

The Impact of Electronic Human Resource Management (E-HRM) Practices on Human Resource Management Service Quality (HRMSQ) “An Applied Study on the Fast-Moving Consumer Goods Sector (FMCG) in Multinational Companies in Egypt”

Ghada Nabil Hashem Ahmed El-Emary¹, Eglal Hafez¹ & Darby Roland²

¹ Ain shams University, Egypt

² Beedie School of Business, Simon Fraser University, Canada

Correspondence: Eahab Elsaid, Professor of Finance, Odette School of Business, University of Windsor, Canada.

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Abstract

The purpose of this research is to examine the impact of electronic human resources management practices (E-HRM) across the dimensions represented in the (E-Recruitment, E-Selection, E-Training, E-Performance appraisal, E-Communication, and E-Compensation) on Human Resources Management Service Quality (HRMSQ) across the dimensions represented in (HR Strategic services, HR Supportive services, HR Executive (Administrative) services, and HR Change-related services). This research was conducted in the Fast-Moving Consumer Goods (FMCG) sector in the multinational companies in Egypt represented by all users of the E-HRM system at PepsiCo Egypt. Informal face-to-face structure interviews were first conducted in one of the companies of the FMCG sector that implement the E-HRM system. The research used questionnaire forms that consisted of 53 items and was distributed to 323 PepsiCo employees in Egypt who use the company E-HRM system. Descriptive analyses were then conducted to examine the correlation coefficients between variables of the research and testing hypotheses. The results revealed that there is a statistically significant impact of the dimensions of E-HRM practices on HRMSQ cross the dimensions represented in (HR Strategic services, HR Supportive services, HR Executive (Administrative) services, and HR Change-related services). It was also determined that there is a difference in employee's perception towards the E-HRM Practices variable according to the demographic variables (age, educational qualifications, years of experiences, and job title). Finally, it revealed that there is a difference in employees' perception towards the HRMSQ variable according to the demographic variables (age, educational qualifications, years of experiences, and job title).

Keywords: Electronic Human Resources Management (E-HRM), Human Resources Management Service Quality (HRMSQ), Fast-Moving Consumer Goods (FMCG) sector

1. Introduction

The emergence of information technology affects the pattern of business administration and the exchange of information in modern organizations. Human capital is a critical element in a successful business and the role of HR continues to evolve as technology advances (Shilpa and Gopal, 2011). Information and Communication Technology (ICT) used in human resources practices have become a significant strategy for realizing the competitive advantages of organizations. As a result, the management in this field changed from a traditional form to an electronic one (Khashman, 2015). Most organizations seek to integrate the possibilities of IT in HRM activities, which are known as E-HRM. E-HRM is a system that can gather and make information on HR strategies, policies, and practices in organizations accessible anywhere and anytime. A powerful E-HRM system has an influence on HRMSQ (Bondarouk et al., 2015). HRMSQ is regarded as the emerging expectation of HRM services provided by the HR professionals to their customers within an organization. An E-HRM system can be enhanced through increasing speed response, reducing error, providing accurate data, and enhancing staff satisfaction (Ruel and Van der Kaap, 2012).

The purpose of this study is to identify the impact of applying an E-HRM system in FMCG sector in multinational companies in Egypt and recognize the quality of such human resources management services. Our other objective was to determine the statistically significant differences in the estimates of the research sample both towards E-HRM Practices and HRMSQ attributed to demographic variables (i.e., gender, age, educational qualifications, number of experience years in the company, and job title). The research derives its significance from adding to the pool of knowledge in the field of E-HRM practices and their effect on HRMSQ in the Egyptian environment, while also providing several recommendations that can be applied in the FMCG sector. The research in this paper can also be used in the development of proposals for policy and decision makers regarding the impact of using E-HRM on managing and developing human resources within companies.

2. Hypothesis Development

In this paper, we tested two variables. The first variable is an independent variable that represents E-HRM practices, namely E-Recruitment, E-Selection, E-Training, E-Performance Appraisal, E-Communication, and E-Compensation. The second variable is a dependent variable that represents HRMSQ that points to HR Strategic Services, HR Supportive Services, HR Executive (Administrative) Services, and HR Change-related Services. It also represents demographic variables that may affect employee perceptions towards the other two variables.

