



The impact of technology on the performance of employees in the Jordanian financial institutions

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Abstract:

This study seeks to identify the impact of technology on the performance of employed performance in Jordanian financial institutions because technology has fundamental plays a vital role in every financial institution. Financial institutions cuts highly been influenced by technology. Banks cuts created investment different delivery channels through in technology. The goal of this study is to examine the effects of information technology on performance of employed in Jordanian financial institution. The financial performance is the blue print of the financial affairs of a business or institution concern. And, it reveals how a technology has prospered under the leadership of its management and financial sectors. It shows the act of performing the financial activity of the institution. The present study is based on secondary data. In this study independent sample has been used for the testing of the

hypotheses. In order to measure the financial performance in Jordanian institutions, the dated was adopted gathered through unstructured interviews and answers were analyzed through SPSS statistical Analytics. Its improvement of financial condition in Jordan, Results indicated has positive improvement significant statistical composite association between dimensions of management support and performance of institutions at Jordan. Specifically, the research study supports has steady linked between management support improvement (material and immaterial incentives motivation, and professional development ace variable dimensions of the) and these performance level has been improved positively. However, positive statistically significant relationship was found between modern technology offered by the corporate and institutions performance level of the improvement. The study concludes that has number of



recommendations, most importantly, managers at financial institutions should pay has substantial to attention employed performance at financial departments since technologies has vital function in such management and has major performance in institutions mechanism. Furthermore, this study offers implication and limitations and recommendations of this research, to concluded positive raising obviousness remarks to allocate to their resource one the dimensions i.e., management support, security plan, employed financial performance, and improve organizational service quality, time-saving, and information technology cut plays vital role in financial institutions.

Keywords: Financial performance, time management, Institutional improvement, security, employee's performance

Introduction: (Background of the study)

The modern technology in new digital age face many challenges in internal and external employees working environment, somehow modern technology cannot maintain institutional financial performance without providing incentives to their technology based on their efficient and

effective work. The modern technology in Jordan, like any other financial institution in the developed world, face many challenges under globalization, especially in terms of providing incentives to employees so these institutions the purpose of need to formulate an integrated system of incentives commensurate with the developments of employees performance to serve end technology users and increase financial productivity, provide high quality services, achieve competitive challenges in the institutions and employees satisfaction.

From the perspective of technology, the departments of higher education and the quality of the financial institutions, that provided unparalleled opportunity, if they took advantage of the format and scientific methods, research-based foundation to study the problems, find solutions to them the collaboration between technology, academics, government and private policy makers as they seek to develop Jordanian financial institutional infrastructure. The importance of this study includes the following:

- 1- The technology performance plays a very vital role in higher education society, employee's performance

which means the purpose of needs for an ambitious incentive approach.

- 2- The being existence of the financial performance and moral motivations approach in Jordanian financial institutions' contribution to improve employees' performance.

It is sincerely hoped that this research study will make a contribution to the eventual implementation in Jordanian of the financial institutions services that reach the standard of 'world best practice'.

We can say that technology has fundamental importance in every financial organization. Financial institutions have highly been influenced by technology performance. Banks have created different delivery channels through investment in technology performance of the employees. Khajeh¹ said that IT has become a critical resource because its absence can result in lack of knowledge, poor decisions and ultimately business failure. To compete efficiently and to remain in the business, one has to adopt new technology. Today's customers are more demanding, they want quick response, convenient service, multiple delivery channels, access to their account at anytime anywhere. With passage of time, their

attitude will keep on changing. Only those organizations will survive which will fulfill these demands. And this can be done by adopting and implementing modern technology at every level.

Review of the literature:

Through the events that took place in the Arab countries and peoples and so-called revolutions of technology upheaval Arab spring, where he was due to the long suffering of poverty, deprivation and oppression, as well as spread of corruption in the financial institutions. It also does not have interest in infrastructure and development (i.e. development of education, health care, or development of economy and industry, to ensure the fight against corruption). Then improve the performance of employees which is reflected on the state and society. From here, this study is considered as one of the important studies due to its coincide with the "Arab Spring" (the revolution in the Arab Countries) and at all levels. One of the main goals of this "spring" is to improve the level of life for employee's performance in all financial institutions. Many people have worked efficiently on role of technology in financial



institutions. Ahmadirezaei concluded that investment in technology results in better facilitation of the customer and time saving of both customer as well as employees. Gupta *et al* said that quality service is the main point of organizations operations. It can be enhanced by minimizing the variations in services which are being provided. Efficiency and speed of network should be consistent, so that employees can deliver quality service consistently. Instant access to information with timely and accurately reporting has vital importance in banks. Institutions which do not invest in technology make their employees to keep struggling for information. Access to information is as important for employee's performance as inventory and raw material for manufacturing institutions.

