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THE ROLE OF ELECTRONIC HUMAN RESOURCES PRACTICES IN THE
SUSTAINABILITY OF THE HUMAN RESOURCES
ANALYTICAL EXPLORATORY RESEARCH OF THE OPINIONS OF A
SAMPLE OF LEADERS, FACULTY AND HR EXPERTS IN TECHNICAL
EDUCATION

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Prof. Dr. Muayad Al-Saidi ,Hasan Fadhel.THE ROLE OF ELECTRONIC HUMAN RESOURCES PRACTICES IN THE SUSTAINABILITY OF THE HUMAN RESOURCES ANALYTICAL EXPLORATORY RESEARCH OF THE OPINIONS OF A SAMPLE OF LEADERS, FACULTY AND HR EXPERTS IN TECHNICAL EDUCATION-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(7), 14848-14871. ISSN 1567-214x

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ABSTRACT:

The aim of the study is to understand the impact of electronic human resources (e-HR)practicese-HR practices by their dimensions (Operational dimension, Relational dimension, Transformational dimension) as an independent research variable in the sustainability of the human resources (HR), the dependent variable of research adopted by its sub-dimensions (Economic dimension, Social dimension, Environmental dimension), in the research community specified in the institutions of technical education, where a selected sample of leaders, professors and HR specialists which is composed of (151) people surveyed through a questionnaire prepared on the scientific basis of the construction of measurements, the tools used for analysis of statistical appropriate by adopting the data of the readily ready statistical program SPSS, the research has revealed the level of awareness of the research sample of the intellectual contents of the research variables as well as determining the strength of the effect of the independent variable on the approved dependent variable.The result of the research has generally been the progress of the transformational dimension in terms of relationships of association and influence in a very remarkable way.While the social dimension in relation to the practices of e-HR on the rest of the dimensions of the sustainability of e-HR, as well as the decline of the operational and relational dimension in

practicing a valuable impact on the sustainability of the resources of the organizations concerned.

INTRODUCTION

Electronic human resources management (e-HRM) have flourished, with little consistency or agreement on the horizon, why do we need to understand the concept of e-HRM? Simply because a simple change in terminology (speech) may lead to different trends in studies or in a variety of subgroups of the target population in e-HRM. Early work on the intersection of web-based and human resources management (HRM) descants (2019) has been proposed. A number of concepts have been proposed regarding the phenomenon, later called e-HRM. E-HRM is formulated in exchange with HR information system, virtual HR, HRM on the Internet, intranet-based HRM (Bandar, 2018).

Some e-HRM concepts are conducted using the Internet Hall & Moritz (2019) and therefore, it can be said that the value created by e-HRM is likely to be assessed as an improvement of the management HR processes, here. The transformative results of e-HRM such as employee participation or HR alignment (Vermin & Verde, 2017).

FIRST: THE INTELLECTUAL FRAMEWORK OF E-HR PRACTICES AND SUSTAINABILITY OF THE H R:

1: The intellectual framework of Electronic HR Practices:

A: Definition of e-HR

Companies and institutions are now adopting the philosophy of e-HR as it is growing very rapidly, and as the organizations have implemented them within their contexts (Cedar, 2005). On the basis that e-HRM is an approach and means of implementing HRM tactics, policies and regulations in the organization through continuous assistance and the full and effective application of knowledge and modern technology on the Internet, as stated Bundara & Louise (2004), along with the rapid progress of Internet facilities worldwide over the past decade has facilitated the implementation and use of e-HR. Stormier (2006) thinks that e-HRM can be defined by its evolutionary time context and the sequence of conceptual developments by context as "practices and competencies", whose use supports HRM (Aral, 2007).

Fisher (2010) sees e-HRM as a means of implementing HRM strategies, policies and practices in organizations through informed and direct support and full use of web-based channels Fatimah (2014). defined e-HRM as a process of planning, implementing and implementing information technology over electronic networks and supporting at least two individual or collective people in increasing performance for HR activities Altar et al. (2019) has noted that e-HRM is a web-based product that takes advantage of the latest web application technologies to give a timely solution to HRM.

If early definitions have looked at techniques or nature, the subsequent definitions are seen as one of the global challenges to HRM as illustrated by (Barbara & Cornelia 2012: 11-17). Mukden's, (2020:550) defines it as the full integration of all HR systems based on shared HR data and information on

interrelated tools and processes. This definition is approaching the clarification of all HR systems based on shared HR data and information on interrelated tools and processes, and this definition almost the clarifies all HR systems based on common HR data and information on interrelated tools and processes, and this definition is approaching the clarification of all HR systems on the basis of common HR data and information on interrelated tools and processes. and this definition is approaching the clarification of all HR systems based on common HR data and information on interrelated tools and processes (Padma& Kumar, 2020: 21). e-HR is the system used to acquire, store, process, retrieve, and distribute information related to the organization's HR Namenda& Geisha (2020:2) have defined it as a good way to implement the organization's HR strategies, policies and practices through continuous and targeted support through the full use of web-based channels and networks. To conclude Raman(2020: 34) indicates that definition of e-HR is the process of integrating functions between HRM and information technology that aims to create values for both employees and managers, while the latest definitions (Armstrong&Taylor, 2020: 145). All in alle-HR is the use of digital technologies in the form of web applications including computers, software, technologies, cloud, automated chat software, social media, smartphones and a series of processes that help provide HR services.

