

# Electronic human resource management and its impact on job performance

## An applied study at Mustafa Basha Hospital

الإدارة الإلكترونية للموارد البشرية وتأثيرها على الأداء الوظيفي

دراسة تطبيقية لدى مستشفى مصطفى باشا

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### Abstract :

This study aims to determine the impact of electronic human resource management on job performance. A stratified sample was chosen, consisting of 374 individuals from the employees in the health directorate at Mustafa Pasha Hospital. Data were collected and analysed. The results showed that there is a significant relationship between EHRM dimensions and job performance dimensions, and there is also a significant effect of EHRM dimensions on task performance with  $R^2 = 0.46$ . The results also showed that there is a significant effect of EHRM dimensions on contextual performance with  $R^2 = 0.61$ , and there is a significant effect of transformational and operational EHRM on adaptive performance with  $R^2 = 32.8\%$ .

**Keywords:** electronic management, human resources, job performance.

**Jel Classification Codes :** M12, M15, J24, O15

ملخص:

تهدف هذه الدراسة إلى تحديد تأثير الإدارة الإلكترونية للموارد البشرية على الأداء الوظيفي، وتم اختيار عينة عشوائية طبقية تتكون من 374 فرد من العاملين بمديرية الصحة مستشفى مصطفى باشا، وتم تجميع البيانات وتحليلها إحصائياً وأوضحت نتائج التحليل وجود علاقة ارتباط معنوية بين أبعاد الإدارة الإلكترونية وأبعاد الأداء الوظيفي للعاملين، كما اتضح وجود تأثير معنوي لأبعاد الإدارة الإلكترونية للموارد البشرية على أداء المهمة وبلغ معامل التحديد،  $(R^2 = 0.46)$  وكذلك اتضح وجود تأثير معنوي لأبعاد الإدارة الإلكترونية للموارد البشرية على الأداء السياقي بمعامل تحديد  $(R^2 = 0.61)$  وأتضح وجود تأثير معنوي لبعدي الإدارة الإلكترونية التحويلية و التشغيلية على الأداء التكيفي بمعامل تحديد 32.8% .

الكلمات المفتاحية: إدارة الكترونية، موارد بشرية، أداء وظيفي.

**JEL Classification :** M12, M15, J24, O15



### 1. Introduction:

The primary task of management is to achieve the objectives for which the organization was established. To achieve these objectives, it is necessary to have a set of necessary resources, coordinate them and direct them in such a way as to enable them to achieve the results targeted by management. Human resources are at the forefront of these resources, as they are the primary driver of other material, technical, and informational resources, positively and negatively influencing them.

Given the importance of human resources, management's primary focus is on studying individual performance and identifying the individual and organizational variables that affect it, with the aim of improving performance levels to achieve higher levels of productivity, effectiveness and efficiency, and ensuring that it is compatible in terms of quality, consistency and integration with other resources used, ultimately leading to improved organizational performance. ultimately improving its functional performance.

Recent years have seen a rapid transformation in human resource management, shifting from labour-intensive to technology-intensive management. The way human resource activities are managed has changed significantly over the past few years, with the possibility of communicating human resource activities not only by specialised human resources experts, but also by executives and information technology.

E-HRM can be used in activities that involve day-to-day operations and record keeping, as well as traditional HRM activities such as recruitment, selection, training, performance management, and transformational activities that add value to the organization.

In line with the vital importance of electronic human resource management and the urgent need to understand the elements of job performance and identify the most important dimensions of electronic human resource management that motivate individuals to perform and increase productivity, we will address the variables of electronic management and job performance by examining the reality of electronic human resource management prevalent in the Health Directorate at Basha Hospital from the perspective of employees and its impact on their job performance, given the important role that the health sector plays in society.

### 2. The concept of e-HRM

There are many concepts, including:

**2.1. Strohmeier's concept:** The process of planning, implementing and applying information technology and supporting individual or collective actors in performing their shared human resource activities. (Strohmeier, 2014)

**2.2. Yusoff's concept:** The shift from manual procedures for performing human resource activities to automated or mechanized procedures through technologies designed to solve such problems. (Yusmani, Ramayah, & Nur Zahiyah, 2015)

Based on the above, it can be said that e-HRM is a tool for implementing human resource management strategies, practices, and policies in an organisation through conscious and direct enhancements using technology-based communication channels.

