

Chapter 76

The Influence of HRIS Usage on Employee Performance and Mediating Effects of Employee Engagement in Five Stars Hotels in Jordan

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ABSTRACT

The purpose of this study is to evaluate the role of employee engagement with their work as a mediating factor in the relationship between utilisation of a human resource information system (HRIS) and employee performance in five-star hotels in Jordan. A conceptual framework based on social exchange theory and content analysis of similar previous studies was developed. A quantitative approach and simple random sampling were used to obtain data via questionnaires completed by 221 human resources (HR) employees working at 21 five-star hotels in Jordan. The response rate was 71%. Structural equation modelling (SEM) was used to analyse and verify the study variables. The findings revealed that use of a HRIS had a significant positive influence on both employee performance and work engagement, while the latter acted as a partial mediator between HRIS utilisation and employee performance.

INTRODUCTION

Organisations around the world are increasingly using information systems as technology improves and globalisation increases. Human resources departments mainly use management information systems. There are many computerised applications that are useful for the management and organisation of staffing in all industries, including the hotel industry (Shahsavarani & Ji, 2014). Recent rapid advances in human resource information system (HRIS) applications have highlighted their importance and their potential effect on an organisation's performance (Wiblen et al., 2010; Kaygusuz et al, 2016; Khashman

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& Khashman, 2016). There is growing interest in understanding the impact of HRIS applications on organisational efficiency and effectiveness (Al-Dmour et al., 2015; Kumar & Pansari, 2015).

The current literature examining HRISs shows that these applications have varying impact on HR across organisations, but it offers little explanation about the variety. On the one hand, research indicates that HRISs are used prevalingly to automate routine tasks and “replace filing cabinets” (Beadles, 2005), but on the other, Khera and Gulati (2012) report that several authors have found increasing use of the technology in strategic decision-making processes of HR departments (Khera & Gulati, 2012). Other studies suggest that the level of strategic HRIS use varies across organisations, and that most businesses continue to use HRISs simply to remove manually managed processes and to cut down on costs (Kristine et al., 2006). However, there are few studies of the impact of HRIS utilisation upon HR employees’ performances.

Hotels adopt these systems to improve employee training and motivation, and thereby achieve the best overall performance of the business. This adds competitive advantage for the hotel and increases the value of the services provided there. HR employees in hotels that use a HRIS are expected to be more responsive, answer queries more quickly and provide more accurate information. HRISs may enable these employees to improve their performances overall because the systems themselves enable the employees to be more autonomous in handling HR information. The systems increase information connectivity and, therefore, HR professionals can demonstrate greater flexibility in the event of unanticipated change. Furthermore, more extensive use of HRISs enables HR employees to allocate more time to broader and more transformational issues. Al-Dmour et al. (2017) and Ammarhusein (2015) state that HRIS use in HR can reduce the automation costs of the information and the number of employees required, but still contribute to employees checking their own information. It can also offer HRIS managers easy access to relevant information and data, and allow them to conduct analysis, make decisions and communicate with others without consulting HR professionals. A growing number of companies use HRISs to support both their HR and business management (Beulen, 2009; Obidat, 2012).

Since the tourism and hospitality industries are labour intensive with a high level of staff turnover, information systems that support recruitment, organisation and management of human resources in these businesses have become keys to success. The hotel industry has seen huge development, which is increasing competition between hotels, so many seek to use computer systems to raise the performance level and quality of services they provide. Workers in modern, high-performing hotels are required to possess good workplace skills and competencies to contribute to the financial success of the organisations (Ferguson, 2006). For instance, a HRIS is an effective tool that can be used to streamline the administrative functions of the HR department. Some authors, such as Khatri, regard information technology as necessary in HR (Khatri, 2006). HRISs offer HR departments the opportunity to take on more efficient and strategic functions by standardising the majority of the organisation’s HR processes, improving the quality and speed of available information and improving services to employees.

Modern organisations focus increasingly on employee engagement and the development of engagement strategies (Shuck & Wollard, 2010). In literature covering HR management, scholars have adopted different theoretical perspectives related to job design to explain the influence of perceived HR practices on employee outcomes (Guanandl, 2018). Engaged employees show emotional attachment to their organisations and become highly involved in their job with a great enthusiasm for the success of their employers, going the extra mile beyond their employment contractual agreements (Kompaso & Sridevi, 2010). It is argued that an engaged employee works with a sense of passion that translates into both high performance and the willingness to take on extra roles that are not in their job descriptions

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