

Electronic Management and its Impact on Human Resource Management Functions

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ABSTRACT:

This study aims to identify the impact of electronic management on human resource management (HRM) functions. In light of the rapid developments in information and communication technology, electronic management has become one of the most prominent modern trends adopted by organizations to improve their performance and streamline operations. This digital transformation is clearly reflected in human resource management, which is one of the main pillars of any organization's success.

HR is no longer limited to traditional tasks such as recruitment or personnel administration, but has evolved to become more strategic and flexible thanks to the adoption of smart electronic systems. This research highlights the most significant impacts on HRM functions, focusing on the benefits, challenges, and key applications used in this field.

Keywords: Administration, Electronic Management, Human Resources, Human Resource Management

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1. INTRODUCTION:

The late twentieth century and the early twenty-first century witnessed a significant expansion of the technological field at the global level, making it necessary for administrations to adopt modern administrative patterns and methods to keep pace with this technological development. Among these patterns is what is known as electronic management, which has enabled many administrations, whether public or private, to process documents and administrative procedures electronically. This shift has led to a reduction in paper-based transactions and the abandonment of traditional human resource management functions, which have been replaced by electronic human resource management.

Reasons for Choosing the Topic:

The subjective reasons stem from a personal inclination and interest in the topic, particularly due to its novelty and its connection with information and modern technologies. Additionally, the role of electronic management in enhancing governmental and administrative sectors—by transforming most human resource management functions from traditional processes to electronic systems—adds to its relevance.

The objective reasons include the desire to contribute to scientific research and enrich academic knowledge in the field of electronic management, a modern approach that is increasingly essential for government sectors. This study also aims to provide valuable research material that adds to the existing body of scientific literature and output.

Problematic:

With the rapid advancement in electronic management applications, traditional administrative functions and processes have begun to fade in the face of this technological progress. This shift has necessitated radical changes, with computers and communication

networks becoming integral to contemporary administrative thought. These tools are now indispensable, especially in the area of human resource management functions. Based on this context, we raise the following central question:

What is the impact of electronic management on human resource management (HRM) functions?

From this main question, the following sub-questions emerge:

- What is e-HRM, what is its importance, and what are the main challenges it faces?
- What is e-training, and what are its objectives and advantages?
- What is e-recruitment, what are its main objectives and advantages, and to what extent has it been adopted in Algeria?

Research Objectives:

The main objectives of this research are as follows:

- To define electronic human resource management (e-HRM) as a new concept that has emerged in the field of management and to highlight its effectiveness through the services it offers.
- To examine the importance of e-HRM and identify the main challenges that hinder its successful implementation.
- To explore the key functions of e-HRM—specifically e-training and e-recruitment—and assess their significance in modern management.
- To analyze the current state of e-recruitment in Algeria by identifying the most prominent websites operating in this field.

Research Hypotheses:

This research is based on the following two hypotheses:

- The operationalization of HRM functions is closely linked to the implementation of e-government applications.
- The proliferation and diversity of websites contribute to the successful implementation of electronic recruitment in Algeria.

Research Divisions:

We adopted a research plan consisting of the following key components:

2. Understanding Electronic Human Resource Management (e-HRM)

2.1 Definition of electronic HRM

2.2 Importance of electronic HRM and the challenges it faces

3. The Impact of Electronic HRM on HRM Functions

3.1 Electronic training: objectives and disadvantages

3.2 Electronic recruitment: objectives and advantages

4. The Reality of Electronic Recruitment in Algeria

4.1 The most prominent electronic recruitment websites in Algeria

4.2 Disadvantages of electronic recruitment.

2. Understanding Electronic Human Resource Management (e-HRM)

Human resource management (HRM) is a fundamental pillar of organizations, as it deals with the most valuable resource upon which their operations and progress depend: human capital. In light of the modern challenges imposed by information technology—through tools and techniques that have become both inevitable and strategically essential—HRM must evolve and adapt the way it manages these resources to align with the demands of the current era. This includes shifting the organizational culture from a paper-based model to a digital one across all areas of operation. One key aspect of this transformation is the move toward electronic human resource management (e-HRM), which involves fundamental changes in the tasks and roles of the HR function. (Bassi, September 2013 Issue 7, p. 262)

