E-Human Resource Management Impact on Employee Job Satisfaction: The Mediating Role of Leadership Styles. The Case Study of the Commercial Banking Industry of Jordan

MOHAMMED IBRAHIM SULTAN OBEIDAT[1],
NADEEN (MOHAMMED ADNAN) (M.Y) DARKAL[2]
[1]Accounting Department,
Jadara University,
Irbid,
JAORDAN

[2]Department of Business Administration,
Jadara University,
Irbid,
JORDAN

Abstract: - The study aims to determine whether EHRM affects the satisfaction of employees with their jobs at the listed commercial banks at the Amman Stock Exchange, and whether leadership styles mediate the impact of EHRM on employee satisfaction. A questionnaire was developed and self-administered to a sample of employees of different commercial banks of Jordan. Employing the regression methods in hypotheses testing, the results showed that e-human resource management has a direct significant impact on employee-job satisfaction, and on leadership styles. In addition, the results demonstrate that leadership styles significantly affect employee satisfaction, and leadership styles have a complete mediating relationship in the impact of e-human resource management on employee satisfaction.

Key Words: - Employee-Job Satisfaction, E-Human Resource Management, Leadership Styles, Commercial Banks, Commercial banks.

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1 Introduction

Like other fields of management, Human Resource Management (HRM) can achieve several benefits when its activities are made using recent information technologies. Before information technologies had emerged, most HRM functions were performed in a traditional way, and those activities were cumbersome, time-consuming, and costly. The integration of electronic systems with human resource activities is known these days as Human Resource Information Systems (HRIS), [1]. Using these automated systems requires skills and specialized people in information technology, as these systems provide several important benefits for firms that adopt these electronic systems. The 1990s witnessed extensive and fast growth in the use of HRIS for the accomplishment of most human resource activities. Exercising Electronic HRM activities is of great importance, especially where a huge number of issues related to HRM can be performed with less effort, and within a short period of time. The selection of employees can be accomplished nowadays through electronic announcements, receiving candidates, interviews, and selection, wherever the candidates are available.

Training, as one of the most important activities of HRM, can be made online using the recent learning and training electronic technologies. Employees can develop their qualifications while they are at work, without leaving their jobs, through the use of E-HRM. Employees' evaluation, compensation, rewarding, et al, all can be performed smoothly when human resources management uses electronic tools. Therefore, because of the great benefits of information technology integration with human resources by businesses, which shows high benefits, the effect of information technology on employee satisfaction is an issue that deserves the attention of academics and practitioners.

Employee satisfaction is viewed as a factor in motivating and retaining employees in jobs for goal achievement, [2]. Employee satisfaction is of great importance for modern management, because when employees are satisfied, they will be ready to make more efforts, and will try each action that they believe contributes to the benefit of their firms. The current study aims to demonstrate whether the use of E-HRM affects employee satisfaction.

Several authors demonstrated that employee satisfaction affects firm performance, and that satisfied employees achieve better firm performance, as in [3]. Therefore, business organizations are required to improve the firm's performance, where one among many things, for achieving employee satisfaction, is the integration of information technology. Adopting information technology is not an optional issue for today's business organizations, but it is compulsory to maintain the business in an acceptable position. The problem of the current study can be expressed through the following question. Does the integration of information technology into E-HRM, affect firm performance?

The study seems important, especially because, it stems its importance from the importance of employee satisfaction, and the positive effect of maintaining satisfied employees on the performance of business organizations. A business organization is assessed and determined whether it is successful or not, based on its performance, where employee satisfaction is one of the important drivers of performance. The results of the study are of applicable benefits, because if the study finds that E-HRM affects employee satisfaction, business organizations can adopt more information technologies to be employed in performing human resources activities. In addition, employee satisfaction is one among the issues that managers are concerned with, because a high level of employee satisfaction, means low employment turnover, and employees have a high degree of loyalty towards their organizations, whereas, on the other hand, low satisfied employees will raise employment turnover, and this will lead to more cost of training, that new employees should receive or set for.

The study objects for determining whether more integration of E-HRM in the functions of human resources activities leads to a higher level of employee satisfaction. More objectives of the study include determining the level of employing E-HRM in commercial banks of Jordan, in addition to determining employee satisfaction with HRM activities of commercial banks of Jordan. The last objective of the study is to add more to the current available literature regarding E-HRM and employee satisfaction.

The remaining of the study is structured to be as follows. Section 2 summarizes the related literature and the findings of the prior related studies. Section 3 shows the methodology that is followed while the study is performed, whereas Section 4 presents the data analysis and hypotheses testing. Section 5, or the last section, shows the findings of the study.

2 Literature Review and Prior Research

2.1 Employee-Job Satisfaction

Job satisfaction is defined as "a sense of employee achievements and successes", [4]. Employee satisfaction is described as "how pleased an employee is with his or her position of employment, [5]. According to [6], employee satisfaction is all the feelings that a given individual has about his/her job and its various aspects. The term employee satisfaction is based on this definition of employee job satisfaction, which is involved with achievement and success. Therefore, job satisfaction is related to firm performance and profitability. According to [7] and [8], job satisfaction means several things. It means doing the work one likes well and being rewarded for one's efforts. The meaning of employee job satisfaction involves the type of work that an employee does, colleagues, superior, subordinates, and the salary that the employee receives each period.

Employee satisfaction is among the complex issues that need more analysis and understanding. The concept of employee satisfaction results from the interaction of many factors. Payment for employees is an important issue that should be taken into consideration. High payment does not necessarily lead to job satisfaction, but fairness of payment among employees may seem more important for employee job satisfaction. Motivation, rewards, promotion, job conditions, patterns of leadership, employee benefits, such as life insurance, housing, transportation, food availability with reasonable prices, et al, all may lead to employee satisfaction or prevent employees from being satisfied. Employee satisfaction is complicated because it is a subjective sense of employees, where employee priorities are different. For example, payment may be the first priority for one employee, while the first priority of another employee may be something different, such as promotion or the style of leadership exercised by the superior.