The research tests the following main hypotheses through the applied study at PepsiCo:

H1: There is no statistically significant impact of E-HRM Practices (representing in E-Recruitment, E-Selection, E-Training, E-Performance Appraisal, E-Communication, and E-Compensation) on HRMSQ (HR Strategic Services, HR Supportive Services, HR Executive Services, and HR Change-related Services).

H2: There is no statistically significant difference in employee perception towards E-HRM Practices variable according to demographic variables (gender, age, educational qualifications, number of experience years in the company, and job title).

H3: There is no statistically significant difference in employee perception towards HRMSQ variable according to demographic variables (gender, age, educational qualifications, number of experience years in the company, and job title).

3. Data Collection & Methodology

Informal face-to-face structure interviews were first conducted in one of the companies in the FMCG sector that implements the E-HRM system. This first step was designed to determine the mechanism of such a system, the number of users, the benefits of use and obstacles that face the implementation of this system (Appendix A). Once the results were obtained, the research problem was formulated and defined. In the second stage, data was collected using two survey questionnaires that were distributed to 323 PepsiCo employees who use their company's E-HRM system (Appendix B).

This study's quantitative methodology used questionnaire forms to measure the research variables, taking into consideration the objectives of the research. All the questionnaires used in the study were developed in and English and were designed so that all items must be answered before submission. After each employee individually answered the questionnaires, it was ensured that there were no queries for any incomprehensible items.

The questionnaires used in the study were divided into the following parts:

- Introduction to encourage members of the research sample to participate in answering questions and confirm that information provided will be used only for scientific research purposes.
- The first part consists of 5 items covering the necessary demographic data represented in gender, age, educational qualifications, number of experience years in the company, and job title through closed-ended questions.
- The second part consists of 33 items for measuring E-HRM practices (Khashman, 2015) with the coefficient of Cronbach's Alpha greater than 0.75, which was classified into six dimensions:
 1. E-Recruitment (6 items).
 2. E-Selection (6 items).
 3. E-Training (5 items).
 4. E-Performance Appraisal (6 items).
 5. E-Communication (5 items).

6. E-Compensation (5 items).
- The third part consists of 20 items for measuring HRMSQ (Saberian, 2015) with the coefficient of Cronbach's Alpha greater than 0.70, which was classified into four dimensions:
 1. Human Resources Strategic Services (5 items).
 2. Human Resource Supportive Services (5 items).
 3. Human Resource Executive (Administrative) Services (5 items).
 4. Human Resources Change Related Services (5 items).

All statistical analysis was conducted using SPSS. Descriptive statistics were calculated for all research variables and hypotheses were tested using correlation and regression analysis. A Five-point Likert Scale was used ranging from "1 = strongly disagree" to "5 = strongly agree" to give a degree for each item in the questionnaire forms. In that regard, the following values of weighted means of each alternative were calculated according to the hierarchy used in the research tool (Table 1).

Table 1. Distribution of Means

Description	Weighted Mean Value
Strongly Agree	from 4.2 to 5
Agree	from 3.4 to less than 4.2
Neutral	from 2.6 to less than 3.4
Disagree	from 1.8 to less than 2.6
Strongly Disagree	from 1 to less than 1.8

4. Results

The hypotheses were tested using correlations and regression analysis. The impact of the independent variable and its dimensions (E-Recruitment, E-Selection, E-Training, E-Performance Appraisal, E-Communication, and E-Compensation) on HRMSQ were performed using stepwise regression. Analysis of variance (ANOVA) was used to determine if there were any statistical differences between the mean of two or more groups.

The responses of all the dimensions of E-HRM practices for employees in the FMCG sector in multinational companies in Egypt were fairly high. Similarly, the responses of all the dimensions of HRMSQ for employees in the FMCG sector in multinational companies were fairly high. This shows that PepsiCo, Inc. is aware of the importance of using E-HRM and the service quality provided by HRM.

The results for the first hypothesis are as follows:

Table 2. Stepwise Regression for E-HRM Practices on HRMSQ

Model	Predictors	R	R ²	Significance Level
1	E-Training	0.328	0.107	0.000
2	E-Training + E-Communication	0.392	0.153	0.000

*The mean difference is significant at the 0.05 level.

