



Digital Empowerment of Human Resources: An Analytical Theoretical Study of E-Training Concepts, Requirements, and Challenges

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Abstract:

Human Resources management must adopt a digital approach in organizational functions to ensure the sustainability of economic and administrative institutions, adapt to global changes, and build competitive advantage. Achieving this depends on providing a workforce able to keep pace with global developments across scientific and practical domains. From this perspective, this study identifies the main strategies used in educating and training human resources in the knowledge era. It highlights methods of workforce qualification and the key requirements and challenges affecting learning in the context of modern management practices.

Keywords: E-learning, E-training, Human Resources, Digital Media.

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Introduction :

Advanced technology has compelled organizations to undertake changes and adjustments in both their functions and policies in order to adapt to the requirements of the modern era. It has had a profound impact on reshaping policies of recruitment, selection, training, and evaluation. Consequently, every organization is now required to adopt advanced methods for identifying the skills necessary for work in line with the stage of technological development, to employ new foundations for measuring and assessing tasks, and to evaluate employee performance, retrain them, and plan their development according to these standards, with the aim of enhancing their efficiency in new forms of work.

Moreover, the implementation of electronic management in many developing countries necessitates theoretical scientific studies that define its methods and assess its effects across political, administrative, economic¹, and human domains. This study is situated within that context: effective application of such management requires preparing the groundwork through theoretical inquiry. From this perspective, the present research seeks to identify the principal strategies adopted for educating and training human resources in the knowledge era, by shedding light on qualification methods and discussing the key requirements and challenges that influence human resource education amid the transition to modern management practices.

Accordingly, the central research problem of this paper is formulated as follows: **What are the appropriate means to ensure the education and qualification of human resources in the knowledge era?**

Regarding methodology, this study adopts a descriptive-analytical approach, which is widely used in social research. This method is employed to define the key terms related to the study and to analyze and clarify the main requirements and obstacles in digitally qualifying human resources.

The study is structured as follows:

- Chapter 1: Conceptual Framework: E-learning and E-training

¹ Ali bin Sharaf Al-Moussawi, *E-Training and Its Applications in the Development of Human Resources in the Education Sector in the Arab Gulf States*, paper presented at the Symposium on Applications of Information and Communication Technology in Education and Training, College of Education, Department of Educational Technology, King Saud University, 27–29 Rabi' al-Thani 1431 AH (corresponding to 12–14 April 2010), pp. 2–3.



- Chapter 2: Methods for Qualifying and Developing Human Resources in the Digital Environment
- Chapter 3: Challenges to the Success of E-learning and E-training for Human Resources
- Chapter 4: Requirements for E-learning and E-training of Human Resources

THE FIRST TOPIC: A Reading in the Concepts of the Study

The subject of electronic training and education is considered one of the most important modern administrative trends that has attracted significant attention both scientifically and practically. From the scientific perspective, numerous books have emerged that address this topic in detail. From the practical perspective, this is evident in the transition of many organizations from traditional management, with all its shortcomings and disadvantages, to electronic management. This transition is logical, as it responds to changes in the external environment, which has increasingly become an electronic environment par excellence. Accordingly, this section addresses the foundational construction of the study's variables in human resource management, in addition to their importance in the development of the institution.

First Requirement: E-Learning

The use of the World Wide Web has facilitated the adoption of new methods in organizational functions, giving rise to concepts such as digital human resource development. This refers to leveraging Internet technologies to educate and train individuals remotely, overcoming the constraints of time and place. It enables learners to progress in their learning and training at a pace suited to their understanding, comprehension, and application, thus accommodating individual, cultural, and social differences among learners and trainees². Like many other terms, e-learning has been defined in multiple ways. Despite the variety of definitions, the following can be highlighted:

This concept is relatively new. It signifies the integration of all teaching tools with the capacities of computers and the internet, ensuring that human resources have access to educational materials and facilitating self-learning. It may take the form of real-time learning in the absence of a teacher, known as asynchronous learning. While synchronous learning involves conferences, dialogue, and interactive online discussions using audio, video, and text, asynchronous learning

² Tahir Muhammad Al-Kalalda, *Human Resources Management Strategy*, 1st ed., Dar Alam Al-Thaqafa Library for Publishing and Distribution, Amman, 2010, p. 41.



does not require direct communication at a unified instructional time; rather, information is received from databases stored on the educational institution's computer servers³.

