

PalArch's Journal of Archaeology
of Egypt / Egyptology

THE ROLE OF ELECTRONIC HUMAN RESOURCES MANAGEMENT IN
JOB DOWNSIZING
ANALYTICAL SURVEY OF THE OPINIONS OF A SAMPLE OF
EMPLOYEES IN MOBILE PHONE COMPANIES

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Prof. Dr. Muayad Al-Saidi, Eman A. Ali. THE ROLE OF ELECTRONIC HUMAN RESOURCES MANAGEMENT IN JOB DOWNSIZING ANALYTICAL SURVEY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES IN MOBILE PHONE COMPANIES-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(7), 14993-15019. ISSN 1567-214x

Keywords: Electronic Human Resources Management, Job Downsizing, Al-Furat Al-Awsat Technical University

ABSTRACT

The purpose of this research is to reveal the Role of Electronic Human Resources as an independent research variable in its subsidiary dimensions (e-Recruitment, e-Training and Electronic Development, Electronic Appraisal, Electronic Analysis) as well as the Job Downsizing sought by its sub-dimensions (Human Resource Reduction Strategy, Work Design Strategy, Systemic Strategy). The research is conducted in one of the largest cellular Telecommunications Companies in Iraq, Asiacell and Zain Iraq where a random Sample of 148 is Surveyed based on a realistic questionnaire. The Relationship between the Companies adoption of electronic human resources in the gracefulness of its human resources as well as the detection of any that are more influential in the process of graceful human resources. In terms of importance it is expected that the search for digital indicators inspired by the reality of the Company's applied state benefits the leaders to reconsider the size of its human resources in light of the philosophy of human digital and electronic human resources. Statistical tools are used for the academic coping with the nature of the research. The search readies the conclusion that there is of failure of the strategy of attraction and electronic polarization to achieve any effect in the functional downsizing while the strategy of electronic appraisal has progressed significantly.

INTRODUCTION

E-Human Resources Management is a broad concept because it integrates Human Resources Management (HRM) and information technology (Berber et al., 2018: 23). Human resources management is the most important part of all business organizations so many organizations try to develop themselves to a high degree by paying attention to intellectual skills, required capabilities and employee expertise in organizations (Choochote & Chochiang, 2015: 73), to Managing human resources in an organized way (Zeebaree et al., 2019: 606), to make it more capable of facing challenges and to respond to accelerated environmental changes, Gupta thinks that it is (2018, 6) used to increase its effectiveness. The department of electronic human resources is essentially the transfer of human resources functions to management and staff, where they can access these functions usually via intranet or other web technology channels (Padmavathy & Kumar, 2020:21). Thus technological development has had an impact on making many emerging organizations operate internationally once they are established. This requires that the management of human resources that operate in a global context, needs (International Human Resource Management) (IHRM), and they must be competent to ensure the survival and success of organizations (Brewster et al., 2016: 4).

First: The Intellectual framework of E- HRM and Job Downsizing

Here the intellectual and theoretical framework of the variables of (e- HRM)and Downsizing,are presented as follows:

1: The Intellectual Framework of (E- HRM)

A: The definition of (e- HRM)

E-HRM is defined as a new human resources management (HR) method to reduce the organization's costs and to increase the sufficiency and productivity of the organization, leading to its survival and success (Davoudi & Fartash, 2012). In addition to agree with them. Nurshabrina & Adrianti have noted that the application of e-human resources management activities, which include: e-recruitment, e-compensation, e-training, and electronic performance appraisal, has a positive impact and is of great importance in the efficiency of costs incurred and in increasing the productivity of the organization's staff (Nurshabrina & Adrianti, 2020: 212), and refers (Al-Saidi & Ala'a, 2020: 3396) as that E-HRM focuses on all business integration mechanisms and all content of shared human resources management across information technology, in order to make HR management processes distinctive, consistent, efficient and of high quality, creating long-term opportunities within target organizations.

Stone et al. have stated that e-HRM is "using computers and communications devices to collect, store, retrieve and disseminate [HR] data for commercial purposes (Stone et al., 2015), while (Armstrong & Taylor) explains that E-HRM uses digital technologies in the form of web applications including computers and software, cloud technologies, artificial intelligence, social media and smartphones, and the block chain to help provide services to human resources management (Armstrong & Taylor, 2020: 150), IHRM can also be described as the process by which global organizations manage workers across international borders, and the ultimate goal of global organizations is to build

the basic competence of workers to be able to transfer capabilities across multiple countries (Armstrong & Taylor, 2020: 76).