Many factors contribute to influencing employee satisfaction. Management and leadership are important factors affecting the satisfaction level of employees towards their jobs. Leadership factors include employee treatment. Employees prefer good treatment by their superiors and management. They need a type of recognition, performance appraisals, respect, empowerment, appreciation, et al. In addition to leadership factors, salaries, economic benefits, privileges, job security, development opportunities, training, and performance-based promotion all contribute to determining employee satisfaction with their jobs. Fairness and equality are also important factors affecting employee satisfaction. In addition, employees prefer to work within good working conditions, and to receive reasonable health insurance and paid medical services. Accommodations, transportation, retirement, straightforward communication, and reasonable paid vacations all affect employee satisfaction.

Job satisfaction has its effects and reflections on the social and psychological aspects of societies that consist of individuals and families. Employee job satisfaction also has its effects on health care, learning, and the welfare of human beings. In this context, job satisfaction is defined as “a pleasurable or a positive emotional state, resulting from the appraisal of an individual’s job experiences”, [9]. This definition refers to the social, physiological, and emotional aspects of individuals of different economies. When the working individuals of a family are satisfied with their job conditions and payments, this will enable dependents to be happy with their lives and lead them to create good relations in their area of living. More dependents will be able to receive a good education, and satisfied employees have more positive attitudes towards the different classes of people and towards the different organizations.

According to Maslow’s Hierarchy of Needs, the needs of human beings are arranged based on the priority of these needs, where the physiological needs are given the first priority, followed by the security needs, [10]. Social needs came next to security needs. Social needs recognize that a human being is social in nature, and needs to be part of a group such as the family, or a group of people living in the same area. Social needs mean that a human being needs to discuss some issues with people, et al. Social needs are followed by self-esteem, and at the end, self-actualization. Considering employee job satisfaction, it affects the five priorities. Job satisfaction is affected by the physiological needs, when we perceive that the periodic payment for employees is adequate and dependents of that employee can receive the food they desire. The security needs can be met when the employee receives enough payment. Satisfied, well-paid employees will be able to create a home that protects the family members from the sun and from the windy-cold weather. Other needs of Maslow can be achieved when there is enough payment is received by employees. Other less essential needs come in the 4th and 5th steps, which normally require higher payment, and those employees who are completely satisfied can achieve these needs.

Job satisfaction is a state of feeling, where this issue is relative, not absolute, where some people are strongly satisfied, we find others who are not satisfied, or less satisfied, and most working people are arranged on the line extended between the point strongly satisfied and the point strongly dissatisfied. In general, those people having enough authority and high payment are feeling satisfied, while those people having no or low authority and high payment are feeling satisfied, while those people having no or low authority and low payment will be close to strongly dissatisfied people. In this context, job satisfaction involves some physiological, psychological, and environmental aspects. In this context, [11] described job satisfaction as “a combination of psychological, physiological, and leading a human being to feel satisfied, or dissatisfied.

Employee job satisfaction is a sense or a feeling of an employee towards his/her job, regarding whether the job achieves the needs, ambitions, or expectations. Employee job satisfaction measurement, as with other feeling issues, is a very complicated process, especially because it is associated with internal psychological issues such as feelings, attitudes, expectations, et al, and these differ from one employee to another. Despite its complexity, there are several scientific techniques used in research for the measurement of employee job satisfaction. In this context, there are two techniques that can be used for employee job satisfaction, including the [8] Minnesota satisfaction questionnaire and the job satisfaction index. There are two versions of Minnesota techniques, including Minnesota 1967 and Minnesota 1977, but Minnesota 1977 focuses on more issues and is considered more balanced than Minnesota 1967. Minnesota 1977 takes into consideration many issues of job satisfaction, including coworkers, achievement, activity, recognition, security, compensation, advancement, firm policy, social status, authority, moral values, working conditions, variety, supervision-human resources, supervision-technical, responsibility, social service, independence, and creativity. The job description index is more common used, because it is easier to be used and applied, and takes into account 5 major aspects or elements of employee job satisfaction including, (1) the nature of work, (2) compensation and benefits, (3) attitudes towards supervision, (4) relations with co-workers, and (5) opportunity for promotion, [8].

2.2 E-Human Resource Management

A business organization uses different resources in its operations. The required resources for business organizations are limited in nature, regardless of the type of these resources, but managers of business organizations perceive that the most important resource for work and production is the human resources. People who plan, decide, organize, direct, distribute, and control the amount and use of other resources. Therefore, the success, productivity, and performance of organizations depend on the effectiveness of the human resources of organizations. As a result, business organizations are required to select the most qualified employees, and exactly the employees with the qualifications, knowledge, and abilities to perform the required task at best. In addition, managers of business organizations should give training and development of employees enough importance, especially because new methods, techniques, and information technologies appear from time to time, and the adoption of these resources may be beneficial to the firm and may lead to better performance and higher profitability. The remaining activities of human resources, such as motivation, are important, and should be given enough attention and strong support by the management of organizations. In brief, HRM practices are “a system that attracts, develops, motivates, and retains employees to ensure the organization's effectiveness and survival.

The first use of computers in preparing the payroll, and in storing the information of employees, occurred in the 40th of the previous century. Managers of business organizations perceived the usefulness of using computers in the different aspects of work, such as finance and accounting. The use of the internet by businesses and other organizations, including HRM, started in the late 1980s. Nowadays, most of the HRM activities are performed using electronic and different information technologies, [12].

Over the past 20 years of the current century, especially within the recent decade, most activities of business organizations have been converted to an electronic form, and nowadays, several tasks and activities are performed electronically because of the technology revolution and the appearance of artificial intelligence. Human resources of different business and nonbusiness organizations started adopting the Electronic-Human Resource Management (E-Human Resource Management) in performing their different activities, starting from announcements for new qualifications, interviewing candidates, training, evaluation, compensation, and other services. Therefore, different organizations started using internet human resource-based systems, called “Electronic Human Resource Management (E-HRM)” [13], which involve adopting and employing web-based technologies for the purpose of providing efficient human resource services to their different employees.

