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## EMPOWERING HUMAN RESOURCES IN THE DIGITAL ERA – A FIELD STUDY AT CONDOR CORPORATION IN BORDJ BOU ARRERIDJ

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**Abstract.** This study seeks to identify the impact of the use of information and communication technologies on human resource management functions within Algerian organizations. To achieve this objective, the descriptive approach was applied to a sample of 70 respondents from among the employees of the Human Resources Department at Condor Corporation in the province of Bordj Bou Arreridj. The sample was selected using a purposive sampling method, and the data collection tools consisted of interviews and a questionnaire. The results of the study revealed that computers are among the most important components of information and communication technologies used in the organization under study, and that they have significantly contributed to activating the training process among employees. In addition, e-recruitment is considered one of the most recent outcomes of communication technologies, and it has contributed to enhancing the recruitment process within the organization by attracting the largest possible number of job seekers in a very short period of time. Furthermore, the Human Resources Information System plays a fundamental role in decision-making within human resource management.

**Keywords:** Information and Communication Technologies; Human Resources Information System; Recruitment Policy; Training Policy

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## РАСШИРЕНИЕ ПОТЕНЦИАЛА ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ В ЦИФРОВУЮ ЭПОХУ – ПОЛЕВОЕ ИССЛЕДОВАНИЕ В КОРПОРАЦИИ CONDOR (БОРДЖ-БУ-АРРЕРИДЖ)

Ханане Бендиаф\*

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**Абстракт.** Целью данного исследования является выявление влияния использования информационно-коммуникационных технологий на функции управления человеческими ресурсами в алжирских организациях. Для достижения поставленной цели был применён описательный подход на выборке из 70 респондентов, представляющих сотрудников отдела управления человеческими ресурсами корпорации Condor, расположенной в провинции Бордж-Бу-Арреридж. Выборка была сформирована с использованием целенаправленного метода отбора, а в качестве инструментов сбора данных использовались интервью и анкетирование. Результаты исследования показали, что компьютеры являются одним из наиболее важных компонентов информационно-коммуникационных технологий, используемых в исследуемой организации, и что они в значительной степени способствовали активизации процесса обучения сотрудников. Кроме того, электронный рекрутинг рассматривается как одно из наиболее современных достижений коммуникационных технологий и сыграл важную роль в повышении эффективности процесса подбора персонала за счёт привлечения максимального числа соискателей в кратчайшие сроки. Также было установлено, что информационная система управления человеческими ресурсами играет ключевую роль в процессе принятия управленческих решений в сфере HR-менеджмента.

**Ключевые слова:** Информационно-коммуникационные технологии; Информационная система управления человеческими ресурсами; Политика подбора персонала; Политика обучения

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## RƏQƏMSAL DÖVRDƏ İNSAN RESURLARININ GÜCLƏNDİRİLMƏSİ – BORDJ BU ARRERİDJ ŞƏHƏRİNDƏ CONDOR KORPORASIYASINDA SAHƏ TƏDQIQATI

Hanənə Bəndiaf\*

Lamri Ziyad\*\*

**Abstrakt.** Bu tədqiqat Əlcəzair təşkilatlarında informasiya və kommunikasiya texnologiyalarının insan resurslarının idarə olunması funksiyalarına təsirini müəyyən etməyi məqsəd qoyur. Bu məqsədə nail olmaq üçün Bordj Bu Arreridj vilayətində yerləşən Condor Korporasiyasının İnsan Resursları Departamentinin 70 əməkdaşını əhatə edən seçmə üzrə təsviri yanaşma tətbiq edilmişdir. Nümunə məqsədli seçim üsulu ilə müəyyən edilmiş, məlumatların toplanması üçün müsahibə və sorğu anketindən istifadə olunmuşdur. Tədqiqatın nəticələri göstərmişdir ki, kompüterlər araşdırılan təşkilatda istifadə olunan informasiya və kommunikasiya texnologiyalarının ən mühüm komponentlərindən biridir və əməkdaşların təlim prosesinin fəallaşdırılmasına əhəmiyyətli dərəcədə töhfə vermişdir. Bundan əlavə, elektron işə qəbul kommunikasiya texnologiyalarının ən müasir nəticələrindən biri hesab olunur və çox qısa müddət ərzində mümkün qədər çox iş axtaranın cəlb edilməsi yolu ilə təşkilatda işə qəbul prosesinin təkmilləşdirilməsinə xidmət etmişdir. Eyni zamanda, İnsan Resursları üzrə İnformasiya Sistemi insan resurslarının idarə olunmasında qərar qəbuletmə prosesində əsas rol oynayır.

**Açar sözlər:** İnformasiya və kommunikasiya texnologiyaları; İnsan Resursları üzrə İnformasiya Sistemi; İşə qəbul siyasəti; Təlim siyasəti

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## **1.First: Formulation of the Research Problem**

Organizations today are witnessing a phase of development in technological and information techniques, which has led to the emergence of what is known as electronic management. Organizations have adopted this as an organizational strategy, especially within the context of the knowledge economy, as it is considered a modern managerial pattern in administration, management, and decision-making. Organizations tend to adopt this strategy (electronic management) in order to develop work methods and enhance the performance of their human resources, thus ensuring high organizational efficiency in the face of intense competition. Successful organizations work to encourage their human resource departments to perform their functions and respond to the requirements of the economic and technological environment. Electronic human resource management is concerned with the practical application of human resource strategies and practices within the organization through targeted support and full utilization of internal and external information network channels, as it represents a path toward effective performance.

Algeria is among the countries that have given great attention and care to the technological factor through the industrialization policies it has pursued since independence. Some believed that industrialization was the only solution to advancing the national economy, and in its pursuit of this goal, Algeria implemented several development plans that focused on importing advanced technology. The importance of technology lies in revealing the extent to which imported technology corresponds with the characteristics and culture of society. Today, Algeria- Algerian organizations- finds itself compelled to keep pace with the development and progress achieved by the world, especially with the adoption of economic openness toward the market economy. This has required the development and improvement of new mechanisms and work methods in human resource management within organizations, particularly through the use of information and communication technologies to perform functions such as training, recruitment, decision-making, and other activities.

Based on the issues raised above, the general research question of the study was formulated as follows:

What is the impact of using information and communication technologies on human resource management functions in Algerian organizations?