B: The Importance of e-HRM

The use of technology in human resources management has a significant impact on reducing the length of employment and increasing the interaction of individuals with human resources activities (Amuna et al., 2017: 41). the future of e-human resources management is a revolution and a step forward as it moves towards paperless libraries, ensuring high speed in data recovery and evaluation of data (Gani& Anjum, 2017). In addition, e-human resources management can improve the efficiency of human resources activities by reducing costs and increasing the speed of operations (Rangarao& Raju, 2014; Parry, 2011). Therefore Oswal& Narayanappa have stated that e-human resources management can enhance organizational effectiveness through the development of human resources policies (Oswal& Narayanappa, 2014). e-HR can therefore help organizations update web-based HR policies to support the efficiency and effectiveness of human resources management (Karampour et al., 2014), so e-human resources management plays a crucial role in eliminating unnecessary human resources activities (Lakshmi, 2014), e-hr management provides a portal that enables managers, staff and human resources professionals to view, extract or change the information needed to manage the organization's human resources (Ma&Ye, 2015: 72), based on the assumptions that have been made the following main hypothesis can be formulated:

(There is a significant correlation between e-human resources and downsizing strategies).

C: Areas (Types) of e-human resources management

There are three types of e-human resources management that can be explained as follows (Padmavathy& Kumar, 2020: 23):

1. Operational EHR Management: Operational Human Resources Management deals with administrative functions such as employee payrolls and personal data (Padmavathy& Kumar, 2020: 23). So organizations need to choose whether employees will keep their personal information up-to-date through a human resources website, or have an administrative team to do so benefitmanagement, review and publication of workplace policies, and investigating workplace issues (Bondarouk& Ruel, 207: 282).

2. Relational e-human resources management: It can be considered that the second most complex form of e-human resources management. In this type of human resources management, there is a choice to whether more complex human resources practices such as recruitment and selection should be conducted using e-human resources management, or using a more traditional paper-based approach such as newspaper advertisements and paper application forms (Bondarouk& Ruel, 2007: 282). Electronic human resources management includes transaction automation through the use of external Internet, and employee self-service for the manager (Lengnick-Hall& Moritz, 2003).

3. Electronic Transformational human resources management: E-Human Resources Transformation altogether is linked to strategic human resources

activities known as knowledge management and strategic redirection, and it is possible to create a workforce ready for change through a full range of web-based tools that enable the workforce to evolve in line with the Company's Strategic options (Ma&Ye, 2015:72).

D: E-human resources management practices

The use of e-human resources management practices results in valuable results for the organization as it reduces costs, improves communication and reduces the time needed to complete human resources management functions (Islam, 2016:2). At the strategic level, e-HRM determines human resources requirements, in line with the organization's long-term plans (Al-Namlan& Al-Hawary, 2018: 2). Therefore, organizations have increasingly relied on the e-human resources management function to provide these requirements for management that contribute to the effectiveness of human capital, including e-recruitment, e-selection, e-training, e-compensation, e-performance appraisal and electronic communication (Al-Kasasbeh et al., 2016: 10675) as follows:

1. **Electronic Compensation:** E-compensation is a possible web approach to a set of compensation tools that enable the organization to collect, store, process, analyse, use and distribute compensation data and information using the Internet browser and the World Wide Web, where individuals can access electronically distributed compensation programs, database and analytical tools from anywhere (Mudkanna, 2020: 555). Stone & Dulebohn also conducted an assessment of the use of expert support/resolution systems to enhance employee satisfaction through the benefits obtained by (Stone& Dulebohn, 2016).
2. **E-Recruitment:** The recruitment process encompasses all practices and activities through which the organization acquires its human resources, and with the advent of modern technology and the Internet, traditional methods of recruitment in organizations have changed, and the adoption of the Internet has become a requirement for successful human resources recruitment (Al-Namlan& Al-Hawary, 2018: 2), and one of the most common non-traditional forms of recruitment is e-employment (Smith & Rupp, 2004, which refers to the use of portals such as websites, whether the Company's official website or job search site, the site will publish the available vacancy function, and also help review the resumes that have been entered (Nivlouei, 2014).
3. **Training and Electronic Development :** E-training enhances the assessment and diagnosis of the skills and competencies of the organization, and helps develop training plans of employees with the possibility of distributing and redistributing jobs according to their skills in conjunction with their qualifications, as well as determining the time and place of training and the final selection of the program for its implementation and evaluation of its effectiveness (Al-Hawary& Al-Kumait, 2017; Al-Lozi et al., 2018; Al-Lozi et al., 2017).
4. **Electronic Performance Appraisal:** E-Performance Appraisal includes the collection of data on the performance of employees, to hold people accountable for this performance and to link it to rewards or punishment (Ravid et al., 2020: 7). The e-performance appraisal helps the organization maintain and motivate talent by knowing the opinions, ideas and

achievements of individuals in the various activities of the organization (Jarrar& Schiuma, 2007).The organization can reduce a lot of costs as a result of the application of e-performance appraisal principles. Technology can also be used as a tool to achieve the process of writing reviews or recording performance notes (Al-Kasasbeh et al., 2016: 10676), and the following format explains e-human resources management practices:

Based on electronic human resources practices as shown by the theoretical presentation, they contribute to changing the reality of traditional human resources practices and transfer them in efficiency to global effectiveness, and on this basis the second main hypothesis can be formulated:

(E-human resources influence jobDownsizingstrategies with a moral significance).

