



INTERNATIONAL JOURNAL OF RESEARCH IN SOCIAL SCIENCES & HUMANITIES

An International Open-Access Peer Reviewed Refereed Journal

Impact Factor: 6.064

E-ISSN: 2249 – 4642

P-ISSN: 2454 - 4671

IMPACT OF E-HUMAN RESOURCE MANAGEMENT ON ACHIEVING ORGANIZATIONAL HAPPINESS: AN EXPLORATORY STUDY IN A SAMPLE OF PRIVATE BANKS LISTED ON THE IRAQ STOCK EXCHANGE

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DOI: <http://doi.org/10.37648/ijrssh.v12i04.021>

Paper Received:

26 September 2022

Paper Accepted:

24 October 2022

Paper Received After Correction:

03 November 2022

Paper Published:

04 November 2022



How to cite the article: Ali H. H. (2022)

Impact of E-Human Resource Management in Achieving Organizational Happiness: An Exploratory Study in a Sample of Private Banks Listed in the Iraq Stock Exchange, *International Journal of Research in Social Sciences & Humanities*, Oct-Dec 2022 Vol. 12, Issue 4; 402-428 DOI: <http://doi.org/10.37648/ijrssh.v12i04.022>

ABSTRACT

The research aims to present a set of ideas expressed in the form of recommendations that can constitute solutions that contribute to achieving a systematic scientific adoption of the electronic management system in a manner that ensures the provision of services characterized by quality features and specifications that simulate global performance standards in order to ensure the ability to stability and success of the banking sector, and the problem of research crystallizes in the decline Banking performance to lower levels of ambition, according to economic and financial indicators that show the decline in the performance of Iraqi banks in a limited range of practices and the weak contribution of the developmental role of private banks in particular, as well as their departure from the advanced global performance standards, and the research sample was represented in (106) observations in the departments operating in (6) Private banks registered within the Iraq Stock Exchange surveyed their views through a questionnaire prepared for this purpose. One of the most important conclusions is that banking departments focus in the electronic work mechanisms of the human resource mainly on digital work formulas related to aspects of compensation such as salaries and financial incentives, which is consistent with The nature of the tested organizations in the field dimension of research, and one of the most important recommendations is the need to open up to global experiences Those of international banks or at the regional level that have reached highly developed performance standards and have become described as organizations that put employees in a happy environment in order to inspire work mechanisms that can be employed in line with the local environment.

Keywords: *Electronic Management of Human Resources, Organizational Happiness, Iraqi Private Banking Sector.*

INTRODUCTION:

Electronic systems, in their various models and images, are seen as synergistic structures of ideas, processes, processors and digital programs that aim primarily to create outputs that are characterized by responding to the needs and desires of the target segments while ensuring the reduction of time limits, financial costs and efforts and meeting the desired quality standards. Different periods of time and included all aspects of activity in organizations, foremost of which is their interaction with the human resource as the

most important element in the success of organizations, which represents the independent variable in research.

On a related level, there is a belief among specialists that the indicator of the success of any organization begins with the feeling of its employees that it is the actual absorber that achieves for each of them himself and thus gives them the incentive to provide the highest level of performance, which expresses what the individual lives in from a situation in which he is described as happy. In the organization in which he works, which

represents the variable approved for research, and the problem of research crystallizes in the decline in banking performance to lower levels of ambition, according to economic and financial indicators that show the decline in the performance of Iraqi banks in a limited range of practices and the weak developmental role of private banks in particular, as well as their departure from standards. The advanced global performance, and the research aims to present a set of ideas expressed in the form of recommendations that can constitute solutions that contribute to achieving a systematic scientific adoption of the electronic management system in a manner that ensures the provision of services characterized by quality features and specifications that mimic global performance standards in order to ensure the ability to stability and success of the banking sector. The research sample consisted of (106) observations from the departments operating in a sample of Iraqi private banks and at different administrative levels. Opinions were surveyed. This was done through a questionnaire form prepared for this purpose and analyzed through the appropriate statistical tools, and the research included four sections, the first of which represents the methodology, while

the second topic includes the theoretical framework for the research variables.

THE FIRST TOPIC - METHODOLOGY

A- Problem of research : It can be expressed through two axes, the first of which is cognitive, which is that the working formulas of specialists in the intellectual framework of administrative literature require a continuous quest and a continuous cognitive diagnosis aimed at identifying and clarifying the relationship between multiple and diverse variables that undergo many changes due to the continuous intellectual renewal movement, which is He reached the truth of the intellectual debate about the nature of the variables collectively and individually and the level of their depth of knowledge, and therefore the intellectual problem in this research is summarized in the nature of the intellectual and philosophical debate related to the research variables (electronic management of human resource) and (organizational happiness), As for the second axis, which is the practical axis, it may seem strange to say that Iraq was a pioneer in the banking sector in the Arab region and at the level of the Middle East as well, as the history of this activity dates back to 1867 during the Ottoman era and work continued at an increasing pace for

later periods of time, this is the reality contained in The literature documenting the history of Iraqi organizations working in this sector and the stages of its height and then its decline as a result of decades of wars fought by this country and ended with several years of international sanctions, naturally led to a decline in banking performance to low levels according to economic and financial indicators that show the decline in the performance of banks in general and banks The private sector in particular in a limited range of practices and the weak contribution of its developmental role, as well as its departure from the advanced global performance standards. Electronic management in general and those related to the human resource in particular, which is the most prominent way to achieve performance, a bank in which the outputs include international quality conditions and specifications.