Some people are confused when they believe that electronic Human Resource Management Systems (HRMS) and Information and Communication Technology (ICT) are the same, whereas actually these two terms are different. While HRMS refers to the use of internet-based HRMS, the ICT means the use of information and technology systems in the performance by the departments of HR of an organization, [14].

Several challenges are associated with the organizational adoption of electronic HRM, including the resistance of employees and managers. Employees feared replacing manual and traditional systems with automated ones. Staff may understand that these electronic systems will replace them, and therefore organizations will need fewer employees. Normally, change is resisted first, because in nature, people practice resistance against any change, even if the change will be beneficial for them. Another challenge is the cost of acquiring and employing these systems, especially for small and medium enterprises, [15].

2.3 Leadership Styles

Leadership refers to the process of influencing others and guiding them towards achieving the goals or the vision, [16]. Leadership style is perceived and described as the way a leader guides the efforts of followers. Others refer to leadership as a wide range of skills, behaviors, and traits that include vision setting, strategic thinking, decision making, communication, and empathy, [17].

A leader who follows the transformational leadership style can motivate and inspire the followers towards achieving excellent performance by finding the vision, setting the expectations, and motivating the followers to achieve the benefits of the organization. Under the transformational leadership style, leaders focus on creativity, encouragement, and growth promotion. A leader adopting the transformational style of leadership will be found having a clear vision and able to communicate effectively, in addition to the ability to motivate and inspire followers. Transformational leaders promote creativity and can challenge the followers. Moreover, a leader who follows this style can be considered a change leader, able to understand the needs of followers, and an empathetic leader, [18].

The transactional style of leadership focuses on the relationships between the leaders and followers. Rewards and punishments are used as good instruments; punishments are used as good instruments for achieving the goals of the organization. Transactional leaders define the expectations and ensure that followers understand these expectations, and leaders intervene when there is a deviation from the standards, to correct the progress towards the achievement of the goals.

Another style of leadership is called the autocratic or the authoritarian style. A leader who follows this style holds absolute power and does not allow followers to contribute to the decision-making process, where the leader makes the decision and followers should implement that decision without any discussion or hesitation. The leaders exercise control over the decision-making process and expect compliance from the followers.

The laissez-faire leadership style may be followed by some leaders. This style of leadership is called by some concerned people as a delegative leadership style, which underlines this method. The leader delegates most of the authority to the direct following employees, so normally this leader is not involved with decisions, [19].

2.4 Prior Research

A review study carried out by [15] aimed to investigate the impact of EHRM tools on improving employee productivity and satisfaction, with a focus on the opportunities and challenges associated with the adoption of these technologies. The study states that automating HR activities and processes facilitates access to data, and enables managers of organizations in their decision-making process. The results reveal that using EHRM tools leads to higher profitability and better employee satisfaction, through operational optimization, cost reduction, and more transparency. In addition, the results highlighted that challenges such as high initial costs, resistance to technological change, and concerns over data security are found as actual barriers in the adoption of EHRM, while opportunities including HR processes acceleration, organizational innovation, and more work environment flexibility encourage more adoption of EHRM.

[20] carried out a study to determine whether EHRM affects employee job satisfaction in Kathmandu-based commercial banks. In brief, the authors of the study took into consideration (e-HRM) e-recruitment, e-selection, e-compensation, e-learning and training, e-performance appraisal, and e-communication. Primary data had selected from 401 respondents among those who are in work at commercial banks of Kathmandu district, Nepal. Employing the multiple linear regression method, the study demonstrated that there is a positive correlation between EHRM and employee satisfaction. The results showed that commercial banks benefit from EHRM systems by encouraging employee achievement, which in turn helps to enhance the job satisfaction level of employees.

A study was carried out by [21] aimed at determining the impact of EHRM on employee performance through employee engagement as a mediating factor. The required primary data used in analysis and hypotheses testing had been collected through a developed questionnaire, which was administered to all employees of the Service and Public Administration Commission of Jordan. Employing the Structural Equation Modeling (SEM), the results showed that EHRM has a direct, significant impact on employee performance and on employee engagement. The results showed that employee engagement plays a significant mediating role in the relationship between EHRM and employee performance.

A study by [22] explored the relationship between EHRM practices and employee performance of IT firms at Trivandrum, India, with a focus on the impact of digital tools on employee satisfaction and job effectiveness. A questionnaire was developed and used for data collection from a sample consisting of 300 employees selected from the staff of IT firms in Trivandrum. Employing the correlations and regression methods, the results showed that there is a significant correlation between well-executed EHRM practices and enhanced employee performance. This result highlights the importance of the effective integration of EHRM solutions for achieving employee engagement, productivity, and satisfaction.

[23] aimed at investigating the impact of EHRM on employee satisfaction, with a focus on the telecommunication industry of Jordan. The study took into account several aspects of EHRM, including e-recruitment, e-training, e-performance evaluation, and e-rewarding systems. To achieve the objective of the study, the authors used a self-assessed prepared questionnaire, created in Google Forms, and administered via email to 327 respondents among 2,125 total of employees working in the telecommunication industry of Jordan, from several administrative levels. The results showed that EHRM affects employee satisfaction in the telecommunications industry, which consisted of three firms.

[24] reviewed the relevant literature on EHRM. The author explored the potential of EHRM in improving employee experience and enhancing organizational outcomes. Several concepts and applications were discussed in this review article, including the historical context, current practices, and the future prospects of EHRM, in addition to the challenges that may be encountered while implementing EHRM. The study also highlighted the different implications of EHRM on human resource professionals, employees, and organizations.

