



# ELECTRONIC MANAGEMENT OF HUMAN RESOURCES AND ITS ROLE IN ENHANCING ORGANIZATIONAL LONGEVITY : AN EXPLORATORY STUDY IN COMMUNICATION COMPANIES

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**Abstract:** The Current Study Aimed To Determine The Nature And Level Of The Relationship And Influence Between Electronic Management Of Human Resources At The Macro And Micro Levels And Organizational Longevity At The Macro Level, Based On Two Main Hypotheses From Which Four Sub-Hypotheses Branch, Which Were Tested Statistically Using (SPSS Ver. 23). The Study Was Applied In Mobile Telecommunications Companies In Iraq On A Sample Of (224) Individuals. The Study Found That There Is A Statistically Significant Positive Correlation Between Electronic Management Of Human Resources At The Macro And Micro Levels, And Organizational Longevity At The Macro Level, In Addition To The Existence Of A Statistically Significant Effect Of Electronic Management Of Human Resources At The Macro And Micro Levels On Organizational Longevity At The Macro Level. One Of The Most Important Recommendations Is To Encourage Companies In General And Service Companies In Particular To Adopt This Important And Vital Approach That Plays A Strategic Role In Improving And Developing Employees' Skills, Increasing The Efficiency Of Work Systems, And Adopting Information Technology In Human Resources Tasks And Practices.

**Keywords:** Electronic Management Of Human Resources, Organizational Longevity

## 1. Introduction:

In Light Of The Development Taking Place In Industrial Organizations, The Increase In Globalization And Its Effects, The Advancement Of Information Techniques And Technology, And The Increased Interest In The Human Element As It Is The Most Important In The Organization, All Companies, Especially Industrial Ones, Are Directed To Increase Interest In Electronic Management Of Human Resources As A Tool For Achieving Organizational Longevity , And In View Of The Increasing Importance That Electronic Management Receives. For Human Resources In Enhancing Organizational Longevity , The Study Seeks To Provide A Comprehensive Theoretical Framework To Explain The Nature Of The Relationship And The Impact Of The Role Of Electronic Management Of Human Resources In Achieving Organizational Longevity .

Thus, Electronic Human Resources Management Represents The Sum Of Electronic Structures, Decisions, And Relationships Used In Providing And Exercising Human Resources Management Functions In Organizations, In Terms Of Electronic Selection And Recruitment, Where Jobs Are Announced And Applied For Immediately Via The Internet, And Training And Development Are Carried Out Using The Internet, Multimedia, Simulation, And Wage Payment. . Salaries Are Made Through Electronic Banks, And Communications And Negotiations Between Employees, Managers, And The Government Take Place Through Business Networks. In This Way, Electronic Management Of Human Resources Has Become An Actual Application Of Information And Communications Technology, Which Contributes To Modernizing Accounting And Administrative Issues, Interaction Between Employees, And Assisting In Decision-Making Through Accurate Outputs. And Clear, As Well As By Facilitating Cooperation, Training, Motivation And Participation In The Organization, Which Was Reflected In Reducing Costs

And Completing Activities Very Effectively By Providing Services In A Simple, Direct And Quick Way, And Then Satisfying Employees By Giving Them The Opportunity To Formulate The Work Of Human Resources And Highlighting Their Vision For The Future Of The Organization.

## **2. Study Methodology**

### **2-1 The Problem Of The Study**

Iraqi Telecommunications Companies Faced Many Circumstances And Difficulties As A Result Of The Conditions They Had Been Through For Many Years, In Addition To Some Of Their Traditional Administrative Problems. These Circumstances And Difficulties Were Reflected And Created Fundamental Challenges In Practicing The Administrative Process And The Service Provided To Customers. In Light Of These Facts, The Need Necessitated The Emergence Of The Role Of Electronic Management Practices For Human Resources. Which Would Work To Enhance Organizational Longevity In The Researched Companies For The Purpose Of Carrying Out Their Work And Tasks Efficiently And To Maintain Competition With Other Companies In The Midst Of Dynamic, Rapidly Changing And Complex Environments, As Organizations Thus Aim To Achieve Strategic Organizational Goals In Order To Sustain Their Organization, By Striving To Possess Efficient Resources And Emerging Competitive Advantages. Necessary, In Light Of Facing Emerging And Rapidly Changing Environmental Challenges. In Order To Formulate The Research Problem, The Main Question Was Raised: What Is The Role Of Electronic Human Resources Management In Achieving Organizational Longevity ? From This The Following Questions Arise:

1. What Is The Nature And Level Of The Relationship Between Electronic Management Of Human Resources And Organizational Longevity At The Macro Level?
2. What Is The Level Of Impact Of Electronic Human Resources Management On Organizational Longevity At The Macro Level?
3. What Is The Most Influential Dimension Of Electronic Human Resources Management On Organizational Longevity At The Macro Level?

### **2-2 The Importance Of The Study**

The Importance Of The Study Lies In The Importance Of Its Variables, As No Two People Disagree About The Importance Of Electronic Management Of Human Resources In Service Organizations. The Importance Of This Study Appears In Our Focus On The Service Sector, Which May Be The Most Important Area That Must Be Focused On For The Application Of Information Technology And Electronic Facilities In All Tasks And Functions Of Human Resources In Line With The Requirements Of The Times. Interest In Electronic Management Of Human Resources Has Emerged As A Result Of Interest In The Human Resource And Its Development So That It Is Liberated From Administrative Restrictions And Is Able To Focus More On Developing Intellectual Capital, Social Capital, And Knowledge Management To Improve Organizational Competitive Advantage And Achieve Organizational Longevity . Its Importance Is Highlighted In Contributing To Increasing Electronic Dependence. Reducing Administrative Restrictions In Service Organizations.