B- Questions: The problem with its two axes mentioned above can be embodied through the following main and sub-questions: The main question: To what extent does the administrations working in private Iraqi banks affect the electronic management of human resource systems in achieving organizational happiness? The following sub-questions emerge from it:

1 -What is the type of philosophical, cognitive and intellectual debate that previous researchers and writers dealt with, and where did their intellectual propositions reach at the global, Arab and local levels with regard to the research variables?

2 -What is the level of awareness of the departments operating in the banking sector of the nature of the electronic management system for the human resource?

3- To what extent do banking departments achieve a work environment in which employees feel organizational happiness?

Third - Importance: The special importance of the current research comes through the importance of its variables and elements, as well as the importance of the results, effects and contributions at the level of the surveyed organizations and the wider community.

1 -Importance at the theoretical level:

A - It emerges through a review of realistic perspectives that mimic the administrative thought whose roots go back to very important areas of management in general and in particular (human resource management, banking management and organizational behavior) as it starts from the approach of adopting electronic

management and ends with the consolidation of the concept of organizational happiness to achieve A clear understanding and awareness of what these distinct concepts are.

1 - Theoretical importance: emerges from the importance of working towards studying the theoretical relationship that governs the general frameworks for the research variables and the most prominent contributions of researchers in these fields, in addition to defining the researched organizations with the theoretical aspect of the value of these variables and their impact on organizational performance in general.

2 -Practical importance: It is shown on the ground by choosing one of the most important sectors operating in the Iraqi economic environment and a basic pillar in the overall adoption of the fiscal policy, which if optimally developed can achieve an economic renaissance and an actual development movement and many economic benefits such as contributing to providing job opportunities and addressing A number of structural imbalances in the Iraqi economy.it is clear in providing a practical framework for an integrated model that dealt with its variables with an integrated and comprehensive view that extends from the causes and is reflected in

the results, as well as through the use of reliable global standards and tools and testing them in the organization and dissemination of these concepts intellectually and practically to reach the achievement of efficiency and effectiveness to perform the tasks entrusted to its departments. Last the highlights through an important element that is reflected in considering banks as working organizations as a clear measure and indicator through which the level of development of any country and any society is measured.

Fourth - Objectives: The most important research can be stated in the following points:

1 -Build theoretical framework that gives a clear vision of the main and subsidiary research variables by following the cognitive and intellectual efforts made by writers and researchers to identify the exact concepts of these variables and knowing the type and nature of intellectual and cognitive overlap between them.

2 -Access to presentation, analysis and interpretation of measurement models for research variables (electronic management of human resource / organizational happiness) and choosing the most appropriate ones.

3 -To test the correlation and influence relationships between the two mentioned variables.

4 -Presenting a framework of conclusions and suggestions that are the basis for future research in the field of human resource management approach.

5- Presenting a set of ideas expressed in the form of recommendations that could constitute solutions that contribute to achieving a systematic scientific adoption of the electronic management system in a manner that ensures the provision of services characterized by quality features and specifications that simulate global performance standards in order to ensure the ability to stability and success of the banking sector.

Fifthly - Hypothesis: The hypothetical scheme was built for the research in light of the implications of the problem and the aforementioned objectives. The scheme shows the main and sub-variables with the relationships of correlation and influence

among them, as shown in Figure (1) below, which includes the following two variables.

1 -The independent variable (electronic management of the human resource) is represented in the following dimensions: electronic planning/electronic job analysis/electronic selection and recruitment/electronic compensation/electronic performance evaluation.

2- The dependent variable (organizational happiness), which is represented in the following sub-dimensions: positive influence / negative influence / achievement.

