

THE IMPACT OF THE E-HRM ON JOB SATISFACTION- The CASE OF SOME ORGANIZATIONS OF WESTERN ALGERIA.

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Abstract

This study aims to know the impact of e-HRM on job satisfaction, through measure impact its dimensions (e-planning & recruitment, e-training, e-assessment) on job satisfaction. The study depended analysis descriptive approach, where it based on data that collected by the questionnaire involve 30 questions from conveniently sample include 48 managers and employees of HRM. It was based on regression analysis by use Spss.v25. The findings show low levels of usage of e-HRM in organizations under study, where it explaining 33,6% relating job satisfaction. The study recommends more interesting of organizations about using the technology in department of HR and support it by embrace strategic practices while manage human resources and making decisions in their department.

Key words:e-HRM; e-management; Job satisfaction; e-planning and recruitment; Job performance; e-training; e-assessment of performance.

Jel Codes Classification : M12, M15,M51,M53.

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أثر الإدارة الالكترونية للموارد البشرية على الرضا الوظيفي- دراسة عينة من مؤسسات الغرب الجزائري

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ملخص

هدفت هذه الدراسة إلى معرفة أثر الإدارة الالكترونية للموارد البشرية من خلال أبعادها (التخطيط والتوظيف الالكتروني، التدريب الالكتروني، تقييم الأداء الالكتروني) على الرضا الوظيفي. اعتمدت الدراسة على منهج التحليل الوصفي في تحليل البيانات التي جمعت من عينة عشوائية تضمنت 48 موظف في قسم إدارة لموارد البشرية بواسطة الاستبانة التي تضمنت 30 سؤالاً بخصوص متغيرات الدراسة. إذ استندت على تحليل الانحدار البسيط في قياس الأثر عن طريق استخدام برنامج Spss.v25. حيث خلصت الدراسة إلى وجود استخدام الإدارة الالكترونية للموارد البشرية بمستوى ضعيف في المؤسسات الاقتصادية محل الدراسة، حيث أن الإدارة الالكترونية للموارد البشرية تفسر 33,6% من الرضا الوظيفي. وعليه توصي الدراسة بأنه ينبغي على المؤسسات الاقتصادية محل الدراسة ومختلف المؤسسات الجزائرية الاهتمام أكثر بتطبيق الإدارة الالكترونية للموارد البشرية من خلال تبني ممارسات استراتيجية واضحة في عمليات إدارة الموارد البشرية وصناعة القرارات المتعلقة بإدارة الموارد البشرية.

الكلمات المفتاحية: الإدارة الالكترونية للموارد البشرية؛ الإدارة الالكترونية؛ الرضا الوظيفي؛ التخطيط والتوظيف الالكتروني؛ الأداء الوظيفي؛ التدريب الالكتروني؛ تقييم الأداء الالكتروني.

التصنيف: JEL: M12, M15, M51, M53.

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Introduction:

The world is witnessing an accelerating technical evolution which changes the features of life of peoples, as affected practical life in the organizations; so it changed the performance of many activities within it, through use of information and communication technology to accomplish routine tasks, operations, and control the various aspects of administrative work. Due to the volume of data and information and widespread use of the internet, this has led to emergence of new terms such as the electronic management (e-management).

The complexity use of the e-management system within the organizations and its various functional has led to emergence the new terms as called electronic management of human resources (e-HRM), due to grown up of interesting to human resources within organizations as the primary source of competitive advantages.

There is no doubt that organizations is been getting interesting to job satisfaction since the early fifties of the last century, and by applying the e-HRM system it need to know the its implications on the job satisfaction of the employees; for explore the degree of its impact on their performance therefore organization performance.

Thus, it leads us to the following main question:

What is the impact degree of electronic management of human resources on the job satisfaction in the business organizations?

for simplification this question we can divided it to following sub-questions:

- what is the electronic management of human resources?
- what is the job satisfaction?
- what are fields of application of electronic management of human resources?
- what is the level of application of electronic management of human resources within

the business organizations of western Algeria?

There are many research methods can be applied for doing a study, the researchers choice the quantitative methods in order to explore the impact of electronic management of human resources on job satisfaction. Where we have not found a previous study studying that almost in the studies which could reach to it in Algeria. Previous research (Berber, Dordevic, & Milanovic, 2018), (Tanya & Ruel, electronic Human Resources Management: challenges in the Digital era, 2009), (Koular & all, 2019), (Khaldia & Hassen Elazawi, 2014), (Marmat, 2017), (Mostafa, 2018) ; we developed the theoretical background of this study by reviewed it.