Mohamed El-Hadi defines it as the provision of digital educational content through electronic means, which include computers and their interactive software, via information and computer networks such as local networks, intranets, extranets, as well as the global Internet. In addition, it may involve the use of audiovisual media, interactive television, and compact discs⁴.

There is no doubt that this concept carries great importance, and we will highlight some points that apply to human resources within the institution⁵:

- Increasing opportunities for communication among individuals themselves, as well as between individuals and the entities responsible for delivering educational sessions, through discussion, electronic message exchange, chat rooms and forums, expressing opinions and viewpoints on the educational process, and identifying the training needs of individuals.
- Achieving customized training, meaning that each individual receives their educational sessions in their personal account according to their specific learning needs.
- Controlling spatial and temporal parameters, since it has a virtual “non-physical” dimension whereby trainees can join training centers from any location connected to the communication network, at any time of day.
- Strategic importance for the institution, as it allows control over many aspects of financial costs, physical travel of individuals, and time expenditures.
- Control over learning methodology and the ability to modify and improve educational sessions within short timeframes that correspond to the immediate needs of the institution's work environment.

To achieve these benefits, communication tools in e-learning are essential. These tools refer to a variety of digital media used within e-learning platforms to facilitate interaction and content exchange between instructors and learners. They are critical to ensure that learning extends beyond content consumption to include engagement, discussion, and collaborative work. Figure 1 illustrates this framework.

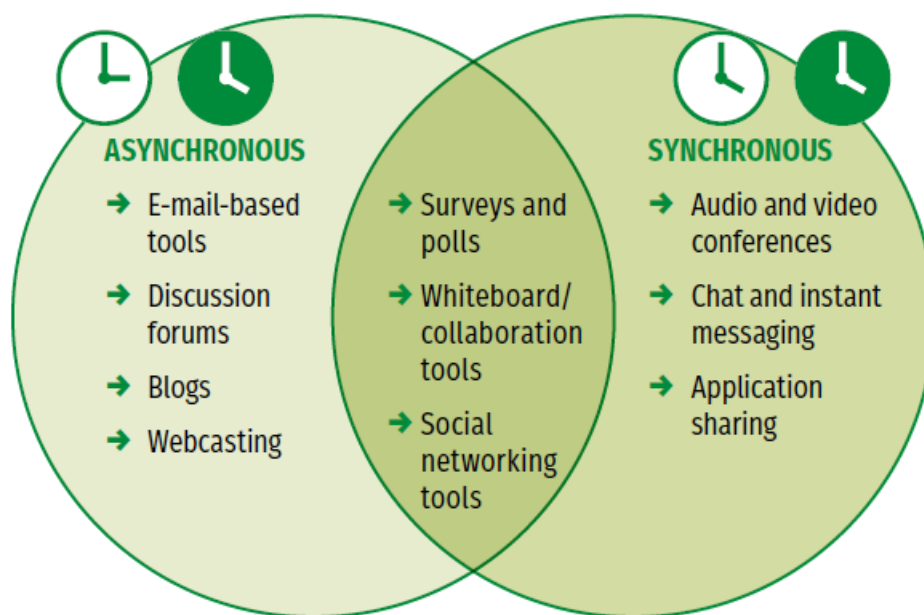
³ Salim Majlakh, *E-Learning as an Effective Tool in Training and Managing Knowledge for Human Resources*, *Journal of Human Sciences*, No. 7, June 2017, p. 1158.

⁴ Ibid., pp. 1148, 1159.

⁵ Tahir Muhammad Al-Kalalda, op. cit., p. 41.