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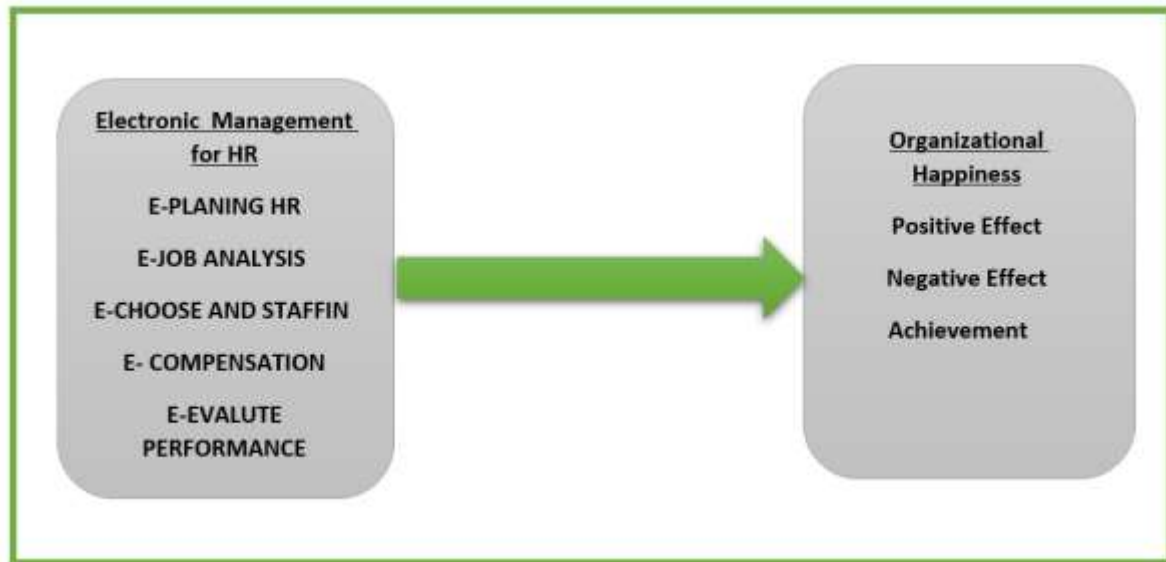


Fig. (1) Model of Research

Sixth - Hypotheses: It is a guess reached by researchers and they hold on to it temporarily. Moreover, the following sub:

1 -The first main hypothesis: There is a significant correlation between the adoption of the electronic management system for the human resource and the achievement of organizational happiness in Iraqi private banks, and four sub-hypotheses emerge from it, as follows:

1-1 there is a significant correlation between the adoption of electronic planning for the human resource and the achievement of organizational happiness in the Iraqi private banks.

1-2 - There is a significant correlation between the adoption of electronic job analysis and the achievement of organizational happiness in the Iraqi private banks.

1-3 -There is a significant correlation between the adoption of choice and electronic recruitment and the achievement of organizational happiness in the Iraqi private banks.

-1-4 There is a significant correlation between the adoption of the electronic compensation system and the achievement of organizational happiness in the Iraqi private banks.

5-1 There is a significant correlation between the adoption of electronic performance evaluation and the achievement of organizational happiness in Iraqi private banks.

- 2 The second main hypothesis: There is a significant influence relationship for the adoption of the electronic management system for the human resource in achieving organizational happiness in Iraqi

private banks, and the following hypotheses are derived from it:

2-1 - There is a significant impact relationship with the adoption of electronic planning for the human resource in achieving organizational happiness in Iraqi private banks

2-2 -There is a significant impact relationship for the adoption of electronic job analysis in achieving organizational happiness in Iraqi private banks.

3-2 there is a significant influence relationship for the adoption of electronic selection and employment in achieving organizational happiness in Iraqi private banks

2-4 there is a significant impact relationship for the adoption of the electronic compensation system in achieving organizational happiness in Iraqi private banks

5-2 there is a significant impact relationship for the adoption of electronic performance evaluation in achieving organizational happiness in Iraqi private banks

Seventh - Method: The research method refers to the plan that clarifies and defines the methods and procedures for collecting and analyzing data, as the research and its procedures are then designed. It is considered the most suitable for the

phenomena investigated in administrative sciences.

Eighth: Sources and methods of collecting data and information: The researcher relied on a number of sources for the purpose of collecting the necessary data and information that contribute to achieving the desired goals, including the following: 1- Theoretical framework: This aspect was prepared with reference to the sources and references specialized in human resources management, total quality management, organizational behavior and management Banks from books, letters, theses, researches and studies, some of which are available in the library and others from the Internet.

Ninth, the limits of the research: The limits of the research are divided into:

1 -Spatial limits: the study was tested with its hypothetical scheme in the headquarters of a sample of private banks registered in the Iraq Stock Exchange.

2 -Human limits: it included a number of managers working in banks and at various administrative levels to cover the different aspects of the research variables.

3- Temporal limits: These limits were represented by the preparation period for the field side of the study at the research

site, which extended during the month of September of the year. 2022.

Tenth: Preparing the questionnaire: The questionnaire was adopted as a basic tool in the processes of collecting information on the field side of the research by adopting it as a main mechanism in the process of polling the opinions of the research sample, and the following is a review of the most important points related to the questionnaire:

Description of the questionnaire: The questionnaire included three sections, the first section included identifying information about the research sample,

which includes (the educational qualification, the job location, the number of years of service (while the second section included questions related to the variable (the electronic management system for human resources) and the third section was dedicated For the variable (organizational happiness), the five-degree Likert scale was adopted, which ranges between (5-1) degrees, where the degrees (1.2) represent the level of disagreement, and the degrees (4.5) represent the level of agreement, while the degree (3) represents the neutral answer.

