

International Journal of Management and Organizational Research

The Impact of Electronic Human Resources Management in Achieving Entrepreneurship

Thaer Hasan Kadhim Alhargose ^{1*}, Jawaher Dahham Abdullah ², Shaher Rekan Radhi ^{3*}, Hani Kane Jaber ⁴

¹ Department of Administration- College of Administration and Economics- University of AL-Qadisiyah, Iraq

² Department of Accounting- Al-Samawa Technical Institute- - AL-Furat AL-Awsat Technical University, Iraq

³ Department of Accounting- Al-Samawa Technical Institute- AL-Furat AL-Awsat Technical University, Iraq

⁴ Mechanics Department- Al-Samawa Technical Institute- AL-Furat AL-Awsat Technical University, Iraq

* Corresponding Author: **Shaher Rekan Radhi**

Article Info

ISSN (online): 2583-6641

Volume: 03

Issue: 03

March-April 2024

Received: 15-03-2024;

Accepted: 20-04-2024

Page No: 14-19

Abstract

The current study aims to understand and analyze the relationship between the independent variable, electronic human resources management, represented by its dimensions (E-recruitment, E-training, E-development, E-performance evaluation, E-compensation), and the dependent variable is entrepreneurship with its dimensions (creativity, initiative, risk-taking), and the researcher adopted on a scale through the statistical program (SMART PLS) analysis of these dimensions to analysis the sample of 7 commercial banks in Iraq. The research problem was represented by the following question: (Is their perception and awareness of the benefits of electronic human resources management in achieving entrepreneurship), too many results, the most important of which was the presence of a positive correlation with moral significance between the variable electronic human resources management and entrepreneurship. This indicates any integration between the variables. The study came out with a set of recommendations, the most important of which was that the company must keep pace with new and continuous developments and releases, and include these releases in its products more widely than they are now to face the changes. Which may occur in customer desires due to technological innovations in the product. The electronic human resources system must be applied in all organizations because it contributes to achieving entrepreneurship.

DOI: <https://doi.org/10.54660/IJMOR.2024.3.3.14-19>

Keywords: Human Resources Management; Electronic Human Resources; Entrepreneurship; Commercial banks of Iraq

Introduction

The human component is considered one of the most important elements of institutions, represented by working individuals. Companies in the modern era have paid attention to this important element by introducing an important and modern concept in management science, which is human resources management (Armstrong & Taylor, 2006) ^[2]. Human resources management is one of the most important parts of departments in organizations, as it oversees the management of employee affairs from the top of the career hierarchy to the bottom (Berman *et al.*, 2021) ^[54]. The rapid changes in the work environment and the global challenges represented by great technical development and interest in teamwork have led to the need to increase administrative skills capable of outstanding performance and thus increase interest in developing human resources so that organizations can remain competitive in light of the environmental changes that occur in the market (Hart & Milstein, 2003) ^[11]. As it is known that the work environment is an important requirement for achieving success and working to solve administrative problems facing the administration and helping to confront challenges, most large organizations have realized that survival requires the formation of highly efficient human resources that enable them to use the great technological boom and also possess scientific thinking skills (Weber & Khademian, 2008) ^[24]. Thus striving for innovation, creativity, and initiative in achieving

entrepreneurship. Human resources management is the most important function that the organization works on to manage its most important resource, which is the human resource. The human resources department carries out many activities and tasks that help provide distinguished and efficient human resources that are qualified to provide the current and future needs of the organization and that contribute to achieving the organization's goals (Armstrong & Taylor, 2020) ^[3]. Electronic human resources management is the application of web-based technologies in human resources functions and systems that aim to make information available to employees at any time and in any place (Bondarouk & Ruël, 2009) ^[7]. The study came in four axes. The first axis dealt with research methodology and previous studies, the second axis was devoted to the aspect of Theoretical, the third axis was for the practical side, and the fourth axis was devoted to conclusions and recommendations.

