

**How to Cite:**

Boudjema, M., & Lebsir, H. (2024). The level of availability of electronic human resources practices at Cedar Iron and Steel Company in Annaba. *International Journal of Economic Perspectives*, 18(11), 2014–2030. Retrieved from <https://ijeponline.org/index.php/journal/article/view/702>

# The level of availability of electronic human resources practices at Cedar Iron and Steel Company in Annaba

**Meriem Boudjema**

Economic Intelligence and Sustainable Development Laboratory, University of Badji Mokhtar Annaba, Algeria  
Email: [meriem.boudjema@univ-annaba.dz](mailto:meriem.boudjema@univ-annaba.dz)  
Orcid: <https://orcid.org/0009-0002-1688-0535>

**Hind Lebsir**

Economic Intelligence and Sustainable Development Laboratory, University of Badji Mokhtar Annaba, Algeria  
Email: [hind.lebsir@univ-annaba.dz](mailto:hind.lebsir@univ-annaba.dz)  
Orcid: <https://orcid.org/0009-0006-1862-5561>

**Abstract**--This research paper aimed to identify the reality of electronic management of human resources at CEDAR Company-Annaba. It relied on the descriptive and analytical approach, and a questionnaire was used to obtain study information. The study sample consisted of 30 employees in the Human Resources Management Department. According to the results, this company applies the dimensions of electronic management of human resources, and seeks to provide the necessary requirements to establish this type of administrative method. The study recommended the need to support and train workers in the field of electronic management of human resources to ensure the proper implementation of its applications and achieve effective performance.

**Keywords**---e-HRM, e-recruitment, e-training, e-performance evaluation, CEDAR Company.

**JEL Classification:** M12, M15, M19.

## 1. Introduction

The electronic age has brought about many developments in the method of managing tangibles and intangibles in the field of managing the business of institutions. When talking about intangibles, it is worth noting the great

importance of human resources, which are considered the cornerstone of building and sustaining institutions.

In recent decades, human resources management has gone through stages of development and modernization until it reached its contemporary concept of “electronic human resources management.” Most of the functions of human resources management have undergone a shift towards greater reliance on the use of technological technologies and websites. The goal of this is to simplify tasks for all stakeholders, whether It concerns managers, employees, or the human resources management department

This study focuses on trying to reveal the level of electronic management of human resources in the Algerian economic organization- the Cedar Annaba Company - because of the advantages of this contemporary method in obtaining new talents and competencies through electronic recruitment, as well as raising the level of efficiency and effectiveness of human resources through training. And electronic performance evaluation. The application of these dimensions aims to achieve superior performance for the organization and ensure the continuity of the institution.

**Study problem:**

As a result of the challenges of the current era, the organization found itself obligated to adopt new ideas and find new ways to manage its human resources. One of the modern ways that support future trends is “electronic human resources management,” which is built on the basis of expanding and accelerating human resources management practices through information and communication technology applications, and networks. The Internet, and based on this, we pose the following problem:

**Is there an implementation for electronic human resources management in the Cedar Annaba Company? What is its level?**

This question is divided into the following sub-questions:

What is the level of electronic recruitment implementation in the Cedar Annaba Company?

What is the level of implementation of electronic training in the Cedar Annaba Company?

What is the level of implementation of electronic performance evaluation in the Cedar Annaba Company?

**Study hypotheses:**

Through the presented problem and sub-questions, the study hypotheses can be formulated as follows:

**Main hypothesis:** The company applies electronic human resources management at a moderate level.

2016

The following sub-hypotheses emerge from this hypothesis:

**The first sub-hypothesis:** There is a moderate implementation of electronic recruitment at a significance level of 0.05

**The second sub-hypothesis:** There is an average implementation of electronic training at a significance level of 0.05

**The third sub-hypothesis:** There is a moderate implementation of electronic performance evaluation at a significance level of 0.05

### **The importance of the Study:**

This study is significant from the importance of the topic itself. EHRM is considered one of the modern topics that depends on new technical working methods. The latter aims to modernize companies and the way they perform their functions, making them more suitable for the requirements of the modern business environment, as well as ensuring their success.

