

## The Role of Electronic Human Resources Management (E-HRM) practices in the work pressure

Field research In the Al-Rusafa Administration Institute

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دور ممارسات ادارة الموارد البشرية الالكترونية في ضغوط العمل

بحث ميداني في معهد الادارة/الرصافة

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### Abstract

The is research aims to find out the levels of electronic human resources management that have the most impact on work pressures. the Institute of Management /Al Rusafa is chosen as an area to conducting the field side of research through a sample of (٣٢) managers and employees in the departments affiliated with the institute. The research is problem revolves around the existence of challenges facing the researched organization. It is represented by the weak infrastructure, which requires the availability of an administration capable of applying electronic human resources management practices to reduce the work pressure of its employees. The questionnaire is used as a main tool of collecting data and information, and based on some statistical methods represented by (arithmetical means, standard deviation, coefficient of variation, correlation coefficient, and multiple regression analysis) based on the ready-made statistical programs (SPSS V. ٢٣, AMOS V. ٢٣), The electronic performance evaluation at the institute led to an increase in work pressure, and this is clear through the relationship and influence between each of them, which indicates that the electronic performance evaluation process is limited to the use of electronic forms, while the rest of the activities are done in paper form, and this in turn increases the pressure on the employee In his work. The research recommends the need to adopt electronic databases that allow reference to them during and after evaluating the performance of employees and allows electronically filling out the evaluation forms by the employees themselves and not by the direct manager, and this in turn relives work pressure.

**Paper Type: Research paper.**

**Keyword:** *Electronic human resources management, work pressure.*

### المستخلص

يهدف البحث الى معرفة مستويات ادارة الموارد البشرية الالكترونية الاكثر تأثيرا في ضغوط العمل، وتم اختيار معهد الادارة/ الرصافة بوصفه مجالا لأجراء الجانب الميداني للبحث من خلال عينة بلغت (٣٢) مديرا وموظفا في الاقسام التابعة للمعهد، وتتمحور مشكلة البحث حول وجود تحديات تواجه المنظمة المبحوثة تتمثل بضعف البنى التحتية مما

يتطلب توافر ادارة قادرة على تطبيق ممارسات ادارة الموارد البشرية الالكترونية لتقليل ضغوط عمل موظفيها، واستعملت الاستبانة كأداة رئيسة لجمع البيانات والمعلومات، وبالاعتماد على بعض الاساليب الاحصائية المتمثلة (بالاوساط الحسابية، والانحراف المعياري، ومعامل الاختلاف، ومعامل الارتباط، وتحليل الانحدار المتعدد) بالاعتماد على البرامج الاحصائية الجاهزة (SPSS V. ٢٣، و AMOS V. ٢٣)، اذ تضمن البحث مجموعة من الفرضيات توضح علاقة الارتباط والتأثير بين متغيرات البحث، وتوصل البحث الى أن تقييم الاداء الالكتروني في المعهد ادى الى زيادة ضغوط العمل وهذا واضح من خلال علاقة الارتباط والتأثير بين كل منهم، مما يدل على أن عملية تقييم الاداء الالكتروني تقتصر على استخدام الاستمارات الالكترونية اما بقية الانشطة تتم بصورة ورقية وهذا بدوره يعمل على زيادة الضغط على الموظف في عمله، مما يوصي البحث بضرورة تبني قواعد بيانات الكترونية تسمح بالرجوع اليها أثناء وبعد تقييم اداء الموظفين وتسمح بملئ استمارات التقييم الكترونيا وليس من قبل المدير المباشر وهذا بدوره يخفف من ضغوط العمل.

*الكلمات المفتاحية: ادارة الموارد البشرية الالكترونية، ضغوط العمل.*

## ١. Introduction

Information technology is an essential element in the development of human resources, and the refinement of capabilities and skills within organizations aimed at spreading awareness and knowledge among its employees, as we do not find an organization devoid of databases for its various administrative functions, and without them the organization cannot continue to work. With the advent of the Internet and the increase of digital technological transformation for business organizations, it became necessary to convert paper files into electronic files, and this led to the emergence of electronic human resources management as a new trend in the application of information technology, and this in turn reflected on improving performance and reducing work pressures, and the Institute of Administration / Rusafa was chosen as a field for the practical part of the study as a result of its need to apply electronic human resources management practices in order to alleviate work pressures.

### ١-١. Research problem

The research problem revolves around identifying the reality of the research community represented by the Institute of Administration / Al-Rusafa. It works on applying some practices of electronic human resources management and faces several challenges, including weak infrastructure, which requires the availability of a management capable of applying these practices to reduce the work pressures of its employees and improve their quality. The research problem can be formulated by presenting the following question:

- To what extent do the practices of electronic human resources management (electronic Staffing, electronic training and development, electronic performance evaluation, and electronic compensation) contribute to reducing work pressures in the institute?
- What are the correlation and influence relationships between the practices of electronic human resource management and each of the work pressures at the institute?
- What are the levels and practitioners of electronic human resource management and work pressures at the institute?

### ١-٢. research importance

Proceeding from the importance of electronic human resources management practices and work pressures and their important role in business organizations, the idea of the research was crystallized in (electronic human resources management practices and their role in reducing work pressures) to present these topics and their pillars.