Research problem

In light of the tremendous development that the world is experiencing and the qualitative shift that is taking place in various fields, all organizations are seeking to adopt the application of modern programs and technologies that help in creativity and initiative to achieve entrepreneurship (Chege *et al.*, 2020). In the field of human resources management, the most important section that contributes to improving the level of services provided to customers, as well as entering into the arena of competition and performance, which prompted organizations to search for the best means and methods through which they can keep pace with developments and prepare (Sharma *et al.*, 2010) ^[21]. for any changes that may occur in the market, and the interest of management scholars in general and human resources management in particular in using technology in applying. The practices and strategies of various human resources and the extent of their impact on providing an efficient and distinguished human resource and its impact on achieving entrepreneurship through modern human resources management (Lepak *et al.*, 2006) ^[16]. Therefore, the research problem can be highlighted by the following question:

1. What is the reality of electronic human resources management provided by human resources in the company sample of the study?
2. Is there a perception and awareness of the benefits of electronic human resources management in achieving entrepreneurship?
3. Is there an effect of electronic human resources management in achieving entrepreneurship in the company sample of the study?

Objective of the study

The main objective of the study can be determined, which is the role that electronic human resources management plays in achieving entrepreneurship in the company sampled in the study, as well as the sub-objectives, which are represented by the following points:

1. Knowing the nature of the relationship between electronic human resources management and entrepreneurship.
2. Revealing the reality of electronic human resources management in the company sample of the study.
3. Diagnosing the problems that the study sample companies suffer from and which occur as a result of employing electronic human resources management

practices.

4. Coming up with a set of conclusions and recommendations that enhance knowledge related to the variables of the study.

Importance of the study

The importance of the study lies in the importance of the variables of the study and the topic that it is trying to treat, as the study contributes by presenting theoretical frameworks for the research variables represented by (electronic human resources management, and entrepreneurship). The importance of the research is also evident in the following points:

1. Providing a theoretical framework that suits the variables of the study by presenting a set of ideas presented by the researchers about the variables of the study. Thus, the study is an attempt to strengthen the cognitive framework of the variables of the study.
2. Knowing the importance of electronic human resources management applications that help achieve entrepreneurship by the company's employees.
3. Increasing the efficiency and effectiveness of electronic human resources helps achieve entrepreneurship.

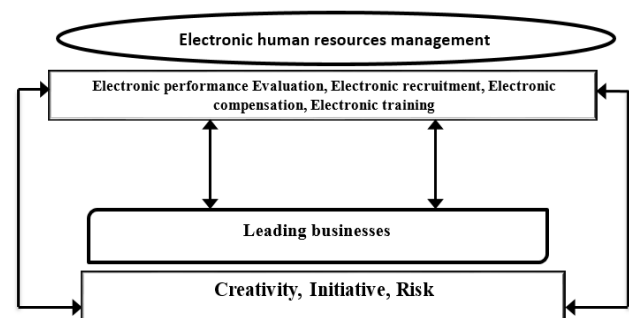
Hypothesis of the study

H1: There is a significant correlation between electronic human resources management and entrepreneurship.

H2: There is a significant influence relationship between electronic human resources management and entrepreneurship.

Study plan

The research adopted the hypothetical model for the study, as shown in Figure (1), which shows the impact of human resources management, represented by its dimensions (electronic performance evaluation, employee self-services, e-learning, electronic compensation) in achieving entrepreneurship, represented by its dimensions (creativity, initiative, risk-taking).



Source: Prepared by the researcher

Fig 1: Hypothetical chart

Data collection methods

1. The theoretical aspect: In covering the theoretical aspect, the researchers relied on what was stated in books and periodicals (Arabic and foreign) that are related to the subject of the study, as well as books, theses, dissertations, articles, research, and conference publications, in addition to making use of the Internet to obtain foreign studies. Published on academic websites and international journals.
2. The practical aspect: The questionnaire is considered one

of the most important and most widespread methods used in collecting data. It was designed based on ready-made standards, was adapted to serve and fit the nature of the study, and was subjected to a series of procedures to be in its final form.

Literature Review

The human resource is the foundation without which no organization can exist. Therefore, there must be specialized management for this resource for it to be exploited optimally. With the great development in technology, it was necessary to exploit this leap in the human resources management process (Colombo & Grilli, 2005) ^[9]. Consider electronic human resources management to be a web-based technical solution that uses the latest technologies, information, and communications to provide human resources management solutions via the Internet so that they keep pace with what the modern era requires (Al Shobaki *et al.*, 2017) ^[1]. Several names have been given to electronic human resources management. Some of them called it electronic human resources management, some called it virtual human resources management, they also called it the Internet of human resources or human resources on the Internet, and others called it computer-based human resources management, and they also called it portals HR (Islam, 2016) ^[14]. Electronic human resources management is defined as the applications practiced by human resources management that are based on information technology and the Internet related to the process of attracting, selecting, training, evaluating, and compensating human resources to enhance the performance of the organization as a whole. It is also defined as administrative support for human resources management in organizations using Internet technology (Lengnick-Hall & Moritz, 2003) ^[15]. Another defined it as a group of programs and applications that workers use to complete the tasks assigned to them as quickly as possible using the abilities, skills, and knowledge that they possess (Bhatt, 2001) ^[6]. Electronic recruitment systems facilitate many procedures related to the recruitment process, as they help facilitate the process of announcing the required jobs, and also contribute to the process of identifying the required jobs and working to deal with external organizations that nominate applicants for jobs.