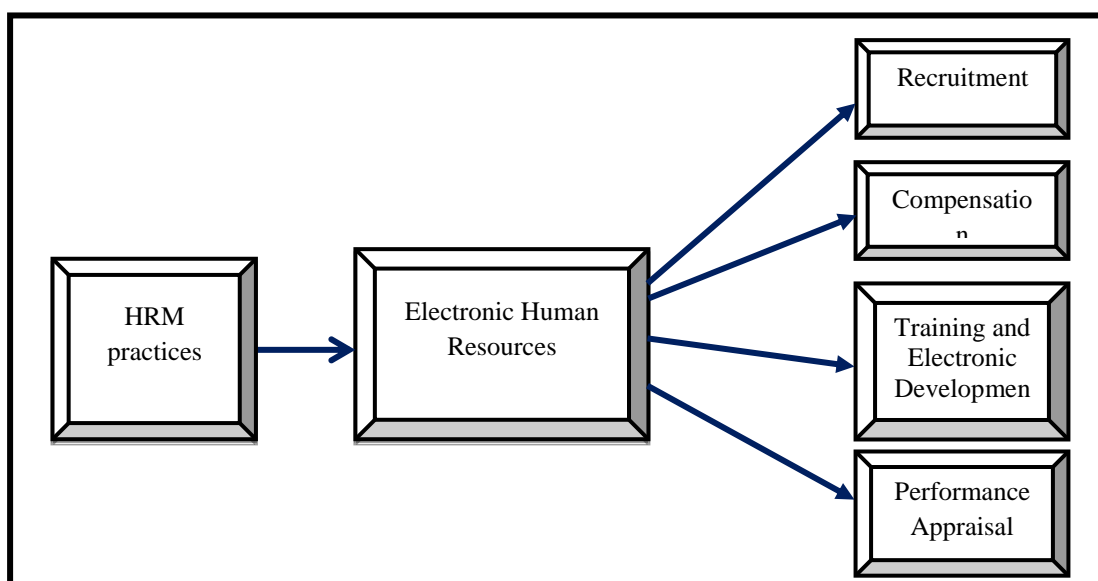


FIGURE 1Electronic Human Resource Management Practices

Sources: Nagendrababu. M. C.&Nagendrababu, k,(2019). E-Human Resource Management (E-HRM):A Growing Role In Organizations, International Journal of Management Studies, 1(5), 98-104 .

2: The Intellectual Framework of (Downsizing)

A:The concept of Job Downsizing:

The concept of job Downsizingis first introduced in the 1980s when U.S. business organizations began to make significant cuts to their staff in response to recessionary pressures (Littler& Gandolfi, 2008).Therefore the concept of job downsizingis used as a standard practice in many organizations for cost control, and to reduce the number of workers, especially those who do not produce the best results or who do not bring any productivity for the organization (Roy, 2020: 1).The primary purpose of job downsizing is to increase the use of human resources more effectively in certain situations (Datta et al., 2010).This means human resources can play an important role in other activities (e.g. logistics or marketing) through external agents or intermediaries (Campos-García et al., 2020: 327), because limited exclusivity and limited human capital discourage large investments in existing human capital (Lepak& Snell, 1999: 39). It can be pointed out that job downsizing

can lead to negative results for the remaining staff of the organization, so the organization must pursue an appropriate strategy to mitigate the negative impact of job downsizing on the remaining staff of the organization (Frone & Blais, 2020: 2).

B: Definition of Job Downsizing:

Job Downsizing is defined as reducing the number of employees during supportive measures through (restructuring the organization, mergers and acquisitions, reducing tiers of costs) and enhancing the competitiveness of organizations (Lippitt, 1984) as "planned job cancellation (Cascio, 1993:95), by focusing on core business and getting rid of non-valued works (Crainer & Obleng, 1995).

Job Downsizing also refers to interventions that are aimed at reducing the size of the organization by reducing the number of employees through layoffs, attrition or early retirement, or by reducing the number of organizational units or management levels through waiver, outsourcing or reorganization (Cummings & Worley, 2014: 33).

(Datta et al), they have noted that job downsizing is a planned set of regulatory policies and practices that are aimed at reducing the workforce to improve the organization's performance (Datta et al., 2010: 282). According to (Chen et al., 2012: 6). Job downsizing is an attempt to reduce human resources in order to reduce the cost of operation and to level the organization to improve operational processes, productivity and organizational efficiency and enhance the competitiveness of organizations.

C: The Importance of Job Downsizing:

Downsizing has become one of the issues that attracts attention from an academic point of view (Adıguzel & Tuna, 2018: 154), by assessing business needs in order to reduce losses or increase profits by reducing the number of its employees (Rama-Rao, 2010), as maintaining the appropriate size of the human resource is essential for each organization, and therefore there is a need to manage staff effectively if the organization is to survive (Mullins, 2007). As a result of this changes taking place within the business environment, and because of globalization, competition is not only difficult, but fierce (George & Jones, 2002). These challenges have led business leaders and organization specialists to recognize the importance of job downsizing in domestic and international markets (A et al., 2020:2). So in order to compete effectively, organizations need to maximize productivity, maximize efficiency and improve efficiency, which requires reducing costs (Malik et al., 2010), because organizations find themselves operating in more complex, unpredictable, and dynamic environments, they use different policies to achieve their goals, including functional downsizing (Luthans & Sommer, 1999), so job downsizing is a planned exclusion designed for large numbers of employees, to enhance organizational effectiveness (Hollenbeck et al., 2018, 89), and focus on core business and disposal of unvaluable works (Crainer & Obleng, 1995).