Oluwatolani *et al* said use of MICR. (magnetic ink character reader) in different financial institutions is resulting in reduction of manual work of employees performance as it automatically read magnetic ink characters on money and generate information about account holder. Use of MICR for money reading ensures accuracy of account number. It also results in time saving of user's performance. Ugwu *et al*

said that IT has significant influence on efficiency and productivity of institution in local and global prospective. In local perspective, it results in saving of time, control over errors, helps in decision making, reduction in paper work and quick access to technological information. While in global perspective, it helps in development of business and increases market share etc.

Aliyu and Tasmin said that advancement in technology along with global and local competition, change in knowledge and attitude of employees has made the banking industry to restructure. Such factors have made the financial institutions to provide 24 hours a day and 7 days a week service. He further said that institutions investment in technology performance and return from such investment depends on network availability. Ghasemi *et al* said that advancement in technology explore more opportunities for the financial performance. "The financial motivational performances also mean payment based on increasing and/or improving the productivity and services in the institutions. The decline in quantitative or qualitative production deprived the employee performance from earning partial or total incentives. In



addition, financial incentives aimed to raise production's efficiency and improve performance through encouraging individuals to behave in a desired way (Lawzi, 1995; Jadallah, 1997; Al-Harthi, 1999)".

In other side, Johnson (2005, p, 1) suggested that "A person has a financial performance to behave in a particular way when he has been taught to believe that it is the right or proper or admirable thing to do. If he behaves as others expect him to do so, he may expect the approval or even the admiration of the other members of the collectively and enjoys an enhanced sense of acceptance or self-esteem. If he behaves improperly, he may expect verbal expressions of condemnation, scorn, ridicule or even ostracism from the collectively, and he may experience unpleasant feelings of guilt, shame or self-condemnation".

A Study by Alwabel (2005) investigated "the role of the financial institutions in all raising the performance level of employees from the viewpoint of public security officers participating in the Hajj season. The results showed that there are no incentives standards provided to the officers but the degree of their satisfaction is very high and

incentives played a major role in raising the level of employees' performance".

A recent study by Abang, A., May-Chiun, & Maw (2009) also found that "firm performance has important implications for employees and financial institutions by examining human resource practices and the impact of technology performance on manufacturing institutions in the Malaysia context. The results indicated that the two components of human resource practices were namely, training and information technology that had direct impact on employee's performance. It was found that incentive was positively related to employees' performance but did not moderate the relationship between both HR practices and employees' performance".

The role of technology performance in the employees of the financial institute is as follows: Koonmee (2010) reported that "Development of Organizational Justice in Incentive Allocation of the Thai Public Sector by comparing the roles of distributive and procedural justice with the national personnel's attitudinal outcomes (incentive satisfaction and job performance). He found that distributive justice and procedural justice played more important roles in

predicting motivational satisfaction and job performance in 2008 than in 2006”.

Schmidt (2010) indicated that the efforts of economists to emphasize the importance of technology performance as determinants of employees performance, while successful to some degree, may have left the mistaken impression that “getting the incentives right” is the only task requiring the attention of senior executives when designing corporate institutions.

The problem of the study:

In the current study the impact on technology performance of employees in financial institute’s quality issue is investigated for the following these reasons:

- 1- A competition in technology institute is high, e-business performance have become a more significance issue for organization who look for to improvement of product quality and services quality the level of their Jordanian financial institutes.
- 2- Researcher investigating the technology performance in the organizational financial institute is expected to help improve the particular levels of product quality provided by the technologies, employees improvement, financial

performance, and internet facilities system etc. and to find out the most appropriate conditions that lead to high levels of technology service quality.

- 3- On the other word, Practical work and experience in the technologies performance in the financial institutions can help in connecting the intellectual ideas, observable configuration with the real or valid practice training?

The objective of the study:

In this research study aimed in general to examine the factors that lead to the world wide of the impact on the technology performance of employees in the Jordanian financial effective performance in the institutes from the our objective these are following:

- 1- To examine the independence of the technology through the exact information of the factors that lead to change the financial institutional effective performance in the Jordanian financial institute.
- 2- To identify the reason for the technology strategies are generally accepted that may affect on the Jordanian financial institutes.
- 3- To determine the technology organizational factor for the effective performance and that may affect the change of the Jordanian financial performance in the institution.

Methodology:

Population & Sample size:

Population consisted of the whole body of financial institution (N=442) from (92) public institutions in Jordan (Amman). Participants (N=156) were selected with simple randomized method representing (35%) of population. The questionnaires were handed in personally. Out of 156 questionnaires administered, (145) usable questionnaires were taken back and three were excluded because did not match analysis criteria. Questionnaires used for analysis totaled (142) representing (32%) of all questionnaires administered which is acceptable for statistical analysis purposes.