### **2-3 Objectives Of The Study**

The Current Study Aims To Achieve The Following:

- 2-3-1 Testing The Impact Of Electronic Human Resources Management On Organizational Longevity At The Macro Level.
- 2-3-2 Testing The Correlation Between Electronic Human Resources Management And Organizational Longevity At The Macro Level.
- 2-3-3 Finding The Most Influential Dimension Of Electronic Human Resources Management In Organizational Longevity At The Macro Level.

## 2-4-2 Study plan

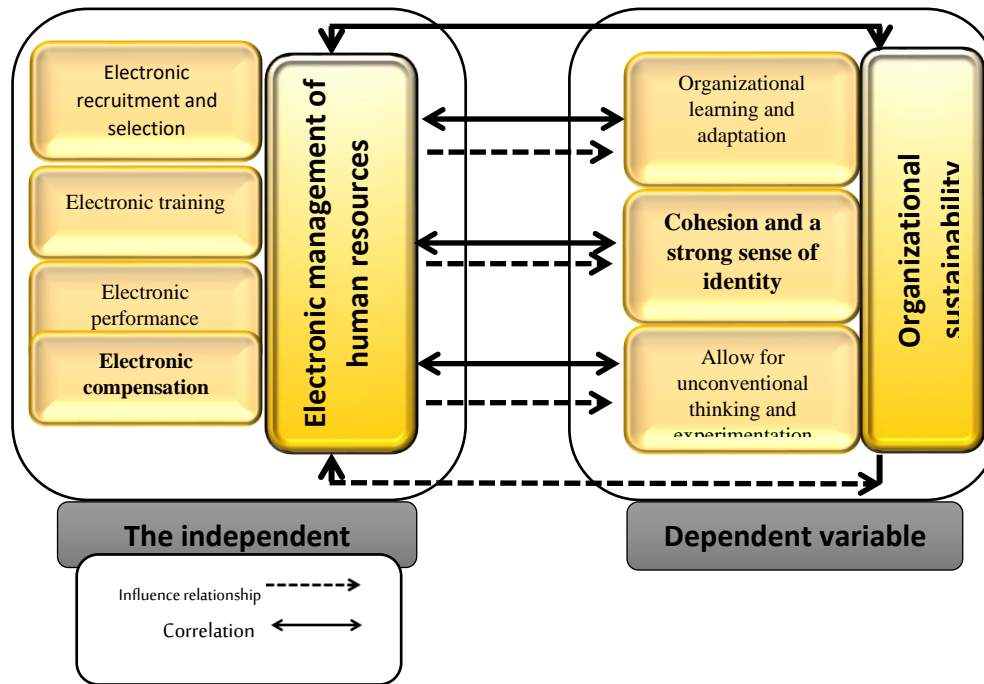


Figure (1) Hypothetical diagram of the study

Source: Prepared by researchers

## 2-5 Study Hypotheses:

In Order To Address The Problem Posed In This Study And Reach The Set Goals, A Study Model Must Be Developed That Reflects The Variables Of The Study, And The Following Main And Sub-Hypotheses Emerge From The Research Model: -

### 2-5-1 The First Main Hypothesis: There Is A Statistically Significant Correlation Between Electronic Human Resources Management And Organizational Longevity At The Aggregate Level. The Following Sub-Hypotheses Emerge From This Hypothesis:

- A - There Is A Statistically Significant Correlation Between Recruitment, Electronic Selection, And Organizational Longevity At The Aggregate Level.
- B - There Is A Statistically Significant Correlation Between Electronic Training And Organizational Longevity At The Aggregate Level.
- T - There Is A Statistically Significant Correlation Between Electronic Performance Evaluation And Organizational Longevity At The Aggregate Level.
- D - There Is A Statistically Significant Correlation Between Electronic Compensation And Organizational Longevity At The Aggregate Level.

### 2-5-2 The Second Main Hypothesis: There Is A Statistically Significant Effect Of Electronic Human Resources Management On Organizational Longevity At The Aggregate Level. The Following Sub-Hypotheses Emerge From This Hypothesis:

- A - There Is A Statistically Significant Effect Of Electronic Recruitment And Selection On Organizational Longevity At The Aggregate Level.
- B - There Is A Statistically Significant Effect Of Electronic Training On Organizational Longevity At The Aggregate Level.

T - There Is A Statistically Significant Effect Of Evaluating Electronic Performance On Organizational Longevity At The Aggregate Level.

D - There Is A Statistically Significant Effect Of Electronic Compensation On Organizational Longevity At The Aggregate Level.

### **3- The Theoretical Framework For Electronic Management Of Human Resources**

#### **3-1 The Nature Of Electronic Management Of Human Resources**

E-Hrm Is A Relatively New Term For It-Enabled Human Resource Management In Every Sector, Particularly Through The Use Of Web Technology. Expectations Are That Human Resource Departments Using Information Technology May Now Be Freed From Administrative Constraints And Be Able To Focus More On Developing Intellectual Capital, Social Capital, And Knowledge Management To Improve Organizational Competitive Advantage. Electronic Human Resources Management Is An Organization's Wide Electronic Network Integrated With... Data Related To Human Resources, Information Services, Database, Tools, Applications And Transactions That Can Be Publicly Accessed At Any Time By Employees, Managers And Hr Experts (Shoeb Ahmad, 2015,74).

