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## The effectiveness of E-HRM adoption in the banking industry of Bahrain during the pandemic

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### Abstract

The Covid-19 pandemic occurred at the beginning of the year 2020, causing many banking to develop strategies to adapt to sudden change quickly. Human Resource Management (HRM) had a crucial role in these changes since most employees started working remotely. This includes human resources (HR) implementing technology and digitally transforming their practices to meet the requirements of social distancing and remote working.

**The Purpose of This Study** was to evaluate the effectiveness of the E- HR management system. The ever-increasing dependence on records technology in human resource management features has appreciably maximized the effectiveness of all the tactics and practices related to HR management. The HRM practices, HR features can now be carried out within the least time and with the lowest cost. Such technologies make contributions to growing a communication device that is both powerful and efficient.

**Methodology:** For data collection, a mixture of the quantitative and qualitative methods i.e. triangulation is applied through conducting an online survey and distributing it to HR executives and HR employees from multiple banking located in the Kingdom of Bahrain. It involved different surveys and statistical data collection.

**Major Findings:** the adaptation of E-HRM has been approved to be implemented and improved in the banking organizations of Bahrain. Hence, the HRM practice that was e-approached is found the Training and Development, while Compensation is the least. As for the factors that were found of influence to impact E-HRM, Top management support was found of the most influence while Funding was found the least. Moreover, the funding resources in addition to the technical support have been found the top challenges in the digital transformation. it is found that about 89% of people are in favor of digital transformation while 96.4% have experienced it in their workplace. Future research is sought for to provide additional insights of the effectiveness of E-HRM adoption in the banking industry in other countries during the pandemic.

**Keywords:** E-HRM, Effectiveness of E-HRM, Human Resource Management, Covid-19, Work from home, banking industry

### 1. Introduction

It goes without saying that people represent the asset that is both of matchless value within any organization context and at the same time the most difficult asset to manage and develop. This can be attributed to the fact that people are of complicated nature. In all sectors, human resources can be considered as structures that need impartial treatment, ethical standards, and well-promoted value-based systems<sup>[1]</sup>. Due to the roles played by the human resources in organizations, they are given due care. Since the revolution in Information technology impacted all social and business practices, human resources are impacted in a similar manner. HRM practices are consequently impacted.

Due to the fact saying that employees represent the lifeblood of the organization, they are always expected to give back the care provided to them by the organization one hundred-fold in feedback and productivity<sup>[2]</sup>. Since new technologies are adopted in different types of organizations, both of HR managers' roles and skills have witnessed considerable growth. All the functions of the Human Resources Management are currently performed more efficiently and effectively. The ever-increasing dependence on information technology in human resources management functions has significantly maximized the effectiveness of all the processes and practices related to HR management<sup>[3]</sup>. Thanks to information technology applications in the HRM practices, HR functions can now be carried out in the least time and with the lowest cost.

Such technologies contribute to creating a communication system that is both effective and efficient. Many other HR practices are performed effectively including employee engagement; talent management; training and developing employees; and performance appraisal [4].

Despite the marvelous contributions of information technology to the HRM practices, there are another side for these technologies. There are negative impacts of technology on HRM practices and on employees as well.

### Aim and Research Question

Human resource control (HRM) is the coordination of a company's humans to acquire unique commercial enterprise objectives, fulfill staffing needs, and keep employee satisfaction. It facilitates the company to alter its human assets as a result which will increase its earnings, marketplace proportion, and great of products. Finally, the assessment enables the firm to make certain that its employees' skills meet the necessities of the company. E-HRM capabilities play a significant role in decreasing the organizational fees, increasing interaction between managers and personnel to the higher dedication to the corporation, extra ease and speed with the provision of humanitarian aid statistics machine, beautify productiveness thru quicker processing, higher paintings surroundings. Covid-19 has been a very challenging phase for all types of organizations. Human resources were one of more affected one, because of extensive responsibilities. It was very difficult for companies to pursue the processes and management like-wise. This study aims to evaluate factors while playing a major role in the effectiveness of the E-HRM system for its better performance. For this purpose, extensive surveys were conducted to assess people reviews and the current functional Electronic human resource management system in Bahrain. The aim of this study involves evaluation which would analyze the ability of HRM policies. It can help to promote and maintain collaboration within the organization. This study process would also evaluate the efficiency of the HRM system in terms of its ability to cope up with its responsibilities with electronic media effectively. The HRM system is considered effective it satisfies these criteria [5]. Making use of the digital transformation in the HRM domain during Covid-19 was essentiality to achieve the objectives of the HRM which are focused on improving the performance of the employees while keeping the HR employees as safe as possible. Digital transformation granted making those employees work from distance.

