

# THE ROLE OF E-HRM PRACTICES IN INCREASING ETHICAL CONDUCT AMONG HR PRACTITIONERS WITHIN FOOD MANUFACTURING SECTOR IN JORDAN

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*Abstract - In the midst of technological developments, interest in human resources has begun to increase in contemporary organizations, and it has become an urgent necessity to impose itself on organizations in activating the role of human resources management as the authority responsible for workforce affairs and caring and organizing employees' issues. Knowledge management ideas have evolved in the past few years as the primary source of training and competitive advantages of organizations in the era of the knowledge economy which led to the appearance of electronic management of human resources (e-RHM).*

*Current study aimed at examining the influence of E-HRM practices on sustaining the ethical conduct among HR practitioners within food manufacturing sector in Jordan. A convenient sample of (57) HR manager and practitioners was exposed to a questionnaire in order to gather the needed data. Depending on SPSS, results of study accepted the main hypothesis and confirmed that E-HRM practices have a positive influence on the ethical conduct of HR managers and practitioners. It also appeared through the study that e-performance and e-learning was the most influential variables of e-HRM as they increase the feelings of equality and justice among employees; increase their loyalty to their organization and leading to more ethical stream in their approach of thinking.*

*Study recommended emphasizing that training and development was created to enhance the culture of the organization and emphasize its social and ethical aspects, thereby making the organization a homogeneous cultural fabric in which it promotes ethical and behavioral practices in a coherent manner with E-HRM practices.*

**Keywords:** E-HRM, Business Ethics, E-Recruitment, E-Selection, E-Performance

## INTRODUCTION

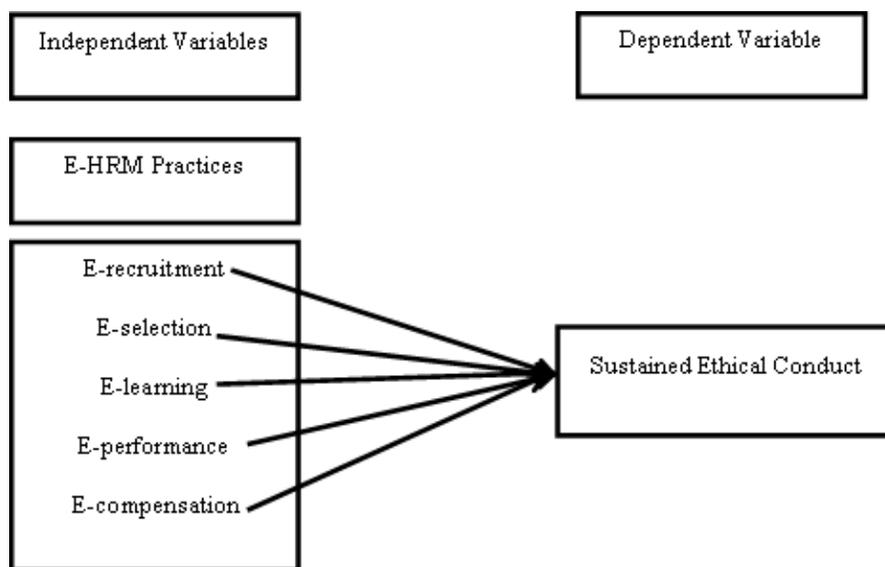
Human resource management can be considered as one of the most important administrative processes in the organization, as it is concerned with the human component that carries out its activities, and all its projects, and this component has a major role in achieving its goals, knowing that it is an organizational process that deals with matters that have to do with individuals working in the organization, such as their selection, appointment, training, and other matters related to labor affairs, in addition to other dimensions of their lives, and it is worth noting that the skills of the human element is a means to achieve continuous

success, as it is considered It has an important competitive advantage, given that it cannot be imitated, because its bid is growing, in addition to being the driver of all other factors of production (Armstrong and Taylor, 2020).

Bratton and Gold (2017) argued that human resource management has gone through many stages that led to its development, from the development of industrial life after the industrial revolution to the emergence of the movement of scientific management, through the growth of labor organizations and after the beginning of the First World War where it demonstrated the need to use new methods for selecting employees before their appointment, such as (Alpha and Beta) have been successfully applied to work to avoid the reasons for their failure after their employment, and with the development of scientific management and industrial psychology, some specialists in human resource management began appearing in facilities to assist in employment, training, health care and industrial security, ending with the emergence of technology and the control of the Internet and social media sites on scientific and practical life. Thus, the actual form of human resource management has changed radically, leading to the creation of what is known today as electronic human resource management (E-HRM).