### 3. Dimensions of electronic human resource management

Many studies have agreed that the dimensions of electronic human resource management are: the operational dimension, the relational dimension, and the transformational dimension of human resource management, given the importance of these dimensions in managing human resources as the most important element of an organisation, as their application will lead to lower organisational costs and increased efficiency, effectiveness, and productivity, which in turn will lead to the organisation's continuity, survival, and continued organisational success. The following is an overview of these dimensions:

#### 1.3. Operational Human Resource Management

These are activities and practices that can affect the operational area of human resources for e-government by performing operations more efficiently and effectively, as well as removing administrative constraints and obstacles.

Operational human resource management focuses on simplifying processes by integrating core human resource activities such as employee data and payroll registration. The organisation often needs to determine whether employees will update their data periodically through the human resource network or whether it will do so administratively through administrative staff.

We can identify the benefits as follows:

- It will save managers time. Instead of preparing reports, electronic systems related to performance evaluation will compile a matrix of data throughout the working year and use formulas specified by the human resources department for this purpose to determine the level of performance.
- It will improve workflow efficiency and accurately evaluate performance. Instead of piling up papers on the manager's desk, performance data will be stored on computers in a way that allows managers to view this data at their leisure, in addition to improving employee performance and motivating them to advance.
- Accurate performance evaluation allows for the development of a new plan for employees to improve performance deficiencies.

- Operational e-human resource management involves improving processes or maximising their efficiency, as well as reducing paperwork.
- Operational human resource management ensures the efficiency and effectiveness of the relational and transformational dimensions of electronic resource management within the organisation.

A 2014 study by Bayo Morions and Merino Diaz decerio found that human resource management is positively associated with operational performance within factories. (Bayo Moriones & Merino Diaz de Ceri, 2014)

A 2016 study by Obeidat also found that the use of electronic human resource management enhances the implementation of operational human resource activities and improves the quality of employee job performance, whether in terms of task performance, contextual performance, or adaptive performance. (Shatha, 2016)

A 2016 study by Bellou and Panos found a positive relationship between electronic operational human resource management and the results of electronic operational human resource management. (Victoria & Spiros, 2016)

### 2.3. Relational human resource management

There are many concepts of relational human resource management, including:

- ❖ **Lengnick-Hall's concept:** Relational human resource management involves the automation of transactions through the use of intranets, extranets, human resource portals, employee self-service, manager self-service, and other applications. (Lengnick-Hall & Moritz, 2003)
- ❖ **Strohmeier's concept:** Relational human resource management involves new and extended responsibilities related to the interaction between actors in the organisation, leading to homogeneous, overlapping and intertwined networks, which in turn allow for more important and fundamental issues to be addressed. (Strohmeier, 2014)
- ❖ **Bondarouk's concept:** Relational human resource management is the second dimension of e-human resource management, in which complex human resource practices such as recruitment or selection are carried out using e-human resource management instead of relational paper-based methods such as advertisements in newspapers and other job application forms.

A 2017 study by Olivas-Lujan found that industrial service sector organisations in Mexico had achieved a global competitive advantage through their use of e-recruitment, e-hiring and e-training, and explained that one of the most important reasons for achieving this competitive advantage was the integration of the local concept of information technology with the adoption of e-human resource management strategies. (Miguel , Jacobo, & Laura, 2017)

A study by Yahya and Saho in 2013 also found that electronic selection reduces the costs of human capital recruitment in organisations, enables organisations to achieve their goals, utilise their capabilities, keep pace with changing organisational requirements, and maximise the benefits of modern technology, as well as increasing flexibility in systems. (Yahya & Eman, 2013)

A 2016 study by Bondarouk found that relational human resource management contributed significantly to the level of advancement in the adoption of electronic human resource management in institutions affiliated with multinational companies in emerging economies.

From previous concepts and studies, it can be said that relational human resource management is the practice of human resource activities through which human resource activities can be computerised or automated via internal networks, as well as remote or online recruitment and selection processes, human resource portals, employee self-service, and many other applications.

Relational human resource management does not focus solely on the administrative domain, but also includes human resource management tools that support core business processes such as recruitment, selection, training, performance appraisal and management, as well as remuneration.