D: Job Downsizing strategies

The main purpose of job downsizing is not to increase performance per se, but to reduce the human resource, in a broader sense, and is seen as a complete

strategic shift that is aimed at changing the organization's design, processes, culture, values and positions (Vries& Balazs, 1997).The constant pressure inboth local and global markets forces organizations to adapt to new requirements in order to maintain and strengthen their business activities (Bracanovi& Berberc, 2019: 159). Through appropriate policies and one of the strategies is job downsizing, i.e. reducing the number of organizational or administrative levels by reducing the number of employees (Djordjevic et al., 2018: 144), Cameron (1994) has classified downsizing strategies into three strategies: workforce reduction strategy, business redesign strategy and regular strategy to reduce the number of employees through planned job cancellation (Ray& Maheshwari). 2017: 291). As follows:

1.Human Resource Reduction Strategy: Organizations have adopted a strategy of reducing human resource not only to reduce salaries, training, promotion, cost-related rewards in organizations, but also as an attempt to create an agile organization, The reduction is through hiring freezes, lay-offs and voluntary retirement (Howard, 1988; Maheshwari & Kulkarni, 2003; Tourish et al, 2004).The rationale behind reducing the human resource is that if some staff in the organization approach retirement age, their commitment and productivity are likely to decrease, the early departure of such staff will enhance the proportion of staff with High incentives and productivity in the organization (Howard, 1988).

2.Business Redesign Strategy: Research shows that better redesigning work can better integrate workers with technology, which is a major challenge of our time, as there is a positive correlation between work design, performance and job satisfaction, especially now when redesigning work is a mainstream technique used by agile organizations in the future (Dhir, 2019:44). As Organizations redesign work to eliminate redundant jobs and units, and the goal of redesigning roles is to redesign jobs and units. Better work is done by employees, and be redesigned by eliminating jobs, redesigning tasks, integrating units, redesigning jobs, and reducing working hours (Gandolfi, 2005: 59).

3.Systemic strategy: The systemic strategy is fundamentally different from the previous two strategies, adopting a more comperhensive and holistic view of organizational change as it aims to change organizational culture and value systems and create differences in worker attitudes (Ray& Maheshwari, 2017: 292).In most organizations downsizing has become an ongoing process (Clabaugh, 2001:34), leading to a bottom-up approach and increasing the accountability of the entire organization (Cameron, 1994),(Cascio) stated that the systemic strategy leads to a long-term strategy that leads to the development of continuous improvement in the organization and these strategies can ensure a better brand for employers, as it demonstrates to employees the organization's objectives to develop the environment for the job advancement of the worker (Cascio, 1993). Table (1) below explains the strategies of Job downsizing:

Table 1.Job downsizing strategies

Systemic	Work Redesign	Workforce Reduction	Elements
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Culture	Jobs, levels, units	Headcount	Focus
Status quo	Work	People	Eliminate
Extended	Moderate	Quick	Implementation time
Long-term payoff	Moderate-term payoff	Short-term payoff	Results appear after application
<ul style="list-style-type: none"> Involve everyone • Simplify everything • Bottom-up change • Target hidden costs • 	<ul style="list-style-type: none"> Combine functions • Merge units • Redesign jobs • Eliminate layers • 	<ul style="list-style-type: none"> Attrition • Layoffs • Early retirement • Buy-out package • 	Examples

Source: Cameron, Kim S., (1994), "Strategies for Successful Organization Downsizing Human Resource Management", (Vol. (33), No. (2), P: 197).

Organizations can also be categorized according to the use of these strategies on the basis of depth and breadth that are related to the implementation of strategies and this is shown Table (2).

Table 2. The difference between organizations in terms of the breadth and depth of implementation of Job Downsizing Strategies

Increasing breadth			
Strategies			
Systemic strategy	Organization redesign Strategy	Workforce reduction strategy	Increasing depth
<ul style="list-style-type: none"> • System analysis • Culture change • Bottom design 	<ul style="list-style-type: none"> • Layer Elimination • Unit combination • Product removal • Process Rearrangement 	<ul style="list-style-type: none"> • Natural Attrition • Layoffs/Retrenchments • Early Retirements • Buyout Packages 	↓

Source: Gandolfi, F. (2005). How Do Organizations Implement Downsizing?—An Australian and New Zealand Study. Contemporary Management Research, (1(1), , P:60).

Table (2) demonstrates that organizations with greater actions in the same implementation category have more depth in their overall strategy to scale

back. Thus organizations using a variety of types of strategies are more broad in their strategy (Cameron, 1994).