### **Study objectives:**

- Touching on a key concept, which is electronic management of human resources.
- Identify the common dimensions of electronic human resources management,
- Knowing the extent to which CEDAR Company applies electronic management of human resources;
- Discussing the results obtained by analyzing respondents' answers to the questionnaire and proposing solutions.

### **Study methodology:**

The study relied on the descriptive analytical approach by collecting data from previous studies conducted by researchers who were the first to address the topic of the current study. In light of what was included in the theoretical aspect, a questionnaire was designed and distributed to a sample of 30 employees at the CEDAR Company. To analyze the results of the questionnaire, the SPSS statistical package program was used.

### **Limitations of the study:**

**Human limitations:** The study included 30 employees of the Human Resources Management Department at the Cedar Annaba Company

**Spatial boundaries:** The study was conducted at the Cedar Annaba Company. Located in northeastern Algeria, it was founded in 1958. The company meets market requirements for iron and steel products in various forms and for different purposes.

**Time limits:** This study was conducted in the first six months of 2024.

**Previous studies:**

Table 1: Previous studies

The study	Objectives of the study,	Field of study	Results of the study
Ghassan Fawaz Fathallah, Fadlallah Yakhni, Study of the Impact of Electronic Human Resources Management Practice on the Organizational Performance of Small and Medium Enterprises: A Practical Implementation on Small and Medium Enterprises in North Lebanon, 2023	This study aimed to reveal the impact of practicing human resources management electronically on the organizational performance of small and medium enterprises	The study was conducted at the level of a group of small and medium enterprises in northern Lebanon. The study sample consisted of 203 employees, and an electronic questionnaire was used to collect information.	The study found a positive impact of e-learning and training, e-performance evaluation and e-compensation, while there is a negative impact of the e-recruitment dimension on the organizational performance of institutions.
Hamadi bin Semaine Lamia, the reality of electronic management of human resources - a case study of the National Unemployment Insurance Fund Agency 2022	This study aimed to reveal the reality of electronic human resources management in the National Unemployment Insurance Fund	This study was conducted at the level of the local branch of the National Unemployment Insurance Fund in the state of Tlemcen. The study included 90 individuals, and the questionnaire was adopted as the main tool in collecting information.	The study found that the agency has an infrastructure that enables it to implement electronic management of human resources. The agency also seeks to spread the culture and awareness of electronic management in human resources management. Although the agency applies to a reasonable extent electronic management of human resources,

The study	Objectives of the study,	Field of study	Results of the study
			it still clings to adopting traditional management in some transactions
Muhammad Abd al-Rahman Abu al-Jubain, The role of electronic human resources management in improving the level of quality of services at Al-Quds Open University, 2022	The study aimed to identify the reality of applying electronic management of human resources at Al-Quds Open University, as well as explaining the role that electronic management of human resources plays in improving the quality of services provided by the university.	The study was conducted at the level of Al-Quds Open University, and the questionnaire was used as a study tool in addition to the interview. The questionnaire was distributed to an intended sample of directors of the Human Resources Department, department heads, and administrative and academic employees. The sample consisted of 53 individuals.	The study found that the level of implementation of electronic management of human resources at Al-Quds Open University was high. It was also concluded that electronic management of human resources has greatly facilitated the services provided by the university and contributed to developing performance in all branches of the university.
Musa nyathi & Ray Kekwaletswe Electronic human resource management (e-hrm) configuration for organizational succes : inclusion of employee outcomes as contextural. 2022	The study aimed to identify the impact of the use of electronic human resources management on employee performance by studying employee results and job satisfaction as mediating variables.	The study was conducted at the level of 35 institutions from different sectors, 12 sectors from African countries. In this study, it was stipulated that the organization had applied electronic human resources management systems for at least 3 years before the date of the study, and that the number of workers trained and applied for electronic human	A study found a positive relationship between the use of electronic human resources management and employee performance. The study also demonstrated that training in electronic human resources management contributes to creating organizational value and

The study	Objectives of the study,	Field of study	Results of the study
		resources management was not less than 100 employees	achieving organizational success through employee performance and job satisfaction.