2.1 Definition of Electronic HRM:

If we consider human resource management (HRM) in its narrow sense, it focuses on meeting the organization's manpower needs, maintaining the workforce, motivating employees to perform, and developing their skills. The goal is to create a motivated, satisfied, and productive workforce. In its broader sense, HRM is concerned with the optimal utilization of human resources at all organizational levels, ensuring that human capital is effectively aligned with the organization's overall objectives. (Manea, 2015)

Human resource management encompasses all administrative activities related to identifying the organization's human resource needs, developing employee capabilities, enhancing their efficiency, and providing them with adequate compensation and care. The ultimate goal is to maximize the use of their efforts and intellect to achieve the organization's objectives. Moreover, HRM represents a set of strategies, processes, and activities designed to support common organizational goals by aligning the institution's needs with those of its employees. This alignment is achieved through the selection, recruitment, and development

of personnel, as well as efforts to organize the workforce, strengthen their trust in management, and foster a spirit of cooperation and teamwork, all aimed at reaching the highest level of human resource performance.

The concept of electronic human resource management (e-HRM) is associated with several terms that convey the same meaning. In the foreign literature, it is referred to as e-HRM, e-HR, Virtual HRM, HR Intranet, Web-Based HR, and also by other terms such as Computer-Based HRM or HR Portals. (Al-Shakhabneh, 2014, p. 18)

The term "Human Resource Information System" (HRIS) has been excluded because there is a fundamental difference between electronic HRM (e-HRM) and HRIS. The latter is primarily designed to serve the human resources department itself—meaning that its users are mostly HR employees who utilize the system to enhance the services provided to the organization. HRIS plays a crucial role in preparing and implementing the organization's strategic plans by relying on accurate data and quick access to information for decision-makers. (ARMSTRONG, 2001, p. 875)

In contrast, e-HRM targets users outside the HR department, including both managers and employees across the organization. HR services are delivered through internal networks (intranets) or the Internet, making them accessible to all staff members. Thus, e-HRM broadens the scope of HR functions by decentralizing access and integrating human resources into the wider organizational workflow.

Electronic human resource management (e-HRM) is a distinct application of web-based technologies to HR-related systems that, in combination with other organizational changes, provides broad access to HR information and numerous opportunities for managing that information. It involves the use of computers, specialized software, and electronic communication tools to carry out HR activities and deliver HRM services more efficiently and effectively. (Janet H. MARLER, 20-21 May 2010, p. 34)

Thus, electronic human resource management (e-HRM) serves as a means of implementing HRM strategies, policies, and practices within organizations through the use of web technologies, particularly Internet-based platforms, and by fully leveraging their capabilities. It also refers to the practical application of an organization's human resource strategies and practices through targeted support and optimal utilization of internal, external, and international information networks. (Ruben GONZALEZ, 2011, pp. 4-8)

E-HRM encompasses all processes carried out with the assistance of information technology to generate, create, and enhance added value for organizations. It offers opportunities for administrative automation and functions as an overarching framework that integrates human resource management with information technology across all possible mechanisms and components.

Electronic human resource management (e-HRM) can be defined as a set of electronic actions, decisions, and relationships used to deliver and implement HRM functions by digitizing all related activities—such as recruitment, e-recruitment, training via the Internet and digital media, and other HRM processes.

There are three main types of e-HRM: **Operational**, **Relational**, and **Transformational**. (Li MA, , n3, 7 April 2015,)

- The **operational** type focuses on the management of administrative personnel information and allows employees to manage and update their personal data through the HR website.
- The **relational** type is concerned with more interactive HR functions, such as recruitment processes, time and attendance tracking, performance and bonus management, and training programs.
- The **transformational** type relates to strategic HR activities such as knowledge management and strategic realignment. It involves web-based tools that support workforce development in accordance with the organization's long-term strategic goals.