The researchers used the questionnaire to collect the data, considering is appropriate tool from the employees who work at different business organizations without careless about answers.

The study's society is the professional of human resources, managers HR, from four (04) business organizations in western Algeria (Naftal-Oran, Algeria communications of mostaganem, AOA-El sharika el djazairia Elomania lil Asmida, Local Development Bank-mostaganem), where could collect (48) questionnaire accepted. The data is analyzed using descriptive analysis and regression analysis through use the SPSS.V25.

This study based on principal hypothesis which says: there is a moderate level of impact of e-HRM on Job satisfaction.

I-The concept of electronic management of human resources:

I-1-The electronic management:

There are various definitions of e-management have been proposed by researchers and authors. The origins of e-management can be traced back to the 1960s, with the invention of the printer that could send the same message to multiple people by connecting it to a computer (elsalmi, 2008). Some of these definitions include e-management is the process of automating or computerizing all administrative tasks and activities of an organization using all necessary modern information technologies in order to achieve the goals of modern management, including reducing paper use, simplifying procedures, eliminating bureaucracy,

and working working towards the rapid and accurate completion of tasks. This will make each department ready for future integration with e-government (elsalmi, 2008).

I-2- The electronic management of human resources:

e-HRM is a relatively new concept, but it has already received a significant amount of attention from researchers and authors in the field of human resource management. Lepak and Snell have mentioned virtual HR about usage IT (information technologies) by organizations to perform HR services (Lepak & Snell, 1989). e-HRM is the distinctive application of web-based technologies in human resource-related systems, which allows for the widest possible access to human resource information, while of course making some other organizational changes (Bryan & James, 2006). e-HRM is the application of computers and communication devices to collect, store, retrieve, and disseminate human resource data for the purposes required by employees and the organization (Tanya, Rainer, & David, 2015). Ruel, Bandarouk & Looise (2004) defined e-HRM as a way of implementing human resource management strategies, policies, and practices in organizations through direct awareness and support with full use of web-based channels (technologies) (Tanya & Ruel, 2009). Strohmeier (2007) pointed out that e-HRM is the planning, implementation, and application of information technology for both networks and support, or actors in their joint performance of human resource activities (Strohmeier, 2007). Lepak and Snell (2009) considered that there are three levels of e-HRM: the operational level, which is related to employee data management; the relational level, which is related to the support of information technology for business operations by applying it in the field of employee training and performance management; and the transformative level, which is related to achieving strategic activities for the organization that aim to manage knowledge and develop employees in accordance with the strategic goals of the organization (Berber, Dordevic, & Milanovic, 2018).

I-3-The Importance of Electronic Human Resources Management:

The importance of electronic human resources management (e-HRM) stems from the benefits it provides to the human resources department, employees, and the organization as a whole. Major companies believe that they can gain a competitive advantage by developing their human resources. E-HRM enables to give a more strategic role to human resources by reducing the time required for routine administrative tasks, freeing up time to produce and provide information that supports strategic decisions. Moreover is providing better support to different departments of the organization by providing managers with human resources data that contributes to the decision-making process easily and effectively (Bryan & James, 2006). E-recruitment contributes to choose the outstanding employees and keep them, and boost the competitive and reputation of organization (Rawasholeh, Elayon, Alyasat, & Shamout Dawood, 2020). E-HRM facilitates decision-making regarding allowances and bonuses, such as allocating incentives based on performance level, in addition it provides organized information to management and not limit the flow of information to managers only, but it should also extend to all employees, such as presenting the results of the previous year's survey on employee satisfaction instead of relying on paper requests to obtain it (Bryan & James, 2006). The target category of e-HRM is employees who outside human resources management whether are managers or employees, whom get the information and services anytime, any where through the web services provided by the intranet (koular & all, 2019).

I-4-The Main Areas of Application of Electronic Human Resources Management:

Electronic management can be used in various aspects of the human resources department. The common uses can be summarized as follows:

I-4-1- E-planning and E-recruitment:

In general, planning is concerned with the processes of determining the needs for individuals and competencies and managing the career path of employees. The recruitment process is mainly concerned with the attraction of candidates, on the one hand, and the selection of candidates for the vacant positions in the organization, on the other hand. The electronic human resources management system has enabled these processes to be performed electronically, that is, via the internet and other networks. This has facilitated and simplified many procedures, such as facilitating the advertisement of vacant positions on the widest scale, and facilitating the application for and tracking of jobs with the possibility of linking to other sources such as training programs and efficiency requirements. This is in contrast to the traditional system, which required effort and time to ensure that the processes were performed in a way that ensured the recruitment of individuals with high competencies and skills (Koular & all, The Human Resources Electronic Management, 2019).