From the main question, the following sub-questions were formulated:

- What is the impact of using computers on the training policy in Algerian organizations?
- What is the impact of using the Internet/Intranet on the recruitment policy in Algerian organizations?

– What is the impact of using the Human Resources Information System on activating decision-making in Algerian organizations?

**Sub-Hypotheses:**

- The use of computers has a significant impact on training policy in Algerian organizations.
- The use of the Internet/Intranet has a significant impact on recruitment policy in Algerian organizations.
- Human Resource Information Systems (HRIS) have a significant impact on the activation of decision-making within Algerian organizations.

**Second: Formulation of the Hypotheses**

**General Hypothesis:**

The use of information and communication technologies (ICT) has a significant impact on the functions of human resource management in Algerian organizations.

**Second: Sub-Hypotheses:**

- The use of computers has a significant impact on training policy in Algerian organizations.
- The use of the Internet/Intranet has a significant impact on recruitment policy in Algerian organizations.
- Human Resource Information Systems (HRIS) have a significant impact on the activation of decision-making within Algerian organizations.

**Third: Study Concepts**

- **Information and Communication Technology (ICT)**
- **1.Technology**
- Technology is defined as “*a set of accumulated knowledge, experience, tools, and material, organizational, and administrative means used by humans in performing tasks in their daily lives to satisfy material and moral needs at both individual and societal levels*” [Alam El-Din, 1990, p.18].

William and Ogburn define technology as “*the study of technical means that include all aspects of material culture*” [Al-Duqas, 1999, p.43].

Mohamed Atef Ghaith defines it as “*organized knowledge related to scientific principles and discoveries, as well as industrial processes, power sources, and appropriate methods of transportation and communication for producing goods and services*” [Ghaith, 1993, p.484].

**Operational definition:**

Technology includes various innovations and inventions that affect different fields. It refers to material tools and means used by humans to accomplish tasks with greater speed and accuracy.

## **2.Information**

Information is defined as *“specific data whose concepts are related to humans, computers, or various documentation tools, and may take the form of numbers, symbols, or words. It represents facts or data that may be quantitative or numerical”* [Alam El-Din, 1990, p.17].

It is also defined as *“a set of organized and coordinated data, or processed data that have been applied, analyzed, and summarized in a way that allows their use and usefulness, making them meaningful to users”* [Zayed, 2013, p.112].

## **3.Information Technology**

Information technology is defined as *“the search for the best means to facilitate access to information, exchange it, and make it available to users quickly and efficiently”* [Alam El-Din, 1990, p.27].

It is also defined as *“hardware and software components, administrative databases, and other technologies used to store data and provide organizations with information that supports decision-making, thereby improving the efficiency and effectiveness of decision-makers at all stages of the decision-making process”* [Khalfi, 2009, p.63].

Additionally, it is defined as *“a set of means that assist managers in collecting, storing, analyzing, distributing, and disseminating information to improve performance. The manager’s role lies in the ability to use these means to enhance and develop organizational activities and functions”* [Kaid Nour El-Din, n.d., p.15].

**Operational definition:** Information refers to a set of data that are prepared, processed, and stored for later use, particularly in decision-making.

## **4.Communication**

Karl Hovland defines communication as *“the process by which a communicator presents stimuli- usually verbal symbols- in order to modify the behavior of others (message recipients)”* [Rashti, 1978, p.50].

Communication is also defined as *“the transmission of ideas, emotions, information, and influences”* [Rashti, 1978, p.51].

Samir Hassan defines it as *“an activity aimed at achieving dissemination or circulation of an idea, subject, institution, or issue through the transfer of information, ideas, attitudes, or opinions from one person or group to another using symbols that have a shared and understood meaning by both parties”* [Makawi & Hussein, n.d., p.24].

**Operational definition:** Communication is an interactive process between a sender and a receiver to exchange information and ideas through multiple and diverse communication channels.

## **5.Communication Technology**

The Media Dictionary defines communication technology as “*the totality of accumulated and available knowledge, expertise, tools, and material, administrative, and organizational means used to collect, process, produce, store, retrieve, disseminate, and exchange information, i.e., deliver it to individuals and societies*” [Hijab, 2004, p.166].

Fodil Delio defines it as “*technology connected to computers, with multiple effects covering various fields such as knowledge diagnosis in general and organizational structuring in particular*” [Delio, n.d., p.147].

**Operational definition:** Communication technology refers to a set of material tools and means, such as computers and social media networks, used for exchanging, storing, and retrieving information at the appropriate time.

Technology of communication often overlaps with information technology. Saad Labib views both as two sides of the same coin, as the communication technology revolution has progressed alongside the information technology revolution, which emerged due to the explosion of knowledge and the doubling of intellectual production across various fields. This has led to the integration of communication networks with information networks, marking the end of the separation between information systems and communication systems [Alam El-Din, 1990, p.141].

Information and communication technology is defined as “*a set of tools and devices that provide information storage and processing, followed by retrieval and transmission through various communication devices to any place in the world*” [Khudr, 2012, p.49].

## 6. Job

A job is defined as “*a set of tasks, duties, and responsibilities assigned to one individual, possessing a specific identity and title that constitutes the basis for employee designation*” [Al-Taie et al., 2010, p.126].

It is also defined as “*a group of positions that are similar in essential tasks and responsibilities*” [Gharbi et al., 2007, p.61].

**Operational definition:** A job is a set of tasks assigned to an individual or group who are responsible for their execution.

## 7. Human Resource Management (HRM)

### a. Resources

Resources refer to sources or means of livelihood and paths leading to sustenance [Hashim, n.d., p.198].

### b. Management

Chester Barnard defines management as “*the actions performed by a manager while carrying out job responsibilities*” [Hamed, 2012, p.15].

Management is also defined as “*a human activity aimed at achieving specific results through the optimal use of available organizational*

*resources under surrounding environmental conditions”* [Saheb & Al-Moussawi, 2006, p.27].

Glover defines it as *“a thought process that owns, describes, plans, motivates, evaluates, and monitors the optimal use of human and material resources to achieve a known and defined objective”* [Saheb & Al-Moussawi, 2006, p.28].

**Operational definition:** Management is a function based on planning, provision, motivation, supervision, and optimal utilization of human and material resources to achieve predefined objectives.

