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# **A NEW PERSPECTIVE TO PROMOTE CORE COMPETENCY THROUGH E-HRM WITH WORKPLACE SPIRITUALITY AND MOTIVATION AS MEDIATING VARIABLES IN JORDANIAN FIVE STAR HOTELS**

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## **Abstract**

This paper proposes a conceptual model to examine how electronic human resource management (e-HRM), workplace spirituality, and motivation collectively influence core competency within organizations in Jordanian five-star hotels. The primary objective is to enhance our comprehension of core competency, considering it as the dependent variable, while e-HRM practices serve as independent variables, and workplace spirituality alongside motivation act as mediating variables. This framework offers valuable direction for future research endeavors aimed at identifying, realizing, and evaluating the benefits of implementing e-HRM, with a specific emphasis on core competency. By building upon existing literature, this framework not only supplements prior studies but also presents a refined structure for investigating the impact of e-HRM practices on core competency. In the future, this conceptual model will serve as the basis for empirical research, thereby contributing significantly to the field of human resource management literature and shedding light on the potential of e-HRM and its influence on core competency.

**Keywords:** e-HRM, core competency, motivation, workplace spirituality, Jordan.

## **Introduction**

Around the last three decades, the tourist and hospitality business has gotten a lot of attention from governments, legislators, and researchers all over the world. The contribution to socio-economic development and livelihood empowerment is at the heart of the industry's worldwide core. Tourism and hospitality are one of the world's largest and fastest-growing businesses due to its multifaceted character (Ghaith & Mutia, 2019).

It is the goal of the tourism and hospitality business to provide visitors with unforgettable experiences (Alshammare, Mutia, & Ghaith, 2022; Chen, Cheng, & Kim, 2020; Ghaith, Al-Ghalabi, Altarawneh, & Al-Shamaileh, 2024; Alia M Khalaf, Ismail, Haat, Zakaria, & Saleh, 2024). This is becoming more difficult in a technology-driven world where tourists' demands

and expectations must be met and exceeded on a regular basis. As a result, there is a strong emphasis on tourism and hospitality professionals receiving proper training and preparation in order to meet the demands of diverse sector stakeholders. Numerous authors have contributed to the field from a global perspective (Alghizzawi, Ahmed, Albanna, Alkhlaifat, & Jadu, 2024; Alhelalat, 2015; Alshammare, Mutia, Alali, & Ghaith, 2022; Dhaliwal & Misra, 2020; Alia Majed Khalaf, Binti Wan Ismai, Marei, Saleh, & Mansour, 2023), because Jiang and Alexakis (2017) claim that hospitality industry employers frequently complain about finding graduates with relevant skills and knowledge, suggest competencies required of hospitality graduates from an industry and literature perspective. The ever-changing business world has presented new challenges in operating activities, and businesses recognize that addressing sustainability issues in the hospitality industry provides enormous benefits to society, the environment, and businesses themselves, such as reduced costs and risks of doing business, improved brand reputation, increased attractiveness to talent, or increased competitiveness (Al-Ghalabi, Ghaith, Al-Shamaileh, & Altarawneh, 2024; Al-Nohood, bin Abdul Hamid, & Latiff; Alodat, Al Amosh, Khatib, & Mansour, 2023; Ghaith et al., 2024; Ghaith & Mutia, 2019; Alia Majed Khalaf et al., 2023; Mansour, Hashim, Almaqtari, & Al-ahdal, 2023; Tukhliev & Muhamadiyev, 2019; Turner & Freiermuth, 2017).

Employers in the hospitality business today look for graduates with relevant skills, which implies that intellectual brilliance or qualification does not guarantee a job offer (Ghaith & Mutia, 2019; Mohamad, Osman, & Ishak, 2018). As a result, entering the job market without the necessary skills may result in limited promotion chances, job hopping, underemployment, or unemployment.

