AL KUT JOURNAL OF ECONOMIC AND ADMINISTRATIVE SCIENCES
Publisher: College of Economics and Management - Wasit University

The impact of electronic human resource management practices in achieving knowledge leverage

Dr. Tahseen Assi Jasim [1] **Zainab Fawzi Mahmood** [2].

tahseen.assi@mtu.edu.iq. Zeinab_fawzi@mtu.edu.iq.

[1]Administrative Polytechnic College - Baghdad

[2] **Administrative Technical College, Middle Technical University ,** Baghdad-**Iraq.**

[*] Corresponding author E-mail: **tahseen.assi@mtu.edu.iq.**

Abstract

Knowledge leverage at the Technical Institute / Kut will be measured along four primary research axes: e-recruitment and e-selection, e-training and e-development, e-performance assessment, and electronic compensation. Research was needed to answer the question,Some electronic human resources management practices are used at the Technical Institute / Kut, but they are not used together, and no assessment has been made of how well these practices are used, the difficulties they present, or how closely they meet the criteria for knowledge leverage, the tasks involved in achieving knowledge leverage, or the potential value of leveraging knowledge assets. Research participants were asked to fill out a total of 235 questionnaires, 215 of which were returned. In-depth interviews, field observations, and a diagnostic of the Institute's actual condition rounded out the data set. With the goals of determining whether or not "there is a significant impact relationship between" and "there is a positive correlation between," From them, we were able to generate a tree of hypotheses from which we tested a total of twelve using standard statistical practicess in SPSS, including linear regression and the Kruskal-Wells test. Our key conclusion, based on the data we gathered from the survey and our testing of the hypotheses, is that "the electronic management of human resources has a role in achieving the knowledge leverage at the Technical Institute / Kut." Theoretical instruction for workers

on the benefits of using research variables, the savings that occur from doing so, and the improved working conditions that ensue are all important proposals for further study.

Key words: Knowledge leverage**;** Requirements of knowledge leverage; e-recruitment; e-training; e-development; e-performance evaluation.

1-Introduction

The electronic human resources management plays a major role in attracting and attracting a new type of human resources characterized by high expertise and knowledge, and a distinguished ability, and this is helped by the adoption of the electronic approach to human resources management, which provides technical solutions that cover the multiple tasks of the human resources function. (21). The process of training and electronic development provides an opportunity for employees to generate wealth, such as presenting new ideas and innovative proposals that contribute to solving problems and developing work mechanisms, which makes organizations more sustainable, as well as distributing and spreading knowledge among the members of the organization. Remote training is a method for acquiring knowledge from other individuals, as well. It has no specific limits or one means, and the common factor between e-training and knowledge management is that they both focus on how to allow organizations and individuals to improve the knowledge acquisition process (26). Delmi (2015) argues that electronic human resource management can help improve knowledge management at the Sonelgaz Foundation's Oum El Bouaghi Agency. An organization's endeavor to facilitate the execution of human resource plans via the use of information technology and knowledge is an example of the influence of knowledge on human resource management. HR managers may improve the quality and efficiency of HR policy and practice implementation with the use of information gained via learning (24).Managing an organization's knowledge resources may be done from a number of perspectives.There are two main currents in knowledge management, one of which suggests a humanistic and social approach that emphasizes the role of people in the processes of sharing and benefitting from knowledge, and the other of which promotes advancements in information technology (IT) as the anchor for developing ideas about knowledge management. Knowledge management relies heavily on human and social resources, thus it's crucial to acknowledge their significance (16). Despite the widespread use of electronic methods for managing human resources (e-recruitment, e-training, e-development, e-performance evaluation, and e-compensation), the topic of knowledge

leverage has received less attention in the academic literature. The study's overarching purpose is to learn how e-recruitment, e-training, e-performance evaluation, and e-compensation are linked to the Technical Institute/Cut's knowledge leverage. Therefore, the goal of this research was to make a contribution to the area by answering a question about electronic human resource management.

2- Research Methodology

2.1: the research problem:

First, what kinds of computerized E-HRM practices lead to increased knowledge leverage inside an organization?

Secondly, Which electronic human resource management practices do you consider to be the most crucial?

Thirdly, how can modern methods of managing human resources digitally influence the success of knowledge leverage?

2.2: Research Objectives:

Using the aforementioned research issues as a jumping off point, this study will focus on defining the many facets of an organization's knowledge leverage and figuring out what kinds of practices might help bring that leverage to fruition. As a result, the study's primary aims are:

1. figuring out how knowledge leverage may be achieved through electronic human resource management practices.

2. learning how electronic human resource management techniques may be used to amass the company's gathered knowledge processes.

3. we want to see how knowledge leverage needs change as a result of E-HRM practices.

4.we need to see how knowledge leverage is affected by using electronic human resource management practices.

5 - Investigate how implementing E-HRM practices digitally impacts the ability to capitalize on in-house expertise.

2.3: Research Hypotheses:

The basic hypothesis

Knowledge leverage is significantly impacted by the use of computerized human resource management practices.

sub-hypothesis

One, while considering the needs for knowledge leverage, electronic recruiting has a substantial effect relationship.

Two- There is a really important cause-and-effect connection between the use of electronic recruiting and the accomplishment of knowledge leverage.