Electronic recruitment also has many benefits. The benefits that may accrue to the organization through the online selection process for job vacancies: It works to collect the largest possible number of applications and study them well, thus reducing bias and at the same time serving as a good way for the organization to create a brand and market itself (Uggerslev *et al.*, 2012) ^[23]. Electronic training and development is defined as an organized process that takes place in an interactive, mobile environment saturated with digital applications based on the use of the Internet, multimedia computers, and mobile devices to display software and electronic training courses. It is a process in which an interactive environment is created filled with applications based on computer technology and its multimedia that enable the trainee to achieve the goals of the training process through interaction with its sources in the shortest possible time and at the highest level of quality without being restricted by the limits of place and time, as the goal of electronic training is to ensure that technology contributes effectively to developing the skills and knowledge of employees to support progress in their career

path (Liu *et al.*, 2007) ^[18].

Electronic performance evaluation is a system for evaluating employee performance that is more objective, measurable, accountable, participatory, and transparent so that employee training can be achieved based on work performance and work-life systems. Among the benefits of these systems are that these systems can increase productivity, enhance the competitiveness of the organization, and enable access Easy access to a variety of information about employees by making this information continuously available to employees, managers, and human resources (Chouinard, 2013). Electronic compensation systems are used to develop and implement wage payment systems in organizations, as these systems are efficient when they can achieve the organization's general goals. It is believed that submitting employee benefits via the Internet, if implemented correctly, achieves significant savings for human resources management (Sims, 2002) ^[22]. Compensation systems provide many tasks, such as the tasks of calculating payments for salaries, taxes, and insurance. Some of them issue payment receipts and some are composed electronically.

The concept of pioneering entrepreneurship in the language is considered to be the one sent to seek salvation and seek pasture. Its plural is pioneers, and its origin is the one who preceded the people. To see the pasture and the place of the raindrops, I heard pioneers calling for its pioneering, meaning that people asked for it (Ireland *et al.*, 2009) ^[13]. The concept of corporate entrepreneurship may seem strange because the concepts of entrepreneurship and corporate management are two very different concepts, but this hadith is not entirely correct, as there was a need for entrepreneurship to emerge in companies because the current business environment forces organizations to change in some way again and again to meet the requirements of stakeholders and hence entrepreneurship has become an important issue for organizations that by working in rapidly changing and uncertain environments, embracing entrepreneurship helps them to survive creativity and cope with change. Entrepreneurship is creating and offering something new, innovative, and valuable by putting in the necessary time and effort, while bearing all the social and physical financial risks and risks of uncertainty, in exchange for the personal and material satisfaction of the entrepreneur (Bessant & Tidd, 2007) ^[5].

The importance of entrepreneurship

The importance of entrepreneurship can be summarized according to the perception of several researchers, including (Liñán *et al.*, 2011) ^[17].

1. Entrepreneurship is important for creating economic wealth at the national, individual, and societal levels and helps stability because of the services and products it provides.
2. It is prominent in knowledge management and employee empowerment, where knowledge is managed and the empowerment process is implemented. Employees' organizational leadership and their sense of the need for creativity and innovation in production processes.
3. A vital component of both hierarchical and small, small and large, industrial and service organizations, in addition to its importance in organizations that invest in high-level technology.
4. The pioneering contribution of successful business organizations in the fight against poverty and unemployment, creating a competitive environment,

- achieving economic growth, and increasing investment.
5. Entrepreneurship is the cornerstone of economic development through its connection with the phenomenon of innovation.