Figure 1: Communication Tools in E-Learning

The most common tools are:



Source: Food and Agriculture Organization of the United Nations, **E-learning methodologies and good practices**, FAO; Rome, 2021, p118

In light of the multiplicity of definitions of this term and the absence of a comprehensive and inclusive one, it may be defined as a dynamic construct composed of a set of strategies that employ communication and information technologies to educate human resources and transform them into productive capacities capable of achieving the desired organizational objectives in the shortest time, at the lowest cost, and with the highest quality.

Second Requirement: E-training

Its importance stems from the role it plays in developing and enhancing the workforce and its various levels by providing employees with updates and expertise necessary to cope with a rapidly changing world, particularly given the continuous evolution of structural and technological aspects. Decision-makers in any organization incorporate these objectives into their training plans to ensure high-quality output and effective performance. The aim is to make employees



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more competent and efficient in their roles, thereby reflecting the organization's efforts to develop and enhance workforce knowledge to achieve desired goals⁶.

Based on the above, e-training can be defined as: "A systematic process conducted in an interactive, technology-rich environment that leverages digital applications using the Internet, multimedia computers, and mobile devices to deliver software, learning packages, and online courses. It encompasses the design, implementation, and evaluation of synchronous and asynchronous training programs, following self-directed, interactive, and blended learning approaches to achieve training objectives and mastery of skills based on learners' pace, cognitive levels, work conditions, personal circumstances, and geographical locations." One of its primary objectives is to help organizations modernize traditional workforce development methods, preparing trainees for higher productivity in the knowledge society using contemporary technologies during training and equipping them to apply these skills effectively in the labor market. E-training also aims to keep pace with rapid updates in training curricula, design, content, and methods, providing flexible and accessible opportunities through virtual learning environments⁷.

It can also be stated that without a supportive learning environment, e-training in human resources cannot succeed, even if highly advanced tools are available. This underscores that investing in training and development whether (electronic or traditional) is a key strategy for employee retention. When employees perceive that the organization invests in their future, their likelihood of leaving decreases. The stronger and more integrated the learning culture within the organization, the greater its ability to retain top talent, as illustrated in Figure 2.

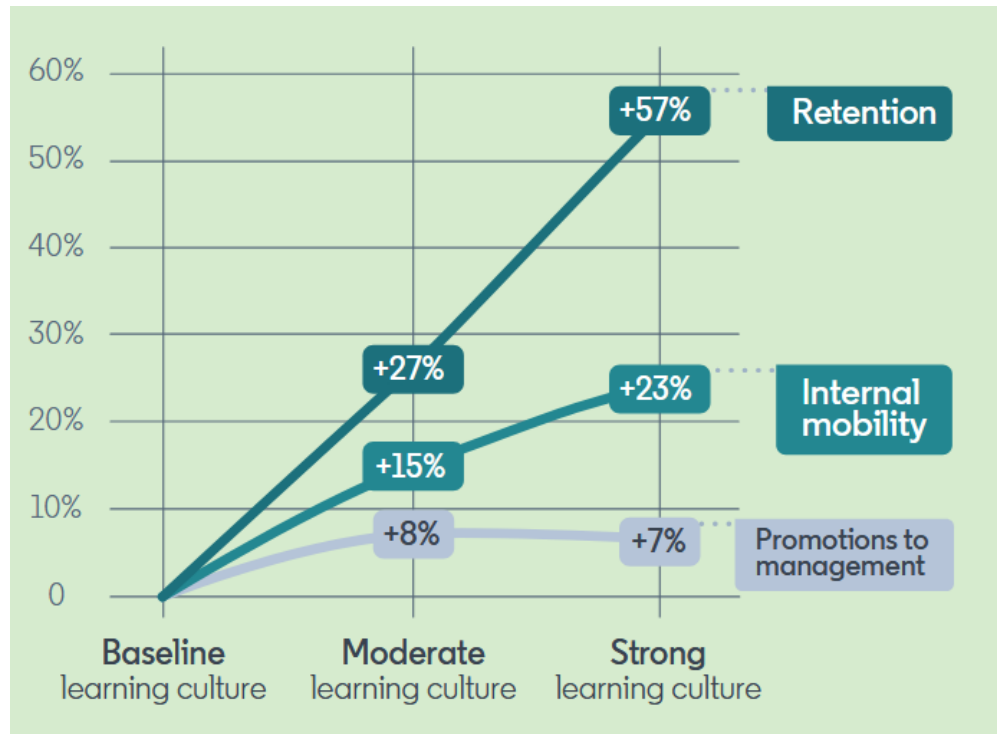
Figure 2: The Impact of Digital Learning Culture on Human Resource Performance Indicators.