#### **3-2 The Importance Of Electronic Human Resources Management**

The Introduction Of Electronics Into The Human Resources Management Function Is Of Great Importance Through The Results It Achieves, Which Are As Follows: (Sanayei, 2018, 142)

1. Information Technology Eliminates Intensive Traditional Manual Labor, But Creates New Jobs (Webmasters, Media Brokers, Html Programmers).
2. Remote Work And Flexible Consideration Of Time And Location Are Part Of The Job Description.
3. Privacy Has Also Become A Relevant Issue, As The Distinction Between Relevant Personal And Professional Information Is Blurred, As Well As The Mixing Of Personal Time And Work Hours.
4. Geographic Barriers Disappear, Up To The Point Where Some Businesses Operate 24 Hours A Day Using Time Zones Appropriately.
5. Cross-Functional Skills And Teamwork Are The Capabilities Required For New Economy Employees.
6. Modern Organizational Structures, Flat And Team-Based, Take On Traditional Forms (Virtual Organizations Are An Example Of This Phenomenon).

#### **3-3 Types Of Electronic Human Resources Management**

There Are Three Types Of Electronic Hrm. They Are Described Respectively As Processual, Relational And Transformational: (Li Ma&Maolin, 2015, 72).

- 3-3-1 Operational Electronic Human Resources Management: Related To Administrative Functions, Payroll, And Personal Data Of Employees, For Example. The Operational Type Of Hr Management Provides The Choice Between Requiring Employees To Keep Their Personal Data Up To Date Through The Hr Website Or Having Administrative Power To Do So.
- 3-3-2 Relational Electronic Human Resources Management: It Is Related To Supporting Business Operations Through Methods Of Training, Recruitment, Performance Management, Etc. For Relational Hrm, There Is A Choice Between Supporting Recruitment And Selection Through A Web-Based Application Or Using A Paper-Based Approach (Through Advertisements, Paper Application Forms, Letters, Etc.).
- 3-3-3 Transformative Electronic Human Resources Management: It Is Linked To Strategic Human Resources Activities Known As Knowledge Management And Strategic Redirection. For Transformational Hr Management, It Is Possible To Create A Change-Ready Workforce Through An Integrated Set Of Web-Based Tools That Enable The Workforce To Evolve In Line With The Company's Strategic Choices Or Acquire Paper-Based Materials.

#### **3-4 Functions (Dimensions) Of Electronic Human Resources Management**

Human Resources Management Has Witnessed Major Developments That Have Led To An Increase In The Production Of Knowledge And Its Sharing Among Individuals Within The Organization. Human Resources Management Has Contributed Electronically To Facilitating This Process, And Thanks To It, Knowledge Has Become Widely Transmitted Between Individuals Working In Different Departments, Which Has Had A Significant And Positive Impact On Enhancing The Organization's Performance. And Its Competitiveness.

Electronic Human Resources Management Includes A Number Of Functions Within The Organization, Which Are: (Dailami, 2015, 72)