Relational human resource management can add value to an organisation by supporting processes and increasing channels of communication and interaction with internal and external partners. It is clear that relational human resource management is broader and more expansive than operational human resource management.

### **3.3. Transformational human resource management**

These are activities and practices that make human resource activities strategic in nature, through strategic competence management, information management and knowledge management.

This dimension is seen as the highest level of human resource management, where human resource management shifts from transactional to transformational, limiting the operational tasks of human resource management and directing it towards more strategic initiatives.

We believe that the overall changes in the function of human resource management are primarily aimed at changing the role that human resource management plays in both organisational performance and strategic support.

We note that the use of information technology in human resource management has made human resources more professional to the extent that they have become an important strategic player in the organisation.

We can say that transformational human resource management requires a different selection of employees so that they are multi-skilled and more flexible, as they will be required to use a variety of web-based empowerment tools that allow them to develop themselves in line with the company's strategic objectives.

Numerous studies have been conducted to examine the extent to which transformational goals have been achieved and the extent to which these goals can become actual outcomes. These studies have concluded that e-human resource management can contribute to the human resource function becoming a key business partner. Most studies have also concluded that its ability to activate the strategic role of e-HRM has not been proven, and that there is a statistically significant positive relationship between the implementation of e-HRM and a more strategic HR function. They also found that e-HRM helps in the strategic direction of human resource management and its integration with the overall business strategy. The most prominent weakness in these studies is that they were not directed towards examining the role of e-HRM in improving human resource processes by improving the efficiency of service delivery, but rather towards the strategic value of implementing e-HRM, as the efficiency and effectiveness of management processes are as important as the organisation's strategy. There is a number of empirical evidence that multiple strategy-building processes help the organisation improve its overall performance.

#### 4. The concept of job performance

Job performance is one of the variables that has attracted the most attention from academics and researchers, as we seek to arrive at a common definition and conceptual framework for job performance at the individual level. From our review of most of the concepts, and due to their abundance, we mention the following:

- ❖ **Bernaards & Koopmans' concept:** Job performance is "behaviour directly aimed at achieving the organisation's goals, which is under the control of the employees themselves and which promotes the organisational goals." (Koopmans, 2014)
- ❖ **Atya's concept:** Job performance is "the degree to which an individual performs his or her duties in accordance with the standards set by the organisation." (Atya , Pamoedji, & Yassierli, 2013)

Based on the above, it can be said that employee job performance is the total value expected to be achieved in the organisation and company from several independent behaviours exhibited by employees in the organisation and company during a specific period of time.

#### 5. Dimensions of employee job performance

To determine the dimensions of job performance that will contribute to achieving the objectives of this study, we identified the most important classifications of job performance. Looking at studies that sought to

develop performance models, it is clear that the dimensions of human resource job performance, according to the studies I reviewed, are as follows:

- ❖ **Werner's study:** This study addressed job performance through two main dimensions: task performance and contextual performance. Task performance refers to behaviours that are directly involved in the production of goods and services, or activities that provide indirect support to the core technical processes of the organisation. On the other hand, contextual performance is defined as individual efforts that are not directly related to the core functions of their specific task. (Werner, 2012)
- ❖ **Rotundo study:** Addressed job performance through three dimensions: task performance, contextual performance, and positive performance. (Rotundo & Sackett, 2002)
- ❖ **Stephan & Motowidlo study:** They classified performance dimensions into task performance, contextual performance, and positive performance. The latter is often neglected in job descriptions and selection processes and can be defined as a set of behaviours that contribute to organisational efficiency through their impact on the organisational, social, and psychological context of work.

From the above and from most of the studies we have not mentioned, we conclude that they addressed job performance in three dimensions: task performance, contextual performance, and adaptive performance. These dimensions are important because of their positive impact on the desire to work and on the overall performance and behaviour of the individual. These dimensions are also an important indicator of many organisational factors, including organisational culture. The following is a presentation of these dimensions:

#### 1.5. Task performance

These are the activities and behaviours that indicate the extent to which an individual fulfils a specific set of tasks directly related to their job. They include the relational dimensions of ability, represented by the quantity of performance, proficiency, efficiency, and time to completion. In service organisations, however, it does not fully cover an individual's performance. It can also be said that task performance is the performance related to the core activities and transformations within the official job description.