The scientific importance of the research is that it combines a number of important and contemporary variables, which are represented by the practices of electronic human resources management (electronic Staffing, electronic training and development, electronic performance evaluation, and electronic compensation) that affect the improvement of overall quality by reducing work pressures (work nature, role struggle, given the scarcity of studies related to electronic human resource management, Role ambiguity, Workload) this research works to supplement Iraqi libraries and increase their knowledge of this subject

### ١-٣. research aims

The current research seeks to embody its main objectives in clarifying the nature of the relationships between electronic human resource management practices and work pressures, as well as identifying the role of each. As this relationship emanates goals that are the basis of a reality that achieves the following:

- a. Determining the levels of electronic human resources management that have the most impact on work pressures.
- b. Presenting a number of recommendations on the extent to which the electronic human resources management practices are applied in the institute and their reflection on the work pressures on the employees.
- c. To test the relationship of correlate and influence between human resource management and work stress.

### ١-٤. research assumes

The research assumes :in line with the objectives of the research, the researcher Firculated packages of hypotheses related to influencing relationships and the correlates that clarify the research problem and give answers to all questions and hypotheses are:

**The first main premise:** There is a significant correlation relationship between the practices of electronic human resources management and the pressures of work through its dimensions in the institute.

**The second main premise:** There is a significant effect of the practices of electronic human resources management on work stress in the institute.

- a: Testing the first sub-hypothesis: (there is a significant effect of electronic human resource management and its dimensions on the nature work).
- b: Testing the second sub-hypothesis: (there is a significant effect of electronic human resource management and its dimensions in the Role struggle).
- c: Testing the third sub-hypothesis: (there is a significant effect of electronic human resource management and its dimensions role in the Role ambiguity).
- D: Testing the fourth sub-hypothesis: (there is a significant effect of electronic human resource management and its dimensions on the Workload).

### ١-٥. Research Methodology

The hypothesis of the research shows the classification of the independent variable (electronic human resource management) and the dependent variable (work pressures) and the nature of the relationships between them, as it is in Figure (١):

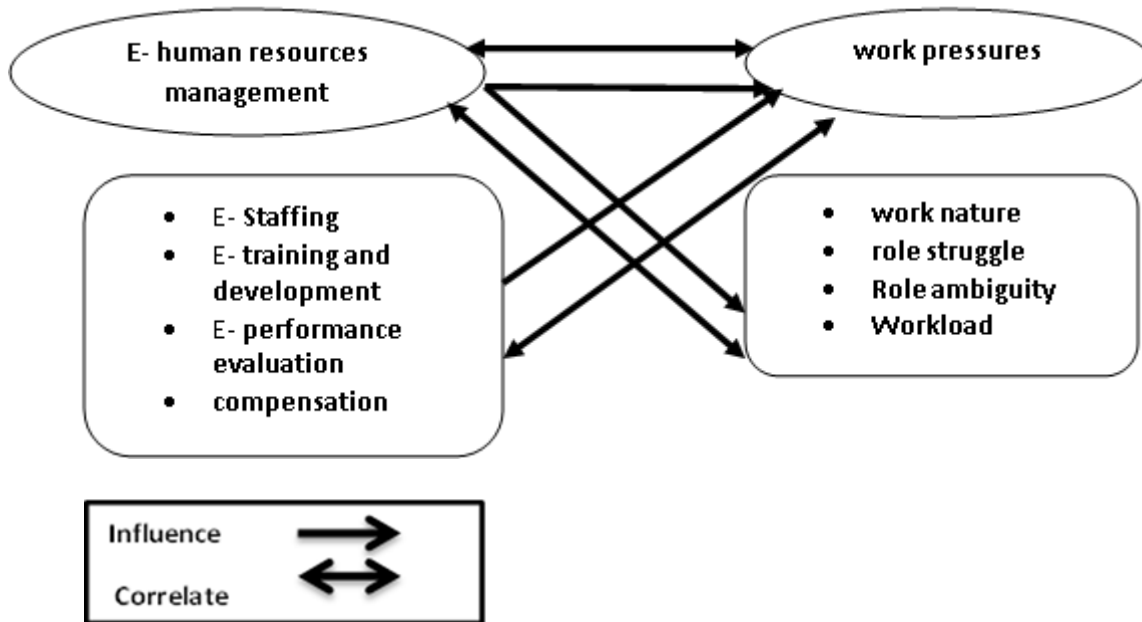


Figure (١) The hypothesis of the research

### ١-٦. search tools

The current research relied on several criteria related to the research topic, and the research tools consist of the following:

- a. **Theoretical side:** Arabic books, articles and foreign research.
- b. **The practical side:** The practical side of the research is the questionnaire, as it prepared the main tool for data collection, and personal interviews were conducted with a number of managers and officials in the departments mentioned in Table (١), and it included (٣٣ paragraphs) related to the research variables, and the sub-dimensions of each variable can be clarified Among the main variables to search through the following table:

**Table (١) the main variables of the research and their dimensions**

N	The main variables	Subdimensions	The number of paragraphs	Source
first	Electronic human resource management practices	electronic Staffing	٣	(Atallah, ٢٠١٦)
		Electronic training and development	٣	
		Electronic performance evaluation	٣	
		Electronic compensation	٤	
second	work pressures	work Nature	٣	(Abu Zour, ٢٠١٤)
		Role struggle	٢	
		Role ambiguity	٢	
		Workload	٣	

As for the statistical methods used in analyzing the data, the ready-made statistical program (SPSS) and the (Excel) program were used to enter and analyze the research data, as follows:

- Frequencies and percentages of the arithmetic means and standard deviations.
- Correlation coefficient (Pearson): to measure the strength of the relationship between the research variables.
- Simple linear regression analysis: to measure the effect of the explanatory variable (electronic human resource management) on the variable (work pressure).
- Multiple regression analysis.
- Path analysis

### ١-٧. research assumes

The research sample was selected from managers, officials and employees working in the Institute of Administration / Al-Rusafa, the sample size was (٣٢) managers and employees (٦٥%) of the research community of ٤٩, and the questionnaire was distributed to them and retrieved in full, as shown in the table (٢):

