

The Impact of Applying Electronic Human Resource Management in Enhancing Administrative Empowerment: An Applied Study on Algeria Telecom

Delhoum Mohammed Elamin¹ , Youcef Ahmed², Kadda Aissa³

¹ University of Chlef (Algeria)

² University of Chlef (Algeria)

³ University of Chlef (Algeria)

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Abstract:

This study aimed to explore the impact of electronic human resource management, in its various dimensions (such as e-recruitment, e-training, electronic compensation and incentives system, e-performance appraisal, and e-communication), on administrative empowerment with its key components (delegation of authority, participation in decision-making, and effective communication) within Algeria Telecom. To answer this research question, a questionnaire was prepared and distributed to a sample of 35 employees from the organization. After analyzing the data using Smart PLS software, the study reached several findings, most notably the absence of a statistically significant impact of electronic human resource management on administrative empowerment at Algeria Telecom.

Keywords: *Electronic Human Resource Managemen ; Administrative Empowerment ; Algeria Telecom*

Jel Classification Codes : *M12 : M12*

1. Introduction :

Since commercial organizations began operating in a changing and highly competitive environment, organizations cannot compete unless high performance is one of their characteristics, which comes from the performance of all individuals in the organization. Given that the performance of individuals in organizations is dynamic, as it is influenced by the surrounding environment and prevailing working conditions. Any organization must pay constant attention to this performance and try to guide it through a systematic process in which the organization involves its employees as individuals and members of a group that seeks to improve its effectiveness in achieving its mission and objectives (Al-bdareen, 2020:194).

In today's IT-based economy, the need for digital human resource management has become essential to meet the human resource challenges of the 21st century. Consequently, organizations have increasingly begun to offer web-based applications for human resource management purposes. These systems are often classified as digital/electronic human resource management systems. Human resource management has entered a new phase of human resource processes and practices such as E-recruitment, E-performance, E-learning, E-selection, and other areas to replace traditional methods (Paul, Pd, & Sebastian, 2020:1).

Many factors affect employee performance, and among the factors that affect performance is employee empowerment. Therefore, improving the quality of human resources through employee empowerment is essential to change behavior so that they are better able to perform activities in all areas. Empowerment means encouraging them to be more involved in their activities within the organization as well as making decisions that affect the organization's progress. This means that they have the opportunity to show that they are capable of coming up with good ideas and have the skills to turn their ideas into reality. In improving employee performance, organizations must continuously strive to improve the vision, capabilities, and work skills of employees (Tampi, Nabella, & Sari, 2022:1620).

Research question: Based on the above, we pose the following main question: How does E-HRM contribute to enhancing managerial empowerment at Algérie Télécom?

Sub-questions: To answer this question, we pose the following sub-questions:

- What do we mean by E-HRM?
- What do we mean by administrative empowerment?
- What are the dimensions of both electronic human resource management and administrative empowerment?
- What is the reality of both electronic human resource management and administrative empowerment at Algérie Télécom?

Study hypotheses: To answer the study question, the following hypotheses were proposed:

Hypothesis 1: E-recruitment affects E-HRM at Algérie Télécom.

Hypothesis 2: E-training affects E-HRM at Algérie Télécom.

Hypothesis 3: The electronic remuneration, incentives, and compensation system affects the electronic management of human resources at Algérie Télécom.

Hypothesis 4: Electronic performance evaluation affects the electronic management of human resources at Algérie Télécom.

Hypothesis 5: Electronic communication affects the electronic management of human resources at Algérie Télécom.

Hypothesis 6: Effective communication affects the empowerment of managers at Algérie Télécom.

Hypothesis 7: Delegation of authority affects the empowerment of managers at Algérie Télécom.

Hypothesis 8: Participation in decision-making affects managerial empowerment at Algérie Télécom

Hypothesis 9: E-HRM affects managerial empowerment at Algérie Télécom

Research objectives: This study seeks to achieve a number of objectives, including:

- Addressing various theoretical concepts related to electronic human resource management;
- Highlighting the importance of the tourism sector as a source of economic diversification;
- Understanding what artificial intelligence is;
- Understanding how electronic human resource management affects administrative empowerment at Algérie Télécom.

Importance of research: This study derives its importance from the need to highlight the important role of the tourism sector as one of the most important sources of economic diversification, on the one hand, and on the other hand, to recognize the importance of integrating artificial intelligence into the tourism sector and keeping pace with the digital age.

Study Scope: The scope of the study is as follows:

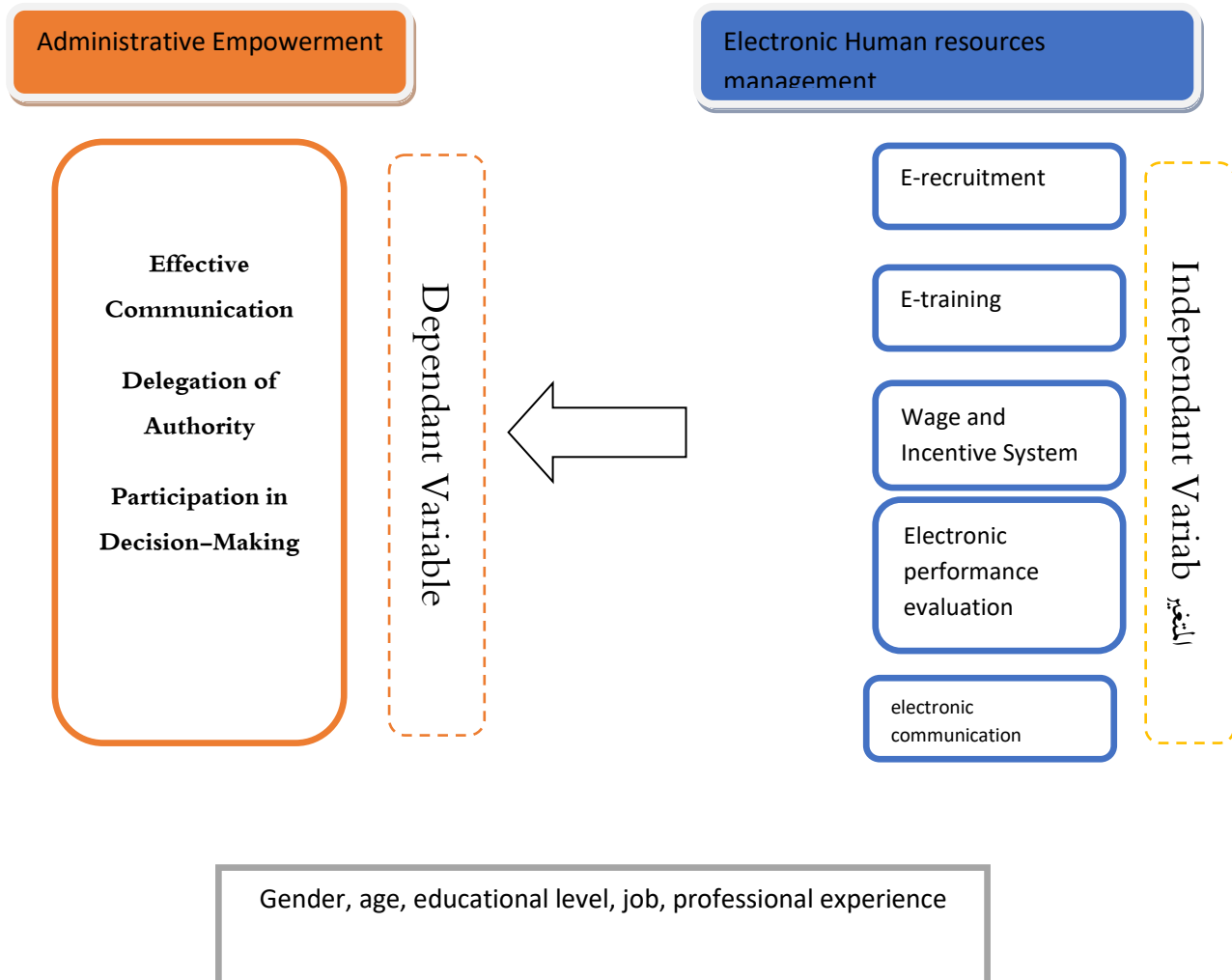
Objective scope: The study addressed the topic of E-human resource management as an independent variable and its impact on administrative empowerment as a dependent variable.

Spatial limitations: The study was conducted at the level of the Algerian Telecommunications Corporation.

Temporal limitations: The theoretical and applied parts of the study were conducted from February 2025 to June 2025.

Human limitations: The study was conducted on 35 employees of the Algerian Telecommunications Corporation.

Figure (1): Study Model



Source: Outputs researchers based on theoretical literature

Table (1): Studies adopted in formulating dimensions of study

Studies relied upon in formulating study dimensions	study variables	
Indépendant Variable		
(علال، طباییة، 2021) (Nizar. Jasim. 2024) (Ghada et al. 2022) (Galanaki et al. 2019)) (Al Haziazi 2020)	E-recruitment	Electronic Human Resource Management
	E-training	
	Wage and Incentive System	
	Electronic performance evaluation	
	electronic communication	

Dépendant variable		
Al-Maamari & Al-Hammadi(2023) Talhi(2022) Aboushi & Dwaikat (2022) Al-Thubaiti et al. (2023)	Delegation of Authority	Administrative Empowerment
	Participation in Decision-Making	
	Delegation of Authority	

Source: Outputs researchers based on literature Review.

Previous Studies:

Study (Issa, 2020): The aim of this study was to identify E-HRM in Palestinian public sector institutions and its relationship with administrative empowerment. To achieve the objectives of this study, the researcher used a descriptive approach and designed a questionnaire containing 88 items distributed across six areas: (electronic career planning system, electronic recruitment system “recruitment, selection and appointment”, employee performance, evaluation system, wages and salaries system, electronic training system, and administrative empowerment). The study reached a set of results, the most important of which are: The overall level of electronic human resource management in Palestinian public sector institutions is high. There is a significant relationship at the significance level ($\alpha = 0.05$) between electronic human resource management in Palestinian public sector institutions and its role in administrative empowerment. - From the perspective of faculty members, there is no difference at the significance level ($\alpha = 0.05$) in E-human resource management in Palestinian public sector institutions and its relationship to empowerment related to variables (gender, academic qualification, years of experience). - There are differences in the level of significance ($\alpha = 0.05$) with regard to job titles as part of the field of E-human resource management. This difference was between sample cases classified as general managers and those classified as department heads or lower, in favor of department heads or lower, with a higher arithmetic mean.

Study (Friedrich & Wahba, 2021): The study aimed to investigate the impact of Electronic Human Resource Management (E-HRM) on organizational effectiveness, with employee personal attributes serving as a mediating factor. To achieve this objective, a questionnaire was adopted utilizing a five-point Likert scale to measure the study variables. E-HRM was assessed through four dimensions: e-recruitment and e-selection, e-training and development, e-performance appraisal, and e-compensation. and organizational effectiveness, and employee personal characteristics, with a second questionnaire to determine the personal characteristics of each employee. Respondents represented EPC employees in Egypt using the Oracle system implemented in human resource management. A total of 450 questionnaires were randomly distributed, and 372 were returned. According to the statistical analysis, it was proven that E-human resource management has a significant statistical effect on organizational effectiveness, and that the personal characteristics of employees mediate the relationship between E-human resource management (E-HRM) and organizational effectiveness. The results confirmed that all hypotheses were accepted and valid

Study (Al-Jabouri, 2021): The current research aims to demonstrate the impact of electronic human resource management on achieving educational service quality. To achieve this, the independent variable of electronic human resource management was measured using five sub-

dimensions, namely electronic human resource planning, electronic selection and recruitment, electronic compensation, E-learning and development, and E-performance evaluation). Meanwhile, the dependent variable, educational service quality, was measured using five sub-dimensions, namely tangibility, reliability, assurance, responsiveness, and empathy). The research reached a set of conclusions, most notably the existence of a statistically significant effect between E-HRM and educational service quality. All sub-hypotheses related to the dimensions of E-HRM on educational service quality were also accepted.

Study (Khashman & Al-Ryalat, 2015): The purpose of this study was to identify the impact of electronic human resource management (E-HRM) practices—namely e-recruitment, e-selection, e-training, e-performance appraisal, e-communication, and e-compensation—on operational performance, which was measured through four dimensions: time, financial cost, service quality, and flexibility in the Jordanian telecommunications sector. The study was conducted on a sample of 178 employees from the organization under investigation. One of the most significant findings was the presence of a positive impact of the E-HRM dimensions on the operational performance indicators.

