



INTERNATIONAL JOURNAL OF RESEARCH IN SOCIAL SCIENCES & HUMANITIES

An International Open-Access Peer Reviewed Refereed Journal

Impact Factor: 6.064

E-ISSN: 2249 – 4642

P-ISSN: 2454 - 4671

THE IMPACT OF DIGITAL HUMAN RESOURCE MANAGEMENT PRACTICES ON PROFESSIONAL CAPITAL: ANALYTICAL RESEARCH IN THE IRAQI MINISTRY OF LABOR AND SOCIAL AFFAIRS

Dr. Ali Hassoon Fendi, Ashkr Bahr Sultan

College of Administration and Economics, University of Baghdad, Baghdad, Iraq

DOI: <http://doi.org/10.37648/ijrssh.v12i04.017>

Paper Received:

17 September 2022

Paper Accepted:

21 October 2022

Paper Received After Correction:

29 October 2022

Paper Published:

31 October 2022



How to cite the article: Ali H.F., Ashkr B.S.(2022)

The Impact of Digital Human Resource Management Practices on Professional Capital: Analytical Research in the Iraqi Ministry of Labor and Social Affairs, *International Journal of Research in Social Sciences & Humanities*, Oct-Dec 2022 Vol. 12, Issue 4; 295-327 DOI: <http://doi.org/10.37648/ijrssh.v12i04.017>

ABSTRACT

The research aims to demonstrate the impact of digital human resources management practices on professional capital in the ministry, the research sample, and to diagnose and explain the relationship between the research variables and their dimensions. And for the purpose of reaching the results, the descriptive analytical method was used in presenting and interpreting the research information. And the Iraqi Social Affairs, which numbered (578), and the sample of the research was (231), which was determined based on the Thompson equation, where (240) questionnaires were distributed and (235) were retrieved from them, and the good ones (231) represented the research sample. The statistical analysis of the research concluded a number of results, the most prominent of which was the presence of a significant effect of the practices of digital human resources management in professional capital, and this indicates that the practices of digital human resources management have an effective and influential role in achieving professional capital, that is, whenever the Ministry of Labor seeks And social affairs to the application of digital human resource management practices, this will constitute a major and effective factor in achieving professional capital.

Keywords: *Digital human resource management practices, professional capital.*

INTRODUCTION:

Organizations today face many challenges and threats as a result of globalization, technological developments and rapid environmental changes, so the current research has dealt with one of the modern and important topics that are of great importance to many advanced global organizations. The research came as a serious contribution to shed light on this vital and important topic and the urgent need for public organizations in Iraq for research and studies related to the development of their management of human resources through the application of modern digital technology, which contributes to improving their performance level, in addition to that it is consistent with the current government orientation

towards digital transformation, Especially since recent years have witnessed a wide and increasing use of digital tools within public organizations. From this point of view, the research sought to clarify the importance of digital human resource management practices in achieving and raising the level of professional capital in the researched ministry, which provides efficient and skilled human resources as well as strengthening relations between members of the organization and improving decision-making capabilities. Digital is directly related to the extent to which the organization adopts the practices of digital human resource management. The research has identified the environment of the Ministry of Labor and Social Affairs as a field for current research, as it is one of the vital sectors in

the country that has importance and priority at the level of the state's general central policy for its significant and important role in the processes of transformation and economic and social growth that It contributes to the growth, security and stability of society, as well as it applies some digital human resources management practices, but not completely, which requires the development of those practices in human resources management and increasing and improving their performance by improving the level of professional capital, which is reflected at the level of the researched ministry in general .

THE FIRST TOPIC: THE METHODOLOGICAL FRAMEWORK OF THE RESEARCH

First: the research problem:

The problem of the current research has crystallized as the researcher is one of the employees of the ministry, in addition to the interviews that were conducted and the observations that were monitored, in addition to the interaction with the workers in the center of the researched ministry, as several problems were observed in the aspects of performance, which negatively affects the performance and completion of the work and the low interaction and positive communication, which limits the

Work efficiency and the decline in its levels, especially in the dimensions of professional capital, which necessitates work towards improving them. From here, this research emerges to highlight the active and important role that the independent variable "digital human resource management practices" can play in improving and strengthening the dependent variable "professional capital". Thus, the main research problem is reflected in the following main question: (The extent of the impact of digital human resource management practices on professional capital)? From which emerge some sub-questions that, in their entirety, reflect the main question and my agency:

- 1- What is the nature and level of interest in research variables and their sub-dimensions in the ministry under study?
- 2- What is the level of adoption of digital human resource management practices? What are the dimensions that receive more attention in the ministry under study?
- 3- What is the level of adoption and ownership of professional capital by the researched ministry? What are the dimensions that get the most attention?
- 4- What is the relationship between digital human resource management practices and professional capital?

Second: The importance of the research:

The importance of the research is reflected in the following two aspects:

A - The aspect of cognitive importance: which is represented by the scarcity of studies that dealt with the variables and dimensions of research, which can be considered as a contribution and a modest addition to enriching the Iraqi, Arab and international knowledge library in the field of public administration science. The cognitive importance also lies in the statement of the intellectual and philosophical foundations through a theoretical framework that reviews the most important opinions mentioned in the recent literature from researchers to deepen understanding of the role of variables and their sub-dimensions of research, and knowledge of the relationship and intellectual overlap between them.

B - The aspect of practical importance: which is represented by the following:

- 1- Adopting modern standards used in international environments and testing them for the first time in the Iraqi environment.
- 2- Diagnosing the aspects that support enhancing the dimensions of high

performance, as well as providing information on how to invest and develop professional capital to serve the ministry, the research sample.

3- An attempt to draw the attention of officials to focus on developing the capabilities and skills of workers by adopting the dimensions of research variables, which contribute to the improvement and development of performance levels and human resource capabilities in the researched ministry.

4- To benefit from the conclusions and recommendations of the research in contributing to the development of proposals for officials in the researched ministry in order to take appropriate decisions to overcome the difficulties that stand in the way of applying digital practices in human resource management, which prevent the achievement of professional capital, as well as developing the capabilities, skills and experiences of workers through Focus on the professional capital of the ministry under study.

Third: Research Objectives:

The research attempts to achieve the following objectives:

- 1- Providing a theoretical framework that gives a clear vision of the main and subsidiary research variables, which

provides the specialists in the researched ministry with theoretical and practical information that shows the objectives and importance of the variables and their dimensions in contributing to solving problems, overcoming difficulties and improving performance.

2- Knowing and determining the level of adoption and practice of the main variables, and the availability of their dimensions according to the perceptions of workers (managers and employees) in the ministry under study.

3- Clarifying the nature of the relationship and the impact between the independent variable “digital human resource