Model (1) shows that "E-Training" is the most influential variable on the dependent variable "HRMSQ". It is important to note that there is a direct impact of E-HRM Practices "E-Training" on HRMSQ with correlation coefficient "R=0.328". Model (2) indicates that by adding E-Communication variable to model (1), the value of the correlation coefficient increased to 0.392 and coefficient of determination increased to 0.153, that is, approximately

15.3% of the variable in the HRMSQ variable is explained by “E-Training and E-Communication”. Other independent variables were excluded from the model due to their insignificant impact on the dependent variable. Table 2 shows that the null hypothesis is rejected. HRM should pay attention to E-Training and E-Communication that have an impact on HRMSQ. E-Training helps managers and employees to be more familiar with the system. E-Communication can help HRM, employees, managers, and supervisors to exchange information, standardized instructions, and respond quickly to any change. Therefore, there is a statistically significant impact of E-HRM Practices (E-Recruitment, E-Selection, E-Training, E-Performance Appraisal, E-Communication, and E-Compensation) on HRMSQ (HR Strategic Services, HR Supportive Services, HR Executive Services, and HR Change-related Services).

The results for the second hypothesis are as follows:

Table 3. ANOVA Output of E-HRM Variable according to Age

Dimension	F-value	Level of Significance
E-Recruitment	3.143	0.026*
E-Selection	12.169	0.000*
E-Training	3.357	0.019*
E-Performance appraisal	1.933	0.124
E-Communication	4.276	0.006*
E-Compensations	5.160	0.002*

*The mean difference is significant at the 0.05 level.

Table 3 shows that there is no statistically significant difference between the opinions of the sample research individuals towards E-Performance appraisal variable according to age. On the other hand, there is a statistically significant difference in the employee’s perception towards the other E-HRM Practices according to age.

Table 4. T-Test Output of E-HRM Variable according to Gender

Dimension	F-value	Level of Significance
E-Recruitment	2.660	0.108
E-Selection	2.595	0.112
E-Training	0.816	0.370
E-Performance appraisal	0.033	0.857
E-Communication	0.072	0.790
E-Compensations	2.050	0.157

*The mean difference is significant at the 0.05 level.

Table 4 shows that there is no statistically significant difference in the employee’s perception towards E-Recruitment, E-Selection, E-Training, E-Performance appraisal, E-Communication, and E-Compensation according to gender. Thus, it can be concluded that there is no difference in views between male and female towards the E-HRM Practices variable. This indicates that both males and females can recognize the benefits and importance of the E-HRM system. It also indicates that the company did not discriminate between males and females in the use of the systems.

Table 5. T-Test Output of E-HRM Variable according to Educational Qualifications

Dimension	F-value	Level of Significance
E-Recruitment	0.082	0.921
E-Selection	1.220	0.297
E-Training	0.390	0.677
E-Performance appraisal	3.522	0.031*
E-Communication	2.716	0.068
E-Compensations	2.367	0.096

*The mean difference is significant at the 0.05 level.

Table 5 shows that there is no statistically significant difference between the opinions of the sample research individuals regarding the E-HRM Practices variable and its dimensions according to educational qualifications except “E-Performance appraisal” dimension.

Table 6. ANOVA Output of E-HRM Variable according to Years of Experience

Dimension	F-value	Level of Significance
E-Recruitment	4.785	0.003
E-Selection	6.980	0.000
E-Training	1.294	0.277
E-Performance appraisal	7.819	0.000
E-Communication	10.322	0.000
E-Compensations	10.212	0.000

*The mean difference is significant at the 0.05 level.

Table 6 shows that there is a no statistically significant difference between the opinions of the sample research individuals for E-HRM Practices variable and its dimensions (E-Recruitment, E-Selection, E-Training, E-Performance appraisal, E-Communication, and E-Compensation) according to years of experience. This indicates that the variation in employee’s perceptions may be due to the variation in the number of years of experience in the company. That is, as the years of experience increase, the awareness of system features increases.

