

The Influence of E-HRM Practise (E-HRM Importance and Courts System) towards Employee Performance in Primary Courts of Sultanate of Oman

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Abstract

In this study will exploring influence of e-HRM practise (e-HRM importance and courts system) in the Primary Courts of the Sultanate of Oman is of paramount importance because of its positive impact among employees to carry out their tasks and responsibilities with improved performance in the workplace. The framework for the study contains two independent variables and one dependent variable. The independent variables include e-HRM importance and courts system changes all influencing the performance of employees. The questionnaire was distributed among 285 randomly selected respondents from primary courts in the Sultanate of Oman. The data are analysed using multiple regression analysis to examine the causal relationships between independent and dependent variables. Results show that the e-HRM importance and court systems were significant in employee performance. The results indicate that attention to e-HRM importance and courts system can improve the performance of the employees in primary courts.

Keywords, e-HRM importance, courts system, employee's performance.

1. Introduction

Organizations performance is a heated issue in the most organizations (Dhar et al., 2018; Salah, 2005; Barahma et al., 2020; Rouhoma, 2010; Rouhoma, 2018). In dealing with this issue, organization have undertaken a multitude of initiatives such as electronic Human resources piracies (e-HRM) mine basis in organization as performance improving. Recent, Organisations have in years heavily invested in information and communication technology (ICT) against huge competition to survive and to provide good quality services for the support of various service functions. The human resources (HR) of organisations have no exception. The combination of the requires to work more effectively and efficiently on the one hand and the possibilities of current ICT on different, has resulted in the rapid development of electronic HR techniques and applications (e-HRM) (Stone and Lukaszewski, 2006; Yusliza and Ramayah, 2012). The results of these efforts have been mixed, and there are challenges that hinder e-HRM practices from developing in the Omani courts. Most of the primary courts' employees still do not have full confidence in e-HRM practices. They are still using traditional management instead of embracing e-HRM (Al-Masoudi, 2010; Stone et al., 2006; Awamla, 2003; A Ameen, Alfalasi, Gazem, & Isaac, 2020; Ali Ameen, Al-Ali, Alshibami, & Isaac, 2019; Ali Ameen, Al-ali, Isaac, & Mohammed, 2020; Ali Ameen, Rahmah, et al., 2020).

HRM has shown considerable strides in promoting the performance of activities and reducing costs (Dhar et al, 2017; Salah, 2018; Salah, & Habtoor. 2018; Salah, & Habtoor. 2017; Salah, & Habtoor. 2016), and the lack of the requisite understanding of the implementation of e-HRM results in wastage of resources, financial cost and delays due to uncompleted of transactions. (Laumer et al., 2010; Fletcher, 2005). Moreover, There are persistent errors in their work and the reliability of the performance which cause to problems that impede overall performance and prevent the flow of communication between sectors.

Olivas et al. (2007) stressed that it has evolved as a routine-functional role to achieve a strategic status at the organisational level. This shows the growth in e-HRM and its influence on the role of organization performance. In addition, the personal computers will become the central tool for all human resource management electronic activities (Ruël, Bondarouk, and Van der Velde, 2007; Ali Ameen & Ahmad, 2017; Ali Ameen, Almari, & Isaac, 2019; Ali Ameen, Almari, Isaac, et al., 2019;

Ali Ameen, Almulla, Maram, Al-Shibami, & Ghosh, 2018). E-HRM is rapidly gaining popularity and acceptance among HR practitioners due to the growing sophistication of ICT which has increased the external structural preferences.

Suchitra (2014) explored e-HRM and concluded that it could improve HRM and enhance the organisation's competitive edge with the benefits that accrue from using modern technology which outshine the benefits of engaging in traditional technology. This would increase access to readily available HRM information, enhance the speed of communication, regarding HRM transactions and information gathering thereby reducing cost and facilitating the HRM functions.

