



The Role of Administrative Management in Managing Human Resources Management Practices in the Salah Al-Din Electricity Distribution Branch From an Administrative Point of View (Case Study)

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Abstract: This study aims to analyze the relationship between e-management and the enhancement of human resource management (HRM) practices in Salah al-Din Electricity Distribution Company. The research focuses on evaluating the impact of e-management on various HRM functions, including job analysis, recruitment, employee training, performance evaluation, and compensation. The study employs a descriptive-analytical methodology by collecting data from 250 employees of the company through surveys and statistical analysis. The research utilizes correlation and regression analysis to measure the effectiveness of e-management tools, such as e-training, digital communication networks, and electronic governance, in improving HRM practices. The results indicate a strong positive correlation between e-management and HRM practices, particularly in e-recruitment ($r=0.50$), performance evaluation ($r=0.50$), and employee training ($r=0.57$). However, the study also highlights weaknesses in e-monitoring mechanisms, suggesting the need for further improvements in electronic supervision and administrative efficiency. These findings emphasize the importance of digital transformation in HRM, recommending the adoption of AI-driven recruitment systems, enhanced digital monitoring, and expanded e-learning platforms to optimize human resource management in the organization.

Keywords: E-management, Human Resource Management, Digital Transformation, Performance Evaluation, E-Governance

Introduction

It has become an urgent necessity due to the reasons of modern technological development in our current era to reduce the use of modern technology as life has become directly dependent on technologies and huge developments in societies, companies and organizations as the human use of this technology daily is continuous and in a tremendous and large development as countries have become racing to obtain it.

Therefore, these countries began to use it in all fields, especially in office work, where paper transactions were dispensed with and became a thing of the past, these developments accelerated using the Internet and social networking sites and integrating them to take advantage of them and use them continuously to complete transactions and began working with electronic management and became a big difference from before and

an important achievement in modern organizations where an electronic environment was created and trained workers using computerization as electronic management employs electronic services and eliminates the old traditional work routine and select the best methods of progress and development electronically and the study consists of The study's and the second research's methodological framework: The third debate and the theoretical framework: The fourth theme, conclusions and suggestions, and the study's methodological approach.

Methodology

Methodological framework of the study

1. Problem of the study

In the current day, an organization's ability to succeed relies on how dependent it is on technology and how quickly the Internet is developing. This is due to the major advancements in information technology, especially in the administrative elements that impact enterprises. In order to improve their reality, firms must focus on staff training through a variety of strategies. Additionally, they need to be aware of administrative strategies and make wise choices, and reach the elected and required goals to guide the organization to safety. Additionally, it impacts all human resources management practices, which in turn manages the completion of all administrative transactions within the organization and the speed of implementation of actions related to that the organization.

Does e-management contribute to human resource management practices?

- 1) What is the level of e-management on human resource management practices in the respondent organization?
- 2) To what extent does the respondent business implement human resource management practices?
- 3) How does the respondent organization's use of e-management improve employee training?

2. Importance of the study:

The importance of the study for my case study lies in the following:

- The importance of the study:

This study's significance stems from the fact that it selected the neighborhood that would be used by Salah Al-Din Electricity Distribution Company, which is essential to the company's growth and development. A dependent variable and an independent variable were also examined in the study, along with the effect of e-management on Salah al-Din Electricity Distribution Company's HRM procedures. which could benefit Salah al-Din Electricity Distribution Company and help them understand what applies to it. It should also be used in the research organization. This would raise the level of e-management and increase interest in it by improving it, developing human resources practices, and teaching staff members how to use technology, administrative techniques, computing, and applications to deal with external challenges and complete transactions as quickly as possible.

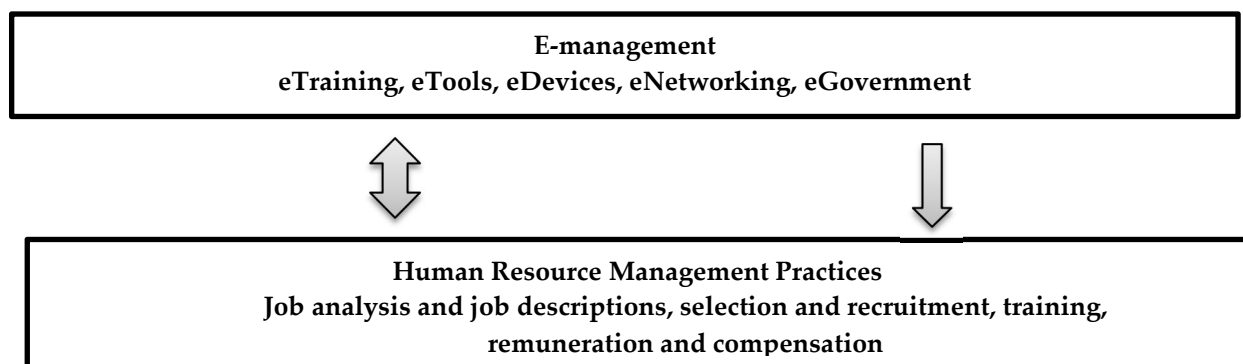
3. Objectives of the study

The most important objectives that the current study seeks to achieve are:

- a. determining the degree of e-management in Salah Al-Din Electricity Distribution Company and its effects on human resource practices in the study organization, taking into account its aspects (quality, databases, information technology, human resources, and service concept).
- b. Determine Salah al-Din Electricity Distribution Company's degree of HR procedures.

4. Hypothesis of the study

The researcher created a model that depicts the key factors that will be examined in the present study based on the problem and goals of the investigation. These variables are the independent variable (the function of e-management), whose dimensions are (e-training, electronic devices, communication networks and e-government), and the dependent variable (human resource practices), whose dimensions are (job analysis and description, selection, appointment, training, wages and rewards).



The arrow indicates the relationship of the effect The arrow indicates the correlation

5. Hypotheses of the study

The following hypothesis was developed in light of the factors the researcher found in the study model, which attempts to investigate their effects on one another:

- 1) The first main hypothesis: There is a significant correlation between e-management and HRM practices.
- 2) The second major hypothesis states that e-management and HRM practices are significantly impacted.

6. Limitations of the study

- 1) Temporal Limits: The current investigation was conducted between 2024 and 2025.
- 2) Spatial Restrictions: Salah Al-Din Electricity Distribution Company was the exclusive focus of this investigation.
- 3) Human Limits: Salah al-Din Electricity Distribution Company was the sole subject of this investigation.
- 4) Intellectual Limits: Based on the studies identified in the research model, this study was restricted to assessing the effect of e-management on Salah al-Din Electricity Distribution Company's HRM practices.

7. Methodology of the study

This study will employ a descriptive-analytical methodology to address the research issues and evaluate the viability of its hypotheses. It will investigate the causal links between Salah Al-Din Electricity Distribution Company's use of e-management and HRM practices.

8. Study population and sample

The study population is made up of 250 male and female employees of Salah al-Din Electricity Distribution Company. Because the community is homogeneous, the researcher used a basic random sampling technique based on O'Maskeran to choose a simple sample of the study population. The community was used to determine the sample.

9. Sources of data collection

In order to achieve the objectives of the study, the researcher used two main sources of data collection:

1) Secondary sources:

Which will be collected from books and periodicals related to the topic of the various articles and those available in the World Wide Web (Internet).

2) Primary Sources:

The questionnaire will be used by the researcher to collect the study's primary data because it will be designed and its paragraphs constructed in a way that allows the researcher to measure the variables of the study accurately by drawing on prior research on the topic and theoretical literature that addressed its variables.

10. Statistical methods used

- 1) The research data will be analyzed using a range of statistical techniques found in the Statistical Package for Social Sciences (SPSS). These techniques include:
Using percentages and frequencies to characterize each respondent's unique attributes.
- 2) Use arithmetic means and standard deviations to determine how well respondents agreed with the study's variables and various aspects.
- 3) To determine if the independent variable and its many dimensions have an impact on the dependent variable, use the correlation coefficient, simple regression analysis, and multiple regression analysis.
- 4) Cronbach's alpha coefficient to determine the study tool's stability.

Result and Discussion

Theoretical Framework

A. E-management:

The term e-management is considered one of the modern management terms that emerged as a result of the emergence of tremendous developments in the information and communication network, as defined by Najm Aboud as the administrative process based on the Internet, communication networks, and business networks (Asmaa Ayouda, 2023, p. 17).

Where e-management is defined as ‘the use of electronic means and techniques in all required by practice, organization, procedures, trade, or advertising (Ashour Abdulkarim, 2010, p. 13).

E-management is also defined as a management approach based on the assimilation and conscious use of communication technology in exercising the basic functions of administration and providing services and activities in the era of globalization and continuous change (Mohammed Qalabi, Belkadi Al-Amin, 2014, 113).

B. Objectives of e-management: ==

The application of e-management in organizations is due to achieving multiple objectives (Fidaa Hamed, 2014, p. 228)

- 1) Reducing the cost of administrative procedures and related processes
- 2) Accommodating a larger number of customers simultaneously
- 3) Cancelling the paper-based national archive system and replacing it with the archive system, which is soft in handling and able to correct errors.
- 4) To correct errors quickly.

Characteristics of e-administration

The characteristics are as follows (Surya & Sabria, 2021)

1. Paperless management: It contains a set of basics

Where there is paper, but it is not heavily used, as there is an electronic archive and voice messages.