**Table (٢) Distribution of the sample by sections**

Sections	Society		Sample		Sample Ratio of the society	
	Manage r	Employe e	Manage r	employee	Manager%	Employee%
HR	١	٥	١	٣	%١٠٠	%٦٠
Media and public relations	١	٢	١	٢	%١٠٠	%١٠٠
Consultation office	١	٢	١	٢	%١٠٠	%١٠٠
students Affairs	١	٢٠	١	١٠	%١٠٠	%٥٠
calculator center	١	٥	١	٣	%١٠٠	%٦٠
Quality assurance	١	٣	١	٢	%١٠٠	%٦٧
Institute Library	١	٥	١	٣	%١٠٠	%٦٠
Total	٧	٤٦	٧	٢٥	%١٠٠	%٦٠
total summation	٤٩		٣٢		%٦٥	

## ٢. Some previous studies

### **A. (De Alwis et.al, ٢٠٢٢): “The Influence of E-HRM on Modernizing the Role of HRM Context”**

A study indicates that electronic human resources management is a widespread application of information technology (IT), which has become widely adopted globally, as it aims to determine the extent to which electronic human resources practices are implemented in Sri Lanka, Humanity was not fully applied electronically and used to practice most of its daily operations traditionally.

### **B. (Saleem et.al, ٢٠٢١): “Work Stress Hampering Employee Performance During COVID-١٩: Is Safety Culture Needed?”**

As for a study aimed at measuring work pressures on employees during the Corona period, in terms of the employee’s safety culture and stress and performance relationships, the data was collected by distributing the questionnaire to a random sample of ٢١٣ employees, In banks, using the gradual linear regression coefficient, and the results revealed that there is a negative impact of work pressures on employee performance during the Corona period.

## ٣. Literature review

### **Section ١: electronic human resources management concept:**

As a result of the economic, social and administrative changes, interest in modern science and technology increased, especially the use of the Internet and communication technology, which led to the emergence of a modern technology that focused on human resources technology called the electronic human resources management, which is an integral part of knowledge management, and the human resources department turned to adopting Electronic work practices rather than being confined to traditional practice (Ma & Ya, ٢٠١٥: ٧١-٧٢), The focus began on how to attract employees electronically, and then work on training and developing them through the use of modern technology and evaluating their performance electronically, Thus, electronic human resources management needs infrastructure and databases that help organizations integrate their information, business operations, departments and various functions (Heikkilä, ٢٠١٣: ٧).

### **Sub- Section ١: electronic human resources management definition:**

Electronic human resources management is defined as a system for planning, implementing and applying information to all communication networks and supporting employee performance of humans resources activities (et.al, ٢٠١٧: ٥٦٤ Mahfod), Whereas (Nivlouei, ٢٠١٤: ١٤٩) defines it as a system that covers the integration between human resource management practices and information technologies that help organizations obtain, develop and disseminate intellectual capital. From the researcher's point of view, electronic human resources management can be defined as an electronic database that works on making administrative decisions in the fastest time and at the lowest cost, and thus aims to reduce the burden of human resource management practices and improve the efficiency and performance of employees.

### **Sub- Sections ٢: The importance of electronic human resources management:**

The importance of electronic human resource management refers to (Al-Sharif et al., ٢٠١٣: ٢٨١):

- a. All human resource operations through electronic technologies improve the administrative efficiency of the human resource.
- B. Electronic human resources management leads to cost reduction.
- c. Improving staff efficiency and reducing administrative burdens.
- D. Improving human resource practices by relying on communication networks and providing them to workers.
- e. It is a means of implementing human resource strategies and policies in the organization. And the. Achieving support by making full use of information and communication technologies and providing internet networks.
- Y. Availability of systems for monitoring and collecting information and changes necessary for decision-making processes, as it allows employees to share their opinions and suggestions.

### **Sub- Sections ٣: electronic human resources management practices:**

The practices of electronic human resources management are as follows (Atallah, ٢٠١٦: ١١-١٢), (Mahfod, ٢٠١٧: ٥٦٧-٥٦٨), (Al-Zubaidi and Abbas, ٢٠١٨: ٣٠), (Nivlouei, ٢٠١٤: ١٥٢-١٥٣):

١. electronic Staffing: Managers work according to this dimension to Staffing and appointing their employees via the Internet, as the selection process is done through a set of electronic tests to know the level of their behavior and experience towards the various situations that they may face at work, and managers often resort to adopting this method in staffing their employees as it reduces costs (Mahfod, ٢٠١٧: ٥٦٧).



٢. Electronic training and development: Electronic training and development is the most efficient way to provide the opportunity for training within the organization at any time, and this works to reduce the direct costs represented by (lecturers, training contents, and training programs), and the indirect costs represented by (travel expenses, accommodation, and downtime). And electronic training can be the most suitable solution for remote training for the rest of the organization's branches, and despite this, it may create a state of social isolation, lack of equipment, and fear of technology (Nivlouei, ٢٠١٤: ١٥٢).

٣. Electronic performance evaluation: The electronic human resources department works to provide employees with information on how to conduct their electronic performance evaluation, as e-mail has emerged as the best means used to evaluate performance for employees, and among the positives of this dimension is that it reduces the cost of paperwork, reduces response time, and puts all documents Web Performance Guidelines (Davoudi & Fartash, ٢٠١٢: ٨١).