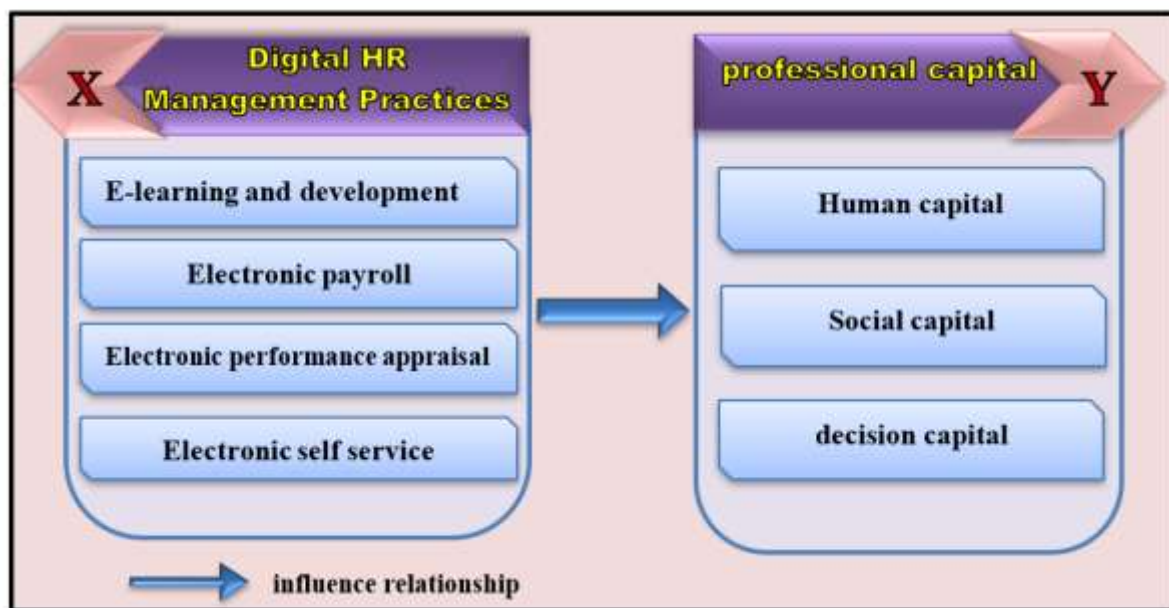
management practices” with its dimensions, and the dependent variable “professional capital” with its dimensions, at the field level.

4- Diagnose the causes of low levels of professional capital, and work to find solutions to address the shortcomings.

5- Providing a set of solutions and proposals based on the findings of the research to serve the public organizations and the ministry in particular and open the way for subsequent studies of these variables and try to add other variables as an endeavor that contributes to the progress, development and positive impact of our public organizations.

Fourth: The hypothesis of the research:

Figure (1) Hypothesis Research Model



Source: Prepared by the researcher

Fifth: Research hypotheses:

The research hypotheses were formulated in the light of the research problem and its questions, and to achieve the objectives of the research, and in line with the proposed hypothesis model into a main hypothesis from which sub-hypotheses emerge, which are as follows:

The main hypothesis: (There is a significant effect of the dimensions of digital human resource management practices in professional capital) and the following sub-hypotheses emanate from this hypothesis:

- 1- The first sub-hypothesis of research (There is a significant effect of the e-learning and development dimension on professional capital).
- 2- The second sub-hypothesis of research (There is a significant effect of the electronic payroll dimension on professional capital).
- 3- The third sub-hypothesis of research (There is a significant effect of the dimension of electronic performance evaluation in professional capital).
- 4- The fourth sub-hypothesis of research (there is a significant effect of the

dimension of electronic self-service for workers in professional capital).

Sixth: Research Methodology:

The current research relied on the (descriptive-analytical approach), which is one of the most famous methods used in various scientific research. Results that contribute to understanding reality, and testing hypotheses to arrive at statistical results represented in a statement of the impact of digital human resource management practices on professional capital, according to the opinions of the research sample in the researched ministry.

Seventh: The research community and its sample:

The research community represents all workers in the center of the Ministry of Labor and Social Affairs, who number (578), as the researcher used the random sample, where (managers and employees) were chosen to represent the research community, and the sample size amounted to (231) and was determined based on (Stephen's equation) Thompson), and to ensure the fulfilment of the research requirements, the researcher worked on distributing (240) questionnaires to the research sample, from which (235) were retrieved, and when they were separated,

the number of valid questionnaires for statistical analysis was (231) questionnaires that represented the total number of the research sample.

Eighth: Methods of data collection:

In covering the research, the researcher relied entirely on two aspects, as follows:

1- The theoretical side: In covering the theoretical side, the researcher relied on what was mentioned in Arab and foreign sources of books, theses, letters, research, articles, publications of conferences and periodicals, and making use of the web (Internet) in obtaining modern foreign sources and studies published on academic websites and in international journals.

2- The practical aspect: It included the following:

A- The questionnaire: It represents the main source that the researcher relied on

collecting the necessary information in order to complete the requirements related to the practical aspect of the research. It consists of a set of questions, the format of its paragraphs based on foreign standards characterized by modernity. The questionnaire included two important parts:

The first part included the personal information of the research sample (gender, age group, educational qualification, length of service, job position, training courses).

As for the second part, it targets the overall level of the ministry under study and includes questions related to the research variables (Digital HR Management Practices, Professional Capital), and it consists of (32) questions. Table (1) shows the reliable sources adopted in preparing the questionnaire paragraphs.



Table (1) The main and sub-variables of the research, their paragraphs, and the approved scale

main variables	sub-dimensions	number of paragraphs	Source (standard scale)
Digital HR Management Practices (Independent Variable)	E-learning and development	5	Subramanya , 2020
	Electronic payroll	4	
	Electronic performance appraisal	4	
	Electronic self-service for employees	4	
Professional capital (independent variable)	Human capital	5	Liu , et al , 2020
	Social capital	5	
	decision capital	5	

Source: prepared by the researcher

B- Interviews and field visits: through the researcher making a number of field visits to the center of the ministry under study, and conducting personal interviews with a number of sample members, which included (10) individuals, to clarify the objectives of the research, its importance and the possibility of its application in the ministry, and in order to strengthen the vocabulary of the questionnaire, and to listen to the destinations Multiple considerations, and taking notes to benefit from them when analyzing the practical aspect of our current research.

THE SECOND TOPIC: THE THEORETICAL FRAMEWORK

This topic deals with the theoretical framework of digital human resource management practices in terms of concept,

importance and dimensions represented by (electronic learning and development, electronic payroll, electronic performance evaluation, electronic self-service for employees), and the theoretical framework for professional capital in terms of concept, importance and dimensions represented by (head human capital, social capital, decisional capital) and as follows:

First: Digital HR Management Practices:

The recent years have witnessed an increasing use of digital tools within organizations, especially today in the rapidly changing world of technology. It significantly changed the functions and practices of human resource management, as well as achieving many advantages, benefits and high-quality results at the

level of human resource management and the organization as a whole. Therefore, the transition from traditional human resource management to digital human resource management has become inevitable. For the purpose of briefing the subject, we address in this paragraph (the concept, importance, and dimensions of digital human resource management practices), as follows:

1/ The concept of digital human resource management practices:

Human resource management practices are practices of the relationship between employees and the organization in which they work. In addition, human resource management practices can be interpreted as human resource management practices in order to enhance and enable the organization to grow (Halid et al, 2020: 96), and as a result of scientific and technological progress, human resource management has been subjected to change with the change in technology, where the use of Technology today in planning and implementing various activities of human resource management practices (Aggarwal & Sharon, 2017:23), where the concept refers to the management of human resources in the organization via digital technology, i.e. management of all human resource work via applications, software,

Internet and other web-based technologies (Saini, 2018:62), and concepts such as “digitalization” or “digital transformation” refer to the increasing use of technology and the corresponding changes in many areas of business and society, this idea also applies to the field of human resource management. Thus, the term digital human resource management practices is an evolutionary progression of the previous concepts of technology-based human resource management practices (Strohmeier, 2020:2), as digital human resource management practices are a web-based technical solution that uses the latest information and communication technologies to provide solutions to resource management practices Humankind online and in real time to keep pace with the requirements of the modern era (Samson & Agrawal, 2020:483).

2/ The importance of digital human resource management practices:

Digital HRM practices contribute to influencing every area of HRM in organizations, as they can help organizational leaders and workers shift to a digital mindset and a digital way to manage, organize and lead change (Diromualdo et al, 2018: 242). Digital human resource management has the potential to fundamentally change the

entire employee experience by transforming human resource management processes and systems through digital platforms, applications, and ways to provide human resource services (Yusoff et al, 2018:1-18). Associated with reducing human resource administrative costs, improving human resource operation, improving the quality and timeliness of human resource information and services, enabling workers to take ownership and responsibility for their personal information, and an opportunity for human resource management to improve its strategic contribution to organizations (Njoku et al. 2019:45), also highlights the importance of Digital HR management practices improve employee efficiency and participation, and ensure flexibility in the formulation and implementation of HR policies and practices within a short time and time. And lower cost, and facilitates automation in human resource management practices, creating virtual communities, remote work, etc. (Mia & Faisal, 2020:1), in addition, digital human resource management practices improve the quality of decision-making and help organizations Adapting in a fast-paced environment towards change and development in order to achieve competitive advantage, enhance the engagement of the HRM department

strategy, improve employee performance and experience, and improve the financial performance of the organization (Wang et al. 2022:1).