The Relationship Between e-HRM and Job Downsizing

In order for organizations to become more competitive, they must control costs, achieve high quality, and constantly explore new and better ways to do business. Therefore, all managers are responsible for exploiting technology to manage their human resources well (Broderick & Boudreau, 1992). So these goals are very important because organizations are competing on the basis of the skills and talents of their staff (Stone et al., 2015). Since e-HRM is a good way to implement HR strategies and policies in the organization through the full use of channels and networks based on Web technology (Girisha & Nagendrababu, 2020: 5124). Because the primary purpose of job downsizing is to increase the use of human resources more effectively (Datta et al., 2010), it has been used as a standard practice in many organizations to improve the productivity of the organization (Roy, 2020:1). Literature shows that better reintegration of work can better integrate workers with technology, which is a major challenge of our time. It can be said that there is a positive correlation between work design, performance and job satisfaction, especially now when redesigning work is a dominant technique used by agile organizations in the future (Dhir, 2019: 44). Organizations are redesigning work to eliminate redundant jobs and units, and the goal of redesigning job roles and improving staff work, redesigning work by eliminating jobs, redesigning tasks, integrating units, and reducing working hours (Gandolfi, 2005: 59). On the basis of this, the first hypothesis of the work can be formed as follows:

(There is a correlation between the application of e-HR strategies and Jobdownsizing)

The research also has indicated that functional downsizing can be considered an important component, because many organizations face unexpected work environments. This stipulates that in order to achieve agility, organizations must have an appropriate information Technology infrastructure (Bentley, 1998; Weill et al., 2002). Thus, the second hypothesis of research can be formulated as follows:

(E-human resources practices affect job downsizing with a moral significance)
Technology has therefore changed the way human resources operations are managed, mainly in terms of how organizations collect, store and use information (Johnson et al., 2016). Technology has changed the nature of jobs, work relationships and supervision (Stone et al., 2015).

Second: Research Design

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

Researchproblem

There is no doubt that the nature of the work of mobile phone companies has to work with modern technologies both in the nature of the design of service

processes or in their administrative dealings; so it is the closest to applying the philosophy of electronic human resources because of its harmony with its nature and modernity in today's world. However, implications of this application of human resources on the size of the human resource there is no indication of its effect in reducing the size of the human resource in the Company concerned with research, so the realization of the importance of the philosophy of the two variables of research at the theoretical level. It is no longer sufficient to diagnose the impact of the Company's Electronic Human resources on the size of its human resources, and it needs field research and analysis to build realistic indicators to judge the effectiveness of Electronic Human Resources in the Company.

The Research Aims to:

The research aims at the following:

A: Diagnose the level of awareness of the research sample in terms of the content of the philosophy of electronic human resources and Job Downsizing.

B: Reveal the reality of the relationship between the independent research variable e-human resources and the Job Downsizing (i.e. the dependent variable).

C: Find out what is the nature of the effect achieved in the two research variables at the comprehensive level and on the level of sub dimensions, and which of the dimensions of Electronic Human Resources is more influential in the procedure of Job Downsizing.

The Importance of Research

The results of the research are expected to provide digital indicators urged by the company's applied situation about what the Electronic Human Resources Applications Contribute to the Job Downsizing of the Company's surplus or not adding value to the Company's business. This will restore the calculations of the Company's leadership to develop modern Electronic attraction and attraction strategies that contribute to the gracefulness of its staff and appropriate training and development programs, not to mention the need to provide information to draw accurate policies to compensate the suitability and performance of workers and achieve distribution justice.

4. Research 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 analysis processes to prove whether or not the research hypotheses are correct, and they show 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). Be searched from two variables and come:

a. **Electronic Human Resources Management:** : An independent research variable that has consisted of (4) sub-dimensions (e-recruitment, e-training and electronic development, electronic appraisal, electronic analysis) were reflected in (12) paragraphs in the research questionnaire, based on measures (Panayotopoulou et al., 2007), (Hooi 2006)

b. **Job Downsizing:** The approved research variable has also been damaged by (3) sub-dimensions (Human Resource reduction strategy, work

design strategy, systemic strategy) the jar of embodiment of these dimensions with (9) paragraphs of the questionnaire based on the scale (AL-Saidi & AL-A'ani, 2015).

5. Research methodology

The current research (curriculum - present research and meta-analysis), that are indicated (Bratton & Gold, 2003: 443), and 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 human resources management, as shown in the work of Hoobler & 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, et al., 2020: 32-33).

6. The research community and its sample:

Asiacell and Zain Iraq Communications Companies represents a research community from which a random sample of 160 employees has been selected based on a questionnaire prepared for this purpose. The sample size is calculated on the basis of a correlation (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

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

2. The practical part includes the following items:

A. Research questionnaire: It the main source of information and data adopted by the researcher, that consist of (36) paragraphs covering (7) sub dimensions of the research variables (4) of which represent Electronic Human Resources Management and (3) represent the Downsizing

B. The test of consistency, consistency and honesty is carried out to identify the research, as the (alpha- kronbach) coefficient is (0.92) to show the consistency of the questionnaire paragraphs, and the method (Split -half) was adopted to test the stability of the questionnaire by finding the coefficient of association between individual and marital paragraphs, as the coefficient of stability is found to be (0.91). While the statistical honesty factor is (0.911) and thus the questionnaire is valid for its application on the research sample.