٤. Electronic compensation: Electronic compensation is an influential factor on how and why an individual chooses to work in the organization instead of another organization, as the philosophy of compensation and reward must be based on rewarding employees as a result of their good performance, and the weakness of the organization's provision of rewards makes employees' behaviors achieve undesirable results at work. Among the most important rewards or compensations that employees receive are direct (material) and indirect (moral) compensation (Atallah, ٢٠١٦: ١٢).

#### **Section ٢: work pressures concept:**

Work pressure is one of the common problems that an individual is exposed to at work, as it is divided into two groups. The first is positive pressure that motivates them to achieve the goal, and the other is negative pressure that causes them psychological and health problems and may even lead to death. The pressures come from the interaction of three factors: social, technological, and personal and take different forms. The interaction of social with technology makes the individual, according to this behavior, take different requirements, such as frequent absence or regularity of work. As for the interaction of technological and personal factors, it gives roles to the workers in the organization, while the interaction of social and personal gives the framework of the organization's work, and therefore their interaction is the final outcome that governs the work pressure valve (al kafaf, ٢٠٠٧: ١٣٧-١٣٨), Among the most important reasons that made work pressures of great importance to many men of administrative and organizational thought are (Al-Amyan, ٢٠٠٥: ١٥٩):

First: The diversity of factors causing pressures and their overlap, which leads to the study of the impact of these pressures on workers.

Second: The researchers' lack of agreement on an accurate concept of work pressures makes the researcher in this field confused, eventually reaching to stay away from it completely or trying to adopt the concept that agrees with his personal conviction.

#### **Sub- Section ١: work pressure definition:**

Researchers define work pressures as those characteristics in the work environment that generate a threat to the individual by surrounding him with a set of negative environmental factors, which are the ambiguity of the role, the conflict of the role, and the excessive burdens that are related to the performance of a particular work (Gallab, ٢٠١١: ١٩١), Work pressures can also be defined as a subjective experience that leads to a psychological or organic imbalance in the individual, such as tension, nervousness, permanent anxiety or frustration, in addition to a high rate of work turnover and low quality (Hussain, ٢٠١٥: ٢١٣), In turn the researcher, she sees that work pressures are a group of influences inside or

outside the organization that make the individual feel dissatisfied with his work and cause of some psychological disorders that lead to impeding the level of performance of his work.

#### **Sub- Section ٢: The importance of work pressures:**

the importance of work pressures is represented in the following (Al-Freijat et al., ٢٠٠٩: ٢٧٦), (Gallab, ٢٠١١: ١٩١):

a. Knowledge of the physiological, emotional and psychological reactions to things that threaten the individual in the environment and how they affect the physical or psychological health and behavior of workers that often make them feel satisfied as a result of their sense of achieving specific goals while performing their work.

B. Pressures expose workers to a great burden through which they can learn how to coexist with pressures and deal with them.

c. It represents the individual's adaptation towards a situation in which he realizes that it is either a specific challenge or a threat to his existence, and expresses pressure in terms of willingness to provoke a feeling of anxiety or physical stress that occurs when the individual faces unexpected demands that exceed his ability to adapt to them.

#### **Sub- Section ٣: Sources of work pressures:**

In his life, the individual is exposed to pressures that come from different sources, each of which operates independently or interacts in its impact on the individual, include these (Al-Amyan, ٢٠٠٥: ١٢٦-١٥٦), (Roe & Zijlstra, ٢٠٠٠: ٥), (Sundaram & Kumaran., ٢٠١٢: ٥٩٦-٥٩٧):

١. **work Nature:** It is represented by employees' reactions towards the requirements of their work, which are not commensurate with their skills and capabilities and limit their ability to deal with them. Organizations are characterized by the presence of a hierarchical structure of official authority, and subordinates differ in their acceptance of the influence of the authority of superiors, and this leads to a feeling of tension among some of them (Abed, ٢٠٢٢: ٣٧٢).

٢. **Role struggle:** The personal relationships between the individual and his co-workers play an important role in practical life, as these relationships may allow him to satisfy psychological and social needs such as appreciation, respect, friendship and others. The conflict may arise due to poor communication, poor training, or distorting some information from others in an intended manner, which leads to increased work and becomes exhausting to employees (Coelho et.al, ٢٠١١: ٣٩).

٣. **Role ambiguity:** Role ambiguity means the lack of information necessary to perform the role expected of the individual. Role ambiguity also occurs when the goals, tasks, competencies and work requirements are vague and immature, which leads to the individual feeling that he has no control over his work (Mowaffaq, ٢٠١٤: ٩).

٤. **Workload:** The difficulty of work causes the individual to feel unbalanced, and the difficulty of the work is due to either a lack of knowledge of its aspects or a lack of understanding of these aspects by the individual, or that the amount of work is greater than the scope of time for performance or greater than the capabilities available to the individual. Some employees may divide the Workload in two directions, the first to increase the Workload, while the second trend is the low Workload (Sundaram & Kumaran., ٢٠١٢: ٥٩٦).

#### **٤. Analysis Procedure:**

##### **١-١ Diagnosing the practices of electronic human resources management:**

Table (٧) shows the arrangement of the dimensions of electronic human resources management according to their relative importance, The training and electronic development dimension receives relative attention compared to other dimensions of



electronic human resources management, and this shows the presence of many electronic training programs and centers in which the institute holds its courses, especially its advisory office. This interest comes through the positive role achieved by the Institute in business performance, as its arithmetic mean was (٣.٧), with a standard deviation (١.٠٨) and the coefficient of variation (٠.٢٩), while the electronic Staffing was ranked fourth among the other dimensions, as the arithmetic mean was (٣.٢), with a standard deviation (٠.٨١) and a coefficient of variation (٠.٥٦).