It should not be forgotten that there is a meaningful connection between job characteristics (task characteristics, social characteristics, knowledge characteristics) and task performance. Some studies have found that task characteristics have a strong positive effect on task performance. They also found that social characteristics have a negative impact on task performance, and that knowledge characteristics have a strong

positive impact on task performance. They also found a meaningful link between job performance indicators and job satisfaction.

Most studies have highlighted the mediating role played by procedural and interactional justice in the relationship between internal marketing practices and task performance. The results showed that distributive justice did not play any role in these relationships, and that distributive justice had a positive and significant effect on task performance, while the other two dimensions of organisational justice, procedural and interactional justice, had no significant effect on task performance.

## 2.5. Contextual Performance

This refers to individual behaviours that support the psychological, social and organisational environment in the organisation, through which the organisation's core function can be fulfilled.

Some refer to contextual performance as extra-role performance because it is not directly related to performance, but rather measures aspects of performance that are not linked to specific tasks. This dimension refers to the degree to which employees contribute indirectly to maximising and increasing organisational effectiveness in the work context. Most studies classify contextual performance into two groups. The first group includes a number of dimensions that enhance and reinforce the performance of specific tasks (hard work, volunteering, perseverance, compliance with rules and procedures), while the second group includes a number of dimensions that facilitate interaction between individuals (cooperation, helping others).

Other studies indicate that contextual performance refers to individual efforts that are not directly related to the core functions of their specific tasks, but these behaviours are important because they constitute the organisational, social and psychological context as the primary motivator for performing tasks and activities.

Some also believe that contextual performance is concerned with the quality of social relationships between bosses, subordinates and customers, and that this dimension (contextual performance) is not always directly related to the job.

Studies have found a positive correlation between job characteristics (task characteristics, social characteristics, knowledge characteristics) and contextual performance. They also found that task characteristics have a strong positive effect on contextual performance. They also found that knowledge characteristics have a strong positive effect on contextual performance compared to task performance.

## 3.5. Adaptive performance

Adaptive performance refers to behaviour that expresses an individual's efficiency and ability to change their behaviour in order to meet the demands of change in the environment and the constant transition from one state to another.

Adaptive performance has become more prevalent in light of the rapid change in work requirements resulting from new technologies, in order to be able to compete for new jobs and tasks. Elements of adaptive performance include: dealing with emergency situations or exceptional circumstances, dealing with worker pressure, solving problems creatively (or finding innovative solutions to problems), the ability to deal with uncertainty in the work environment, the ability to learn new tasks, techniques and procedures, the ability to adapt to work conditions, and the ability to adapt culturally and psychologically. As is clear, these requirements are not included in the job description and therefore are not related to the technical basis of the job. Furthermore, these requirements are not included in the concept of contextual performance, despite the fact that there is considerable overlap between them.

Some believe that adaptive performance includes dimensions such as creative problem solving, learning new tasks, techniques and procedures, dealing with uncertainty and responding to unpredictable situations, as well as the ability to adapt to the cultures and beliefs of others.

#### **6. The relationship between e-HRM and job performance**

Most studies have addressed the relationship between e-HRM and job performance. and have shown that e-HRM applications are positively and significantly associated with the job performance of employees in organisations and companies. Similarly, found that there is a positive and significant relationship between the dimensions of e-HRM and the dimensions of job performance (task performance, contextual performance, and adaptive performance).

It indicated that there is a positive and statistically significant effect of e-HRM dimensions on job performance, and that there is a positive and statistically significant effect of e-HRM dimensions on the performance of commercial banks.

Regarding the relationship between e-HRM and task performance, the results of some studies showed a statistically significant positive effect of e-HRM types (operational, transformational, and relational) on task performance among employees in the institution and company.

Studies have shown a statistically significant positive impact of types of e-HRM (operational, transformational, and relational) on individual productivity and task performance, and that the dimensions of e-

HRM (operational, relational, and transformational) have a positive and statistically significant effect on the task performance of employees in organisations, leading to reduced costs and administrative burden.