B: The importance of e-HR

e-HRM is the driving force behind creating value for HRM(Rule& Kiap, 2012). In addition, a few research has been provided in e-HRM regarding the usefulness of the selection process on websites Duello& Stone (2013). State that e-HRM has been applied to activities such as regular transactions, record keeping, routine tasks, recruitment, retention, staff motivation in the organization, performance design and staff evaluation system (Tithe& Kavanagh, 2008).

e-HR also contribute to the advancement of competencies and reduce the costs associated with HRM(Buckley et al., 2003). E-HR are important in performing the strategic role of catalyst not active organization(Gardner& Leak, 2003). Padma& Kumar, (2020:24)see the importancee-HR through the following points:

1. Quality services can be better improved and effective services ensured very quickly by employing e-HR applications
2. Facilitate routine tasks such as record-keeping.
3. Collecting and storing relevant information with regard to HR.

Raman, (2020:34) has also noted the a importance to e-HR through the following points:

1. It supportseffective interaction between employees and managers.
2. It enhances the classification of tasks for HR managers.
3. It results inLeads to the effective and rapid implementation of strategic web-assisted strategic measures, policies and practices.

C: Thee-HR Objectives:

Six e-HRM objectives have been incorporated by (Kauri, 2013). These aims seek to provide an appropriate, comprehensive and continuous information system on individuals and jobs at a reasonable cost, to provide data security

and personal privacy, enable a faster response to personnel services and make HR decisions faster, to facilitate and monitor differences in supply and demand for HR and automate employee information. Gaur, (2019: 81) argue that there are five e-HR goals, some of which differ from the previous goals mentioned by Kauri in terms of HR practices, efficiency, effectiveness and strategic outlook, the e-HR aims to:

1. Study the organization's HRM practices and how these help shape the organization.
2. Improve staff services in the HRM department.
3. Improve efficiency and effectiveness within the HRM department.
4. Allow HR to become a strategic partner in achieving organizational objectives.
5. Provide adequate information on staff at a reasonable cost.

Armstrong & Taylor, (2020: 146) have noted that there are four objectives of e-HRM: achieving efficiency, providing services, strategic orientation, and hiring managers. The researcher added some un-tackled goal of giving ideas to HRM. Raman (2020:34) concludes that there are four e-HR goals, most of which have been consistent with previous researchers that there is a difference in one goal, which is to organize HR activities where it was not mentioned by previous researchers

D: Dimensions of e-HR:

Rule & Kiap (2012); Acajou (2017); Padma & Kumar (2020) mention that there are three dimensions of e-HR that can be explained as follows:

1. **Operational e-HRM:** A dimension that is concerned with administrative functions such as employee personal statements and statements and record keeping (Rule & Kiap, 2012). Kumar (2020: 21-27) has noted that it is the dimension that deals with administrative functions such as employee salaries and personal data. All definitions try to show that after the operational HRM deals directly with operational processes in an electronic manner.
2. **Relationship e-HRM:** A dimension that cares about supportwork through training, recruitment and performance management. Acajou (2017: 293) sees the dimension as that is concerned with attracting HR, recruitment, training and development, and evaluating performance based on the information network.
3. **E-HR Transformation: Management** is a dimension that is concerned with strategic HR activities such as knowledge management and strategic direction. While Acajou, (2017: 293) think that this dimension is concerned with change management, strategic direction, and talent management based on the information network. This definition differed from the previous one by adding the change management function to the transformational HRM function. When the organization plans and implements e-HRM policies and practices, this leads to the achievement of the HR goals (Padma & Kumar, 2020:23). It can be concluded that there is an agreement that there are three dimensions of electronic HR, representing the first dimension in the management of e-HR operational and the second dimension of the management of relational electronic HR, while the third dimension is represented by the transformational HR.