- 3-4-1 Electronic Selection And Recruitment: Electronic Selection And Recruitment Refers To The Use Of Electronic Tools And Technologies That Facilitate The Selection And Recruitment Processes For Human Resources In The Organization. The Goal Is To Ensure That All Procedures Are Carried Out In Accordance With The Plans And Systems Established To Ensure Obtaining The Best Competencies At The Lowest Costs, Etc. What We Notice Today Is That Most Organizations Usually Recruit Candidates Using The Internet (149: 2018, Malkawi). E-Recruitment Also Refers To Posting Vacancies On An Organization's Websites Or A Special Online Recruitment Site That Allows Applicants To Submit Their Resumes Electronically (Via Emails Or Using Any Other Means Of Electronic Forms). The Possibility Of Online Recruitment Is Discussed As A Unique Way To Recruit Researchers. For Work, Online Recruitment Also Brings Significant Benefits In Terms Of The Cost Of Time In Searching The Pool Of Candidates And The Quality And Speed Of The Response (118: 2015, Khashman & Al-Ryalat).
- 3-4-2 E-Training: E-Training Is A Branch Of Open, Distance-Based Training Based On Electronic Networks. E-Training Can Also Be Defined As Teaching Learners Training Through The Use Of Modern Technology, That Is, Every Time We Resort To Using Interactive Media For The Purpose Of Training (Intranet, The Internet, Cds), And Thus It Is A Marriage Between Multimedia (Sound, Image, And Text), Which Has Led Some To Consider Electronic Training As A Second Outlet For The Information And Communication Technology Market. It Means That It Is: The Process Of Training Using The Multiple Internet Networks To Broadcast And Publish Content In Various Forms. Different, Managing The Training Process And The Group Of Trainees Via The Network, The Presence Of Specialists In The Training Process And The Content Group. The Electronic Training Process Increases The Possibility Of Employees' Access To Training And Learning, And This Is Done In A Rapid Manner At Low Costs In Addition To Their Participation In The Training Process. Electronic Training Is Counted For The Benefit Of The Beneficiary Organizations In Several Cases. Points Are Reducing The Total Cost Of Training: It Is One Of The Most Important Advantages Of Electronic Training Compared To Traditional Training, And It Is Related To Reducing Some Of The Expenses Associated With Training, Such As Accommodation And Transportation Expenses. Make Applications As Friendly As Possible And Shared By A Significant Number Of Learners; Tight Management Of Time By Reducing The Time Limit (Trainees' Absence From Their Work Positions) That Organizations Were Responsible For As A Result Of The Time Constraints Imposed By Electronic Training; Adopting This Modern Style Also Adds Flexibility To Training, And This Advantage Greatly Serves Multinational Companies, Given The Spread Of Their Human Resources In Various Countries Of The World, Which Guarantees Them Homogeneous Training No Matter Where They Are Located. In Addition To The Use Of Information And Communication Technology In Training, It Allows Strengthening The Image Of Organizations In The Eyes Of Both Internal And External Audiences. In Addition, Gaining A New Customer Costs Organizations Approximately Five Times More Than Maintaining An Existing Customer, Which Prompts Them To Adopt Electronic Training That Provides Their Human Resources With New Skills That Will Improve The Services Provided To Their Current Customers (Dilmi, 2015, 81).
- 3-4-3 Electronic Performance Evaluation: Electronic Human Resources Management Allows The Entire Performance Evaluation To Be Conducted Over The Internet Or The Organization's Intranet. This Means That The Manager And The Employee Are Able To Submit Performance Data Directly To The Human Resources Department Electronically And Evaluate It Based On Comparing The Employee's Performance With The Standard Performance. This Practice Can Significantly Reduce The Time And Cost Of The Hr Department (15 2020, Shah Et Al). Electronic Performance Evaluation Also Refers To The Adoption Of Web-Based Technology To Evaluate The Performance Of Employees And The Organization As Well (Malkawi, 2018: 149). In The Same Context, Electronic Performance Evaluation Refers To The Use Of Many Software Packages To Measure The Employee's Performance Accurately And Also Helps In Discovering Weaknesses And Providing Suggestions To Improve The Weak Points To Increase The Employee's Performance (87: 2020, Ganeshan & Vethivajan).
- 3-4-4 Electronic Compensation: Electronic Compensation Means The Use Of Electronic Applications To Manage Compensation By Collecting, Processing, Storing, Analyzing And Distributing Compensation Data And Information

To All Employees At Any Time, With The Possibility Of Accessing This Information Also From Any Employee At Any Time To Know The Details Of His Entitlements (149: 2018). , Malkawi). Electronic Compensation Is Also Referred To As Meaning The Use Of An Electronic System To Calculate Salary-Related Entitlements, Calculations Of Various High-Cost Allowances, Employee Benefits, Welfare Measures, And Other Benefits (Vethivajan & Ganeshan, 2020: 87).

#### **4- The Theoretical Framework For Organizational Longevity**

##### **4-1 The Concept Of Organizational Longevity :**

When There Is Technological Change Or Any Other Type Of Change In The Business World, This Change Represents A Threat Or An Opportunity To Organizations And Industries. If An Organization Fails To Successfully Address These Threats Or Opportunities, The Organization Will Likely Lose Market Share, Perhaps Decrease In Size, And May Even Decline At Times. Conversely, If It Succeeds, This Will Likely Be Reflected In Its Growth, Sustainability, And Profits (Fai, 2007: 5).

The Failure, Collapse, Or Death Of Some Organizations Can Be Attributed To Some Of The Reasons Identified By Weitzman (2014: 1) As Follows:

1. Deterioration In The Financial Condition Of The Organization.
2. Poor Or Weak Senior Management In The Organization.
3. Lack Of Influential Leaders.
4. The Organization's Inability To Adapt To Changes In The Internal And External Environment.
5. Inability To Compete And Overcome Competitors In The Same Environment And Industry.

Organizations Play Critical Roles In Advancing Societal Sustainability, But The Concept Of Organizational Longevity Itself Is Still Searching For A Satisfactory Definition. Common Synonyms For Organizational Longevity Used In Interdisciplinary Sustainability Literature Include Organizational Continuity, Organizational Success, Organizational Longevity , And, In Some Cases, Growth (Moldavanova & Goerdel, 2018: 2). However, There Are Some Varying Definitions, As Onwuka Et Al., 2017: 74 Defined The Concept Of Organizational Longevity As Successful Organizations, Capable Of Achieving And Maintaining Their Goals And Objectives Over A Long Period Of Time. While Darna Et Al., 2018 Indicated: 3) It Is The Organization's Ability To Adapt To Its Environment And Survive Potential Setbacks. (Galadanchi & Bakar, 2018: 53) Stated That It Is The Continued Existence Of Organizations Even After The Death Of Its Founder.

##### **4-2 Dimensions Of Organizational Longevity**

###### **4-2-1 Organizational Learning And Adaptation (Sensitivity To The Environment):**

Sensitivity To The Environment Represents The Organization's Ability To Learn And Adapt To The Various Conditions It Experiences And Experiences, As The Organization Must Be Sensitive To The Environment Regardless Of Whether It Achieves Large Profits And Sales As A Result Of Knowledge Or Other Resources. This Sensitivity Enables The Organization To Maintain Its Competitive Position, Increase Its Market Share, And Thus Achieve Sustainability (De Geus, 2002: 10). Organizational Learning Is An Important Aspect Of Organizational Excellence. It Relates To The Process Of Creating, Retaining And Transferring Knowledge, And Knowledge Creation, Knowledge Retention And Knowledge Transfer Can Be Considered As Adaptive Processes That Are Functions Of Experience (Argote, 2011: 434).