Dimensions of Entrepreneurship

Creativity: Refers to a company's ability to create new goods, enter new markets and operations, and provide new resources, and new organizations. It is the heart of entrepreneurship (Im & Workman, 2004) ^[12] Innovation reflects the innovator's tendency to support new ideas and innovation. Experimentation and creative processes, thus moving away from existing practices and technologies. Creativity is the desire to support new ideas and bring about change and include experimentation in product development and adoption of technology and internal processes (Metcalf, 2003) ^[20]. Creativity is generally defined as a political process that leads organizations to launch a significant new project that changes rules, roles, procedures, and structures associated with communications and information exchange within the company between the company and its surrounding environment. These projects do not require inventing new technologies, but rather redesigning the processes that serve their customers. Creativity also leads to the development of core capabilities that can improve performance and profitability and support company growth. Creativity in the public sector is concerned with improving processes, services, and new organizational forms (Damanpour *et al.*, 2009) ^[10].

Initiative: It is the ability to act faster than others in acquiring new markets, introducing new products, or taking advantage of new resources, which is a vital element of entrepreneurship, as the entrepreneur searches for new opportunities that may not be available related to the current production line to survive and gain Competitive advantage in a new economic environment. It refers to anticipating future needs in the market and working to meet them, which leads to creating a competitive advantage (Brush *et al.*, 2001) ^[8].

Risk: Risk is the management's commitment to allocate a large portion of the organization's resources to a new project or borrowing to take advantage of a new opportunity. These are behaviors that are considered unconventional but may produce exceptional results. Business organizations focus on diagnosing opportunities and risks, and this may lead to delegating benefits and value. Entrepreneurship initiatives that can be implemented by these organizations (Marshak, 2006) ^[19].

Methodology and Statistical Analysis

First: Statistical description: presentation and analysis of the research results (initial diagnosis of the results)

1. Dimensions of electronic human resources management
In light of the presentation regarding the statistical description of the dimensions of electronic human resources management, it can be said that the levels of all dimensions were high. We can summarize the levels of these dimensions in the light of the following table (1):

Table 1: Arithmetic means, standard deviations, answer score, and relative importance of the main dimensions of the electronic human resources management variable (n=300)

The main dimension	Arithmetic average	Standard deviation	Relative importance	Answer score
E-recruitment training	3.99	0.82	The first	high
Electronic development	3.84	0.87	The fourth	high
Electronic performance evaluation	3.85	0.88	The third	high
Electronic compensation	3.98	0.96	The second	high
The general average of the electronic human resources management dimensions variable	3.83	0.92	-	high

It is noted from the data in the table above that the dimension of electronic recruitment and training (excessive) ranked first in the degree of relative importance according to the answers of the research sample, while the lowest dimension was from electronic performance evaluation. In general, the general arithmetic mean for the electronic human resources management variable was (3.83) with a standard deviation. Overall it reached (0.92).

2. Dimensions of entrepreneurship

In light of the presentation regarding the statistical description of the dimensions of entrepreneurship, it can be said that the levels of all dimensions were within a moderate to high level. We can summarize the levels of these dimensions in the light of the following table (2):

Table 2: Arithmetic means, standard deviations, answer score, and relative importance of the main dimensions of the entrepreneurship variable (n=300)

The main dimension	Arithmetic average	Standard deviation	Relative importance	Answer score
creativity	4.23	0.81	The first	Moderate
The initiative	4.02	0.73	The third	Moderate
Risk	4.08	0.74	The second	Moderate
The general rate of the entrepreneurship variable	3.95	0.82	-	high

It is noted from the data in the table above that the creativity dimension ranked first in the degree of relative importance according to the research sample's answers, while the lowest dimension was given to the initiative dimension. In general, the general arithmetic means for the entrepreneurship variable was (3.95), with a general standard deviation of

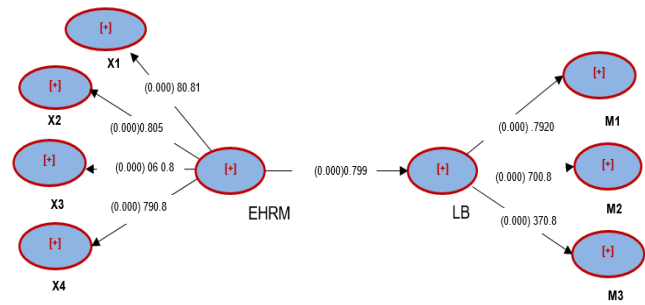
(0.82).