Human resource management practices changing style of execution by integration of advanced technology. The main intention of integration of technology in HRM practices is to bring new dimension to the organization and to synchronize with global demand and supply. E-HRM design is to achieve the organizational goals with strategic way. The following are the main objectives of E-HRM.

- E-HRM offers an adequate, comprehensive, detailed on-going system about people and specific jobs.
- E-HRM supports the management for future planning and policy formulations.
- E-HRM facilitates and monitors the human resource demand and supply imbalances
- E-HRM provides as automated information about employees.
- E-HRM enables the faster response to employees"

related services and faster HR decisions.

- E-HRM offers data security and personal privacy

Human resource management can change execution by integrating technology. It will bring new dimensions to the organization and adapt to global demands. Main objects of E-HRM include offering adequate on-going systems about specific aspects, management support for future planning and policy of the organization, monitoring and facilitating human resource demand providing a supply chain balance, providing automated information to the employee, and offering data security and personal privacy [6]. This study will help to evaluate all necessary factors to revolutionize the use of technology to devise an effective Electronic human resource management in banking in Bahrain.

Major research questions which are addressed in the study were following:

What do people think about the need for Electronic Human Resource Management?

Which attributes were lacking in HR management in different organizations according to the employees?

Which factors impact the effectiveness of HR practices during Covid-19?

## 2. Literature review

### 2.1. Integrating Technology into HRM

One definition for information technology refers to it as "a process that uses a combination of tools and methods of collecting, processing and transmitting data to obtain new and qualitative information about the state of an object, process or phenomenon" [7]. Information Technology (IT) is integrated in all organizational functions and HR is one of these functions. The effect of Information technology on HR can be traced back to the last decade of the 20<sup>th</sup> century. When the internet was initially integrated into many businesses and EHRM was brought on the scene through some internet applications. This enabled organizations to perform various HRM processes effectively and efficiently. This in turn guided HRM specialists to have strategic contributions in creating an improved competitive advantage [8].

Currently, the implementation of technology in HRM in the different sectors has great influences on the development of Human Resources and positively contributes to developing this significant department within modern organizations. Implementation of technology in HRM leads to facilitating the how HR functions are performed in addition to maximizing the speed of fulfilment. Safety is a granted issue when technology is integrated into HRM functions. When technology is integrated into HRM practices there must be a strategy through which each process is planned well for better results. Implementation need to be executed through different methods and instruments.

Though technology, HRM functions as attracting and retaining talents; motivating employees; satisfying the requirements of the employees; and managing the performance of the human resources are all carried out with a high level of effectiveness. Thanks to the advancements in information technology, different HRM challenges are addressed [3]. These challenges are addressed in a more flexible, strategic, and cost-effective manner.

### 2.2. Positive effects of technology on HRM

The past few years witnessed the occurrence of the

assumption that human resource managers implement technology only to accomplish specific requirements as administrative issues. Nevertheless, this assumption is no longer valid these days since the entire organizational structure relies on technology. No one step is likely to be made further without the integration of technology especially in the HRM domain [9].

One of the merits for employing technology in the HRM domain is that organizations' ability to preserve employee's data is maximized. It is true that through the cloud saving technique, the whole data for every employee is saved for long years. It can be identified that after fifty years, employees who used to occupy posts are recognized. Data about employees' details, position titles, salaries, etc. can all be saved for future.

Another thing is that the employees' personal details, job title, post, pay, duty hours etc. can be saved for future use. Through the use of technology, employees' performance is recognized and easily assessed. The management of the organization can find out who is performing better and whose performance is in favor of the organization. Based on the outcomes of the performance management outcomes that are based on technology, employees are given promotions or can be sacked from the job in case their performance is not accepted.

Talent attraction is improved via the implementation of technology in HRM practices. Recruitment is supported through the integration of the latest technologies. Through these technologies the ability of any organization to attract and retain those talents represents a key determinant for its high productivity, outstanding performance and high level of effectiveness [10]. The organizations that have the ability to differentiate themselves in terms of employees' attraction, improvement and applying the best strategies for retaining the talents are organizations that are able to reach success [11].