###### **4-2-2 Cohesion And A Strong Sense Of Identity**

It Is Clear In Today's Business World That Cohesion And Identity Are Aspects Of An Organization's Innate Ability To Build A Community And Character For Itself. Cohesion Can Be Defined As The Tendency Of A Group To Be In Unity While Working To Achieve A Goal Or Meet The Emotional Needs Of Its Members (Carron & Brawley, 2000: 91). Group Cohesion, Also Called (Social Cohesion), Arises When Members Of A Social Group Relate To Each Other And To Other Groups As A Whole. Although Cohesion Is A Multifaceted Process, It Can Be Divided Into Four Main Components: (Social Relationships, Task Relationships, Perceived Unity, And Emotions). Members Of Strongly Cohesive Groups Tend To Participate Easily And Remain With The Group (Dyaram & Kamalanabhan, 2005: 188). As For Organizational Identity, It Is A Topic That Helps Achieve Organizational Longevity . Organizational Identity As A Concept Is That The Organization As A Whole Is Greater

Than The Sum Of Its Components. Organizational Identity Is Defined As A Set Of Statements That Organizational Members View As Central, Distinctive, And Enduring To Their Organization (Lin, 2005: 803).

#### 4-2-3 Allowing Unconventional Thinking And Experimentation

Allowing Unconventional Thinking And Experimentation Is Expressed As Acceptance Of The Creativity That Occurs On The Margins Of The Organization. Or It Is A Strategic Process Linked To Long-Term Organizational Longevity . Allowing Creativity Produces New Products, Which Results In New Revenue Streams That Are Essential To The Sustainability Of The Organization. Permissiveness Has Also Been Defined As The Process Of Diversification Through Creativity, With The Underlying Assumption That “Tolerant Systems Are Permanent.” Permissiveness And Decentralization As Well, Are Both Symptoms Of An Organization's Awareness Of The Environment And Its Ability To Build Constructive Relationships With Other Entities, Inside And Outside Itself, As Organizations That Have Survived For A Long Period Of Time Tolerate And Adapt To Experiments, Strange Things, And Extremes That Ultimately Led To Expanding Their Knowledge Of Their Capabilities As An Organization ( Weitzman, 2014: 2).

#### 5-1 Testing The Study’s First Main Hypothesis (Correlation) And The Sub-Hypotheses Emerging From It.

Table (1) Displays The Results Of The Analysis Of Testing The Main Correlation Hypothesis Of The Study Through The Pearson Correlation Coefficient.

**Table (1) Correlation between electronic management of human resources and Organizational Longevity**

variable			
Dependent	Independent	Organizational Longevity	Moral level
Electronic management of human resources		0.723**	0.000

(\*\*) indicates a level of confidence (99%), i.e. a level of significance (0.01).

Source: Prepared by the researchers based on the outputs of the SPSS ver. 23 program.

It Is Clear From Table (1) That The Correlation Coefficient (R) Reached (0.723\*\*), And This Result Indicates The Existence Of A Positive (Direct) Correlation With A Significant Significance (0.000) Between The Independent Variable (Electronic Management Of Human Resources) And The Dependent Variable. (Organizational Longevity ), Which Is Less Than The Standard Value Adopted By The Researchers At A Level Of Significance (0.05) And A Level Of Confidence (95%). This Indicates That Organizational Longevity Can Be Enhanced In General By Simply Bringing About A Positive Change In Electronic Human Resources Management Practices. This Confirms The Validity Of The First Main Hypothesis (Correlation), Which States (The Existence Of A Statistically Significant Correlation Between Electronic Management Of Human Resources And Organizational Longevity At The Macro Level).

Table (2) Displays The Correlation Between The Practices Of The Independent Variable (Electronic Human Resources Management) And The Dependent Variable (Organizational Longevity ) At The Aggregate Level.

**Table (2) Correlation between electronic management of human resources and Organizational Longevity**

		Organizational Longevity	Moral level	Ranking level
Electronic management of human resources	Electronic recruitment and selection	0.533**	0.000	the third
	Electronic training	0.642**	0.000	the first
	Electronic performance evaluation	0.636**	0.000	the second
	Electronic compensation	0.493**	0.000	the fourth

(\*\*) indicates a level of confidence (99%), i.e. a level of significance (0.01).

Source: Prepared by the researchers based on the outputs of the SPSS ver. 23 program.