An organization's IT network management tool to coordinate data and knowledge across different departments and reduce the expense of government transactions is considered. It involves management processes through delivering these processes and protocols online by use them efficiently to fulfill their complete potential by increase the standard of work. (Omari, 2009)

In addition, performance in HRM requires a shift in the emphasis, function and execution of the programs. Lengnick and Moritz (2003, pp. 365-379) claimed that "modern usage of ICT in HR departments will add new dimensions to HR operations through the growth of intellectual and social resources, along with information management, to provide the much-needed impetus to the competitive edge of the enterprise." . The convergence of the efficiency of new information and communication technologies on the one side and the desire to operate more effectively on the other are the outcomes of the changing e-HRM (Fletcher, 2005). Ruël et al. (2007) proposed that e-HRM is a modern concept for an IT-supported HRM practice which is largely used by online technologies.

2. Literature Review

Organizations should increase spending on research and development in order to increase the organizational effectiveness (Osama Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2018; Isaac, Abdullah, Ramayah, & Mutahar, 2017b). The literature highlights the importance of technology in improving and increasing the effectiveness of human resources and their practices and the possible influence on the performance of employees. The concept of e-HRM at different management levels, the administrative support for changing to e-Management, the infrastructure of IT centres, HR system, and e-Learning system have been mentioned by Yousef (2009). It is essential to have necessary technology and processes in place to properly implement e-HRM within an organisation. Thus, the availability of resources is one of the most crucial aspects for the successful implementation of e-HRM. However, due to financial constraints of universities, the implementation of HR systems is negatively affected especially the conversion of management systems to the e-management system.

Moreover, web-applications have helped organisations to improve effectiveness and efficiency of HR practices. The uses of technology and web-based systems have helped the HR professionals to provide improved services to the organisation (Nivlouei, 2014).

To achieve competitive advantage in the market, firms are motivated to use the electronic human resource management system (Olivas-Lujan et al., 2007; A. A. Ameen & Ahmad, 2012; A. B. Ameen & Ahmad, 2013; Ali Ameen & Ahmad, 2011, 2013, 2014). The use of information technology and communication have helped various organisations to leapfrog the competitors. This is primarily the motivation behind acknowledging the importance of e-HRM by managers of business organisations. Strohmeier (2009) suggested that use of e-HRM is a normal progression in management and the people will welcome it.

There has been a sudden emergence of evidence-based movements. Various disciplines are using the evidence-based movements as identified by Olivas-Lujan and Denise Rousseau (2010) to improve practices after making decisions based on information gathered after necessary research. There are many misconceptions about the concept and gaps between practitioners and academics persist. In order to assess the impact of e-HRM on electronic management on human resource practices and operations within an organisation Daini (2010).

Nonetheless, they have recognised the importance of e-HRM. The improvement and effectiveness that e-HRM has brought to the employee performances are acknowledged by the managers of different organisations across the globe. The use of IT along with modern day communication technology have propelled the business organisations to achieve excellence in managing the human resources of an organisation. Additionally, it is also important to understand that e-HRM is evolving and organisations have to be ready to accept new developments in the field which is imminent considering the ever-improving technology (Gani and Anjum, 2017; Alkatheeri, Ameen, Isaac, Al-Shibami, et al., 2020; Alkatheeri, Ameen, Isaac, Duraisamy, et al., 2020; Haddad et al., 2020).

Moreover, increased amount of use of technology has helped the e-HRM to improve the management of human resources, different operations and processes in different organisations. The

impact of technology on HRM is huge and has continued to increase. The processes and techniques used by an organisation at present are much more effectively and efficiently compared to the times when conventional HRM was in use (Antony and Bramanian, 2011).

E-HRM were to improve efficiency and effectiveness of different operations within the organisation, achieve better image for the organisations, empowering managers and officials to aid them in running the organisations properly (Parry and Tyson, 2011). As per Cavanagh et al. (2017), the operational efficiency and effectiveness along with service delivery and improving organisational image were achieved. Evidence was also available to show that the overall business strategy of different organisations was achieved due to the implementation of e-HRM though the increasing involvement of HR in the business decision-making process could not be substantiated from the outcome of the survey.

Furthermore, Chapman et al. (2016) stated that the importance of training and education to improve the performances of the employees of an organisation is paramount and should be given due importance in the overall management of human resources of the organisations. Formal education is a stepping-stone for the employees to enter the job market. However, to keep the job, it is important to keep learning. Employees and workers will only be able to learn and enhance their skills if the management takes necessary initiatives in this regard. Thus, e-HRM should have proper provisions for providing necessary training after appraising the performances of the employees. Nura and Osman (2012) agreed with the statement because they stressed the importance of training and education in the overall management of human resources in an organisation in Nigeria.