3/ Dimensions of digital human resource management practices:

1- E-learning and development:

It refers to all training and learning programs where web-based systems and applications are used to create and transfer knowledge, and e-learning covers many applications such as web-based learning programs, computer-based learning, and online classrooms (Rahman et al, 2018:4), As well as videotapes, satellite broadcasts, interactive television, CDs, and other core business of the training program (Punithavathi & Sugavaneswari, 2016:4), which provide access to organization information and training programs from remote locations, thus eliminating the need for direct trainers In all training programs, in addition to the possibility of training a large number of workers quickly and assessing their progress through computerized testing programs (Nawaz, 2017: 16), electronic learning and development programs provide workers with the opportunity to develop their creativity and innovation capabilities in light of modern and advanced programs, as well as compare The experiences,

knowledge, and skills they possess with the skills and competencies required in current and future tasks (Aggarwal & Sharon, 2017:24).

2- Electronic payroll:

The adoption of the electronic payroll system contributes to the employees receiving their salaries in an electronic way, and it is characterized by being more accurate and fairer in calculating the compensation depending on the points achieved by the employees as a result of the tasks assigned to them (Rahman et al, 2018:4). In contrast, these systems must be efficient. One of the key points of having an electronic payroll system is that it simplifies the payroll process, which is complicated by the ever-changing performance appraisal system and reward system. It also helps in securing information related to financial human resources transactions, as payroll becomes an internal issue once the digital payroll system is implemented (Subramanya, 2020:26). And the salary structure for employees from anywhere and at any time through the use of digital applications and technologies prepared for this purpose (Umar et al, 2020:100).

3- Electronic performance appraisal:

Electronic performance appraisal refers to a computerized digital electronic system on the Internet that is accessed using each user's login data to conduct the performance appraisal process (Asraf, 2020:239), whereby HR professionals can use digital technology to evaluate the performance of employees and also to obtain their feedback. With the help of the performance appraisal portal system, it is possible to implement processes and procedures that have specific criteria and measurements for any particular role or position, and the evaluation system through The Internet of Human Resources Management is able to provide all the information required to evaluate performance in electronic form, which in turn saves time, effort and costs (Subramanya, 2020:26), and these processes include many activities, including: measuring the overall performance of the organization, tracking performance and preparing reports, Coordinating internal improvement and development processes, realizing the principles of knowledge management, and assisting the organization in retaining and motivating talent by acquiring the opinions and ideas of those who are Their achievement in the various activities of the organization, and thus the organization can

reduce many costs as a result of applying the principles of electronic performance evaluation (Al-Hawary & Al-Namlan, 2018:3).

4- Electronic self-service for employees:

The emergence of the Internet and new technologies based on the digital cloud has facilitated the use of the electronic self-service program for employees, as it enables human resources to manage their own information more effectively, and it is estimated that with electronic self-service technologies, transaction costs, procedures and training times are reduced by about 50 percent (Johnson et al., 2016: 540), and the electronic self-service application allows the possibility of updating the profile personally by the workers, and the data for contacting them and their places of residence in case they change, through the powers determined by the Human Resources Department in the organization for certain fields in the file of each worker, which facilitates HR administrators must get the information they need up-to-date (Mahfod, 2017:566). The main objective of this program is to improve the delivery of HR services, eliminate forms and approvals, simplify HR workflows, improve management's access to critical information, and reduce administrative costs (Chytiri, 2019: 66) Electronic self-

service technology also facilitates effective communication between employees with the help of human resource service centers Online portals and portals, which enable workers at all levels to have direct access to human resources and other workplace communication services (Barykin et al, 2021:3).

Second: Professional capital:

Professional capital is a function of the interaction between three components: human capital (the talent of individuals), social capital (the collaborative strength of the group), and decision-making capital (the wisdom and experience to make sound judgments), which are developed over many years. This paragraph includes (the concept of professional capital, the importance of professional capital, dimensions of professional capital), as follows:

1/ The concept of professional capital:

Professional capital refers to the professional value of an individual or group that enables it to achieve its goals, and the professional capital that accumulates in workers comes from investing human and material resources through communication channels between employees (Edkins, 2013: 123), and from the perspective of professional capital,

competence is The professional development of employees or their ability to achieve their goals and the organization's goals is a type of capital, and investing in the professional development of employees is a type of capital investment, which will bring benefits to both employees and the organization through the growth of professional capital (Liu, et al, 2020: 81), where professional capital is one of the types of capital invested in improving and developing workers in the organization, through the development, integration and systematic interaction of three types of capital: "human, social and decision-making" (Tarnowski,2021:29). Professional attributes and value of professional workers in the organization, where human capital refers to the value of each individual worker, social capital refers to the quality of interactions between workers, and decisional capital refers to the ability of workers to make judgments and decisions. Ratt (Goos & Beswick, 2021:350), and this was confirmed by Hargreaves and Volan, who pointed out that the concept of occupational capital is a trilogy of capitalist ideologies that work hand in hand to improve the quality of workers and increase their efficiency, thus positively affecting the quality and performance of

the organization as expressed The two researchers are looking for professional capital with the following equation: $PC = (HC + SC + DC)$, Where (PC) professional capital represents professional capital, (HC) human capital, (SC) social capital, and (DC) Decisional capital (Hargreaves, 2021:1850).

2/ The importance of professional capital:

The importance of professional capital is highlighted as it enables workers to acquire sound knowledge, know how to carry out their duties, cooperate in the exchange of experiences, and maintain a high level of performance. (Tong & Razniak, 2017:38) sees the importance of professional capital in the following points:

1- Professional capital contributes to the development of new ways of working and responding to changes in the surrounding environment

2- It is useful in enriching professional management decisions, as it helps to know where to focus their efforts.

The researcher (Visone, 2018:2-3) adds that the importance of professional capital comes from the following:

1- The three types of professional capital add value to the jobs of employees

2- Achieving a balance between personal life and work, especially that achieving it is an important component of professional success

Also (Sell, 2021: 56-57) sees the importance of professional capital in the organization, which is reflected in the following:

1- The building of professional capital in the organization will positively affect the employees, as the higher the level of the professional capital in the organization, the greater the career opportunities for the employees, and the organization will enjoy the increased professional capacity due to the wide links.

2- Increasing the level of professional capital for employees leads to an increase in individual and collective professional competence, and that increasing professional competence builds professional confidence in a constructive response to external pressures and unfamiliar contexts.

3/ Dimensions of professional capital:

1- Human capital:

Refers to the group of individuals working in the organization with distinct capabilities and abilities, which the organization can, through their efforts, reach its goals effectively and efficiently

because of the possession of these individuals with the experience, skill and competence necessary to accomplish the tasks entrusted to them (Arvan et al, 2016: 3), as human capital indicates. To work-related skills, knowledge, and an understanding of what is required to ensure good job performance, by developing and acquiring broad skills that can be transferred across organizational boundaries. An individual with a high level of human capital is open to new opportunities and professional experiences. Being human capital provides Employees with competence, unique knowledge and skills, and achieving success in their professional lives (690: Jarlstrom et al, 2020). Human capital depends on several main components, the first of which is "knowledge" which means possessing and understanding the principles, facts, processes and interactions between them, and knowledge tends to be valuable. Greater when they are field-specific (Marvel et al, 2016:18), and second, "professional competence" refers to skills and abilities, where skills represent capabilities and behaviors that depend on experience and practitioner As for capabilities, they refer to special qualities related to human instinct (Bilan et al, 2017:211), and finally "experiences" refer to the intangible human capital assets that

have been acquired from previous or current practice and work (Lagakis et al, 2012:24).