E. e-HR components

Francois et al., (2019) have found that there are components of e-HR and can be explained as follows:

1. e-HRMInfrastructure: This is formed Form from technical coverage of e-HRM, e-HRMapplicationcover, e-HRMInfrastructure connectivity, and e-HRMInfrastructure compatibility.
- 2.e-HRMcompetencies:It includes which included the efficiency of e-HRMtechnology, the efficiency of e-HRMapplications, and the efficiency of e-HRM.
- 2:The theoretical framework for the sustainability of the HR:

A.Defining the sustainability of the HR

The sustainability of a HR can be defined by its evolutionary temporal context and the sequence of conceptual developments by context as a long-term approach and activity geared towards economically appropriate social responsibility and employment, selection and development (Zing&Thom, 2004: 217). Defines it Enter (2006) is a long-term approach and activity in the development of policies responsible for recruitment and retention, employee participation, and employee reward and motivation (Wittenberg et al., 2007). The HR sustainability model predicts in the short and long term the implications of implementing the HR policy as well as measuring organizational success by building a favorable working environment as reported (Malay, 2014). On the other hand, employee awareness of the environmental, social and economic problems that can arise from the business scenario has contributed to demonstrating the commitment of organizations to the sustainability of the HR (Hebert et al., 2016).

In this regard Armin (2017: 3) clarifies the Sustainability of the HR is a process in which the work manages its components and activities in a way that benefits the workers, and the application of this business model ensures the positive contribution of the organization. Human welfare promotes sustainable HR performance and thefollowing seeks to improve HRM(Chasm& Blandon, 2019: 110).

B.The importance of sustainability the HR

The importance of sustaining the HR is highlighted by the following points:

- 1.Organizational culture: The sustainability of the HR provides sufficient flexibility for employees to lead themselves (Parker, 2000).
- 2.HR development: The training method has been used mostly as a means of gaining knowledge and skills that improve individual performance (Cooke, 2000). In addition, HR sustainability helps the organization achieve its strategic objectives (Bratton& Gold, 2001).
- 3.The development of the positive rewards system: Compensation can be used as a driver for increased employee performance Singh (2004), this system requires the development of an incentive system that in turn stimulates workers to produce the required quantities of production that will benefit the organizations they work for (Sung& Ashton, 2005).

The importance of sustainability of HR helps create more productive HR, which ultimately leads to organizational success (Enter, 2009). Chasm & Blandon (2019:110) believes that the importance of HR sustainability is to conduct training, measure interactive skills, build a highly efficient team, develop ideas on an ongoing basis, and form multifunctional groups to facilitate effective collaboration and coordination between different organizational departments.

C. HR sustainability goals

Savaneviciene (2018) has stated that there are seven objectives behind the sustainability of the HR that can be illustrated as follows:

1. Long-term orientation: this is done by determining the availability of HR in the future.
2. Employee care: This is the responsibility of Department of Health and Safety as that pursues achieving a balance between life and work.
3. Environmental care: An assessment of the employee's performance is carried out in accordance with environmental standards.
4. Profitability: The evaluation is conducted in accordance with profitability criteria.
5. Staff development: Employees are developed through rotation, various forms and training methods and other staff development methods.
6. Flexibility: It is done through the use of flexible working arrangements.
7. Employee cooperation: It is represented by working with working in a team spirit and forming good relationships between managers and employees as well as fairwork and equality.

Barbara & Mazur (2019) claim that there are several objectives that can be advanced as follows:

1. Achieving a better life for employees, through planning processes and implementation of development policies and by focusing on areas and aspects of growth and how to achieve good growth.
2. Showing respect for the natural environment, it is the close link between sustainable development and the environment that has led to the main goal of the sustainability of the HR being to preserve and respect the environment.
3. The sustaining HR aims to educate employees about the environmental problems and risks that occur, so that awareness-raising occurs along with the development of responsibility towards the importance of preserving the environment.
4. Seeking to achieve optimal exploitation and rational use of resources, the sustainability of the HR by pursuing to achieve its objectives through rationally exploiting resources in a rational, planned and deliberate manner so as not to drain, destroy and lose these resources, preserving the requirements of future generations.
5. Linking modern and contemporary technology to the goals of society by employing these means to serve the community, by exploiting them to achieve the development of individuals and society.
6. To constantly change the needs and priorities of employees by balancing it with economic development and achieving to the control of special environmental problems .

D: Dimensioning the sustainability of the HR:

The Brundland Commission Report links many actors to the idea of sustainability in three dimensions (economic, social and environmental). Previous research on the sustainability of the HR has often looked at two or three dimensions Maternal (2019: 195) has spotted the fact. found that the dimensions of HR sustainability are:

1. Economic dimension: One that focuses on achieving the sustainability of economic construction through the efficiency of capital and the use of resources, that secures the basic needs and requirements of the individual and improving his or her standard of living by maximizing the returns he must get from products and services. While, Zijlstra & Toon (2018) say that the economic dimension is much broader than the concepts of sustainable return on well-being, resources, or profit margins, at present, average per capita consumption in the developing world is sustainable, but populations are on the rise, and people are looking for high-consumption. Western lifestyles, the developed world's population is slightly more, but consumption levels are not sustainable, the challenge of sustainability is to reduce and manage Western consumption while increasing the standard of living in the developing world without increasing the use of resources and environmental effect. This must be done by using strategies and technology that break the link between economic growth, on the one hand, environmental damage and resource depletion on the other.