[19] objectives for determining the most appropriate style of leadership, which leads to higher employee job satisfaction. The authors of the study collected the primary data through a questionnaire that they developed for this purpose. A random sample of 252 respondents was selected from the employees of different organizations in Kurdistan, Iraq. Employing the correlation and regression techniques, the results demonstrated that the democratic style of leadership is the most appropriate, and it leads to a high level of satisfaction. The results also showed that both autocratic and laissez-faire leadership styles are not accepted by employees and lead to harmful situations for employees. The results demonstrated that achievement-oriented and supportive leadership styles are the most significant predictors of employee job satisfaction across general, intrinsic, and extrinsic dimensions. In addition, the results revealed that participative leadership is associated with intrinsic job satisfaction, and the directive style has a direct positive impact, with a lower level than other styles, on job satisfaction.

The objective of [25] was to determine the effect of electronic human resource policies on employee job satisfaction in the private hospitals of Jordan. Dimensions of human resources that the study took into consideration were: e-recruitment, e-training, e-performance assessment, e-rewards systems, and e-communication. The required primary data were gathered from a purposive sample consisting of 354 physicians working in the private hospitals of Jordan. Employing descriptive statistics in data analysis, and the structural equation modeling in hypothesis testing, the results indicated that EHRM has a significant impact on employee satisfaction.

3 Hypotheses Development

Based on the consideration of the related literature review and the related prior research, four hypotheses have been developed and shown in their null forms as follows.

Ho1. The electronic human resource management does not affect ($\alpha \leq 0.05$) the employee job satisfaction of the listed commercial banks at the Amman Stock Exchange.

Ho2. The electronic human resource management has no impact at (α ≤ 0.05) on the leadership styles followed by the listed commercial banks at the Amman Stock Exchange.
Ho3. The Followed leadership styles at the listed commercial banks at the Amman Stock Exchange do not affect employee job satisfaction (α < 0.05).
H04. The leadership styles followed by the commercial banks at the Amman Stock Exchange do not mediate the relationship between electronic human resource management and employee job satisfaction in these banks.

4 Research Methodology

The population of the study includes all current employees who are currently in their official jobs in the commercial banks of Jordan. Among the employees of the commercial banks of Jordan, those who did not complete three years in their jobs at banks were excluded, because the authors believe that they have no complete image yet regarding the work in the commercial banks, and therefore, they cannot provide accurate answers for the instrument items of the study. Therefore, a sample of 120 employees was selected from among employees who have been working for three years or more, using a purposive sampling method.

A questionnaire had been developed based on the review of the related literature and the prior research. The questionnaire consists of 4 sections, including a letter directed to respondents, offering advance thanks for their responses, and assuring them that their responses will be used only for the purpose of the study, not for other purposes, and that their responses will be kept confidential. The first section is developed to collect personal demographic data regarding the respondents and consists of 5 items. The second section consists of 14 items for the purpose of data collection regarding EHRM, as the single independent variable of the study. The third section of the study instrument is developed for the collection of data regarding leadership styles and consists of 12 items. The fourth, or last section, is developed for gathering data regarding employee job satisfaction and consists of 14 items. In total, the questionnaire consists of 40 items used for the collection of data that is subject to statistical analysis and hypothesis testing.

Among the 120 self-administered copies of the questionnaire, 111 were received back, and later 4 among these were excluded because of incomplete responses for all items, or because of the consistency of the options selected. Therefore, 107 responses were used in the analysis and hypothesis testing.

Descriptive statistics are used. the mean, as the most efficient indicator for the central tendency, and the standard deviation, as a common indicator for the variation, in addition to the minimum and maximum values of each item's responses. The different hypotheses are tested under a 95 percent level of confidence, resulting in a 0.05 predetermined coefficient of significance (1 - 0.95). The simple and multiple linear regression methods are employed in hypothesis testing based on the t-value and the computed coefficient of significance. Two decision criteria are used for the acceptance or rejection of null hypotheses. The first is the comparison between the computed and the tabulated t-values, where the null hypothesis is accepted when the computed t-value is less than the tabulated one, while it is rejected when the computed t-value is higher than the tabulated one. The second decision-based rule is a comparison between the p-value and the predetermined coefficient of significance, where, following this rule, the null hypothesis is accepted when the computed p-value is higher than the predetermined coefficient of significance (0.05), and rejected when, conversely, the p-value is less than the predetermined coefficient of significance.

The regression models employed in testing the direct impact of EHRM on employee-job satisfaction, without the existence of leadership styles as a moderator, are shown below:

$$\text{ESAN} = a + b\text{EHRM} + E \tag{1}$$

The simple regression model employed in testing the impact of EHRM on leadership styles is shown below, equation (2).

$$\text{LEDS} = a + b\text{EHRM} + E \tag{2}$$

The simple linear regression that employed in testing the impact of leadership styles on job satisfaction is shown below, in equation (3).

$$\text{ESAN} = a + b\text{LEDS} + E \tag{3}$$

The multiple regression model employed in testing the indirect effect of EHRM on employee job satisfaction, with the existence of leadership styles, appears as follows.

$$\text{ESAN} = a + b\text{LEDS} + c\text{EHRM} + E \tag{4}$$

where a, b, and c are the coefficients or the parameters of the regression.
ESAN refers to employee job satisfaction.
EHRM refers to electronic human resource management.
LEDS refers to leadership styles

The study considers three types of variables: independent, mediator, and dependent. Employee job satisfaction is the dependent variable, and EHRM is the independent variable, while leadership is a mediating variable.

5 Discussions and Analysis

5.1 Sample Description

A purposive sample of 107 current official employees of the commercial banks of Jordan was selected to provide the required information for the study. Table 1 (Appendix) shows how the sample items are distributed based on gender, years of experience, age, social status, qualifications, and nature of work in the bank. The table reveals that the sample consisted of 54 male and 53 female employees. Male and female respondents are approximately equal, where the proportion of males in the sample is 50.5, and the proportion of females in the sample is 49.5. These semi-equal proportions indicate that commercial banks of Jordan depend on males and females in performing the tasks and providing the services to customers, whether those customers are individuals or institutional customers. Moreover, the fact that about 50 percent of the sample is female grants the data and the findings of the study more credibility.