2- Social capital:

Social capital is an organizational resource that stems from relationships between working individuals and between groups that are driven by common goals, trust, a sense of friendship and cooperation at the organization level, which leads to the sharing of information and knowledge, and thus enables the creation of a competitive advantage for the organization (Hador, 2017:4, as pointed out by Ras Social money refers to the interchangeable resources that exist between workers through social networks and contacts in the organization, and that contribute to productive and service activities. These resources include information, ideas, opportunities, shared emotions, and even trust and understanding (Liu et al, 2020: 82), and social capital belongs to The resources that were formed under the influence of social, economic and scientific development on the one hand, and psychological and emotional ties on the other hand, as it is based primarily on cooperation, which is a prerequisite for acquiring the necessary competencies (Dolinska, 2020:97). Researchers have identified three main components of social

capital, The first is structural social capital and refers to the links between employees and represents who is associated with whom, and the pattern of structural relationships of social networks for employees in the organization (Sr. irama et al, 2020: 5, and secondly, relational social capital, and it refers to informal “personal relationships” between workers, which are based on shared values, trust, commitment, and reciprocity (Ganguly et al, 2019: 1111, and finally capital). Cognitive refers to the compatibility resulting from shared language and symbols, cultural and social beliefs, concepts, values, memories, and shared narratives of workers (Rezaei et al, 2020: 488).

3- Decision capital:

The concept of decisional capital refers to the ability of professional workers to issue discretionary judgments, as judgments sometimes require decisions that are not based on confirmed evidence, which requires the issuance of discretionary decisions, and this is what gave decision capital its importance as it relates to developing decision-making capabilities (37: Hargreaves & Fullan, Decisional capital is also defined in practice as “the reflexive implementation of human and social capital to improve the organization” (Watts & Richardson, 2020: 169), also

refers to the capital gradually accumulated by workers through structured and unstructured experience, and professional practice, and thinking, where decision-making in complex and ambiguous situations is an important part of workers' professionalism (Liu et al, 2020: 82), and decision capital is acquired and developed over time through practice and experience, without diminishing the importance of the process of forming professional competence for it. It also requires specialists to understand and know the values of their professional community, and to do this they need qualified human capital and influential social capital in the organization (Dolinska, 2020:98). previous data, cognitive qualifications, age, individual differences, personality traits, values and beliefs, and the extent of independence available to workers" (Walker, 2017: 32).

THE THIRD TOPIC: THE PRACTICAL FRAMEWORK

First: Presentation and analysis of the descriptive results of the research variables

1: View, analyze, and diagnose the independent variable of digital human resource management practices:

In Table (2) below, we note the order of the importance of the sub-variables of digital human resources management practices and their order according to their importance and using the coefficient of variation, where the employees' answers about the variables of digital human resources management practices appeared higher and more important than the managers' answers to them, and this is primarily due to the increase in the number of individuals. On the other hand, we note that the digital human resources management practices variable achieved a total arithmetic mean (3.527) at a good level indicating the presence of digital human resources management practices in the researched ministry, and a total standard deviation (0.364) indicating high consistency and agreement. the answers to the sample as a whole. Table (2) also shows the following results:

– The results showed that the highest value was at the dimension (electronic payroll) with an arithmetic mean (4.192) from the managers' point of view and at a good level, and the lack of dispersion of their answers with a standard deviation (0.674), meaning that the most used dimensions of the electronic system were the salary system and the way it is distributed to the employees that are. Through the electronic system, which gave the ministry and

workers high flexibility and great speed in completing salary requirements for workers. This indicates a good presence of electronic payroll statements from, in which the Ministry uses the electronic system in distributing salaries, taking into account that it maintains the confidentiality of salaries for employees within the Ministry, and these statements are not made public to all.– As for the lowest value, it came in the dimension (human capital) with an arithmetic mean (2.812) from the employees' point of view and at an average level and with a standard deviation (0.805), from the employees' point of view, as the results showed in general that the level of the ministry's interest in the human capital it owns and the pursuit of To develop and develop it, which would raise the level of services and performance in general.

– As for the lowest value, it came in the dimension (electronic self-service for employees) with an arithmetic mean (3.084) from the employees' point of view, with a mean level and a standard deviation of (0.502). This indicates that the electronic self-service for workers in the Ministry of Labor and Social Affairs was not at the effective or required level, as we did not find the existence of electronic applications that facilitate the conduct of

human resources activities or self-service for workers, and we also find that the sample confirms that the use of the Internet in e-mail and interfaces And other applications contribute to creating high efficiency and flexibility in the implementation of the tasks and activities that are implemented within the ministry, especially for the activities and practices of human resources management.

– The results that appeared at the total level of the sample as a whole for this variable also confirmed the previous results that were reached from the point of view of managers and from the point of view of employees.

– Finally, the results showed that the most agreed dimensions from the employees' point of view and at the overall level was the dimension of “electronic performance evaluation”, which indicates that the most agreed, clear and tangible dimensions by the research sample were for electronic performance evaluation, meaning that most of the practices, activities and procedures carried out by the ministry With regard to electronic performance evaluation, it was clear and known by all employees compared to the rest of the dimensions, which were slightly high in terms of the coefficient of variation.

Table (2) Summary of the dimensions of the digital human resource management practices variable

Statistical indicators		Dimensions of the digital human resource management practices variable				
		E-learning and development	Electronic payroll	Electronic performance appraisal	Electronic self service	Digital HR Management Practices
Statistical indicators	Arithmetic mean	3.399	4.192	3.41	3.236	3.559
	standard deviation	0.64	0.674	0.543	0.484	0.403
	Variation coefficient	18.829	16.078	15.924	14.957	11.518
	Relative importance	4	3	2	1	Second
	the direction of the answer	Average	Good	Good	Average	Good

From the point of view of the staff	Arithmetic mean	3.497	4.147	3.341	3.084	3.517
	standard deviation	0.652	0.584	0.462	0.502	0.352
	Variation coefficient	18.645	14.082	13.828	16.278	10.008
	Relative importance	4	2	1	3	the first
	the direction of the answer	Good	Good	Average	Average	Good
Total	Arithmetic mean	3.475	4.157	3.356	3.118	3.527
	standard deviation	0.65	0.604	0.481	0.501	0.364
	Variation coefficient	18.705	14.530	14.333	16.068	10.320
	Relative importance	4	2	1	3	
	the direction of the answer	Good	Good	Average	Average	Good

Source: SPSS V.25

2: Presentation, analysis and diagnosis of the independent variable professional capital:

From the table (3) below, we note the arrangement of the importance of the sub-variables of professional capital and their arrangement according to their importance and using the coefficient of variation,

where the employees' answers about the variables of professional capital appeared higher and more important than the managers' answers to them, and this is primarily due to the increase in the number of members of the sample of employees compared to the number of individuals The sample of managers, on the other hand, we

note that the professional capital variable achieved a total arithmetic mean (2.89) at a level close to the weak, which indicates that there is a clear decline in the levels of professional capital and in all its dimensions in the Ministry of Labor and Social Affairs, especially in the most important dimension of the capital Professional money, which is human capital, which was declining from the point of view of employees and more importantly from the point of view of managers as well, that is, managers are diagnosed with this problem and there are no solutions for the purpose of preparing this research. Table (3) also shows the following results:

– The results showed that the highest value was at the dimension (decisional capital) with an arithmetic mean (3.159) from the point of view of managers and at an average level, and the lack of dispersion of their answers with a standard deviation (0.748), meaning that there is a decline in the levels of decisional capital, as the senior management does not give great authority Nor the independence and empowerment necessary for employees, and there is no serious approach to developing their capabilities and abilities, which would enable them to take decisions, especially important decisions in complex situations facing them.