Three, the value of an organization's knowledge assets may be maximized through the use of electronic recruitment.

Four-Knowledge-leverage needs significantly correlate with the use of electronic training and development.

Five- The goals of knowledge leverage may be advanced through the use of electronic training and development, and there is a strong cause-and-effect link between the two.

Six, the value of an organization's knowledge assets may be increased through electronic training and development.

Seven- The evaluation of electronic performance is significantly affected by the needs for knowledge leverage.

Eight- There is a statistically significant correlation between the evaluation of electronic performance and the achievement of knowledge leverage.

Nine- The evaluation of electronic performance has a substantial influence on the ability to capitalize on knowledge assets.

Ten - The needs for knowledge leverage have a discernible impact association with electronic compensation.

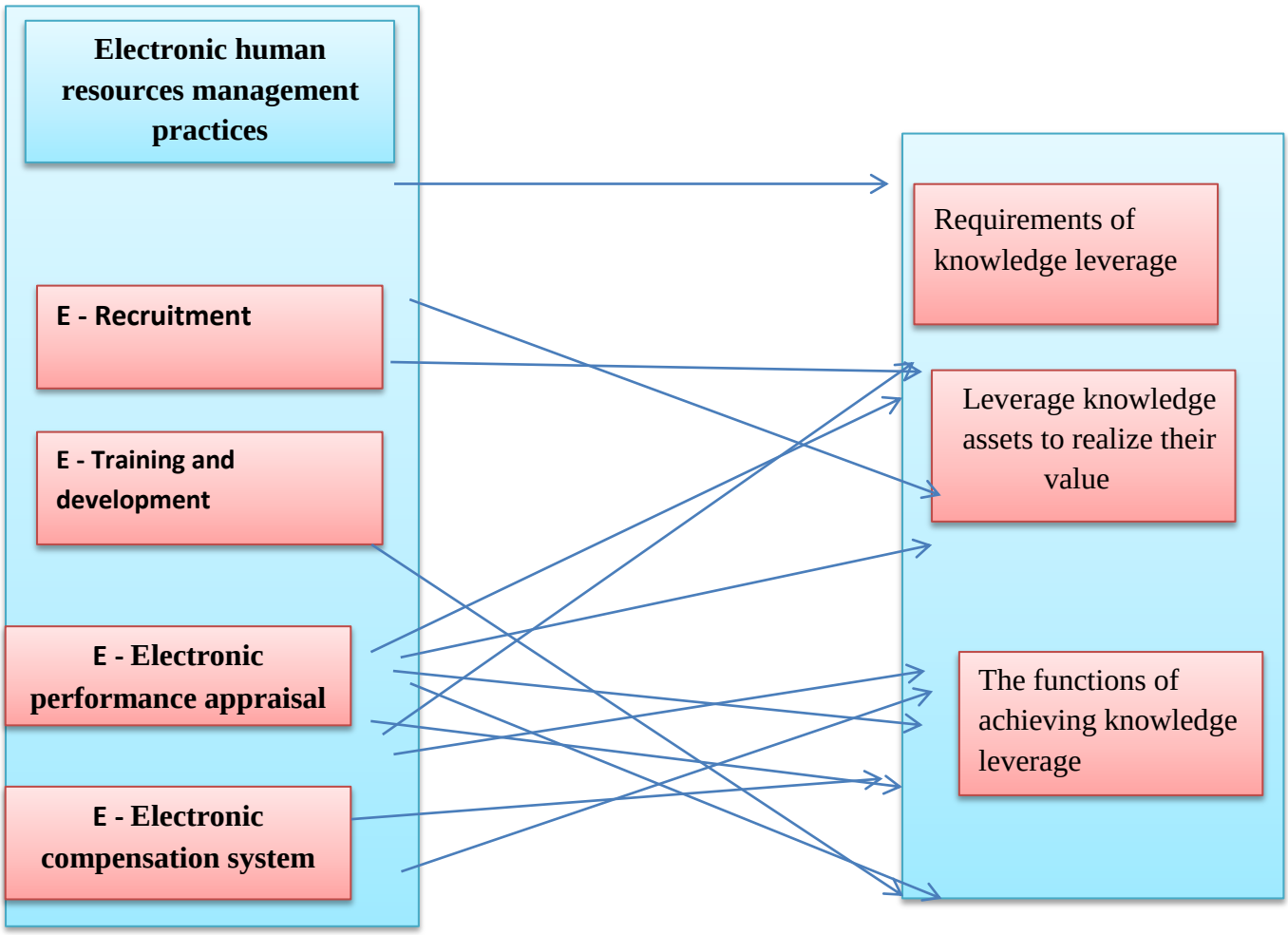
Eleven - Electronic payment has a substantial impact on the features of gaining knowledge leverage.

Twelve - Electronic payment has a major impact on increasing the value of intangible assets like knowledge.

2.4: The importance of research:

This study's significance lies in the fact that it addresses a crucial connection: that between E-HRM Practices and knowledge leverage. Topics that are now at the forefront of public discourse and crucial to the practice of administration.