**Table (٢) Ranking the importance of electronic human resource management practices based on the answers of the sample**

Dimensions	Median	Std. deviation	coefficient Variation	order of importance
electronic Staffing	٣.٢	٠.٨١	٠.٥٦	٤
Electronic training and development	٣.٧	١.٠٨	٠.٢٩	١
Electronic performance evaluation	٣.٢	١.٠٩	٠.٣٤	٣
Electronic compensation	٣.٠	٠.٩٤	٠.٣١	٢
electronic human resource management	٣.٣	٠.٧٩	-----	

**١-٢: Diagnosing the dimensions of work pressures:**

Table (٣) shows the order of the relative importance of the dimensions of work pressures, as the role conflict is given relative attention compared to the other dimensions, and attention is drawn to it because of its great role in increasing the work pressure in the institute under research, as its arithmetic mean reached (٣.٥), which is higher than the value of The hypothetical mean of ٣ with a standard deviation of (٠.٧٢), and its coefficient of variation (٠.٢٠), while the nature of work ranked fourth among the other dimensions, as it reached the arithmetic mean (٣.٤), and with a standard deviation (٠.٨٤), and a coefficient of variation (٠.٢٤), and this shows that the Institute He suffers from a lot of pressure at work, as the answers of the research sample tended towards agreement and complete agreement and with an arithmetic mean of (٣.٤), and a standard deviation of (٠.٥٣), which indicates the presence of homogeneity in the sample answers.

**Table (٣) Ranking the importance of the dimensions of work pressures, depending on the answers of the sample**

Dimensions	Median	Std. deviation	coefficient Variation	order of importance
work Nature	٣.٢	٠.٧٢	٠.٢٢	٣
Role struggle	٣.٥	٠.٧٢	٠.٢٠	١
Role ambiguity	٣.٦	٠.٧٤	٠.٢١	٢
Workload	٣.٤	٠.٨٤	٠.٢٤	٤
work pressures	٣.٤	٠.٥٣	-----	

**١-٣: Test the first main hypothesis:**

Table (٤) shows the correlation between E-HRM and work pressures at the level of the main and sub-variables, which amounted to (٠.٧٤٤\*\*), which is a strong and significant correlation at the level (٠.٠٠), while at the level of the sub-dimensions it was the strongest correlation between Evaluation of electronic performance and work pressure, which amounted to (٠.٧٤٨\*\*), is a strong correlation, which means that the Institute of Administration/ Al-Rusafa focuses on the importance of evaluating the electronic performance of its employees, which leads to an increase in their work pressure, while the lowest correlation was with the dimension of training and electronic development and ambiguity The role, which amounted to (٠.٣٦٠\*\*), and this explains the acceptance of the

first main hypothesis (there is a correlation between electronic human resources management with its dimensions and work pressures with its dimensions).

**Table (٤) shows the relationship between electronic human resources management in its dimensions and work pressures in its dimensions**

dependent variable in dependent variable	Correlate	Work nature	Role struggle	Role ambiguity	Workload	work pressures	moral relationships	
							number	%
electronic Staffing	R	.٤٩٩**	.٣٦٧*	.٢٠٤	.٤٢٠**	.٥٦٣**	٤	١٩%
	Sig.	٠.٠٠٠	٠.٠٠٠	.٢٣٦	٠.٠٠٠	٠.٠٠٠		
Electronic training and development	R	.٥١٨**	.٣٦٠*	.٣٩٦*	.٢٢٦	.٥٤٤**	٤	١٩%
	Sig.	٠.٠٠٠	٠.٠٠٠	٠.٠٠٠	.٢١٤	٠.٠٠٠		
Electronic performance evaluation	R	.٦٥٤**	.٤٦٦**	.٣٨٧*	.٥٠٧**	.٧٤٨**	٥	٢٤%
	Sig.	٠.٠٠٠	٠.٠٠٠	٠.٠٠٠	٠.٠٠٠	٠.٠٠٠		
Electronic compensation	R	.٦٨٥**	.٤١٥*	.١٩٢	.١٧٢	.٥٦١**	٣	١٤%
	Sig.	٠.٠٠٠	٠.٠٠٠	.٢٩٢	٠.٣٤٥	٠.٠٠٠		
electronic human resource management	R	.٧٣٧**	.٤٨٤**	.٣٧٩**	.٣٩٣**	.٧٤٤**	٥	٢٤%
	Sig.	٠.٠٠٠	٠.٠٠٠	٠.٠٠٠	٠.٠٠٠	٠.٠٠٠		
moral relationships	Number	٥	٥	٣	٣	٥	٢١	
	%	٢٤%	٢٤%	١٤%	١٤%	٢٤%	٨٤%	

\*\* Statistically significant at the significance level of (٠.٠١).

\* Statistically significant at the significance level of (٠.٠٥).

Source: Prepared by the researcher based on (SPSS V.٢٣)

**١-٤: Test the second main hypothesis:**

Table (٥) shows Multiple regression analysis between E-HRM and its dimensions and work pressures, which indicates the existence of (٥) influence relationships out of (٥) and the calculated (F) values were greater than their tabular value at the level of significance (٠.٠١), and models indicate The analysis between E-HRM and work pressures that the calculated (F) values amounted to (١٣.٩٣٠, ١٢.٥٩٣, ٣٨.١٥٦, ١٣.٨٠٦, ٣٧.٣٠٠) Straight, which is significant at the level (٠.٠١), and the value of the coefficient of determination of the model was (R<sup>2</sup> = .٣١٧, .٢٩٦, .٥٦٠, .٣١٥, .٥٥٤) Straight, and this means that the E-HRM explains its percentage (٣٢%, ٣٠%, ٥٦%, ٣٢%, ٥٥%) Straight, Among the differences in work pressures, and the value of the beta coefficient, which amounted to (.٣٧٢, .٢٦٩, .٣٦٦, .٣١٨, .٥٠٠) Straight, indicates that changing the E-HRM by one unit leads to a change in work pressures with the same values, and in light of the achievement of influence relationships by (١٠٠%), and the values were C.R. (١٩.٠٧٩, ٢٣.٢٥٣, ١٨.٧١٤, ٣.٧٧٧, ٣.٩٣٧), and Figure (٣) shows the effect relationship between E-HRM practices and work pressures, which provides us with full support for accepting the second main hypothesis, which states (there is a significant effect of electronic human resources management through its dimensions in work pressures).