**PROBLEM STATEMENT**

With the managerial and intellectual development, it has become important for managers and officials in their businesses to have good ethics and manners as is a kind of justice and not wasting the rights of others. However, the reality of the situation sometimes indicates unethical managerial practices, especially in the field of human resources management. Such unethical practices can be summed in recruitment of less qualified relatives than applicants for jobs, upgrading an employee who is less qualified than his colleagues to have a good personal relationship with his boss not to mention cases of bribing or commission from an external office (Guerci et al., 2015).



From that point, current study sought to examine the influence of adopting electronic HR practices on increasing the ethical conduct within Food Manufacturing Sector in Jordan from the perspective of HR managers and practitioners. Researcher adopted variables of E-HRM practices which included (E-recruitment, E-selection, E-learning, E-performance and E-compensation) and tested its influence on organizational ethical conduct as according to HRpractitioners and managers. Following model highlighted study's variables:

Figure (1): Study Model (Singh, 2015; Ukandu et al., 2014; Omran and Anan, 2018; Deshwal, 2015)

From the above study model; researcher was able to formulate following set of hypotheses:

### **Main Hypothesis**

E-HR practices supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

### **Sub-Hypotheses**

**H<sub>1</sub>:** E-recruitment supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**H<sub>2</sub>:** E-selection supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**H<sub>3</sub>:** E-learning supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**H<sub>4</sub>:** E-performance supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**H<sub>5</sub>:** E-compensation supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

## **LITERATURE REVIEW**

### **Human Resource Management**

Chelladurai and Kerwin (2018) argued that human resource management in its modern form is not an offspring of the hour, but rather is the result of a number of developments dating back to the beginning of the industrial revolution, those developments that have contributed to demonstrating the need for a specialized human resources management that takes care of human resources affairs in the facility, there are many reasons that explain the increased interest Managing human resources as a specialized job and as a branch of the administration, and these reasons including the industrial expansion and development in the modern era helped the emergence of organized labor organizations. The problems between management and human resources began, which led to the need for a specialized administration to take care of and solve human resource problems in the facility (Brewster and Hegewisch, 2017) in addition to the great expansion in education and cultural opportunities for workers, which led to increased awareness due to the high level of their cultural and educational levels, which led to the need for specialists in human resources management and modern means to deal with modern types of human resources (Rees and Smith, 2017), while Bondarouk et al. (2017) argued that the increase of government interference in the relations between workers and employers by issuing labor laws and legislations which led to the need for a specialized administration that maintains the application of laws to avoid the establishment from having problems with the government and Chelladurai and Kerwin (2018) who noted that the emergence of trade unions and organizations that defend human resources, and the need for attention to management relations with labor organizations has been necessitated, which has led to the importance of having a specialized department to find cooperation between management and workers' organizations.

It was argued by Al-Shobaki et al. (2017) that the heritage and writings of ancient civilizations attest to the existence of an idea that directs human resources in building civilizations, and religions offer deep philosophies of human resources in the field of business. The Human Resources Department has played and still has many roles in the life of organizations, as the functions assigned to this administration have evolved with the development of the needs that accompanied the emergence of organizations, and it has gradually grown to accompany in its turn the tremendous historical development created by the various sciences, foremost among which are the administrative sciences, although the time and place of the launch of human resources management were not known specifically, but that with the beginning of the year 1800 AD or shortly before, several issues arose within the responsibility of human resources management and it is under discussion and implementation in England, France, USA and other countries.

Generally speaking, human resource management can be defined as the administrative activity related to determining the organization's workforce needs, providing it with specific preparation and competencies,

and coordinating the utilization of this human wealth with the highest possible efficiency (Bondarouk et al., 2017). From another perspective, Iqbal et al. (2018) saw that human resource management is defined as the study of policies related to selecting, appointing, training and treating individuals at all levels, working to organize the workforce within the organization, increasing its confidence in the justice of the administration and creating a cooperative spirit among them, in order to reach the institution to its highest productive potential.