Second: Testing the research model and statistical measurement of hypotheses

To identify the nature of the relationship and the impact between the research variables in the researched company, the scope of the analysis was determined in this axis to verify

the credibility of the validity of the hypotheses, as follows:

H1: The researcher assumed that there is a significant and positive influence relationship between electronic human resources management on entrepreneurship. This assumes that electronic human resources management is a real function of entrepreneurship. Any increase in the (independent variable) will lead to a similar increase in the (dependent variable), and the structural equation will be tested (SEM-PLS), and the results will be extracted through the statistical program (SMART PLS) according to the (simple regression method), as the impact factor is estimated (Beta) and the level of significance that appears on the arrow connecting the independent variable to the dependent variable, as shown in the figure (2) and the table (3). They are as follows:



Source: Prepared by the researcher based on the program (SMART PLS)

Fig 2: Impact factor of electronic human resources management in entrepreneurship.

Table 3: Statistics of the impact factor test of electronic human resources management on entrepreneurship.

	Original Sample	R	Standard Deviation	R ²	T Statistics	P Values
EHRM -> LB	0.795	0.810	0.091	0.61	8.980	0.000

According to the results of table (2), it became clear that there is an influential relationship between electronic human resources management and entrepreneurship. It reached (0.810), which is positive and acceptable at a significance level (0.05). It is also clear from Table (3) that the coefficient of determination (R2) reached (0.62), which indicates that electronic human resources management explains an amount of (0.61) of the variance occurring in the dependent variable, entrepreneurship. The amount of effect was (0.796), meaning that any increase in the independent variable, electronic human resources management, will lead to an increase in entrepreneurship by (0.795). It is significant at a significance level of (0.05). According to these results, this hypothesis is accepted at the level of this study.

H2: The researchers assumed that there is a significant correlation between electronic human resources management and entrepreneurship. This assumes that entrepreneurship. It is a real function of electronic human resources management, and any increase in (the independent variable) will lead to a similar increase in (the dependent variable), and the structural

equation will be tested (SEM-PLS), and the results will be extracted through the statistical program (SMART PLS) according to (the method Simple regression) which estimates the effect factor (Beta) and the level of significance that appears on the arrow connecting the independent variable to the dependent variable, as shown in the figure (3) and the table (4). They are as follows:

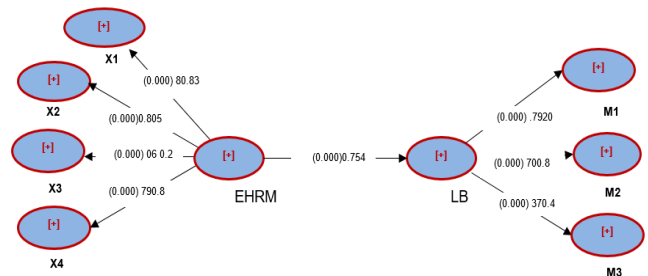


Fig 3: Impact factor of electronic human resources management on entrepreneurship

Table 4: Statistics of the impact factor test of electronic human resources management on entrepreneurship

	Original Sample (O)	R	Standard Deviation	R ²	T Statistics	P Values
EHRM -> LB	-0.603	-0.638	0.079	0.34	-7.802	0.000

According to the results of Table (3), it became clear that there is a correlation between electronic human resources management and entrepreneurship, which reached (0.638), which is positive and acceptable at a significant level (0.05). It is also clear from the table (4) that the coefficient of determination (R2) reached (0.34), which indicates that electronic human resources management explains (0.34) of the variance occurring in the variable entrepreneurship environment. As for the amount of influence, it is shown in the figure (3). The impact factor reached (0.603), meaning that any increase in the electronic human resources management variable will lead to an increase of (0.603) in entrepreneurship. It is significant at a significance level (0.05). According to these results, this hypothesis is accepted at the level of this study.

Conclusions

The mutual relationships between the research variables (electronic human resources management and entrepreneurship) and their dimensions showed a statistically significant correlation indicating the presence of electronic human resources management (electronic recruitment, electronic training, and development, electronic performance evaluation, electronic compensation) in entrepreneurship (initiative, creativity, risk-taking). Therefore, the application of electronic human resources management in the company must contribute to achieving entrepreneurship. It is necessary to establish a research and development department to know what is happening in the external environment to seize opportunities and avoid threats to achieve excellence through the use of electronic human resources management. Also,

practicing human resources management electronically gives organizations a competitive advantage by developing technologies and skills that allow them to adapt to rapidly changing opportunities.

Recommendations

1. Relying on electronic human resources management techniques leads to achieving entrepreneurship.
2. The company must keep pace with new and continuous developments and releases and include these releases in its products more widely than they are now to face the changes that may occur in customer desires due to technological innovations in the product.
3. Electronic human resources management technologies have been invested in many scientific applications in various fields, and these technologies still need many years of development, both in terms of the methods and programs used in their implementation.
4. Providing all the material requirements to support and create electronic human resources because they contribute to achieving entrepreneurship
5. The researcher recommends implementing the electronic human resources system in all organizations because it contributes to achieving entrepreneurship.