Social media sites are involved in the recruitment such as LinkedIn, Facebook and Twitter. These are intended to provide recruiters a wide spectrum of possible candidates who can easily have access and apply for these provided positions. This can actually help organizations' HR to carefully look for and select from a pool of potential for every single position advertised over these social media sites – including those candidates who do not necessarily apply [9].

### **2.3. Problems resulting from integrating technology into HRM**

Despite the too many merits that are related to integrating technology into the HRM practices, some demerits are observed and proved based on empirical evidence from prior research. [12] discussed the negative impacts that are related to the implementation of technology in HRM. With the nonstop shifts in the technological domain, shifts in the way tasks are carried out will continue to change. Employees who are accustomed to working with old techniques will find no place for themselves. They will always experience specific difficulties to recognize novel techniques of working. On the other hand, the organizations that do not tend to apply novel technological techniques are not expected to survive since they will not be able to meet the changing requirements of the business. They will never be able to recruit the right employee for the right position. Skilled employees who are knowledgeable will be rare in such

organizations [9].

#### **2.3.1. Cutting jobs**

One of the problems that are widely discussed in the HRM domain is the integration of technology in HRM practices is that technology is available at reasonable prices and it enables the HRM specialists and management of the organization to accomplish their tasks quite fast compared to employees. Any task is performed by technology [13]. This is a motive for organizations to cut jobs and reduce the numbers of the employees who used to be recruited. It is a fact that a very few skillful employees are currently required by employers. This cannot be described as a fault committed by the human resource or by the HRM of the organization; rather it is the nature and the requirement of the current phase. Organizations refuse now to undertake the burden of overstaffing, since it will be regarded as wastage of money [14].

#### **2.3.2. Unsatisfied employees of the company**

Once an organization decided on making use of the state-of-the-art technologies in their work, many of the employees who are not accustomed to using this technology will be dissatisfied. This is attributed to the fact that they have less awareness about how to deal with such technologies. They grow more afraid about losing their jobs [15].

#### **2.3.3. Expenditure on employees for further training**

To let employees acquire adequate skills and competencies that enable them to deal with state-of-the-art technologies that are applied in organizations, it became an essentiality to provide the employees with training courses about using new technologies. This adds more costs on the shoulders of the organization that find themselves obliged to spend more and more on the process of continual training for their employees. However, there is no guarantee that all the employees who receive the provided training are expected to perform in a good manner; they will be retained within the organization; and/or work with the organization for the longest possible time [13].

#### **2.3.4. More technological integration in HRM means more employee isolation**

When employees are for example recruited through the social media platforms; they are not going to be met face to face. Rather, they are interviewed online. This means that they are isolated. They do not gain the required facial expressions of their employers. Another thing, is the e-training the employees receive when there are social distancing essentialities as in the case of the Covid-19 pandemic when physical attendance was reduced to minimal levels. Making use of technology to work from distance, to receive e-training from distance; and to be assessed from distance all this created an uncomfortable HRM environment for employees. These working conditions were not satisfying [16].

#### **2.3.5. Less effective Compensation and rewarding**

Concerning the effectiveness of the processes of compensation and rewarding many problematic issues were raised. This is catastrophic since compensation and rewarding are critical HRM practices that were only to improve when technology is integrated in HRM specially during the pandemic of Covid-19 [16]. It ensures that making

use of the remote working strategy as well the challenges incurred managers were not quite successful to evaluate the performance of their employees. This has negative effects on the compensation process [7].

#### 2.4. Conclusion

It is claimed that effectiveness of the HRM practices was a questionable issue when using technology. This is attributed to the absence of physical face to face communication as a result of social distancing. Organizations faced many challenges of reskilling and upskilling their employees to deal with requirements of this period. Though technology use in HRM activities is significant, online training and recruitment proved to be problematic.