⁶ Ali bin Sharaf Al-Moussawi, op. cit., p. 3.

⁷ Jamil Atmeizi, *The Role of E-Training in the Development of Arab Human Resources*, paper presented at the Arab International Conference on Information Technology, held at the University of Nizwa, Sultanate of Oman, 9 November 2014, pp. 240–241.



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Source: LinkedIn, **Workplace Learning Report 2024**, LinkedIn: USA, 2024, p10.

E-learning offers several advantages compared to traditional training methods, at both the organizational and individual levels⁸:

Firstly: At the level of the institution:

- It reduces costs associated with travel, transportation, and accommodation for trainees.
- It minimizes the loss of employee working time.
- It decreases costs of producing and distributing training materials.
- It reduces office and instructor expenses.
- It provides easy access to high-quality training programs through sharing, exchange, or purchase, with fast and convenient review, updating, editing, and distribution of educational content.
- It allows the offering of a greater variety of courses, representing horizontal expansion.

⁸ Abdel Fattah Bayoumi Higazy, *E-Government Between Reality and Aspiration*, Dar Al-Fikr Al-Jami'i, Alexandria, 2008, pp. 260–262.



- It enables additional sessions of previously offered courses, representing vertical expansion.
- It provides automatic feedback upon course completion.
- It facilitates monitoring of trainees, even in large numbers.
- It allows thousands to access the same resource simultaneously, unlike printed materials.
- It simplifies training management.
- It ensures accurate documentation of all aspects of training courses.
- It provides easy access to various and instant reports.
- It allows leveraging of outstanding trainees.

Secondly: At the level of the trainee:

1) Flexibility and Adaptability:

- The trainee is at the center of the learning process, while the instructor acts as a supervisor.
- Easy access to learning content and activities anytime and anywhere.
- Constantly available courses with increasing options over time.
- Immediate feedback on assignments, exams, and exercises.
- It accommodates individual differences, including varying learning speeds.
- It offers diverse learning methods to prevent boredom.
- It overcomes traditional training barriers, such as physical limitations, travel, illness, or disability.

2) Time Efficiency:

- It saves time by eliminating commuting and travel.
- It allows trainees to schedule learning according to work and family commitments.
- It saves time by allowing trainees to skip content they already know.

c) Communication and Interaction:

- It enables direct electronic communication and interaction between instructors and trainees, as well as among trainees, via email, discussion forums, chat rooms, and similar platforms.
- It allows training from any location with a computer and internet access.
- In overcrowded classrooms, electronic interaction is often more effective than traditional methods.



Overall, e-learning represents one of the most important contemporary trends in management. It aims to develop, educate, and train human resources, simplify procedures, efficiently execute tasks, achieve objectives, implement policies, and make decisions with high quality and speed. Consequently, it positively impacts the organization by reducing problems and crises that could threaten its stability and operational continuity. It also strengthens the organization's capacity to build competitive advantage, thereby serving as a fundamental tool for transitioning administrative environments from traditional to modern digital practices.

The Second Topic: Methods for Qualifying and Developing Human Resources in the Digital Environment

The growing interest of modern organizations in adopting electronic methods to develop their human resources and achieve their strategic objectives efficiently and effectively, as well as considering digitization as a contemporary topic requiring further academic research and studies, motivates this section to discuss both traditional and modern approaches for qualifying human resources within the framework of e-management initiative

First Requirement: Traditional Methods for Qualifying and Developing Human Resources

The main traditional methods can be summarized as follows⁹:

- Emphasis on education at various levels.
- Providing various types of training; technical, managerial, and behavioral, built on a solid foundation that includes identifying actual training needs and selecting appropriate programs to meet those needs.
- Accumulated practical experience through real-life situations, problems, and lessons learned.
- Continuous reading and self-study in professional specialization, management literature, and other fields of knowledge.
- Idea-sharing sessions between subordinates and their supervisors within the organization or with external entities.
- Periodic meetings at all organizational levels to discuss issues facing the institution.
- Participation in local and international conferences and seminars to gain new perspectives and exchange ideas.
- Hosting external experts such as academics and researchers from universities or professional centers to share knowledge and discuss viewpoints.