Dosajh and Sujlana (2012) concluded that e-HRM provides a strategic edge to HR functions to increase organisational effectiveness and efficiency. Moreover, academic involvement in e-HRM needs to increase further as the relevance of e-HRM has increased over the years. In addition, the Technology Acceptance Model (TAM) has been in full operation in India to examine the outcomes of organisational performances that have given less attention to examining the relationship between HR roles and e-HRM.

According to Rawash (2012), reveals the lack of a theoretical model that expresses the electronic management in detail and there is no hypothetical model that explains the HRM in detail. The scrutiny reveals a deficiency of practical research concerning the integration of HRM in the development of the performance of the organisation (Al-Obthani & Ameen, 2019a, 2019b; Ali Ameen, Al-ali, et al., 2020; Ali Ameen, Almari, Isaac, et al., 2019; Mohammad et al., 2019).

Moreover, Armstrong et al. (2016) stated that this has developed with the numerous creations and innovations through virtual human resources, electronic human resource management and human resource information system. E-HRM refers to carrying out of the transaction of business by utilising the Internet along with the involvement of several types of machinery. Alternatively, the e-HRM system puts into operation the HRM schemes, practices and guidelines in an institution through focused assistance of web-based pathways.

E-HRM manipulates every sector of the management of human resource. E-recruitment means to declare the vacancies on the website of the company or an online recruitment-encoring website. This permits the applicant to forward their resumes by electronic means through an email or in few other electronic arrangements. The e-recruitment paths and schemes have assisted in decreasing much of the scheduled administrative jobs occupied in staffing. The research has endeavoured to make out the whole conception of electronic recruitment. The main intention is to accumulate the information on the subject of technique through company websites, commercial job boards and emails, e-recruitment etc. (Farndale et al., 2016).

E-HRM will be of used in decreasing the expenditure in the enterprise and uses the technology of information for the both supporting and networking not less than two persons or more than two in their collective performing of activities and practices of HR. E-HRM is arbitrated by IT to assist the enterprise to procure, grow and set up the intellectual capital. This is the better solution that makes use of the modern updated version of web supported application machinery. There is even the online human resource management solution which is a highly workable aspect of e-HRM (Swaroop, 2012).

Esch et al. (2016) explained that the e-HRM expertise makes a portfolio available that facilitates the employees, HR professionals and managers to see or modify information that is essential for administering the human resource of the business and for making a decision in a rapid manner.

Schalk et al. (2012) identified that even though various researchers point towards the advantage of human resource management, HRM is connected to the institutional approach, while pragmatic awareness on the subject of how tactical concerns affected administrative procedures linked with e-HRM is restricted.

Three comprehensive case studies of corporate e-HRM execution were acted upon by means of an e-HRM strategy. The case study divulges that as particular commerce drivers are not present from

the making of the decision procedure, the foremost role of e-HRM turns out to be facilitating a facility with a concentration on stopping the discontent. Sequentially, e-HRM is utilised tactically. In respect to the recent findings, the study proposals for education is researching this rising segment among human resource, IT systems and tactics.

Over the last decade or so the use of technology in HRM has increased. The revolution of information technology has influenced how HRM is practised in organisations. Today, it is almost impossible to imagine an organisation without the use of information technology. IT is being used extensively by organisations for improving the performance of every aspect of the business. In the case of HRM, IT has benefitted organisations and their performance. There is a paradigm shift from conventional HRM to e-HRM. That said, the paradigm shift in HRM has brought a number of challenges along with opportunities. Those organisations which have been able to make positive use of IT in different aspects of its business including HRM have performed substantially better than others. The biggest challenges faced by the organisations as a result of the introduction of e-HRM are the re-engineering and redesigning of its processes and practices. Organisations have to develop suitable infrastructure and environment to implement e-HRM efficiently and effectively (Haddad et al., 2020; Alghawi, Ameen, & Bhaumik, 2019b, 2019a).