2.5: Search diagram



3- Review of Literature

3.1 Electronic human resources management(E-HRM) practices

3.1.1: The concept of the electronic human resources management practices

It is the process of carrying out the activities of human resources management from attracting, selecting, appointing, employing, appraisal performance, compensation and training in an electronic way instead of the traditional method, in an effort by the human resources management to enhance its operations and increase its efficiency and effectiveness (25) . Human resource management (E-HRM) is also known as the process that involves the utilization of IT in HR-related events and operations. To do this, a computerized system is used, which contains or is linked to databases containing information about employees and their work (22).

3.1.2: Electronic HR Management Practices:

3.1.2.1: Electronic recruitment

Using the Internet and other modern technologies to carry out all steps in the hiring process, from posting openings to receiving applications, from interviewing candidates to announcing the successful ones, is a prime example of a paperless workplace (18). E-recruitment can also be defined as the practice of using the Internet to streamline the hiring process for open positions within an organization, bypassing traditional administrative channels and establishing a direct line of communication between the institution or manager in charge of the hiring process and the person applying for the position. Efficient, transparent, and clear, electronic recruiting benefits both employers and job seekers by cutting costs, time, and energy(9). Getting rid of barriers like distance and timezones so that anyone in every part of the world may apply for employment from wherever they happen to be., wherever they are; And expanding the recruitment circle to include the largest possible number of applicants. Electronic recruitment is one of the important modern elements to attract knowledge workers to the modern organization, as it provides the possibility for organizations to reach this category of workers regardless of their geographical locations and without time limits. For the benefit of the organization, as well as the development of electronic selection processes to elicit the best knowledge qualifications from the huge amount of future CVs (10). Electronic recruitment have also contributed to the ability of organizations, especially international ones, from the referendum from their best internal

competencies to fill the organizational voids in their branches scattered around the world, and thus they were able to benefit from their knowledge gained from their original job positions or from their latent knowledge to transfer and share in their new jobs and tasks (7).

3.1.2.2: Electronic training: The e-training system helps in preparing training and development plans for employees according to the jobs they occupy and the skills they need after following up on their educational qualifications. On the basis of which the training need, its objectives and content are planned, and the appropriate time for it is determined. All these steps need software and computer systems to ensure the completion of the training process and planning the training process efficiently and effectively. Raising the quality of the training process (20). An organization is educational when it acquires and uses information and changes Consequently, we will detail how the company may leverage technology and the Internet to improve its information gathering and analysis processes. Knowledge, in its most basic sense, is useful information, and it may be either explicit or tacit. Documents, databases, drawings, and writings all include explicit knowledge, and the numbers, data, and information contained inside them are easily communicated and accessible to anybody. The intangible implicit is the sum of a person's experiences and the trade's best-kept secret, which he or she amasses over the course of a career. It cannot be put into words or recorded; rather, it is passed on from one person to another through the transmission of examples and demonstrations of best practice. The value of knowledge to businesses stems not from the knowledge itself but from the value it creates and the role it plays in the company's transition to the new knowledge-based economy, which places a premium on intellectual capital and, secondarily, competition based on human capabilities (13). define knowledge management as "the process of systematically identifying, acquiring, organizing, sharing, and applying an organization's accumulated body of tacit and explicit knowledge" (emphasis added). At the same time, it makes use of computer networks and communication technology to combine the firm's explicit knowledge in order to concentrate the knowledge base and build a memory for the firm, thereby preventing knowledge loss as a result of employees leaving for whatever reason. Knowledge management and electronic human resource management (e-HRM) are so intertwined that the latter may be thought of as a type of KM knowledge management application in terms of the following processes (24):

Data mining and analysis to uncover previously unknown facts.

The future of e-HRM can be greatly influenced by information mining.

• Human resources' transformation from an organizational burden to a key to success.

• The term "e-HRM" refers to the use of the internet for human resource management functions. Through Internet-based technology, the organization can provide quick access to the latest scientific and technological innovations for other organizations, while also giving individuals access to search engines, databases, institutions, and specialized scientific journals, direct training courses, and multiple, electronic mailing group lists, electronic forms, newsgroups, and other resources for retaining and developing knowledge and skills. There is a wide variety of ways to train and develop employees using network technology and the Internet; however, in order to use these methods to the organization's and employees' competitive advantage, the organization must conduct thorough research into the needs of the trainees, ensuring that employees feel the need for learning materials, understand the full extent to which they will affect their careers, and gain confidence and clarity in the training and development process(1).

3.1.2.3: Electronic performance appraisal: The performance evaluation process contributes to the larger goals of performance appraisal or performance management, such as measuring the organization's overall performance, establishing performance paths and reports, conducting external benchmarking, coordinating internal improvement and development processes, identifying the most fruitful partnerships and acquisitions, and realizing the principles of knowledge management. Since 2016 (Findikli & Rofcanin). If the company is successful in implementing its computerized performance assessment tools, it will save a significant amount of money. Within the framework of the organization's strategies, the electronic performance assessment systems offer a variety of models and alternatives for the performance management process for each individual(12). It streamlines the feedback process, which is a valuable resource for decision-making, and offers the company with simple access to information on people and departments. Human resource management practices that are well-integrated and house crucial employee data are a boon to management in their pursuit of a performance boost; they also provide workers with more opportunities for education, training, and career planning. Good communication is further improved by incorporating information on performance and competencies (Frayne and Geringer, 2005).