Participant Characteristics

Table (1) shows that the sample was dominated by males (85%) compared with females (15%). This result can be accounted for by financial institutions in Jordan recruit male more than females; given that technology practices and employees activities require fieldwork, working for longer hours. As for age, participants were mostly less than 30 of age representing 40 per cent of the sample; meaning that financial institutions in Jordan tend to recruit younger who are able to perform job duties more proficiently and faster. Participants within age group (51 yrs or more) were only 15 per cent which is very low, since technology of the employees performance at this age are encouraged to retire. However, the participants were mostly holders of the bachelor's degree (78%) and the least percentage was for graduate degree holders (8%). This result

can be explained by the nature of internal auditing in such companies can be sufficiently performed by bachelor's holders who are more competent with such work and more knowledgeable comprehensive considering their academic background in institution they received at college. The longest tenure spent by a technology performance in the sampled financial institutes greatly concentrated within (6-10 yrs) representing 33 per cent. This result indicates job satisfaction, stability of employee's performance and support from managers.

Hypothesis:

H1: There is positive significant relationship between modern technology and institutional performance of the employee's improvement.

H2: There is significant linked between employees performance and Jordanian financial performance.

H3: There is positive significant relationship between modern technology and employees performance in the Jordanian financial institutions.

Statistical Analysis: For statistical treatment of data that were collected in light of study objectives and variables measured, the following statistical methods were employed:

- Frequencies and percentages to describe participant characteristics.

- Means and standard deviations to identify degree to which respondents were responsive to instrument items.
- Cronbach alpha coefficient for internal consistency to test for instrument reliability.
- Statistical analysis: Multiple Regressions

Table1. The level of technology provided to employees performance in the Jordanian financial institutes.

	Mean	Standard deviation (SD)	Rank	Level
Technology	3.58	0.82	1	Neutral
Financial	3.56	0.68	2	Neutral
Total	3.56	0.68		

To answer the second question which states that ‘What is the level of employees’ performance in the Jordanian financial institutions?’The results in table (2) showed that respondents were also apparently convinced with the level of employee's

performance in the Jordanian financial institutions which was high with mean score of (3.73). Technology user's satisfaction ranked first with mean of (3.82) followed by financial institutions performance process with the mean of (3.64).

Table2.The level of technology employee`s performance in the Jordanian financial institutions.

Technology employees performance	Mean	Standard deviation (SD)	Rank	Performance levels
Technology	3.82	0.64	1	High

users satisfaction				
financial institutions performance	3.68	0.64	2	Low
Total	3.74	0.64	-	Low

Table3. Impact of technology on the performance of employee`s in the Jordanian financial institutions.

Independent variables	Beta	T Value calculated	T significance Level	F value calculated	F significance	R2
Technology performance of the employees	0.158	2.924	0.004*	164.248	0.62	0.458
Financial institutions performance	0.556	10.178	0.000*	-	-	-

Table (3) showed that calculated f (164.248) with (0.00) significance is less than (0.05), ($\alpha \leq 0.05$). Providing technology explains (45.8%) of the variance in the employees performance which indicated financial performance significance on employees' performance.

Calculated t values for financial and moral incentives are (2.924 and 10.178) respectively with t significance values of (0.004, 0.000) respectively which are less than the level of positively significance (0.05). Thus, the high coefficients of $Beta$ with values of (0.158, 0.556) were enhanced respectively. Based on these results, the



researcher rejected the null hypothesis and accepted the alternative hypothesis which states that ‘There is positive significant relationship between technology performance of the employees and performance in the Jordanian financial institutions.

CONCLUSIONS AND RECOMMENDATIONS:

In the light of theories of financial and moral incentives which form the theoretical foundation for this study, especially theories of content and process theories that belong to Maslow's theories, the role of incentives in the performance of workers in Jordanian university libraries is weak.

Based on the results and discussion presented above, it is possible to draw some conclusions regarding the potential of incentives and employees’ performance for the librarians in the Jordanian Academic Libraries. The purpose of the conclusion is to answer the research question: ‘What is the level of incentives and employees performance in the Public and Private Jordanian Academic Libraries?’

The conclusions are presented not according to the ‘importance’, but rather in a sequence that attempts to offer a logical progression in

terms of how they are related to the research question. The study reached the following conclusions:

- 1- The degree of use of financial and moral incentives, in general, in the Jordanian University Libraries is low. And the financial incentives ranked in the 1st place while moral incentives ranked in the 2nd place.
- 2- There is a high level of employees’ performance in the Jordanian Academic Libraries. Users satisfaction ranked in the 1st place, whereas internal library processed in the 2nd place.
- 3- There is a significant relationship between financial, moral incentives and employees’ performance in the Jordanian Academic Libraries.
- 4- There is a significant relationship between moral incentives, learning and growth in the Jordanian academic libraries and there is no relationship between financial incentives, learning and growth in the Academic Libraries.
- 5- There is a significant relationship between financial incentives, moral incentives and internal library



process in the Jordanian Academic Libraries.

- 6- There is a significant relationship between financial, moral incentives and users' satisfaction in the Jordanian Academic Libraries.

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