### **c. Human Resources**

- Human resources refer to the human element within or outside the workforce [Gharbi, 2004, p.30].
- They include all workforce levels such as laborers, staff, and senior executives [Hirash, 2012, p.129].
- The term “human resources” replaced “personnel” in 1970, when the American Society for Personnel Administration renamed itself the Society for Human Resource Management [Hassan, n.d., p.15].

**Operational definition:** Human resources refer to the workforce within and outside the organization who provide labor in return for wages under established laws and regulations.

### **d. Human Resource Management**

HRM is defined as *“a series of decisions related to employment relationships that affect organizational and employee effectiveness, including recruitment, development, and retention in a way that achieves both organizational and individual goals”* [Al-Salem & Harhash, 2005, p.5].

It is also defined as *“administrative activities related to acquiring, developing, motivating, and retaining human resources to achieve organizational objectives with high efficiency and effectiveness”* [Al-Morsi, 2006, p.16].

Additionally, it refers to *“the management of all processes related to planning, organizing, directing, monitoring, and evaluating human resource efforts to achieve organizational and individual goals”* [Al-Bardai, 2005, p.17].

**Operational definition:** Human resource management concerns managing employees from recruitment to retirement, including training, compensation, performance evaluation, and participation in decision-making.

## **8. Training**

Training is defined as “*an attempt to improve current and future performance by increasing employees’ capabilities*” [Al-Haytami, 2005, p.222].

It is also defined as “*a planned and organized effort to provide human resources with knowledge, develop skills, and positively change attitudes and behaviors*” [Mar’i, 1993].

**Operational definition:**

Training is the process of acquiring skills, experience, and capacity development to enhance institutional performance.

**9.Recruitment**

Ahmed Maher defines recruitment as “*a multi-step process designed to provide organizations with suitable individuals, including job analysis, human resource planning, recruitment, selection, and appointment*” [Maher, 2001, p.74].

It is also defined as “*determining the type of individuals to be employed, attracting and selecting them, as well as establishing performance standards, wages, and incentives*” [Munir, 2011, p.10].

**Operational definition:** Recruitment is a human resource function involving attraction, selection, and appointment based on defined criteria and standards.

**10.Decision-Making**

Decision-making is defined as “*a cognitive process whose outcome appears individual, but is in reality an organized collective effort resulting from integrated opinions, ideas, communications, discussions, and studies conducted at various organizational levels*” [Al-Sayed & Abdel-Mawgoud, 2003].

Jamal El-Din Ouisset defines it as “*the careful selection by decision-makers of one course of action over others among several possible alternatives*” [Ouisset, 2005, p.83].

**Operational definition:** Decision-making is the selection of the most appropriate alternative among available options, relying on information systems and communication tools to obtain accurate and timely data.

**11.Organization (Institution)**

Litrushi defines an organization as “*a unit in which human and material elements of economic activity are gathered and coordinated*” [Adoun, 1998, p.9].

Karl Marx views the capitalist organization as one where “*a large number of workers operate simultaneously under the management of the same capital and in the same place to produce the same type of goods*” [Adoun, 1998, p.10].

**Operational definition:** An organization is an organizational structure that integrates production factors such as technology and human resources to achieve efficiency in producing goods or delivering services.

## **I.Study Fields**

### **1.Geographical (Spatial) Field**

#### **• Introduction to the Institution**

Condor is a joint-stock company known as **Condor Electronics**, operating in the manufacturing, marketing, and after-sales service of electronic and household electrical appliances. The company’s General Manager is **Abdelrahman Benhamadi**.

The headquarters is located in the industrial zone and commercial activity area of **Bordj Bou Arréridj Province**, with additional production units situated in the industrial zone of **Oued Smar in Algiers**.

The company covers an area of approximately **80,104 m<sup>2</sup>**, with a capital estimated at **250,000,000 DZD**. Condor began its operations in **April 2002**. Its products include televisions, digital receivers, household appliances such as refrigerators and air conditioners, compact disc players, and laptop computers. In late **2008**, the company began producing laptops after obtaining the original **Microsoft Windows license**.

Condor obtained the **ISO 9001:2000 quality certification** from **AFAQ AFNOR** on **27/03/2007**, and won the **Algerian Quality Award** in **2011**. In early **2012**, it also obtained another quality certification from **TÜV Rheinland**, making it the only company in the electronic manufacturing sector to achieve this distinction.

The company imports raw materials from **South Korea, China, and Germany**, and markets its products domestically while exporting to **Tunisia, Libya, and several European countries**. Condor is distinguished by its leadership in after-sales services, offering **two years of warranty** and **three years of spare parts availability**.

Condor owns **seven production units**, including:

- Television production unit (40% market share),
- Digital and non-digital receiver production unit (25%),
- Air conditioner and household appliances unit (10%),
- Refrigerator production unit (35%),
- Packaging materials unit,
- Plastic materials production unit.

The company relies on two key competitive advantages: **high product quality** and **a carefully planned pricing policy**, in addition to adopting a policy of **continuous employee training** to renew skills. The company’s slogan is *“Creativity is Life.”*

The number of employees has currently exceeded **1,500 workers** across all units, compared to only **90 employees** at the beginning of its operations, in addition to **600 employees outside Bordj Bou Arréridj Province**. Condor began adopting **Information and Communication Technology (ICT)** in early **2006**, in order to keep pace with developments through technological applications in the workplace. (*Information provided by the Human Resources Department of Condor.*)

• **Status of Information and Communication Technology in Human Resource Management at “Condor”**

– **Hardware** The department is equipped with a significant technological infrastructure that enables the system to perform its role effectively, provided qualified personnel are available to use modern technologies efficiently. The company owns a central server and desktop computers forming the core of the internal information network. It has **67 networked computers** covering all administrative functions. These are high-technology devices, in addition to printers, telephones, and fax machines.

The management regularly upgrades its hardware to keep pace with technological developments, recognizing the importance of integrating technology into management practices to enhance efficiency and success.

– **Application Software** The company currently uses a computerized system known as **SAGE 100**, which is dedicated to commercial management and applied throughout the entire production and distribution process, from raw material purchase to final product delivery to customers. The system has been in use since **2006** and is characterized by its flexibility and scalability in line with the expansion of the company’s activities. It covers all organizational functions, in addition to standard office software such as **Excel and Word**.