Source: prepared by us

### **Comment on previous studies:**

From the previous studies listed in the table above, we note that they were conducted in the period extending between 2022-2023, and these studies were chosen in particular for their novelty and their reliance in themselves on previous studies that serve this study.

Although previous studies dealt with the same topic, which is “electronic management of human resources,” each researcher wanted to look at the topic from his own perspective and formulate his point of view in his personal style. Previous studies also differed in terms of the study population and sample, as well as in terms of the environments in which each study was conducted.

The current study differs from previous studies in terms of its uniqueness in terms of its temporal and spatial boundaries, and the population and sample of the study. The current study was conducted at the level of the Cedar Company in Annaba, and the study sample consisted of 30 employees in the Human Resources Management Department. The study aimed to reveal the reality of adopting the dimensions of electronic management of human resources in this institution. Focusing on the point of view of the study sample members.

## **2 Theoretical Frameworks**

Considering that the human resource is the most valuable resource on which any activity is based, institutions have given great importance to modernizing and developing the method of managing these resources. In view of the advantages achieved by the use of information and communication technology and Internet networks in various administrative functions, institutions have deemed it necessary to apply this administrative method to perform the functions of human resources management. It was called “electronic human resources management.”

### **2.1 Definition of electronic management of human resources:**

The term electronic human resources management is one of the modern terms that became popular as a result of the technological and technological competition witnessed by human resources management.

**Definition 1:** Ruel Bandarouk, Loisse defined it as “that administrative support for human resources management by including the implementation of

2020

information technology and the use of the Internet and websites.” (Berber, Biljana, & Milanovic, 2018, p. 24)

This definition includes the new mechanisms that are added to human resources management so that it is called the term electronic human resources management, and the purpose of this addition is to provide support for the purpose of development and improvement.

**Definition 2:** Bandark and Ruel defined it as “a comprehensive term for human resource management, covering all mechanisms for integrating human resources and technology, to create value within the organization.” (Fathil & Al husseini, 2023, p. 450)

This definition gave a brief concept of electronic human resources management by focusing on the final result that the organization seeks to achieve, which is “value creation.”

**Definition 3:** From the point of view of Namenda & Geisha, e-HRM is “a new way of implementing human resource management strategies, policies and practices in an organization through targeted and continuous support through technology, networks and web channels.” (Fathil & Al husseini, 2023, p. 450)

This definition considered electronic human resources management as a new method through which human resources management practices are carried out

In a more comprehensive definition, we can say that electronic human resources management is a tool for implementing human resources management policies and practices through the implementation of information technology, the Internet, and web technologies.

Electronic human resources management is not devoid of advantages and benefits that it grants to institutions, which are evident in: (Turkman & Khalil, 2017, p. 230)

- It gives employees the opportunity to develop and develop, as well as involving them in achieving the strategic goals of the organization.
- Reducing costs and increasing the level of effectiveness and efficiency in exercising human resources management functions.
- Simplifying and facilitating tasks and reducing the burden on employees.

## **2.2 Dimensions of electronic human resources management**

There are many dimensions developed by researchers for electronic management of human resources, each according to his orientation and research. Below we will try to clarify some of the dimensions adopted by them and from which our research began:

Table 2: Dimensions of electronic human resources management

Dimensions of electronic human resources management	Electronic recruitment	electronic selection	electronic recruitment	electronic performance evaluation,	electronic learning	electronic training and formation	electronic compensation
Studies							
Ghassan Fawaz Fathallah, Fadlallah Yakhni, (2023)		×	×	×	×	×/	×
Hamadi Sama'in Lamia, (2023) Muhammad Abd al-Rahman Abu al-Jabain, (2022)		×	×	×	×	×	×
Antara Bin Marzouk, The impact of electronic management on human resources management functions, 2019.	×	×	×	×		×	