**Table (٥) The relationship of the impact of electronic human resources management and its dimensions on work pressures**

dependent variable	work pressures
--------------------	----------------

in dependent variable	R <sup>٢</sup>	calculated (F) values	Beta	C.R.	P	Hypothesis result
electronic Staffing	.٣١٧	١٣.٩٣٠	.٣٧٢	١٩.٠٧٩	***	Hypothesis accepted
Electronic training and development	.٢٩٦	١٢.٥٩٣	.٢٦٩	٢٣.٢٥٣	***	Hypothesis accepted
Electronic performance evaluation	.٥٦٠	٣٨.١٥٦	.٣٦٦	١٨.٧١٤	***	Hypothesis accepted
Electronic compensation	.٣١٥	١٣.٨٠٦	.٣١٨	٣.٧٧٧	***	Hypothesis accepted
electronic human resource management	.٥٥٤	٣٧.٣٠٠	.٥٠٠	٣.٩٣٧	***	Hypothesis accepted

\*\* Statistically significant at the significance level (٠.٠١).

tabular f value (٤.١٧)

Source: Prepared by the researcher based on (SPSS V.٢٣) and (AMOS V.٢٣).

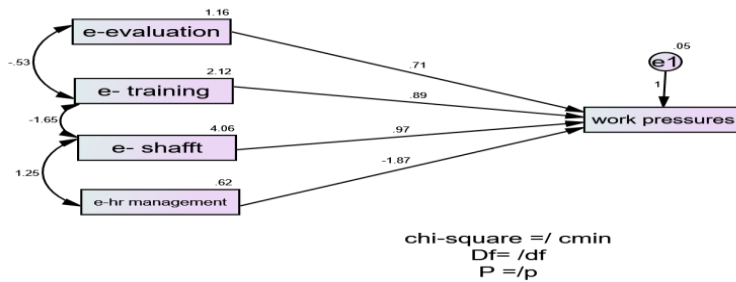


Figure (٣) The impact of electronic human resource management with its dimensions on work pressures

Source: Prepared by the researcher based on AMOS V.٢٣ program.

**a: Testing the first sub-hypothesis:**

Table (٦) shows the multiple regression analysis between the E-HRM and its dimensions and the nature of work, and that the calculated (F) values amounted to (٩.٩٢٦, ١٠.٩٧٨, ٢٢.٤٦٩, ٢٦.٥٧٢, ٣٥.٦٠٣) respectively, which is significant at the level (٠.٠١), and the value of the coefficient of determination of the model was (R<sup>٢</sup> =.٢٤٩, .٢٦٨, .٤٢٨, .٤٧٠, .٥٤٣), respectively, This means that the E.HRM explains (٢٥%, ٢٧%, ٤٣%, ٤٧%, ٥٤%) respectively of the differences in the nature of work, and the value of the beta coefficient, which amounted to (.٥١٩, .٤٠٤, .٥٠٥, .٦١٢, .٧٨٠) indicates that changing the electronic human resources management by one unit leads to a change in the nature of work with the same values, respectively, And the values were C.R. (٢١.٨٠٩, ٢٥.٣٥٢, ٢٠.٠٢٩, ٥.٢٤٠, ٣.٩٣٧) which provides us with full support for accepting the first sub-hypothesis which states (there is a significant effect of electronic human resource management and its dimensions in the nature of work).

**Table (٦) The relationship of the impact of electronic human resource management and its dimensions on work nature**

dependent variable	work nature					
	R <sup>٢</sup>	calculated	Beta	C.R.	P	Hypothesis

in dependent variable		(F) values				result
electronic Staffing	.٢٤٩	٩.٩٢٦	.٥١٩	٢١.٨٠٩	***	Hypothesis accepted
Electronic training and development	.٢٦٨	١٠.٩٧٨	.٤٠٤	٢٥.٣٥٢	***	Hypothesis accepted
Electronic performance evaluation	.٤٢٨	٢٢.٤٦٩	.٥٠٥	٢٠.٠٢٩	***	Hypothesis accepted
Electronic compensation	.٤٧٠	٢٦.٥٧٢	.٦١٢	٥.٢٤٠	***	Hypothesis accepted
electronic human resource management	.٥٤٣	٣٥.٦٠٣	.٧٨٠	٣.٩٣٧	***	Hypothesis accepted

\*\* Statistically significant at the significance level ( $0.01$ ).

tabular f value ( $0.17$ )

Source: Prepared by the researcher based on (SPSS V.٢٣) and (AMOS V.٢٣).