Study (Abdelhay, Alareeni, & Elgedawy, 2024): The study examined the impact of E-recruitment, E-training, E-performance evaluation, and E-compensation systems on employee satisfaction according to the employee's position level. A questionnaire was used as a tool to collect information. A total of 160 individuals were selected using simple random sampling. The study concluded that E-human resource management has an impact on employee satisfaction. The research found that E-human resource management functions (E-recruitment, E-training, E-performance, and E-compensation) have a statistically significant positive impact on employee satisfaction at all job levels.

Study (Jamal & Jaaffar, 2024): The purpose of this study is to investigate the impact of electronic human resource management (E-HRM) on the performance of academic staff (PAS) in Omani universities. A total of 332 responses were collected using a stratified random sample. Data was collected through an online questionnaire shared among the population. The results showed that E-human resource management and its dimensions, such as E-selection, E-training, and E-development, had a positive impact on the performance

Study (Abo Eishah, Al-Ghaithi, & AL-Oqla, 2023): This study aims to determine the impact of the context of managerial empowerment on the development of leadership skills among second-level leaders in the Administrative Affairs Council of the Judiciary in the Sultanate of Oman. Among the study's findings is that there are statistically significant effects of all dimensions of managerial empowerment on the development of leadership skills among second-level leaders.

Study (Benguergoura, 2024): This study explores the impact of managerial empowerment on organizational learning processes within the MARTUR ALGERIA Organization. The study focuses on an independent variable, managerial empowerment, which includes dimensions such as delegation, teamwork, training, effective communication, and motivation, as well as a dependent variable, organizational learning. The results reveal a significant effect of managerial empowerment on organizational learning in the organization. Based on these insights, the study recommends increasing the focus on human resource empowerment as a key strategy for enhancing learning capabilities and achieving organizational excellence.

Study (El-Harbi, 2020): The study aimed to identify the theoretical frameworks of managerial empowerment and its level of reality, the obstacles it faces, and the components of the proposed perception of reality for administrators in male secondary schools in Saudi Arabia. The study sample consisted of 312 administrators from school principals. The administrative power of supervisors in secondary schools for boys in Saudi Arabia was moderate, with a relative weight of 55.19%.

2. Electronic Human Resource Management:

Kulkarni (2012) mentioned in his article on the implementation of electronic human resources (E-HRM) that E-HRM is a web-based solution that leverages the latest web application technologies to provide a real-time online human resource management solution. In other words, electronic human resource management (E-HRM) can be considered a method of implementing human resource strategies, policies, and practices in organizations through use of web-based technology (Mohammed, 2019, p. 47).

There is no doubt that human resources play an important role in achieving the organization's goals and in its success and growth. Therefore, attention must be paid to developing and strengthening human resources. As a result of developments in the external environment that have had positive and negative effects on human resource management, such as globalization and global competition, as well as technological developments, new trends have emerged in the field of human resource management that contribute to realizing the full benefit of these global changes and developments (Al-Ha'ar, 2016, p. 19).

Employees, as important organizational assets, need to be invited to participate in thinking about and dealing with strategic issues, and even to be assigned responsibilities for achieving organizational goals. From this, it is hoped that imagination, intelligence, initiative, and creativity will emerge, which are extremely useful for improving the quality of each employee and the progress of the organization. Therefore, it is necessary to involve all levels of the organization to face increasingly fierce competitive conditions. (Tampi, Nabella, & Sari, 2022, p. 1621)

I.1. Definition of E-HRM: Olivas-Lujan et al. 2007) as "the application of any technology that enables managers and employees to directly access human resources and other services in the workplace for communication, performance evaluation, reporting, team management, knowledge management, and learning management applications (Qatamin Alkoud 2023, p.1072).

I.2. Dimensions of E-HRM:

- **E-recruitment:** E-recruitment is a recruitment process that uses a variety of electronic means and technologies with the main objective of identifying, attracting, and selecting potential employees (Mohammed, 2019, p. 47). E-recruitment covers the following digital practices in human resource management:

Advertising job opportunities on job databases; job portals, social media sites, company websites and internal networks, and other online resources; E-recruitment systems for application submission, tracking, screening, and candidate management; CV databases and search engines, etc. (Mohammed, 2019, p. 47), which is a process in which job applicants submit their resumes to employers through computerized electronic forms. The employer receives this and checks to see if

the resume is suitable for the job. If so, the hiring manager will proceed with the next step in the selection process; otherwise, the resume will be rejected. The implementation of “active recruitment” will help the company find the right candidate for the job. It used to take 62 days to fill a vacancy, but today it takes only 42 days. (Shanmugapriya & Venkatramaju, 2023, p. 21)

- **E-Learning:** The concept of E-learning is still evolving and unstable and is constantly being modified because it is linked to modern technology that is growing and developing day by day. In addition, it is linked to a changing virtual world (Ben Amara & Atia, 2016, p. 3). E-learning can be defined as a remote training process using the Internet or an internal network, which provides trainees with the knowledge and skills required in selected subjects. Therefore, the term E-training refers to the use of multimedia technologies, the Internet, and modern means of communication to provide interactive training programs that meet the needs of the target group of trainees in various fields and help overcome the constraints of time and place (Farouk, 2022, p. 32).

- **Electronic wage, incentive, and compensation system:** In recent years, organizations have increasingly adopted E-human resource management (E-HRM) applications (including electronic compensation systems) in the hope that this will bring administrative and strategic benefits, including cost reduction and service improvement (Epebinu & Akinlo, 2023, p. 79). E-compensation, referred to as an electronic compensation management system, is a concept that represents a web-connected approach to a set of compensation tools that enable an organization to collect, store, and process employee compensation data. It has also been described as the process by which organizations use digital and emerging technologies to support compensation planning and management, through which employees are motivated and rewarded (Epebinu, Adepoju, & Ajayi, 2023, p. 143).

- **Electronic performance evaluation:** Electronic performance management is the planning, implementation, and application of information technology in the management of a performance management system within an organization through an online tool designed to make performance reviews easier (Epebinu & Akinlo, 2023, p. 79).