– **Information Network** Condor relies on a **Local Area Network (LAN)** that connects computers across the company’s departments and divisions. The network operates under a **client/server system**, where the main server provides all network services (printing, communication, file management, and databases) to client computers.

The server also manages data control and protection, while client computers enable fast and flexible access for end-users to retrieve and process information. The LAN is connected to the **Intranet**.

– **Database** The database includes all internal and external data and information related to the department’s activities. Through the use of **SAGE 100**, data are centralized and stored systematically in the server’s memory to ensure security and protection.

Database management systems allow users to easily create, view, store, process, and delete data. The existence of a database enables management to:

- Centralize data and information in one location,

- Organize data systematically,
- Ensure accuracy and rapid access to information,
- Reduce physical storage space,
- Protect information from unauthorized use.

– **Human Element** Human resources represent the most important component of the system, as it cannot function without them. Each individual in the department constitutes a part of the information system and contributes to collecting and processing data. Modern information systems require system analysts, designers, and software developers. (*Information provided by employees of the Human Resources Department.*)

## **2.Temporal Field**

The institution under study was visited to verify the application of ICT after surveying several organizations. **Condor** was deemed the most suitable for the research topic, and the study was conducted after obtaining approval from the Deputy Director of Human Resources.

The study was carried out in two phases:

- **First phase:** from **March 15 to March 20, 2025**, during which the questionnaire was designed and formulated in line with the research problem and sub-questions.
- **Second phase:** from **April 7 to April 20, 2025**, during which questionnaires were distributed, data were entered into tables using **SPSS**, and then analyzed.

## **II.Methodology and Tools Used in the Study**

### **1.Method**

This study adopted the **descriptive method**, which is considered one of the most suitable approaches in social sciences for analyzing social reality and its characteristics.

### **2.Data Collection Tools and Techniques**

- **Interview:** Conducted with the Deputy Director of Human Resources and some employees to obtain relevant information.
- **Questionnaire:** Designed to reflect the research problem and hypotheses, consisting of **32 questions** distributed across four axes:
  - Axis One: Socio-professional data of respondents (4 questions).
  - Axis Two: Questions related to the first hypothesis concerning computer use and its impact on training processes (Questions 5–16).
  - Axis Three: Questions addressing the impact of Internet/Intranet use on recruitment processes (Questions 17–23).
  - Axis Four: Questions focused on the impact of Human Resource Information Systems on decision-making (Questions 24-32).

## **III.Sample and Sampling Method**

A **purposive (intentional) sample** was used, targeting employees of the Human Resources Department. The sample consisted of **70 respondents**, to whom questionnaires were distributed. A total of **63 questionnaires** were retrieved and deemed valid; therefore, data analysis and tabulation were conducted based on **63 respondents**.

### Data Presentation and Analysis

**Table (1): Personal and Social Characteristics of Respondents**

Variable	Category	Frequency	Percentage
<b>Gender</b>	Male	48	76.9%
	Female	15	23.1%
	<b>Total</b>	63	100%
<b>Age</b>	20–30 years	42	66.7%
	30–40 years	21	33.3%
	<b>Total</b>	63	100%
<b>Educational Level</b>	Secondary	23	36.5%
	University	40	63.5%
	<b>Total</b>	63	100%
<b>Seniority</b>	Less than one year	39	61.9%
	More than one year	24	38.1%
	<b>Total</b>	63	100%

### Interpretation of Table (1)

#### Gender

The results indicate that males represent the majority of the research population, accounting for **76.9%**, while females represent **23.1%**. This suggests that most employees in the Human Resources Department of Condor are male. This distribution can be attributed to the nature of the department's activities, which require direct interaction with workers and continuous coordination with the production units. Moreover, the Human Resources Department is organizationally connected directly to the factory, which may explain the predominance of male employees. This variation may also be linked to the perceived need for responsibility-bearing roles, in addition to social and cultural factors within Algerian society.

#### Age

The age distribution shows that **66.7%** of respondents fall within the **20–30 years** age group, while **33.3%** belong to the **30–40 years** group. This indicates that the majority of employees in the Human Resources Department are young. This can be explained by the fact that younger employees possess greater potential for effort, persistence, and adaptability. In addition, the contemporary work environment requires competencies aligned with technological developments, and young employees constitute a strategic asset upon which

the organization builds its future. Institutions compete to attract qualified employees, as incentives, rewards, recruitment, and training directly influence the organization’s human resource strategy. Changes in wage structures, employment regulations, recruitment methods, training systems, and competitors’ reputations all affect strategic human resource decisions, reflecting a systems-based approach.

**Educational Level** The dominant educational level among respondents is the **university level**, representing **63.5%**, while **36.5%** hold a secondary education level. This indicates that employees possess a relatively high level of education, which is necessary given the nature of work within the department. Human resource management relies heavily on advanced technologies, requiring staff with adequate knowledge, skills, and specialization. Furthermore, recruitment through pre-employment contract networks has contributed significantly to employing university graduates, as the institution maintains continuous coordination with these networks.

### **Seniority**

With regard to seniority, **61.9%** of respondents have **less than one year** of experience, while **38.1%** have **more than one year**. This indicates that most Human Resources employees at Condor are relatively new recruits, which aligns with the age structure of the workforce. The institution emphasizes training these employees to equip them with the required skills and experience, relying on its own technological tools and systems. The organization seeks to develop employees according to its specific needs, a process that will be further clarified in the tables related to the training hypothesis through computer-based systems.

### **Analysis of Tables Related to the Hypothesis:**

#### **“The Use of Computers and Its Impact on the Training Process”**

##### **Table (02):**

#### **The Use of Computers in Activating Training and the Type of Change Resulting from Computer-Based Training**

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Yes – Facilitated and organized training	40	63.5%
Yes – Reduced effort and time	16	25.4%
Total (Yes)	56	88.9%
No	7	11.1%
Total	63	100%

The quantitative evidence presented in Table (02) confirms that computer-based training has contributed to activating the training process, as indicated by **88.9%** of the total respondents. Specifically, **63.5%** stated that training through computers facilitated and organized the training process compared to

previous methods, while **25.4%** reported that it reduced both effort and time. In contrast, **11.1%** of respondents indicated that training is not delivered via computers.