### **The Development of Electronic Human Resource Management E-HRM**

The transformations that have afflicted our world today have led to many variables that included all aspects of economic, social, technological, political, cultural, and legislative life. These global variables are characterized by rapid and no longer include specific areas, but they have become characterized by the large scope that it covers (Rahman et al., 2018). From that point, organizations began to understand the necessity to embrace such changes depending on either achieving better results, or the opposite of the economic “globalization” trends of increasing integration and interdependence between the parts of the global economy and its various activities (Galanaki et al, 2019). Among such changes is the creation of the HRM into the new so called E-HRM which Thite (2019) stated that information technologies have invaded various aspects of administrative work in business organizations. The calculation of salaries was one of the first aspects of administrative work in which information technologies were used in view of the great effort provided by the calculation software for workers' wages in the organization with the addition of accuracy and speed in implementation. With the development of management concepts from the concept of individuals (users) to the expanded concept of human resources management, a strong need has grown to create an electronic database for human resources.

From Lazazzara and Galanaki (2018) point of view, modern management currently relies on advanced technology that helps it to accomplish its work and achieve its goals quickly and accurately and at the lowest costs, and it is called electronic management, which is one of the most important elements of information technologies that develop with amazing speed, and the common concept of electronic management is to dispense with paper transactions and replace the electronic office using technology Information and converting public services into office procedures that were processed according to previously implemented sequential steps. On the other hand, Ziebell (2019) noted that the beginnings of electronic management (office automation) started in 1960 when the "IBM" developed a word processor program, and the importance increased in 1964 when it produced a device called "MT / ST". The electronic management was known at the time as the completion of administrative transactions, the provision of public services, the dispensation of paper transactions, and the replacement of the electronic office through the internal networks and the Internet.

From that point, it can be said that electronic human resource management (E-HRM) is defined as a new management methodology based on the assimilation and conscious use of information and communication technologies in the exercise of the basic functions of human resource management and development (Kuipers, 2017). Ziebell et al., (2019) defined E-HRM as using technology with human resource management functions and enabling it for managers and workers to directly enter the human resources management and other organization departments for communication, performance assessment, team management, knowledge management, education and completion of all human resource activities. A general definition for E-HRM was given by Singh (2017) as a new style of thought and administrative practice that adopts the data of the era of rapid changes, absorbs its renewable technologies, applies its effective mechanisms and invests in information and communication technologies in the performance of its functions.

### **Ethics in Business**

When we talk about human resources, we come to the topics of selecting employees, training, developing and evaluating them, methods of analyzing and designing jobs, and how to draw strategic plans, and how to provide employees with full or partial health insurance to cover the risks arising from jobs. Human Resource management is a very important topic, especially in multinational organizations, or ethics

(business ethics) (Pops, 2019). According to Ware (2018), commitment to principles and ethical behavior, whether at the level of the individual in his job or in a specific profession or group of individuals or business organizations is of great importance to different segments of society as the matter strengthens commitment to the correct principles of work and keeps the organization away from seeing and exercising what is in its interest in terms of financial considerations only Which may have benefits in the short term, but it will definitely have a negative impact on its long term business. In general, business ethics are based on two main pillars: the first is the system of social and moral values, customs and traditions prevailing in society, where in some cases groups can be pressure on the individual to change his behavior, while the second is the self-valued system associated with the personality and beliefs that the employee (individual) believes in, as well as the product of his previous experiences in which he deals with the good human conscience. Nevertheless, Heimbach (2017) stated that there are ethical philosophies formed as criteria that people use to determine what is good and good and what is bad and wrong, as they provide broad lines for defining how to settle conflicts and knowing the interest of individuals to reach the largest possible positive returns for the broad spectrum of these people.

According to Baumane-Vitolina et al. (2016) and Ismail (2017), there are three ethical philosophies that are applied in the business field which are:

- **Teleological Philosophy**

which is the ethics that is based on the fact that everything that exists in nature is directed towards a specific goal, and thus it governs the validity of the work or not in the light of the goal to be reached, and this philosophy assesses the behavior in view of its consequences, regardless of whether The behavior used to reach these results is ethical or not, so it is sometimes called results philosophy, and this philosophy is not used by organizations that strive for sound ethical practices.

- **Deontology**

Which focuses on the rights of individuals and good intentions and focuses on the idea that consideration and respect should be given to all individuals equally. It is worth noting that this philosophy was greatly influenced by the ideas of the German scientist (Emmanuel Kant) who developed what is called the priority of alternatives.