**Based On The Results Of Table (2), The Following Can Be Stated And Explained:**

- A. The Correlation Coefficient (R) Reached (0.533\*\*), And This Result Indicates The Existence Of A Positive (Direct) Correlation With A Moral Significance (0.000) Between Electronic Recruitment And Selection And The Dependent Variable (Organizational Longevity ), Which Is Less Than The Standard Value. Which The Researchers Adopted At A Significance Level (0.05) And A Confidence Level (95%). This Indicates That Organizational Longevity In Telecommunications Companies Can Be Generally Enhanced By Simply Bringing About A Positive Change In Electronic Recruitment And Selection. This Confirms The Validity Of The First Sub-Hypothesis Of The First Main Hypothesis, Which States (The Existence Of A Statistically Significant Correlation Between Recruitment, Electronic Selection, And Organizational Longevity ).
- B. The Correlation Coefficient (R) Reached (0.642\*\*), And This Result Indicates The Existence Of A Positive (Direct) Correlation With A Significant Significance (0.000) Between Electronic Training And The Dependent Variable (Organizational Longevity ), Which Is Less Than The Standard Value That The Researchers Adopted It At A Level Of Significance (0.05) And A Level Of Confidence (95%). This Is An Indication That Organizational Longevity In Telecommunications Companies Can Be Generally Enhanced By Simply Bringing About A Positive Change In Electronic Training. This Confirms The Validity Of The Second Sub-Hypothesis Of The First Main Hypothesis, Which States (The Existence Of A Statistically Significant Correlation Between Electronic Training And Organizational Longevity ).
- C. The Correlation Coefficient (R) Reached (0.636\*\*), And This Result Indicates The Existence Of A Positive (Direct) Correlation With A Moral Significance (0.000) Between The Electronic Performance Evaluation And The Dependent Variable (Organizational Longevity ), Which Is Less Than The Standard Value. Which The Researchers Adopted At A Significance Level (0.05) And A Confidence Level (95%). This Indicates That Organizational Longevity In Telecommunications Companies Can Be Enhanced In General By Simply Bringing About A Positive Change In The Evaluation Of Electronic Performance, Which Confirms The Validity Of The Third Sub-Hypothesis Of The First Main Hypothesis, Which States (The Existence Of A Statistically Significant Correlation Between The Evaluation Of Electronic Performance And Organizational Longevity ).
- D. The Correlation Coefficient (R) Reached (0.493\*\*), And This Result Indicates The Existence Of A Positive (Direct) Correlation With A Moral Significance (0.000) Between Electronic Compensation And The Dependent Variable (Organizational Longevity ), Which Is Less Than The Standard Value That The Researchers Adopted It At A Level Of Significance (0.05) And A Level Of Confidence (95%). This Indicates That The Organizational Longevity Of Telecommunications Companies Can Be Generally Enhanced By Simply Bringing About A Positive Change In Electronic Compensation. This Confirms The Validity Of The Fourth Sub-Hypothesis Of The First Main Hypothesis, Which Stipulates (The Existence Of A Statistically Significant Correlation Between Electronic Compensation And Organizational Longevity . Among The Dimensions Of Electronic Management Of Human Resources, The Dimension (Electronic Training) Is At A Rate Of (64.2%), Occupying The First Place, And This The Company Must Pay Attention To This Practice Because It Has A Strong, Direct Relationship In Enhancing Organizational Longevity . It Came In Second Place After (Electronic Performance Evaluation) With A Rate Of (63.6%), And It Also Forms A Strong Direct Relationship To Enhance The Company’s Organizational Longevity . As For (Electronic Recruitment And Selection), It Was It Came In Third Place With A Rate Of (53.3%), Which In Turn Proved To Have A Strong, Positive Relationship With Organizational Longevity . Finally, It Was In Fourth Place After (Electronic Compensation) With A Rate Of (49.3%), As It Resulted In A Moderate, Positive Relationship With Organizational Longevity .

**5-2 Testing The Second Main Study Hypothesis (Impact) And The Sub-Hypotheses Emerging From It.**

The Influence Hypotheses (Main And Subsidiary) Can Be Tested By Adopting The Regression Coefficient (Effect), Which Is Symbolized By The Symbol (B), As It Explains The Proportion Of The Influence Of The Independent/Dimensional Variable (When It Changes By One Unit) On The Dependent Variable. In Addition, Extracting The Coefficient Of Determination, Which Is Symbolized By The Symbol (R<sup>2</sup>), As It Shows The Percentage Of Variance In The Dependent Variable That Can Be Predicted By The Independent Variable And Its Dimensions.

In Order To Accept The Hypothesis, The Calculated (T) Value Must Be Greater Than Its Tabulated Counterpart Of (1.658) At A Significance Level Of (0.05), I.E. (95%) Confidence Level. In Contrast, The Calculated (F) Value Must Be Greater Than Its Tabulated Counterpart Of (3.92). ) At A Significance Level Of (0.05), I.E. A Confidence Level Of (95%). Table 3 Displays The Results Of Testing The Second Main Study Hypothesis (Impact).

**Table (3) The effect of electronic human resources management on Organizational Longevity**

variable		Coefficient of determination (R <sup>2</sup> )	Regression coefficient (impact) (β)	Calculated T value	Calculated (F) value	Moral level
The Independent	dependent					



Electronic management of human resources	Organizational Longevity	0.508	0.695	10.014	100.287	0.000
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Source: Prepared by the researchers based on the outputs of the SPSS ver. 23 program.

It is clear from Table (3) that the coefficient of determination (R<sup>2</sup>) reached (0.508), and this indicates that electronic human resources management explains (50.8%) of the variance occurring in the Organizational Longevity of the company under study, while the remaining percentage is (49.2). % It is due to other factors that are not included in the plan of the current study. While the regression coefficient ( $\beta$ ) reached (0.695), this indicates that a change in the electronic management of human resources of the company under study by one unit will be reflected in its Organizational Longevity by (69.5%) as an impact. On the other hand, the calculated value of (T) reached (10.014), which is greater than its tabulated counterpart of (1.658) at a significance level of (0.05), that is, a confidence level of (95%). The calculated F value reached (100.287) at a significance level of (0.000), which is greater than its tabulated counterpart of (3.92) at a significance level of (0.05), i.e. a confidence level of (95%). Based on these results, the second main hypothesis (impact) is accepted, which states (there is a statistically significant effect of electronic management of human resources on Organizational Longevity ).