2.2 Importance of electronic HRM and the challenges it faces:

In the modern era, organizations view electronic human resource management (e-HRM) as a fundamental pillar and a key driver for advancing organizational performance at an innovative pace. By adopting e-HRM, organizations can eliminate redundant tasks, reduce time wastage, and enhance operational efficiency. This approach supports the integration of nine essential systems: the Recruitment System, Employee Information System, Core Organizational Business Management System, Salary Management System, Education and Training System, Innovation System, Performance Appraisal System, Employee Welfare System, and Career Development System. (Kitimaporn CHOOCHOTE, Vol 6, N 4, 2015)

The effects of electronic human resource management (e-HRM) are reflected positively on organizational management and contribute to enhancing its overall performance in several ways:

- **Information Management:** e-HRM facilitates the maintenance and reporting of comprehensive human resource data, including personal and job-related information. It also provides vital data on workforce development indicators, such as absence and tardiness rates, and supports workforce planning by enabling the calculation of turnover rates and the distribution of employees across various job roles. (kortell, p. 23)

- **Integration and Accessibility:** The e-HRM system plays a crucial role in improving administrative efficiency by enabling quick access to information and fostering better communication among different functional areas within the organization. It links various HR-related databases—such as payroll systems and performance management software—and makes them accessible through an internal website for both employees and managers. This integration also supports planning and control functions related to wages and salaries, including budgeting, incentives, salary distribution, and employee eligibility tracking. (Hopkins, pp. 22-24)

- Electronic human resource management (e-HRM) helps reduce operational costs, connects employees to both local and international job (BANERJI, Vol 3, N 4, 2013) markets and employment opportunities , shortens the recruitment and hiring process, accelerates the implementation of training programs, and enhances the effective application of acquired skills. (El-Naggar, 2008, pp. 248-258)
- When transitioning to electronic human resource management (e-HRM) systems, HR departments face a number of challenges that may influence the success or failure of implementation. One major challenge is the need to eliminate the traditional boundaries between HR and IT departments and redefine their roles. Unlike earlier HR management systems, which were self-contained and used exclusively by HR personnel, e-HRM systems are accessible to all employees and can be integrated with various components of the organization's broader systems. This integration requires effective collaboration between departments and a shift in how HR functions are perceived and managed. (BANERJI, A Study of Issues & Challenges of Implementation of Information Technology in HRM,, Vol 3, N 4, 2013, p. 437)
- Another important challenge in the implementation of electronic human resource management (e-HRM) systems is the shift in the HR department's focus toward serving internal customers (i.e., employees). HR personnel must thoroughly understand the nature of their department's evolving role. The introduction of computerized systems may reduce direct human interaction, leading some employees to feel that management is less concerned with the human element. These concerns must be carefully considered during the planning and implementation phases.
- Additionally, maintaining a high level of service quality is crucial. There is a risk that the transition from traditional to electronic systems could lead to a decline in service standards. Key considerations include securing sensitive information, ensuring equal system access for

all employees—including those with special needs—and ensuring compatibility with recognized standards, particularly when designing web interfaces. It is also essential to consider cultural differences, especially in international organizations, to ensure that the system is user-friendly and inclusive for a diverse workforce.

3. The Impact of Electronic HRM on HRM Functions

Electronic management techniques based on information and communication technology (ICT) represent a key pillar in human resource management. These techniques, through integrated information systems, support the optimization and efficient management of core HR functions—particularly training and recruitment—by transforming them from traditional processes into electronic ones. This digital shift enhances the effectiveness, speed, and accessibility of HR operations, aligning them with the demands of the modern work environment.

3.1 Electronic training: objectives and disadvantages:

Training is a planned and structured activity aimed at equipping individuals with specific information and skills that enhance their performance in the workplace to achieve defined objectives. It encompasses a range of processes designed to enable individuals and teams to perform both their current and future job roles effectively. This is accomplished by providing and developing accurate knowledge, practical skills, behavioral competencies, and relevant experiences that prepare them to work efficiently and confidently, ensuring the desired outcomes are achieved. (BANERJI, A Study of Issues & Challenges of Implementation of Information Technology in HRM, Vol 3, N 4, 2013, p. 437)

Electronic training shares many similarities with electronic learning, particularly in terms of implementation methods and the technologies used. However, electronic training typically refers to a shorter, goal-specific process focused on acquiring a particular skill or

achieving a defined objective. It encompasses any form of training delivered within organizations through electronic media. This may include self-paced learning via an intranet, CD-ROM-based training at the workplace, live instructor-led sessions conducted through webcasts, or access to archived recordings of previous training sessions made available to employees. (Noor RAMAYAH, p. 126)

Electronic training is a process designed to deliver training content through modern communication technologies—such as computers and the Internet—in order to overcome the geographical distance between the trainer and the trainee. It is a training system in which participants are separated by space and time, enabling individuals to engage in training regardless of their physical location or schedule constraints. This form of training allows the trainee to choose when, how, where, and what to train on, within the available limits, providing a high degree of flexibility and autonomy in the learning process. (Zarkin Abboud, Faculty of Economic, Commercial and Management Sciences, Issue 7)