⁹ Ibid., p. 241.



• Organizational development initiatives focusing on individuals, teams, and departments to align their objectives, policies, and achievements with organizational goals.

Second Requirement: Modern Methods

Modern approaches emphasize innovation, IT skills, and digital competency to align human resource development with the electronic era. These methods leverage computer-based systems and internet-based training to focus on new trends in human resource development, prioritizing intellectual capacities, creativity, and teamwork capabilities. Key modern methods include¹⁰:

Network-Based Training: Training delivered through computers and various software, either via closed networks, shared networks, or online platforms. This approach is flexible and multi-purpose, used not only for training but also for performance management, virtual office activities, and other functions. There are many electronic media through which electronic training is conducted, including laser discs (CDs), as well as other multimedia that use sound and video films through computers, along with various software programs. This training method benefits human resources through:

- Reducing travel and transportation expenses for trainees
- Reducing time away from work
- Developing skills through the use of modern technology
- Creating a suitable environment for the development of electronic labor
- Achieving self-training and learning of the required skills
- Training an unlimited number of employees
- Facilitating and simplifying the dissemination of information culture

It is important to note the strong interconnection between human resource management and electronic management. Effective e-management implementation requires a well-qualified workforce developed through these traditional and modern methods. Investing in technological advancements accelerates results and improves methods, ultimately benefiting individuals, organizations, and society at large.

The Third Topic: Obstacles to the Success of Electronic Training and Education of Human Resources

¹⁰ Mahmoud Hussein Al-Wadi, Bilal Mahmoud Al-Wadi, *Knowledge and E-Management and Their Contemporary Applications*, Dar Safa for Publishing and Distribution, Amman, 2010, p. 293.



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Human resource management is undeniably influenced by developments and changes in the external environment across political, economic, social, and technological domains. The adoption of e-management initiatives in some organizations, however, faces a set of obstacles that may limit their effectiveness and negatively impact the development of human resources, both in terms of processes and practices.

First Requirement: Human-Related Obstacles

The qualification of human resources in the era of technology and information faces a set of barriers that limit its effectiveness. The most significant obstacles to educating human resources in the context of digitalization can be highlighted as follows¹¹:

- A large proportion of employees suffer from digital illiteracy or lack of computer literacy. In addition, some organizational leadership relies on older personnel rather than younger employees who are fully familiar with modern technologies, including computers and information networks.
- The management of the institution is not convinced of the reasons for transformation and its requirements.
- Insufficient motivation among individuals to ensure the success of the transformation process and a lack of sense of participation in this success.
- Inadequate technical infrastructure.
- Human nature, including closed-minded culture and fear of technology and its applications.
- Lack of trust in the security and confidentiality of personal data and digital transactions.

Additional difficulties related to human resources include¹²:

- A shortage of employees skilled in the basic use of computers and the Internet.
- Limited training programs in advanced modern technology.
- Weak English language skills among some employees and apprehension about using electronic devices.
- Insufficient material and moral incentives to encourage employees in management information systems to pursue continuous learning and development.
- Obsolete technical skills among employees and resistance to adopting new technologies.

¹¹ Al-Humaili Yusuf Jassim, *The Reality of Utilizing Computers in the Government Sector in the Kingdom of Saudi Arabia: Obstacles and Solutions*, Symposium on Computers in Government Agencies, Institute of Public Administration, Riyadh, 2005, p. 171.

¹² Mahmoud Sobhi, *E-Government and Contemporary Management*, Dar Osama for Publishing and Distribution, Amman, 2009, pp. 252–253.