On the other hand, Table (4) displays the results of testing the sub-hypotheses related to the study's second main hypothesis (impact).

**Table (4) The effect of the dimensions of electronic human resources management on Organizational Longevity**

Dimensions of electronic management of human resources	Dependent variable	Coefficient of determination (R <sup>2</sup> )	Regression coefficient (impact) ( $\beta$ )	Calculated T value	Calculated (F) value	Moral level
Electronic recruitment and selection	Organizational Longevity	0.284	0.509	6.208	38.544	0.000
Electronic training		0.413	0.577	8.257	68.170	0.000
Electronic performance evaluation		0.404	0.423	8.114	65.841	0.000
Electronic compensation		0.244	0.349	5.588	31.226	0.000

Source: Prepared by the researchers based on the outputs of the SPSS ver. 23 program.

**Based On The Outcomes Of Table (4), The Following Can Be Stated And Interpreted:**

- A. The Coefficient Of Determination (R<sup>2</sup>) Was (0.284), And This Indicates That Electronic Recruitment And Selection Explain (28.4%) Of The Variation Occurring In Organizational Longevity , While The Remaining Percentage (71.6%) Is Due To Other Factors Not Included. In The Outline Of The Current Study. While The Regression Coefficient (B) Reached (0.509), This Indicates That A Change In Electronic Recruitment And Selection By One Unit Will Be Reflected In Organizational Longevity By (50.9%) As An Impact. On The Other Hand, The Calculated Value Of (T) Reached (6.208), Which Is Greater Than Its Tabulated Counterpart Of (1.658) At A Significance Level Of (0.05), That Is, A Confidence Level Of (95%). The Calculated F Value Reached (38.544) At A Significance Level Of (0.000), Which Is Greater Than Its Tabulated Counterpart Of (3.92) At A Significance Level Of (0.05), That Is, With A Confidence Level Of (95%). Based On These Results, The First Sub-Hypothesis Of The Second Main Hypothesis Is Accepted, Which States (There Is A Statistically Significant Effect Of Electronic Recruitment And Selection On Organizational Longevity ).
- B. The Coefficient Of Determination (R<sup>2</sup>) Reached (0.413), And This Indicates That Electronic Training Explains (41.3%) Of The Variation Occurring In Organizational Longevity , While The Remaining Percentage (58.7%) Is Due To Other Factors Not Included In Outline Of The Current Study. While The Regression Coefficient (B) Reached (0.577), This

Indicates That A Change In Electronic Training By One Unit Will Be Reflected In Organizational Longevity By (57.7%) As An Effect. On The Other Hand, The Calculated Value Of (T) Reached (8.257), Which Is Greater Than Its Tabulated Counterpart Of (1.658) At A Significance Level Of (0.05), That Is, A Confidence Level Of (95%). The Calculated (F) Value Reached (68.170) At A Significance Level Of (0.000), Which Is Greater Than Its Tabulated Counterpart Of (3.92) At A Significance Level Of (0.05), That Is, With A Confidence Level Of (95%). Based On These Results, The Second Sub-Hypothesis Related To The Second Main Hypothesis Is Accepted, Which States (There Is A Statistically Significant Effect Of Electronic Training On Organizational Longevity ).

- C. The Coefficient Of Determination (R<sup>2</sup>) Reached (0.404), And This Indicates That Electronic Performance Evaluation Explains (40.4%) Of The Variation Occurring In Organizational Longevity , While The Remaining Percentage (59.6%) Is Due To Other Factors Not Included. In The Outline Of The Current Study. While The Regression Coefficient (B) Reached (0.423), This Indicates That A Change In The Electronic Performance Evaluation By One Unit Will Be Reflected In Organizational Longevity By (42.3%) As An Impact. On The Other Hand, The Calculated Value Of (T) Reached (8.114), Which Is Greater Than Its Tabulated Counterpart Of (1.658) At A Significance Level Of (0.05), That Is, A Confidence Level Of (95%). The Calculated (F) Value Reached (65.841) At A Significance Level Of (0.000), Which Is Greater Than Its Tabulated Counterpart Of (3.92) At A Significance Level Of (0.05), I.E. A Confidence Level Of (95%). Based On These Results, The Third Sub-Hypothesis Of The Second Main Hypothesis Is Accepted, Which States (There Is A Statistically Significant Effect Of Electronic Performance Evaluation On Organizational Longevity ).
- D. The Coefficient Of Determination (R<sup>2</sup>) Reached (0.244), And This Indicates That Electronic Compensation Explains (24.4%) Of The Variation Occurring In Organizational Longevity , While The Remaining Percentage (75.6%) Is Due To Other Factors Not Included In Outline Of The Current Study. While The Regression Coefficient (B) Reached (0.349), This Indicates That A Change In The Dimension Of Electronic Compensation By One Unit Will Be Reflected In Organizational Longevity By (34.9%) As An Impact. On The Other Hand, The Calculated Value Of (T) Reached (5.588), Which Is Greater Than Its Tabulated Counterpart Of (1.658) At A Significance Level Of (0.05), That Is, A Confidence Level Of (95%). The Calculated F Value Reached (31.226) At A Significance Level Of (0.000), Which Is Greater Than Its Tabulated Counterpart Of (3.92) At A Significance Level Of (0.05), I.E. A Confidence Level Of (95%). Based On These Results, The Fourth Sub-Hypothesis Related To The Second Main Hypothesis Is Accepted, Which States (There Is A Statistically Significant Effect Of The Electronic Compensation Dimension On Organizational Longevity ).
- It Is Clear From Table (4) That The Dimension That Had The Highest Impact Compared To The Rest Of The Other Dimensions Is The (Electronic Training) Dimension, As It Achieved A Regression Coefficient Of (57.7%) And Came In First Place. While It Ranked Second In Terms Of Influence After (Electronic Recruitment And Selection) With A Regression Coefficient Of (50.9%), Which Made It Rank Second. While It Came In Third Place After (Electronic Performance Evaluation) With A Regression Coefficient Of (42.3%). Finally, It Came In Last Place After (Electronic Compensation) With A Regression Coefficient Of (34.9%).