Regarding the relationship between e-HRM and contextual performance, studies have found that there is a positive effect between types of e-HRM (operational, transformational, and relational) and the contextual performance of employees in the organisation, and that there is a positive and statistically significant impact of the dimensions of e-HRM (operational, transformational, and relational) on the contextual performance of employees in organisations.

Regarding the relationship between e-HRM and adaptive performance, most studies have shown a positive and statistically significant relationship between types of e-HRM (operational, transformational, and relational) and the adaptive performance of employees in the organisation.

## 7. Applied study

The applied study we conducted includes the required data and its source at Moustafa Basha Hospital. The study population consisted of doctors, medical assistants and administrators, and the sample size was 774. The study was conducted in 2023 (from February to October).

We relied on a questionnaire prepared specifically for this purpose in light of the results of previous scientific research and studies and in light of the findings of the exploratory study to collect the field study data from its primary sources. This questionnaire includes a set of statements to measure the study variables (e-HRM, job performance). The study variables were measured as follows:

- ❖ **The first variable: the e-human resource management scale:** The e-human resource management scale was prepared based on the theoretical framework and previous studies on e-human resource management. The scale consists of 18 statements that measure three dimensions of e-management, namely: operational human resource management, relational human resource management, and transformational human resource management. This scale has been used in studies concerned with measuring e-human resource management. The e-human resource management scale was developed according to the Likert method on a five-point scale with a positive direction for the degree of agreement.
- ❖ **The second variable: Job Performance Scale:** The job performance scale was developed based on the theoretical framework and previous studies on job performance. The scale consists of 35 statements that measure three dimensions of job performance: task performance, contextual performance, and adaptive performance. This scale has been used in multiple studies, and the e-government scale for human resource

management was developed according to the Likert method on a five-point scale with a positive direction of agreement.

To ensure that the data and information are valid and reliable, with a very low margin of error, we conducted validity and reliability tests on the survey list as follows:

**First: Assessment Validity Test:** This test is used to demonstrate the validity of the survey list statements in measuring what they were designed for and to confirm that the list statements give the respondent the same meaning and concept. We relied on the following in conducting the validity test:

- ❖ **Content validity:** The questionnaire was presented to a group of arbitrators from among business administration professors to verify its scientific validity. These arbitrators made a number of observations on the statements in the questionnaire, We modified the questionnaire according to these comments. It was also presented to a group of respondents to ensure their correct understanding of the questionnaire items, and we modified the questionnaire according to these comments. We then collected the field study data.
- ❖ **Confirmatory Factor Analysis:** After conducting content validity and modifying the survey list, we performed confirmatory factor analysis. Confirmatory factor analysis is one of the applications of the structural equation model, which allows for the testing of specific measurement models that are constructed in light of previous theoretical foundations. It also allows us to verify that the scale items measure what they are intended to measure. This analysis was performed for each variable in the study using SPSS software.

**Second: Calculating stability:** This test is used to determine the extent to which the survey list can be relied upon for stable data. Given the clear variation between the study variables, we relied on Cronbach's Alpha stability coefficient (reliability coefficient) as follows:

- ❖ **Reliability for the e-HRM scale:** The reliability coefficient for the e-HRM scale was calculated in two ways:
  - **Statement stability:** Cronbach's Alpha coefficient was calculated for the statements of each sub-dimension separately (by the number of statements in each sub-dimension), and each time the score of one of the statements was deleted from the total score of the dimension to which the statement belonged.
  - The alpha coefficient for each statement is lower than the alpha coefficient for the dimension to which the statement belongs, meaning that the inclusion of the statement does not lead to a decrease in the

stability coefficient of the dimension to which it belongs, and that its exclusion leads to a decrease in this coefficient.

- The alpha coefficients for the e-HRM scale factors are high without deleting any items, indicating the stability of the e-HRM scale sub-factors.
  - **Overall stability of the electronic human resource management scale:** The overall stability coefficient of the electronic human resource management scale was calculated using Cronbach's alpha method, and the overall alpha stability coefficient of the scale was calculated to be 0.912, which is a high stability coefficient.
- ❖ **Stability for the job performance scale:** The stability coefficient for the job performance scale was calculated using two methods:
- **Statement stability:** Cronbach's Alpha coefficient was calculated for each sub-dimension statement separately (by the number of statements in each sub-dimension). Each time, the score of one of the statements was deleted from the total score of the dimension to which the statement belonged. It was found that the alpha coefficients for the functional performance scale factors without deleting any statements were high, indicating the stability of the sub-factors of the functional performance scale.
  - **Overall stability of the job performance scale:** The overall stability coefficient of the job performance scale was calculated using Cronbach's alpha method, and the overall alpha stability coefficient of the scale was calculated to be 0.945, which is a high stability coefficient.
  - **Data analysis methods:** Pearson's correlation coefficient and multiple linear regression were used.