The relationship between knowledge management and HRM is pivotal to the practical success of e-HRM within an organisation. In order to create knowledge and build value for an organisation, it is important to manage the resources of the organisation strategically. This is possible with the amalgamation of knowledge management and HRM. Similarly, Santosh (2013) evaluated the opportunity that knowledge management presents to HRM to be a strategic partner for an organisation to play a major role in aiding an organisation in its endeavour. In recent times, knowledge management has emerged as one of the concerns in human resource management within an organisation. Creating, distributing and utilising knowledge at different levels within an organisation is termed knowledge management.

Technologies and innovations have influenced each and every one of our lives. In such times, when every aspect of human life is dependent on innovative technology, it is bound to have an impact on HRM. Moreover, the use of technology and innovation have changed the dimension of managing human resource within an organisation. Singh and Raghuvanshi (2013) documented this aspect of HRM by trying to understand different dimensions of HRM from the concept of e-HRM.

Hosseini and Nematollahi (2013) stated the importance of e-HRM for increasing the effectiveness and efficiency in HRM. As a research investigating, e-HRM will help to implement organisational clarity, decision-making quality, efficiency and the quality of services. The results indicated that there is a positive correlation between e-HRM effectiveness and improvement in HRM.

Lenz et al. (2016) stated that the continuous innovation and technological advancement had made the usage of this technology and innovation indispensable from the point of view of an organisation. Industries across sectors have experienced the benefits of using ICT. Government organisations are also using modern-day technology to improve services provided to the citizen. Book-keeping, keeping records and data maintenance have all been shifted to computers. Government agencies are playing their part by helping the citizen's access information and communication technologies to access better services from government organisations. E-HRM has a lot to do with the increased satisfaction of the citizens, and its importance cannot be overlooked (Sekhar and Pardhasaradhi, 2013).

Moreover, e-HRM has the high reliability for improving employee performance (Karampour et al, 2014). Amini et al (2016) provided that though there were significant differences in HR practices in the companies, there were similarities as far as the impact of e-HRM is concerned on the performances of the companies.

As per Ahmadi et al. (2014), who investigated and discussed the increase in the use of electronic HRM and subsequent successes of the organisations using e-HRM, it was observed that e-HRM is still in the developmental stage. Moreover, the authors have made important observations in certain areas of human resource management such as succession planning and its implementation in an organisation. This study was mainly undertaken to assess the impact of e-HRM on management succession planning. In order to collect data to test the hypothesis, experts, senior experts and executive managers of Shiraz Petrochemical Co. were chosen. Experts' opinions were used to conclude the hypothesis. The outcome of the study showed that e-HRM infrastructure affects the successful implementation of succession planning in an organisation.

Sinha and Mishra (2014) found that the process of automating different HRM practices has helped the business organisation to achieve greater leverage. The internal stakeholders have got easier access to different practices of HRM. The study was undertaken to assess different tools and instruments that are in use in Indian organisations to manage human resources properly. The

employees' responses to e-HRM practices in selected Indian organisations were recorded through a structured questionnaire. The difference between the use of e-HRM in private and public organisations is also addressed.

Filsaraei et al. (2016) stated that implementing e-HRM involves searching for new and innovative ideas to stay ahead of the competition. It is possible only with constant modification and improved services, and development of existing practices and objectives.

The manual environment would be obsolete, and IT will completely take over the process of business. E-HRM has helped business organisations to automate numerous processes and practices in HRM (Davis and Simpson, 2016).

HRM has undergone a huge evolution and transformed to e-HRM. The effects of globalisation can be sighted as the main reason for the complete transformation of human resource management practices (Puja, 2014).

Kulkarni (2014) has inferred that recognition of the managers of the importance of information system in decision-making process along with the role of technology in enhancing the effectiveness of HRM practices has played a huge role in the successful implementation of e-HRM in organisations. The importance of e-technology in e-HRM has been highlighted in the study that included organisations operating in the Sangli district in India (Puja, 2014).

2.1 Research model and hypotheses

Illustrated below is the conceptual framework designed for this study considering the problem of the study and its hypothesis. Figure 2.2 shows the effectiveness of e-HRM practices towards employee performance.