#### 3. Hypothesis

Study brought understandings and conclusions based on e-HRM. For example, [17] state that HRM investments help reducing the costs by restructuring HRM operations, advancing efficiency by improving the quality of HRM services. Data precision is done by [18]. It assesses the efficiency and effectiveness of HRM activities by reducing excess HRM while preserving the quality of HRM's data. HRM has easy access to facilitate and classify the recycled data. Furthermore, it is also deduced that e-HRM enables a more positive culture through a higher internal profile for HR. Operational results are related to the efficiency and effectiveness outcomes of E-HRM like price reduction or lightening administrative workload [19]. Relational effects talk over with the interplay and network of various actors. The transformational results are prompted via essential reorientations of the general scope and the function of HRM which include the functionality to make contributions to the overall performance of the company. Thus, the mixing of net technology into the HRM methods provided the minimization of fees in all features of HRM which includes making plans, recruitment, mastering and education, overall performance appraisal, profession making plans, salary system, industrial family members, and health and safety structures.

In the light of the literature our hypotheses are:

H1: E-HRM is the major asset of an organization which need to be organized with effective ways.

H2: E-HRM for all functions allows to reduce administration costs and has been prioritized by organizations during pandemic.

H3: E-HRM for all functions allows to improve effectiveness communication between organization, manager and employees in banking sector as well.

#### 4. Methodology

##### 4.1. Introduction

In this section, there is a presentation for the methodologies that are employed for the fulfilment of the research. The research design that is selected and the approach are reflected on. The data sources and the instrument of the research are introduced. The research population, sample and sampling techniques are presented. Validity and reliability of the research instrument are pivotal issues in this section.

##### 4.2. Research design

The most appropriate design that fits the nature of this research is the descriptive design. One of the most widely

applied definitions for the descriptive design as a concept is the one that refers to it as "The research design that describes the most significant features of the research population or phenomenon under investigation" [20]. This design pays due attention to finding answers for the "what" of the research subject instead of the "why" of the research subject. the descriptive design enables researchers to reach clear and decisive descriptions for the demographic segments. In addition, this design enables researchers to assess trends of data over time through the capabilities of the statistics [21]. Furthermore, this design provides opportunities to hold comparisons and recognize how different individuals respond to the particular questions. Amongst the numerous advantages that descriptive design enjoy is that it helps researchers to carry out studies through particular methods including observational method, case study method, and survey method. Through these 3 methods, different of sources primary data collection can be used. This design has a high level of validity [22].

##### 4.3. Research method

To achieve the objectives of this research, a mixture of the quantitative and qualitative methods is applied. The complicated nature of the topic leads the researchers to depend on this method which is also known by academicians as triangulation. In research methodology, triangulation can be defined as "A method used to increase the credibility and validity of research findings" [23]. When researchers decided to triangulate, they attempt to combine and implement the quantitative research method plus the qualitative methods, theories. Combining the two methods, enables researchers to avoid any basic biases that result from making use of any single method. Triangulation represents an endeavor through which complicated phenomenon are explained. It is also, a method that validates data [24]. It is a perfect method through which contradictions between the quantitative and qualitative findings are recognized. Through triangulation, the researchers make sure that the results of the study are grounded in the experiences of the respondents. Furthermore, triangulating the two methods creates a state of methodological flexibility. Most of all, when researchers rely on the mixed methods ensure that they are able to collect rich, comprehensive data [25].

##### 4.4. Research population & sample

The population of the present research includes all the HR employees in the banking sector in Bahrain. The total number of the population is not known for the research. This is the major reason behind selecting convenience sampling. Convenience sampling is defined as "a type of nonprobability sampling in which people are sampled simply because they are "convenient" sources of data for researchers" [26]. This sampling technique is selected as it fits the nature of the population who belong to many banks in Bahrain. Through convenience sampling the researchers consider the number of the participants who are reached as the sample of the study.

##### 4.5. Data Sources

Two sources of data are employed for data collection.

The first is secondary data that is defined as "data that is collected by someone other than the primary user" [27]. For the present research secondary data is collected from books,

journal articles, reports, and master and PhD theses. The second is primary data. This type of data is defined as “a type of data that is collected by researchers directly from main sources through interviews, surveys, experiments, etc” [28]. Primary data is collected for this research through a questionnaire.

**4.6. Research instrument validity**

[29] Could defined instrument validity as "how well a test measures what it is purported to measure". This involves ensuring that the questionnaire items as designed by the researchers enable them to measure what plan and intend to measure. This can be achieved through extracting the items of the questionnaire from previous research. In addition, this can be done through having have some expert to review the content of these items. Due to adopting the questionnaire items from previous research, the validity of the instrument is granted. Further to that the research advisors reviewed and amended the questionnaire to make it valid for implementation.