I-4-2- E-Training:

E-training is a new approach to the training process that adopts the principle of using multiple means of training and multiple sources of information and knowledge through its reliance on the internet, online learning, CDs, flash drives, and other modern electronic means. It encourages self-training outside of official working hours (overcoming time and space constraints) and allows for rapid assessment and error correction. It is also considered to be less expensive than traditional training. It is also worth noting that there are different types of e-training, including: synchronous e-training, asynchronous e-training, and blended or integrated training (between traditional and e-training) (Koular & all, 2019).

I-4-3- E-assessment of performance:

There is no doubt that contemporary organizations attach great importance to the performance evaluation process, as it enables them to know the extent to which objectives are being achieved, the efficiency of the performance of their employees, and to identify shortcomings and their causes. Many organizations are adopting the performance evaluation process electronically to facilitate and implement it, i.e., relying on the internet and computerized systems. Computerized performance monitoring systems allow for easy measurement of performance. They help to increase the scope of supervision significantly while reducing the time required by managers and supervisors. They also enable effective evaluation by using the 360-degree evaluation method via the internet, which adopts the evaluation of the employee by everyone who has a relationship with the employee, whether inside or outside the organization. It is also possible to conduct the performance evaluation process more than once a year. Perhaps one of the most important and oldest technological uses in human resources management functions, which is an important element in the evaluation process, is the attendance and leave recording system through electronic recording devices with a card that has evolved into a fingerprint system. This system allows for the recording of employees' working hours and the tracking of the absenteeism rate for various reasons (Koular & all, 2019).

II-The Concept of Job Satisfaction:

Job satisfaction is a concept that has received widespread attention from researchers in the field of management. Each of them has given a specific point of view. Hoppok believes that it is a mixture of psychological, physiological, and environmental conditions that make the individual say honestly that I am satisfied with my job (Sabah Mahmoud, 2012). However Strong points out that it is the result of the factors related to work that make the individual love it and accept it in his day without any hesitation (mostafa, 2018). Malham (2006) referred that it is a state of feelings and emotions hidden inside the individual and may appear

in his external behavior and appear from his actions (Khaldia & Hassen Alazawi, The ethiques value and their impact on achieving job satisfaction, 2014). While Fromm believes that it is the extent to which the job provides its occupant with positive results, that it means equivalence, and that it is the attitudes that influence individuals towards their work and their professional tools, he also believes that there are five important factors that lead to job satisfaction (which is salary, energy expended at work, output of goods and services, social interaction, and professional status) (Khaldia & Hassen Alazawi, 2014). Job satisfaction occurs when the individual feels that he has accomplished something of importance and value that deserves appreciation and a sense of purpose (wicker, 2011). Job satisfaction refers to a set of emotional feelings that the individual feels towards the work they occupies and its conditions, and it may be positive or negative. If the individual's perceptions and work conditions match, it will achieve satisfaction, and vice versa. (Chihab Elkhaldi, 2011). It is the psychological feeling of contentment, comfort, and happiness to satisfy the needs, desires, and expectations with the work itself and the work environment, with trust, loyalty, and belonging to the work, and with the internal and external environmental factors and influences related to it (Mostafa, The job satisfaction and its impact on performance developing, 2018). Job satisfaction is simply how individuals feel about their jobs and the different aspects of their jobs (Paul.E, 1997).

II-1-The Importance of Job Satisfaction:

Khadr et al. (1995) referred to the job satisfaction is inversely related to absenteeism and turnover. Thus, the presence of satisfied workers leads to lower costs, while dissatisfaction leads to increased absenteeism, accidents, turnover, and complaints about working conditions. So we find that it is important for both the individual and the organization (Khaldia & Hassen Elazawi, 2014).

II-1-1- The Importance of Job Satisfaction for Individual

The employees' feeling of satisfaction leads to the achievement of several advantages, as the ability to adapt to the work environment and decrease the probability of the worker being exposed to work accidents and increasing the human feelings in various works. in addition, increasing the level of ambition, progress, and developing the future career (Marmat, 2017). The feeling of satisfaction toward work should lead to stability, psychological and intellectual security that generates the desire for creativity and innovation, which achieves self-esteem (Hadjar & Djamil, 2019).