Electronic training also refers to a systematic process conducted within a mobile, interactive environment enriched with digital technologies. It relies on the use of the Internet, computers, multimedia, and mobile devices to present software, portfolios, and electronic training courses. This approach is used to design, deliver, and implement both synchronous and asynchronous training programs through self-directed and interactive training systems. The goal is to achieve specific training outcomes and skill mastery, tailored to the trainees' learning pace, intellectual abilities, work conditions, lifestyle, and geographical location. (Al-Musawi, 12-14 April 2010, p. 6)

In light of the above, it is evident that online electronic training is characterized by numerous features and objectives. These include enhancing the overall quality of training, saving time and effort, and facilitating the training process for both trainees and training providers. It enables the inclusion of a greater number of participants, fosters competition,

and eliminates many of the obstacles associated with traditional training methods. Online training allows trainees to repeat training activities as needed and ensures that no trainee misses out due to illness or personal constraints. It also helps overcome challenges related to travel, accommodation, and income loss caused by leaving work to attend training. Furthermore, it offers the opportunity to leverage a wide range of training-oriented websites and platforms for investment in continuous learning. (Khatwa, 4-7 April 2013, pp. 10-11)

Despite its advantages, electronic training faces several limitations that warrant attention and efforts toward resolution. One of the primary challenges is the need for a robust technological infrastructure, which may be lacking in certain regions. Limited internet bandwidth, in particular, can hinder the training process—especially when it comes to downloading or streaming multimedia content. Additionally, the initial costs of setting up electronic training platforms can be high. Some trainees may experience confusion or a lack of clarity regarding training activities, and feelings of isolation may arise due to reduced interaction with peers and trainers. Furthermore, certain training courses require direct personal communication that cannot be fully replicated in a virtual environment. Finally, effective participation in electronic training necessitates basic computer literacy and internet skills, which may not be possessed by all trainees. (Ettemizi, 09-11 December 201, p. 241)

Despite the advantages that electronic training offers to both trainees and administrators, it presents several drawbacks. These include the limited active participation of trainees in exchanging ideas and opinions with both the trainer and fellow participants. Trainers may also encounter challenges in effectively conveying their ideas in electronic courses. Moreover, the inability to observe trainee engagement—whether active, distracted, bored, or disengaged—reduces the trainer's capacity to adjust instructional strategies. The role of the human trainer as a significant educational and motivational influence is also diminished. Furthermore, assessing trainees becomes more difficult in a virtual environment,

and excessive reliance on technology may lead to trainee fatigue or a lack of seriousness in engaging with training programs. (amad bin Muhya Al-MuHtairi, 2012, p. 32)

3.2 Electronic recruitment: objectives and advantages:

Electronic management technologies based on information and communication technology (ICT) have become a central focus in human resource management. These technologies, through integrated information systems, play a critical role in enhancing and streamlining the recruitment process—one of the core functions of human resource management—by transitioning it from a traditional to a digital format.

Recruitment refers to the process of advertising job vacancies and attracting qualified individuals to join the organization in order to achieve its strategic objectives. It is a scientific and systematic approach that begins with job and role analysis, followed by the analysis of candidates to assess their aptitudes, abilities, and interests. This process aims to match the requirements of the position with the characteristics of potential applicants, thereby ensuring that the most suitable candidates are selected for employment. (Dahiman, 2012, p. 72)

Recruitment can be defined as the process of searching for and attracting suitable individuals to fill vacant positions within an organization. It targets individuals who possess the competence, focus, and capabilities necessary to contribute effectively to the achievement of the organization's goals. This process typically involves three main stages: attraction, selection, and appointment.