Many companies now provide an electronic performance evaluation practices to make it easier to manage and put into practice the evaluation's findings and recommendations. Managers may use these tools to track employee progress, compile reports, and give constructive criticism. Computerized Performance Monitoring (CPM) systems are used to simplify the process of assessing performance by keeping track of a variety of metrics, including output volume, job completion time, and error rates. CPM systems are becoming increasingly popular because they allow managers to keep tabs on more aspects of their staff's activities and performance with less effort (8). Effective evaluation can also be provided by means of the Internet-based "360-degree" evaluation, a relatively new method that has gained widespread acceptance and is based on evaluations from all those who have interacted with the employee, whether inside or outside the company (3). Also, when reviewing comparable units like work teams or plant branches, computerized performance assessment systems allow for evaluations to be completed more often than once a year and on several criteria. An employee also has the option of doing self-evaluation exams whenever it is convenient for them. There are several websites dedicated to the study of electronic assessment (5), and companies that use it typically give their staff with electronic evaluation forms.

3.1.2.4: Electronic compensation system: The efficiency of electronic compensation systems can be measured by how well they help an organization meet its overall objectives (Stone & others, 2006) and how well they are used to develop and implement wage payment systems, provide benefits packages to employees, and assess the effectiveness of compensation systems. The compensation systems execute a wide variety of functions, including wage, tax, and insurance payment calculation and the issuance of payment receipts (both paper and electronic). In addition, managers are able to create numerous estimations, including wage-related expenditures, with the help of compensation systems, which inform employees of many topics pertaining to their financial aspects. Wage systems can benefit from electronic human resource management systems in several ways (14):

First, in positions where pay is directly proportional to hours worked, we need to find ways to better integrate pay systems with attendance and leave tracking systems.

Second , cutting down on administrative costs by streamlining payroll processes including electronic receipt of payments.

Third , Incentives tied to attaining specific goals, such as a certain level of knowledge or skill, which is confirmed through direct assessment tests on the Internet, are becoming increasingly popular as a result of the growing trend of linking wages to performance in all organizations. Once the findings come in, the manager may decide whether or not to award the employee and the database entry for him will be updated accordingly. If the worker fails the test, the system may be able to point out where his knowledge is lacking and suggest courses of study to help fill up the gaps (5).

Fourthly, regular expenditure forms like those for transportation, travel, and others may now be filled out online or through an organization's portal, with the amount of the costs automatically calculated and transferred to the payroll system.

3.2.Knowledge leverage

3.2.1: The concept of the knowledge leverage: In the context of the knowledge economy, the significance of knowledge leverage in determining the efficiency and success of an organization's operations cannot be overstated. Today, a company's most valuable asset is the information it gathers about its industry and marketplace and applies through technological innovation, one of knowledge management's many processes and tasks. By putting their expertise to work, you may raise the bar for everyone in the company at once. It can be divided into an internal knowledge lever (at the level of raising the knowledge achieved within the organization and reusing it), and an external knowledge leverage, ie raising the knowledge assets and assets through the knowledge that it provides outside its borders and at the level of the organization as a whole (17).

3.2.2: The dimensions of the knowledge leverage:

They are represented by three basic dimensions:

3.2.2.1: the requirements for knowledge Leverage:

The most important challenges facing organizations to achieve knowledge development lies in enabling the culture of the organization. The culture of the organization supports and helps motivate employees to understand the benefits related to employing knowledge management in the organization (23), and it also works to provide administrative support for knowledge management on All administrative levels that lead to enabling knowledge sharing and encouraging communication between employees in order to create and share

knowledge (11) As for the infrastructure, it is the basic level at this stage, which provides energy and the ability to instill knowledge in the organization. It is of two types. Hard infrastructure includes information and communications and all related modern technologies that support cooperation and knowledge teamwork. Soft infrastructure is the one that develops Knowledge enhances roles, skills and behaviors (17).

3.2.2.2: the functions of achieving knowledge leverage: Purchase, acquisition, discovery, invention, and assimilation are all phrases associated with this phase, which comprises the crucial operations of knowledge generation. Knowledge creation begins with the presentation of a concept by the person who acquired or developed it (Mertins, & Vorbeck)(15). Users own the most knowledge, however new information may be developed by focusing on areas like R&D, experimentation, lesson learning, and creative thinking. To remain competitive in an ever-evolving market, effective businesses are continually learning and adapting(2). identifies four mechanisms whereby tacit and explicit knowledge interact and alter one another to produce new knowledge(16). .

The process of going from implicit to explicit is part of the socialization stage.

• Going outward, or externalization, is the process through which tacit information is made explicit via conversation and social reflection.

• Integration: the development of an understanding of a phenomena through formal educational settings such as universities.

• Internalization emphasizes the process through which explicit information becomes implicit via practice, allowing the latter to replace the former.

When we talk about knowledge storage, we're talking about everything from archiving and organizing to searching and retrieving. The high stakes associated with the loss of a substantial amount of knowledge carried by employees who leave an organization highlight

the significance of knowledge storage practicess in the context of organizational memory. Because employees leave with their tacit undocumented knowledge while the documented remains stored in the organization's rules, the storage and retention of knowledge has become increasingly important, particularly for organizations that experience high rates of work turnover and rely on employment and use in the form of temporary and advisory contracts to generate knowledge in them. Since knowledge can be represented, coded, and placed in various forms that can be accessed, uploaded, and transferred, and the results of the knowledge asset can be made available to others within and outside the organization through the process of storing knowledge (25), it is an asset that should be shared with as many people as possible. And the process is centered on the computer, and it is carefully coded in the knowledge bases and can be accessed and used easily; thus the importance and necessity of perpetuating the stored knowledge periodically and continuously. For both types of tacit and apparent knowledge, the first can be sustained through dialogue and training, and the second through the process of adding and deleting knowledge bases, whenever there is a need to maintain them (16).