Table (1) Resource of Questioner

Variables	items	dimensions	resources
EHRM	4	E-Planning	Abdly Rady,2020 -Malkawi,2018
	4	E-Job Analysis	
	4	E-choose and Staffing	
	4	E-Compensations	
	4	E- Performance Value	
ORH	4	Positive Effect	Demo &Paschoal,2020
	4	Negative Effect	
	4	Achievements	

Eleventh: Validity and Reliability:

Measurement: Determining the reliability and validity coefficients of behavioral measures (resolution) is one of the most

important procedures that prove the validity of the measures and their feasibility in measuring any of the behavioral traits and phenomena. (Tavakol & Dennick, 2011:54) The (Alpha

Cronbach) scale is one of the most important and most famous scales used in measuring the stability of the questionnaire. 70%) and the stability ratio is good if it reaches (80%) or more (Sekrana, 2003: 311), as we note from Table (2) that the values of the Alpha-Cronbach coefficient) for the main study variables and their sub-dimensions ranged

between (0.955-0.670) These values are acceptable, approved, and have a high level of stability in descriptive studies, as they are high values compared to the standard Alpha-Cronbach values. Describe accuracy, stability and high honesty. Table (2) shows the stability coefficients and structural validity of the current research measurement tool.

Table (2) Validity and Reliability

Validity	Alpha –Cronbach)	Variables	#
0.872	0.670	EHRP	1
0.894	0.800	EJA	2
0.885	0.784	ECS	3
0.865	0.748	ECOMP	4
0.936	0.877	EPEV	5
0.977	0.955	EHRM	6
0.922	0.851	POE	7
0.908	0.824	NEE	8
0.952	0.907	ACH	9
0.958	0.918	ORH	10

Twelfth: Research community and sample:

1- The research community: One of the most important problems facing researchers in the field of administrative sciences is the problem of choosing the sample on which the study will be conducted, the method of selecting it, and its size, which represents the part of the whole. The results are closer to reality, and

the current research community is represented by (a sample of private banks registered in the Iraqi Stock Exchange). Understand and assimilate the variables investigated and (120) questionnaires were distributed in (6) banks, with (20) forms in each bank, and 106 forms were retrieved from them, which were subjected to statistical analysis, and as shown in Table (3).

Table (3) Private Banks

Received Questionnaires	Distributed Questionnaires	Bank	#
18	20	Dar Alsalam	.1
19	20	Iraqi Credit	.2
16	20	Al-Ahly of Iraq	.3
18	20	Baghdad	.4
18	20	AlMansor	.5
17	20	Regional Cooperation for Development and Investment	.6
106	120	المجموع	

2 -Characteristics of the research sample:
Through the table (4) below, the most prominent characteristics of the research sample are shown as follows:

A- The sample according to academic qualification: It is clear from the table below that the bachelor's degree category ranked first with a rate of (68.9%) and a frequency of (73), while the second rank was for the master's degree with a frequency of (23) and at a rate of (21.6%), then the doctorate with a frequency of (10).) by (9.5%), as these percentages indicate that the study sample has university qualifications that contribute to the performance of its functional tasks and that it has the capabilities that support the study's explanatory and respondent variables in terms of absorbing the methods, exclusion and approach of each variable.

B - The study sample according to its job title: It is clear that the job title of Division Officer ranked first with a frequency of (66) and at a rate of (62.3%), while the second rank for the job category was department manager and with a frequency of (29) and a percentage of representation (27.4%), while the functional category was a member The Board of Directors ranked third, with a representation rate of (6.5%) and a frequency of (7), and the job category is a general manager in the fourth position, with a rate of (3.8%) and a frequency of (4). These categories reflect the diversity of jobs according to the organizational structure of the banks. The beating heart in the work of banking organizations and the closest to the reality of work.

C - The sample according to years of service: It is evident from the table below

that the category (10-6) of years of service got the first rank with a rate of (38.7%) and a frequency of (41), while the category (16-20) came in the second rank with a recurrence of (30). At a rate of (28.3%), the category of service years (15-11) ranked third with rates (16%) and recurrence (17), while the fourth rank was for the service category (more than 25 years) with a rate of (14.2%) and recurrence (15), while the fifth rank was

for the category (25-21) with a frequency of (2) and a rate of (1.9%), while the sixth and last rank was for the category (5-1) of years of service with a rate of (0.9%) and a frequency of (1), indicating These ratios are due to the diversity and blending of experiences, as well as the gradation in the ladder of gaining experience and knowledge, in addition to that, these ratios are compatible with the age groups in terms of career progression.

Table (4) Characteristics of Sample

rate	observe	Type	Sub.
%68.9	73	Bach	Education
%21.6	23	Master	
%9.5	10	PHD	
%100	106	total	
%3.8	4	CEO	Job Title
%6.5	7	Board Member	
%27.4	29	Director of the Department	
%62.3	66	Division official	
%100	106	المجموع	
%0.9	1	5-1	Experience
%38.7	41	10-6	
%16	17	15-11	
%28.3	30	20-16	
%1.9	2	25-21	
%14.2	15	more 25	
106	106	total	

THE SECOND TOPIC: THE THEORETICAL FRAMEWORK FOR RESEARCH

Electronic Management of Human Resources

1 -Concept :Human resources management in organizations today, thanks to communication technology, is witnessing great changes, and with the maturity of web technologies, organizations have started to rely on them to implement many functions through the

use of the international network (Foster, 2009:15), as the electronic management of human resources has been able to transform or transfer management Executive human resources mainly refer to both the functions of employees and managers through the use of the web interface, where all operations are performed through a computerized system consisting of databases or linked to internal databases related to employees and information related to them and their work specifically (Al Namlan, 2017: 9.)