- **Electronic Communication:** These days, electronic communication has become part of the human resource management system, with all messages being delivered via email. Electronic communication has become increasingly necessary for communication and information exchange as we move toward geographically dispersed but digitally connected workplaces. The benefits of using email in an organization and the associated increase in productivity have been well documented in the literature. (Al Haziazi 2020 P: 448).

2. Administrative Empowerment:e

The concept of administrative empowerment is one of the most prominent contemporary concepts in administrative thought, due to the significant role that administrative institutions play in societies, thereby promoting all areas of development in the life of societies (Al-Muttairi, 2025). The essence of empowerment is to improve individuals' ability to think and act independently and exercise self-determination (Alotaibi et al., 2023, p. 1426). This concept has attracted the attention of many academics and practitioners interested in human resources, as well as administrative leaders in organizations seeking to achieve a competitive advantage in the context of globalization and economic openness (Al-Ha'ar, 2016, p. 19).

I.1. The concept of managerial empowerment: It is defined as sharing power with lower levels and giving employees responsibilities and decision-making powers related to all aspects of product development. and thus it is a precursor to transferring information based on power or issuing decisions from higher administrative levels to lower levels after ensuring that they possess all the basic capabilities to maximize value for shareholders (Abdeldayem, Al Deeb, & Al Shaikh, 2020, p. 5775).

I.2. Requirements for managerial empowerment: These requirements can be listed as follows: (Abdeldayem, Al Deeb, & Al Shaikh, 2020, p. 5776)

- The organization supports employees through their managers and colleagues.
- The goals and vision of employees are aligned with senior management, and the organization has a culture of teamwork.
- Effective communication between all levels of management.
- Continuous and appropriate training for employees, good knowledge and decision-making skills, and employee rewards for good performance.

I.3. Benefits of managerial empowerment: William Omiker noted that empowerment has many benefits that can be achieved for both the organization and employees, which are (Al-bdareen, 2020, p. 197):

- Reducing absenteeism and job turnover in the organization, and achieving a high level of productivity.
- Reducing the number of management levels in organizational structures, which increases communication effectiveness and reduces decision-making time.
- Meeting the individual's needs related to self-esteem and increasing their sense of responsibility, which leads to increased job satisfaction.
- Achieving an excellent position for the organization and increasing its competitiveness, which may be achieved as a result of increasing employees' understanding of working conditions and strategies and raising the level of production and services they provide.
- Contributing to the unleashing of the creative abilities of the individual, as employee independence makes them feel less restricted than others in terms of technical aspects or strict adherence to work rules.

I.4. Administrative empowerment: Views differ on the dimensions of administrative empowerment, with the following dimensions being used to describe administrative empowerment

- **Delegation of authority:** The basic idea behind the concept of empowerment is that the process of delegating authority to lower administrative levels occurs, whereby employees become able to influence decisions related to their work performance (Mahlous et al., 2024, p. 2974).

- **Effective communication:** This is a process aimed at transferring information from one person to another with the goal of creating a shared understanding between them regarding ideas and information and expressing opinions and suggestions (Benguergoura, 2024, p. 528).

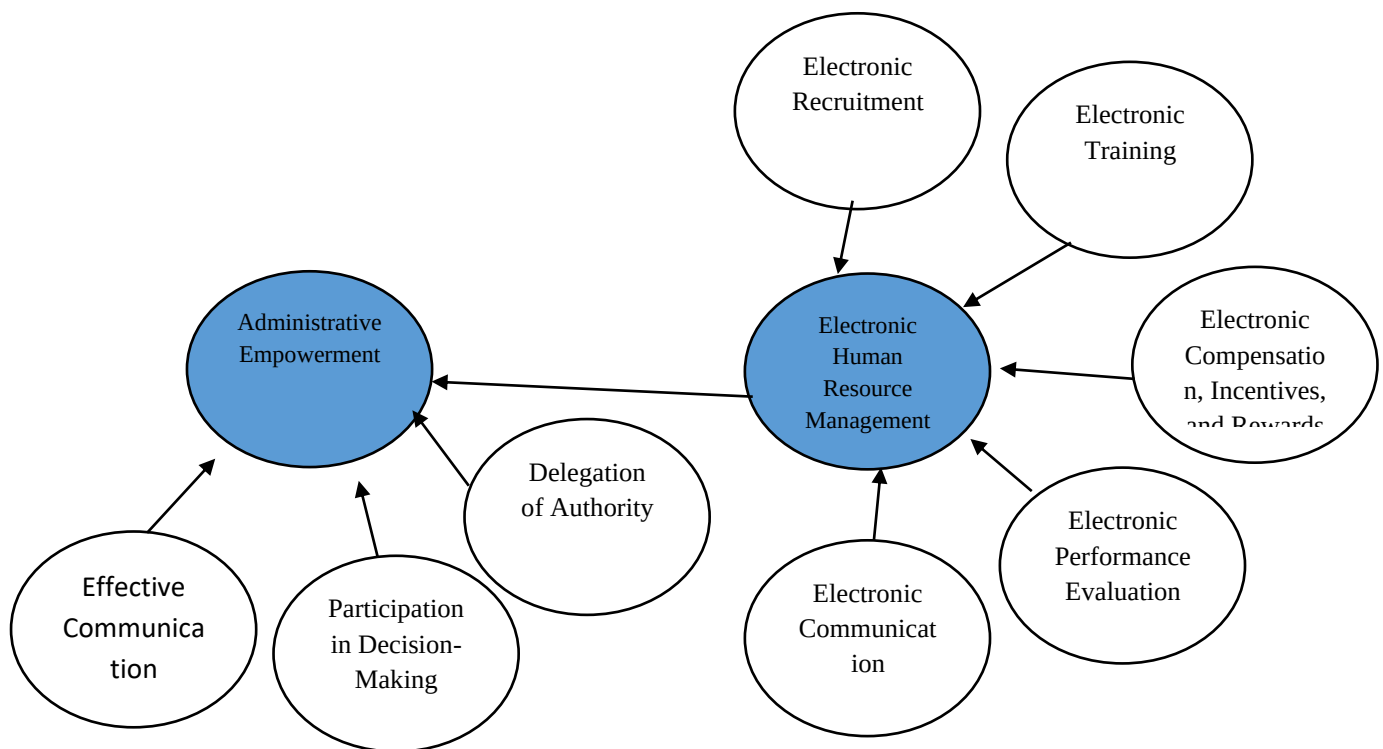
- **Participation in decision-making:** This means that management gives employees the freedom and opportunity to make their own decisions without restrictions or rules imposed on them, or reducing their contributions, with the aim of providing better opportunities to utilize their abilities and improve their morale (Abdelkarim et al., 2024, p. 9).