Table 7. ANOVA Output of E-HRM Variable according to Job Title

Dimension	F-value	Level of Significance
E-Recruitment	10.327	0.000
E-Selection	2.698	0.069
E-Training	0.322	0.725
E-Performance appraisal	11.929	0.000
E-Communication	121.152	0.000
E-Compensations	9.006	0.000

*The mean difference is significant at the 0.05 level.

Table 7 shows that there is no statistically significant difference between the opinions of the sample research individuals regarding the dimensions of E-HRM Practices variable (E-Recruitment, E-Selection, E-Training, E-Performance appraisal, E-Communication, and E-Compensation) according to the job title.

The results for the third hypothesis are as follows:

Table 8. ANOVA Output of HRMSQ Variable according to Age

Dimension	F-value	Level of Significance
Strategic services	1.888	0.132
Supportive services	4.785	0.003*
Executive services	9.769	0.000*
Change-related services	0.935	0.424

*The mean difference is significant at the 0.05 level.

Table 8 shows that there is no statistically significant difference in the employee's perceptions towards HR Strategic services and HR Change-related services. Alternatively, it can be observed that there is a statistically significant difference in opinions of employees regarding HR Supportive services and HR Executive services due to age. These findings indicated that the quality of the service provided by HRM, whether strategic or change-related services, is recognized by all ages. This also indicates that the perceptions of respondents towards the service quality related to employees needs and competencies differ according to ages.

Table 9. T-Test Output of HRMSQ Variable according to Gender

Dimension	F-value	Level of Significance
Strategic services	1.922	0.171
Supportive services	0.001	0.976
Executive services	0.583	0.448
Change-related services	3.162	0.080

*The mean difference is significant at the 0.05 level.

Table 9 shows that there is no statistically significant difference between the employee's opinions for HR Strategic services, HR Supportive services, HR Executive services, and HR Change-related services according to gender. It can be concluded that there is no difference between males and females towards HRMSQ dimensions and both are aware of the importance of the services provided by HRM to them.

Table 10. T-Test Output of HRMSQ Variable according to Educational Qualifications

Dimension	F-value	Level of Significance
Strategic services	0.568	0.567
Supportive services	1.504	0.224
Executive services	4.546	0.011*
Change-related services	0.281	0.755

*The mean difference is significant at the 0.05 level.

Table 10 shows that there is no statistically significant difference regarding HR Strategic services, HR Supportive services, and HR Change-related services due to educational qualifications. There is a statistically significant difference in employee opinions towards HR Executive services according to education qualifications.

Table 11. ANOVA Output of HRMSQ Variable according to Years of Experience

Dimension	F-value	Level of Significance
Strategic services	1.325	0.267
Supportive services	8.968	0.000*
Executive services	8.885	0.000*
Change-related services	0.258	0.856

*The mean difference is significant at the 0.05 level.

Table 11 shows that there is no statistically significant difference between the opinions of employees regarding HR Strategic services and HR Change-related services according to years of experience. There is a statistically significant difference in employee opinions towards Supportive services and Executive services according to years of experience. Such findings show that the years of experience in the current job in the company affect the perceptions of the supportive and executive services provided by HRM to its customers. The more the years of experience, the more the employee has been affected by the quality of executive services provided by the HR department. This can appear in the training, compensation, fair treatment, and developing good work relations with employees.

Table 12. ANOVA Output of HRMSQ Variable according to Job Title

Dimension	F-value	Level of Significance
Strategic services	1.202	0.302
Supportive services	15.832	0.000*
Executive services	5.172	0.006*
Change-related services	1.619	0.200

*The mean difference is significant at the 0.05 level.

Table 12 shows that there is no statistically significant difference between the opinions of the employee's regarding HR Strategic services and HR Change-related services according to the job title. Alternatively, there is a statistically significant difference for the rest of the HRMSQ (HR Supportive services and HR Executive services).