In the hotel industry, e-HRM is critical because it enables a company to achieve 100% compliance with the results assessed and according to the e-critical HRM's systems. Approximately 85% of the recruitment systems had not implemented e-HRM, whereas 15% had successfully created this technology (Al-Ghalabi et al., 2024; Al-Nohood, bin Abdul Hamid, & Latiff; AlNawafleh, Al-sharari, Ghaith, Al-Ghalabi, & Hamdan, 2022). The hotel industry is a vital sector that provides significant benefits to employees who have access to hotels (Alghizzawi et al., 2024; Alshammare, Mutia, & Ghaith, 2022; Ghaith et al., 2024; Mansour et al., 2023). Farrell (2015), It is a people-centered industry in which employees play an important role in the organization of the customer experience. As a result, it investigates the amount to which work must look comprehensive to the performing, responsible employees in order to function as a primary source of competitive advantage. However, the importance of effective HRM does not appear to be demonstrated by the effects of time-based conflict people management strategies, HRM, and hospitality. Flexible work environments involve adjusting work and strain imposed by routines and deadlines on a daily, weekly, or longer term basis, which can be a source of competitive advantage. Many flexible work programs assist employees by allowing them to attain a work-life balance. Other flexible employment alternatives, such as lifestyle choices, are available.

In the hotel industry, the use of the internet and technology reduces the want for additional or undesired staff. It also increases the organization's communication from top to bottom (Sharma, 2011). Jordan's hotel business is quite large. It is still a non-structured shape in some parts. E-recruitment has become the new trend among large multinational hotels and

medium-sized hotels. Human resource managers are looking for choices that are both cost-effective and time-consuming. Human resource managers no longer have to worry about this because technology has taken care of it. In the recent decade, the internet and technology have aided in the overall expansion of small and medium businesses (Dholakia & Kshetri, 2004).

However, the application of e-HRM is not easy. This is due to management's lack of awareness about the importance of e-HRM in increasing employee productivity and limited research related to the contribution of e-HRM in increasing employee productivity. Various research stated that the role of e-HRM in increasing employee productivity is still very slow (Al-Ghalabi et al., 2024; Alghizzawi et al., 2024; AlNawafleh et al., 2022; Alodat et al., 2023; Alia Majed Khalaf et al., 2023; rahnjen Wijayadne, 2021). Some research on the importance of e-HRM is often associated with improved HR service departments in creating value. Employee productivity is more important than HR department services in improving organizational competitiveness (Al-Ghalabi et al., 2024; Al-Nohood et al.; Ghaith et al., 2024; Talukdar & Ganguly, 2021).

In fact, it is widely accepted that while personnel may be redeemed, obtaining employees' minds, souls, and emotions is more difficult. In the same vein, many businesses are looking to create a spiritual work environment that will engage their employees' hearts and minds (Adnan, Bhatti, & Farooq, 2020; Al-Nohood et al.; Altarawmneh & Al-Kilani, 2010; Alia M Khalaf et al., 2024; Mansour et al., 2023; Murray & Evers, 2011). Spiritual value that is part of the organization's environment and culture, shown in workers' attitudes and behavior, decision-making, and resource allocation, reflects an organization's spirituality (Galvani, Lew, & Perez, 2020).

## **Literature Review**

### **Electronic Human Resource Management (E-HRM)**

Electronic Human Resources Management (E-HRM) is a concept that encompasses all activities and processes carried out by HRM with the use of information technologies in order to improve the quality of services/processes, increase efficiency, and increase transparency in order to create value for the organization. In organizations, E-HRM has become a well-established form of information technology system. The many publications on e-HRM during the last two decades indicate the increased interest in this issue (Al-Ghalabi et al., 2024; Al-Nohood et al.; Alghizzawi et al., 2024; AlNawafleh et al., 2022; Bondarouk, Parry, & Furtmueller, 2017; Cheng & Zou, 2021; Ghaith et al., 2024; Kuipers, 2017; Stone, Deadrick, Lukaszewski, & Johnson, 2015). As businesses and institutions undergo drastic change in order to survive the pressures of the global crisis and government cuts, e-HRM literature tends to focus on the creation, implementation, relevance, and advantages of e-HRM. Marler and Fisher (2013), define e-HRM as “configurations of computer hardware, software, and electronic networking resources that enable intended or actual HRM activities (e.g., policies, practices, and services) through individual and group-level interactions within and across organizational boundaries”.