- **Relative Philosophy**

Under this philosophy, moral truths vary according to individual, time and circumstances, whereby relativists take their own experiences or the experiences of those around them as a basis for them in defining moral behavior. And when managers in general and the Director of Human Resources in particular face many administrative positions and decisions that need a correct framework to act upon, whereby the decisions taken and the policies set are in line with the correct norms and ethics and achieve the goals of the organization. Therefore, the researchers developed models of factors affecting individual and group behavior, and thus give the decisions taken an ethical character.

## **HYPOTHESES DEVELOPMENT**

### **E-Recruitment Distributes Equal Chances For Qualified And Suitable Candidates**

Alamro et al. (2018) defined e-recruitment as the recruiting process that is help and operated by HR based on technological means. The idea of e-recruitment guarantees that human resource management will perform its recruitment activities without bias to certain individuals; this way all eligible candidates will have an access to apply for the vacancy without the interference of human. Thielsch et al. (2012) argued that e-recruitment is one of the fair and just activities that an e-hrm should adopt in order to guarantee the equal distribution and access to individuals for all vacancies in the organization.

### **E-selection Promotes Just Opportunities for Individuals**

Ethics in e-selection can vary as according to the scheme of thinking that e-hr is adopting in the organization. Generally speaking, when we talk of e-selection; we basically address a program or an application that is designed neutrally for the sake of choosing the best and most suitable qualifications for the vacancy. Dickter et al. (2017) argued that e-selection is one of e-hrm activities that can operate as

according to the chosen set of variables (qualifications), it won't have the ability to favor a certain person over another, on the contrary, it would favor a certain qualification, skill, or talent over another which ends up for the benefit of the organization itself. Dickter et al. (2017) also added that the insertion of electronic means within HRM activities have given the department more tendencies towards being ethical and fair in the process of choosing and selecting employees which in its turn can increase the ethical adaptation of the organization to the process.

### **E-learning Open Gates for all Employees to Learn and Develop**

According to Kaptein (2017); the core element of an organization in dealing with its employees lies in its ability to give equal opportunities for each and every one of them to develop and grow their knowledge. When following an automated learning process that is based on web and technology; the process of being fair and equal stands a chance among employees, the gates are open for everyone to learn a new thing; the decision is up to employees of how to seize the chance and exploit every chance of learning that falls between their hands. From another perspective, Attri and Wu (2015) argued that before the automation revolution of HRM activities and practices; the management used to choose the employee who gets to be trained and developed; the management in that sense might become a victim of favoritism or leaning towards certain employee over the expense of another. With e-learning, there would be no chance for favoritism of any kind; all employees have access to take part in the learning and development process as long as they prefer it.

### **E-performance focuses on Equal Evaluation that is based on Outcomes**

One of HR practices is evaluating performance, which isn't an easy process to take and master. Evaluating employees' performance is one of the most complicated processes as it is bound to many factors that defined the evaluation like experiences, abilities, psychological conditions and other elements which may have a role in changing how an employee performed through a specific period of time. In order to insert aspects of equality and fairness to this process, many have suggested an evaluation that is based on outcomes, if the employee managed to achieve the outcomes that are already set in the strategic plan; then their performance would be evaluated as high. To increase the fairness and ethical stands in that process, e-performance evaluating was suggested as an approach that not processed or handled by humans, this way; employees would know that their evaluation wasn't connected to their own personality, relationship with others or relationship with their leadership or management (Moghaddam et al., 2015).

Heisler and Hannay (2015) was able to identify aspects that increase the ethical stands within the process of performance evaluation; it lies in adopting an e-performance evaluation process that doesn't take individuals as elements in its process, but it put into perspective outcomes and achievement in order to evaluate individuals and decide their level of performance without personal interferences.

### **E-compensation Guarantees Justified and Managerial Exploitation of Financial Assists**

Achieving the best and most suitable exploitation of organizational resources especially financial resources is for sure an issue of ethical standards. Wege et al. (2019) stated that when an organization is using its financial resources in the best way possible; it is more possible for it to increase its efficiency and develop its performance to a higher limit. With the course of time, and the increase in the organizational processes and operations, there appeared a tendency among individuals which revolves around the abuse of public authority or public office for private gain; this phenomenon can be manifested in corruption and embezzlement due to the individuals' different attitudes towards using organizational financial assets. In that sense, e-compensation appeared as an approach that guarantees the best and most suitable exploitation of financial resources in an organization, in addition to its ability to distribute compensations on individuals in a fair and equal manner.