Taking the number of years of experience, demographic variable, Table 1 (Appendix) shows that most of the sample respondents have a reasonable number of years of experience in the commercial banking sector, where 47 of the sample elements have 5 years of experience or less than 10, and constitute 43.9 percent of the entire sample. Few respondents have less than 5 years of experience and constitute 15 percent of the sample. Therefore, 85 percent of respondents have exactly 5 years of experience or more. Actually, this high number of years of experience among the sample members means that respondents have the required information and provided knowledge-based information regarding EHRM, leadership, and employee satisfaction, and this level of experience adds more credibility to the information acquired from respondents. Age is normally associated with experience, but exceptions may be available. Table 1 (Appendix) shows that there are 19 respondents among the sample, having 25 years or less, which means that the commercial banks of Jordan select their employees among fresh graduates of different university majors. At the same time, most of the sample elements are beyond their 25th year. The distribution of the sample members based on age seems reasonable, and the sample includes employees of different age class intervals. Actually, older employees can provide more reasonable answers, and an individual may be less susceptible as he/she becomes older. The distribution of the sample elements based on their age increases the reliability of the acquired data and the reliability of the findings of the study. The qualifications of respondents seem normal, where 72 respondents (67.3%) have a bachelor's degree, and 7 respondents (6.5%) have a qualification of secondary school or less, whereas 26 (24.3%) hold a master (24.3) degree, and 2 (1.98%) have a PhD degree. Therefore, 93.5 percent of respondents have a bachelor's degree or higher. The high level of respondents’ qualifications. means that respondents are able to provide the required information, and this increases the reliability of the information that the respondents provided, and this increases the reliability of the information used in data analysis and hypothesis testing. Information regarding the qualifications of respondents is also included in Table 1 (Appendix). Respondents working as cashiers compose the higher class intervals, and 36 of the entire 107 sample members are cashiers, whereas the smallest group in the sample has credit and loan positions. Specifically, 36 are cashiers, and the smallest group of respondents (8 respondents) occupy credit jobs. Considering the social status of respondents, Table 1 (Appendix), shows that 72 of the sample respondents are married, whereas the remaining in the sample are single, and a few are divorced.

5.2 Descriptive Statistics

It was mentioned above that a questionnaire consisting of 3 sections is used as the key instrument for data collection. The first section consists of 14 items, which were used to collect data regarding the EHRM of the commercial banks of Jordan. The text, mean, standard deviation, and both the minimum and the maximum value, are shown in Table 2 (Appendix). Considering the table, it reveals that item 4 has the highest mean (4.6822), with a 0.57623 standard deviation, where this item states that "Candidates holding the required qualifications for appointment submit their documents to the bank using electronic procedures.", Item 1 has the least mean (3.8131), with a 1.00123 standard deviation. In general, the mean of all items in this group seems high, and there are no outliers that can be noted within the items.

Leadership style is the moderating variable in the study. Leadership data is collected through 12 items. The mean, standard deviation, and the minimum and maximum values of each item within this group are shown in Table 3 (Appendix).

The consideration of Table 3 (Appendix) reveals that in, general, the means and the standard deviations of the different items are reasonable, where most items within the group have a mean above 4, and a standard deviation of less than 1. Item 9 has the highest mean (4.3925), with a 0.85514 standard deviation. Item 9 states that "The management of the bank is ready to incur high costs for the acquisition of new technologies". In contrast, item 12 has the lowest mean (3.7477), with a 1.24456 standard deviation. Item 12 states that "Managers deal friendly with different employees, and help them when there is a need for help". Table 4 (Appendix) shows the descriptive statistics of employee job satisfaction. The collection of the required data for the measurement of employee satisfaction was collected through a 14-item instrument in the study. The consideration of the table reveals no strange or exceptional values of the mean and the standard deviation. The table also shows that the highest mean is attributed to item 7, and equals 4.5701, with a standard deviation of 0.79042. Item 7 states that "the number of working hours in the bank is reasonable". In contrast, the lowest mean is attributed to item 9, with 4.0280 mean of 4.0280 and 0.82939 standard deviation, where item 9 states that "when I have an urgent issue, I can leave for a few minutes to settle the issue or accomplish an urgent need".

5.3 Data Reliability

Cronbach Alfa is a common coefficient used to measure data reliability, or what is called "internal consistency. The coefficient of Cronbach's Alfa indicates how the items of the questionnaire in a scale, measure the concept. The coefficient takes a value of zero to 1, where, when the of the coefficient is 70 percent, it means that the data involves a high level of reliability or internal consistency. Employing Cronbach's Alpha for all items of the questionnaire as a whole results in 0.918, which is considered high. For Alpha for all items of the questionnaire as a whole, it results in 0.918, which is considered high and indicates a high level of internal consistency of the study instrument. Cronbach's alpha is also used to measure the internal consistency of individual sections of the questionnaire. Table 5 (Appendix) shows that Cronbach's alpha coefficient for the 14 items used to collect data regarding EHRM is 0.886. The table also shows that Cronbach's alpha for the mediator (Leadership Style) equals 0.874, and for employee-job satisfaction it is 0.902.

5.4 Validity, Collinearity, and Normality

Regarding multicollinearity, it is normally tested among the independent variables. Therefore, because no more than one single independent variables, no need to test collinearity among variables, since there is no more than a single independent variable, where a higher than 10 Variance Inflation Factor (VIF) among variables of different classes or types does not reduce the reliability and validity of the collected data, despite that the VIF shows the absence of any correlation among the independent variables (Multicollinearity), based on the results received by employing the VIF. Regarding multicollinearity, Table 6 (Appendix) demonstrates the absence of any correlation among the independent variables (Multicollinearity) based on the results obtained by employing the VIF. The test showed that each variable has a VIF coefficient of less than 10, and the value of the Tolerance coefficient for each variable is greater than 0.1 for all variables. Hence, these values are considered appropriate and valid for analysis. Furthermore, the absence of any high correlation indicates that the study model is free from linear interference problems, [26].