4. Applied Study: The Impact of Electronic Human Resources Management on Administrative Empowerment at Algeria Telecom

I.1. Materiel & Methodology:

- Study Model :

Figure(2) Study Model



Source: Prepared by the researchers based on theoretical literature.

- **Population and Sample:** The study population comprised employees of Algeria Telecommunications Corporation. A total of 64 questionnaires were distributed, of which 35 were returned.

- **Study Tool:** A questionnaire was designed to measure the study variables. It consists of three main sections: The first section covers the demographic data of the respondents. The second section includes statements measuring the independent variable (electronic human resources management) in its dimensions (electronic recruitment, electronic training, electronic wage, incentive, and compensation system, electronic performance evaluation, and electronic communication). The third section includes statements measuring the dependent variable (administrative empowerment) in its three dimensions (effective communication, delegation of authority, and decision-making). A number of previous studies were consulted in developing the questionnaire items, as illustrated in the table below.

Table (2): Studies used in preparing questionnaire items

Administrative Empowerment			Electronic Human Resource Management		
Adopted Studies	Number of Statements	Dimensions¹	Adopted Studies	Number of Statements	Dimensions
Al-Maamari & Al-Hammadi(2023)	05	Effective Communication	Allal & Tabbaybia (2021) Nizar. Jasim.) (2024	04	Electronic Recruitment
(Talhi(202) Al-Maamari & A. Al-Mohammadi (2023) Aboushi&Dwaikat (2022)	05	Delegation of Authority	(Ghada et al. 2022) Galanaki et) al. 2019) Nizar. Jasim.) (2024	04	Electronic Training
Al-Thubaiti et al . (2023)	05	Participation in Decision-Making	Ben Zeroual, Aya & Hamza Mouradsi (2024) Nizar. Jasim.) (2024 Barak & Masrahad (2022)	04	Electronic Compensation, Incentives, and Rewards System
			(Ghada et al. 2022) Barak &) Masrahad (2022)	04	Electronic Performance Evaluation

			(Ghada et al. 2022) Galanaki et al. 2019) Al Haziati (2020)	04	Electronic Communication
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Source: Prepared by the researchers based on previous studies.

The Likert scale (1-5) was used to measure the responses of the sample individuals.

I.2. Statistical methods: The main methods used (mixed methods approach) are highlighted.

The study used structural equation modeling using the partial least squares method (SEM-PLS) with Smart PLS 4.1.0.9 software, and the following tests were performed:

- Testing the validity and reliability of the measurement tool using SPSS 24.0 software.
- Evaluation of the measurement model using Smart PLS 4.1.0.9 software
- Evaluation of the structural model using Smart PLS 4.1.0.9 software
- Hypothesis testing using bootstrapping technology with Smart PLS 4.1.0.9 software

I.3.- Testing the study model:

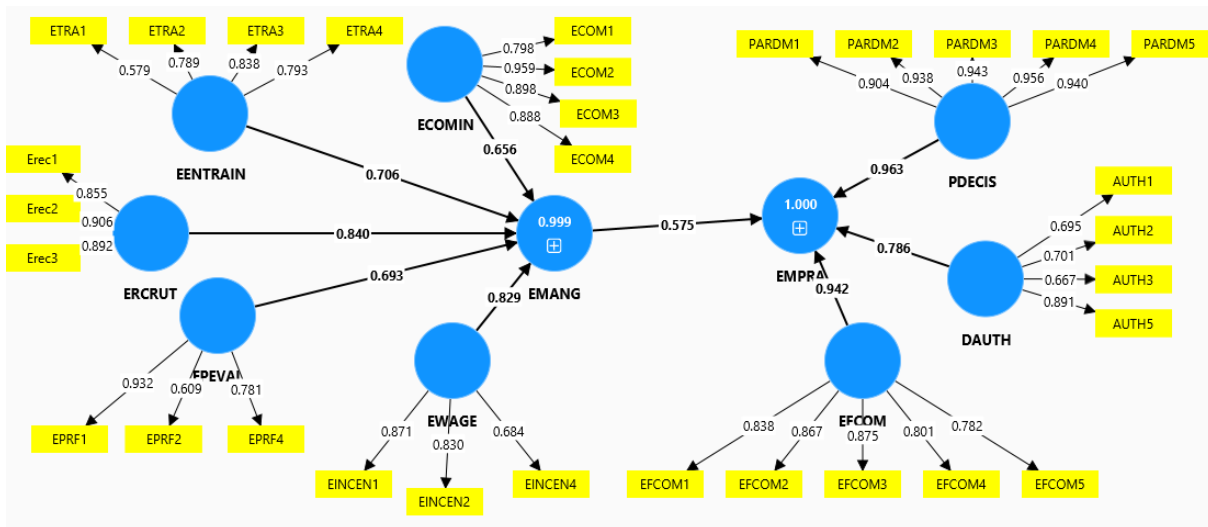
In studying the model, we relied on the High Order technique in Smart PLS to divide the variables into:

-First Order: Includes the main latent variables of E-HRM and managerial empowerment.

-Second Order: Includes the latent variables of E-human resource management, which include the following sub-latent variables: E-recruitment, E-training, E-payroll, incentives and compensation system, E-performance evaluation, and E-communication.

The sub-variables of administrative empowerment are as follows: effective communication, delegation of authority, and participation in decision-making. The study model was evaluated through two basic stages: evaluation of the standard model (external) and evaluation of the structural model (internal).