2. Social dimension: It is a dimension that focuses on achieving social justice and justice in the distribution of natural and economic resources, promoting social interaction and participation in local communities, developing cultural diversity, and have caring for human rights Chasm & Blandon (2019) found that the social dimension diverts resources from areas of great human need, harms the ability of organizations to plan for the future and generally threatens human well-being and the environment, and includes broad-based strategies for more sustainable social systems, improving education and political empowerment of women, particularly in developing countries, paying more attention to social justice, balancing the poor and rich conditions organizations within and within organizations. And intergenerational equity.

3. Environmental dimension: The organization's comprehensive activities and actions that reduce negative environmental impacts, focusing on protecting ecosystems, preserving energy sources, and accessing renewable resources. While Armin (2017) felt that this dimension provides vital goods and services to human beings and other organisms, there are two main ways to reduce negative human impacts and enhance ecosystem services, the first of which is environmental management, and this direct approach is largely based on information gained from earth sciences, environmental sciences and conservation biology. Consequently, the second approach is directed towards managing that demand for HR.

E: The relationship between e-HRM and the sustainability of the HR

The number of companies that embrace the philosophy of e-HRM and pursue application within the organization is growing rapidly (Cedar, 2005). The implementation of HR sustainability policies thus helps create more productive and motivated HR, ultimately leading to organizational success.

The rapid progress of Internet facilities around the world over the past decade has facilitated the implementation and use of e-HRM. Stormier (2006) on the other hand, says that it contributed to popular awareness regarding environmental, social and economic problems that could arise from a larger business scenario for organizations in demonstrating their commitment to the sustainability of the HR (Hebert et al., 2016).

e-HRM is the operational e-HR department that is interested in the administrative function such as employee personal statements and data and record keeping (Rewash & Swoop, 2012). The sustainability of the HR has been formed from the economic dimension and is based on the principle of maximizing per capita income and eradicating poverty through the optimal exploitation of natural resources (Nawaz, 2006: 338). The second dimension of e-HRM is the relational e-HR department that is interested in the supporting business process through training, recruitment and performance management (Rewash & Swoop, 2012).

In the light of the above-mentioned ideas, the main hypotheses of this work can be formed:

H₁: (There is a significant correlation between e-hr applications and the sustainability of the HR).

H₂: (E-HR applications have a significant impact on the sustainability of the HR).

While the second dimension of HR sustainability is the environmental dimension of the organization's comprehensive activities and actions that are supposed to reduce negative environmental impacts; it focuses on protecting ecosystems, preserving energy sources, and accessing renewable resources. The social dimension focuses on achieving social justice and just distribution of natural and economic resources, promoting social interaction and participation in local communities, developing cultural diversity, and taking care of employees' rights. Maternal (2019: 195) stresses that the third dimension of the transformational e-HRM is the focus of strategic HR activities such as knowledge management and strategic redirection (Rewash & Swoop, 2012).

SECOND: THE DESIGN OF THE STUDY

The problem, objectives, importance and hypotheses of the research are to be presented here, a description of the research variables, their measures, the academic method followed, a description of its society and the elected sample, and then the research tools are presented finally to end this part with the limits of the research, as follows:

The problem of the study

Certainly, Iraqi institutions, if not all of them, are managing HR commensurate with the institutional gap in the process of building state organizations in general. The staff of these institutions, might be taken by amazing words that appeal to many workers, especially those of young people in the public service, but in practice there are no indications of the extent to which the Iraqi environment is ready to apply the practice of electronic HR, for many considerations. Especially, the traditional administrative mentality that used to

handleonly paper work, as well as the weakness of the electronic infrastructure and low awareness towards the global orientation of building electronic institutions. Thus the sustainability of HR is in the face of the challenge of the above mentioned problems facing business automation, so it is possible formulating the problem of research with a number of questions:

- a. What is the level of awareness of e-HR practices of employees in technical higher education institutions? Is there a gap between the theory and the application of both of research variables?
- b. What is the nature of the relationship between the dimensions of e-HR practices and the sustainability of the HR?
Are the personal characteristics of the research sample linked to the workers' understanding of HR practices and the sustainability of the HR?
- c. What is the impact of HR electronic practices on the sustainability of the HR at the macro and sub-levels?