Electronic recruitment is one of the most significant areas in which electronic Human Resource Management (e-HRM) can be applied. There has been a global paradigm shift in recruitment methods, driven by advancements in Information and Communication Technology (ICT). Since the early 1990s, electronic recruitment has been increasingly adopted in Western countries, becoming a primary method for staffing in both the public and

private sectors. Also known as online recruitment, it involves the use of the Internet to search for jobs, attract talent, conduct interviews, hire, and evaluate new employees. This approach facilitates access to a larger pool of potential candidates and enhances the effectiveness of the selection process. It represents the comprehensive integration of ICT—including the Internet—into the process of acquiring the human resources needed by organizations. (Hada BHUPENDRQ SINGH, 2015, p. 2)

Electronic recruitment also refers to the process of attracting and encouraging potential candidates to apply for jobs via the Internet. Job seekers may be interviewed directly by employers (i.e., the recruiting organizations themselves), through their official websites, or by companies and institutions that specialize in recruitment services. One of the key advantages of e-recruitment is the speed with which job applications can be received, along with the ease of screening and filtering out unqualified candidates. (Adel Mohamed Zayed, 2006, p. 266)

The use of the Internet to accelerate recruitment processes represents a vital component in the ongoing competition for talent, and it is expected to remain the primary driver of recruitment technologies in the coming years. According to statistics conducted in the United States, researchers have drawn the following conclusions regarding Internet-based recruitment:

- Three out of five job seekers use the Internet to search for jobs.
- 88% of job seekers read job advertisements online.
- 60% of job seekers submit their CVs and applications electronically.
- 40% of individuals use online job boards to post their CVs.

Electronic recruitment systems streamline many of the procedures associated with the recruitment process. The objectives and benefits of electronic recruitment include: (Kaur

PRABJOT, 2015, pp. 79-80)

- Collaborating with external entities that nominate candidates for employment. Electronic recruitment is not limited to specialized agencies and dedicated websites; many general-purpose websites also offer recruitment-related links and information.
- Enabling integration with other relevant resources, such as training programs and competency requirements, and providing mechanisms to track candidates' applications.
- Simplifying the job advertising process, making vacancies more accessible and thereby offering job opportunities to candidates while helping organizations find qualified employees more efficiently.
- Providing job descriptions and reducing costs, particularly those related to paperwork, additional personnel, and the preparation of recruitment exams, especially written ones. (Al-Rawahneh, 2013, p. 29)

4. The Reality of Electronic Recruitment in Algeria:

Electronic recruitment is a relatively new concept for many in Algeria and remains largely unfamiliar to government institutions, which are still in the process of adopting digital technologies within the broader vision of establishing the "e-Algeria 2013" initiative. In this context, it is important to examine the current state of e-recruitment in Algeria by highlighting the most prominent websites active in this field and identifying the key challenges and limitations associated with this system.

4.1 The most prominent electronic recruitment websites in Algeria:

Recently, the number of online recruitment websites in Algeria has increased due to rapid technological development. One notable initiative is the launch of a recruitment website by the General Directorate of Public Service and Administrative Reform, under the slogan "For a Modern and Efficient Public Service." This portal includes several sections: a

historical overview, organizational structure, functions, announcements, human resources, legal texts, statistics, competitions, and a dedicated site that provides access to all recruitment tests and competitions scheduled to be organized by public institutions and administrations. (2025)

There are many private websites that offer electronic recruitment services, most of which operate in the private sector. Although their services are essentially advertisements, this new form of recruitment has proven successful in becoming an effective intermediary between job seekers and organizations. The most prominent of these platforms will be discussed in the following table.

Table 1: Top active Job Websites in Algeria

Website Name	Information about the Site
emploitic.com	A leading Algerian job portal launched in April 2006. The site has over 620,000 registered members and candidates, and around 6,000 companies and institutions using its services. It recorded more than 6 million visits in 2014. According to the site's 2010 statistics, 10,000 jobs were offered in 2009.
tawdif.com	One of the top Algerian recruitment websites, launched in September 2007. It attracts around 350,000 monthly visitors from both inside and outside Algeria. It serves more than 1,020 clients from public and private sectors, with over 138,000 candidates registered. The site posts around 3,500 job offers, each viewed an average of 13,900 times and attracting about 385 applicants. In 2016, 2,085 job placements were recorded.
emploipartner.com	The site receives about 35,000 daily visitors and an average of 5 million page views. Visitors spend approximately 6 minutes and 20 seconds per visit. Managed by a professional HR team, it hosts a database of over 700,000 registered users and facilitated 15,000 job placements over five years.
elkhedma.com	According to the site's data, it includes 6,771 institutions, 221 job offers, and a

Website Name	Information about the Site
	candidate base of 67,000 users.
EmploiAlgerie.com	Launched in October 2005, this platform attracts around 700,000 regular monthly visitors seeking job opportunities in Algeria. It maintains a database of 200,000 CVs in PDF or DOC format.