- Viewing IT projects solely from a cost perspective without considering expected benefits and outcomes.
- A shortage of trained personnel capable of operating, managing, and maintaining complex new technologies.

Second Requirement: Administrative and Financial Obstacles

According to Dr. Mahmoud Sobhi in his book “E-Government and Contemporary Management”, the obstacles to training and educating human resources in many organizations and societies can be summarized as follows¹³:

- Limited financial allocations for modern applications and a lack of resources for education and training, especially when revenues are low.
- Strong resistance to change from employees who fear job insecurity following procedural simplification and administrative reorganization.
- Overlapping decision-making responsibilities among department heads, delaying the adoption of change.
- Lack of exposure to successful models in neighboring environments for training programs.
- Limited access to the Internet within institutions, sometimes restricted to specific groups.
 - Language barriers and unfamiliar technical terminology.
 - Incomplete trust in the continuity and reliability of modern technologies.
 - Shortage of qualified personnel to use advanced technologies.
 - Existing computer-based systems in some institutions have not transformed traditional administrative procedures, thus failing to convince stakeholders to fully adopt electronic systems.
- Previously, performance was not considered a key driver for change.

The presence of these obstacles can impede the effective and proper training of human resources, potentially leading to the persistence of traditional practices and their associated drawbacks across all organizational levels and sectors.

The Fourth Topic: Requirements for Digital Training and Education of Human Resources

The shift toward digitalization has become an inevitable necessity for any organization or country seeking to adapt to changes in the external environment,

¹³ Samira Matar Al-Saudi, *Obstacles to the Implementation of E-Management in Human Resources Management in the Private Sector in the City of Mecca from the Perspective of Human Resources Managers and Employees*, unpublished Master's thesis, International Virtual University (United Kingdom), 2010–2011, p. 44.



maintain its position, achieve progress, safeguard its policies, and improve the quality of its services and products. Undoubtedly, the effectiveness of all these efforts depends on the organization's ability to leverage technological advancements in the global environment, in addition to investing in human resources, which constitute a valuable asset upon which the progress of any society or organization relies. Given the critical importance of this human capital, it is essential to provide the necessary requirements and fulfill the needs for digital training and education of human resources in order to achieve the desired objectives.

Firstly: Human Requirements

Human resources are among the most crucial elements in any organization. No organization can achieve its objectives, even if equipped with the most advanced machinery and equipment, without having well-qualified and highly competent personnel.

As Ahmed Mohamed Ghoneim emphasizes, it is necessary to prepare specialized technical human resources linked to the information infrastructure and electronic communication networks. This can be achieved through implementing training programs designed to equip technical staff with the skills required to efficiently apply electronic management approaches. Key human requirements for this digital transition include¹⁴:

- Identifying current and future needs for qualified personnel in information systems, software, and internet-based work to ensure proper human resource training.
- Recruiting the most qualified individuals in the fields of information systems and software.
- Establishing effective systems to retain, develop, and motivate employees.
- Empowering trained personnel administratively to enable them to respond quickly to changes in the technological environment.

Other essential factors include¹⁵:

- Providing the necessary financial and human resources to acquire electronic equipment.

¹⁴ Mohammad Faleh Saleh, *Human Resources Management*, Dar Al-Hamed for Publishing and Distribution, Amman, 2004, pp. 211–212.

¹⁵ Ehab Khamis Ahmad Munir Al-Mir, *Requirements for Human Resources Development for the Implementation of E-Management*, Master's thesis in Administrative Sciences, Graduate School, Naif Arab University for Security Sciences, Saudi Arabia, 2007, p. 35.



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- Considering the size of the workforce and the scope of HR activities; larger and more complex organizations require an effective and modern digital management system.
- Ensuring the availability of necessary devices and equipment within the country.
- Assessing the type, quantity, and importance of information and data needed for rapid decision-making to remain competitive.
- Facilitating maintenance and repair of equipment promptly and cost-effectively.
- Reassuring employees that digital management will not threaten their job security, while encouraging cooperation and information sharing.
- Keeping pace with technological developments in digital management and continuously updating practices accordingly.