### **B: Testing the second sub-hypothesis:**

Table (٧) shows the multiple regression analysis between the E-HRM and its dimensions and the Role struggle, and that the calculated (F) values amounted to ( $0.667, 0.587, 0.272, 6.200, 9.190$ ) respectively, which is significant at the level ( $0.01$ ), and the value of the coefficient of determination of the model was ( $R^2 = 0.130, 0.102, 0.149, 0.173, 0.230$ ), respectively, This means that the electronic human resources management explains ( $14\%, 10\%, 15\%, 17\%, 24\%$ ) respectively of the differences in the Role struggle, and the value of the beta coefficient, which amounted to ( $0.337, 0.273, 0.263, 0.327, 0.453$ ) indicates that changing the E-HRM by one unit leads to a change in the Role struggle with the same values, respectively, And the values were C.R. ( $12.054, 17.056, 12.898, 2.042, 3.937$ ) which provides us with full support for accepting the second sub-hypothesis which states (there is a significant effect of electronic human resource management and its dimensions in the Role struggle).

**Table (٧) The relationship of the impact of electronic human resources management and its dimensions on Role struggle**

dependent variable in dependent variable	Role struggle					
	R <sup>٢</sup>	calculated (F) values	Beta	C.R.	P	Hypothesis result
electronic Staffing	.١٣٥	٤.٦٦٧	.٣٣٧	١٢.٠٥٤	***	Hypothesis accepted
Electronic training and development	.١٥٢	٥.٥٨٧	.٢٧٣	١٧.٠٥٦	***	Hypothesis accepted
Electronic performance evaluation	.١٤٩	٥.٢٧٢	.٢٦٣	١٢.٨٩٨	***	Hypothesis accepted
Electronic compensation	.١٧٣	٦.٢٥٥	.٣٢٧	٢.٥٤٢	***	Hypothesis accepted
electronic human resource management	.٢٣٥	٩.١٩٥	.٤٥٣	٣.٩٣٧	***	Hypothesis accepted

\*\* Statistically significant at the significance level ( $0.01$ ).

tabular f value ( $0.17$ )

Source: Prepared by the researcher based on (SPSS V.٢٣) and (AMOS V.٢٣).

### **C: Testing the third sub-hypothesis:**

Table (٨) shows the multiple regression analysis between the E-HRM and its dimensions and the Role ambiguity, and that the calculated (F) values amounted to (٤.٤٧٢, ٨.٣٣٥, ٥.٠١٩) respectively, which is significant at the level (٠.٠١), and the value of the coefficient of determination of the model was ( $R^2 = .١٣٠, .٢١٧, .١٤٣$ ), respectively, This means that the E-HRM explains (١٣%, ٢٢%, ١٤%) respectively of the differences in the Role ambiguity, and the value of the beta coefficient, which amounted to (.٢٤١), .٣٠٨, .٣٤٤) indicates that changing the electronic human resources management by one unit leads to a change in the Role ambiguity with the same values, respectively, And the values were C.R. (٥.٠٦٤, ٦.٢٦٨, ٣.٩٣٧) which provides us with full support for accepting the third sub-hypothesis which states (there is a significant effect of electronic human resource management and its dimensions in the Role ambiguity).

**Table (٨) The relationship of the impact of electronic human resources management and its dimensions on Role ambiguity**

dependent variable in dependent variable	Role ambiguity					
	R <sup>2</sup>	calculated (F) values	Beta	C.R.	P	Hypothesis result
Electronic training and development	.١٣٠	٤.٤٧٢	.٢٤١	٥.٠٦٤	***	Hypothesis accepted
Electronic performance evaluation	.٢١٧	٨.٣٣٥	.٣٠٨	٦.٢٦٨	***	Hypothesis accepted
electronic human resource management	.١٤٣	٥.٠١٩	.٣٤٤	٣.٩٣٧	***	Hypothesis accepted

\*\* Statistically significant at the significance level (٠.٠١).  
tabular f value (٤.١٧)

Source: Prepared by the researcher based on (SPSS V.٢٣) and (AMOS V.٢٣).

**D: Testing the fourth sub-hypothesis:**

Table (٩) shows the multiple regression analysis between the electronic human resources management and its dimensions and the Workload, and that the calculated (F) values amounted to (٦.٤٣٣, ١٠.٣٧٦, ٥.٤٤٧) respectively, which is significant at the level (٠.٠١), and the value of the coefficient of determination of the model was ( $R^2 = .١٧٧, .٢٥٧, .١٥٤$ ), respectively, This means that the electronic human resources management explains (١٨%, ٢٦%, ١٥%) respectively of the differences in the Workload, and the value of the beta coefficient, which amounted to (.٣٧٥, .٣٣٥, .٣٥٦) indicates that changing the electronic human resources management by one unit leads to a change in the Workload with the same values, respectively, And the values were C.R. (٣.٩٣٧, ٣.٩٣٧, ٧.٤٠٣) which provides us with full support for accepting the fourth sub-hypothesis which states (there is a significant effect of electronic human resource management and its dimensions in the Workload).

**Table (٩) The relationship of the impact of electronic human resources management and its dimensions on Workload**

dependent variable in dependent variable	Workload					
	R <sup>2</sup>	calculated (F) values	Beta	C.R.	P	Hypothesis result
electronic Staffing	.١٧٧	٦.٤٣٣	.٣٧٥	٣.٩٣٧	***	Hypothesis accepted
Electronic performance evaluation	.٢٥٧	١٠.٣٧٦	.٣٣٥	٣.٩٣٧	***	Hypothesis accepted

electronic human resource management	.١٥٤	٥.٤٧٧	.٣٥٦	٧.٤٠٣	***	Hypothesis accepted
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\*\* Statistically significant at the significance level ( $0.01$ ).

tabular f value ( $4.17$ )

Source: Prepared by the researcher based on (SPSS V.٢٣) and (AMOS V.٢٣).