Source: Prepared by the Researcher

Online job sites in Algeria currently account for 30% of the job market and are responsible for employing approximately 50,000 individuals annually out of 1 million students and registrants on various platforms. This reflects a growing reliance on digital recruitment methods and highlights the increasing role of the Internet in facilitating employment opportunities across the country.

However, despite the availability and encouraging use of these services—mainly for advertising purposes—the adoption of electronic recruitment has not yet reached the desired level. This is largely due to a lack of awareness among senior managers and administrators, who remain insufficiently informed about the advantages, benefits, and practical application of effective online recruitment tools. (Al-Zahra, March 2014, p. 270)

4.2 Disadvantages of electronic recruitment:

We can summarise the disadvantages of the electronic recruitment system as follows:
(Bassi, September 2013 Issue 7)

One major concern is the possibility that someone other than the actual applicant may take the test, particularly when assessments are conducted by external parties not affiliated with the hiring institution. Additionally, online tests may not be suitable for individuals with limited computer or internet literacy, which could unfairly exclude otherwise qualified candidates. There is also a risk of discrimination against people with special needs, as digital platforms may not always provide accessible alternatives.

Moreover, those overseeing electronic recruitment often raise important concerns: Is the applicant genuinely fit for the position? Will the candidate be able to adapt to the culture and expectations of the organisation? Another challenge is managing the large volume of forms and CVs submitted by job seekers. Uploading, sorting, and verifying the authenticity of these documents can be time-consuming and complex, making the screening process more difficult and prone to errors.

Another significant disadvantage of electronic recruitment is the **risk of cybersecurity breaches and data privacy violations**. Online recruitment platforms collect and store a large volume of sensitive personal data, including CVs, identification documents, and employment history. If not properly protected, this information may be vulnerable to hacking, data leaks, or misuse by third parties. In countries where cybersecurity regulations are still developing, such as Algeria, both employers and applicants may be exposed to risks related to identity theft or unauthorized access to confidential information. This concern can discourage some candidates from applying online and undermines trust in digital recruitment systems.

One of the major challenges of electronic recruitment in countries like Algeria is the **digital divide**, especially in remote and rural areas. Many job seekers in these regions still lack access to reliable internet connections or digital devices, making it difficult or impossible for them to participate in online recruitment processes. As a result, electronic recruitment may unintentionally **exclude qualified individuals** simply due to their geographical or economic circumstances, reinforcing social and regional inequalities in access to employment opportunities.

One of the major barriers to the effectiveness of electronic recruitment is **digital illiteracy**, especially in developing countries like Algeria. A significant portion of the population—particularly older job seekers, those in rural areas, or individuals with limited education—may lack the **skills needed to use online platforms** effectively. They may

struggle with creating accounts, uploading documents, or navigating application portals. This creates a **digital divide** that excludes qualified candidates simply because they cannot access or use the technology, thus reinforcing social and economic inequality in the labor market.

Conclusion:

The integration of information and communication technology (ICT) into the field of management represents a new philosophy of electronic engagement with citizens. The digital transformation of public administration involves converting traditional services and administrative processes into electronic formats, enabling modern management functions—planning, organizing, leading, and controlling—to be performed electronically.

This shift supports efficiency, simplifies procedures, and accelerates decision-making, allowing administrations to deliver high-quality electronic services in line with technical and technological standards. E-government, at its core, aims to provide both informational and interactive services that allow citizens and businesses to complete transactions remotely through internet-connected devices—eliminating the need for physical visits to government offices and aligning with efforts to modernize public institutions.

Electronic human resource management (e-HRM) has emerged as a key application of ICT, particularly in the form of software tools that streamline HR functions while saving time and cost. In Algeria, progress in this area remains limited to a few active online platforms, including the official recruitment portal of the General Directorate of Public Service and several private job sites, which mainly act as advertising and application collection points.

To further develop and improve HR management across both public and private institutions, the following measures are recommended:

1. Establishing a strategic vision for e-government and e-HRM;
2. Strengthening ICT infrastructure;

3. Promoting e-culture and awareness;
4. Encouraging private sector participation;
5. Launching specialized recruitment websites;
6. Fostering partnerships between government and recruitment platforms; and fully digitizing the recruitment process—from job posting to testing and result announcements—all done electronically.

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