2. Locationless Management : It relies mainly on mobile phones and other devices.

3. Timeless management: The worker works in real time 24 hours a day.

4. Management without rigid organisations: Peter Drucker talked about smart organisations that rely on knowledge work.

C. Obstacles to e-management.

(Doherty, N,F and King, M, 1998)

- Lack of clarity of administrative leadership New employees do not master electronic work.
- Lack of consensus on the objectives of e-management, which leads to disagreements and conflicts.
- Employees' fear of not being able to keep up with modern technology
- Illiteracy in electronic dealing for some employees due to the lack of acceptance of electronic work.

Second: Financial constraints

- Lack of financial resources to provide infrastructure for e-administration in developing integrated networks
- The Directorate lacks the necessary financial allocations for the development of e-management staff.
- Maintenance services are expensive
- The high costs of the Internet.

Third: Human Constraints: (Rashid et al, 2014)

- Language barrier
- Barriers to rapid change among employees
- Employees' lack of knowledge about the distribution of roles and powers and the diversity of responsibilities
- Lack or contradiction between employees and knowing their desires

D. Human Resources Management Practice:

Definition of human resources: A set of integrated and interconnected policies and activities whose design and implementation are jointly undertaken by supervisors, team leaders, and human resources management specialists (Hamza, 2022).

Human resources rely on an interconnected strategic approach to managing the organization's assets and value, both individuals and groups, to achieve the highest organizational value (Patro, 2013, 2689).

1. Job Analysis and Description:

Describing something means naming it by its content, and describing that thing as a "job description." It is a definition of the features of each job based on the information collected about it, and writing a complete description of its operations, responsibilities, and duties (Jassim, 2010).

Libraries benefit from the benefits of determining their human resource needs according to their work requirements and serving their ultimate goals, which are the beneficiaries. Upon completion of the job analysis process, the library completes two processes: Job description and job specifications: a. Job title b. Job location c. Summary of duties and responsibilities d. Basic tasks e. Tools used f. Extent and type of supervision g. Working conditions and job hazards h. Nature of work: a. Intelligence and mental ability b. Level of education c. Previous experience and level of training d. Physical abilities e. Extent and type of responsibility f. Some special abilities (Darra).

2. Selection and Appointment:

The organization identifies the employees, and a comparison must be made between the applicants. To fill vacant positions, the goal is to achieve compatibility between the requirements of various job duties and the qualifications and characteristics of applicants. In other words, it involves placing the right people in the right position (Hassan Sultan, 2014, 183).

Selection and appointment are a natural extension of the study function to attract the workforce. The selection process involves comparing applicants for a specific position, assessing the job's qualifications and ensuring the right person is placed in the right position (Mahawi, 2016, 77).

3. Training:

Training is defined as an activity aimed at bringing about changes in individuals and groups. Examples include information, experience, performance evaluation, and work, and changes in the individual and group, enabling them to perform the required tasks to the best of their ability. (Shikha, 2010).

4. The Importance of Training:

Training is of great importance in the lives of employees and workers in all sectors, and we are getting rid of it. (Al-Mutairi, 2012, 11)

- a) It is considered an important source of training for developing work and achieving productivity.
- b) It is essential for continuous improvement in all areas of employee life, in order to keep pace with rapid developments and bear the burdens that affect the functional cadres.

5. Wages and Rewards:

The Importance of the Wage System: Wages are generally considered (Majid Mansour, 2019, 5):

- a. Satisfying employee needs and boosting their morale.
- b. Reorganizing employee needs and defining and coordinating priorities.
- c. Controlling, enhancing, and directing employee behavior to ensure the public interest.
- d. Achieving and completing the tasks and activities sought by the directorate.

The wage and reward system is concerned with individual stability and integration into the organization, achieving employee job satisfaction. The wages and salaries employees receive contribute to their satisfaction, which is reflected in the overall performance behavior within the organization, such as job stability, reducing absenteeism, and maintaining regular attendance (Al-Qawasmeh, 2020).

Research Paper Third Practical and Applied Aspect

Analysing the relationship and impact between e-management and HRM practices Firstly: Analysing the significance level of demographic characteristics The demographic data of the study participants were analysed, which included gender, age, job title, years of experience, and educational level. The results revealed that:

Table 1. Demographics Summary

group	Ratio 1	Ratio 2	Ratio 3	the total
Sex	Males (74%)	Females (26%)	-	100%
the age	35 to under 45 years old (38%)	45 years and older (28%)	Under 35 years old (34%)	100%
Job title	Administrative staff (40%)	Managers and employees (60%)	-	100%
Years of experience	10-15 years old (36%)	15-20 years old (28%)	Under 10 years old (36%)	100%
Educational level	Bachelor's degree (56%)	Master's degree (32%)	Diploma or less (12%)	100%

The table was prepared by the researchers.