8. Statistical Analysis and Processing Tools :

1. Median: it is one of the measures of centrality that is used to conduct of studies, and comes through the order of values upward or descendent (Al-Saidi,

et al., 2020: 3810), where the values are divided into two equal 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, et al., 2020)

A: Range: The difference between the largest value and the smallest value in the group (Shqair, Sharif& Halabi, 2000: 102).

B: Factor Analysis: A statistical method that is 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. 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 (Imad al-Din, 967:140).

C: Kendal Correlation law 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 questionnaire, when it exceeds (60%) This indicates acceptance and reflects an agreement and correlation between the phrases of the questionnaire paragraphs based on (Sekaran), and the questionnaire has achieved a coefficient of (0.95).

9. Research limits:

Generally and behaviorally the work 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: A: Spatial boundaries: The research was been Conducted in the Asiaceil and Zain Iraq Cell Communications Companies represented by its branches in Najaf

B: Temporal boundaries: The research has been done from January 2020 to March 2020.

C: Scientific limits: The research is academically determined by its objectives.

Third: The practical part of the research

The application side includes the following paragraphs:

1. Testing the adequacy of the sample and the level of its significant 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 is more than (50%), with significant level (0.000) so the sample in terms of size is sufficient. and the results were as in the table (1).

Table 3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		
Bartlett's Test of Sphericity	Approx. Chi-Square	
	Df	
	Sig.	

2: Testing Loading Ratios for Questionnaire Paragraphs

This statistical effort is necessary before starting to test and analyzing 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) to determine 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 (10) factors (roots) 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 (74.780) 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 from 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%.

Table 4. A: Testing Loading Ratios for *Electronic Human Resources Management* :
 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.102	40.227	40.227	18.102	40.227	40.227	5.617	12.482	12.482
2	3.171	7.047	47.275	3.171	7.047	47.275	5.514	12.254	24.735
3	2.474	5.498	52.773	2.474	5.498	52.773	3.958	8.796	33.531
4	2.027	4.503	57.276	2.027	4.503	57.276	3.864	8.587	42.119
5	1.671	3.714	60.991	1.671	3.714	60.991	3.630	8.067	50.186

6	1.405	3.123	64.113	1.405	3.123	64.113	2.772	6.160	56.346
7	1.371	3.048	67.161	1.371	3.048	67.161	2.679	5.954	62.300
8	1.275	2.833	69.994	1.275	2.833	69.994	2.518	5.596	67.897
9	1.131	2.514	72.508	1.131	2.514	72.508	1.821	4.047	71.944
10	1.023	2.273	74.780	1.023	2.273	74.780	1.276	2.836	74.780

Extraction Method: Principal Component Analysis.

	A: Social The content of the paragraph	Loading rate	distinguishes the paragraph
1.	The organization uses websites to declare its need for human resources.	0.798	Saturated
2.	The recruitment process is based on electronic tests.	0.665	Saturated
3.	Advanced applications are sorted and matched to specifications and conditions using electronically operated systems.	0.628	Saturated
4.	The organization sets the criteria for applying for the job by advertising on the website.	0.814	Saturated
5.	The organization uses special electronic means and techniques in the training of staff.	0.916	Saturated
6.	E-training contributes to reducing training expenses, including reducing the need to travel, whether for the trainer or trainee.	0.698	Saturated
7.	Technology is invested in the organization optimally to serve the field of e-learning.	0.713	Saturated
8.	The organization seeks to provide educational materials to staff posted on its website.	0.442	Saturated
9.	The organization believes that e-training and development programs lead to increased staff efficiency.	0.443	Saturated
10.	The organization uses the electronic performance appraisal program for performance appraisal purposes .	0.615	Saturated
11.	An electronic database is available to be consulted during and after the appraisal of staff.	0.458	Saturated
12.	The organization Collects information using the internal network and electronic systems on the performance of employees to make decisions about their	0.636	Saturated

	promotion.		
13.	Professional and administrative standards are developed to assess the performance of employees electronically to reduce human intervention.	0.717	Saturated
14.	The organization uses an electronic system to determine staff entitlements.	0.505	Saturated
15.	The use of electronic systems contributes to the rapid and accurate distribution of salary.	0.812	Saturated
16.	The electronic compensation system works as a security and confidentiality feature for information related to employees, especially financial ones.	0.738	Saturated
17.	The electronic compensation system focuses on increasing work efficiency by adjusting employee financial information as quickly as possible.	0.756	Saturated