In previous literatures, the concept of e-HRM was described as a concept that can increase the efficiency and effectiveness of HR activity and transaction administration using internet

technology (Al-Ghalabi et al., 2024; Al-Nohood et al.; AlNawafleh et al., 2022; Ghaith et al., 2024; Jado & Al-hanandeh, 2022; Voermans & van Veldhoven, 2007). In its development, Bondarouk and Brewster (2016) explained that e-HRM focuses on integrating all mechanisms and content in HRM that are connected with the latest information and technology to improve HRM processes more consistently and efficiently. Marler and Parry (2016), added that e-HRM is a system that integrates hardware, software, and electronic networks to carry out HRM activities to coordinate individuals and working groups with different geographic regions, job levels, and functions into the same HRM area. With the implementation of IT that digitizes and automates the administration of HRM functions, employees can spend more time and focus on HRM activities to implement HRM policies more effectively and improve the performance of the organization, and this study will used four dimensions:

- E-staffing
- E-Training & Development
- E-Performance Appraisal
- E-Compensation

### **Core Competencies**

Competency is believed to be the glue that links the aspiration of making people competitive and seeing these assets with the reality of the business, which enables organizations to measure, monitor and plan with it. If these banks are able to get the competency profile right it will help achieve sustainable competitive advantage for the banks which could lead to performance with a possibility of impacting the economy as hotels success is critically linked to the economic futures of any economy. The high interest found in the competency modelling as an approach to recruitment and performance management attributed to a variety of factors. Firstly, a significant amount of employees, which includes hotel professionals in the workplace are engaging in knowledge-based work, Secondly, the understanding of competencies and their operation is increasingly rising in direct response to cost and competitive pressures in industries and organizations (Vaishya et al., 2016). McLagan (1996) stated that competent employees will always be productive no matter the work they do (McLagan 1996; Hsieh et al., 2012; Vaishya et al., 2016). By doing this correctly, Jordanian hotels will be able to achieve the competency profile right which will help achieve sustained advantage over competitors and the influence on the performance of these hotels.

A competency is a combination of information, skill, attitude, experience, ability, and attribute that allows people to succeed in their relationships with others at work, school, home, and in their communities (Ali, 2017). The state or characteristic of being appropriately or highly qualified and capable of performing a given function is referred to as competence (Amias & Segumpan, 2017). The term "competence" has a variety of interpretations and is one of the most misunderstood phrases in management development and organizational and occupational literature. Furthermore, effective leadership skills, problem-solving skills, communication skills, customer-orientation, results-orientation, and team-orientation are six of the most significant abilities (Al-Nohood et al.; Davies, Mueller, & Moulton, 2020; Jado

& Al-hanandeh, 2022; Alia M Khalaf et al., 2024; Kleinplatz et al., 2020). Competitive advantage in providing banking services ensures the survival and continuity of the bank operation, which requires these banks to adopt a modern management system that ensures availability of incentives system and availability of training programs for employees (Al Nsour & Tayeh, 2018). Human resources, according to the resource-based view, can contribute to long-term competitive advantage by facilitating the development of firm-specific competencies, generating complex social relationships that reflect a firm's history and culture, and thus generating tacit knowledge in organizations. The link between business operations and employees, business activities, strategic strategies, and customer value is the emphasis of the relationship between skills and employee performance (Al-Nohood et al.; Eidan, 2019; Poovathingal & Kumar, 2018). If the appropriate possessions are stated to the plans and executions are used, a competency model has the ability to significantly increase employee performance and happiness.

### **Workplace Spirituality**

The term "spirituality" refers to "basic feeling of being connected with one's complete self, others and the entire universe" (Chawla, 2014). It entails a sense of wholeness, a sense of belonging at work, and profound values (Sharma & Kumra, 2020). Utami, Sapta, Verawati, and Astakoni (2021), developed a spirituality literature-based instrument and tested their idea with a survey of 696 people. Their research uncovered three separate and intriguing characteristics that indicate spirituality: community conditions, work meaning, and inner life. In addition, a recent assessment of the spirituality literature found that, Mushtaq, Shafqat, Khan, Ellahi, and Ansar (2021) suggest that workplace spirituality can present itself in these three dimensions, and that the Rathee and Rajain (2020) instrument is thus one of the more powerful tools for assessing spirituality. We concentrate our research on these three manifestations of workplace spirituality due to a lack of better conceptualizations.

Workplace spirituality is best defined as the establishment of methods and strategies within an organization that can serve to fulfill and engage employees in such a way that they contribute to the organization's output while also being beneficial to employee development. Workplace spirituality is defined as the following three aspects, according to this concept (Ashmos & Duchon, 2000).