Source: prepared by us

The dimensions on which the current study was based and derived from previous studies were as follows:

- **E-recruitment:** is a hiring process that utilizes a variety of electronic means and technologies with the primary purpose of identifying, attracting, and selecting potential employee. E-recruiting technologies are web-based technologies that help recruiters and job applicants to complete their tasks more efficiently and effectively by automating recruiting processes and providing the information necessary for making appropriate decisions. These technologies include, career web sites. (Salifu, 2019, p. 47)
- **E-training:** E-training is a term used to represent a learning or training environment delivered through technology. It is also referred to as a training process through technology such as using the internet from the trainer to the user/employee/learner or trainee. In training, an environment is created where employees can acquire or learn specific attitudes, abilities, skills, knowledge, and behaviors related to their work. E-training usually focuses on imparting specific skills to employees that can be directly applied to their job performance and helps them to improve their performance and also correct weaknesses in their performance, in today's era with the help of technological devices. (Dewi, Qamari, Wahyuningsih, & Shaikh, 2023, p. 189)
- **Electronic performance evaluation:** E-performance appraisal is utilizing intelligent software instead of paper-and-pencil method to capture, store, analyse, rate and report the personnel's activities inside the organization to let the HR professionals or line managers be informed about employees' strengths and weaknesses and take the right decisions about them. The information coming from the appraisal system can be used in making administrative decisions like pay increase or cut, promotions, providing feedbacks to employees' about their strengths and weaknesses, training

and development needs and selection procedures. Some HR practitioners are speculating that the traditional annual performance review may be going the way of the dinosaur, as digital technologies are driving almost everything we do in and outside organizations. (Lloyd & Justin , 2021, p. 1396)

### 3. The applied aspect of the study

After addressing the theoretical framework of the study related to electronic management of human resources, we will attempt to project theoretical concepts onto the reality of the Cedar Annaba Company to measure the level of existence of an application for electronic management of human resources.

#### 1.3 Method and tools:

The study relied on the questionnaire as the main tool in collecting data, and due to the large size of the study population, a regular sample of 30 individuals was selected, which included employees in the Human Resources Management Department at the Cedar Annaba Company. 30 questionnaires were distributed, and based on the respondents' answers, the questionnaire was analyzed, conclusions were drawn, discussed, and recommendations were made.

To evaluate the answers of the study sample members and determine the extent of application of the level of electronic management of human resources in the organization under study, the statistical package program SPSS was used, and we relied in the analysis on:

Table 03: Likert's five-point scale

Likert scale Description	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Likert scale interval	1.00 – 1.80	1.81- 2.60	2.61-3.40	3.41- 4.20	4.21-5.00
Level	Low level		Medium Level	High Level	

### 3.2 Presentation and discussion of results

#### 3.2.1. Analysis of personal data for study variables:

The descriptive analysis of the personal and professional data of the study sample showed the following results:

Table 4: demographic characteristics of the sample

Variables	Options	Number	percentage%
Sex	Male	27	90
	Feminine	03	10
	Total	30	100

Variables	Options	Number	percentage%
Age	Less than 30years	1	5.1
	[30 ;40[	17	38.6
	[40 ;50[	9	36.7
	more than 50years	3	19.6
	total	30	100
educational level	University	22	73.3
	Professional training	05	16.7
	Postgraduate studies	03	10
	Total	30	100

Source: SPSS outputs.

From the previous table, it is clear that most of the study sample members are male, at a rate of 90%, as their number reached 27 individuals. We also note that most of the study sample members are between 30 and 39 years old, which indicates that this organization is interested in employing the youth group for the purpose of investing in them and developing their ideas, and exploiting their culture about technological developments and technologies, which facilitates the task of using electronic management methods and achieving adaptation to the requirements of the electronic age. As for the educational level, we note from the table that most of the study sample members are from the university educational level, where it ranked first with a percentage of 73.3% and a number of 22 individuals, which indicates that individuals is interested in employing educated people and those with first-class certificates because they possess the competencies and skills necessary to perform work. Administrative.