Table 5 A: Testing Loading Ratios for B: *Downsizing*

	A: cost paragraph	The content of the	Loading rate	distinguishes the paragraph
1.	The organization resorts to a policy of attrition when the circumstances faced by the organization do not require a rapid and significant reduction of the labour force.		0.491	Saturated
2.	Most employees prefer to apply for early retirement in exchange for financial incentives.		0.533	Saturated
3.	Individuals have a variety of skills and abilities that make it difficult for senior management to dispense with them in emergencies.		0.599	Saturated
4.	Employees prefer to do all the work assigned to them and take responsibility for fewer employees.		0.461	Saturated
5.	The process of layoffs negatively affects the morale and belonging of the remaining employees.		0.792	Saturated
6.	Employees have a sportsmanship and high understanding when the organization follows the policy of layoffs.		0.719	Saturated
7.	Most employees understand that the organization has eliminated certain non-		0.568	Saturated

	core jobs but is supportive of its core activity.		
8.	Employees prefer that senior management integrate two or more units into one unit when the activities are similar and perform the same functions.	0.749	Saturated
9.	Individuals do not mind occupying more than one job in order to move their full abilities unused in performance on the one hand and achieve the objectives of the organization on the other.	0.613	Saturated
10.	Employees accept that the administration reduces basic working hours and operates flexible working hours in return for less pay.	0.499	Saturated
11.	Employees are interested in increasing the organization's profits and reducing costs even if it requires excluding some unprofitable production lines.	0.518	Saturated
12.	Workers understand that the organization is closing one of its branches or production lines in exchange for compensation paid by the organization to excluded workers.	0.441	Saturated
13.	Employees accept that senior management change their traditional mainstream culture and move towards another, more flexible culture, such as quality culture and continuous improvement.	0.613	Saturated
14.	Employees believe that management is interested in giving them an opportunity to express their opinions and ideas about how the graceful process is conducted.	0.677	Saturated
15.	The staff helps senior management implement the philosophy of continuous improvement on the different elements of the organization.	0.494	Saturated
16.	The Department is interested in improving processes and making a reference comparison with organizations with the same activity.	0.694	Saturated
17.	The willingness of the employees of the organization to strengthen their positive attitudes and change their negativity in order to achieve the organization's desired goals in the process of gracefulness.	0.735	Saturated

18.	Employees want to deal and coordinate with third parties such as suppliers, clients, consulting offices and others to take advantage of their views for the benefit of the organization.	0.835	Saturated
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3. Testing correlation hypotheses

The first main hypothesis is that there is a morally significant correlation between *Electronic Human Resources Management* and the *Downsizing* at the macro and sub-level. 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, the first major hypothesis of the current work is accepted.

Table 6 Kendall's tau_b Correlations matrix

		A	B	C	D	E	F	G	X	Y
Kendall's tau_b	e-recruitment Corr Coef f	1.000	.485**	.301**	.244**	.378**	.382**	.244**	.595**	.373**
	e-training and electronic development Corr Coef f	.485**	1.000	.442**	.325**	.352**	.403**	.363**	.677**	.409**
	electronic appraisal Corr Coef f	.301**	.442**	1.000	.372**	.430**	.430**	.341**	.629**	.457**
	Electronic compensation Corr Coef f	.244**	.325**	.372**	1.000	.378**	.281**	.251**	.498**	.348**
	human resource reduction strategy Corr Coef f	.378**	.352**	.430**	.378**	1.000	.479**	.362**	.489**	.694**
	work design strategy Corr Coef f	.382**	.403**	.430**	.281**	.479**	1.000	.508**	.487**	.713**
	systemic strategy Corr Coef f	.244**	.363**	.341**	.251**	.362**	.508**	1.000	.386**	.634**

Electronic Human Resources Management	Corr Coef	.595**	.677**	.629**	.498**	.489**	.487**	.386**	1.000	.513**
Downsizing	Corr Coef	.373**	.409**	.457**	.348**	.694**	.713**	.634**	.513**	1.000

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

4. Testing the hypotheses of impact

The second main hypothesis of the study states that (There is a significant effect of *Electronic Human Resources Management* in the *Downsizing*), and in the light of this hypothesis the equation of simple regression indicates that the *Electronic Human Resources Management* affect *Downsizing*, and in the light of this relationship this hypothesis has been formulated a relationship between *Electronic Human Resources Management* (X) and the *Downsizing* (Y), and this relationship is represented by the equation of simple regression machines :

This relationship means that the *Downsizing* (Y) is a real function of *Electronic Human Resources Management* (X), and the following is the estimated relationship with the value of its statistical indicators which are calculated at the level of the study sample of (168), and the slope equation is as follows:

$$Downsizing = 1.095 + (0.869) (Electronic Human Resources Management)$$

Table () reveals the contrast analysis of the relationship between *Electronic Human Resources Management* and the *Downsizing*

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.594	.590	.63312

a. Predictors: (Constant), X

Table 8 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.179	.428		2.755	.007

Electronic Human Resources Management	.782	.063	.771	12.456	.000
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a. Dependent Variable: Y

The calculated (F) value is greater than its scheduled value, at significant level of (0.007) and degree of freedom (1,148), 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 ($t_x = 12.456$).

In view of the slope equation, the constant indicates ($a = 1.179$), which means that there is a *Downsizing* of (1.179) even if the value of the *Electronic Human Resources Management* (X) is equal to zero.

The marginal slope angle of ($\beta = 0.771$) associated with X means that a change of (1) in *Electronic Human Resources Management* will result in a change of (0.771) in *downsizing*.