The Aims of the study

The current study aims to:

- a. Reveal the levels of awareness of the research sample of the reality of e-HR practices and their sustainability.
- b. Know the correlations between independent and interpretive research variables are real or accidentally- related.
- c. Find out the extent to which the personal characteristics of the sample are related to the dimensions of the two study variables.
- d. Identify the impact of HR practices on the sustainability of HR.

3. The importance of the study

In order to identify the development gap between the electronic system and the traditional system of HR practices and to sustain these HR, it is expected that the research will provide digital indicators resulting from the situation of the institutions of technical higher education showing the levels of work of the HR systems electronically and this will help reconsider the traditional strategies currently in place, in addition to these indicators will rethinking the senior leadership towards modern training and development programs commensurate with the reality of the work of organizations in the third millennium, not to mention strategies to adopt attracting and attracting effective electronic.

4. The study variables and metrics

The measures are an important technique that depends on the application side of the theories by adopting them as a preliminary tool for testing and analyzing processes to ratify the hypotheses proposed the current study positively or negatively and to reveal the researcher's ability to choose his expressive and precise tools that govern the course of the relationship between the research variables and their dimensions (Al-Saidi & Muhammad, 2013: 3). This is done through employing the two:

- A. e-HR Practices: An independent research variable that has consisted of (3) sub-dimensions (operational, relational, transformational) which are reflected in (18) paragraphs in the research questionnaire, based on measures (Acajou, 2017).
- B. Sustainability of The HR: The approved research dependent variable has broken in to (3) sub-dimensions (economic, social, environmental) the of

embodiment of these dimensions with (14) paragraphs of the questionnaire based on the scale (Maternal, 2019).

5. The methodology of the study

The existing research (curriculum - existing research and meta-analysis), pointing (Bratton& Gold, 2003: 443), adopted this approach as a design through which plans could be developed to collect information that would make the study show its effects in a simplified, coherent and systematic manner, a modern technique that allows researchers to mix the results of research involving different branches and sciences, for example here studies of organization theory and HRM, as shown in (Hobbler& Johnson, 2004: 665-676). It is a comprehensive approach because at the same time it is based on other approaches in reaching its objectives, for example descriptive approach, and the empirical approach is to provide evidence that takes into account cause and effect. (Al- Saidi, 2020: 32-33).

6. The research community and its sample:

Al-Furat Al-Awsat Technical University has been selected with its formations that lie over the central Al-Furat governorates as a community to conduct the research, as a deliberate sample of (151) of senior leaders, teaching staff and HR experts is selected through an electronic questionnaire prepared for this purpose, The sample size is calculated on the basis of a statistical means (Glenn, 2003) .

$$n = N \sqrt{1 + Ne^2}$$

As: n= Sample Size N=Community Size e= Questioner Level (allowed sin)

7. Data and Information Collection Tools.

A. The theoretical aspect: Books and periodicals (Arabic and foreign), letters and frameworks have been adopted, as well as research and studies published on the Internet.

B. Questionnaire: The practical part includes the following:

- study questioner: Is the main source of information and data adopted by the researcher, that consists of (32) paragraphs that cover (6) sub dimensions of the research variables, (3) of which represent *Electronic HR Practices* and (3) represent the *Sustainability of The HR*.

- The test of consistency, consistency and honesty is carried out to identify the research, as the (alpha- kronbach) coefficient was (0.92) to show the consistency of the questioner paragraphs, and the method (Split –half) is adopted to test the stability of the questionnaire by finding the coefficient of association between individual and marital paragraphs, as the coefficient of stability was found to be (0.94), while the statistical honesty factor is (0.969) and thus the questionnaire is valid for its uncles on the research sample.

8. Statistical analysis and processing tools:

1. Median: One of the measures of centrality that is used in the performing studies, which comes through the order of values upward or descending, where the values are divided into two equal values in number, where the middle position occupies technically so that the number of answers is similar to above and below the average answer, but the average answer is within a

large group and the number of values smaller is equal to the number of values larger than it (Al-Saidi & Alaa, 2020).

A: Range: The difference between the largest value and the smallest value in the group (Al-Saidi, Jawad & Al-Ghanmi, 2020: 4382-4402).

B: Factor Analysis: A statistical method that it aimed at rotating the axes on which the data are located in order to obtain significant factors that do not change from one analysis to another, and in the process of analysis each method of analysis takes into account the development of the reference axes a different doctrine, and these arguments must be rotated in order to place them in specific places that are easy to interpret and compare (Al-Saidi & Saleh, 2020).

C: Kendal Correlation Coefficient: Kendall's relies on signals if the grades compared with the rank in question are greater, because with the order of the natural numbers, even if the smaller the rank has taken a negative signal, and the grade correlation coefficient is equal to the ratio between the actual total of signals in the total signals when the grades of the ranked values are ascendant or descending (Mashhadani, 1976: 66).