3.2.2.3: the knowledge leverage assets to realize their value: The process of Dissemination, circulation, transmission, and propagation are all synonyms for "distribution" of information. Knowledge expands as a result of application, engagement, and the sharing of information, expertise, and experience among individuals. According to (21), the following four factors must occur prior to any information being transferred: One way or another, information must be passed on, and this might be through interaction with another human being or through some other medium. The knowledge and its substance must be completely known and understood by this medium, and it must also be capable of being transferred.

-The medium must see a benefit in helping you.

- There shouldn't be any roadblocks in the way of this information sharing.The internal information network, work teams, conversation, training programs, and knowledge transfer from former workers are just few of the various ways information may be shared inside an organization(19).

One of the most visible functions of knowledge management is the implementation of the institution's collected body of knowledge. The terms "use," "reuse (the knowledge leverage)

," "utilize," and "apply" are all part of this process (6). In order to gain an advantage or resolve an existing problem, effective knowledge management makes use of the relevant information at the appropriate moment. Instead of focusing on gaining a competitive edge, the best companies are those who put their employees' knowledge to work to solve the issues facing the company. In addition, it has to shoot for the stars by setting ambitious growth and adaptation targets (15).

4. Data Analysis

Testing the impact hypotheses of the research:

The knowledge leverage aspects (needs for knowledge leverage, functions for attaining knowledge leverage, and using knowledge assets to their full potential) all have a substantial influence on electronic recruiting.

The impact of electronic recruiting on the knowledge leverage dimensions is analyzed, and the results are displayed in Table (1).

Where research indicated that electronic recruiting impacted knowledge leverage in a meaningful way. With an R2 of 11%, 15%, and 12%, respectively, electronic recruiting can be seen to account for the shift in the aforementioned knowledge leverage dimensions. The computed (F) values were also bigger than the tabular (F) values (28.349), (31.960) and (287.84), respectively, demonstrating the significance of the model at the (0.05, 0.01) level of significance.

The values of (B) were (0.256), (0.210), and (0.239), suggesting that a shift of one unit in the e-recruitment dimension will result in shifts of (0.256), (0.210), and (0.239), in the knowledge leverage dimensions, respectively. This points to the ethical impact of electronic recruiting within the knowledge leverage aspects at the Technical University of Berlin / Kut. The first main hypothesis, and its sub-hypotheses 1a, 1b, and 1c, are therefore accepted.

The results showed a significant effect relationship when measuring the impact of electronic recruitment on the dependent variable (knowledge leverage) at the aggregate level

(F = 33.882 > t-value of 0.05, 0.01); R2 explained what its percentage is (13%) of the amount of contributions made in achieving the knowledge leverage; and equaled (0.170). Knowledge leverage is improved by (0.170) as a result of the shift brought about by electronic recruiting in a single unit. This suggests that the institute's use of e-recruitment to bring in staff will have a beneficial effect on the institute's ability to achieve knowledge leverage.

Table (1) The findings of electronic recruitment's effect on knowledge leverage in terms of its needs, functions, and influence in realizing the value of knowledge assets. In a logarithmic ordinal fashion.

independent variable	dependent variables	a	B	$\mathbf{R^2}$	F	Sig (0.05)
electronic recruitment	The requirements of knowledge leverage	3.198	0.256	٪11	28.349	significant
	functions of achieving knowledge leverage	2.158	0.210	٪15	31.960	significant
	leverage knowledge assets to realize their value	3.353	0.239	٪12	28.784	significant
	knowledge leverage	3.632	0.170	٪13	33.882	significant

The F value in the table is less than 5.02, which is less than the critical value (0.05) and the number of possible outcomes (1,222). Table F value at the 0.01% level of significance and 1,222 degrees of freedom = 7.88

Two-There is a strong causal link between the knowledge leverage aspects (needs for knowledge leverage, ways to achieve knowledge leverage, and using knowledge assets to their full potential) and the use of electronic training and development.

The effects of training and electronic progress on the knowledge aspects are shown in Table (2). In addition, the calculated value of (F) was (16,751), the largest From (F) tabular, which indicates the model's significance at the level of significance (0.05, 0.01). This means that training and electronic development explain (8%) of the change in the incidence of the needs for knowledge leverage.

Based on the result of the moral effect of electronic training and development on the knowledge leverage requirements at the Technical Institute / Cut, we can infer that a change of one unit in the training and electronic development dimension will result in a change of 0.197 in achieving (the requirements of knowledge leverage). So, we're going to go ahead and accept the first hypothesis's fourth supporting hypothesis. .