II-1-2- The Importance of Job Satisfaction for Organizations

Organizations are interested in job satisfaction because it is a good indicator of the quality of the prevailing organizational culture and the quality of the job performance of their employees, so that it leads to the achievement of several aspects, that it increases the level of effectiveness and efficiency through the focus of workers on their work, Moreover raising the level of productivity through the desire to achieve and improve performance. Thus, reducing production costs by reducing absenteeism, complaints, and turnover rates (Hadjar & Djamil, 2019). The job satisfaction lead to increase the degree of loyalty and belonging to the organization. Furthermore improving the quality of products and services provided, and increasing the spirit of cooperation and trust between leaders and subordinates (Marmat, 2017).

II-2-Types of Job Satisfaction:

Most researchers have pointed out that there is general satisfaction that includes satisfaction with work in general and absolute without details, and another type that relates to the individual's degree of satisfaction with each aspect separately, such as satisfaction with the organization's policy, satisfaction with the salary, satisfaction with supervision, etc. However

others have talked about other types, such as Ginsberg, who referred to following types (Mostafa, 2018):

Internal satisfaction: It is the feeling of pleasure resulting from the individual's preoccupation with his work and achievement, and the individual's feeling of his personal abilities through this achievement.

External satisfaction: It is related to the salary and the individual's expectations related to his values and goals.

Self-satisfaction: This is the feeling resulting from the psychological, physical, and functional conditions that accompany the individual.

II-3- Factors Affecting Job Satisfaction:

There are several factors that affect an individual's satisfaction with work, some of which are related to the individual himself, such as his needs and ambitions, but some of which are related to the organizational climate that prevails in his work, such as wages, work level, type of supervision, work group, training, and other elements (Chihab Elkhaldi, 2011).

Factors related to the job: These are the benefits that the worker gets from his job, such as: salary, vacations, health insurance, promotion opportunities, etc. It also includes other aspects related to the job itself, such as the design of the job itself and the extent to which it is enriched and new knowledge is acquired, such as: participation in decision-making, feeling of accomplishment, etc (El-okbi & Elhani, 2014).

Organizational factors: This relates to working hours, conditions, procedures, methods, communication systems, and the prevailing organizational culture in the organization (El-okbi & Elhani, 2014).

Fallah (2001) also pointed out the elements that he saw as important and which form the matrix that affects job satisfaction, which are as follows (salary, Promotion opportunities, Security, Work groups, Supervision style, Freedom at work, Bonuses and rewards) (Khaldia & Hassen Elazawi, 2014). It is worth noting that there are several other factors that have been discussed by other researchers and authors, such as Hopeck (1935), Flippo (1961), Keith (1962), and others (Sabah Mahmoud, 2012).

III-Empirical study:

III-1-Analysis of Sample from frequencies and percentages:

Gender: The results of Table showed that the majority or respondents are male employees, at a rate of (64.6%). While the Female was 35.4%. that mean perhaps the organizations prefer the male when would like to recruit in the department of human resources for the leadership considerations related to the philosophy of Algerian society.

Experience in organization: through of the Table appear to the highest percentage was of the employees more than 10 years and less 20 years with 39.6%. And the employees more than 20 years came in second place with 29.2%. while the employees less than 5 years came in the third place with 22.9%. The employees more than 5 and less 10 years came in the last place. Which mean the majority of respondents was mix between the experience employees and the less experience with 62.5%. that can give us the real results about the using of technology in activities of organization considering the young people have the ability of deal with new technology.

Educational level: The Table presents the educational level of responders, we find the majority of employees have the university degree with a high percentage (85.4%). While the others categories was a less percentage from the six percent. where The high school level with 6.3%, the basic educational or professional formation and high studies with 4.2%.

That mean the organization depend on the university degrees about the recruitment.

Table (01): Analysis of Sample from frequencies and percentages.

Variable	Category	frequencies	percentages
Gender	Male	31	64.6
	Female	17	35.4
Experience in organisation	Less than 5 years	11	22.9
	More than 5 years and less 10 years	4	8.3
	More than 10 years and less 20 years	19	39.6
	More than 20 years	14	29.2
Educational level	Basic educational or professional formation	2	4.2
	High school level	3	6.3
	University level	41	85.4
	high studies	2	4.2

Source: prepared by researchers form outputs spss.v25

III-2-Reliability and validity:

For get ensuring the validity of the tool, the researchers verify the suitability of the questionnaire of the tool which using in the study, through show the study tool at the arbitrators (professor Frarid Belgoum; university of Oran , professor Feyrouz zerroukhi; university of Chlef) who examined the study's questions. Where we removed some questions and modified some others depended their opinions. And to ensure the stability of the tool, its ability to measure the study's variables. Then we use the Spss.v25 to ensure the reliability on the sample with (28) individual outside the study's sample, where it makes us remove some questions which did not achieve the suitable rate. And by calculating stability coefficient cronbach's alpha, that it has to equal or more than 0.6 even to be acceptable, through looking at the results of the statistics test, we found that the questions has a high degree of stability; therefore, we can say that the tool is suitable for the purposes of the study. Table (02) presents Cronbach's Alpha value for the study variables as it showing.