### **Analysis of the reliability and validity of the study tool:**

Table 05: Validity and reliability of the study tool

Dimensions	Number of Item	Cronbach's alpha	Construct validity
E-recruitment	4	0.926	0.962
E- training	4	0.853	0.923
E- performance evaluation	4	0.909	0.953
E HRM	<b>12</b>	<b>0.933</b>	<b>0.953</b>

Source: SPSS outputs

The stability of the study tool was confirmed using Cronbach's Ava coefficient. From the table above, it is noted that the reliability value of the study tool is high, as the overall reliability value of the study variable, electronic human resources management, was estimated at 0.953, and the reliability value was estimated at 0.953, which is the square root of the reliability value. The high value of variance, which exceeded 0.70, indicates the consistency and coherence of the statements of the study tool and the measurability of the questionnaire. The questionnaire was also presented to a group of specialized teachers to give their expertise about apparent validity.

**3.2.2. Analysis of questionnaire axes:  
E-recruitment analysis:**

Table 06: Electronic recruitment

Number of Items	Items	Arithmetic mean	standard deviation	coefficient of variation %	Degree of importance	Ranking
1	The organization uses electronic recruitment methods in recruitment	3.20	1.23	41.43	Medium	1
2	The organization announces job vacancies via the Internet and social networking sites	3.16	1.46	46.24	Medium	2
3	The organization relies on an electronic information system to select candidates whose qualifications match the vacant position by filtering applications electronically	3.10	1.34	43.48	Medium	3
4	The organization appoints the selected candidates electronically after the interview and mutual understanding	3.06	1.29	40.08	Medium	4
	Electronic recruitment	3.13	1.99	63.51	Medium	

Source: SPSS outputs

The table above shows the results of the e-recruitment dimension in terms of the degree of agreement according to the viewpoint of the study sample members. The arithmetic mean for the phrases of this dimension ranged between 3.066 and 3.20, and the standard deviation ranged between 1.23 and 1.46.

What is noticeable is that the organization applies electronic recruitment with an arithmetic average of 3.133 with a moderate degree of importance, which indicates that the organization does not implement electronic recruitment procedures completely, but rather relies on only part of them in the recruitment process. Through the field study, it was concluded that the organization suffers from some remnants of the traditional procedures of the recruitment process. This is due to the institution's recent adoption of electronic human resources

management applications to implement the recruitment process, as well as the lack of the necessary competence among its employees, as well as the prevailing culture in the organization and the degree of response to change. In it. The general standard deviation for the electronic employment dimension was 1.99.

The total coefficient of variation for this dimension was 63.51%, which indicates the difference in opinions of the study sample members in their answers to the statements of this axis of the questionnaire, which indicates dispersion in their opinions.

### **E-training analysis**

Table 07: Electronic training

Number of Items	Items	Arithmetic mean	standard deviation	coefficient of variation %	Degree of importance	Ranking
5	Training courses are organized for employees remotely	3.20	1.29	40.53	Medium	4
6	E-training enables the diagnosis of individuals' skills and knowledge more accurately	3.76	1.10	29.53	High	1
7	Electronic training programs suit the personal circumstances of employees	3.26	1.14	34.96	Medium	3
8	Training programs are attractive and take into account the position each individual holds	3.43	1.13	33.06	Medium	2
	Electronic TRAINING	3.41	1.08	31.84	Medium	

Source: SPSS outputs

From the table, we notice that statement No. 06 achieved the largest arithmetic mean value estimated at 3.766 with a high degree of importance. Accordingly, this can be explained by the fact that electronic training enables the diagnosis of individuals' skills and knowledge more accurately, and thus provides them with the opportunity to develop and acquire new knowledge and sciences through Electronic means. We also note that statement No. 05 which states "Training courses for employees are organized remotely" came in last place, and therefore the organization must intensify the processes of organizing training and training courses for employees to ensure the proper implementation of electronic human resources management applications.