In terms of nomenclature, many abbreviations have appeared for the concept of electronic human resources management, including (E-HR, virtual HRM, HR intranet, HR portals) (Al-Uqabi, 2018: 69). Researchers in the field of human resource management have mentioned different concepts according to their different views and the nature of their perceptions of the electronic management of human resources. The table below presents a set of these definitions.

Table (5) The opinions of writers and researchers in the definition of electronic management of human resources

#	researcher	def.
1	Alwis,2016:47	The way to implement the strategies and policies of human resource management in the organization through targeted and conscious support based on web technologies
2	Gupta –Saxena, 2019:4	The process of processing and transferring digital information used in human resource management, whether it is an image, text or sound, from one electronic device to another.
3	Kotler et al., 2020:605	Planning, providing, implementing, operating, and applying information technology to both support and link the human elements in their joint performance of tasks related to human resources.
4	Gani & Anjum, 2021:184	A broad term that covers the amalgamation of human resource management and information technology that mainly focuses on creating value for employees and managers of an organization

The researcher believes, by looking at the above-mentioned definitions, that (E-HRM) is a comprehensive term that covers everything that is possible from interaction between human resources and information technology that aims to create value within

organizations for employees, management and targets, and it also refers to the interaction Between the spatially separated through the use of internet-based technologies and related to reducing and eliminating paperwork, reducing the complexity of daily work, collecting data

and making it available to decision makers with speed and high accuracy.

Accordingly, the electronic management of human resources can be defined procedurally as:

(The process that constitutes the state of merging the activity of human resources management with information technology at the organization level, through which the functions of human resources management are completed from design, job analysis, planning, recruitment, evaluation and other functions through the adoption of information technology mechanisms and programs, to ensure a state of job performance Accurate digital and raises the level of intellectual capital in the organization).

2 -Requirements: There must be a number of requirements to apply the electronic management of human resources and bring them into practice. Among the most important of these requirements are: (Nayananjalee W.T., 2020: 2-11(

A- Administrative requirements: including (providing infrastructure / developing strategies and plans for the establishment / the requirement for specialized competencies and skills / organizational structure(

B- Technical requirements: they include (hard infrastructure for electronic business / soft infrastructure for electronic business / communication network such as intranet, extranet.(

C-Human requirements/C-Financial requirements/C-Security requirements

3-functions:

There are many classifications that have been developed in order to determine the most important functions that human resources departments must carry out, especially in their electronic form. The researcher has chosen the jobs that have achieved almost unanimity among researchers, which will be adopted as dimensions of the independent variable in the current research as follows: (Malkawi, 2018: 140- 150).

A- Electronic planning for the human resource: It is defined as (the process of tight use of customized electronic work programs and formulas, as well as internal and external communication networks in the organization to provide information and data about the number of actual affiliates in the organization and the number of vacancies to provide a clear and accurate vision for the decision maker.(

B- Electronic job analysis: It is defined as (it is the electronic procedure used to

determine the duties of the job and the skills and qualifications that must be provided by the person who occupies it. (

C- Electronic selection and recruitment: It refers to (publishing vacancies on the organization's websites or private recruitment sites across the international network, allowing applicants to send their CVs electronically, and then the discussion processes for the possibility of their employment via the Internet to achieve multiple benefits, including the wide spread of advertisements and thus the possession of the largest number From applicants, including spatial boundaries, as well as reducing costs, money and time, and achieving quality and speed of response

D- Electronic compensation: It refers to all monetary and financial elements provided by the organization to the worker in return for the latter's effort and time by relying on electronic systems and for all its activities.

C- Electronic performance evaluation: It is defined as the computerized electronic procedure to highlight the strengths and weaknesses of the human resource, which allows senior management to access employee information and evaluate full performance electronically and can be accessed through the employee's job number and password.

The researcher believes that what tremendous technical developments have imposed on organizations working in the business environment and in various types and fields will not put any administration in isolation from adopting them in all work mechanisms, and on top of them is the mechanisms of human resource management, without achieving accurate management of all the details of this element, which is the dividing line Between the success or failure of the organizations, the departments will not be able to secure high performance consistent with international performance standards. In this aspect, the banking sector tops the map of specialists' attention, as it is a rich absorber of technical and digital applications, which represent the basis for preparing and providing a distinguished banking service.