**5. Results**

In this section, the data that is collected from the sample, is analyzed by different statistical analyses. The statistical tests that are applied guide the researchers to reach answers for the questions of the research and to test its hypotheses. This is a very significant section of the research since the findings reached hereafter are going to be employed in the final section of the research to provide conclusions and recommendations.

The statistical tests that are used in this section include descriptive statistics (frequencies, percentages, mean scores, and standard deviations). The qualitative questions are analyzed through content analysis. In addition, the linear regression is used for testing the relationship between the independent and dependent variables. The ANOVA one-way test is also used for testing the differences between the respondents’ perceptions.

**5.1. Descriptive statistics**

Descriptive statistics can simply be defined as “a summary statistic that quantitatively describes or summarizes features from a collection of information” 30. The most important purpose of making use of the descriptive statistics is to provide a summary for the major features of the collected data and sample individuals. It also helps to organize the most significant and beneficial characteristics this data.

**5.1.1. Respondents’ demographics**

In this section, the researchers present the descriptive statistics for the demographic variables that include gender, age, level of experience, and nationality. This takes place through analyzing the frequencies and percentages.

**Table 1:** Gender statistics

		Frequency	Percent	Valid Percent
Valid	Male	11	39.3%	39.3
	Female	17	60.7%	60.7
	Total	28	100.0	100.0

Analysis of the gender statistics show that the male respondents represent 39.3% while female respondents represent 60.7%

**Table 2:** Age Statistics

		Frequency	Percent	Valid Percent
Valid	25-35	13	46.4%	46.4
	36-45	13	46.4%	46.4
	46-55	1	3.6%	3.6
	Above 55	1	3.6%	3.6
	Total	28	100.0	100.0

From the values of the age statistics, it is found that those who are from 25 to 35 represent 46.6%. Those who are 36 to 45 do also represent 46.6%. The respondents who are 46 to 55 represent 3.6%. Similarly, those who are above 55 represent 3.6%.

**Table 3:** Nationality Statistics

		Frequency	Percent	Valid Percent
Valid	Bahraini	22	78.6%	78.6
	Non-Bahraini	6	21.4%	21.4
	Total	28	100.0	100.0

Based on the statistics of the nationality, the Bahraini respondents represent 78.6% while those who are non-Bahraini 21.4%.

**Table 4:** Level of work experience in HR

		Frequency	Percent	Valid Percent
Valid	0-2 years	14	50.0%	50.0
	3-5 years	7	25.0%	25.0
	6-10 years	3	10.7%	10.7
	More than 11 years	4	14.3%	14.3
	Total	28	100.0	100.0

The analysis of the Level of work experience in HR shows that those whose experiences ranging from 0-2 years represent 50%. Those whose experiences ranging from 3 to 5 years represent 25%. Those whose experiences are more than 11 years representing 14.3%. Those whose experiences ranging from 6 to 10 years represent 10.7%.

**4.1.2. Covid-19 and the need for digital transformation in the HR practices**

The data analysis for the question saying, “Do you believe that Covid-19 stimulated the need and the implementation for digital transformation of HR practices?”

**Table 5:** Do you believe that Covid-19 stimulated the need and the implementation for digital transformation of HR practices?

		Frequency	Percent	Valid Percent
Valid	Yes	25	89.3%	89.3
	No	3	10.7%	10.7
	Total	28	100.0	100.0

It is evident from the percentages in table (5) above that there is a high level of agreement that Covid-19 stimulated the need for implementing digital transformation in the HR practices since 89.3% of the respondents selected (yes) while 10.7% rejected this.

**5.2.3. Factors behind the need to implement digital transformation of HR practices**

The qualitative analysis for the question saying “How Covid-19 stimulated the need and the implementation for digital transformation of HR practices?” shows that there are

different factors that stand behind the need for digital transformation in HRM during Covid-19. These factors include the role digital transformation plays in facilitating the work of HRM practices. Another factor is the desire to digitalize everything and avoid any traditional paper transactions that can increase the likelihood of infection. Implementing technologies in the HRM domain is an opportunity to change the manual data entries from analogy to digital format like using a sophisticated HRM system.