5.5 Hypotheses Testing

5.5.1 1St Hypothesis Test

The first hypothesis was developed to test whether EHRM affects employee job satisfaction of the listed commercial banks at ASE. The simple linear regression method is used in testing the hypothesis.

The first hypothesis is listed again, in null form, as follows.

Ho1. The electronic human resource management does not affect ($\alpha \leq 0.05$) the employee job satisfaction of the listed commercial banks at the Amman Stock Exchange.

The outputs of the test showed a 0.29 coefficient of correlation (R), and a 0.84 coefficient of determination (R^2). The value of the coefficient of correlation refers to a type of correlation existing between EHRM and employee satisfaction, while the value of the coefficient of determination refers to the fact that EHRM explains 8.4 percent of the variation in employee satisfaction in the commercial banks of Jordan. The test also shows that the computed t-value equals 3.11. When the computed t-value is compared with its corresponding tabulated one, that which equals 1-96, the comparison reveals that the computed one is higher than the tabulated. The test also shows that the coefficient of significance (p-value) equals 0.002. When the computed coefficient of significance is compared with the predetermined coefficient, which equals 0.05, the comparison reveals that the computed one is less than the predetermined. Since the computed t-value is higher than the tabulated value, and since the computed coefficient of significance (p-value) is less than the predetermined value, the null hypothesis cannot be accepted, and its alternative, stating that EHRM affects employee job satisfaction, is accepted. This result means that adopting EHRM by the commercial listed banks at ASE affects employee job satisfaction. The key coefficients of the test are presented in Table 7 (Appendix). Based on the results of the test, the model appears, when the unknowns in the model became knowns, as follows.

$$ESAN = 2.847 + 0.316EHRM + 0.58349 \quad (5)$$

5.5.2 The 2nd Hypothesis Test

The second hypothesis was developed to determine whether the EHRM followed by the commercial listed banks at ASE affects the prevailing leadership style in these institutions. As for the first hypothesis, the simple linear regression method is employed in testing the second hypothesis. The second hypothesis is listed again, in null form, as follows.

Ho2. The electronic human resource management has no impact at ($\alpha \leq 0.05$) on the leadership styles followed by the listed commercial banks at the Amman Stock Exchange.

The outputs of the test showed a 0.396 coefficient of correlation (R) and a 0.157 coefficient of determination (R^2). The value of R refers that there is a positive correlation between EHRM and leadership styles, while the value of R^2 means that EHRM explains 15.7 percent of the variation in leadership styles.

Table 8 (Appendix) presents the outputs of the test that was run for the hypothesis. The test showed that the computed t-value equals 4.42, and the computed coefficient of significance is less than 0.001. Comparing the computed t-value with its corresponding tabulated one, which equals 1.96, the comparison reveals that the computed one is higher. In addition, comparing the computed coefficient of significance (p-value) with the predetermined one, which equals 0.05, the comparison reveals that the computed one is less. Because the computed t-value is higher than the tabulated value, and because the computed p-value is less than the predetermined coefficient of significance, the null hypothesis cannot be accepted, whereas its alternative, stating that EHRM affects leadership style, cannot be rejected. This result means that EHRM has an impact on the followed leadership styles in the commercial banks of Jordan. Therefore, the model representing the impact of EHRM on leadership styles appears, when the coefficients become known, as follows.

$$LEDS = 2.154 + 0.447EHRM + 0.58012 \quad (6)$$

5.5.3 The 3rd Hypothesis Test

The third hypothesis was developed to enable testing the impact of the leadership styles followed by the listed commercial banks at ASE on employee job satisfaction in these banks. As of the preceding two hypotheses, the simple linear regression method is employed in testing the hypothesis. The hypothesis is listed again in this context, in its null form, as follows.

Ho3. The Followed leadership styles at the listed commercial banks at the Amman Stock Exchange do not affect employee job satisfaction ($\alpha < 0.05$).

The outputs of the simple linear regression revealed a 0.377 coefficient of correlation (R), and a 0.142 coefficient of determination (R^2). Based on the value of R, it is apparent that there is a type of correlation between leadership styles and employee satisfaction in the commercial banks of Jordan, while the value of R^2 means that leadership styles explain

14.2 percent of the variation of employee-job satisfaction.

Table 9 (Appendix) shows the related coefficients and the statistical values for the third hypothesis. The table shows that the computed t-value equals 4.169, and that the p-value (computed coefficient of significance) is less than 0.001. Comparing the computed t-value with its corresponding tabulated one, which equals 1.96, the comparison reveals that the computed one is higher than the tabulated one. In addition, comparing the p-value with the predetermined coefficient of significance, which equals 0.05, the comparison reveals that the p-value is less. Because the computed t-value is higher than its corresponding tabulated one, and because the p-value is less than the predetermined coefficient of significance, the null hypothesis is rejected, and its alternative, stating that leadership style has a significant impact on job satisfaction, is accepted. This result means that employee job satisfaction is influenced by the leadership styles followed in the listed commercial banks at ASE. More details regarding the third hypothesis can be found in Table 9 (Appendix). As a result, the linear regression, appears below, when the coefficients became unknown, is as follows.

$$ESAN = 2.716 + 0.364LEDS + 0.56483 \quad (7)$$

5.5.4 The Fourth Hypothesis Test

The fourth hypothesis had been created to test whether leadership styles mediate the impact of EHRM on employee satisfaction among the employees of the listed commercial banks of Jordan. The multiple linear regression method was used in testing the fourth hypothesis, based on the F-value and the related coefficient of significance. The hypothesis is listed again, in null form, as follows.

H04. The leadership styles followed by the commercial banks at the Amman Stock Exchange do not mediate the relationship between electronic human resource management and employee job satisfaction in these banks.

Running the multiple linear regression in testing the fourth hypothesis, the outputs showed that R equals 0.407, and R^2 equals 0.166. This refers to a higher correlation between leadership and EHRM on one side, and employee satisfaction on the other side. In addition, the value of R^2 refers to the fact that leadership styles and EHRM together, explain 16.6 percent of the variation occurring in employee-job satisfaction.