The table (02): it shows the scale of reliability and validity.

Dimension	Number of phrases	Stability coefficient (alpha Cronbach) Honesty coefficient
e-Planning and recruitment of HR	05	.644
e-Training of HR	06	.604
e-assessment of HR	04	.884
e-HRM	15	.799
Job Satisfaction	15	.828
Total	30	.847

Source: prepared by researchers form outputs spss.v25

III-3-Results and discuss

III-3-1-The reality of e-planning and recruitment of HR in organizations under study:

The table (03) shows descriptive statistics for e-planning and recruitment of HR, from which we find that the highest average was awarded to the question2: (The organization publishes vacant positions for internal recruitment through its official website or intranet.) with the mean 3.70 and std.deviation 1.219, followed by question1: (Employees can request administrative documents about their professional career electronically, such as a work

certificate, a list of services, promotion decisions, etc.) with mean 3.43 and std.deviation 1.146, followed by question5:(The organization electronically accompanies the process of retirement or termination of service.) with mean 3.20 and std.deviation 1.009, followed by question4:(The career path of employees in the organization is planned electronically.) with mean 3.00 and std.deviation 1.148, followed by question3:(The organization uses electronic tests in the evaluation processes of new applicants for vacant positions, such as answering a set of questions in the form of a Google Form.) with mean 2.47 and std.deviation 1,254.

The weighted average of section (1) was 3.16 and std.deviation .740, which indicate that the trend of (the e-planning and recruitment of human resources) is disagree, as a general trend according to 5-point Likert scale [2.6-1.8].

Table(03) : descriptive statistics- e-planning and recruitment of HR.

phrase		SD	D	N	A	SA	Mean	Std
Employees can request administrative documents about their professional career electronically, such as a work certificate, a list of services, promotion decisions, etc.	F	2	11	7	20	8	3.43	1.146
	%	4.2%	22.9 %	14.6 %	41.7 %	16.7%		
The organization publishes vacant positions for internal recruitment through its official website or intranet.	F	3	7	5	19	14	3.70	1.219
	%	6.3%	14.6 %	10.4 %	39.6 %	29.2%		
The organization uses electronic tests in the evaluation processes of new applicants for vacant positions, such as answering a set of questions in the form of a Google Form.	F	13	15	6	12	2	2.47	1.254
	%	27.1 %	31.3 %	12.5 %	25%	4.2%		
The career path of employees in the organization is planned electronically.	F	6	10	13	16	3	3.00	1.148
	%	12.5 %	20.8 %	27.1 %	33.3 %	6.3%		
The organization electronically accompanies the process of retirement or termination of service.	F	2	12	10	22	2	3.20	1.009
	%	4.2%	25%	20.8 %	45.8 %	4.2%		
Overall e-planning and recruitment							3.16	.740

Source: prepared by researchers form outputs spss.v25

Note: SD= strongly disagree ; D= disagree ; N= neutrally ; A= agree ; SA= strongly agree ; Std= standard deviation.

III-3-2-The reality of e-Training of HR in organizations under study:

Table (04) presents the descriptive analysis of the responses relating to electronic training of human resources, from which we find that the highest average was awarded to the question6: (I apply the knowledge and skills acquired from electronic training in performing my tasks.) with the mean 4.06 and std.deviation .755, followed by question1: (Information and communication technology in training allow the acquisition of modern skills and knowledge in the workplace.) with mean 3.95 and std.deviation .682, followed by question2: (Trainers utilize information and communication technology intensively in the training process, such as electronic links, compact discs, and flash disks.) with mean 3.77 and std.deviation .750, followed by question4:(Effective communication exists between trainers and workers during

the training period.) with mean 3.75 and std.deviation .978, followed by question1:(There is diversity in training methods, both electronically and traditionally.) with mean 3.31 and std.deviation .970, followed by question3: (Trainers employ audiovisual applications in training operations, such as Zoom and Google Meet.) with mean 3.22 and std.deviation 1.076. The weighted average of section (2) was 3.68 and std.deviation .580, which indicate that the trend of (the electronic training of human resources) is Agree, as a general trend according to 5-point Likert scale [3.4-4.2].

So, the average of the electronic training of human resources is (3.68) which consider a high level.