5. Conclusion

The essential objective of the research was to examine the impact of E-HRM Practices on HRMSQ in FMCG sector in multinational companies in Egypt. The general conclusion that can be drawn from the results is that the HRMSQ variable and its dimensions are affected by the E-HRM Practices variables and its dimensions, except for the E-Selection dimension. This is also consistent with the research (Atallah, 2016) that showed that E-Selection of candidates for employment has an insignificant impact on organizational development. This result is also similar to the study (Habttoor et al., 2016) that showed that HRM practices have a significant impact on service quality. This is also aligned with the study (Adli et al., 2014) that revealed that E-Training, E-Compensation, and E-Communication have a positive impact on employee satisfaction and E-Selection has an insignificant impact on employee satisfaction. On the other hand, this is in contrast to the study (Adli et al., 2014) that showed that E-Recruitment and E-Performance appraisal have an insignificant impact on employee satisfaction.

5.1 Future Research

Further research can be conducted by expanding the study of the impact of E-HRM on HRM service quality in other sectors that affect the Egyptian economy positively, such as the Banking sector, the Petroleum sector, or the Telecommunications sector. Other areas that may help researchers in the future is conducting a proposed framework in some sectors that did not apply E-HRM in Egypt or using a qualitative approach of data collection to understand the study clearly. In addition to that, some proposed future topics include the impact of E-HRM on achieving effectiveness in the Egyptian industry sector, requirements for applying E-HRM in the Egyptian public sector, the effect of E-HRM system usage on knowledge management and assessing the effectiveness of E-HRM within the FMCG sector in multinational companies.

5.2 Limitations

We acknowledge that there are some limitations of our research. There are several disadvantages to using E-HRM (Swaroop, 2012). One of the main disadvantages is that using E-HRM can exclude HR staff since it is mainly based on information technology channels. This will inevitably reduce the firms' reliance on HR employees. Another disadvantage would be the possibility of illegal access to employee sensitive information. The employee data could be damaged or hacked. This research was conducted in the Fast-Moving Consumer Goods (FMCG) sector in the multinational companies in Egypt. Another limitation is whether our results would be generalizable to companies in other sectors besides the Fast-Moving Consumer Goods (FMCG) sector and if the results would be generalizable when smaller (regional or national) firms are considered.

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Appendix A. Informal Structured Interview

Informal face-to-face structure interviews were conducted in one of the companies of the FMCG sector who implements the E-HRM system. Interviews were conducted with 15 employees using the system to ask them about whether the company measures the impact of E-HRM practices on the quality of provided services by the HR department.

The interview questions were listed as follows:

- Does your firm apply an E-HRM system?
- What is the firm's E-HRM system called?
- When was it used in Egypt?
- Who is the user of this system?
- How many users are in the company?
- What are the services and functions offered by this system?
- What are the reasons for the transformation to this system?
- What are the benefits of this system for the company?
- What are the obstacles faced by the company in implementing the E-HRM system?
- Does the firm measure the impact of the E-HRM system on the quality of the HRM services?

Appendix B. QuestionnaireFirst Section: General Background

1 – Gender:

- Male
 Female

2 – Age:

- less than 25 years old
 25 – 34 years old
 35 – 44 years old
 45+ years old

3 – Educational qualifications:

- PhD
 Masters
 Bachelor
 Other

4 – Experience years in the current organizations:

- less than 5 years
 5 – 9 years
 10 – 14 years
 15+ years

5 – Job title:

- Manager
 Supervisor
 Executive
 Other (please specific): _____

Second Section:

Please indicate (✓□) in the appropriate place that expresses your opinion with each of the following statements:

Choices extend from: 1 (never - strongly disagree), 2 (rarely - disagree), 3 (sometimes – neutral), 4 (often - agree), to 5 (always - strongly agree).

Part One: E-HRM Practices (E-Recruitment, E-Selection, E-Training, E-Performance appraisal, E-Communication, and E-Compensation).