– As for the lowest value, it came in the dimension (human capital) with an arithmetic mean (2.812) from the point of view of the employees and at an average level and with a standard deviation (0.805), from the point of view of the employees. Its development and development, which would raise the level of services and performance in general.

– The results that appeared on the general total level of the sample as a whole for this variable also confirmed the previous results that were reached from the point of view of managers and from the point of view of employees.

– Finally, the results showed that the most agreed dimensions from the point of view of the employees and at the overall level were for the dimension of “decisional capital”, which indicates that the most agreeable, clear and tangible dimensions by the research sample were for decisional capital, meaning that most of the practices, activities and procedures that you undertake The ministry with regard to the decision capital was clear and known by all employees compared to the rest of the dimensions, which were slightly high in terms of the coefficient of variation.

Table (3) Summary of the dimensions of the professional capital variable

Statistical indicators		Dimensions of the professional capital variable			
		decision capital	Social capital	Human capital	professional capital variable
Statistical indicators	Arithmetic mean	3.159	3.039	2.957	3.051
	standard deviation	0.748	0.822	0.875	0.748
	Variation coefficient	23.678	27.048	29.591	24.517
	Relative importance	1	2	3	Second
	the direction of the answer	Average	Average	Average	Average
From the point of view of the staff	Arithmetic mean	2.886	2.834	2.812	2.844
	standard deviation	0.666	0.756	0.805	0.631
	Variation coefficient	23.077	26.676	28.627	22.18
	Relative importance	1	2	3	the first
	the direction of the answer	Average	Average	Average	Average
Total	Arithmetic mean	2.947	2.94	2.89	2.89
	standard deviation	0.693	0.774	0.822	0.663
	Variation coefficient	23.515	26.327	35.601	22.941
	Relative importance	1	2	3	
	the direction of the answer	Average	Average	Average	Average

Source: SPSS V.25

Second: To test the research hypothesis:

Test the main hypothesis:

In order to accept or reject the research hypothesis of the direct impact relationship, we will discuss in this section the test of the main impact hypothesis, which was previously identified.

Which stipulates the following (There is a significant effect of the dimensions of digital human resource management practices in professional capital).

Professional capital = $-0.282 + 0.899$
(Digital HR management practices)

It is evident from Table (4) that:

The calculated value of (F) achieved a value of (73.824) which is greater than the tabular value of (F) of (3.94) at the level of significance (0.05), so the hypothesis was accepted, which states (there is a significant effect of digital human resources management practices in capital Professional) and this indicates that the practices of digital human resources management have an active and clear role in achieving professional capital, that is, the presence of human resources management and the digital method for training, evaluation, salaries and other services for employees, this will have an effective and clear impact on the achievement of professional capital. From the value of the Adjusted Coefficient of Determination (R^2) of (0.240), it is clear that the practices of digital human resources management explain a percentage (24%) of the variables that occur in the professional capital, while the remaining percentage (76%) refers to other variables that are not included. In the research model, the calculated value (t) of the marginal slope coefficient of the digital human resource management practices variable (8.592) was recorded. It is greater

than the tabular value (t) of (1.984) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the digital human resource management practices variable. The practices of digital human resources management by one unit will lead to an increase in the professional capital by (89%), the value of the constant (α) was recorded in the equation (0.282), meaning when the practices of digital human resources management are equal to zero, the professional capital will not be less than this the value.

1. Testing the first sub-hypothesis:

To test the hypothesis that stipulates the following (there is a significant effect of the dimension of electronic learning and development in the professional capital).

Professional capital = $1.396 + 0.430$ (e-learning and development)

It is evident from Table (4) that:

The calculated (F) value achieved its value (49.383). And it is greater than the tabular value (F) of (3.94) at the level of significance (0.05), so the hypothesis was accepted, which states (there is a significant effect of the dimension of e-

learning and development in professional capital) at the level of significance (5%), i.e., a degree Confidence (95%). That is, e-learning and development have an effective and clear impact on the achievement of professional capital, meaning that the advancement of training and learning levels for employees and through electronic courses will effectively affect the achievement of professional capital. From the value of the Adjusted Coefficient of Determination (R^2) amounting to (0.174), it is clear that after learning and electronic development explains (17%) of the variables that occur in the professional capital, while the remaining percentage (83%) refers to other variables that are not included in the model search. The calculated value (t) of the marginal slope coefficient of the electronic learning and development dimension (7.027) was recorded. It is greater than the tabular value (t) of (1.984) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient for the dimension of electronic learning and development, as shown by the value of the marginal slope coefficient (β) of (0.430) that an increase in After learning and e-development by one unit, the professional capital will increase by (43%). The value of the constant (α) was recorded in the equation (1.396), meaning

when the distance learning and electronic development is equal to zero, the professional capital will not be less than this value.

2. Second sub-hypothesis test:

To test the hypothesis that stipulates the following (There is a significant effect of the electronic payroll dimension on the professional capital).

$$\text{Professional capital} = 1.879 + 0.243 \text{ (electronic payroll)}$$

It is evident from Table (4) that:

The calculated (F) values were (11.840). It is greater than the tabular (F) value of (3.94) at the level of significance (0.05), so the hypothesis was accepted, which states (there is a significant effect of the electronic payroll dimension in the professional capital) at the significance level (5%), i.e., with a degree of confidence. (95%) That is, there is a significant effect of electronic payroll statements on professional capital, the more the ministry seeks to adopt the method of electronic payroll, the more this will clearly affect the development of professional capital levels. From the value of the Adjusted Coefficient of

Determination (R^2) of (0.045), it is clear that after the electronic payroll, it explains (5%) of the variables that occur in the professional capital, while the remaining percentage (95%) refers to other variables that are not included in the research model. The value of (t) calculated for the marginal slope coefficient of the electronic payroll dimension was recorded (3.441). It is greater than the tabular value (t) of (1.984) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the electronic payroll dimension, as shown by the value of the marginal slope coefficient (β) of (0.243) that an increase in the dimension of electronic payroll by one unit will increase the professional capital by (24%). The value of the constant (α) was recorded in the equation (1.879), meaning when the electronic payroll is equal to zero, the professional capital will not be less than this value.

3. Third sub-hypothesis test:

To test the hypothesis that stipulates the following (There is a significant effect of the electronic performance evaluation dimension on the professional capital).

Professional capital = 1.157 + 0.516
(electronic performance evaluation)

It is evident from Table (4) that:

The calculated (F) value achieved its value (37,365). It is greater than the tabular value (F) of (3.94) at the level of significance (0.05), so we reject the null hypothesis, and the alternative hypothesis is accepted, which states (there is a significant effect of the dimension of electronic performance evaluation in the professional capital). This demonstrates the presence of the effective impact of electronic performance evaluation on professional capital, that is, the adoption of the evaluation method for electronic performance will facilitate the evaluation mechanism and justice in application, and thus will be a clearly influencing factor on professional capital within the ministry. From the value of the Adjusted Coefficient of Determination (R^2) amounting to 0.137, it is clear that after evaluating the electronic performance, it explains (14%) of the variables that occur in the professional capital, while the remaining percentage (86%) refers to other variables that are not included in the model search. The value of (t) calculated for the marginal slope coefficient of the electronic performance evaluation dimension was recorded (6.113). And it is greater than the tabular value (t) of (1.984) at the level of

significance (0.05), and this indicates the significance of the marginal slope coefficient of the electronic performance evaluation dimension, as shown by the value of the marginal slope coefficient (β) of (0.516) that an increase in the dimension of Electronic performance evaluation by one unit will lead to an increase in the professional capital by (52%). The value of the constant (α) was recorded in equation (1.157), meaning when after evaluating the electronic performance is equal to zero, the professional capital will not be less than this value.