According to the regression findings, the proportion of the coefficient of determination for training and electronic development is (R2), (1%, 2%), respectively, indicating that training and electronic development explains 0%, 1%, and 2% of the variance, respectively. Variation in (the roles of obtaining knowledge leverage and leveraging knowledge assets to achieve their worth) as indicated above. The computed (F) values, which were (1.551, 2.119), were lower than the tabular (F), indicating that the model was not significant at the (0.05, 0.01) level of significance. Given that (B)=(0.052, 0.010), a shift of one unit along the training and electronic development dimensions will result in a shift of (0.052, 0.010) along the functions of achieving knowledge leverage and leveraging knowledge assets to realize their value. This suggests that training and electronic progress have had a minimal impact in these areas. Fifth and sixth sub-hypotheses of first major hypothesis are thus also rejected.

A comparison of the calculated (F) value with the tabular value at the level of significance (0.05, 0.01) and explained (R2) revealed that there was no significant effect

relationship between training and electronic development and the dependent variable (knowledge leverage) on the global level.) One unit of electronic training and development results in a (0.095) increase in the achievement of the knowledge leverage, which is equal to a percentage of (1%) of the total contributions made to achieving the knowledge leverage. This suggests that the knowledge leverage achieved by training and electronic development is minimal.

The findings of the ordinal logarithmic linear model's examination of the effect of training and electronic development on the knowledge leverage dimensions (the needs for knowledge leverage, the means for obtaining knowledge leverage, and the use of knowledge assets to maximize their value) are presented in Table 2.

independent variable	dependent variables	a	B	$\mathbf{R^2}$	F	Sig (0.05)
electronic Training	The requirements of knowledge leverage	3.552	0.197	8 %	16.751	significant
	functions of achieving knowledge leverage	4.137	0.052	1 %	1.551	Non-significant
	leverage knowledge assets to realize their value	4.960	0.010	2 %	2.119	Non-significant
	knowledge	3.983	0.095	1 %	3.159	Non-

	leverage					significant

Three elements of knowledge leverage (needs for knowledge leverage, functions for accomplishing knowledge enhancement, and leveraging knowledge assets to achieve value) show a substantial effect link with computerized appraisal.

The impact of electronic evaluation along the knowledge leverage dimensions is shown in Table 3 of the regression analysis. Whereas analysis showed that electronic evaluation had a significant effect only in the dimension of knowledge leverage requirements (R2 = 11%), meaning that electronic evaluation explains (11%) of the variation in outcome in the knowledge leverage requirements dimension. The significance of the model at the (0.05, 0.01) level was shown by the computed (F) value of (25.019), which was larger than the tabular (F).

Given that (B) = (0.227), and that a change of one unit in the electronic evaluation dimension leads to a change of (0.227) in achieving (the requirements of knowledge leverage), we accept the seventh sub-hypothesis of the first main hypothesis, which states that the moral effect of the dimension of electronic evaluation in the requirements of knowledge leverage at the Technical Institute / Kut is positive.

Although the regression results showed that electronic evaluation does explain the change in other dimensions, it did not affect (the functions of achieving knowledge leverage and leveraging the knowledge assets to realize their value), as the percentage of the coefficient of determination reached (R2), (1%, 1%), respectively. The computed (F) values (2,080, 2.980) were also less than the tabular (F) values, indicating that the model was not significant at the 0.05 or 0.01 level of significance. A change of one unit on the electronic evaluation dimension will result in a change of (the functions of obtaining knowledge leverage, leverage knowledge assets to realize their worth) of (0.039, 0.061), respectively. This demonstrates that the electronic assessment dimension has a minimal impact on the aforementioned two dimensions. Consequently, we will rule out the first hypothesis's eighth and ninth auxiliary hypotheses.

Since the calculated (F) value of (4.003) was less than the tabular value at the level of significance (0.05, 0.01) and explained (R2), the results showed that there was no significant effect relationship between the electronic evaluation and the dependent variable (knowledge leverage) on the global level. The value of () was (0.089), which is a percentage of two percent of the total amount of contributions made to achieving the knowledge leverage, and it shows that a one-unit shift in the electronic evaluation results in a (0.089) shift in the knowledge leverage's achievement. This suggests that the computerized evaluation has a little impact on the achievement of knowledge leverage.

The results of the electronic performance evaluation's impact on the three facets of knowledge leverage (the need for knowledge leverage, the means to knowledge leverage, and the capacity to benefit from one's knowledge assets) are shown in Table 3 using the ordinal logarithmic model.

independent variable	dependent variables	a	B	$\mathbf{R^2}$	F	Sig (0.05)
electronic appraisal	The requirements of knowledge leverage	3.490	0.227	٪11	25.019	significant
	functions of achieving knowledge leverage	4.234	0.039	1 %	2.080	Non-significant
	leverage knowledge assets to realize their value	4.050	0.061	٪1	2.980	Non-significant
	knowledge	4.037	0.089	٪2	4.003	Non-

	leverage					significant

Four, electronic remuneration has a substantial influence on knowledge leverage (the factors that must be present to achieve knowledge leverage; the actions that must be performed in order to achieve knowledge leverage; the exploitation of knowledge assets to maximize their worth).

The impact of electronic compensation on knowledge leverage dimensions is analyzed and the findings are displayed in Table (4).