Figure (3): Study model according to the Smart Pls



Source: Smart PLS 4.O.1 outputs researchers

I.4. Evaluation of the standard model: The standard model evaluation aims to determine the quality of the measurement of indicators, i.e., the questionnaire questions that represent the outer model, and focuses on evaluating convergent validity, which determines the reliability and credibility of the indicators in terms of the convergence of the questions with each other in interpreting the latent variables. Discriminant validity, on the other hand, determines the extent to which each latent variable is distinct from the others, i.e., the independence of the indicators and the non-overlap of each indicator in the interpretation of another variable. determines the extent to which each latent variable is distinguished from the other, i.e., the independence of the indicators and the non-overlap of each indicator in interpreting another variable.

- **Convergent Validity:** This represents the first stage in evaluating the standard model, and we must ensure the following conditions:

- The external loading (FACTOR LOADING) of the indicators is greater than 0.7 and represents INTERNAL RELIABILITY , i.e., the reliability of internal communication.
- The average extracted variance (AVE) is greater than 0.50.
- The composite reliability is greater than 0.70.

Indicators that do not meet the above conditions have been deleted, as shown in the following table:

Table (03): Convergent validity of indicators

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Item	Outer Loading
DAUTH	0.727	0.776	0.830	0.553	AUTH1	0.695
					AUTH2	0.701
					AUTH3	0.667
					AUTH5	0.891
ECOMIN	0.908	0.921	0.936	0.785	ECOM1	0.798
					ECOM2	0.959
					ECOM3	0.898
					ECOM4	0.888
EENTRAIN	0.752	0.785	0.843	0.575	ETRA1	0.579
					ETRA2	0.789
					ETRA3	0.838
					ETRA4	0.793
EFCOM	0.861	0.863	0.906	0.707	EFCOM1	0.838
					EFCOM2	0.867
					EFCOM3	0.875
					EFCOM4	0.801
					EFCOM5	0.782
EPEVAL	0.723	0.908	0.796	0.510	EPRF1	0.932
					EPRF2	0.609
					EPRF4	0.781
ERCRUT	0.861	0.866	0.915	0.782	Erec1	0.855
					Erec2	0.906
					Erec3	0.892
EWAGE	0.719	0.755	0.841	0.640	EINCEN1	0.871
					EINCEN2	0.830
					EINCEN4	0.684
PDECIS	0.964	0.967	0.974	0.904	PARDM1	0.838
					PARDM2	0.867
					PARDM3	0.875
					PARDM4	0.801
					PARDM5	0.782

Source: Smart PLS 4.O.1 outputs researchers

The table above shows that the conditions for conducting the analysis were met, as all factor loading values exceeded the minimum acceptable limit of 0.7, and all Cronbach's alpha values exceeded 0.8, indicating high reliability of the scales used. The composite reliability (CR) values exceeded 0.9, which are excellent values, and all average variance extracted (AVE) values exceeded 0.5, which is the minimum required.

I.5. Discriminant Validity:

- **Latent Variable Correlations:** The correlation of a latent variable with itself is greater than the correlation with the other variables in the same column and row, indicating that the variable is

independent and completely different from the other variables, and that there is no overlap between the variables, as confirmed in our study in the following table:

Table (4): LATENT VARIABLE CORRELATION

	DAUTH	ECOMIN	EENTRAIN	EFCOM	EMANG	EMPRA	EPEVAL	ERCRUT	EWAGE	PDECIS
DAUTH										
ECOMIN	0.194									
EENTRAIN	0.517	0.414								
EFCOM	0.805	0.482	0.399							
EMANG	0.517	0.486	0.725	0.489						
EMPRA	0.943	0.235	0.248	0.966	0.438					
EPEVAL	0.487	0.278	0.416	0.735	0.521	0.593				
ERCRUT	0.534	0.415	0.661	0.533	0.829	0.490	0.522			
EWAGE	0.538	0.440	0.591	0.596	0.880	0.557	0.773	0.775		
PDECIS	0.722	0.342	0.240	0.942	0.296	0.885	0.422	0.455	0.412	

Source: Smart PLS 4.O.1 outputs researchers

Most of the latent variables met the correlation condition, indicating that these variables are independent in themselves and completely different from the other variables, and there is no overlap between the variables, which contributes to explaining the phenomenon under study.

As for the variables EMPRA with DAUTH, EMPRA with EFCOM, and PDECIS with EFCOM. There is an imbalance in the matrix, where the correlation of the latent variable with some variables was less than its correlation with itself, indicating that the variable is not independent in itself and does not differ completely from the other variables, which explains the overlap between the variables. The variables in explaining the phenomenon under study.

- **CROSS-LOADING:** The Fornell-Larcker criterion examines the correlation of latent variable indicators that represent the largest and strongest correlation with themselves compared to the remaining variable indicators, i.e., indicators that are independent in themselves and differ completely from the other variables, and there is no overlap between the indicators in explaining the other variables, as confirmed by the following table:

Table (05): Convergent validity of indicators

	DAUTH	ECOMIN	EENTRAIN	EFCOM	EMANG	EMPRA	EPEVAL	ERCRUT	EWAGE	PDECIS
DAUTH	0.744									
ECOMIN	0.014	0.886								
EENTRAIN	0.305	0.323	0.758							
EFCOM	0.658	0.429	0.289	0.841						
EMANG	0.427	0.475	0.644	0.451	1.000					
EMPRA	0.825	0.235	0.243	0.897	0.438	1.000				
EPEVAL	0.406	0.227	0.292	0.632	0.600	0.588	0.714			
ERCRUT	0.418	0.374	0.546	0.457	0.774	0.453	0.516	0.884		
EWAGE	0.372	0.380	0.462	0.460	0.761	0.465	0.659	0.648	0.800	
PDECIS	0.631	0.333	0.217	0.861	0.292	0.873	0.417	0.414	0.357	0.951

Source: Smart PLS 4.O.1 outputs researchers

I.6. Structural model evaluation:

First, the hypotheses were verified by evaluating the paths. If the statistical significance was confirmed, the hypotheses could be accepted, and then the extent to which the independent variables explained the dependent variable was determined using the coefficient of determination R^2 . Then, the strength of each independent variable's effect on explaining the dependent variable was determined using F^2 . Q^2 explains the ability of the independent variables to predict the dependent variable. Finally, Gof measures the extent and strength of reliance on the standard and structural models in the study.