Table 10 (Appendix), reveals the coefficients attributable to the fourth hypothesis. The outputs of the multiple linear regression method, showed that f-value equals 10.324, and the coefficient of significance is less than 0.001. Comparing the computed f-value with its corresponding tabulated one, the comparison reveals that the computed one is higher than the tabulated one. In addition, comparing the computed coefficient of significance with the predetermined one that equals 0.05, the comparison shows that the computed one is less. Because the computed f-value is higher than the tabulated, and because the computed coefficient of significance (p-value) is less than the predetermined, this means that there is a significant impact of both leadership style and EHRM on the level of employee job satisfaction of the listed commercial banks at ASE.

Table 10 (Appendix) shows that the coefficient of the regression (b-value), when the direct impact (mediating variable was not included in the model) of EHRM on job satisfaction (1st Hypothesis), was 0.316, and the impact was significant with 0.001 p-value. When the impact of both the mediator and the independent variables exists together in the model, the b-value of EHRM became closer to zero, or decreased, and the b-value became equal to 0.182, and at the same time EHRM became insignificant since the p-value attributed to EHRD became equal to 0.089, which is now higher than 0.05. This means that leadership styles mediate the impact of the relationship between EHRM and employee job satisfaction, and since EHRM became insignificant when it is tested together with leadership. Therefore, it is concluded that the leadership mediation is determined as a complete mediation. leadership between the impact of EHRM on job satisfaction is a complete mediation relationship. Based on these b-values and the coefficient of significance, the null hypothesis is rejected, whereas its alternative is accepted instead. This result means that leadership significantly mediates the impact of EHRM on Employee satisfaction, and this mediation is a complete mediation relationship. Table 10 (Appendix) shows more details regarding the 4th hypothesis. Applying Sobel test, the results showed that z-value is 2.589, with 0.009 coefficient of significance. Sine running Sobel test results at 2.589 Z-value, and this value of Z is greater than 1.96, it can be concluded that the leadership style mediating variable mediates the effect relationship of EFRS on employee job satisfaction. The multiple regression model employed in testing the indirect effect of EHRM on employee job satisfaction, with the existence of leadership styles, appears as follows.

$$ASAN = 2.201 + 0.3LEDS + 0.182EHRM + 0.55966 \quad (8)$$

6 Conclusions and Findings

The study aimed to determine the impact of EHRM on employee job satisfaction of the commercial listed banks at ASE, and to determine whether leadership styles mediate this effect. Primary data were collected from respondents, including the employees of commercial banks. The entire hypotheses had been tested based on 5 percent predetermined coefficient of significance, employing the simple and multiple linear regression methods, and following Baron and Kenny model in testing the mediating role of leadership styles on the impact relationship of EHRM on employee satisfaction. Based on hypotheses testing, the study finds that EHRM has a significant impact on leadership styles, and leadership styles have a significant impact on employee-job satisfaction in the commercial banks of Jordan. In addition, the results showed that there is a direct significant impact of EHRM on employee-job satisfaction, and the leadership styles play a complete mediating role in the impact of EHRM on employee satisfaction among the human resources of the commercial listed banks at ASE. No prior research took into consideration the mediating effect of leadership between EHRM and employee satisfaction. The findings of the study are in agreement with the findings of several prior researches including, [15], [19], [20], [21], [22], [23], and [25].

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APPENDIX

Table 1. Sample Description

Demographic Variable	Class	Number	Proportion
Gender	Male	54	50.5
	Female	53	49.5
Year-Experience	Less than 5 years	16	15
	5 years and less than 10	47	43.9
	10 years and less than 15	31	29
	15 years and less than 20	11	10.3
	20 years or more	2	1.9
Age	Less than 25-years old.	19	17.8
	26 years and less than 35.	37	34.6
	35 years and less than 45.	38	35.5
	45 years and less than 55.	10	9.3
	55 years or more.	3	2.8
Qualifications	Secondary school or less	7	6.5
	Bachelor	72	67.3
	Master	26	24.3
	Doctorate	2	1.9
Nature of Work	Credit and loans	8	7.5
	Investment	14	13.1
	Cashier	36	33.6
	Customer service	10	9.3
	Sales and promotion	23	21.9
	Other jobs	16	15
Social Status	Single	30	28
	Married	72	67.3
	Divorced	5	4.7

Source: Created by the authors

Table 2. EHRM Descriptive Statistics

Item No.	Item Text	Mean	Std. Deviation	Min. value	Max. Value
1	My commercial bank employs electronic procedures in determining the required qualifications that should be available to meet its needs for new employees.	3.8131	1.00123	1.00	5.00
2.	Electronic procedures are used for announcing the new employees needed for appointment.	4.0841	0.84810	1.00	5.00
3.	Candidates holding the required qualifications for appointment submit their documents to the bank using electronic procedures.	4.6822	0.57623	2.00	5.00
4	The HR department of the bank inserts and classifies the documents of candidates, and these documents are entered into the computer for classification using some computer programs.	4.1308	0.84768	1.00	5.00
5	Electronic procedures are used by the HR Department in analyzing and determining the candidates to be interviewed.	4.2430	1.00790	1.00	5.00
6	Candidates for new jobs in my bank are interviewed through online programs. Such as Zoom, Teams, et al.	4.5607	0.79120	2.00	5.00
7	Several training programs are conducted for current and new employees through electronic technologies.	4.1963	0.80610	2.00	5.00
8	The employees of the bank are assessed using electronic procedures	4.1869	0.82566	1.00	5.00
9	Employees' ability to use electronic procedures is included in the	4.5047	0.83974	1.00	5.00

Item No.	Item Text	Mean	Std. Deviation	Min. value	Max. Value
	evaluation criterion.				
10	The employees of the bank receive their salaries and other privileges and benefits through electronic technologies.	4.3458	0.89129	1.00	5.00
11	The bank employs developed technologies for new employees' orientation.	4.0374	0.91037	1.00	5.00
12	Salaries and other benefits are determined for bank employees using electronic standards	4.5327	0.82779	2.00	5.00
13	The bank employees can apply on a computer to receive their needs from the HR Department.	4.0467	1.03142	1.00	5.00
14	My commercial bank employs electronic procedures in determining the required qualifications that should be available to meet its needs for new employees.	4.0841	0.98212	1.00	5.00