References

1. Al Shobaki MJ, Naser SSA, Amuna YMA, El Talla SA. Impact of electronic human resources management on the development of electronic educational services in the universities. *Int J Eng Inf Syst.* 2017; 1(1):1-19.
2. Armstrong M, Taylor S. Human resource management practice. *Distributed Computing.* 2006. <https://doi.org/10.1002/9781118802717>.
3. Armstrong M, Taylor S. *Armstrong's handbook of human resource management practice.* Kogan Page Publishers; 2020.
4. Berman EM, Bowman JS, West JP, Van Wart MR. *Human resource management in public service: Paradoxes, processes, and problems.* Cq Press; 2021.
5. Bessant J, Tidd J. *Innovation and entrepreneurship.* John Wiley & Sons; 2007.
6. Bhatt GD. Knowledge management in organizations: examining the interaction between technologies, chniques, and people. *J Knowl Manag.* 2001; 5(1):68-75.
7. Bondarouk TV, Ruël HJ. Electronic Human Resource Management: challenges in the digital era. *Int J Hum Resour Manag.* 2009; 20(3):505-514.
8. Brush CG, Greene PG, Hart MM. From initial idea to unique advantage: The entrepreneurial challenge of constructing a resource base. *Acad Manag Perspect.* 2001; 15(1):64-78.
9. Colombo MG, Grilli L. Founders' human capital and the growth of new technology-based firms: A competence-based view. *Res Policy.* 2005; 34(6):795-816.
10. Damanpour F, Walker RM, Avellaneda CN. Combinative effects of innovation types and organizational performance: A longitudinal study of service organizations. *J Manag Stud.* 2009; 46(4):650-675.
11. Hart SL, Milstein MB. Creating sustainable value. *Acad Manag Perspect.* 2003; 17(2):56-67.
12. Im S, Workman Jr JP. Market orientation, creativity, and new product performance in high-technology firms. *J Mark.* 2004; 68(2):114-132.
13. Ireland RD, Covin JG, Kuratko DF. Conceptualizing corporate entrepreneurship strategy. *Entrep Theory Pract.* 2009; 33(1):19-46.
14. Islam MS. Evaluating the practices of electronic human resources management (E-HRM) as a key tool of technology driven human resources management function in organizations- a comparative study in public sector and private sector enterprises of Bangladesh. *IOSR J Bus Manag.* 2016; 18(11).
15. Lengnick-Hall ML, Moritz S. The impact of e-HR on the human resource management function. *J Lab Res.* 2003; 24(3):365.
16. Lepak DP, Liao H, Chung Y, Harden EE. A conceptual review of human resource management systems in strategic human resource management research. *Res Pers Hum Resour Manag.* 2006:217-271.
17. Liñán F, Rodríguez-Cohard JC, Rueda-Cantuche JM. Factors affecting entrepreneurial intention levels: a role for education. *Int Entrep Manag J.* 2011; 7:195-218.
18. Liu CH, Chiang TC, Huang YM. Assessment of effectiveness of web-based training on demand. *Interact Learn Environ.* 2007; 15(3):217-235.
19. Marshak RJ. *Covert processes at work: Managing the five hidden dimensions of organizational change.* Berrett-Koehler Publishers; 2006.
20. Metcalfe JS. Equilibrium and evolutionary foundations of competition and technology policy: new perspectives on the division of labour and the innovation process. In: *The evolutionary analysis of economic policy.* Edward Elgar Publishing; 2003:162-190.
21. Sharma A, Iyer GR, Mehrotra A, Krishnan R. Sustainability and business-to-business marketing: A framework and implications. *Ind Mark Manag.* 2010; 39(2):330-341.
22. Sims RR. *Organizational success through effective human resources management.* Bloomsbury Publishing USA; 2002.
23. Uggerslev KL, Fassina NE, Kraichy D. Recruiting through the stages: A meta-analytic test of predictors of applicant attraction at different stages of the recruiting process. *Pers Psychol.* 2012; 65(3):597-660.
24. Weber EP, Khademian AM. Wicked problems, knowledge challenges, and collaborative capacity builders in network settings. *Public Adm Rev.* 2008; 68(2):334-349.