D: Alpha-Cronbach coefficient: The Alpha-Cronbach equation is used to extract alpha-cronbach plants to measure the accuracy of the search questioner, when it exceeds (60%) This indicates acceptance and reflects an agreement and correlation between the phrases of the questioner paragraphs based on (Sekaran), and the questioner has achieved a coefficient of (0.95).

9. The limits of the study:

Generally and behaviorally that study is particularly characterized by a vertical depth and a horizontal scope, and if the theoretical framework of the research covers the vertical depth through its academic assumptions; the task of the research limits is to cover the scope of horizontal research, as it limits the research to a specific point in itself, although it relates to other points to address a specific problem in its own right only. On the basis of which the research will be determined by the following determinants:

A: Spatial boundaries: The study was conducted at the Al-Furat Al-Awsat Technical University in Kufa, whose colleges and institutes that spread over a number of the middle Euphrates provinces (Najaf, Karbala, Muthanna, Qadisiyah, Babylon)

B: Temporal boundaries: The study has been Conducted from march 2020 to April 2020.

C: Scientific limits: The research was scientifically determined by its objectives.

THIRD: THE PRACTICAL SIDE OF THE STUDY

The application side includes the following paragraphs:

Testing the adequacy of the sample and the level of its significance.

The (KMO) test is adopted to test the adequacy of the research sample and the significant level of this test by a correlation coefficient (Partlet's Test of Sphericity), Kaiser's coefficient was more than (50%), with significant level (0.000) so the sample in terms of size is enough. and the results were as in the table (1).

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.961
Bartlett's Test of Sphericity	Approx. Chi-Square	9.844E3
	Df	496
	Sig.	.000

2: Testing Loading Ratios for Questionnaire Paragraphs.

This statistical effort required prior to testing and analysing the correlation and effect relationships between the research variables in order to verify the strength and weakness of the questionnaire paragraphs, using factors analysis, so the statistical effort of this axis will be directed to the analysis of principals Component Analysis, in which the process of determining the saturation ratios of 40% Based on (Field, 2009: 647) is determined the degree of excellence by extracting the Factor Matrix first, and then the Rotated Matrix to look for the strongest saturation ratios.

Through the statistical program (SPSS), the method of analysis (1) factor (root) of factors that control the direction of the modulation of the questioner paragraphs of the component matrix, a good number of factors that give way to the researchers to choose the characteristic paragraphs, which led to the recycling of the data in order to obtain a rotation matrix in order to obtain higher saturation ratios and actually came from the rotation matrix at high saturation ratios for most factors and therefore adopted for the purposes of analysis. Statistical analyses of the overall variation of these factors indicated that they were able to interpret (84.901) percent of the population One of the factors that controls the paragraphs of the research questionnaire confirms the realism of saturation ratios, as it is noted in the data of the tables below that all the paragraphs of the questionnaire have achieved high saturation rates above the statistically established standard ratio of 40%.

Table2.Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	27.168	84.901	84.901	27.168	84.901	84.901

Extraction Method: Principal Component Analysis.

Table3. A: Testing Loading Ratios for *Electronic HR Practices*

	A: Operational	The content of the paragraph	Loading rate	distinguishes the paragraph
1.	The university provides the employee with electronic messaging services.		.907	Saturated

2.	The University provides a system for the payment of compensation through electronic means.	.919	Saturated
3.	The university conducts planning processes based on electronic means.	.852	Saturated
4.	The university conducts job descriptions and analysis based on electronic means.	.927	Saturated
5.	The university provides access to scientific journals.	.801	Saturated
6.	The university provides employees with access to the electronic database.	.908	Saturated
B: Relational The content of the paragraph			
7.	E-learning materials for staff are available on the University's website.	.928	Saturated
8.	The university has an electronic system to attract employees.	.923	Saturated
9.	The university organizes distance training courses for employees.	.937	Saturated
10.	The university has an electronic staffing system.	.954	Saturated
11.	The university has an electronic system to evaluate the performance of the employees.	.848	Saturated
12.	The university has an electronic staff development system.	.911	Saturated
13.	Training programs are available on the university's website.	.944	Saturated
C: Transformational The content of the paragraph			
14.	The presence of a talent department at the university using electronic means.	.959	Saturated
15.	The University relies on a clear strategy in providing e-learning services.	.961	Saturated
16.	The university's interactive conference service is available.	.925	Saturated
17.	Technology is best used to serve the field of e-learning.	.933	Saturated
18.	Interactive video conferencing is available online.	.921	Saturated

Table 4.A: Testing Loading Ratios for B: *HR Sustainability*

	A: Economic	The content of the paragraph	Loading rate	distinguishes the paragraph
1.	Increasing incentives is one of the main economic goals pursued by the university.		.937	Saturated
2.	Adopted by the University to preserve the HR.		.923	Saturated