**5.1.4. The level of implementing HR digital transformation in banks in Bahrain during covid-19**

**Table 6:** Did you implement HR digital transformation in your workplace

		Frequency	Percent	Valid Percent
Valid	Yes	27	96.4%	96.4
	No	1	3.6%	3.6
	Total	28	100.0	100.0

Table (6) above shows the extent to which the HR department in the banking sector in Bahrain implement digital transformation during covid-19. The percentages in the table indicate that 96.4% of responses agree that digital transformation was implemented in the HRM practices in banks in Bahrain during the pandemic.

**5.1.5. Improvement of the digital system during Covid-19 in the banking sector in Bahrain**

**Table 7:** If yes, did your organization’s HRM implement and improve digital system during Covid-19?

		Frequency	Percent	Valid Percent
Valid	Yes	26	92.9%	92.9
	No	2	7.1%	7.1
	Total	28	100.0	100.0

with the agreement of 92.9% of the responses, it is evident that banks in Bahrain not only implemented digital transformation within its HRM practices but also it improved the digital systems that were applied.

**5.1.6. The technological practices employed the banking sector during Covid-19**

**Table 8:** Descriptive statistics for the technological practices employed in your organization during Covid-19

	N	Mean	Relative weight	Std. Deviation
Recruitment and selection	28	4.29	85.8%	.810
Training and development	28	4.36	87.2%	.826
Evaluation	28	4.21	84.2%	.917
Compensation	28	4.11	82.2%	1.031
Valid N (listwise)	28	4.24		0.89

The descriptive statistics for the “The technological practices employed in the banking during Covid-19” show that technological practices are implemented in recruitment and selection as one of the HRM practices in the banking sector. This is evident since the average mean score for this is 4.29 out of 5.00 and relative weight 85.8%. HR department apply technologies in training and development since the average mean score for this section is 4.36 and relative weight 87.2%. Performance evaluation involve technologies since the average mean score for this practice

is 4.21 and the relative weight 84.2%. HR in the banking sector makes use of technologies in the compensation practices since the average mean score is 4.11 and relative weight 82.2%.

All in all, HRM practices in the banking sector were conducted with the integration of technologies since the average mean for all the four HR practices is 4.24 and relative weight 84.4%.

**5.1.7. Factors affecting digital transformation in the HRM practices**

**Table 9:** Descriptive statistics for Factors affecting digital transformation in the HRM practices

	N	Mean	Relative weight	Std. Deviation
Funding	28	3.54	70.8%	1.815
IT infrastructure	28	4.11	82.2%	1.571
Technical support	28	3.86	77.2%	1.715
Digital skills or talents	28	3.96	79.2%	1.666
Organizational culture	28	3.86	77.2%	1.649
Employee resistance	28	4.07	81.4%	1.538
Top management support	27	4.33	86.6%	1.494
Valid N (listwise)	27	3.96	79.2%	1.63

Based on the descriptive statistics for the factors affecting digital transformation in the HRM practices, it is evident that the top management support represents the factor that most affects digital transformation in the HRM practices as the average mean score 4.33 out of 5.00 and relative weight 86.6%. IT infrastructure is the second factor as its mean score is 4.11 and relative weight 82.2%. The third factor is employee resistance as its mean score is 4.07 and relative weight 81.4%.the fourth variable is “digital skills or talents” as its mean score is 3.96 (79.2%). The fifth factor is organizational culture as the average mean score is 3.86 and then the technical support with the same mean score 3.86 and relative weight 77.2%. The last factor is fund as its mean score is 3.54 and relative weight 70.8%.

Content analysis of the question saying, “Other than the factors listed in question 8, what other factors affected HR Digital transformation in your workplace?”, indicate that the responses show that amongst the factors that that influence the attitude towards implementing digital transformation in the banking sector is the easiness and speed of task fulfillment through digital transformation in addition to having a low level of errors. Digital transformation is desired so as to enhance training and development.

**5.1.8. Challenges of digital transformation in the banking sector**

**Table 10:** Which of the following was lacking or unavailable in your organization?

Challenge	Frequency	Percentage
Technical support	10	35.71%
funding resources	10	35.71%
IT infrastructure	4	14.28%
digital skills or talents	1	3.57%
None	3	10.73%
Total	28	100%

Table 10 above discusses the challenges that can hinder the implementation of digital transformation in the banking sector in Bahrain. The most outstanding of these challenges

and pointed out by the respondents is funding resources and technical support as each of them represent 35.71%. IT infrastructure is another factor weighing 14.28%. Digital

skills or talents represent 3.57%.