These results carry several sociological interpretations, suggesting that the organization places significant importance on training, which has enhanced employees' interaction with computer-based training processes. This interaction has positively affected employees through improved professional performance and the skills they demonstrate in carrying out their tasks and duties, as observed during the researcher's presence within the organization.

Furthermore, the effectiveness of the training process has been reinforced by the existence of trust, similarity in procedures, and consistency in outcomes—an aspect emphasized by the **systems approach**, which was addressed in the theoretical section concerning human resource management approaches. Such consistency is achieved through the appropriate selection of training programs and the methods used to deliver them to employees, in addition to their flexibility and adaptability, particularly since the organization under study maintains continuous awareness of and communication with developments in its external environment.

Training effectiveness is also closely linked to employees' participation and interaction through the practical application of acquired knowledge and skills in the field. Computer-based training enables employees to access training content at their convenience, provided they possess the motivation and willingness to learn, and allows the use of expert systems without the need to consult supervisors for every detail. This contrasts with traditional training methods that require attendance at a fixed time.

Accordingly, technology has introduced effective solutions, as it necessitates continuous training and development- commonly referred to as **distance training**- which contributes to reducing effort and costs resulting from strict employee supervision, as proposed in **Frederick Taylor's Scientific Management Theory** [Taylor, 1911]. In this sense, technology has contributed to liberating employees from traditional organizational constraints.

**Table (03):**

**The Effect of Training Content Delivery Methods on E-Learning**

<b>Training Delivery Method</b>	<b>Reduced Time</b>	<b>Reduced Effort</b>	<b>Reduced Costs</b>	<b>No Response</b>	<b>Total</b>
Intranet / Extranet	7 (11.1%)	7 (11.1%)	3 (9.6%)	0 (0%)	17 (31.8%)
Email	9 (14.3%)	15 (23.8%)	12 (19%)	0 (0%)	36 (57.1%)

No response	0 (0%)	0 (0%)	0 (0%)	7 (11.1%)	7 (11.1%)
<b>Total</b>	16 (25.4%)	25 (39.7%)	15 (23.8%)	7 (11.1%)	63 (100%)

- **Degrees of freedom (df): 6**
- **Significance level ( $\alpha$ ): 0.05**
- **Significance value (p-value): 0.000**

### **Interpretation and Analysis**

The results presented in Table (03) indicate that the general trend is most prominent in the category “**reduced effort**”, with a percentage of **39.7%**. Within this category, **23.8%** of respondents attributed effort reduction to training delivered via **email**, compared to **11.1%** for training delivered through the **intranet/extranet**.

Regarding **time reduction**, the percentage reached **25.4%**, where **14.3%** of respondents reported that training delivered via email reduced time, while **11.1%** attributed time reduction to training provided through intranet/extranet systems.

In the category “**reduced costs**”, responses accounted for **23.8%** of the total sample. Here, **19%** of respondents indicated that cost reduction was achieved through email-based training, whereas **9.6%** reported cost reduction via intranet/extranet systems. In contrast, **11.1%** of respondents stated that training is not delivered through computers.

Using **SPSS**, a statistically significant value of **p = 0.000** was obtained at a degree of freedom of **6** and a significance level of  **$\alpha = 0.05$** . Since the calculated p-value is less than the alpha level, this result confirms, with **95% confidence**, that there is a statistically significant effect of the method of training content delivery on the training process when computers are used.

### **Sociological Interpretation**

These findings can be interpreted in light of the role of **Information and Communication Technologies (ICT)** in transmitting data and information, particularly given their interactive nature, as discussed in the theoretical framework on ICT characteristics. ICT enables both senders and users to exchange information through local networks or electronic mail, thereby enhancing the training process.

ICT contributes to activating productive processes by shaping an organizational structure characterized by knowledge and technical skills, which in turn supports performance development and improvement, ultimately leading to greater organizational efficiency and effectiveness. Numerous sociological theories and studies have examined this dimension; within this context, **Frederick Taylor** emphasized the importance of training within the

principles of motion and time in **Scientific Management Theory** (Taylor, 1911).

The importance of computer networks lies in their role as tools for information creation and exchange, as well as for sharing software and systems, which accelerates task execution and improves performance. One of the most significant advantages of electronic networks within organizations is that they operate as **open systems**, interacting with both internal and external environments. Consequently, Human Resource Management becomes an open system that both influences and is influenced by its surroundings.

Among the most affected HR functions is **e-training**, through which Condor Corporation has achieved a qualitative improvement by reducing time, effort, and costs. Furthermore, information networks facilitate teamwork, overcome spatial and temporal constraints, broaden knowledge and expertise, and enable employees to participate in remote training programs and distance learning while benefiting from others' experiences.

#### **Table (04):**

#### **The Effect of Training Language on Updating Electronic Content After the Introduction of New Technology**

##### **Updating Training Content**

<b>Training Language</b>	<b>Yes</b>	<b>No Response</b>	<b>Total</b>
Lectures	30 (47.6%)	0 (0%)	30 (47.6%)
Publications	25 (39.7%)	0 (0%)	25 (39.7%)
No response	0 (0%)	8 (12.7%)	8 (12.7%)
<b>Total</b>	<b>55 (87.3%)</b>	<b>8 (12.7%)</b>	<b>63 (100%)</b>

- **Degrees of freedom (df): 2**
- **Significance level ( $\alpha$ ): 0.05**
- **Significance value (p-value): 0.000**

#### **Statistical Analysis**

The statistical analysis of the data presented in Table (04) indicates that **87.3%** of respondents confirmed their ability to update electronic training content through computer use. Among them, **47.6%** stated that the training language is delivered in the form of **lectures**, while **39.7%** reported that training content is provided through **publications**. In contrast, **12.7%** of respondents indicated that training is not delivered via computer-based systems.

Using **SPSS**, the calculated significance value was **p = 0.000**, with **2 degrees of freedom** and a **margin of error ( $\alpha$ ) of 0.05**. Since the p-value is smaller than the alpha level, this result confirms, with **95% confidence**, the existence of a statistically significant effect of the language of computer-based training on updating training content following the introduction of new technology.