## **METHODS**

### **Methodological Approach**

A quantitative approach was adopted within this study which aimed at increasing the ability of research hypotheses to convert or adapt phenomena into measurable indicators. Quantitative approach was meant

to measure the problem and understand its impact by looking for measurable results for a larger number of individuals. On the other hand, it was stated that quantitative research is more exploratory than others and relies on the collection of verbal or behavioral data that can be interpreted objectively. It has a wide range and is often used to explain the causes of potential problems, as it highlights a number of aspects of any marketing problem. Quantitative research is often conducted before or after qualitative research, depending on the study and its objectives.

### Tool Of Study

A questionnaire was developed as a study tool, the questionnaire was built by researcher and consisted of two main sections; the first took into perspective demographic variables of study, while the second section presented statements related to study variables. The questionnaire followed 5 liker scale where (5 strongly Agree, 4 Agree, 3 Neutral, 2 Disagree and 1 Strongly Disagree).

### Population And Sample

Population of study consisted of HR managers and officers within food manufacturing sector in Jordan. Population consisted of all food manufacturing organizations in Jordan, Amman which reached (65) operating entity through the fiscal year 2019. A sample of (65) HR managers was chosen to resemble a convenient sample for the study. (57) Questionnaires were retrieved as it was properly filled. The ratio of responses was (87.6%) and seen statistically accepted.

### Data Screening And Analysis

SPSS was used to screen and analyze data; the following statistical tests were run:

### Reliability Test

Through Cronbach's alpha; the reliability test resulted in a value of (0.977) for all the items within the study, the alpha however resulted greater than 0.60% which indicated the tool consistency that enhanced its use in the study.

## RESULTS

### Demographics

**Table (1): Sample characteristics according to demographics**

<b>Gender</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	38	66.7	66.7	66.7
	Female	19	33.3	33.3	100.0
	Total	57	100.0	100.0	
<b>Age</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	24-29	14	24.6	24.6	24.6
	30-35	25	43.9	43.9	68.4
	36-41	17	29.8	29.8	98.2
	+42	1	1.8	1.8	100.0
	Total	57	100.0	100.0	
<b>Educational Level</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA	52	91.2	91.2	91.2
	MASTER	5	8.8	8.8	100.0
	Total	57	100.0	100.0	
<b>Experience</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3-6	14	24.6	24.6	24.6
	7-10	26	45.6	45.6	70.2

	+11	17	29.8	29.8	100.0
	Total	57	100.0	100.0	

As it can be seen in table (1) above, majority of sample responded to questionnaire was males forming 66.7% of total sample with frequency of 38 individuals. In addition to that, it was shown through analysis that 43.9% of the sample were within the age range of 30-35 years old compared to the lowest rank of +42 years old which formed 1.8% of total sample. Results also highlighted that 91.2% of sample held BA degree and 45.6% of sample had an experience of 7-10 years which indicated the actual timeframe of e-hrm practices entering business environment.

### Questionnaire Analysis and Variables' Descriptive Statistics

**Table (2): Questionnaire Analysis**

	N	Minimum	Maximum	Mean	Std. Deviation
<b>E-HRM Practices</b>					
<b>E-recruitment</b>					
It is believed that accepting applications online is a form of justice and impartiality	57	1	5	3.53	1.182
Applicants can apply through the organization's website without the need for referees	57	1	5	3.77	1.180
The organization recruits individuals who are well skilled and efficient through an e-recruitment system	57	1	5	3.04	1.476
Applicants are chosen based on the job codes that are formed electronically	57	1	5	3.74	1.218
E-recruitments saves applicants' files in the cloud for future vacancies which guarantees equal access to opportunities	57	1	5	3.40	1.412
<b>E-Selection</b>					
Organization's website excludes applicants who don't match our employment criteria	57	1	5	3.53	1.351
E-election process is based on vacancy code in order to guarantee anonymous and fair selection	57	2	5	3.63	1.219
We aim from e-selection to reach employees who are fit to the position	57	1	5	3.63	1.190
With e-selection there would be a matching of individuals with expected job vacancies	57	1	5	3.40	1.510
There is no space for favoritism when employing e-selection systems	57	1	5	3.56	1.210
<b>E-Learning</b>					
All learning materials are uploaded on the website for the sake of equal access to all employees	57	1	5	3.54	1.297
All employees are welcome to participate in learning sessions online and in the premises of the organization	57	1	5	3.21	1.411
Employees have equal opportunities to learn and develop their skills as all learning materials are available on organization's archive	57	1	5	3.74	1.261
E-learning is a tool for developing employees' performance	57	1	5	3.68	1.391
Through e-learning, employees can be in touch with the organization regardless of their existence	57	1	5	3.18	1.548