Second - organizational happiness:

1- Concept: The subjective variables in administrative thought, including organizational happiness, are characterized by being one of the variables whose intellectual limits are difficult to draw and diagnose, as they vary and change according to human nature, which is mainly characterized by complexity. A number of definitions of organizational happiness in the table (6) below

Table (6) Definition of organizational happiness

#	researcher	def.
1	Sanz-Vergel,2018:49	The situation in which the worker is satisfied with his work and that this satisfaction comes as a result of the repetition of positive emotional influences such as joy and pride, and the absence of negative emotional influences such as sadness and anger.
2	Tadic et al,2019:740	It refers to how people evaluate their general lives, and the degree to which people judge the overall quality of their lives in a positive way.
3	Borrero et al,2020:5	The level of the worker's conviction in the vocabulary of the job he occupies and affected by the degree of recurrence of positive influences and the absence of negative influences
4	Paschoal & Demo,2020:4	The distinct moods and feelings experienced by the employees in the organization as a result of their positively emotional, motivational, behavioral, cognitive and psychological evaluation of the various work functions

Through the definitions that have been presented, organizational happiness can be defined procedurally as the state of the internal feeling based on the total components of the professional life of individuals, through which a person judges his career life as a beautiful and stable life free from pain and pressure from his point of view.

2 -Factors that enhance organizational happiness

Most specialists see that organizational happiness comes through a combination of physical and job characteristics such as (salary, working hours, promotion opportunities, work risk, and control), work characteristics (environment, risks, average wage, size of the organization,

etc.) and worker characteristics: (age, gender, etc.), education level, marital status, and others), but as a result of the research development, opinions have changed in this aspect and other factors have been added that have been documented as affecting the promotion and support of happiness within work, including: (Green, 2018:49).

Satisfactory work environment: an example of this is providing a quiet time at work for reflection and reflection, as well as enabling workers at all levels to think in order to contribute to the work force and the aim is to increase achievement and fulfillment of the job.

Social support as a pathway to happiness: When workers engage in social

interactions and accept those social roles, workers gain a sense of identity and predictability and that the purpose of stability is for meaning, belonging, security, and self-respect

•The effect of the group on happiness: The group refers to the degree of integration of workers within the group, and in individual cultures, we note that social ties are disintegrated, and individuality is characterized by any person who works on taking care of himself only, and that success counts for individuals. As for the collective culture, it is characterized by encouraging workers to integrate among themselves and deal as one family where loyalty prevails.

• Brain training and happiness: Based on research based on the study of the brain, brain training can make a person feel happy, and this indicates that there is a group of activities when practiced that leads to nourishing positive feelings, which in turn provokes feelings of happiness. Levels of happiness by increasing the strength of the immune system and decreasing levels of stress among workers.

3 -Dimensions: The models and proposals that highlighted the dimensions of organizational happiness varied. The researcher resorted to adopting a model

(Demo & Paschoal, 2020:12) as it is the closest to the environment of the field side of the research, and according to this model, the dimensions are:

A- Positive impact: It is defined as the situation that leads to an increase in the desire of workers to work as well as leads to the generation of high levels of energy within the work, which in turn leads to an increase in the connection and happiness of workers at work, and then increases the job performance of workers.

B - Negative influence: It is a set of behaviors that a worker uses to raise his own position at the expense of other workers, their beliefs or their sense of self-worth, and that negative feelings result from the actions of others, and show their desire to control others, or to harm them.

C-Achievement: It refers to the process of realization that relates to workers developing their skills and capabilities at work and progressing in achieving their life goals.

The researcher believes that the entire career life of any working individual is formed by the organizational happiness curve. Once that curve rises, the level of what the individual can provide will exceed any decreed or specific goal and exceed any productivity ceiling that has

previously been set by the departments, so the departments working in organizations on The difference in its activity can invest the human resource at levels that may be surprising for any administration if it succeeds in providing functional features that put the state and sense of organizational happiness at advanced levels, which is what the departments working in Iraqi organizations must pay attention to with a greater level of attention in light of the environmental impacts experienced by the individual and organizations Iraq at the level of economic and social dimensions and other conditions pressing on society as a whole.

THE THIRD TOPIC: THE PRACTICAL FRAMEWORK FOR RESEARCH

First - Describe and diagnose the research variables

The description and statistical analysis determine the level of study standards in the application environment, so this topic includes presenting the results of analyzing the answers of the study sample members, describing them and diagnosing them through the use of some appropriate descriptive statistics represented by (weighted arithmetic mean, standard deviation, coefficient of variation, and relative importance) at the level of variables. The current research and its sub-dimensions and measurement items, based on the use of (Microsoft Excel) and (SPSS) programs. Likert quintuple (strongly agree - strongly disagree), there are five categories to which arithmetic averages belong, and as shown in Table (7):

Table (7)

classify	Rank	#
very poor	1.80-1	1
poor	2.60-1.81	2
meddle	3.40-2.61	3
High	4.20-3.41	4
very High	5.00-4.21	5

Source: Mazahreh A. Hammad & Abu –Jaber,2009, The Attitudes of Instructors and Faculty Members about the Quality of Technical Education Programes in Community Colleges in Jordan, Journal of Social Sciences 5(4): p403.