#### **Sociological Interpretation**

From a sociological perspective, these findings demonstrate that the language of computer-based training plays a crucial role in renewing and updating training content. Unlike traditional training formats, electronic training content is not subject to physical deterioration and can be easily modified, given the computer’s ability to store vast amounts of data and information.

Training has become a fundamental necessity in light of rapid technological development and continuous change. The external environment of organizations- characterized by labor market fluctuations and intense competition- requires adaptive and continuously updated training strategies. Consequently, establishing an industrial culture within the organization necessitates the design of computer-based training programs that are closely linked to industrial realities and the technologies in use.

**Table (05):**

**The Effect of Using Computers in Repeated Training on the Development of Employees’ Skills within the Organization**  
**Skills Development**

<b>Training Repetition</b>	<b>Yes</b>	<b>No Response</b>	<b>Total</b>
Yes	45 (71.4%)	0 (0%)	45 (71.4%)
No	10 (15.9%)	0 (0%)	10 (15.9%)
No response	0 (0%)	8 (12.7%)	8 (12.7%)
<b>Total</b>	<b>55 (87.3%)</b>	<b>8 (12.7%)</b>	<b>63 (100%)</b>

- **Degrees of freedom (df): 2**
- **Significance level ( $\alpha$ ): 0.05**
- **Significance value (p-value): 0.000**

**Statistical Analysis**

The statistical reading of the data presented in Table (05) indicates that **87.3%** of respondents confirmed that computer-based training contributes to the development of employees’ skills. This result is distributed across two main positions:

- **71.4%** affirmed that repeated computer-based training activities play a significant role in developing employees’ skills.
- **15.9%** expressed the opposite view.

In contrast, **12.7%** of respondents stated that training is not originally delivered through computer-based systems.

Using **SPSS**, the significance value was estimated at **p = 0.000**, with **2 degrees of freedom** and a **margin of error ( $\alpha$ ) of 0.05**. Since the p-value is smaller than the alpha level, the researcher can confirm, with **95% confidence**, that the repetition of computer-based training activities has a statistically significant effect on the development of employees’ skills within the organization.

### Sociological Interpretation

These findings align with **Elton Mayo's** perspective, which considers training as an integral component of employees' social status within the workplace. The more employees improve their professional position, the greater their access to training opportunities, which in turn enhances organizational loyalty and work motivation, ultimately leading to increased productivity (Mayo, 1933).

The primary objective of skill development is to raise productivity levels, particularly given that **Condor Corporation** seeks to establish market leadership. In this context, **Daggs** argues that organizations' growing demand for high-level skills places increasing pressure on training processes, as institutions now favor cognitive and intellectual skills over manual ones.

Moreover, Condor Corporation- through its Human Resources Department- focuses on fostering creativity by encouraging employees to utilize technology in performing their tasks. This approach reflects the organization's guiding principle, "**Life is Innovation.**" Consequently, technology has transcended traditional work methods, systems, and techniques, contributing to the expansion of employees' experience and expertise. Under these conditions, employees are required to seriously engage in continuous training in order to achieve job mastery, accelerate production, reduce time, and ensure high-quality performance and productivity at the organizational level.

#### Table (06):

#### Type of Jobs Published Electronically and Their Effect on the Recruitment Process

Recruitment	Accepted	Good	Total
Employment	30 (47.6%)	8 (12.7%)	38 (60.3%)
Training	25 (39.7%)	0 (0%)	25 (39.7%)
<b>Total</b>	<b>55 (87.3%)</b>	<b>8 (12.7%)</b>	<b>63 (100%)</b>

- **Degrees of freedom (df): 1**
- **Significance level ( $\alpha$ ): 0.05**
- **Significance value (p-value): 0.014**

#### Statistical Analysis

The data in Table (06) shows that the majority of respondents (**87.3%**) confirmed that electronically publishing jobs affects the recruitment process. Specifically:

- **47.6%** indicated that electronic recruitment has a direct impact on the hiring process.
- **39.7%** stated that electronic announcements for training programs also influence recruitment, particularly for permanent employees.

In contrast, **12.7%** of respondents reported that the type of job published electronically does not affect recruitment; this percentage corresponds to employment functions, while it was negligible for training programs.

Using **SPSS**, the significance value was calculated at **p = 0.014**, with **1 degree of freedom** and a **margin of error  $\alpha = 0.05$** . Since the p-value is smaller than  $\alpha$ , the researcher can confirm with **95% confidence** that the type of jobs published electronically significantly affects the recruitment process.

### **Sociological Interpretation**

These results can be explained sociologically by the impact of **information and communication technology (ICT)** on recruitment. Electronic recruitment allows candidates to apply without physically attending the workplace, giving HR managers flexibility to process applications at convenient times.

- **Efficiency:** Electronic recruitment contributes to a faster selection process, reducing the time spent searching for suitable candidates.
- **Accessibility:** It enables candidates from remote or distant locations to apply, thus overcoming geographical barriers.
- **Resource Optimization:** Software for processing applications allows for a more rapid and cost-effective recruitment process.
- **Talent Pool Expansion:** By using online recruitment, organizations can access a broader range of applicants with diverse skills and qualifications.

At **Condor Corporation**, the HR department confirmed that publishing job openings online allows for better information collection on each candidate, facilitating faster and more accurate selection decisions. Electronic recruitment also fosters innovation and new thinking within the organization, aligning with the modern technological era and organizational goals for competitiveness and efficiency.

### **Table (07)**

#### **Technological Media Used in Job Advertisement**

<b>Technological Media</b>	<b>Frequency</b>	<b>Percentage</b>
Internet	58	92.1%
Intranet/Extranet	5	7.9%
<b>Total</b>	<b>63</b>	<b>100%</b>

### **Statistical Analysis**

The data in Table (07) shows that the majority of job advertisements (**92.1%**) are published via the Internet, whereas only **7.9%** are published through Intranet/Extranet. This indicates a strong preference for the Internet as the primary technological medium for recruitment at Condor Corporation.