It is important to note that attracting qualified personnel is one of the most challenging tasks for any organization, as its future depends on its ability to compete for the best human resources available. Consequently, many organizations have adopted digital recruitment systems to attract a larger pool of candidates, enabling them to select the most suitable personnel for available positions.

Secondly: Security Requirements

It is also critical to develop human resources with advanced skills in information systems, databases, and internet-based work environments to ensure information security for trainees within the organization. Information security is a major challenge in digital operations, as data and documents must be protected when stored, processed, or transmitted electronically. High standards of cybersecurity and confidentiality are essential to protect national and personal information and preserve electronic archives, which may involve using secure network protocols, digital signatures, or passwords. To ensure information security and minimize the risks associated with internet use, digital management requires several measures, including¹⁶:

- Establishing IT security policies, including internet usage, to protect trainee privacy.
- Adopting a national information security strategy that ensures cooperation between public and private sector entities.

¹⁶ Ehab Khamis Ahmad Munir Al-Mir, *Requirements for Human Resources Development for the Implementation of E-Management*, Master's thesis in Administrative Sciences, Graduate School, Naif Arab University for Security Sciences, Saudi Arabia, 2007, p. 35.



- Implementing regulations and legal frameworks to prevent cyber-attacks and protect information privacy.

Additional security requirements include¹⁷:

- Ensuring that senior management supports information system security and assigns this responsibility to qualified specialists.

- Determining necessary protections for operating systems and applications.

- Establishing monitoring and inspection mechanisms for information systems and computer networks.

- Safely maintaining secure backups of information systems.

- Encrypting data stored and transmitted across various digital media.

Accordingly, it can be said that reliance on electronic media in carrying out tasks, whether administrative or economic, requires a set of prerequisites for the development and advancement of human resources, in order to ensure the success of this electronic technology, which must be taken into account by stakeholders to guarantee the success of this electronic system. Likewise, the organization must establish specialized cadres with a high level of diverse skills related to the fundamental environment of information systems, databases, and work systems on the Internet.

Conclusion

In conclusion, it can be said that human resources have always represented, and continue to represent, the main factor upon which the development of any society or institution depends. Therefore, competition among institutions has focused not only on importing advanced machinery but also on acquiring the most competent human resources available in the market. Consequently, the continuity of organizations, their ability to adapt to global changes, and their contribution to building a competitive advantage depend on the presence of trained and educated human resources capable of mastering these new technologies. Institutions are thus required to make use of these technological tools and to seek trained employees capable of employing them, while also subjecting unqualified employees to training processes that enable them to use modern techniques, provide continuous technical support, and develop various information systems. Based on this, the key recommendations of this study can be summarized as follows:

¹⁷ Mohammad Jamal Akram Ammar, *The Possibility of Implementing E-Management at the UNRWA Gaza Regional Office and Its Role in Improving Employee Performance*, Master's thesis, Faculty of Commerce, Department of Business Administration, Islamic University of Gaza, 2009, p. 77.



❖ **Enhancing the efficiency of human resources digitally:** through the preparation of continuous training programs to raise employees' skills in using modern technologies and to reduce digital illiteracy within institutions.

❖ **Providing appropriate technological infrastructure:** by updating devices, networks, and digital systems, and ensuring their constant maintenance to allow electronic training and education to be carried out with high efficiency.

❖ **Adopting flexible learning and training strategies:** by relying on a mix of synchronous and asynchronous learning, and using interactive digital platforms to meet the individual needs of employees.

❖ **Motivating employees and supporting a culture of change:** through a system of material and moral incentives that encourages employees to accept digitization and enhances their active participation in electronic training programs.

❖ **Enhancing digital security and data protection:** by applying strict information security mechanisms, including encryption, electronic signatures, and access control to protect training content and sensitive data.

❖ **Redeveloping administrative policies to keep pace with digitization:** by updating recruitment, evaluation, and promotion policies to suit the new digital environment and ensuring their consistency with electronic transformation strategies.

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