4. Third sub-hypothesis test:

To test the hypothesis that stipulates the following (There is a significant effect of the electronic self-service dimension for workers in the professional capital).

$$\text{Professional capital} = 1.810 + 0.347$$

(electronic self-service for employees)

It is evident from Table (4) that:

The calculated (F) value showed its value (16,864). And it is greater than the tabular value (F) of (3.94) at the level of significance (0.05), so we reject the null hypothesis and accept the alternative

hypothesis which states (there is a significant effect of the dimension of electronic self-service for workers in the professional capital) and this indicates the presence of the active effect Significant significance of the dimensions of electronic self-service in professional capital. And from the value of the Adjusted Coefficient of Determination (R^2) of (0.065), it is clear that after the electronic self-service for employees, it explains (6%) of the variables that occur in the professional capital, while the remaining percentage (94%) refers to other variables that are not included. In the research model, the calculated value (t) of the marginal slope coefficient of the electronic self-service dimension was recorded for workers (4.107). And it is greater than the tabular value (t) of (1.984) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the electronic self-service dimension for workers, as it is clear from the value of the marginal slope coefficient (β) of (0.347) that an increase in the dimension of The electronic self-service for employees by one unit will lead to an increase in the professional capital by (34%). The value of the constant (α) was also achieved in equation (1.810), meaning when the electronic self-service dimension of the employees is equal to zero, the

professional capital will not be less than this value.

Table (4) Moral indicators to analyze the impact of the dimensions of digital human resource management practices on professional capital

Table (4) Moral indicators to analyze the impact of the dimensions of digital human resource management practices on professional capital									
indication	Sig	(t)	(F)	Adjusted (R ²)	(R ²)	Dimensions of the digital human resource management practices variable			dependent variable
signify	0.000	7.027	49.383	0.174	0.177	1.396	(α)	E-learning and development	professional capital
						0.430	(β)		
signify	0.001	3.441	11.840	0.045	0.049	1.879	(α)	Electronic payroll	
						0.243	(β)		
signify	0.000	6.113	37.365	0.137	0.140	1.157	(α)	Electronic performance appraisal	
						0.516	(β)		
signify	0.000	4.107	16.864	0.065	0.069	1.810	(α)	Electronic self-service for employees	
						0.347	(β)		
signify	0.000	8.592	73.824	0.240	0.244	0.282-	(α)	Digital HR Management Practices	
						0.899	(β)		
Tabular value (F) = 3.94 Tabular value (t) = 1.984 Sample size = 231									

Source: SPSS V.25 output

5. Sub-hypothesis test (fifth):

Which states (there is a significant effect between the dimensions of digital human resource management practices together in professional capital) and as shown in Figure (2).

Table (5) shows the moral indicators between the dimensions of digital human resource management practices in professional capital, and they can be expressed by the following equation.

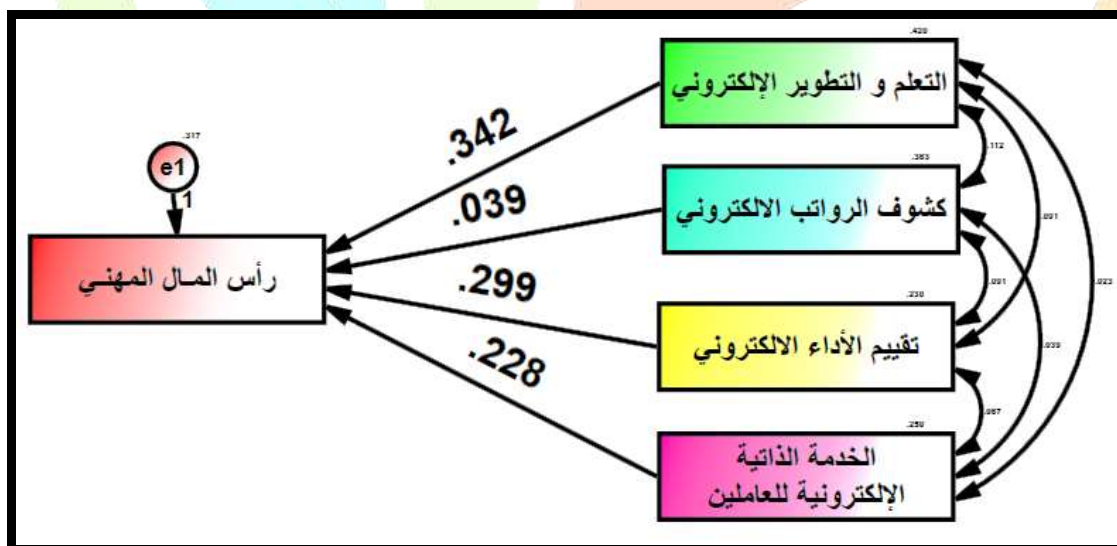
$$= Y \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

$$0.174 = Y + 0.342X_1 + 0.039X_2 + 0.299X_3 + 0.228X_4$$

It is clear from table (5) that:

- The calculated (F) value of the model achieved (21.449). And it is greater than the tabular (F) value of (2.46) at the significance level (0.05) and accordingly we accept the hypothesis and this means (there is a significant effect between the digital human resource management practices with its dimensions in the professional capital) at the level of significance (5%) That is, with a degree of confidence (95%), and this indicates that the dimensions of digital human resources management practices have an effective and essential impact on professional capital, meaning that all dimensions of digital human resources management practices together and simultaneously greatly affect the achievement of professional capital.
- The value of the Adjusted Determination Coefficient (R^2) of (0.262) shows that the dimensions of digital human resources management practices are able to explain (26%) of the changes that occur in (professional capital), while the remaining percentage (74%) is dependent on variables Others not included in the search form. Figure (2) shows the impact of the dimensions of the digital human resources management practices together on the professional capital.

Figure (2) The impact of the dimensions of digital human resources management together on professional capital



- Using the (Stepwise) method of testing the significance of dimensions and after deleting the non-significant dimensions, it becomes clear that the model ultimately depends on the dimensions (electronic learning and development, electronic performance evaluation,

electronic self-service for employees), as the calculated (F) value of the new model was recorded (28.566) And it is greater than the tabular F value of (3.94) at the level of significance (0.05), i.e. with a degree of confidence (95%), meaning that the most influential and effective dimensions in the impact process were to the dimensions of learning, electronic development, performance evaluation and electronic self-service, while after payroll The electronic payroll was not effectively and affecting the professional capital, meaning that the ministry did not invest the electronic payroll correctly in order to influence the professional capital.

– Through the value of the corrected coefficient of determination (R^2) of (0.264), it is clear that the dimensions (e-learning and development, electronic performance evaluation, electronic self-service for employees) are able to explain (26%) of the changes that occur in (professional capital). As for the remaining percentage (74%), it is dependent on other variables not included in the research model.

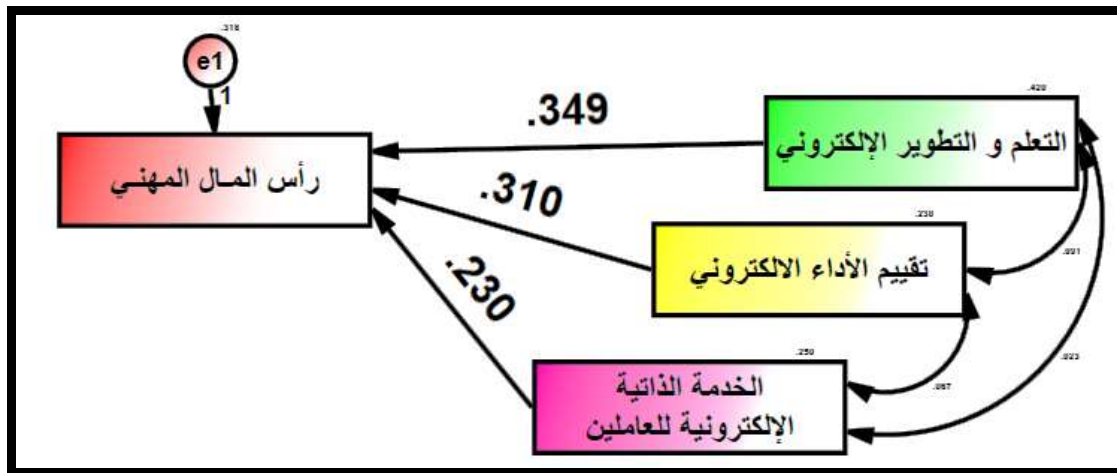
– It can be seen through the t-test values for the dimensions (electronic learning and development, electronic performance evaluation, electronic self-service for employees) whose values are (5.786, 3.661, 2.953), respectively, which are greater than the tabular (t) value of (1.984), and this indicates that the significance of the marginal slope of the dimensions (electronic learning and development, electronic performance evaluation, electronic self-service for employees).