Table(04): Descriptive statistics- e-Training of HR

phrase		SD	D	N	A	SA	Mean	Std
There is diversity in training methods, both electronically and traditionally.	F	2	9	11	24	2	3.31	.970
	%	4.2%	18.8 %	22.9 %	50%	4.2%		
Trainers utilize information and communication technology intensively in the training process, such as electronic links, compact discs, and flash disks.	F	0	4	8	31	5	3.77	.750
	%	0%	8.3%	16.7 %	64.6%	10.4 %		
Trainers employ audiovisual applications in training operations, such as Zoom and Google Meet.	F	3	12	6	25	2	3.22	1.076
	%	6.3%	25%	12.5 %	52.1%	4.2%		
Effective communication exists between trainers and workers during the training period.	F	3	3	3	33	6	3.75	.978
	%	6.3%	6.3%	6.3%	68.8%	12.5 %		
Information and communication technology in training allow the acquisition of modern skills and knowledge in the workplace.	F	0	1	9	29	9	3.95	.682
	%	0%	2.1%	18.8 %	60.4%	18.8 %		
I apply the knowledge and skills acquired from electronic training in performing my tasks.	F	0	2	6	27	13	4.06	.755
	%	0%	4.2%	12.5 %	56.3%	27.1 %		
Overall e-training							3.68	.580

Source: prepared by researchers form outputs spss.v25

Note: SD= strong disagree ; D= disagree ; N= neutral ; A= agree ; SA= strong agree ; Std= standard deviation.

III-3-3-The reality of e-assessment of HR in organizations under study:

Table (05) presents the descriptive statistics of the responses according to the electronic assessment of performance of human resources, where we find that the highest average was to the question1: (Employees have the ability to access the results of their annual evaluations online through a personal account provided by the organization or via email.) with the mean 3.06 and std.deviation 1.079, followed by question2: (Employees can electronically assess their peers and supervisors.) with mean 2.83 and std.deviation 1.038, followed by question4: (Supervisors rely on the electronic system for evaluating employees.) with mean 2.83 and std.deviation 1.117, followed by question3:(Incentives provided to employees are linked to

electronic performance evaluations or based on electronic assessments.) with mean 2.66 and std.deviation .930.

The weighted average of section (3) was 2.84 and std.deviation .882, which indicate that the trend of (the electronic appraisal of performance of human resources) is disagree, as a general trend according to 5-point Likert scale [1.8-2.6].

So, the average of the electronic appraisal of performance of human resources is (2.84) which consider a low level.

Table(05): Descriptive statistics- e-assessment of HR.

phrase		SD	D	N	A	SA	Mean	Std
Employees have the ability to access the results of their annual evaluations online through a personal account provided by the organization or via email.	F	2	17	8	18	3	3.06	1.079
	%	4.2%	35.4%	16.7%	37.5%	6.3%		
Employees can electronically assess their peers and supervisors.	F	5	13	17	11	2	2.83	1.038
	%	10.4%	27.1%	35.4%	22.9%	4.2%		
Incentives provided to employees are linked to electronic performance evaluations or based on electronic assessments.	F	2	24	11	10	1	2.66	.930
	%	4.2%	50%	22.9%	20.8%	2.1%		
Supervisors rely on the electronic system for evaluating employees.	F	4	19	9	13	3	2.83	1.117
	%	8.3%	39.6%	18.8%	27.1%	6.3%		
Overall e-assessment							2.84	.882

Source: prepared by researchers form outputs spss.v25

Note: SD= strong disagree ; D= disagree ; N= neutral ; A= agree ; SA= strong agree ; Std= standard deviation.

III-3-4-The reality of job satisfaction in organizations under study:

Table(06) shows the descriptive statistics of the responses according to the job satisfaction of human resources, where we find that the highest average was awarded to the question11: (Work procedures and regulations are the primary reference for job performance.) which come as a first rank with the mean 3.81 and std.deviation .914, then followed its the question9 : (Your manager or immediate supervisor supports and assists you.) in second rank with mean 3.75 and std.deviation .785, and third rank was to question13:(Your efforts in your work are appreciated by your superiors) with mean 3.72 and std.deviation .764, while the question13: (Your manager or immediate supervisor supports and assists you.) come in the last rank with mean 3.12 and std.deviation 1.084, and the question15: (You are content with the rewards received for excellent performance) came at before last with mean 3.22 and std.deviation 1.096, where preceded it the question7: (Your work hours align with your family and social commitments outside of work.) with mean 3.27 and std.deviation .983.

The weighted average of the Job Satisfaction was 3.5 and std.deviation .513, which indicate that the trend of (Job Satisfaction of human resources) is Agree, as a general trend according to 5-point Likert scale [3.41-4.20].

