludes with a summary of the literature and presents the conceptual framework for the study.

2.2 Overview of Jordanian Government

The Hashemite Kingdom of Jordan is strategically located in the Middle East, at the heart of the Arab world. Although it is relatively small in both size and population, it shares borders with Syria to the north, Iraq to the northeast, Saudi Arabia to the east and south, the Red Sea to the south, and the Palestinian National Authority to the west. Covering an area of 89,213 square kilometers, about 75% of the country is desert. Jordan is a constitutional monarchy with a representative government, guided by a Constitution established in 1952. His Majesty King Abdullah II serves as the head of state, chief executive, and commander-in-chief of the armed forces. The King exercises executive power through the Prime Minister and the Council of Ministers (Cabinet), which is

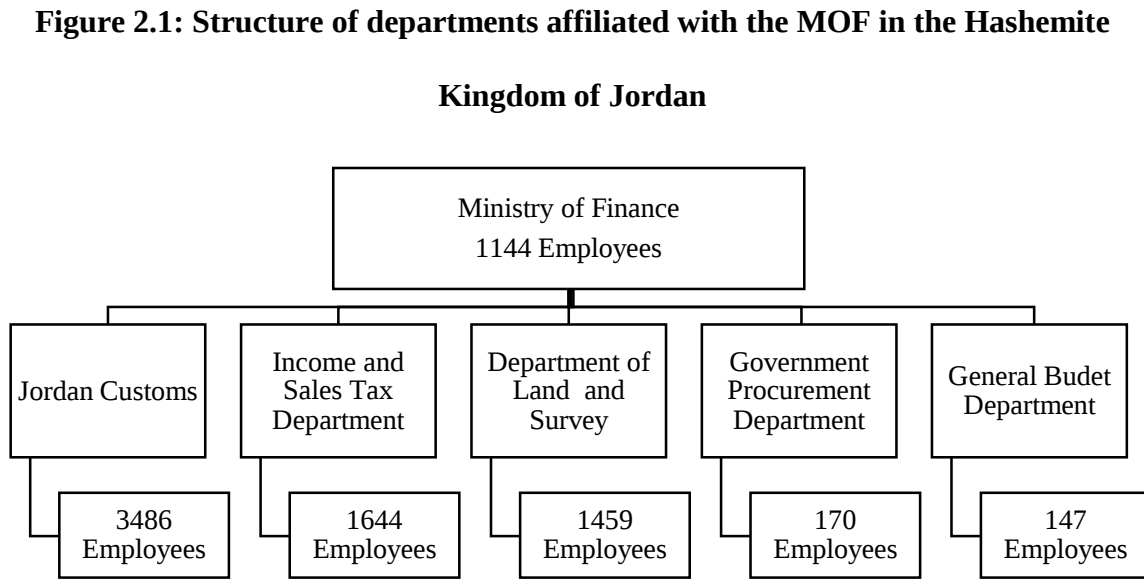
accountable to the elected House of Deputies. Together with the House of Notables (Senate), the House of Deputies forms the legislative branch. The judicial branch operates independently from the other branches of government. Economically, Jordan is a small nation with limited natural resources. It is actively seeking ways to expand its scarce water supply and manage its existing water resources more efficiently, including through regional cooperation. The country relies heavily on external sources for its energy needs. Classified by the World Bank as a "lower middle-income country," Jordan has a GDP per capita of \$5,749 (UNFPA Jordan | About Jordan, 2023).

2.3 Overview of Ministry of Finance in Jordan

The Ministry of Finance (MOF) was established on April 11, 1920, coinciding with the formation of the first ministry under the Emirate of Transjordan. Several government departments were integrated with the ministry, including the Customs Department, Income and Sales Tax Department, General Budget Department, Department of Land and Survey, and the Government Procurement Department. The Ministry's General Objectives encompass developing the state's fiscal policy and supervising its implementation, steering government investments in a manner consistent with the Kingdom's fiscal policies, managing the government's domestic and external debt, and achieving integration between fiscal policy and monetary policy to serve the national economy, through cooperation and coordination with the Central Bank of Jordan (CBJ) and other relevant institutions. The National Goals of the MOF involve effectively contributing to the attainment of several priorities outlined in the national agenda of Jordan. These goals include fostering the development of a prosperous national economy that is open to regional and global markets, as well as enhancing the financial stability,

transparency, and accountability of government administration at both central and national levels.

There are five departments affiliated with the MOF in the Hashemite Kingdom of Jordan, as figure 2.1 shows (Ministry of Finance, 2023).



Source: Ministry of Finance, 2023.

2.3.1 Jordan Customs

Jordan Customs is one of the departments under the Ministry of Finance (MOF) in the Hashemite Kingdom of Jordan. It was established in 1921, alongside the formation of the Transjordan Emirate, initially known as the Directorate of General Excise and Statistics. Its primary role was to regulate the movement of goods and commodities imported into the Emirate. Since then, the department's responsibilities have expanded significantly to include supporting the national economy, promoting investment, facilitating trade, combating smuggling, safeguarding the local community and

environment from hazardous materials, and overseeing cross-border movements of passengers, goods, and transportation through the kingdom. To enhance its operations and align with the e-government initiative, Jordan Customs has adopted modern technologies. By adopting this approach, Jordan Customs has established itself as one of the leading customs administrations globally, delivering high-quality services to all stakeholders. The mission of Jordan Customs is to strengthen the national economy, ensure national security, and protect citizen safety by promoting a fair competitive business environment and facilitating trade. This is accomplished by offering outstanding customs services to stakeholders in line with international best practices, as well as through effective collaboration and coordination with all partners (Jordan Customs-Home Page, n.d.).

2.3.2 Income and Sales Tax Department

The Income and Sales Tax Department is another key entity under the Ministry of Finance (MOF) in the Hashemite Kingdom of Jordan. Established in 1933, its primary purpose is to generate the necessary revenue for the treasury to fund public expenditures, promote savings and investment, positively influence consumption and price stability, and achieve social justice and equity through income redistribution. The department is dedicated to efficiently managing taxation processes, including verification and collection, by closely monitoring procedures and enhancing tax compliance through voluntary taxpayer participation. It also focuses on raising tax awareness and educating taxpayers about their rights and obligations, while actively working to reduce tax evasion. Additionally, the department continuously reviews, evaluates, and updates tax policies related to income tax, sales tax, and value-added tax. As a result of its strategic efforts, the Income and Sales Tax Department has achieved substantial revenue growth in recent