- **Path-Coefficient:** Through this, the hypotheses are verified through Boot- Strapping. The relationship between the variables is studied through P-Value, which determines the probability of error in the relationship between the two variables. If the relationship is found, it must be significant at a rate of less than 5%. The Beta coefficient is derived from the Original Sample value. If it is positive or negative, the relationship is direct or inverse. The following table shows that all hypotheses are acceptable and statistically significant, as illustrated in the following table:

Table (06): Path Evaluation

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P-Values	Decision
H01: ERCRUT -> EMANG	0.330	0.335	0.127	2.590	0.010	Accepted
H02: EENTRAIN -> EMANG	0.246	0.236	0.106	2.317	0.021	Accepted
H03: EWAGE -> EMANG	0.297	0.303	0.143	2.076	0.038	Accepted
H04: EPEVAL -> EMANG	0.133	0.132	0.111	1.194	0.233	Rejected
H05: ECOMIN -> EMANG	0.129	0.123	0.093	1.383	0.167	Rejected
H06: EFCOM -> EMPRA	0.383	0.399	0.134	2.846	0.004	Accepted
H07: DAUTH -> EMPRA	0.375	0.384	0.080	4.706	0.000	Accepted
H08: PDECIS -> EMPRA	0.301	0.284	0.117	2.581	0.010	Accepted
H09: EMANG -> EMPRA	0.018	0.003	0.071	0.252	0.801	Rejected

Source: Smart PLS 4.O.1 outputs researchers

Based on the results obtained regarding the E-Human resource management axis, the first, second, and third hypotheses were accepted. This may be due to the fact that institutions have become heavily reliant on E-recruitment, such as advertising job vacancies electronically, conducting recruitment processes electronically, and even conducting job interviews electronically. This is consistent with what I have concluded (Sankari Priya, L. (2024). E-recruitment greatly affects the effectiveness of human resource management by enhancing efficiency, reducing costs, expanding access to talent, and improving the candidate experience. With regard to electronic training, it is a useful approach for institutions, helping them to reduce the hassle of transporting trainees to training venues, as trainees can undergo training at their workplace without incurring travel costs. It also helps to solve problems encountered in their work at the time of training.

As for electronic performance evaluation, many institutions have adopted a system of wages, incentives, and rewards for some time now, using programs designed for this purpose. This system greatly facilitates the work of human resources managers, especially in institutions with a large number of employees, as it helps to monitor them and pay their wages and entitlements efficiently.

As for the fourth hypothesis, it was rejected, possibly because the institution under study does not use an electronic performance evaluation system, but rather relies on the traditional system of performance evaluation.

The fifth hypothesis was also rejected, possibly because the predominant form of communication among workers is traditional communication, given that workers may have direct communication in the work environment, which makes electronic communication unnecessary.

The study concluded that the variables related to administrative empowerment clearly explained this axis, leading to the acceptance of the sixth, seventh, and eighth hypotheses, as these dimensions are considered fundamental components of administrative empowerment.

However, the main hypothesis related to the study of the impact of E-HRM on administrative empowerment was rejected, possibly due to the lack of full adoption of E-HRM in the organization, or because the degree of adoption is low or in the early stages of implementation.

- Determination coefficient R²:

This represents the ability of the independent variables together to explain the dependent variable, as shown in the following table:

Table (07): Determination coefficient R²

Observation	Coefficient of Determination	Coefficient of Interpretation	Variable
Good	0.743	0.781	Electronic Human Resource Management

Source: Smart PLS 4.O.1 outputs researchers

It contributes to assessing the strength of the relationship between the independent variable of E-Human resource management, represented in the following axes:

E-recruitment, E-Training, E-payroll, incentives and compensation, E-performance evaluation, and E-communication, and the dependent variable of Administrative Empowerment, which includes the following axes: Effective communication, delegation of authority, decision-making, with a value of 0.781, which is a good ratio, meaning that the relationship is strong and proportional; the greater the E-human resource management, the better the performance of administrative empowerment

The model's ability to explain the relationship between the variables was estimated according to the coefficient of determination at 0.743, which is a good ratio. This determines the extent to which this relationship can explain changes in the dependent variable. This means that 74.3% of the variance

in the level of administrative empowerment performance can be explained based on E-HRM performance, while the remaining 25.7% is due to other reasons.

- Effect Size F^2 :

The strength of the relationship or effect between an independent variable and a dependent variable within a structural equation model (SEM) can be measured by the f^2 coefficient, which determines the amount of change or increase in the value of R^2 when an independent variable is added to or removed from the model. In other words, it shows the importance of this variable in explaining the variance of the dependent variable. If the effect size is high, it means that the independent variable makes a significant difference in explaining the dependent variable within the model. After applying the model, the effect size of each independent variable individually on the explanation of the dependent variable can be measured using F^2 , as shown in the following table:

Table(08): Effect Size F^2

Latent Variable	f-square	Obs
EPEVAL -> EMANG	0.044	Medium
ECOMIN -> EMANG	0.062	Medium
EWAGE -> EMANG	0.165	Good
EENTRAIN -> EMANG	0.184	Good
ERCRUT -> EMANG	0.238	Good
PDECIS -> EMPRA	0.278	Good
EFCOM -> EMPRA	0.396	Good
DAUTH -> EMPRA	0.950	Good

Source: Smart PLS 4.O.1 outputs researchers

According to the results, the evaluation of electronic performance and electronic communication was an average coefficient in explaining the strength of the relationship or impact. As for the rest of the variables, it became clear that the coefficient was good in explaining the strength of the relationship or impact, i.e., the ability of the latent variable indicators to explain the latent variable itself.

- Predictive Relevance Model Q^2 :

This represents the ability of the independent variables to predict the dependent variable. Q^2 values must be greater than zero to be acceptable, as shown in the following table:

Table (09): Predictive Relevance Model

Q^2 (1-SSE /SSO)	SSE	SSO	Variable
0.834	14.096	47.00	Electronic Human Resource Management,
0.788	14.549	47.00	Administrative Empowerment

Source: Smart PLS 4.O.1 outputs researchers

We find that the dimensions of E-HRM have predictive and explanatory power, with a residual value of 0.834, which is greater than zero, while the dimensions of managerial empowerment have predictive and explanatory power, with a residual value of 0.788, which is greater than zero.

- Goodness Of Fit (GOF):

This measures the degree of reliance on the standard and structural model of the study and can be calculated as follows:

GoF=0.513, which is a good measure because it exceeds the rate of 0.36 (Joseph, G. Tomas, Christian, & Marko, 2017).