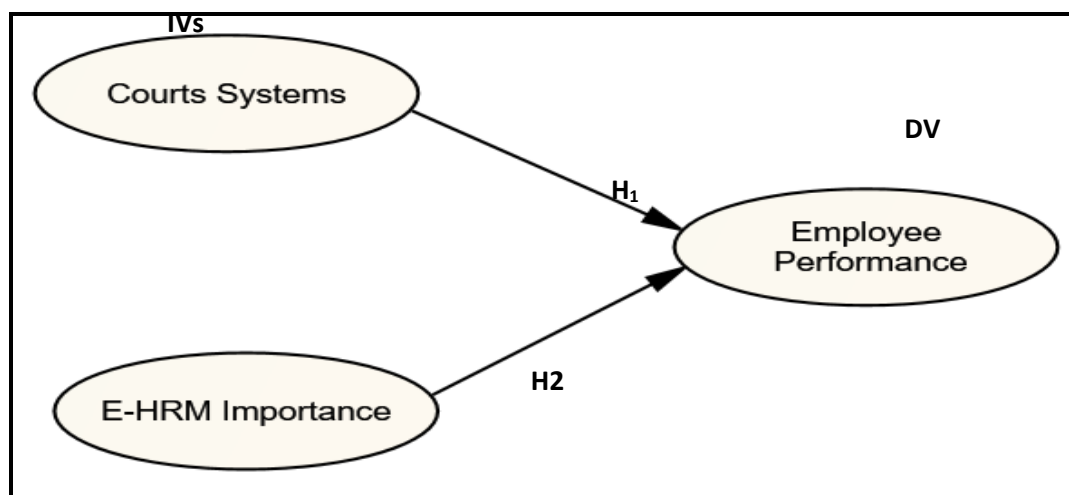


Figure 1: The Conceptual Framework

2.2 Research Hypotheses

The research hypotheses are developed based on the conceptual framework (refer to Figure 1) to evaluate the relationship between the independent variable (courts systems and e-HRM importance) and the dependent variable (employee performance).

H₁: There is a relationship between courts systems and employee performance.

H₂: There is a relationship between e-HRM importance and employee performance in the Primary Courts of the Sultanate of Oman.

3. Methodology

3.1 Population and Sampling Method

In this study, the population is 1195 employees at primary courts. According to Sekaran (2009), the number of people selected for the sample represents the population characteristics.

The sample size has been decided based on the population of the study (1195 respondents). Moreover, Sekaran (2003) specified that with a population of 1200, the appropriate sample is 296. Thus, the distributed survey in this study was above the required threshold of Sekaran (2006). The researcher chose a random sample in which 340 employees are systematically identified from the official court's list published by the Council of Administrative Affairs for the Judiciary 2016.

Ramayah and Suliaman (2005) recorded that most of the surveys have a non-response rate of 10% to 20%. Therefore, the sample size for this study is approximately 300 employees to achieve the

response rate target. The total number of questionnaires distributed to the employees was 340 questionnaires which are larger than the recommended sample size. Variables were measured using a Likert Scale which recommended in the previous studies (Isaac, Aldholay, Abdullah, & Ramayah, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2018).

3.2 Research Instruments

In line with the present study, measuring instrument consists demographic items and E-HRM importance in primary courts, court systems, and employee's performance. A questionnaire consists of formalised and pre-specified set of questions was designed to obtain responses from potential respondents (Al Mashrafi, 2018). For this research, the questionnaire will be used as the measuring instrument. Different types of measuring instruments used for the research which is nominal, ordinal, interval, ratio measurement and the Likert scale.

Table 1: Summary of Questionnaires of Items Development

Adapted from the Past Studies			
actor	Dimenson		Cronbach's Alpha (α) from Past Scales
Independent Variable	E-HRM Importance (10)	Yousef, A., 2009. The reality of human resources management in Palestinian universities.	0.979
	Court's Systems (10)	Alruahnh, 2013. The impact of the quality of the electronic systems and human resources management at the efficiency of the performance of employees.	0.798
Dependent Variable	Employee Performance (10)	Alruahnh, 2013. The impact of the quality of the electronic systems and human resources management at the efficiency of the performance of employees.	0.945

The questionnaer contine 30 items distrebuted for three dimation, study uses stratified random sampling by choosing respondents from the primary Courts under The Council of Administrative Affairs for the Judiciary at different levels. The size of the sample is based on the availability of the respondents and their intention to participate in the study as mentioned in Table 1.