The total value of the arithmetic mean for the e-training dimension was 3.41, which is a value of moderate importance, and the standard deviation was 1.086. From the table we notice that there is a slight difference in the opinions of the study sample members, amounting to 31.84%.

**Electronic performance evaluation analysis:**

Table 08: Electronic Performance Evaluation

Number of Items	Items	Arithmetic mean	standard deviation	coefficient of variation %	Degree of importance	Ranking
9	The organization has methods to monitor and evaluate performance electronically	2.96	1.24	41.97	Medium	4
10	The organization trains employees to use electronic evaluation systems and methods	3.06	1.28	41.87	Medium	3
11	Electronic performance evaluation enables the detection of deviations to a greater degree than traditional evaluation	3.46	1.27	36.90	Medium	1
12	E-evaluation allows predicting the future performance of the organization	3.40	1.24	36.70	Medium	2
	E- performance evaluation	3.23	1.13	35.14	Medium	

Source: SPSS outputs

The table above shows the results of the electronic performance evaluation from the point of view of the study sample members according to the degree of agreement. It is noted that the value of the arithmetic mean ranged between 3.46 and 2.96, and the value of the standard deviation ranged between 1.28 and 1.24. The overall arithmetic mean for the electronic performance evaluation dimension was 3.23 with a moderate degree, with a standard deviation of 1.13, and the percentage of coefficient of variation was 35.14%, which indicates a slight dispersion in the opinions of the study sample members.

From what is included in the table, according to the direction of the opinions of the study sample members, we note that electronic evaluation enables the

organization to detect deviations occurring to a higher degree than traditional evaluation, which makes its prediction of the future greater and more far-reaching.

### 3.3 Testing the study hypotheses

**3.3.1 Testing the first sub-hypothesis**, which states: “There is a moderate implementation of electronic recruitment at a significance level of 0.05”

Table 9: Testing the first sub-hypothesis

Dimension	Arithmetic mean	Degree of freedom	Difference of averages	T-test value	Significance level	Statistical resolution
E-recruitment	3.13	29	3.13	14.41	0.000	Reject the null hypothesis

Source: SPSS outputs

The table above shows that the value of T was estimated at 14.41, while the level of statistical significance was estimated at 0.000, which is a value less than the level of significance of 0.05. therefore, the difference in means is statistically significant, while the value of the arithmetic mean is 3.13, which is greater than neutrality (3), which means that the level of application of the employment dimension Electronic medium. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that there is an average application of electronic recruitment at a significance level of 0.05 for the company

**3.3.2 Testing the second sub-hypothesis**, which states: There is an average implementation of electronic training at a significance level of 0.05

Table 10: Testing the second sub-hypothesis

Dimension	Arithmetic mean	Degree of freedom	Difference of averages	T-test value	Significance level	Statistical resolution
E-training	3.41	29	3.41	16.92	0.000	Reject the null hypothesis

Source: SPSS outputs

The table above shows that the value of T was estimated at 16.41, while the level of statistical significance was estimated at 0.000, which is a value less than the level of significance of 0.05. therefore, the difference in means is statistically significant, while the value of the arithmetic mean is 3.41, which is greater than neutrality (3), which means that the level of application of the employment dimension Electronic medium.

Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that There is an average implementation of electronic training at a significance level of 0.05

**3.3.3 Testing the third sub-hypothesis**, which states: There is a moderate implementation of electronic performance evaluation at a significance level of 0.05

Table 11: Testing the third sub-hypothesis

Dimension	Arithmetic mean	Degree of freedom	Difference of averages	T-test value	Significance level	Statistical resolution
E-performance evaluation	3.23	29	3.23	15.45	0.000	Reject the null hypothesis

Source: SPSS outputs

The table above shows that the value of T was estimated at 15.45, while the level of statistical significance was estimated at 0.000, which is a value less than the level of significance of 0.05. Therefore, the difference in means is statistically significant, while the value of the arithmetic mean is 3.23, which is greater than neutrality (3), which means that the level of application of the employment dimension Electronic medium.

Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that There is a moderate implementation of electronic performance evaluation at a significance level of 0.05

**3.3.4 Testing the principal hypothesis**, which states: The company applies electronic human resources management at a moderate level

Table 12: Testing the principal hypothesis

Dimension	Arithmetic mean	Degree of freedom	Difference of averages	T-test value	Significance level	Statistical resolution
EHRM	3.25	29	3.25	16.12	0.000	Reject the null hypothesis

Source: SPSS outputs

The table above shows that the value of T was estimated at 16.12, while the level of statistical significance was estimated at 0.000, which is a value less than the level of significance of 0.05. therefore, the difference in means is statistically significant, while the value of the arithmetic mean is 3.25, which is greater than neutrality (3), which means that the level of application of the employment dimension Electronic medium.

Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that The company applies electronic human resources management at a moderate level

#### 4. Conclusion

The development in human resources management practices directly or indirectly affects the workplace and the way work is performed, and leads to the emergence of new terms and variables, which is what electronic human resources management has brought about. After completing the theoretical study, which

relied on a desk survey and research contributions to previous studies, conducted at CEDAR Company - Annaba, the following results were reached:

- Electronic management of human resources is the result of successive developments in the concepts of electronic management of human resources.
- The institution under study relies on electronic recruitment in the recruitment process.

Electronic information systems help speed up the recruitment process by filtering employment applications in accordance with the requirements and conditions of the job

E-training is considered the least expensive and most effective

- The institution under study implements electronic training
- E-training provides the opportunity to develop skills and acquire new knowledge regardless of circumstances and positions

Electronic training courses enable skills to be diagnosed more accurately and thus encourage self-learning among employees

- In the process of evaluating the performance of its employees, the institution under study adopts electronic methods and approaches
- Electronic evaluation enables the organization to accurately detect deviations and enables it to take the necessary actions in a timely manner more quickly compared to electronic performance comparison methods.

### **Study suggestions:**

Based on the study and the results obtained, the study suggested the following:

- Getting rid of the traditional procedures related to the recruitment process.
- Exploiting social networking sites and digital platforms to publish recruitment advertisements to attract talent and competencies.
- A good understanding of the necessity of training employees to use electronic evaluation systems that help organize and rationalize the evaluation process and provide good guidance to workers
- Encouraging employees to benefit from and exploit electronic training programs.
- Intensifying employee training processes on mechanisms for implementing electronic human resources management.

### **Bibliography**

- Berber, N., Biljana, D., & Milanovic, S. (2018). Electronic human resource management (E-HRM) A new concept for digital age . *journal of strategic management, vol 23, N23*.
- Dewi, R. C., Qamari, I. N., Wahyuningsih, S. H., & Shaikh, M. (2023). Enhancing Employee Performance with E-Training and Work Environment Through Work Motivation. *RELEVANCE:Journal of Management and Business, 6(2)*, 188- 203.
- Fathil, h., & Al husseini, A. (2023). the role of Electronic human resource practices in the sustainable human resource management . *journal of management and business education 6(3)*, 450.
- Lloyd, D., & Justin, M. (2021). Electronic Performance Appraisal and Performance of Private Universities in South-South Region, Nigeria. *RSU Journal of Strategic and Internet Business, 6(1)*, 1396-1404.
- Salifu, M. (2019). The Introduction And Use Of Electronic Recruitment (E-Recruitment) On The Recruitment Process In Organizationsbenefits Of This

- Technology For Recruiting Organizations:. *Global Journal of Human Resource Management*, 7(5), 45- 59.
- Turkman, H., & Khalil, A. (2017). Obstacles to applying electronic management of human resources in educational institutions. *Tishreen Journal*, 39(02).