No.	Statements	1	2	3	4	5
E-Recruitment						
1	Vacancies are advertised through the PepsiCo Company's E-portal.					
2	E-Recruitment is a major source of employment in the PepsiCo Company.					
3	E-Recruitment facilitates the creation of a database for applications for easy accessibility when needed.					
4	E-Recruitment helps to develop the efficiency of the recruitment process in the PepsiCo Company.					
5	E-Recruitment leads to attracting qualified individuals who are not accessible by traditional methods.					
6	E-Recruitment contributes to obtaining qualified candidates with diverse cultural backgrounds.					
E-Selection						
7	The organization's website provides an interactive feature to candidates for applying vacancies.					
8	The PepsiCo Company uses electronic tests to compare between candidates applying for vacancies.					
9	The PepsiCo Company uses electronic interviews to compare between candidates for applying vacancies.					
10	E-Selection works on screening candidates who are applying for vacancies to choose the most suitable among them.					
11	Candidates for vacant positions who have passed the electronic selection process are informed of their appointment decision electronically.					
12	The PepsiCo Company relies on results of the electronic tests and interviews in making staffing decisions.					
E-Training						
13	The PepsiCo Company has worked to involve employees in training courses to use computers in their business.					
14	Training needs are determined electronically in coordination with the different departments in the PepsiCo Company.					
15	Staff are trained using various electronic means such as distance training.					
16	E-Training contributes to reducing training expenses by lowering the need for mobility and travel for both the trainer and trainee.					
17	E-Training helps in providing learning materials for use by staff anywhere and at any time.					
E-Performance Appraisals						
18	Attendance and departure of employees is recorded electronically.					
19	Staff performance is assessed electronically by their supervisors.					
20	Informing employees of their performance electronically.					
21	The PepsiCo Company relies on E-Performance appraisal reports in making decisions related to staff affairs.					
22	E-Performance appraisal provides a database of information regarding all employees that can be used and accessed at the time of need.					

-
- 23** E-performance appraisal helps to provide effective assessment so that many parties can be involved in evaluating staff performance.
-

E-Communications

- 24** The PepsiCo Company provides various means E-communications for all administrative levels to facilitate the completion of work.
-
- 25** Internal E-communications are officially approved by the PepsiCo Company.
-
- 26** E-Communications facilitates the interaction between different departments in the PepsiCo Company.
-
- 27** E-Communications shall maintain security and confidentiality of information transferred from loss, misrepresentations, or damage and ensure there is no delay in arrival to the recipient.
-
- 28** E-Communications increases the efficiency of the communication process at the PepsiCo Company.
-

E-Compensation

- 29** The PepsiCo Company uses E-Compensation systems to facilitate the exchange of financial information for employees, such as monthly salary slips, financial deductions, annual increments, bonuses, etc.
-
- 30** E-Compensation system improves the integration with other systems, such as the E-Performance appraisal system to determine staff performance levels and to determine the appropriate reward type.
-
- 31** E-Compensation system increases the efficiency of work performance by adjusting the financial information of the employee in a timely manner.
-
- 32** E-Compensation system improves security and confidentiality of staff information, especially financial data.
-
- 33** E-Compensation system works to increase loyalty, belongingness, and raising employee morale.
-

Part Two: Human Resource Management Service Quality (HRMSQ) (Human Resources Strategic Services, Human Resources Supportive Services, Human Resources Executive (Administrative) Services, and Human Resources Change-related Services).

No.	Statements	1	2	3	4	5
Strategic services						
1	HRM participates in the process of defining business strategies.					
2	HRM develops processes and programs related to human resource strategies to achieve the business strategy.					
3	HRM effectiveness is measured through its ability to formulate business strategies.					
4	HRM is considered a strategic partner.					
5	HRM is an active participant in business planning.					
Supportive services						
6	HRM ensures that the policies of human resources respond to the personal needs of employees.					
7	HRM develops processes and programs that suit the individual needs of the employee.					
8	HRM participates in improving employee engagement.					
9	HRM is considered a supporter for employees' needs in front of senior management.					
10	HRM spends time in listening and responding to employees.					
Executive services						
11	HRM helps the organization improve operating efficiency.					
12	HRM spends time on operational issues were, it actively participates in the design and implementation of HR processes.					
13	HRM's effectiveness is measured through its ability to efficiently deliver HR processes.					
14	HRM is considered an administrative expert.					
15	HRM's credibility in organization comes from increasing productively.					
Change related services						
16	HRM helps the organization to accept change.					
17	HRM contributes to shaping culture change for renewal and transformation.					
18	HRM makes sure that HR processes and programs increase the organization's ability to change.					
19	HRM is considered a change factor.					
20	HRM spends time on supporting new behaviors that help in institutionalizing the new changes.					

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