– It is evident from the value of the marginal slope coefficient for the dimension of electronic learning and development of (0.349) that an increase in the dimension of electronic learning and development by one unit will lead to an increase in (professional capital) by (34%).

– It is evident from the value of the marginal slope coefficient of the electronic performance evaluation dimension of (0.310) that an increase in the electronic performance evaluation dimension by one unit will lead to an increase in (professional capital) by (31%).

– It is evident from the value of the marginal slope coefficient of the electronic self-service dimension for employees of (0.230) that an increase in the electronic self-service dimension for employees by one unit will lead to an increase in (professional capital) by (23%).

Figure (3) shows the effect of the dimensions of digital human resource management practices on professional capital using the (Stepwise) method.



Source: Amos V.25. Output

Table (5) Significant indicators of the dimensions of digital human resource management practices together in professional capital using multiple linear regression							
Multiple Linear Regression Model Using Stepwise Method				Multiple Linear Regression Model			Dimensions of digital human resource management practices
Dimen sions entry order	Sig.	(t)	(β)	Sig.	(t)	(β)	
1	.0000	5.786	0.349	0.000	5.517	0.342	E-learning and development
---	---	---	---	0.557	0.588	0.039	Electronic payroll
2	.0000	3.661	0.310	0.001	3.423	0.299	Electronic performance appraisal
3	0.003	2.953	0.230	0.004	2.917	.2280	Electronic self-service for employees
0.084-				0.174-			(α)
0.524				0.525			Multiple correlation value (R)
0.274				0.275			coefficient of determination (R2)
0.264				0.262			Corrected coefficient of determination (R2)
28.566				21.449			computed value (F)
0.000				0.000			Sig.
2.70				2.46			Tabular (F) value
1.984				1.984			tabular value(t)
231 = Sample volume							

— Moral dimensions (e-learning and development, electronic performance appraisal, electronic self-service for employees)

---- Intangible dimensions (electronic payroll)

Source: SPSS V.25 output

FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

First: the conclusions:

1- The results of the research showed that the levels of e-learning and development were at good levels within the surveyed ministry from the point of view of the employees as well as the managers, as there is a tendency in most training courses to rely on e-training, but at the same time it was not truly effective.

2- The researched ministry has an electronic payroll system, meaning that all employees' salaries are electronic through the (Key Card) system, and this has actually contributed to the speed, accuracy and ease of procedures for receiving salaries, whether for the employee or the salary distributor, and as the researcher noted that there is confirmation by The employees and managers stressed the need to continue with these procedures and not to return to the paper-based system because of its negative and complex routine consequences.

3- There is a good presence of electronic performance evaluation from the point of view of managers and employees, but it is not effective. The reason for this is that the basics of electronic performance evaluation are present in the ministry, by

following up the attendance of employees through the electronic footprint that facilitates the follow-up and evaluation process, but the real problem is the continuity in the paper evaluation process.

4- The basics of applying digital human resource management practices exist, as well as the belief of senior management and employees in their importance and effectiveness as well. However, the researcher found that activating digital human resource management practices was not effective in all activities of human resource management.

5- There is a decline in the levels of interest in human capital from the point of view of managers and employees, and as we did not find interest in capacity development for creators, and therefore the focus by the ministry is only on the routine official aspect, which will not reach the ministry to high performance levels.

6- There is a decline in the levels of social capital, as the ministry does not have an effective focus on attention or activating the social aspect among workers within the ministry.

7- There is a decline in the levels of decisional capital from the point of view of managers as well as employees. This decline came due to the ministry's policy

that does not work to raise the levels of decision capital for employees.

8- The results showed through the confirmation of the senior management as well as the employees that the ministry has a decline in the levels of interest in professional capital, especially in human capital, which is one of the basics of the existence of professional capital.

Second: Recommendations:

1- In order to activate the levels of electronic learning and development, the number of trainees in electronic lectures should not exceed 30 employees in order to provide an opportunity for interaction between the trainer and the trainee, and to adopt the means and modern technologies in delivering electronic lectures.

2- In order to activate the electronic payroll system, the electronic system must be adopted in all the details of the financial process within the ministry. Fitting automatically in order to ensure accuracy, speed and impartiality.

3- The necessity of adopting the electronic evaluation system more effectively by moving away from the paper system and adopting the electronic mechanism in the evaluation process. Direct contact with employees periodically every 3 or 6

months, provided that employees are educated on this form.

4- Conducting training courses in order to advance human resources in light of the results of identifying training needs and motivating and encouraging creators within the ministry through rewards and prizes, for example, allocating a prize for the ideal employee for each department and on a monthly basis, thus contributing to the support and development of human capital in the researched ministry.

5- Empowering and delegating powers to workers more broadly, especially in the field of decision-making, by enhancing confidence and belief in the capabilities and capabilities of workers, in a way that contributes to the development of the decision-making capital of workers. 6- Attention to strengthening social relations inside and outside the ministry under study, especially between senior management and workers, through holding periodic meetings, and forming work teams, which consequently supports improving the level of social capital for the ministry.

7- Adequate conditions and support should be provided for workers so that they can work with high levels of sincerity, commitment and integrity by showing appreciation for their loyalty, treating them

with care, respect, encouragement and confidence in themselves and others.

Financial support and sponsorship: Nil

Conflict of Interest: None

SCIENTIFIC SOURCES

• Arabic sources:

1- Asraf, Dr. Hamed Jawdat (2020) "The Impact of Digital Human Resources Management Applications in Enhancing Institutional Excellence: An Applied Study on the Department of Economic Development in the Government of Ajman, The Arab Journal of Management, Volume (40), Issue (2), Article (12): pp. 233-246.

• Foreign sources:

1. Halid, Hafinas, Yusmani Mohd Yusoff, and Hemalatha Somu. (2020) "The Relationship Between Digital Human Resource Management and Organizational Performance." *Advances in Economics, Business and Management Research* 141: 96-99.
2. Aggarwal, Vaneeta, and S. D. Sharon. (2017)"Digital human resource management". *Gyan Management* 11.2: 23-27.
3. Saini, Savita. (2018)"Digital HRM and its Effective Implementation: An Empirical Study." *International Journal of Management Studies* 2.7: 62-66.
4. Strohmeier, Stefan. (2020) "Digital human resource management: A conceptual clarification." *German Journal of Human Resource Management* 34.3: 345-365.
5. Samson, Honoria, and Vinita Agrawal. (2020) "Effectiveness of Digitalization in HRM: An Emerging Trend." *Journal of Critical Reviews* 7.4.
6. DiRomualdo, Anthony, Dorothée El-Khoury, and Franco Girimonte. "HR in the digital age: How digital technology will change HR's organization structure, processes and roles." *Strategic HR Review* (2018).
7. Njoku, E., Ruël, H., Rowlands, H., Evans, L., & Murdoch, M. (2019). *An analysis of the contribution of e-HRM to sustaining business performance*. Emerald Publishing Limited.
8. Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2018). Linking green human resource management practices to environmental performance in hotel industry. *Global Business Review*, 21(3), 663-680.
9. Mia, Md Hasan, and Fahim Faisal. (2020) "Digital Human Resource Management: Prospects & Challenges for Garments Industries in Bangladesh". *European Journal of Business and Management*, ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.12, No.7.
10. Wang, Lijun, Yu Zhou, and Guoyang Zheng. (2022) "Linking Digital HRM Practices with HRM Effectiveness: The Moderate Role of HRM Capability Maturity from the Adaptive Structuration Perspective." *Sustainability* 14.2: 1003.
11. Rahman, Mushfiqu, Chima Mordi, and Uzoechi Nwagbara. "Factors influencing E-HRM implementation in government organisations: Case studies from Bangladesh." *Journal of Enterprise Information Management* (2018).
12. Punithavathi, I. and Sugavaneswari, D.)2016(, "Electronic Human Resource Management: Challenges in The Digital Era", *International Journal of Interdisciplinary Studies*, No. 1, pp. 1-7.
13. SUBRAMANYA SRIHARI, (2020)"A STRATEGIC EVALUATION OF E-HRM IN IT AND ITES SECTOR: A

- MULTIDIMENSIONAL PERSPECTIVE" PhD thesis, Submitted to the CMR University, in Partial Fulfilment of the Degree of DOCTOR OF PHILOSOPHY in MANAGEMENT, College OF MANAGEMENT CMR UNIVERSITY BANGALORE.
14. Umar, T. R., Yammama, B. A., & Shaibu, R. O. (2020). The Implications of Adopting and Implementing Electronic Human Resource Management Practices on Job Performance. *Journal of Human Resource Management*, 8(2), 96-108.
 15. Pantelidis, Ioannis. (2019) "Digital human resource management." *Human Resource Management in the Hospitality Industry*. Routledge, 337-366.
 16. Nawaz, Nishad. (2017) "A comprehensive literature review of the digital HR research filed" *Information and Knowledge Management*. Vol. 7. No. 4.
 17. Al-Hawary, Sulieman Ibraheem Shelash, and Abdulrahman Awad Al-Namlan. "Impact of electronic human resources management on the organizational learning at the private hospitals in the state of Qatar." *Global Journal of Management and Business Research* (2018).
 18. Johnson, R. D., Lukaszewski, K. M., & Stone, D. L. (2016). The evolution of the field of human resource information systems: Co-evolution of technology and HR processes. *Communications of the Association for Information Systems*, 38(1), 28
 19. Chytiri, Alexandra-Paraskevi. (2019) "HUMAN RESOURCE MANAGERS'ROLE IN THE DIGITAL ERA.". *SPOUDAI Journal of Economics and Business*, Vol.69, Issue 1-2, pp. 62-72.
 20. Barykin, S. Y., Kapustina, I. V., Valebnikova, O. A., Valebnikova, N. V., Kalinina, O. V., Sergeev, & Volkova, L. (2021). Digital technologies for personnel management: Implications for open innovations. *Academy of Strategic Management Journal*, 20, 1-14.
 21. Edkins, Antony. "Book Review: Professional Capital: Transforming Teaching in Every School." (2013): 121-123.
 22. Liu, Xiaolin, Jiashuo Chang, and Liguang Zhang. (2020)"Development and Validation of a Scale for Teacher Professional Capital for ICT-enhanced Teaching Innovation." *Ninth International Conference of Educational Innovation through Technology (EITT)*. IEEE.
 23. Tarnowski, Stephanie Brown. (2021) "Professional Capital Across the Careers of Four Veteran Teachers". *Montclair State University, A DISSERTATION Submitted to the Faculty of Montclair State University in partial fulfilment, of the requirements for the degree of Doctor of Philosophy, Montclair State University, NJ*.
 24. Goos, Merrilyn, and Kim Beswick, eds. (2021) "The learning and development of mathematics teacher educators: International perspectives and challenges".
 25. Hargreaves, Andy. "What the COVID-19 pandemic has taught us about teachers and teaching." *Facets* 6.1 (2021): 1835-1863.
 26. Nolan, Andrea, and Tebeje Molla. "Teacher confidence and professional capital." *Teaching and teacher education* 62 (2017): PP ,10-18.
 27. Tong, Wanda, and Agnes Razniak. "Building professional capital within a 21st century learning framework." *Journal of Professional Capital and Community* (2017).
 28. Visone, Jeremy D. "Developing social and decisional capital in US National Blue Ribbon Schools." *Improving schools* 21.2 (2018): 158-172.
 29. Sell, Kenneth., (2021) "The role of professional capital theory and school leadership for

- international school climate transformation". Diss. Southern Cross University. The thesis is submitted in fulfilment of the requirements for the degree of Doctor of Philosophy.
30. Arvan, Meysam, Omidvar, Aschkan & Ghodsi, Reza, (2016), Intellectual capital evaluation using fuzzy cognitive maps: A scenario-based development planning, *Expert Systems with Applications*, (55), pp. 21–36.
 31. Jarlstrom, Maria, Tiina Brandt, and Anni Rajala. "The relationship between career capital and career success among Finnish knowledge workers." *Baltic Journal of Management* (2020).
 32. Marvel, M. R., Davis, J. L., & Sproul, C. R. (2016). Human capital and entrepreneurship research: A critical review and future directions. *Entrepreneurship Theory and Practice* 40(3), 599-626.
 33. Bilan, Yuriy, Halyna Mishchuk, and Tetiana Dzhyhar. "Human capital factors and remuneration: analysis of relations, modelling of influence" *Business: Theory and Practice* (2017).
 34. Lagakis, David, & Moll, Benjamin, & Porzio, Tommaso, & Qian, Nancy, & Schoellman, Todd (2012), "Experience Matters: Human Capital And Development Accounting", National Bureau Of Economic Research.
 35. Hador, Batia Ben. (2017), "How intra-organizational social capital influences employee performance", *Journal of Management Development*, Vol. 35 Iss 9 pp.
 36. Liu, Xiaolin, Jiashuo Chang, and Liguang Zhang. (2020) "Development and Validation of a Scale for Teacher Professional Capital for ICT-enhanced Teaching Innovation." Ninth International Conference of Educational Innovation through Technology (EITT). IEEE.
 37. Dolinska, Natalia. (2020) "Professional capital in higher education: concept and role" *Youth and the market* 5/184.
 38. Jarlstrom, Maria, Tiina Brandt, and Anni Rajala. "The relationship between career capital and career success among Finnish knowledge workers." *Baltic Journal of Management* (2020).
 39. Srirama, Mamatha V., Parameshwar P. Iyer, and Hariprasad Reddy, (2020). "Dimensions of social capital and learning culture: a case of an IT organization" *The Learning Organization*.
 40. Ganguly, Anirban, Asim Talukdar, and Debdeep Chatterjee. "Evaluating the role of social capital, tacit knowledge sharing, knowledge quality and reciprocity in determining innovation capability of an organization." *Journal of knowledge management* (2019).
 41. Rezaei, Mojtaba, Vahid Jafari-Sadeghi, and Stefano Bresciani. "What drives the process of knowledge management in a cross-cultural setting: The impact of social capital." *European Business Review* (2020).
 42. Hargreaves, Andrew, and Michael Fullan. (2013) "The power of professional capital" *The Learning Professional* 34.3: 36.
 43. Watts, Dana Specker, and Jayson W. Richardson. "Leveraging professional development to build professional capital in international schools in Asia." *Journal of Professional Capital and Community* (2020).
 44. Dolinska, Natalia. (2020) "Professional capital in higher education: concept and role." *Youth and the market* 5/184.
 45. Walker, Allison. "Elementary Teachers' Perception of Professional Capital Within Their Community of Practice." (2017).