The selection coefficient has determined a coefficient of (0.594), which means that (0.594) of the variation in *Downsizing* (Y) is an indicated variation (X) and remains (0.406) of variance 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 is derived from a sub-hypothesis (there is a significant effect relationship to the dimensions of *Electronic Human Resources Management* in the *Downsizing*).

In the light of this relationship, a functional relationship has been formulated between the dimensions of *Electronic Human Resources Management* (X_1, X_2, X_3, X_4) and the *Downsizing* (Y), as the dimensions of *Electronic Human Resources Management* affect at the same time the *Downsizing*, and this relationship is represented by the equation of multiple automatic regression:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4$$

This relationship means that the *Downsizing* (Y) is a real function of the dimensions of *Electronic Human Resources Management* (X_1, X_2, X_3, X_4), and the following is the estimated relationship and the value of its statistical indicators which are calculated at the level of the study sample of (160), and the slope equation is as follows:

Downsizing = 1.327 + (0.230) (e-recruitment) + (-0.155) (e-training and electronic development) + (0.460) (electronic appraisal) + (0.386) (electronic compensation)

It is clear from the table that the contrast analysis of the relationship between the dimensions of *Electronic Human Resources Management* and the *Downsizing*.

Table 9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 ^a	.613	.598	.62703

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

Table 10 ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.180	4	16.045	40.809	.000 ^a
	Residual	40.496	103	.393		
	Total	104.677	107			

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

b. Dependent Variable: Y

Table 11 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.133	.430		2.636	.010
	e-recruitment	.114	.060	.156	1.881	.063
	e-training and electronic development	.180	.084	.207	2.149	.034
	electronic appraisal	.304	.067	.378	4.542	.000
	electronic compensation	.191	.066	.225	2.902	.005

a. Dependent Variable: Y

The calculated (F) value is greater than its scheduled value and moral level (0.000) and degree of freedom (4,103), which indicates that the regression curve is good to describe the relationship between the Downsizing(Y) and the dimensions of Electronic Human Resources Management (X_1, X_2, X_3, X_4). and on test (t), $tx_1 = 1.881$, $tx_2 = 2.149$, $tx_3 = 4.542$, $tx_4 = 2.902$.

In the light of the slope equation, the constant indicates ($a = 0.156$), which means that there is a *Downsizing* of (1.327) even if the dimensions of Electronic Human Resources Management are equal to zero.

The marginal slope angle ($\beta_1 = 0.156$) that is associated with X means that a change of (1) in the (e-recruitment) will result in a change of (0.156) in the *Downsizing*.

The marginal slope angle of ($\beta_2=0.207$) that is associated with X means that a change of (1) in the (e-training and electronic development) will result in a change of 0.207) in the human resource trial. But it's an unmoral factor, so it doesn't count.

The marginal slope angle ($\beta_3=0.378$) that is associated with X means that a change of (1) in the (electronic appraisal) will result in a change of (0.378) in the *Downsizing*.

The marginal slope angle ($\beta_4= 0.225$) that is associated with X means that a change of (1) in the (Electronic compensation) will result in a change of (0.225) in the *Downsizing*.

The selection coefficient has determined a coefficient of (0.613) which means that (0.613) of the variation in the will result in a change of (0.613) in the Downsizing. (Y) is a variation explained by Electronic Human Resources Management (X) and remains (0.387) of variation explained by other factors that did not enter the regression model, and on the basis of these indicators the sub hypothesis can be accepted.

CONCLUSIONS AND RECOMMENDATIONS:

Conclusions

In the light of the findings and results found in this academic effort, the following conclusions can be presented :

A. There is a high awareness of the members of the sample about the content and philosophy of electronic human resources and Job downsizing, which enhances the accuracy of their answers to the content of the questionnaire paragraphs.

B. The strategy of attraction, electronic polarization, training and development has declined to the last ranking among the sub dimensions of E- HR management in relation to Job downsizing

C. The electronic appraisal strategy has come in first order in terms of its importance and its association with the events of Job downsizing in the company because of its original and real relationship.

D. Electronic spells have ranked well after the first order in the possibility of a Job downsizing in the company.

E. The strategy of attracting and polarizing electronic has not had any impact on the Job downsizing as it is currently prevailing as it has not been associated with it in a real-life relationship.

F. At the general level of electronic human resources management there is a high and reliable effect in the events of great Job downsizing in the company's staff

G. Viewing the research sample is to weight the strategy of reducing human resources in order to order and is redesign strategy in the second order and the regular strategy of the last order.

2: Recommendations:

Recommendation

The most important recommendations can be given here:

- A. The company must rethink its vision of building an electronic attraction strategy in line with its orientation as a global company with multiple branches inside the regional countries.
- B. Developing its training and development programs and transferring them from a traditional program strategy to an electronic strategy.
- C. The company should outweigh the strategy of redesigning the work in order not to waste its long-experienced staff as well as to rotate the employees between different business designs will gain them high flexibility.
- D. The current human resources structure must be studied the medium- and long-term job replacement policies that qualify them to acquire the status of e-human resources, must be reviewed.
- E. They should make a new compensation program that is characterized by the response of employees to the development and work of a global vision within the framework of the digital human and the need to upgrade the level of the company's business.

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