**5.1.9. Effectiveness of the HR practices during covid-19**

**Table 11:** Effectiveness of the HR practices during covid-19

	N	Mean	Std. Deviation
Recruitment and selection has become tough.	28	3.68	1.362
Training and development is challenging.	28	3.75	1.175
Measuring employee performance is challenging.	28	3.86	1.113
New home/work life has created trouble in work.	28	4.00	1.089
Faced problems communicating with employees.	28	1.18	.390
Valid N (listwise)	28	3.29	1.025

From the descriptive statistics for the effectiveness of the HR practices during covid-19, it is found that there is a moderate level of effectiveness due to the moderate average mean score is 3.29 out of 5.00 which is equal to 65.8%. New home/work life has created trouble in work has a high level of effectiveness during covid-19 as its mean score is 4.00 out of 5.00 and weights (80%). Measuring employee performance is challenging during covid-19 as its mean score is 3.86 and weighs (77. 2%). Training and development is one of the practices whose effectiveness level is high during covid-19 as its mean score is 3.75 weighing (75%). Recruitment and selection has become tough since its mean score is 3.68 and weighs (73.6%).

**5.2.10. Will E-HRM continue post Covid-19?**

**Table 12:** Will E-HRM continue post Covid-19

		Frequency	Percent	Valid Percent
Valid	Yes	23	82.1	82.1
	No	5	17.9	17.9
	Total	28	100.0	100.0

Based on the percentages of the table above, it is evident that 82.1% of the respondents think that banks in Bahrain will continue to apply EHRM practices after Covid-19. This is justified in different was as

The companies will continue and move forward to digital transformation for better quality and low cost.

- (1) The sudden transformation is the difficult part and later on technologies will be something normal
- (2) There are different facilities in different fields that can reinforce the implementation of transformation technology.

**6. Discussion**

The present paper discusses the effectiveness of E-HRM in the banking sector which is tested in the context of Bahrain. the results demonstrate the need for digital transformation in the HR practices in addition to the factors for such need of which, decreasing the infection in the pandemic context specifically, and generally the facilitating role E-HRM plays as well as the demand of adapting with the technological advancements. Moreover, the adaptation of E-HRM has been approved to be implemented and improved in the banking organizations of Bahrain. Hence, the HRM practices that was e-approached the most were found - orderly- Training and Development, Recruitment and Selection Evaluation and lastly Compensation. As for the factors that were found of influence to impact these practices, Top management support was found of the most influence while Funding was found the least. Hence, the

funding resources in addition to the technical support have been found the top challenges in the digital transformation. Overall, through surveying the effectiveness of this transformation, the most statement that was agreed upon is that the new home/work life has created trouble in work. Yet, facing problems communicating with employees was of the least to be agreed upon. However, it is expected that E-HRM will continue post Covid-19.

**7. Theoretical implications**

The theoretical model was verified in growing the framework to provide a better comprehension of the aspects that influence the effectiveness of E-HRM in the banking sector from a theoretical approach. The study approved the need to implement the technological transformation within HRM practices and as the majority of the sample agreed upon the influence of the pandemic stimulating such transformation; previous research ensured that digital transformation in HRM is a must even before the occurrence of Covid-19. Digital transformation in HRM can be defined as “making use of the digital technologies in the HRM practices in organizations so as to improve these practices and to adopt to a current situation which is the Covid-19 pandemic and its consequences” [31]. Based on the findings of [32], making use of the digital transformation in the HRM domain during Covid-19 was an essentiality to achieve the objectives of the HRM which are focused on improving the performance of the employees while keeping the HR employees as safe as possible. Digital transformation granted making those employees work from distance.

**8. Research Limitations**

The research method used in this study has a few limitations, including the expense of multiple methods, as it involves both qualitative and quantitative methods. A mesh of qualitative and quantitative methods varies the quality of data. Students or fresh researchers have expertise in only a single type of method. They face a bit of difficulty in handling both at the same time. Triangulation involves three levels of testing, and many studies i.e. first quantitative and the qualitative method which is followed to quantitative analysis of findings of two sets. But the major concern, validity, is achieved as a priority of triangulation.