4. Results

4.1 Demographic characteristics of respondents.

Among total number of 340 respondents, included in the Survey, 159 were male (55.8 %) and 126 were females (44.2%) respondents. Of the subjects, 53.3% of respondents were having Bachelor level of education while 40.0% has Diploma or Less. fially 6.7% has Master or Above. Subsequently, 42.5% respondents had Less than 5 years of experience while 31.2% were those who spent more than 10 years in the service, also 26.3% respondents had 5 to 10 years of experience . The demographic summary of the respondents is presented in Table 1.

Table 2: Demographics

	Frequency	Percent
Gender		
Male	159	55.8
Female	126	44.2
Total	285	100.0
Education		
Diploma or Less	114	40.0
Bachelor	152	53.3
Master or Above	19	6.7

Total	285	100.0
Experience		
Less than 5 years	121	42.5
5 to 10 years	75	26.3
more than 10 years	89	31.2
Total	285	100.0

4.2 Descriptives and Correlation Results.

Descriptive results reveal varying results of independent variable (courts systems and e-HRM importance) and dependent variable (employee performance). Likert scale helped to explain the intensity of courts systems and e-HRM importance towards employee performance of employees. The mean scores and standard deviation results show that generally respondents agree with the statements provided in the instruments.

As concluded in previous researches, results of this study show that overall means of courts systems and e-HRM importance is relatively high, which indicates that employees in the primary courts of sultanate of oman under study. The overall mean of the courts systems (4.55) and e-HRM importance (3.09), means that employees in the investigated organizations/institutions are not fully satisfied with courts systems and e-HRM importance. Furthermore, the overall mean of employee performance is reasonably high (3.72), which indicate that the employees are satisfied to their performance. In the second step of the analysis, we want to give an overview of the Pearson product moment correlation (PMCC) of all variables under investigation to determine the strength of their relationship. It is also revealed that the relationship between courts systems and employee performance is positive (0.39) and highly significant.

Table 2: Mean, Standard Deviation, Cronbach's Alpha & Correlation

Type of the Relationship	Mean	SD	Cronbach's Alpha	Correlations
E-HRM Importance and Employee Performance	3.09	0.630	0.883	0.548**
Courts Systems and Employee Performance	4.55	0.967	0.915	0.169**

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

4.3 Regression Results.

The Regression equation is formed to test the independence of two variables. With the help of dependent variable employee performance, dependent variables (e-HRM practices and courts systems) following two equations were formed. Table 3 presents the regression outcomes of equation/model 1, which shows that the dependence of courts systems (independent variables) on employee performance (dependent variable). To test the first hypothesis, the study regress courts systems on employee performance. The relationship between courts systems and employee performance is highly significant, as indicated in the table 3 ($R^2 = 0.48$, $p < 0.05$).

Table 3: Regression Analysis (e-HRM importance & EP) & (courts systems & EP)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.945	0.266		4.630	0.000		
1 E-HRM Importance	0.456	0.073	0.678	12.514	0.000	0.899	1.045
Courts Systems	0.345	0.067	0.346	3.476	0.005	0.679	1.136
Adjusted R ²				0.48			
F statistics				35.564			
Sig Level				0.000 ^b			

a. independent Variables: courts systems and e-HRM importance

b. dependent Variable: employees performance.

Employee performance scores explained about 48% of variance ($T = 0.346$, $p < 0.05$) in courts systems. Regression analysis also shows that if we increase 1 unit of courts systems it will increase 0.35 units of employee performance in employees of Primary Courts of the Sultanate of Oman. The second hypothesis was also supported, as indicated by $R^2 = 0.48$, $p < 0.05$. e-HRM practices scores explained about 48% of variance ($T = 12.514$, $p < 0.05$) in employee performance. Regression analysis indicates if we increase 1 unit of e-HRM importance it will increase 0.67 units of employee performance in employees of Primary Courts of the Sultanate of Oman.