## 8. Field study results

To determine the correlation between the study variables, we formulated the first hypothesis of the study, which states that there is a significant correlation between all dimensions of e-HRM and the job performance dimensions of hospital employees. Mustafa Pasha.

The statistical analysis conducted using Pearson's correlation coefficient showed the results of this relationship, as shown in Table 1, which revealed the following:

- There is a strong positive correlation between all dimensions of e-HRM and there is a highly significant positive correlation between relational and operational management with a strong positive correlation coefficient of 0.649, and a significant positive correlation between transformational and relational management with a strong positive correlation coefficient of 0.569. Finally, there was a positive correlation between transformational and operational management with a positive correlation coefficient of 0.546, which shows that the three components of e-management are highly interrelated.
- There is a strong positive correlation between all dimensions of job performance, and it was found that task performance and contextual performance are the most correlated dimensions of job performance with a strong positive correlation coefficient of 0.782, followed by adaptive performance and contextual performance with a strong positive correlation coefficient of 0.627, and finally adaptive performance and task performance with a strong positive correlation coefficient of 0.608, which shows that the three components of job performance are highly interrelated and therefore job performance can be viewed as a function of the strength of each of its sub-dimensions.

**Table 1: Correlation coefficients between study variables**

Variables	Operational	Traditional	Transformational	Task performance	Contextual performance	Adaptive performance
Operational	1					
Relational	0.649	1				
Transformational	0.546	0.569	1			
Task performance	0.645	0.560	0.500	1		
Contextual performance	0.725	0.690	0.547	0.782	1	
Adaptive performance	0.476	0.428	0.532	0.608	0.627	1
* Significant at the 0.01 level						

Source: Prepared by the researcher based on the results of statistical analysis.

There is a positive correlation between operational management and task performance, contextual performance, and adaptive performance at a significance level of 0.01 Contextual performance was found to be the most highly correlated with operational management, with a strong positive correlation coefficient of 0.725, followed by task performance with a strong correlation coefficient of 0.645, and then adaptive performance with a moderate correlation coefficient of 0.476.

- There is a positive correlation between relational management and task performance, contextual performance, and adaptive performance at a significance level of 0. It was found that contextual performance is the most strongly correlated with relational management, with a strong positive correlation coefficient of

0.690, followed by task performance with a strong correlation coefficient of 0.560, followed by adaptive performance with a moderate correlation coefficient of 0.428.

- There is a positive statistical correlation between transformational leadership and task performance, contextual performance, and adaptive performance at a significance level of 0.01. Contextual performance was found to be most closely related to transformational leadership, with a strong positive correlation coefficient of 0.547, followed by adaptive performance with a strong correlation coefficient of 0.532, followed by task performance with a strong correlation coefficient of 0.500. This allows us to interpret the positive correlation between the dimensions of e-human resource management and the dimensions of job performance as meaning that e-management is a process that relies on selecting a group of employees with multiple and diverse skills, as well as possessing the flexibility and ability to make timely decisions, which enables the successful management of strategic efficiency, information and knowledge. The organisation and company then become able to develop a vision, set a strategic goal, and direct the efforts and performance of employees towards achieving the goal of maintaining their competitive position.

The statistical analysis conducted using the Stepwise multiple regression method showed the following:

**Table (02) Stepwise multiple regression coefficients for the effect of human resource e-management dimensions on task performance**

Independent variables	Standardised Beta	Std. Error Standard Error	T	Sig	Change in R2	Rank
Operational	0.441	0.130	7.801	0.000	0.415	First
Relational	0.186	0.65	3.235	0.001	0.032	Second
Transitional	0.153	0.83	2.932	0.004	0.013	Third
F= *91.154			Sig= 0.000		R2 = 0.46	
* Significant at the 0.01 level						

Source: Prepared by the researcher based on the results of statistical analysis.