## **6-Conclusions And Recommendations**

### **6-1 Conclusions**

1. Electronic Human Resources Management Is An Essential Factor For Increasing The Company's Efficiency And Improving The Level Of Its Performance And Its Sustainability.
2. In Order To Shift Towards Adopting Technology, Catch Up With International Companies, Keep Pace With Developments In Work Systems, And Develop Human Resources Practices, Most Organizations Have Tended To Adopt Electronic Management Of Human Resources To Comply With International Trends Related To That.
3. Employees' Interest In Their Work And Their Desire To Develop Their Capabilities And The Shift Towards Reliance On Technology In Organizations In General And Industrial Organizations In Particular Depend On Their Ability To Implement Electronic Management Of Human Resources. The Failure To Implement These Practices Is Due To The Lack Of Positive Support From Senior Management Through The Provision Of Compensation And Facilities That Attract Employees To Interact. With Those Practices.
4. The Correlation Coefficient Demonstrated The Existence Of A Strong Moral Correlation Between The Electronic Management Of Human Resources And The Dimensions Of Organizational Longevity , As The Correlation Coefficient At The Overall Level Reached (0.723). This Indicates The Presence Of A Strong Role For The Electronic Management Of Human Resources In Achieving The Dimensions Of Organizational Longevity In The Researched Company, And This Relationship Is Significant. Logical Refers To The Effective Contribution Of Electronic Human Resources Management In Achieving The Goals And Expected Benefits From The Approach Of The Dimensions Of Organizational Longevity .
5. At The Level Of Electronic Management Of Human Resources, It Has Been Proven That There Are Strong Moral Correlations Between Each Dimension Of Electronic Management Of Human Resources And The Dimensions Of

Organizational Longevity . All Values Of The Correlation Coefficients For The Dimensions Were Close In Strength, And The Electronic Training Dimension Obtained The Highest Correlation Rate, Reaching (0.649). This, In Turn, Enhances The Positive Interaction Between The Research Variables In The Investigated Field.

6. The Presence Of Significant Influence Relationships For Electronic Management Of Human Resources On The Dimensions Of Organizational Longevity . The Percentage Of Contribution Of Management Practices Of Electronic Management Of Human Resources In Bringing About Changes In The Dimensions Of Organizational Longevity Reached A High Degree Of Influence, And The Amount Of Influence Enhanced The Effect Of Each Dimension Of Electronic Management Of Human Resources. The Dimension The One With The Highest Impact Compared To The Rest Of The Other Dimensions Is The (Electronic Training) Dimension, As It Achieved A Regression Coefficient Of (57.7%) And Ranked First, While Electronic Compensation Ranked Last, Reaching (24.4%) In Impact.
7. E-Training Is One Of The Most Important Electronic Management Practices For Human Resources That Must Be Adopted By Organizations In General And Industrial Organizations In Particular In Order To Improve Competitive Advantage And Achieve Organizational Longevity .

#### **6-2 Recommendations:**

1. Work To Involve Workers In Telecommunications Companies In Identifying Their Training Needs In Electronic Training Programs Focusing On Electronic Training Programs Directed Specifically Towards The Individual.
2. Work To Provide A Special Financial Budget To Train Workers In Telecommunications Companies.
3. Providing Programs For Human Resources To Be Used In Electronic Training.
4. The Management Of Telecommunications Companies Links Training With Financial Incentives For Employees.
5. The Management Of Telecommunications Companies Approves The Selection Of Employees Electronically As One Of The Recruitment Stages.
6. Work To Involve Department Managers In Telecommunications Companies In The Process Of Selecting Employees Electronically.
7. The Process Of Hiring Workers For Communication Companies Must Be Fair And Transparent.
8. Providing Workers In Telecommunications Companies With Feedback On Their Performance From The Company's Management.
9. The Management Of Al-Shifa Medical Complex Should Establish Clear Foundations And Standards Through Which The Performance Of Employees Will Be Evaluated Electronically.
10. That The Workers' Compensation Process Be Carried Out Within Clear And Specific Standards.
11. Working To Provide The Necessary Programs For Electronic Performance Evaluation, Such As: Artificial Intelligence Programs.
12. Working To Develop The Infrastructure For Electronic Communications, Such As: Networks And Internet Lines.
13. That The Policies And Laws Established By The Management Of Communication Companies Contribute To Developing The Performance Of Employees.
14. Participation Of Employees In Communication Companies In Developing Plans And Suggestions For Developing And Improving Work In The Company.

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