So, the average of the Job Satisfaction of human resources is (3.5) which consider a high level.

Table(06): Descriptive statistics- Job Satisfaction.

phrase		SD	D	N	A	SA	Mean	Std
Your job offers promising career prospects for professional advancement.	F	2	3	10	29	4	3.62	.890
	%	4.2%	6.3%	20.8%	60.4%	8.4%		
You have undergone training over the past 3 years.	F	2	10	5	23	8	3.52	1.129
	%	4.2%	20.8%	10.4%	47.9%	16.7%		
You are capable of implementing your own ideas in your work.	F	1	6	12	23	6	3.56	.943
	%	2.1%	12.5%	25%	47.9%	12.5%		
You have a say in selecting those who collaborate with you at work, contributing to the completion of tasks assigned by your manager.	F	1	7	10	26	4	3.52	.922
	%	2.1%	14.6%	20.8%	54.2%	8.3%		
Your job involves high-pressure tasks.	F	0	9	8	23	8	3.62	.981
	%	0%	18.8%	16.7%	47.9%	16.7%		
You have sufficient time to perform your duties.	F	0	9	12	25	2	3.41	.846
	%	0%	18.8%	25%	52.1%	4.2%		
Your work hours align with your family and social commitments outside of work.	F	0	16	5	25	2	3.27	.983
	%	0%	33.3%	10.4%	52.1%	4.2%		
You have good friends at the workplace.	F	1	3	11	27	6	3.70	.849
	%	2.1%	6.3%	22.9%	56.3%	12.5%		
Your manager or immediate supervisor supports and assists you.	F	0	4	10	28	6	3.75	.785
	%	0%	8.3%	20.8%	58.3%	12.5%		
Your occasional absences from work are mainly due to health reasons.	F	2	11	9	22	4	3.31	1.055
	%	4.2%	22.9%	18.8%	45.8%	8.3%		
Work procedures and regulations are the primary reference for job performance.	F	1	3	10	24	10	3.81	.914
	%	2.1%	6.3%	20.8%	50%	20.8%		
Your efforts in your work are appreciated by your superiors.	F	0	3	13	26	6	3.72	.764
	%	0%	6.3%	27.1%	54.2%	12.5%		
You are satisfied with the promotion opportunities available within the organization.	F	5	8	13	20	2	3.12	1.084
	%	10,4 %	16.7%	27.1%	41.7%	4.2%		
You are satisfied with your participation in decision-making processes.	F	4	5	13	22	4	3.35	1.061
	%	8.3%	10.4%	27.1%	45.8%	8.3%		
You are content with the rewards received for excellent performance.	F	4	9	10	22	3	3.22	1.096
	%	8.3%	18.8%	20.8%	45.8%	6.3%		
Overall Job Satisfaction							3.50	.513

Source: prepared by researchers form outputs spss.v25

Note: SD= strong disagree ; D= disagree ; N= neutral ; A= agree ; SA= strong agree ; Std= standard deviation.

III-3-5-Test and discuss hypotheses:

H₁: there is a significant impact of e-Planning and recruitment of HR on job satisfaction.

This table(07) presents no significant regression through F value (2.729) with ($p = .105$) which more than normal level of significant ($.05$); for that we accept the Null hypothesis which says: there is not significant impact of e-planning and recruitment of HR on the job satisfaction. Moreover we regret the H₁ (alternative hypothesis). Furthermore we found the value of R^2 ($.237$) is weak which indicates that organization do not care about e-planning and recruitment of HR despite the availability of technology and electronic management approaches. And ease of use, precision in action which the organizations can benefit from it.

Table(07): Regression Analysis of data e-Planning and recruitment of HR with Job satisfaction.

Depended variable	Independed variable	R	R^2	F	Sig F	Beta	T	Sig T	VIP
Job satisfaction	e-Planning and recrutement	.237	.056	2.729	.105	.237	1.652	.105	1.00

Source: prepared by researchers form outputs spss.v25

H₂: there is a significant impact of e-Training of HR on job satisfaction.

As shown in the Table(08), there is a significant of analysis regression between electronic training of human resources and Job Satisfaction through F (11.236) and p ($.002$) that is lower than normal level of significant ($.05$). So we accept the alternative hypothesis which says: there is an impact of e-training of HR on Job Satisfaction. Moreover we found the R ($.443$) which means the e-training explain (44.3%) of the variable Job Satisfaction, but it is moderate impact. Despite availability of material and financial capabilities which possess the organizations under this study such as the internet and computers that we observe when we entered in it for collect the data.