### **٥. Discussion of Results**

The current research relied on the exploratory approach to measure the correlation and influence relationship between the independent variable (electronic human resource management X) and the responsive variable (work pressure Y), as the results of the research found a strong correlation between electronic human resource management practices and work pressures, as shown in the table (٤) Which indicates that the Institute of Management focuses on applying human resource management practices in its work, especially after evaluating electronic performance, and this in turn works to increase pressure on employees, and this may be due to the poor availability of sufficient infrastructure to implement all activities electronically, and work may be limited to The application of electronic evaluation forms only, which made the employee combine traditional and electronic work at the same time, and this leads to an increase in the workload on the employees of the Institute. role conflict, and the nature work) and in light of the interpretation of these results, the research hypotheses were accepted.

### **٦. Conclusions and Recommendations**

#### **First: Conclusions**

١. The answers of the research sample tended towards agreement on the availability of electronic human resources management practices with its dimensions (electronic resource, electronic training and development, electronic performance evaluation, electronic compensation) at the Institute of Administration / Rusafa at an acceptable level, which reinforces the institute's orientation towards the application of electronic business in most of its functions.

٢. The electronic training and development dimension is of relative importance compared to the dimensions of electronic human resources management, because the institute adopts many electronic programs in training its employees, and this in turn reduces the use of paper in the training process.

٣. The results of the research indicate an increase in the work pressure on the employees, as the answers of individuals tended towards agreement, and this gives a clear perception of the level of pressure that employees of the Institute suffers from at work through (workload, role struggle, role ambiguity, and work nature).

٤. The electronic compensation system is less concerned by the institute compared to other practices of electronic human resources management, and the reason for this is because the research sample members are not familiar with this system and its work is limited to the wages and salaries unit, which leads to increased pressures at work for this unit.

٥. It turned out that the electronic performance evaluation at the institute led to an increase in work pressure, and this is evident through correlation and influence relationship between each of them, which indicates that the electronic performance evaluation process is limited to the use of electronic forms, while the rest of the activities are done in paper form, and this in turn increases the pressure on the employee in his work.

٦. The practices of electronic human resources management play an effective and influential role in the work pressures of its employees, which leads to an increase in the workload.



## **Second : Recommendations**

١. Expanding the use of electronic programs in order to apply electronic human resources management practices to provide opportunities for workers to reduce work pressures and improve quality continuously.
٢. Expanding the adoption of electronic training programs and learning advanced computer programs, especially in the light of e-learning, to increase employee education, reduce work pressure and speed up performance.
٣. Reducing the workload on employees by reducing the daily use of papers and reducing manual archiving processes and converting them into electronic files that facilitate easy reference when needed.
٤. Increased interest in the electronic compensation system through the availability of an internal internet network and electronic systems that enable the employee to view the salary scale and wages that he receives, which reduces the workload on the employees of the salary unit.
٥. The necessity of adopting electronic databases that allow reference to them during and after evaluating the performance of employees and that allow the evaluation forms to be filled out electronically and not by the direct manager, and this in turn relieves work pressures.
٦. Working to achieve integration between the electronic administrative systems in the institute and to link them as a beginning of the transition to electronic management, such as working on linking the wage system to the attendance and departure system, and evaluating performance electronically with the wage system.

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### Appendix (١) Questionnaire

The first variable: electronic human resource management:

N	Paragraphs	Totally agree (٥)	Agree (٤)	Neutral (٣)	I refuse (٢)	I totally refuse (١)
<b>a. electronic Staffing</b>						
١	The Institute uses websites to announce its need for human resources					
٢	The recruitment process at the institute is based on electronic tests					
٣	The institute determines the criteria for applying for the job, as the advanced applications are sorted and those that					

	conform to the specifications and conditions are selected using the best electronic systems					
<b>B. Electronic training and development</b>						
٤	The institute uses special electronic means and techniques in training its human resources					
٥	The technology available at the Institute is optimally invested in a manner that serves e-learning					
٦	The Institute seeks to provide educational materials for human resources published on its website					
<b>c. Electronic performance evaluation</b>						
٧	The Institute uses electronic programs to evaluate the performance of its employees					
٨	Electronic databases are available that allow reference during and after the performance evaluation of the Institute's employees					
٩	An internal internet network and electronic systems are available through which information is collected on the level of employee performance and decision-making regarding their promotion is made.					
<b>d. Electronic compensation</b>						
١٠	The Institute uses electronic systems that determine the entitlements of its employees					
١١	Work integrates between the electronic compensation system and the electronic performance evaluation system to determine the appropriate type of reward for employees					
١٢	The electronic compensation system is characterized by the complete confidentiality of employee information					
١٣	The electronic compensation system works to amend the financial information of employees as quickly as possible					

**The second variable: work pressure**

N	Paragraphs	Totally agree	Agree (٤)	Neutral (٣)	I refuse (٢)	I totally refuse
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		(٥)				(١)
<b>a. work nature</b>						
١	The employee feels uncomfortable when he delegates his responsibilities to his co-workers					
٢	Promotion opportunities are related to efficiency rather than job vacancies					
٣	The institute gives the employee the opportunity to present creative ideas to improve and develop work					
<b>B. Role struggle</b>						
٤	Professional disputes arise between the employee and his co-workers					
٥	The employee sees that his requirements at work conflict with the requirements of his personal life					
<b>c. Role ambiguity</b>						
٦	The employee at the institute suffers from overlapping specializations between him and his co-workers					
٧	The employee's motivation decreases due to the manager's requirements					
<b>d. Workload</b>						
٨	The employee is called on holidays in a large way, as the workload does not drain extra time					
٩	The workload does not get more complex over time					
١٠	The employee has several responsibilities and duties that may not be related to each other					