Workplace spirituality is a highly individual and rational idea, with practically all intellectual definitions agreeing that it is made up of logic of totality, unity, and completeness, as well as linked labor and fundamental values (Alia M Khalaf et al., 2024; Soliman, Di Virgilio, Figueiredo, & Sousa, 2021). Spirituality at work entails attempting to discover one's ultimate purpose and goal in life, forming and maintaining strong bonds and associations with coworkers and others associated with work, and forming an alliance between one's basic and fundamental beliefs, as well as the organization's principles and ethics (Rathee & Rajain, 2020). Workplace spirituality is defined in the same way "the recognition that employees have an inner life that is fostered and promoted by meaningful work arises in the context of community" (Ashmos & Duchon, 2000).

Marques (2005) stated that spirituality is strengthened, nourished, and triggered by awareness and consciousness, and that each person is individually driven, dragged, and motivated by an



inner potency that raises and maintains his or her sense of honesty, sincerity, integrity, possess him with artistic quality or creativity, kindness, compassion, sympathy, dependability, reliability, steadiness, and courage, and thus leads to the collective creation of an aesthetically, motivational environment.

### **Motivation**

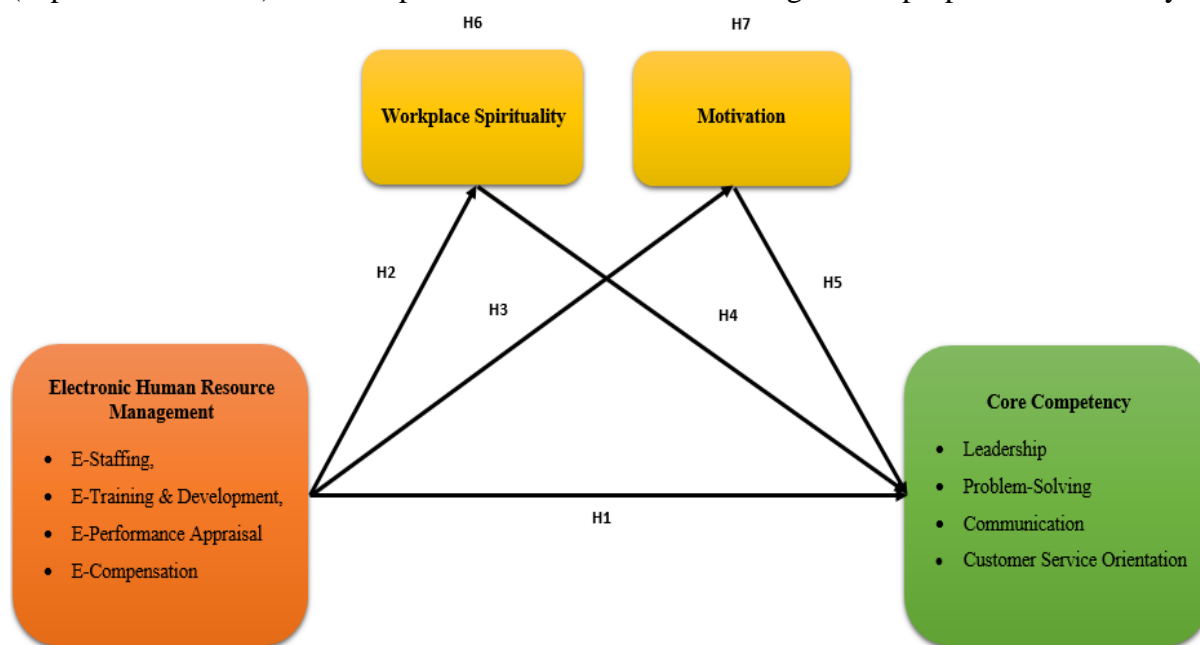
The Webster's New Collegiate Dictionary defines motivation as a need or desire that causes the action of the individual and based on Shanks, motivation refers to an expression of performance/intention of an individual towards achieving something (Manzoor, 2012). Along a similar line of definition, Green and Butkus (1999) described motivation as a term that stems from the word 'motivate' that means to move, proceed, or push an act for task completion (Kamalian, Yaghoubi, & Moloudi, 2010). Other scholarly take on the concept defined it as the development of a desire among job holders to perform the job at hand with the highest effort and initiative (Rudolph & Kleiner, 1989) cited in (Alhaji, 2012). The motivation concepts are significant for organizational managers to be aware of as motivated employees is crucial for the success of the organization as they are the ones that completes the job required to increase the profitability level in the organization Carlson (2003) cited in (Alhaji, 2012; Ghaith, Enas, Mutia, & Abdul Malek, 2018; Mansour, Al Amosh, Alodat, Khatib, & Saleh, 2022).