<b>E-Performance</b>					
Employees are evaluated electronically based on their performance	57	1	5	3.49	1.364
A hierarchal systems is followed when evaluating employees	57	1	5	3.86	1.231
Automated administrative HR processes in evaluating performance are always neutral	57	1	5	3.77	1.376
E-performance evaluation guarantees outcomes-based evaluation	57	1	5	3.61	1.411
E-performance and e-compensation are connected for more neutral evaluation of outcomes	57	1	5	3.74	1.261
<b>E-Compensation</b>					
Compensation system is done electronically based on performance evaluation in order to guarantee justice	57	1	5	3.61	1.424
All compensations are clear in employees' online accounts on organization's website	57	1	5	3.11	1.555
E-compensation guarantees equitable distribution of benefits, which prevents embezzlement and corruption	57	1	5	3.42	1.388
E-compensation is a way to guarantee cost reduction and efficiency in exploiting financial assets of the organization	57	1	5	3.79	1.278
E-compensation and E-reward systems are crucial to attract, motivate and retain employees in any organization	57	1	5	3.70	1.414
<b>Sustained Ethical Conduct</b>					
We believe that e-hrm practices guarantees equal opportunities to all employees	57	1	5	3.75	1.353
Justice and equality are the best approaches to well-built HR practices	57	1	5	3.28	1.556
Technology can be adapted to suit ethical standards in the organization	57	1	5	3.56	1.389
An equal environment is one of the organizational goals	57	1	5	3.91	1.243
As a form of justice, we guarantee access to organizational benefits for all employees	57	1	5	3.75	1.430
Valid N (listwise)	57				

Table (2) presented mean and standard deviation of questionnaire statements as according to respondents' answers. It can be seen that respondent had a positive attitude towards statements of questionnaire as mean of answers scored higher than mean of scale 3.00 which was seen as a positive result.

## HYPOTHESES TESTING

### Main Hypothesis

**H:** E-HR practices supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**Table (3): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 <sup>a</sup>	.889	.878	.38937

**Table (4): ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	61.990	5	12.398	81.777	.000 <sup>b</sup>

	Residual	7.732	51	.152		
	Total	69.722	56			

**Table (5): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.242	.193		1.253	.216
	recruitment	-.175	.114	-.176	-1.540	.130
	selection	-.031	.137	-.030	-.226	.822
	learning	.438	.138	.455	3.172	.003
	performance	.472	.121	.464	3.894	.000
	compensation	.247	.092	.254	2.692	.010

Using multiple regression analysis, this hypothesis was tested and highlighted an R value of 0.943 confirming that independent variables and dependent variables were strongly correlated. F value appeared to be 81.777 significant at (0.05), it was confirmed that E-HR practices supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

Sub-Hypotheses

**H<sub>1</sub>**: E-recruitment supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**Table (6): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 <sup>a</sup>	.623	.616	.69168

**Table (7): ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	43.409	1	43.409	90.734	.000 <sup>b</sup>
	Residual	26.313	55	.478		
	Total	69.722	56			

**Table (8): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.910	.302		3.012	.004
	recruitment	.785	.082	.789	9.525	.000

Linear regression analysis was used to test 1<sup>st</sup> hypothesis and R value was 0.789, in addition to that; F value scored 9.525 significant at (0.05) which confirmed that independent variable and dependent variables are strongly correlated., and E-recruitment supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**H<sub>2</sub>**: E-selection supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**Table (9): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 <sup>a</sup>	.678	.672	.63896

**Table (10): ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	47.267	1	47.267	115.774	.000 <sup>b</sup>
	Residual	22.455	55	.408		
	Total	69.722	56			

**Table (11): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.622	.294		2.116	.039
	selection	.853	.079	.823	10.760	.000

2<sup>nd</sup> hypothesis was tested using linear regression analysis and r value was 0.823. Analysis showed that independent variable and dependent variables were strongly correlated and that E-selection supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan especially with an F value of 10.76 0.05 significant at (0.05).