3.	The University contributes to improving the living conditions of staff in order to sustain the HR.	.949	Saturated
4.	The university is keen to meet the basic needs and requirements of the employees.	.952	Saturated
	B: Social The content of the paragraph		
5.	University procedures are fair and objective in the distribution of rewards, resources and wages.	.957	Saturated
6.	Management makes decisions with the participation of employees in order to increase organizational affiliation.	.942	Saturated
7.	Staff are allowed to participate in educational programs to help them develop their skills.	.905	Saturated
8.	The University encourages teamwork to achieve the social sustainability of the HR.	.896	Saturated
	C: Environmental The content of the paragraph		
9.	The University helps create a staff-friendly environment to sustain the HR.	.909	Saturated
10.	The university uses evidence-friendly alternative energy sources.	.944	Saturated
11.	Inter-employee awareness plays an important role in maintaining.	.939	Saturated
12.	The university is trying to dispose of waste safely and properly, leading to the preservation of the HR.	.937	Saturated
13.	The university is trying to dispose of waste safely and properly, leading to the preservation of the HR.	.877	Saturated
14.	The HR Department is keen to reuse the paper used.	.938	Saturated

3. Test correlation hypotheses.

The first main hypothesis (H_1) is that (There is a significant correlation between e-HR applications and the sustainability of the HR at the macro and sub-level), and after linking the paragraphs concerning the two variables, the results of the Kendall correlation matrix have appeared, indicating a correlation between the variables at the macro and sub-level, and therefore accepted the first main hypothesis of the present work is accepted.

		operational	Relational	Transformational	Economic	Social	Environmental	E-HRP	HR
Kendall's tau_b	Operational	Corr Coef 1.000	.757*	.736*	.710*	.741*	.697*	.848*	.711*
	Relational	Corr Coef .757*	1.000	.771*	.750*	.742*	.721*	.847*	.766*
	Transformational	Corr Coef .736*	.771*	1.000	.774*	.738*	.746*	.856*	.770*
	Economic	Corr Coef .710*	.750*	.774*	1.000	.766*	.738*	.739*	.866*
	Social	Corr Coef .741*	.742*	.738*	.766*	1.000	.691*	.751*	.850*
	Environmental	Corr Coef .697*	.721*	.746*	.738*	.691*	1.000	.702*	.797*
	Electronic HR Practices (E-HRP)	HR Corr Coef .848*	.847*	.856*	.739*	.751*	.702*	1.000	.753*
	HR Sustainability (HR)	Corr Coef .711*	.766*	.770*	.866*	.850*	.797*	.753*	1.000

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 1. Kendall's tau_b Correlation matrix

4. Testing the hypotheses of impact.

The second main hypothesis of the study (H₂) stresses that e-HR applications have an significant impact on the sustainability of the HR), and in the light of this hypothesis the equation of simple regression indicates that the Electronic HR Practice affect *HR Sustainability*, and in the light of this a relationship has been formulated between Electronic HR Practice (X) and the *HR Sustainability* (Y), and this relationship is represented by the equation of simple regression machines:

This relationship means that the *HR Sustainability* (Y) is a real function of Electronic HR Practice (X), and the following is the estimated relationship and the value of its statistical indicators that are calculated at the level of the study sample of (160), and the slope equation is as follows:

$$HR Sustainability = 0.024 + (0.973) (\text{Electronic HR Practice})$$

Table (5) manifests the contrast analysis of the relationship between e-HR Practice and the *HR Sustainability*

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973 ^a	.947	.947	.61801

a. Predictors: (Constant), X

Table 5. ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1026.403	1	1026.403	2.687E3	.000 ^a
1 Residual	56.908	149	.382		
Total	1083.311	150			

a. Predictors: (Constant), X

b. Dependent Variable: Y

Table 6. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.024	.116		.205	.838
1 Electronic HR Practice	1.010	.019	.973	51.840	.000

a. Dependent Variable: Y

The calculated (F) value of greater than its scheduled value, on the significant level of (0.000) and degree of freedom (1,149), which indicates that the regression curve is good for describing the relationship between (X) and (Y), and according to the test (t), the value of ($t_x = 51.840$).

In view of the slope equation, the constant indicates ($a = 0.024$), which means that there is a *HR Sustainability* of (0.024) even if the value of the e-HR Practice (X) is equal to zero.

The marginal slope angle of ($\beta = 0.973$) associated with X means that a change of (1) in e-HR Practice will result in a change of (0.973) in *HR Sustainability*.

The selection coefficient has determined a coefficient of (0.947), which means that (0.947) of the variation in *HR Sustainability* (Y) which is an indicated variation (X) and (0.053) of variance is explained by other factors that did not enter the regression model, and on the basis of these indicators the second main hypothesis can be accepted, at the macro level.