According to Cetin (2012) Motivation is a method of igniting individuals in an organization by providing an atmosphere that meets their requirements, as well as persuading and encouraging them. Everybody has certain needs that aren't met. Motivation is a result of satisfying these demands. Motivation is a force that propels people to take action. The individual takes action after being motivated. The need is met as a result of this action. After determining an individual's needs, the motivation process begins. These demands can be psychological or social in nature and are often overlooked. However, in the service sector, especially the hotel industry, employee management remains a challenge. As a result, significant staff turnover, low morale, boredom, absence from work, and other issues have been seen among hotel employees, all of which will ultimately affect the organization's competitiveness (Ghaith et al., 2018; Kahsay & Nigussie, 2018; Zaid, Sleimi, Saleh, & Othman, 2023). The rise and current position of the service sector makes the question of work motivation especially significant and relevant in today's corporate climate. The service sector has been steadily developing since the shift from a traditional manufacturing economy to a service economy, and it is now the most important sector in the global economy.

### **Theoretical Framework**

This review has revealed two areas where the literature is deficient. Firstly, few studies that analyses factors affecting core competencies within five star hotels, especially in Jordan. Secondly, most of the research models on E-HRM with motivation (Poba-Nzaou, Uwizeyemunugu, & Laberge, 2020), not a core competency and without workplace spirituality, Moreover, workplace spirituality and motivation is examined as the mediating variable on the relationship between E-HRM and core competency.

On the basis of the specified issue statement, study objectives, and research questions, The study creates a conceptual framework that contains three components, namely, E-HRM (E-Staffing, E-Training & Development, E-Performance Appraisal, and E-Compensation) as independent variables, workplace spirituality and motivation (mediating variables), and core competency (leadership, problem-solving, communication, and customer service orientation) (dependent variable). The competence Model illustrated in Figure 1 is proposed in this study.



**Figure 1:** Theoretical Framework

## Conclusion

The findings derived from the conceptual framework are especially pertinent for improving workforce management procedures in the hospitality sector in the context of Jordanian five-star hotels. These organizations can increase overall efficiency, optimize resource allocation, and streamline HR operations by implementing E-HRM techniques including electronic staffing, training, performance appraisal, and compensation systems. Hotels may improve employee happiness and retention by optimizing workforce levels, offering focused training programs, equitable performance evaluations, and competitive remuneration packages through the effective use of technology in human resource management.

Furthermore, the significance of intrinsic elements in promoting employee engagement and productivity as well as the unique socio-cultural setting of Jordan are acknowledged by include workplace spirituality and motivation as mediating variables. Acknowledging and supporting workplace spirituality can help employees develop a feeling of mission, community, and moral obligation; this can lead to a more positive workplace culture and better performance results. Additionally, by highlighting intrinsic motivation elements like autonomy, mastery, and purpose, hotels may develop a motivated staff that is dedicated to providing outstanding guest experiences and maintaining the hotel's stellar reputation for customer service.

Prospective research on HRM practices in Jordanian five-star hotels would benefit from longitudinal studies evaluating the long-term impacts of workplace spirituality initiatives, intrinsic motivation programs, and E-HRM implementations on employee performance and organizational outcomes. Furthermore, examining cross-cultural comparisons among other locations may provide insight into how cultural subtleties impact the uptake and efficacy of these tactics. While investigating the possibilities of emerging technology to enhance HR practices could lead to creative solutions, qualitative research methodologies could provide deeper insights into employees' perceptions and experiences. To further illustrate the strategic significance of employee-focused HRM practices in the hospitality sector, it would be imperative to investigate the effects these practices have on guest satisfaction and business performance. By encouraging organizational excellence and long-term competitive advantage, integrating these study areas would greatly advance HRM theory and practice in Jordanian five-star hotels.

To summarise, Jordanian five-star hotels can improve their competitive advantage in the rapidly evolving hospitality sector by adopting the conceptual framework presented in this study to strategically align their HR practises with business objectives and foster critical core competencies among their workforce.

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