1 -Description and diagnosis of the human resource electronic management variable: The table below presents the descriptive statistical details of the independent variable in the current research, as this variable achieved an arithmetic mean of 4.153, which is a high indicator with a standard deviation of 0.517 and a relative importance of 83.06%, which indicates the presence of this variable in the mindset of the departments of the research sample, and at the level of sub-dimensions the dimension (electronic compensation) came in order The first, with a coefficient of difference of 12.35 and a relative importance of 84.73%, which is considered traditional in such industries, as thinking about financial details occupies the largest part of the attention of management and employees alike, and therefore management is interested first in

the digital mechanisms for delivering salaries or aspects of promotions and bonuses, which is what most banks witness .

While the dimension (electronic selection and recruitment) came in the fourth order with an arithmetic mean of 4.142 and a coefficient of difference of 13.87, which requires departments to pay a higher level of attention towards this important element, as they do not depend strictly on the mechanisms of advertising jobs by digital means, which narrows the limits of polarization as well as their adoption The traditional methods of interviews or the selection of competencies and their distance from modern methods.

Table (8) descriptive statistics for the electronic management of human resource

RANK	IMP.	C.V	ST.D	M	DIMS.	#
3	82.84	12.91	0.535	4.142	EHRP	1
2	83.02	14.12	0.586	4.151	EJA	2
4	82.84	13.87	0.575	4.142	ECS	3
1	84.73	12.35	0.523	4.237	ECOMP	4
5	81.89	16.65	0.682	4.095	EPEV	5
-	83.06	12.44	0.517	4.153	EHRM	

2 -Describe and diagnose the organizational happiness variable

Table (9) presents the descriptive statistics data for the approved variable (organizational happiness), which shows that the variable obtained a very high arithmetic mean with a value of 4.184, a standard deviation of 0.553, a coefficient of variation of 13.22 and a relative importance of 83.67, which shows the presence of this variable in the field test environment represented by a sample of private banks In Baghdad, and at the level of sub-dimensions, it came after (positive impact) in the first order with an arithmetic mean of 4.248 and a relative importance of 84.95%, which indicates the state of performance of employees in the research sample organizations, which leads many of them to desire to provide higher levels of

giving and work, especially if What we have taken into account is that banking work achieves many social and economic considerations for job occupants in banks, while the dimension (negative impact) came in the last order with an arithmetic mean of 4.126 and a relative importance of 82.52%, which requires a deep understanding by the management, its coming in this order is suspended On the mechanism of understanding this dimension, which involves a number of practices that some employees may perform unconsciously, as is the case in the desire of some managers to control or extend Their influence over the rest of the subordinates, so it is assumed that the departments should pay attention to these aspects in detail to draw an atmosphere closer to achieving an organizational environment or a happy organization.

Table (9) descriptive statistics for Organization Happiness

RANK	IMP.	C.V	ST.D	M	DIMS.	#
1	84.95	13.02	0.553	4.248	PEF	1
3	82.52	15.82	0.653	4.126	NEF	2
2	83.54	14.45	0.604	4.177	ACH.	3
-	83.67	13.22	0.553	4.184	ORH	

Test the first main hypothesis and the sub-hypothesis that emanate from it

Table (11) below shows the results of testing the first main hypothesis and the sub-hypotheses that emanate from it

Table (11) Correlation coefficients between electronic management of human resources and organizational happiness

EHRM	EPE	ECOPM	ECS	EJA	EHRP	VAR.	
.830**	.749**	.749**	.711**	.741**	.746**	Pearson Correlation	ORH
.000	.000	.000	.000	.000	.000	Sig .2 tailed	
106	106	106	106	106	106	N	

The results of Table (11) indicate that there is a significant positive correlation between the electronic management variable of human resource and organizational happiness, as the value of the correlation coefficient between them was (0.830**) and this value indicates the existence of a strong direct relationship between these two variables at a significant level (0.01).) With a degree of confidence (99%), and based on the foregoing, this relationship can be explained by the fact that the interest of the bank administrations in the study sample in the dimensions of electronic management of the human resource in terms of adopting electronic formulas in dealing with working individuals would raise their sense of organizational happiness.

Through what was mentioned in the above table, it was found that the sub-variables

(electronic planning for the human resource/electronic job analysis/electronic selection and recruitment/electronic compensation/electronic evaluation of the human resource) achieved correlation values with the approved variable, respectively (.746**/.741**). /711** /749**/.749**) The overall results confirm the acceptance of the first main hypothesis and the sub-hypotheses that emanate from it.

Third, testing the hypotheses of the effect

The structural equation modelling (SEM) technique is a very effective method in terms of representing the direct and indirect effects of the latent variables on the measured factors in the default model. Biased between the two variables, which exacerbates the problem without solving it (Sardeshmukh & Vandenberg, 2017:1-3),

and thus is an advanced technique to determine the level of influence between the variables, and it will be adopted for the purpose of testing the main and sub hypotheses of influence, and as follows:

The following hypotheses are derived from it:

The second main hypothesis: There is a significant influence relationship for the adoption of the electronic management system for the human resource in achieving organizational happiness in Iraqi private banks

Table (12) shows that there is a positive and significant effect of the variable of the electronic management system for the human resource in achieving organizational happiness; We note that the results of the model conformity indicators were within the acceptance rule assigned to it, as it reached a value of (RMR = 0.013), which is less than its acceptable range of (0.08). It is also clear that the value of the standard impact factor has reached (0.83), which means that the

electronic management variable affects organizational happiness by (83%) at the level of the research sample banks, and this means that changing one deviation unit from the electronic management of the human resource in the research sample banks will It leads to a change in organizational happiness by (83%), and this value is considered significant because the value of the critical ratio (C.R.) shown in Table (12) amounting to (15,579) is a significant value at the level of significance (P-Value) shown in the same table.