- The results of the statistical analysis confirmed the first sub-hypothesis, as there is a significant positive effect of both operational and relational e-management and transformational e-management on task performance at a significance level of 0.01. Table 2 shows the results of this relationship.

The table shows that the model is significant as a whole at a significance level of 0.01, where the calculated F value is 91.154 with a probability value of 0.000 Sig. The significance of the regression coefficients at a significance level of 0.01. The table shows that the most important dimensions of e-HRM that affect task performance, in order of their entry into the model (operational, relational and transformational) and the coefficient of determination was 0.460, indicating that the three dimensions of e-HRM together explain 46% of

the variation in task performance, with the remainder attributable to factors not included in the model. The table also shows that the most influential dimension of e-HRM on task performance is the operational dimension, with a coefficient of determination of 41.5%, followed by the relational dimension with 3.2% and the transformational dimension with 1.3%. This explains the significant impact of each dimension of e-HRM (operational, relational and transformational) on task performance among employees at Mustafa Basha Hospital. This is because the more the hospital tends to use e-HRM, the more effectively information is disseminated and communicated within the hospital, and the employee data network is updated periodically via the Internet. and the tasks were clearer to hospital employees, which directly contributes to the focus of employees in performing their various tasks. This result is consistent with the study's findings that there is a statistically significant positive effect of types of e-human resource management (operational, transformational, and relational) on the task performance of employees in the institution. The study's results also agree with the existence of a statistically significant positive effect of electronic human resource management types (operational, transformational, and relational) on individual productivity and task performance, which led to reduced costs and administrative burdens.

**Table (03) Multiple regression coefficients for the effect of e-HRM dimensions on contextual performance**

Independent variables	Standardised Beta	Std. Error Standard Error	T	Sig	Change in R2	Rank
Operational	0.443	0.148	9.26	0.000	0.524	First
Relational	0.339	0.074	6.94	0.000	0.082	Second
Transitional	0.113	0.094	2.54	0.011	0.007	Third
F= * 168.414			Sig= 0.000		R2 = 0.613	
** Significant at the 0.01 level *Significant at the 0.05 level						

Source: Prepared by the researcher based on the results of statistical analysis

The results of the statistical analysis also confirmed the validity of the second sub-hypothesis, as there is a significant positive effect of each of the operational, relational and transformational dimensions on contextual performance at a significance level of 0.001. Table 3 shows the results of this relationship.

The table shows that the model as a whole is significant at the 0.01 significance level, where the calculated F value is 168.414 with a probability value of 0.000 Sig = It is also clear that the T value is significant at the 0.01 significance level, 0.05, which means that the regression coefficients of the variables in the model are significant. The coefficient of determination for the dimensions of e-HRM in the model (operational, relational, and transformational) was 0.613, indicating that the three dimensions of e-HRM explain 61.3% of the variance or change in contextual performance, with the remainder attributable to factors not included in the model. The

table also shows that the most influential dimension of e-HRM on task performance is the operational dimension with a determination coefficient of 52.4%, followed by the relational dimension with 8.2% and the transformational dimension with 0.7%. This is because the more successful e-HRM is in performing its role within the hospital, the greater the administrative stability. and the more administrative stability there is, the more contextual performance behaviours increase among employees, such as making an effort, maintaining good professional relationships, supporting and assisting others, cooperating, persevering, and complying with rules and procedures. This confirms the positive impact of types of electronic human resource management (operational, transformational, and relational) on the contextual performance of the institution's employees.

The results of the statistical analysis confirmed the validity of the third sub-hypothesis, as there is a significant positive effect of both operational and transformational HRM on adaptive performance at a significance level of 0.01. Table 4 shows the results of this relationship.