The table provides a comprehensive analysis of the demographic characteristics of the study sample, where the different categories were distributed so that each accounted for 100%. The following are the most notable observations:

1. Gender

- The percentage of males was 74%, the highest, indicating a male-dominated work environment.
- The percentage of females was 26%, which is significantly lower than that of males, possibly reflecting challenges in women's representation in these institutions.

2. Age

- The age group 35 to under 45 was the most represented at 38%, indicating that most employees are middle-aged.
- The age group 45 and over came in second place at 28%, reflecting a large proportion of highly experienced employees.
- The age group under 35 constituted 34%, indicating a significant number of young employees, but they were underrepresented compared to older age groups.

3. Job Title

- Administrative positions were the most represented, at 40%, indicating that a large proportion of the sample held various managerial positions.
- The percentage of managers and other employees was higher, at 60%, reflecting a balance between different management levels.

4. Years of Experience

- The most represented category was those with 10-15 years of experience, at 36%, indicating that most employees have intermediate experience.
- This was followed by those with 15-20 years of experience, at 28%, indicating that a good percentage of employees have extensive experience.
- Employees with less than 10 years of experience represented 36%, indicating a significant proportion of new or inexperienced employees.

5. Educational Level

- The vast majority of employees held a bachelor's degree, at 56%, reflecting a high level of education among the sample.
- Master's degree holders represented 32%, a good percentage, indicating that there were a number of highly educated employees.
- As for those with a diploma or less, their percentage reached 12%, which is the lowest among the categories, indicating that the institutions targeted in the study prefer to employ those with university degrees.

Second: Analyzing the correlation between e-governance and human resource management practices. The correlation coefficient between e-governance and various human resource practices was calculated, and the results were:

Practice	Correlation coefficient (r)	Correlation Degree
Effective Training	0.57	Strong Correlation
Monitoring Mechanisms	0.30	Weak to Moderate Correlation
Electronic Recruitment	0.49	Moderate to Strong Correlation
Performance Evaluation System	0.50	Moderate to Strong Correlation
Using Technology in Human Resource Development	0.36	Moderate Correlation

The table was prepared by the researchers.

From the table above, the following is clear:

- The highest correlation was between e-management and effective training (0.57), which means that implementing e-management clearly improves training.
- There is a strong relationship between e-management, e-recruitment, and performance evaluation (approximately 0.50).
- The weakest relationship was between e-management and monitoring mechanisms (0.30), indicating the need to strengthen e-monitoring.

Third: Analysis of the impact between e-management and human resource practices - Regression Analysis

A regression analysis was conducted to determine the impact of e-management on human resource practices, and the results were as follows.

Dependent Variable	Regression coefficient (impact)	p-value	Coefficient of determination (R ²)
Effective Training	0.48	0.0000003	0.32
Monitoring Mechanisms	0.32	0.0115	0.09
Electronic Recruitment	0.50	0.0000167	0.24
Performance Evaluation	0.50	0.0000087	0.25
Technology in Development	0.45	0.0021	0.13

Table prepared by the researchers

- All probability values (p-value) are less than 0.05, meaning the effect is significant and statistically significant.
- The largest effect was on e-recruitment and performance appraisal (0.50 for both), indicating that applying e-management in these areas will lead to a clear improvement.
- The smallest effect was on control mechanisms (0.32), and its coefficient of determination was 0.09, which means that it is influenced by factors other than e-management.
- The highest coefficient of determination was for effective training (R² = 0.32), indicating that e-management explains 32% of the changes in training. At the same time, the remaining percentage needs other factors such as organizational policies and learning culture.

Conclusion

1. E-management has a positive and effective impact on HRM practices, especially in e-recruitment, performance appraisal, and effective training.
2. The participating sample is well experienced and academically qualified, which enhances the credibility of the extracted data.
3. The impact was relatively weak on monitoring mechanisms, indicating that e-monitoring needs greater technical and administrative development.

Recommendations:

- 1) Promote digital transformation in recruitment and evaluation:** It is recommended to use modern technologies such as artificial intelligence and data analysis in selecting employees and evaluating their performance.
- 2) Improve electronic monitoring systems:** To minimise the weak impact of e-management on monitoring, it is recommended to develop smart monitoring systems that rely on real-time tracking and live performance analysis.
- 3) Expand the use of e-management in training:** It is recommended to invest in interactive e-training and self-learning systems.
- 4) Conduct additional studies on other influencing factors:** Other factors such as organisational culture, financial resources, and leadership support need to be studied to know their impact on HR practices.

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