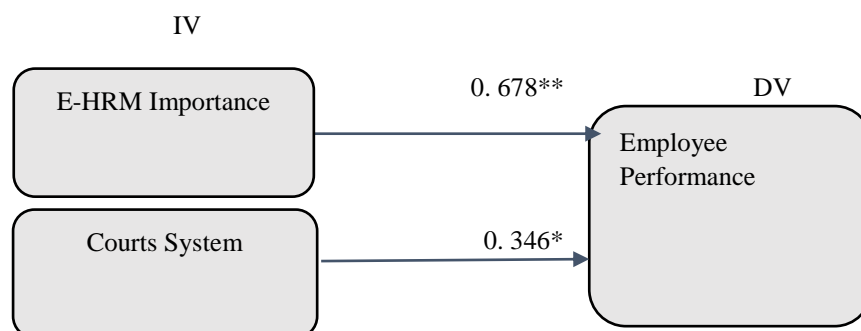


Figure 4.1: Hypotheses Results

**Note: significance level of $p < 0.01$

*Note: significance level of $p < 0.05$

Regression analysis is recommended to analyze the hypotheses in this study (Isaac, Abdullah, Aldholay, & Ameen, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2017; Mutahar, Daud, Thurasamy, Isaac, & Abdulsalam, 2018). The regression weight for E-HRM importance in predicting the employees' performance is significantly different from zero at the 0.000 level. Thus, H1 was supported. Further, the path coefficient was 0.678, indicating a positive relationship. Table 3 presents that the t and p -value of e-HRM in predicting the employee's performance were (12.514) and (0.000) respectively.

Table 3 presents that the t and p -value of courts system in predicting the employee's performance were (3.476) and (0.005) respectively. It means that the probability of getting a t -value as large as 1.968 in absolute value is (0.005). Thus, H2 was supported. Further, the path coefficient was 0.346, indicating a positive relationship. It means when e-HRM importance goes up by 1 standard deviation, employee performance goes up by 0.346 standard deviations

5. Discussion

The employees of the Primary Courts of the Sultanate of Oman scored high on the employee performance scale, as indicated by the mean, this demonstrates that employees of the sector are highly performance in their organization. The aggregate mean of e-HRM importance is slightly below courts systems, which means that the respondents were not entirely satisfied with e-HRM system. The high score on courts systems indicates that employees in the institutions are satisfied to systems in the organization.

For the first and second hypothesis testing, the results indicate that the relationships between the employee performance to both courts systems and e-HRM importance are positive and significant. These results support the prior researches of (Al Mashrafi, 2018; Al Mashrafi, 2020; Yousef, 2009; Alruahnh, 2013; Amini, 2016; Karampour et al, 2014), which demonstrated the positive effect of employee performance on courts systems and e-HRM importance), (Alruahnh, 2013; Sinha & Mishra 2014; Karampour, 2014). The outcomes suggest that those who strongly support courts systems and e-HRM importance would be more improve their performance in their organization.

6. Implication and Recommendations

Practical implication Empirical evidences support the assumption that to achieve high level of performance of employees in Primary Courts of the Sultanate of Oman should take into account following key factors;

1. Institutions/ organizations should continue emphasizing on the importance of e-HRM during recruitment, orientations and periodical training programs. Employers should focus on

employees' life-long learning, curriculum development for professionals and inculcating appropriate individual work values in not only performing their organizational duties but also in the societal responsibilities.

2. e-HRM in the work place are necessary conditions for employees as well as society's welfare; therefore the e-HRM may be enforced at all levels in accordance with the duties and responsibilities given to each employee. Benefits from the organizations to employees may also be improve performance of employees working in the organization.

7. Limitations of the Study

The current study has limitations that may affect the generalisability of results. As the study used a self-reported questionnaire filled in by employees in the study sample, therefore, survey data might be subject to social desirability. Thus, future studies should be more focused on using more measurements that are objective. One of the most important issues of quantitative research is external validity, which relates to the certainty of which the findings can be generalised to the population and other settings. Whether the results are applicable to organizations /institutions of other sectors is difficult to assess and needed to be investigated in future studies. The employee performance may also be examined with other organizational behaviors such as work stress, organizational culture, organizational citizenship behaviors, turnover intention and locus of control etc. One of the limitations of this study is that the data gathered was cross-sectional rather than longitudinal in nature. The longitudinal method might improve the understanding of the associations and the causality between variables (Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017). Future research should be conducted to investigate the relationship between variables by conducting cross-cultural studies as recommended by previous studies (Isaac, Abdullah, Ramayah, & Mutahar, 2017a; Isaac, Masoud, Samad, & Abdullah, 2016).

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