I.7.Result & Discussion:

-There is a positive and significant impact of E-recruitment. According to research by (Talari and Dr. M. 2025), recruitment outcomes, technological infrastructure, and ease of use all play a significant role in determining individuals' propensity to use E-recruitment. The study indicates that E-recruitment increases efficiency and reaches the largest possible number of beneficiaries, but there are challenges with digital access and screening accuracy. Employers find it difficult to evaluate the overwhelming number of applications, and some applicants struggle to use online platforms. The study offers suggestions for improving E-recruitment to enhance organizational performance and candidate quality. Our study's findings are consistent with those of (Zenab, et al. 2025), who examined how digital transformation impacts E-recruitment performance in companies. The research found that digital transformation significantly improves E-recruitment, with digital maturity and social media being key factors. The findings highlight the importance of digital tools and skills for improving hiring outcomes. For HR managers and decision-makers, The study of (Mamura 2024) supports our findings that shifting to online recruitment significantly reduces costs—by nearly 80%—and highlights the importance of adapting recruitment methods to improve accuracy in hiring. While there are challenges, the opportunities for online recruitment outweigh the problems, emphasizing the need for companies to focus on digital hiring to attract top talent and stay relevant in the 21st century.

-Regarding E-learning, one of the few studies that aligns with our findings is an article by (Dr Dilip, et al. 2025). This article examines the impact of HR analytics on training and skills development in the IT sector in Pune, and examines the strategies used by HR and IT professionals, the study confirms that HR analytics positively impacts IT employee performance through training and development. It also highlights the importance of HR analytics in enhancing employee skills and retention, providing valuable insights for HR professionals and industry experts.

- The results of our article are consistent with the results of (Ahmad 2025) study, which states that partly wages had a significant positive impact on increasing employee performance, partly that giving incentives had a significant positive impact on increasing employee performance, and at the same time, both wages and incentives had a significant positive impact on increasing employee performance.

- After assessing electronic performance in attaining creative performance through diagnosing and analyzing the relationships of influence and correlation between (electronic human resources and creative performance) at the level of private universities and colleges in the Baghdad Governorate. The findings of (Ahmed et Hela 2025) study opposed with our article's findings in estimating the role played by electronic human resources management in its dimensions. Our findings were in conflict with the conclusions of a study conducted by (Ahmad et Shaker J 2024) ,the study investigated how organizational performance in Jordanian Islamic banks was affected by E-HRM in its different dimensions (E-recruitment, E-training, E-performance evaluation, and E-compensation) in terms of internal processes, learning and growth, financial performance, and customer performance. Both simple and multiple linear regression coefficients were employed. According to the study's findings, E-HRM implementation and organizational performance are at a high level, and E-HRM significantly affects organizational performance. Additionally, E-HRM significantly affects every aspect of organizational performance.

- Since the suggested model was evaluated using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4.0, the findings of (Rakesh and Bikrant 2025) study did not align with ours. The findings show that E-learning management and digital talent acquisition have a favorable impact on HR transformation, HR analytics, and AI adoption. The report also emphasizes how HR transformation plans may maximize the advantages of AI, HR analytics, and digitization inside HR activities. These results significantly advance our understanding of HR practices in the digital era and offer firms implementing HR digitalization initiatives useful advise.

- The results of our articles on the implementation of administrative empowerment among employees are supported by (Saida , et al. 2024) study. It evaluates compliance with human resource governance guidelines and examines the connection between governance and empowerment. It seeks to ascertain whether human resource governance is improved by empowerment.

- There is no impact of E-HRM on administrative empowerment at Algeria Telecom. Few studies have addressed this topic, except for a study by (Saida, et al. 2024), which did. However, its results differ from the results we have reached. This is due to the lack of full adoption of E-HRM in the organization, or the low degree of adoption or in the early stages of its implementation, unlike previous studies, which reached results supporting the adoption of E-HRM.

5. Conclusion:

Several important conclusions from this study on the effect of administrative empowerment on e-management show the intricacy of organizational dynamics in the digital era as well as the opportunities they present.

First, it is evident that online talent management benefits greatly from e-recruitment. The referenced study demonstrates how digital transformation enhances hiring efficiency when paired with a strong technology foundation and intuitive user interfaces. The advantages of e-recruitment continue to exceed the disadvantages, even in the face of enduring obstacles like unequal access to digital technology and the requirement to handle a high volume of applications. As a result, companies must keep modifying their procedures to maximize hiring quality while keeping expenses under control.

Second, the study emphasizes how HR analytics and e-learning are becoming increasingly important for skill development and individual performance. These digital tools are turning into vital levers for contemporary human resources management by optimizing talent training and retention.

Data showed that combining salaries and rewards has a positive impact on employee performance, so the topic of compensation and incentives was also covered. This feature emphasizes how crucial an efficient recognition policy is to a comprehensive e-management plan.

Nonetheless, it is critical to draw attention to the disparities found in more recent research.

According to certain findings, the level of e-HRM solution integration varies substantially based on sector and organizational contexts. Therefore, some organizations have not yet noticed a notable effect of e-management on administrative empowerment, especially in early stages or less digitalized environments. The degree of digital maturity, internal culture, and stakeholder buy-in all play a significant role in explaining these discrepancies.

Lastly, it seems that administrative empowerment can greatly improve organizational performance and innovation capacity when backed by strong HR governance and efficient digital systems. To overcome challenges and fully benefit from HR digitalization, this dynamic calls for ongoing managerial commitment and proactive technology monitoring.

In conclusion, the future of e-management is being significantly shaped by the increasing integration of digital tools and administrative empowerment. In order to stay competitive and appealing in a world that is changing all the time, ambitious organizations must not only seize this opportunity but also adapt.

6. Recommendations: In light of the study's findings, we suggest the following:

Institutions ought to focus more on implementing digital transformation.

Complete adoption of e-HR procedures is now required since they are fundamental to the contemporary digital world.

Electronic human resource management makes it easier for the organization to complete tasks and makes it possible for it to operate effectively and efficiently.

Institutions should prioritize and successfully implement administrative empowerment since it is one of the cornerstones of institutional excellence and success in the modern business environment.

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