Source: Created by the authors

Table 3. Leadership Descriptive Statistics

Item No.	Item Text	Mean	Std. Deviation	Min. value	Max. Value
1	The leaders or decision makers of my bank support the employment of new technologies by the HR Department of the bank.	3.8505	1.05333	1.00	5.00
2	The leaders and decision makers perceive the importance of adopting new technologies for the use of HR Department.	4.0374	0.87873	2.00	5.00
3.	The top management of the bank is open-minded and follows the open office to listen to the problems of the bank staff.	4.3178	0.85339	2.00	5.00
4	The leaders or managers of the bank have a good knowledge of electronics, and they are familiar with these technologies.	4.0280	0.91588	1.00	5.00
5	The management of the bank encourages the adoption of new information technologies by the HR Department.	4.0467	1.0342	1.00	5.00
6	The management of the bank attempts to accelerate task accomplishment.	4.3364	0.81198	2.00	5.00
7	The leaders prefer more experienced employees with computer and electronic technologies over less experienced ones when appointing new employees.	4.0935	0.84153	1.00	5.00
8	The Leadership of the bank grants rewards and financial rewards for pioneer employees, especially when this reduces the time needed for services to be rendered.	4.0374	0.92068	1.00	5.00
9	The management of the bank is ready to incur high costs for the acquisition of new technologies.	4.3925	0.85514	2.00	5.00
10	The managers normally provide help and offer the requirements for problem solutions and settlement.	3.9720	1.01366	1.00	5.00
11	Managers give opportunities for employees at different levels to participate in decision-making and problem-solving.	3.7570	1.13969	1.00	5.00
12	Managers deal with different employees in a friendly manner, and help them when they need help.	3.7477	1.24456	1.00	5.00

Source: Created by the authors

Table 4. Employee-Job Satisfaction Descriptive Statistics

Item No.	Item Text	Mean	Std. Deviation	Min. value	Max. Value
1	I am satisfied with my job and the tasks appointed to me.	4.1495	0.90911	1.00	5.00
2.	I am satisfied with the monthly salary and bonuses, my bank pays me.	4.1589	0.89178	1.00	5.00
3	I will continue the work with my bank because I like my job in this bank.	4.3178	0.95757	1.00	5.00
4	I feel that equality is prevailing among the bank employee.	4.4766	0.86161	1.00	5.00
5	Fairness is applied in my bank regarding promotion, rewards, tasks, and different issues.	4.1121	0.93493	1.00	5.00
6	I have no plan to move to other job outside my current employer.	4.1028	0.87883	1.00	5.00
7	The number of working hours in the bank is reasonable.	4.5701	0.79042	2.00	5.00
8	Job environment in my bank is normally comfortable.	4.2150	0.83585	1.00	5.00
9	When I have urgent issue, I can leave for few time to settle the issue or accomplish an urgent need.	4.0280	0.82939	1.00	5.00
10	There is an opportunity in the bank to develop my kills and acquire higher qualifications.	4.0841	0.95287	1.00	5.00
11	The day to day task are going smoothly without exceptions.	4.1028	0.95101	1.00	5.00
12	The bank offers me and my family high medical insurance.	4.1869	0.91250	1.00	5.00
13	I don’t need long time to go for my job, and return back to home.	4.0280	1.02293	1.00	5.00
14	When there is an urgent need for a leave, I can apply and receive the permission smoothly.	4.1215	1.03441	1.00	5.00

Source: Created by the authors

Table 5. Cronbach’s Alfa Test

Variable	**Cronbach’s Alfa**
EHRM	0.886
Leadership	0.874
Employee-Job Satisfaction	0902
The entire 40 items	0.918

Source: Created by the authors

Table 6. Validity, Collinearity, and Normality Coefficients

Variable	**Variable Type**	**Tolerance**	**VIF**	**Durbin Watson**
Employee Satisfaction	Dependent			2.074
Leadership Style	Mediator	0.843	1.186	
E- Human Resource Management	Independent	0.843	1.186	

Source: Created by the authors

Table 7. Related Selected Coefficients to the 1st Hypothesis

Model	**Unstandardized Coefficients**		**Sta. Coefficients**	**t-value**	**Sig.**
	B	**Standard Error**	**Beta**		
Constant	2.847	0.435		6.539	0.000
EHRM	0.316	0.102	0.290	3.11	0.002

Source: Created by the authors

Table 8. Related Selected Coefficients to the 2nd Hypothesis

Model	**Unstandardized Coefficients**		**Sta. Coefficients**		
	B	**Standard Error**	**Beta**	**t-value**	**Sig.**
Constant	2.154	0.433		4.977	0.001
EHRM	0.447	0.101	0.396	4.420	0.001

Source: Created by the authors

Table 9. Related Selected Coefficients to the 3rd Hypothesis

Model	**Unstandardized Coefficients**		**Sta. Coefficients**		
	B	**Standard Error**	**Beta**	**t-value**	**Sig.**
Constant	2.716	0.358		7.594	< 0.001
EHRM	0.364	0.087	0.377	4.169	< 0.001

Source: Created by the authors

Table 10. Related Selected Coefficients to the 4th Hypothesis

Model	**Unstandardized Coefficients**		**Sta. Coefficients**			
	B	**Standard Error**	**Beta**	**t-value**	**Sig.**	**F-value & Related Sig.**
Constant	2.201	0.464		4.742	0.000	F = 10.324 Sig = 0.001
Leadership Style	0.300	0.094	0.310	3.183	0.002	
EHRM	0.182	0.106	0.167	1.717	0.089	

Source: Created by the authors

Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

The authors equally contributed in the present research, at all stages from the formulation of the problem to the final findings and solution.

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