**H<sub>3</sub>**: E-learning supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**Table (12): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900 <sup>a</sup>	.809	.806	.49158

**Table (13): ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	56.431	1	56.431	233.525	.000 <sup>b</sup>
	Residual	13.291	55	.242		
	Total	69.722	56			

**Table (14): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.651	.207		3.143	.003
	learning	.865	.057	.900	15.282	.000

Also, in testing 3<sup>rd</sup> hypothesis linear regression analysis was used and reported an R value of 0.90 which confirmed that independent variable and dependent variables are strongly correlated. Again, with 15.282 as the value of t at 0.05 significant at (0.05), it is confirmed that E-learning supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**H<sub>4</sub>**: E-performance supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**Table (15): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 <sup>a</sup>	.827	.824	.46876

**Table (16): ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	57.637	1	57.637	262.298	.000 <sup>b</sup>
	Residual	12.086	55	.220		
	Total	69.722	56			

**Table (17): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.233	.220		1.059	.294
	performance	.926	.057	.909	16.196	.000

4<sup>th</sup> hypothesis was tested using linear regression analysis. With the r value of 0.909, it was confirmed that independent variable and dependent variables are strongly correlated. Again, with 16.196 as the value of t at 0.05 significant at (0.05), it is confirmed that E-performance supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan

**H<sub>5</sub>:** E-compensation supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**Table (18): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 <sup>a</sup>	.759	.754	.55324

**Table (19): ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	52.888	1	52.888	172.795	.000 <sup>b</sup>
	Residual	16.834	55	.306		
	Total	69.722	56			

**Table (20): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.672	.238		2.823	.007
	compensation	.845	.064	.871	13.145	.000

5<sup>th</sup> hypothesis was tested using linear regression analysis which scored an R value of 0.871 and an F value of 13.145 as the value of t at 0.05 significant at (0.05). This confirmed that independent variable and dependent variables are strongly correlated and that E-compensation supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan.

**Table (20): Descriptive Analysis of Variables**

	N	Minimum	Maximum	Mean	Std. Deviation
E-recruitment	57	1.60	5.00	3.4947	1.12193
E-selection	57	2.00	5.00	3.5509	1.07656
E-learning	57	1.60	5.00	3.4702	1.16035
E-performance	57	1.60	5.00	3.6947	1.09617

E-compensation	57	1.00	5.00	3.5263	1.14993
Sustained Ethical Conduct	57	1.40	5.00	3.6526	1.11581
Valid N (listwise)	57				

In analyzing variables in table (20) above; it was seen that there is a positive attitude from participants towards these variables. This appeared through the mean of the paragraphs which scored higher than 3.00 referring to the paragraph as a good indicator.

## DISCUSSION

Current study aimed at focusing on how e-HRM practices supported and promoted ethical conduct among HR practitioners and managers within food manufacturing entities in Jordan. A sample of (57) HR manager responded to the questionnaire and results assured that electronic HR practices managed to promote better ethical conduct among HR managers within the chosen sample of population.

The results of the study indicated that there is a clear impact of electronic management of human resources on the degree to which managers adhere to the ethical values in personnel management, where the results confirmed that the issue of electronic management of human resources at the present time is of great importance in view of its direct and strong impact on the human component in organizations And its general performance level, as well as improving the conditions for its integration into the national and global economic environment.

Thus, in order to win the battle of electronic management, managers need to resort more and more to modernizing the methods and methods used by the various administrative structures in the organization while carrying out its various functions and dealings with other parties. Also, the results of the study coincided with (Singh, 2015; Ukandu et al., 2014; Omran and Anan, 2018; Deshwal, 2015) when they confirmed that among the moral support provided by the Electronic Management of Human Resources is to control the duration and costs of the various administrative procedures carried out by the administrative structures and reduce the effort expended on its completion by intensifying the field of using electronic means to handle and deliver Information and reducing the time and effort required to conduct various transactions, which greatly affected the internal operations of the organization in general and the performance of individuals in particular.

From that point, the 1<sup>st</sup> hypothesis articulated "E-HR practices supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan" was confirmed to be accepted with an R value of 0.943 which confirmed a positive influence of electronic HR practices on the ethical conduct of HR managers and practitioners within food manufacturing entities in Jordan.