Additionally, the $R^2 = 0.196$ depicts that the model explains 19.6% of the variance of Job satisfaction.

Table(08): Regression Analysis of data e-Training of HR with Job satisfaction.

Depended variable	Independed variable	R	R^2	F	Sig F	Beta	T	Sig T	VIP
Job satisfaction	e-Training	.443	0.196	11.236	.002	.443	3.352	.002	1.00

Source: prepared by researchers form outputs spss.v25

H₃: there is a significant impact of e-Assessment of HR on job satisfaction.

The Table(09) revealed to the model regression is no significant through the F Value = .263, $p = .611$ ($p > .05$), which make our decision that says we regret the our hypothesis and accept the Null hypothesis(there is not significant impact of e-Assessment of HR on job satisfaction). Moreover the ($R^2 = .006$) which indicates no correlation and explaining of e-Assessment on the Job satisfaction. So this mean to the organizations does not apply the electronic appraisal for assessment their human resources. Which we observe on the reponses that came with Mean= 2.84. Alright the effort of government of Algeria about the implementing the electronic management.

Table(09): Regression Analysis of data e-assessment of HR with Job satisfaction.

Depended variable	Independed variable	R	R^2	F	Sig F	Beta	T	Sig T	VIP
Job satisfaction	e-assessment	.075	.006	.263	.611	.075	.512	.611	1.00

Source: prepared by researchers form outputs spss.v25

The main hypothesis (H₄): There is a significant impact of e-HRM on job satisfaction.

From the Table(10) we see the F Value = 5.86 of e-HRM with $p = .019$ ($p < .05$), which indicates that the e-HRM can play a significant role in shaping job satisfaction ($\text{Beta} = 2.438$, $p = .000$). these result clearly direct the positive affect of the e-HRM. However, the $R^2 = .113$ depicts that the model explain 11.3% of the variance in job satisfaction, which is a weak impact. So this results the organizations are not interesting to the e-HRM alright they are use some applications in their activities. The Table shows the ANOVA analysis of the findings.

Table(10): Regression Analysis of data e-HRM with Job satisfaction.

Depanded variable	Independed variable	R	R ²	F	p-value	Beta	T	Sig T	VIP
Job satisfaction	e-HRM	.336	.113	5.86	.019	.336	2.421	.19	1.00

Source: prepared by researchers form outputs spss.v25

Conclusion

The important of human resources within organizations has become clearly after the transition toward the knowledge economic, it has become a decisive factor in enhancing competitiveness, when invested in it effectively, it contributes to create the value and improving the overall performance of organization.

e-HRM is a system which one of the most important outcomes of using information and communication technology within business organizations, and wide spreading to use internet, and various communication networks, That all have helped these organizations to gain more control over their human resources.

As mentioned in the theoretical part of the research, the interest in job satisfaction within business organizations is not from the standpoint of organizational luxury, but rather the purpose is to gain employee satisfaction to improve their performance and thus achieve the goals of the organization.

On the one hand, this study was conducted to determine the level of application of e-HRM in the organizations under study located in western Algeria, in addition to identifying the level of job satisfaction within them. On the other hand, it was conducted to discover the impact relationship between e-HRM and job satisfaction, i.e., the extent to which e-HRM contributes to raising the level of job satisfaction. The study concluded to the weak impact of e-HRM on job satisfaction is due to the following:

- The weak level of e-HRM usage in relation to e-planning and e-recruitment.
- The moderate level of e-HRM usage in relation to e-training.
- The weak level of usage e-HRM usage to e-evaluation.

It is worth noting that the impact of e-training on job satisfaction was the greatest, as shown by the simple regression analysis between e-training and job satisfaction in Table 5. The results indicate that e-training explains 33% of job satisfaction, due to the introduction of some information and technology aspects into the training processes of workers.

Based on the research results, we can provide some recommendations that can contribute to enriching the proposal portfolio for the organizations under study and others, and be another starting point for other research:

- The organization have to be aware of the importance of HRM through the application of e-HRM in its various dimensions.
- The necessity of commitment of the top management to adopt a clear strategy for the application of e-HRM through financial support and appropriate training for employees.
- The necessity of involving employees in the e-HRM implementation strategy.
- The top management should be aware of potential of e-assessment to provide a real performance assessment within the organization.

It will be useful for organization to:

- Review the various studies that have examined how other organization which implemented e-HRM and adopted digital tools to accomplish tasks and various operations have been affected.
- Study the impact of e-HRM on organizational learning.
- Study the impact of e-HRM on knowledge management.
- Study the impact of e-HRM on employees performance.

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