### **Sociological Interpretation**

From a sociological perspective, the dominance of Internet-based platforms in recruitment can be explained as follows:

1. **Access to Extensive Candidate Databases:** Internet job portals provide HR departments with access to a large number of CVs, enabling effective filtering and selection of qualified candidates.
2. **Overcoming Geographic Barriers:** Candidates located far from the workplace can submit their applications online, allowing organizations to reach a wider talent pool.
3. **Efficiency in Recruitment:** The Internet facilitates faster processing of applications and selection decisions, reducing administrative burden and time to hire.
4. **Use of Intranet/Extranet for Internal Purposes:** In contrast, the Intranet/Extranet is primarily used for internal training and communication, linking computers within a specific geographic area and enabling resource sharing, as observed in the electronic training hypothesis.

In essence, the Internet has become the main channel for external recruitment, while Intranet/Extranet networks serve as internal tools for training and information sharing. This division aligns with organizational needs for efficiency, access, and skill development within Condor Corporation.

#### Table (08)

#### Electronic Job Advertisement and Its Contribution to Attracting Skills and Reducing Traditional Procedures

Electronic Advertisement	Yes	No	Total
Yes	44	2	46
No	11	6	17
<b>Total</b>	55	8	63
<b>Degrees of Freedom</b>	1		
<b>Significance Level (<math>\alpha</math>)</b>	0.05		
<b>p-value</b>	0.01		

#### Statistical Analysis

The table shows that **87.3%** of respondents confirmed that electronic job advertisement contributes to saving time and reducing procedural steps. Specifically:

- **69.8%** indicated that online advertisement reduces traditional administrative procedures and accelerates recruitment.
- **17.5%** stated that it does not provide significant time savings.
- **12.7%** of respondents reported that electronic advertisement does not contribute to time reduction.

Using SPSS, the significance value (p-value) was calculated as **0.01**, which is less than  $\alpha = 0.05$ . Therefore, with 95% confidence, there is a statistically

significant effect of electronic job advertisement on saving time and reducing traditional procedures.

### **Sociological Interpretation**

The results can be explained sociologically as follows:

1. **Efficiency and Cost Reduction:** Online recruitment saves time and reduces costs by eliminating traditional channels like newspaper ads.
2. **Access to Skilled Human Resources:** Electronic advertisement allows HR managers to reach a larger pool of qualified candidates, both internally (promotion or transfer) and externally (new hires).
3. **Support for Strategic HR Management:** Digital recruitment facilitates quick selection from the organization’s database, enabling HR to focus on strategic decisions rather than administrative processing.
4. **Competitive Advantage:** Efficient recruitment processes improve the organization's responsiveness and competitiveness, particularly in rapidly changing labor markets.

In conclusion, the electronic job advertisement system significantly enhances recruitment efficiency, reduces procedural burdens, and helps attract high-skilled candidates, aligning with modern HR practices and organizational strategy.

**Table (09)**

### **Contribution of Electronic Networks to Employee Satisfaction with the Recruitment Process**

<b>Employee Satisfaction</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	57	90.5%
No	6	9.5%
<b>Total</b>	<b>63</b>	<b>100%</b>

The table above shows that **90.5%** of respondents indicated that electronic networks contributed to employee satisfaction with the recruitment process, while **9.5%** of the study population stated that they were not satisfied with electronic recruitment.

Sociologically, this can be explained by the role of information and communication technologies in reducing bureaucratic barriers, as they create a direct relationship between the job applicant and the HR personnel responsible for the recruitment process. This is particularly important in societies where undesirable practices such as bribery, favoritism, or discrimination in hiring exist, because computer systems operate impartially and do not act based on personal feelings. This enhances the credibility of the selection process and provides greater comfort for individuals.

Achieving job satisfaction contributes to increased productivity, which is the ultimate goal of the organization under study. In this regard, Fromm defines

satisfaction as “a person’s feeling toward their job or work; positive feelings lead to job satisfaction, whereas negative feelings lead to job dissatisfaction” [Qasimi Al-Qayrouti, *Organizational Behavior*, Dar Al-Mustaqbal for Publishing and Distribution, Jordan, 1989, p.48]. Consequently, the use of electronic networks helps reduce employee complaints within the organiza

### Table (10)

#### Most Suitable Method for Decision-Making: Electronic HR Information System vs. Traditional Manual System

Most Suitable for Decision-Making	Frequency	Percentage
Electronic Human Resource Information System	63	100%
Traditional Manual Information System	0	0%
<b>Total</b>	<b>63</b>	<b>100%</b>

#### Statistical Analysis

- Quantitative evidence confirms that the **Electronic HR Information System** is considered the most suitable method for decision-making, with **100%** of respondents supporting it.
- The traditional manual system received no support, indicating full reliance on electronic systems in HR management.

#### Sociological Interpretation

- These results indicate that the HR department relies heavily on information and communication technologies in its activities.
- The HR information system ensures the effective and efficient use of human resources, which are considered valuable assets.
- Having reliable information supports planning, designing training programs, identifying job needs, and making appropriate decisions.
- The system enables faster access to and circulation of information among employees, ensuring accurate and effective decision-making.
- Decision-support systems, a type of information system, assist managers in making informed decisions.
- Overall, the use of an electronic HR information system enhances decision quality and operational efficiency within the organization.
- **Table (11) shows: The importance of the Human Resource Information System (HRIS).**

Importance of HRIS	Frequency	Percentage
Information collection	40	63.5%
Problem identification	23	36.5%
<b>Total</b>	<b>63</b>	<b>100%</b>

- The table above indicates that **63.5%** of the total study population stated that the importance of HRIS lies in **collecting information**,

while **36.5%** indicated that its importance lies in **identifying problems**.