**Table (04) Multiple regression coefficients for the effect of e-HRM dimensions on adaptive performance**

Independent variables	Standardised Beta	Std. Error Standard Error	T	Sig	Change in R2	Rank
Transformative	0.388	0104	7.05	0.000	0.281	First
Operating	0.265	0.152	4.81	0.000	0.047	Second
F= * 78.354			Sig= 0.000		R2 = 0.328	
* Significant at the 0.01 level						

Source: Prepared by the researcher based on the results of statistical analysis

The table shows that the model as a whole is significant at the 0.01 significance level, where the calculated F value is 78.354 with a probability value of 0.000= Sig. It is also clear that the T value is significant at the 0.01 level, as is the significance of the regression coefficients for the variables in the model. The coefficient of determination for the dimensions of e-HRM in the order of their entry into the model (transformational and operational) was 0.328, indicating that the dimensions of e-HRM (transformational and operational) together explain 32.8% of the variance or change in adaptive performance, with the remainder attributable to factors not included in the model. The table also shows that the most influential dimension of e-HRM on task performance is the transformational dimension with a determination coefficient of 28.1%, followed by the operational dimension with 4.7%.

This is because operational e-HRM involves the ability to perform operations effectively as well as removing restrictions and obstacles that hinder employee performance at work, this can contribute to the emergence of positive behaviours in the hospital work context, such as encouraging employees to support each other, attempting to resolve disputes between colleagues, fostering a spirit of cooperation, and motivating colleagues. Our study found that transformational e-management has a moral impact on the adaptive performance of employees at Mustafa Basha Hospital. This is because transformational e-management requires

the selection of multi-skilled employees who are highly flexible and have a desire to develop themselves in line with the hospital's strategic objectives. All of this enables employees to adapt to emergency situations, cope with pressure, and solve problems creatively. Our study also found that transformational e-management has a significant positive effect on the performance of employees at the institution.

The study concluded that relational e-management has no moral impact on the adaptive performance of employees at Mustafa Basha Hospital. This is because relational e-management involves processes such as recruitment, training, performance evaluation and management, as well as remuneration. These processes may generate feelings of fear, anxiety and stress among employees due to their fear of losing their jobs at the hospital as a result of the recruitment of new employees with higher qualifications than them, or their failure to learn new skills, or their fear of receiving a poor evaluation or being deprived of rewards, which may then have a negative impact on the employee's adaptation within the hospital.

## 9. Conclusion

After the study we conducted at Mustafa Basha Hospital in the capital, we were able to establish the relationship between e-HRM and its impact on job performance. For the convenience of readers, we can summarise the results as follows:

- ❖ There is a significant correlation at the 0.01 level between the dimensions of e-management and the dimensions of employee job performance;
- ❖ There is a significant overall impact of e-management dimensions on the job performance dimensions of employees at Mustafa Basha Hospital. The most influential dimensions are:
  - The effect of e-management dimensions of human resources on task performance, with a coefficient of determination ( $R^2$ ) of 0.46;
  - The effect of the dimensions of e-human resource management on contextual performance, with a determination coefficient ( $R^2$ ) of 0.61;
  - The impact of transformational and operational e-HR management on adaptive performance, with a determination coefficient of 32.8%.

### ● Recommendations:

- Create an electronic archive at the hospital that documents all human resource department files, so that each employee has their own file that can be accessed and updated on a regular basis.

- The hospital should base its decisions on the data provided by operational e-management about hospital employees, which will demonstrate the importance of operational e-management to hospital employees.
- The operational e-management should design and implement electronic forms to evaluate employee performance.
- Those in charge of electronic human resource management at the hospital must ensure the confidentiality of hospital employee data so that information about them is not leaked, causing employees to lose trust in electronic human resource management.
- The need to develop the hospital's infrastructure in terms of the equipment and networks necessary to implement electronic human resource management.
- The need for hospital management to increase the use of electronic forms for managing employee affairs in order to benefit from them.
- The need for hospital administrators to use the information provided by electronic human resource management in the decision-making process related to employees.
- The need for hospital administrators to use the information provided by electronic human resource management in developing a fair electronic system for evaluating the performance of hospital employees, as this will lead to a sense of fairness among employees due to the existence of a performance evaluation standard based on accurate and reliable information.
- The need for hospital administrators to take advantage of the hospital's electronic management tools to develop the technological knowledge and skills related to their work and the tasks of hospital employees, which will be reflected in the quality of job performance and service provided to customers.
- The need to train human resources management staff to perform well, enabling electronic human resources management to achieve its desired goals within the hospital.
- Introducing hospital employees to the role of electronic human resource management in building a comprehensive strategy for the hospital workforce, which leads to improving the mental image of electronic human resource management.

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