Where the investigation revealed that electronic compensation significantly impacted the knowledge leverage dimensions. Coefficient of determination (R2) values of 19%, 12%, and 4% indicate that shifts in the aforementioned knowledge leverage dimensions may be explained by electronic recruiting. The computed (F) values were also larger than the tabular (F) values (49.987, 28.985, 10.020), indicating the significance of the model at the (0.05, 0.01) level of significance.

Given that (B)=(0.308, 0.199, 0.130), a shift of one unit in the electronic compensation dimension would result in shifts of (0.308), (0.299), and (0.130) in the knowledge leverage dimensions, respectively. This points to the ethical impact of electronic pay on the Technical Institute / Kut's knowledge leverage. The tenth, eleventh, and twelfth auxiliary hypotheses of the first major hypothesis are therefore accepted.

Since the calculated (F) value for the relationship between electronic compensation and the dependent variable (knowledge leverage) was 34.975%, which was higher than the tabular value at the 0.05, 0.01% level of significance, and since the value of (R2) explained 13% of the total contributions made to achieve the knowledge leverage, and since the value of () amounted to 0.152, the results recorded a significant effect relationship. It shows that a one-unit shift in electronic compensation results in a (0.162) point boost in knowledge leverage. Indicative of electronic compensation's impact on gaining leverage via knowledge in general.

Table 4 shows the ordinal logarithmic model's findings on the impact of electronic pay on the three aspects of knowledge leverage (leverage knowledge assets to realize their value; leverage knowledge needs; and leverage knowledge functions).

independent variable	dependent variables	a	B	$\mathbf{R^2}$	F	Sig (0.05)
electronic compensation	The requirements of knowledge leverage	3.162	0.308	٪19	49.987	significant
	functions of achieving knowledge leverage	3.504	0.199	٪12	28.985	significant
	leverage knowledge assets to realize their value	3.838	0.130	٪4	10.002	significant
	knowledge leverage	3.754	0.162	٪13	34.975	significant

To learn how different forms of electronic human resource management affect various knowledge-leverage metrics. Tabulated below are the findings:

Table (5) shows the ordinal logarithmic model's findings on the impact of e-HRM practices on the knowledge leverage dimensions (needs for knowledge leverage, ways to achieve knowledge leverage, and leveraging one's knowledge assets to their full potential).

.

independent variable	dependent variables	a	B	$\mathbf{R^2}$	F	Sig (0.05)
electronic human resource management practices	The requirements of knowledge leverage	2.834	0.370	19 %	48.005	significant
	functions of achieving knowledge leverage	3.562	0.201	7 %	14.502	significant
	leverage knowledge assets to realize their value	3.946	0.137	6 %	7.356	significant
	knowledge leverage	**3.587**	**0.222**	**14 %**	**31.969**	**significant**

From what can be seen in Table (5), the moral effect of electronic human resource management methods in terms of knowledge leverage has been fully realized. From the total amount of contributions to the knowledge leverage dimensions, the (F) value was calculated to be (48.005), (14,502), and (7.356), respectively, higher than the tabular value at the level of significance (0.05, 0.01). In addition, the values of () were 0.370, 0.201, and 0.137, respectively, indicating that a one-unit shift in Electronic HR management practices results in a two-unit shift in knowledge leverage. by (0.370, 0.201, 0.137), each of which represents the variable's considerable influence on the achievement of the Technical Institute's knowledge leverage dimensions upon its removal. The calculated (F) value of (31.969) is larger than the tabular value at the level of significance (0.05, 0.01), indicating that the relationship between electronic human resources management practices and knowledge leverage is statistically significant. An explanation of (R2)'s contribution percentage was

provided (14%), and the value of () was calculated to be (0.222), indicating that a one-unit shift in electronic human resources management practices results in a 0.222-unit shift in knowledge leverage achievement. As a result, we conclude that the first primary hypothesis—that electronic human resource management approaches help bring about knowledge leverage—is correct.

5. Conclusions

1-Some employees at the Technical Institute / Kut do not fully understand knowledge leverage or electronic human resources management techniques.
2-The outcomes of the technical side show that the Technical Institute / Kut does use certain electronic human resources management strategies.

3-the Technical Institute / Kut relies heavily on e-recruitment to increase its knowledge leverage and, by extension, its ability to hire and retain the most qualified candidates.

4- We concluded that there was no effect of practicing electronic training and development in achieving knowledge leverage because the institute relied on in-person and paper-based training programs, which prevented the exchange of ideas, experiences, and skills among individuals.

5-The Institute's reliance on paper forms to evaluate employee performance led to a loss of knowledge that is centrally stored in the computer and thus allows the organization to access knowledge and the possibility of reusing it; thus, we note that the electronic assessment does not impact the achievement of knowledge leverage.

6-The institute was able to achieve knowledge leverage thanks in part to the electronic compensation variable, which enabled it to cut down on administrative burdens and make the most of its knowledge assets.

6- Recommendations

1- The management of the Technical Institute/Kut should work to educate its employees on the importance of knowledge leveraging and electronic human resource management practices in raising their performance, and consequently, the overall performance of the organization, through workshops and courses.

2-The organization under study should adopt electronic training and development programs to increase the number of beneficiaries of these programs, in addition to raising the .organization's knowledge level.

3-The organization under study should adopt electronic employee performance evaluation .methods to store knowledge on computers for reuse when needed.