At the sub-level, the second main hypothesis was derived from a sub-hypothesis (there is a significant effect relationship to the dimensions of e-HR Practice in the *HR Sustainability*).

In the light of this relationship, a functional relationship has been formulated between the dimensions of e-HR Practice (X_1, X_2, X_3) and the *HR Sustainability* (Y), as the dimensions of e-HR Practice affect at the same time the *HR Sustainability*, and this relationship was represented by the equation of multiple automatic regression:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3$$

This relationship means that the *HR Sustainability* (Y) is a real function of the dimensions of e-HR Practice (X_1, X_2, X_3), and the following is the estimated relationship and the value of its statistical indicators that are calculated at the level of the study sample of (160), and the slope equation was as follows:

HR Sustainability = 0.046 + (0.147) (operational) + (0.178) (relational) + (0.661) (transformational).

Table(8) shows that the contrast analysis of the relationship between the dimensions of e-HR Practice and the *HR Sustainability*.

Table7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.977 ^a	.954	.953	.58489

a. Predictors: (Constant), C, A, B

Table8. ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1033.023	3	344.341	1.007E3	.000 ^a
Residual	50.288	147	.342		
Total	1083.311	150			

a. Predictors: (Constant), environmental, Economic, Social

b. Dependent Variable: *HR Sustainability*

Table9. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

(Constant)	.046	.111		.420	.675
1 operational	.156	.067	.147	2.336	.021
relational	.179	.077	.178	2.336	.021
transformational	.667	.078	.661	8.597	.000
Dependent Variable: <i>HR Sustainability</i>					

The calculated (F) value of is greater than its scheduled value and moral level of (0.000) and degree of freedom (3,147), which indicates that the regression curve is good to describe the relationship between the HR Sustainability(Y) and the dimensions of e-HR Practice (X₁, X₂, X₃). and on test (t), tx₁ = 2.336, tx₂ = 2.336, tx₃ = 8.597.

In the light of the slope equation, the constant indicates (a= 0.046), which means that there is a *HR Sustainability* of (0.046) even if the dimensions of e-HR Practice equal to zero.

The marginal slope angle ($\beta_1= 0.147$) that is associated with X means that a change of (1) in the (Economic dimension) will result in a change of (0.147) in the *HR Sustainability*.

The marginal slope angle of ($\beta_2= 0.178$) associated with X means that a change of (1) in the (Social dimension) will result in a change of (0.178) in the HR trial.It is immoral factor, so it doesnt.

The marginal slope angle ($\beta_3= 0.661$) associated with X means that a change of (1) in the (environmental dimension) will result in a change of (0.661) in the *HR Sustainability*.

The selection coefficient has determined a coefficient of (0.954) which means that (0.954) of the variation in the number will result in a change of (0.954) in the *HR Sustainability*. (Y) is a variation explained by e-HR Practice (X) and (0.046) of variation is explained by other factors that did not enter the regression model, and on the basis of these indicators the sub hypothesis can be accepted.

FOURTH: CONCLUSIONS AND RECOMMENDATIONS:

Conclusions

In line with findings and results realized in the current modest work the following conclusions are to be advanced:

A. The research sample's awareness of the theoretical and intellectual contents of e-HR practices and the sustainability of the HRis very high, indicating a clear perception of the sample, which will have a positive impact on handling the questionnaire paragraphs.

B. Indicators of the relationship between the transformational dimension and the sustainability of the HRare one of the most realistic relationships followed by the relational relationship to the operational dimension.

- C. The social dimension progresses as one of the dimensions of the independent variable adopted in relation to the practices of e-HR due to its first order followed by the economic and environmental dimensions.
- D. The transformational dimension has a significant impact on the sustainability of the HR and can be highly reliable in creating effective sustainability.
- E. The relational dimension of the operations has declined in its impact on the sustainability of the HR and in a very remarkable way.

Recommendations:

Based on the aforementioned conclusions in this study, it is recommended that:

- A. Targeted university institutions must invest in higher awareness of the contents of HR electronic practices and the sustainability of the HR in establishing an applied vision by adopting strategies and programs that differ from the traditional theory and applicative tradition of these institutions.
- B. The university should provide employees with electronic messaging services, such as access to scientific journals and access to the electronic databases.
- C. A system must be provided to pay compensation through electronic means in a fair manner aimed at serving employees and not an area to drain their resources.
- D. The University should conduct the planning of its HR based on electronic means.
- E. The university must adopt electronic strategies in describing and analyzing functions, attraction, polarization, performance evaluation and training and development programs.
- F. Making electronic learning V materials available to employees on the university's website, with the university organizing distance training courses for employees.
- G. The university should have an electronic system for employee development.

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