- This can be explained by the fact that the HRIS aims to support decision-making processes and thus contribute to problem identification and resolution. The system’s importance lies in receiving information as inputs, where various employee-related data collected from multiple sources, both internal and external to the organization, are entered, processed, stored, and then used as information for decision-making outputs. This is a hallmark of an open system.
- At **Condor Corporation**, the HRIS is applied in the workplace (decision-making) to capture all data related to its employees and their roles. This has helped the organization maintain and provide information while creating a database of its workforce. Important sources of information include reports, directives, and regulations. The system’s significance is evident in its use by senior management to make informed decisions.
- **Table (12) shows: The contribution of HRIS in obtaining accurate and sufficient information for decision-making.**

<b>Accurate and sufficient information for decision-making</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	63	100%
No	0	0%
Total	63	100%

- The table above indicates that **100%** of the study population confirmed that the HRIS contributes to obtaining **accurate and sufficient information** for decision-making, particularly short-term decisions, as it uses information related to the past and present. This contrasts with long-term decisions, which are the responsibility of top management.
- This type of system relies on specialized software capable of storing large amounts of information while preserving it from damage or distortion. Management scholars note that decision-making involves multiple stages and steps that the decision-maker must consider, including being fully aware of all aspects of the problem and providing accurate and sufficient information to solve it. However, it must be emphasized that these stages are influenced by multiple factors.
- **Table (13) shows: The effect of HRIS on satisfaction with decisions made based on it.**

<b>Satisfaction with decisions</b>	<b>Satisfied</b>	<b>Not satisfied</b>	<b>Total</b>	<b>Degrees of</b>	<b>Error Rate</b>	<b>Significance Value</b>

				<b>Freedom</b>		
Yes (problem solved)	39	%61.9	11	%69.6	1	0.05
No	9	%14.3	19	%30.2		
Total	48	%76.2	15	%23.8	63	100%

- The table above shows that the general trend is toward satisfaction, with **76.2%** of respondents indicating that they are satisfied. Specifically, **61.9%** reported satisfaction with decisions made based on the HRIS, while **14.3%** expressed the opposite. Meanwhile, **23.8%** were not satisfied with decisions based on the HRIS.
- Using SPSS, the significance value was calculated as **0.000** at 1 degree of freedom and an error margin of 0.05. Since the significance value is smaller than the error margin, the researcher is 95% confident that HRIS has a significant effect on problem-solving and satisfaction with decisions made based on it.
- Sociologically, this indicates that HRIS is the backbone of the organization, as it collects, stores, and processes data related to human resources, including employee skills and qualifications. Decisions based on accurate information are more likely to be accepted and implemented. Tactical and operational decisions that manage organizational resources efficiently rely on HRIS. Given its strategic role, HRIS participation in decision-making ensures employee satisfaction with the decisions derived from it.
- **Table (14) shows: Evaluation of Information and Communication Technology (ICT) in directing human resources within the organization.**

<b>Evaluation</b>	<b>Frequency</b>	<b>Percentage</b>
Good	30	47.6%
Excellent	33	52.4%
Total	63	100%

- The table indicates that **52.4%** of respondents rated ICT as **excellent** in guiding human resources within the organization, while **47.6%** rated it as **good**.
- This can be explained by respondents' views that using technology, particularly electronic information systems, significantly enhances the management of human resources, improving HR functions across all departments.

- **Table (15) shows: Senior management’s reliance on HRIS when making decisions.**

Senior management reliance	Frequency	Percentage
Yes	63	100%
No	0	0%
Total	63	100%

The table above shows that the majority of respondents stated that senior management relies on the Human Resource Information System (HRIS) when making decisions, with a **100%** affirmation.

This can be explained by the fact that human resources are the primary driver of all other organizational resources, and decisions are made based on this foundation. The ultimate goal of the system is to support decision-making in order to achieve leadership within its environment and improve service performance by generating information that aligns with the characteristics of the issue at hand.

Condor Corporation, like other organizations, seeks to make decisions consistent with its overall strategy. Herbert Simon posits that management is fundamentally a process of decision-making, which forms the backbone of any organization. Senior management often makes long-term decisions, which require information concerning the past, present, and forecasts of potential changes in both the internal and external environments, as the organization is an open system that both influences and is influenced by its surroundings. The organization requires this type of system to determine its staffing needs in the labor market and to assess how well imported technology aligns with employee skills and competencies. Classical theory assumes that a manager is a rational economic actor seeking maximum benefits through well-considered decisions after evaluating all available alternatives and selecting the option that yields the greatest advantage [Sabri Faiq Abdel Jawad Abu Sabt, *Evaluating the Role of Management Information Systems in Administrative Decision-Making*, Master’s Thesis, Faculty of Commerce, Islamic University, Gaza, 2005, p.59].

Decision-making within the organization cannot function effectively without HRIS, as it provides the strategic planning team with accurate information regarding employees’ physical, cognitive, and psychological capacities. This data supports the development of strategic alternatives, focusing on employees’ abilities and their potential contributions to creating competitive advantage within a dynamic environment.

### **Study Results**

After presenting the main theoretical concepts related to information and communication technology (ICT) and its impact on human resource management functions, and after analyzing and discussing the study

hypotheses through a field study at **Condor Corporation**, the following results were reached:

1. **The Computer as a Core ICT Component:** The computer is considered one of the most important components of ICT, serving as the optimal means to move away from traditional training methods due to its ability to store, preserve, and protect data and information. It has contributed to activating the training process within the organization, enabling the presentation of lectures and publications related to training programs via email, which relies on the Internet/Intranet. Additionally, it has reduced time, effort, and costs, and helped develop employees' skills and capabilities through repeated exposure to training content. Its significance is further enhanced by supporting practical application and creating an interactive environment enriched with ICT-based applications.
2. **Electronic Recruitment:** Electronic recruitment represents one of the latest achievements of communication technology. It has enhanced the recruitment process within the organization by attracting the largest possible number of job applicants in a very short time compared to traditional methods. It also attracts highly skilled and capable individuals to improve production and achieve the quality standards considered among the organization's strategic goals. Its importance also lies in reducing recruitment procedures, providing a wealth of information about candidates, eliminating bureaucratic barriers, and ensuring transparency and credibility in the recruitment process.
3. **Human Resource Information System (HRIS) in Decision-Making:** HRIS plays a crucial role in decision-making, both at the HR management level- especially as the department relies on electronic management to run its functions- and at the organizational level, particularly for forecasting needs and providing automated advisory support to managers. Most organizational decisions are continuous and relate to ongoing operational activities.

### **Suggestions and Recommendations**

- Organizations must develop the skills and quality of human resources in line with ever-evolving technology, especially given today's market economy.
- HR departments should be supported with specialists in designing information systems and managing organizational networks, particularly regarding HR subsystems.
- Innovation, keeping up with technological changes, and continuous progress are essential to advance organizational standards.

- Support from the organization is necessary to ensure the success of electronic HR management; supportive leadership is crucial for institutional success.
- It is recommended to continue and expand this study to develop practical applications of electronic management for HR functions, as sociological studies on this topic remain very limited, and the subject has not been fully explored in all its dimensions.

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