Going on with the analysis, researcher adopted five main practices of E-HR including (E-recruitment, E-selection, E-learning, E-performance and E-compensation). In testing the five variables and their relationship to the main hypothesis; it was confirmed that e-performance was the most influential variable of all scoring an R value of 0.909 and confirming that e-performance is one of the strongest tools of e-HRM to support ethical conduct. In light of the changes and challenges facing organizations in general and human resources management in particular, from scientific progress, technical development, globalization, diversity of skills, and different workforce mixes, which embodied challenges that require different roles for the human resources function, and imposes keeping pace with the stages of organizational development and adopting more modern and effective management methods in activities Managing various human resources and qualifying the human resource as a vital source of organizational performance. From here, we see that the tremendous pressure that human resources management is exposed to has resulted in neglecting one of the most important elements supporting individual and organizational performance which is ethics. Moghaddam et al., (2015) and Heisler and Hannay (2015) appeared to rhyme with the same idea when he argued that E-HR practices come to restore business ethics to the scene by "automating" the ethical tendencies of HR managers and practitioners, including electronic

evaluation of performance based on practical outputs, this matter led to a move away from favoritism and discrimination in evaluating the performance of workers and the tendency towards justice and equality through the absence of the human element from the evaluation process, which made it more logical and realistic considering that technology is unbiased and does not take a specific side.

Followed in the degree of influence, their appeared that e-learning came in 2<sup>nd</sup> rank scoring an R value of 0.900 in relationship with the main hypothesis and confirming that "*E-learning supports sustainability of ethical conduct among HR practitioners within Food Manufacturing Sector in Jordan*", in that sense, study argued that e-learning has an influence in supporting and promoting ethical conduct within an organization that is attributed to equality of employees' access to development and learning process regardless of their position in the organization and launching from the fact they all have the right to develop and perform better. This results appeared to be in tact with what Kaptein (2017) and Attri and Wu (2015) when they argued that e-learning has spread everywhere, especially in the corporate world, as one of the electronic human resource practices to improve organizational performance and employee development. There are many organizations that currently offer their employees electronic training programs in order to improve the level of performance and the overall performance of the organization. The use of e-learning technology has doubled in the past five years. As a result, companies now have access to various training programs that are customized and suited to specific goals and employee knowledge enrichment. Based on the aforementioned benefits of e-learning; employees' satisfaction regarding their jobs would increase which would affect their loyalty to the organization and leading to better ethics in dealing with their responsibilities launching from their feelings of justice and equality.

## **CONCLUSION**

In general, the entry of technology into human resources management contributed greatly to the adoption of the concepts of "strategic management" in terms of clarity of vision and the basic message of the organization and positive dealing with the surrounding and external climate, and the identification of strategic goals for human resources management, in addition to immediate and positive dealing with transformations In the labor market and developments in the human resources structure necessary for the organization, and to amend methods and plans for recruitment and selection in line with these transformations.

It also contributed to the continuous and rapid development of the re-engineering of organizational structures, work systems and procedures, foundations for decision-making, and the distribution of powers and responsibilities in human resource management affairs to keep pace with technology developments. These matters and many others necessitated a proactive consideration of the mechanism of introducing administrative ethics into human resource practices, given that direct human interaction is missing in the field of electronic human resource management.

Based on that, when the HR manager takes notice of every decision he makes about the factors affecting his behavior and the behavior of his subordinates and accordingly adopts the appropriate philosophy that helps them to make the decision that achieves their goals, the goals of the organization and the goals of the community, then they have ascended their administrative practices to a high level of moral sophistication. Human resources management can embody its moral and social commitment through various training and development activities so that these activities are reflected positively for the benefit of workers, the organization and society. The organization is supposed to view training activities as important activities that enhance their capabilities in the long run and that they represent an investment in knowledge assets that have become the basis Business competitive advantages, and thus the organization avoids the short-term view of training and development activities as a cost that must be continuously reduced.

## **RECOMMENDATIONS**

Based on results and conclusion of study; it is recommended:

- Emphasizing that training and development was created to enhance the culture of the organization and emphasize its social and ethical aspects, thereby making the organization a homogeneous cultural

fabric in which it promotes ethical and behavioral practices in a coherent manner with E-HRM practices.

- One of E-HRM ethical practices lies in giving women workers access to leadership positions if they have sufficient qualifications and also allow them to obtain promotion commensurate with their ability to work and perform.
- Eliminate the boundaries between the human resources and information technology departments.

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