**9. Practical implications**

The factors behind the need to implement digital transformation of HR practices found in the present study are consistent with the conclusions of [33] which stated that digital transformation is a means to ensure that HRM employees implement social distancing and work from their homes to achieve the objectives of the HR department in

their banks while working from distance. There is an agreement between this present study's finding and the conclusions of [34] especially in terms of ensuring the importance of improving transformation digitalization when implementing it in organizations. This is found to be a major source for improving organizational resilience. As for the technological practices employed the banking sector during Covid-19, the present findings can be explained in light of the conclusions of [35] that ensure the significance of making use of the state of art technologies in the HRM domain. These technologies can for example include artificial intelligence, big data, cloud computing, block chain, and the industrial internet. These technologies support the improvement of the performance of the HR department and enhances the outcomes of its practices. This digital transformation turned to be an integral mechanism. As for factors affecting digital transformation in the HRM practices in which the present study demonstrates significance for IT infrastructure and top management support; there is evidence from the findings of [36] that IT infrastructure and top management support are major issues that contribute to enhancing the digital transformation in the HRM practices. Moreover, effectiveness of HRM practices can be defined as "Making sure that all the HRM practices that secure and increase the employees skills are conducted in a manner that is concentrated on the organization objectives with the minimal operational costs and the highest outcomes" [37]. The findings about the effectiveness of HRM practices during Covid-19 are comparable to [31].

## 10. Conclusion

First of all, this article explores the attitude of people, regarding E-HRM system by using surveys. Demographic analysis shows the trend of people concerning gender, age, and level of work experience. It is concluded that about 96.4% of people are in favor of HR digitalization transformation. 92.9% of people have experienced such transformation in their workplace during covid-19. The technical process of Recruitment and selection, training and development, evaluation, compensation are employed statistically by measuring mean proportion. It is concluded that the HR department applies technologies in training and development since the average mean score for this section is 4.36 and relative weight 87.2%. HRM practices in the banking sector were conducted with the integration of technologies since the average mean for all the four HR practices is 4.24 and relative weight 84.4%.

Factors affecting the digital transformation are evaluated by statistical measure. Top management support is clinched as more effective among factors affecting digital transformation. While funding was one of those who contribute least i.e. 70%, so can't be ignored. IT infrastructure is the second factor as its mean score is 4.11 and relative weight 82.2%. While another includes, technical support, digital skills, employment resistance, and organizational culture, etc. another survey was conducted which involved challenges during digital transformation. It involves statistics evaluating features lacking in the organization during digital transformation. Among those factors, technical support and finding resources were more frequent. Others were IT infrastructure, Digital skills, and talents. While only a few responded as they had no frequent challenges during this transformation. It is found that there is a moderate level of effectiveness due to the moderate

average mean score is 3.29 out of 5.00 which is equal to 65.8%.

A major issue faced by HR management during covid-19 was measuring employee performance, training and development, and the toughness of recruitment and selection of new employees. Communicating with an employee was also one of the challenges.

About 82% of people say that E-HRM would be continued after covid-19. Continuing and moving toward digital transformation will lead to low cost and better quality. Abrupt transformation may cause problems but later it would set to normal. There are different facilities in different fields that can reinforce the implementation of transformation technology.

As for the factors that had been found influence to impact those practices, Top management support changed into determined of the maximum have an impact on while Funding becomes discovered the least. Hence, the funding sources similar to the technical help were observed the top demanding situations in the virtual transformation. Overall, through surveying the effectiveness of this change, the most declaration that turned into agreed upon is that the new domestic/work existence has created the problem in work. Yet, dealing with issues speaking with personnel changed into of the least to be agreed upon. However, it is expected that E-HRM will preserve Covid-19.

Concerning the statistical analysis, and given the survey's data at which digitalization of banking has been mounted and extended, destiny researchers ought to consider re-investigating the mindset of employees and the degree of their recognition of recent technology. This needs to be carried out with personnel who aren't troubled approximately the terrible impact that virtual banking would possibly have on them, inclusive of losing their jobs, for them not to be prejudiced in their responses. In addition, the research may be prolonged to the newly hooked up department of Domestic Loans and Credit Management Companies, which is likewise supervised via the Bank of Greece and is a quintessential part of the old banking zone. Many of these days' financial institution employees are anticipated to paintings in this region.

## 11. References

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