4-Strengthen and develop the methods adopted in electronic recruitment to provide greater flexibility in attracting and selecting knowledge-qualified individuals to perform their .assigned tasks.

5- Expand electronic compensation activities to include bonuses, rewards, and promotions .for employees, in order to increase the organization's knowledge assets.

References

1- Abu Amouna, Youssef Mohamed Youssef (2009) The reality of human resource management electronically In the regular Palestinian universities .

2- Armstrong, M. (2014). Armstrong's handbook of Human resource management practice, 13th edition. London: Koganpage. https://e-uczelnia.uek.krakow.

3- Baloh &Trkman (2003),Influence of Internet and Information Technology on Work and Human Resource Management. https://proceedings.informingscience.org.

4- Berber,N.Đorđević,B. Milanović,S. (2018). Electronic Human Resource Management (e-HRM): A New Concept for Digital Age. STRATEGIC MANAGEMENT, Vol. 23 , No. 2, pp. 022-032. https://pdfs.semanticscholar.org.

5- Bondaruk, T. and Ruel, H. (2013), “The strategic value of e-HRM: results from an explanatory study in a governmental organisation”, The International Journal of Human Resource Management, Vol. 24 No. 2, p. 391. https://www.researchgate.net.

6- Cabrera , E .F. & Cabrera , A . (2005) , Fostering knowledge sharing through people management practices , International Journal of Human Resource management , Vol.16 , No.5 , : pp. 720 – 735. https://core.ac.uk/

7- Dailami (2015), The role of electronic human resources management in enhancing knowledge management. https://www.scribd.com.

8- Dianna L.Stone , Eugene F.Stone Romero , Kimberly Lukaszewski ,(2006) Factors Affecting the Acceptance and Effectiveness of Electronic Human Resource Systems , Human Resource Management Review, Vol.(16) , Issue(2) , pp 229-244 ,www.sciencedirect.com.

9- Dulebohn, J. H. Marler, J. H. (2005). E-Compensation: The Potential to Transform Practice? In: The brave new world of eHR, 166-189. Eds. Gueutal, H.G. & Stone, D.L. Jossey-Bass, San Francisco, CA. https://www.scirp.org/

10- Findikli, M. A. Rofcanin, Y . (2016) . The concept of e-HRM, its evolution and effects on organizational outcomes. Technological challenges and management. https://www.researchgate.net.

11- Hanushek, E.A. and Woessmann, L. (2015), The Knowledge Capital of Nations: Education and the Economics of Growth, MIT Press. https://hanushek.stanford.edu

12- Heikkilä, J. (2010), "A Delphi Study on E-HRM : Future Directions E-HRM", Evidence-Based e-HRM? On the Way to Rigorous and Relevant Research, Proceedings of the Third European Academic Workshop on Electronic Human Resource Management, Vol. 570, pp. 229–249. . https://www.researchgate.net.

13- Heikkilä,J. Rentto,O. Feng, Y. (2017) . Aiming for Strategic e-HRM: Motives and Consequences of e-HRM Implementation in an MNC, Electronic HRM in the Smart Era. https://www.researchgate.net

14- Hopkins and Markham (2007), Electronic management of human resources.

15- Mertins, K., Reisig, P. & Vorbeck, J. (2001). Knowledge Management. Berlin. https://www.researchgate.net/publication/246619324_Knowledge_Management_Best_Practices_in_Europe.

16- Al-Kubaisi, Salah El-Din 2014, Knowledge Management, Cairo - Arab Administrative Development Organization.

17- AL-MOULA, SAMAH MOUYAD MAHMOUD (2014) The EffectOf Leadership VigilanceIn Achieving Knowledge LeverageThrough Intellectual Excellence .

18- Mohammed, Hussein Nadhim Abbas Mohammed, The role of Electronic Human Resource Management practices in the sustainability of knowledge capital- 2019. https://business.uokerbala.edu.iq

19- Naji Abdul S. M. & Ghazwan Mustafa; The flexible organizational structure and its impact on knowledge levers Analytical study of the views of a sample of academic leader in selected Iraqi universities. https://iasj.net

20- Namlan, Abdul Rahman Awad Ali, (2017), The impact of electronic human resources management on performance Institutionalization through organizational learning in private hospitals in the State of Qatar, Dar Al-Nadamah. https://www.ijrssh.com.

21- Samira, Soleh, (2013) The role of knowledge generation in improving human performance A case study of the research center Scientific and Technical for Dry Areas Omar Al-Barnawi Master Thesis Mohamed Khider University of Biskra Faculty of Economics and Facilitation, Algeria.

22- Steve Foster(2008) , An Exploratory Analysis of e-HRM in the Context of HRM Transformation , University of Hertfordshire . https://core.ac.uk.

23- Titi, Khader Misbah Ismail. (2010) Knowledge Management - Challenges, Techniques and Solutions, Amman - Al-Hamid for Publishing and Distribution. https://kuey.net/index.

24- Wayne Mondy , Robert M.Noe (, 2005) Human Resource Management , Pearson , New Jersey , USA , 9th ed. https://books.google.com.

25- Al-Zahrani(2020) The impact of application of EHRM practices in achieving institutional excellence. https://www.ijrsp.com

26 -Zour, Zakaria Hamid Khalil Hassan, The effect of applying electronic human resource management practices in improving the roles of knowledge workers-2021.