It is also clear that the value of the interpretation coefficient (R²) has reached (0.69), which means that the electronic management variable is able to explain 69% of the changes that occur in organizational happiness in the banks of the study sample, while the remaining percentage (31%) is due to the variables Others not included in the study model. Based on the foregoing, the second main hypothesis is accepted.

Table (12) paths and parameters of testing the impact of electronic management of human resources on organizational happiness

			BS	B	SE	CR	P
JPER	<---	EHRM	.830	.888	.057	15.579	***
EP	<---	EHRM	.877	.907	.047	19.144	***
EJA	<---	EHRM	.909	1.199	.052	22.850	***
ECS	<---	EHRM	.910	1.012	0.44	22.987	***

-ECOMP	<---	EHRM	.856	.867	.050	17.384	***
EJE	<---	EHRM	.896	1.016	.048	21.129	***
POE	<---	ORH	.881	.881	.045	19.545	***
NEF	<---	ORH	.918	1.083	.044	24.358	***
ACH	<---	ORH	.949	1.035	.033	31.607	***

From the second main hypothesis, sub-hypotheses can be tested as follows:

2-1 -There is a significant impact relationship with the adoption of electronic planning for the human resource in achieving organizational happiness in Iraqi private banks

Table (13) shows that there is a positive and significant effect of the dimension of electronic planning on organizational happiness, as we note that the value of the standard impact factor has reached (0.19), and this means that the dimension of electronic planning affects the organizational happiness variable by (19%) at the level of sample banks the study. This value is considered significant because the critical ratio (C.R.) shown in Table (13) is (2.162) a significant value at a significant level (0.031), and therefore the hypothesis is accepted.

2-2 -There is a significant impact relationship for the adoption of electronic job analysis in achieving organizational happiness in Iraqi private banks

Figure (13) shows that there is a positive and significant effect of the job analysis

dimension on organizational happiness, as we note that the value of the standard impact factor has reached (0.25), which means that the job analysis dimension affects the organizational happiness variable by (25%) at the level of sample banks Research This value is considered significant because the critical ratio (C.R) value of (2.682) is a significant value at a significant level (0.007) and thus the sub-hypothesis is accepted.

3-2 There is a significant influence relationship for the adoption of electronic selection and employment in achieving organizational happiness in Iraqi private banks

Table (13) shows that there is a positive and significant effect of the dimension of electronic selection and recruitment on organizational happiness, as we note that the value of the standard effect factor has reached (0.40), and this means that this dimension affects the organizational happiness variable by (40%) at the level of sample banks The research, and this value is considered significant at the level of significance (0.571), and accordingly, the hypothesis is accepted.

4-2 There is a significant impact relationship for the adoption of the electronic compensation system in achieving organizational happiness in Iraqi private banks

Figure (13) shows that there is a positive and significant effect of the dimension of the electronic compensation system on organizational happiness, as we note that the value of the standard effect factor has reached (0.23), and this means that the electronic compensation dimension affects the organizational happiness variable by (23%) at the level of banks The research sample, and this value is significant, because the value of the critical ratio (C.R.) appearing in the table (2.694) is a significant value at the level of significance (0.007) and therefore the hypothesis is accepted.

5-2 There is a significant impact relationship for the adoption of electronic performance evaluation in achieving organizational happiness in Iraqi private banks

The table shows a positive and significant effect of the dimension of electronic performance evaluation in achieving organizational happiness, as we note that the value of the standard impact factor has reached (0.21) and this means that this dimension affects the organizational happiness variable by (21%) at the level of the study sample banks, This value is considered significant because the value of the critical ratio (C.R.) shown in the table, which is (2.251), is a significant value at a significant level (0.024), and therefore the hypothesis is accepted.

Table (13) Tracks and Parameters of Testing the Impact of the Dimensions of Electronic Management on Organizational Happiness

REGRESSION			BS	B	SE	CR	P
ORH	<---	EP	.193	.205	.095	2.162	.031
ORH	<---	EJA	.253	.239	.089	2.682	.007
ORH	<---	ECS	.401	.054	.095	.567	.571
ORH	<---	ECOMP	.236	.249	.093	2.964	.007
ORH	<---	EPEV	.210	.171	.076	2.251	.024

FOURTH TOPIC: CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS

First - conclusions:

1 -It was found through the field study that banking departments focus on the electronic work mechanisms of the human resource mainly on digital work formulas related to aspects of compensation such as salaries and financial incentives, which is consistent with the nature of the tested organizations in the field dimension of research.

-2 It was found through the results of the field study that the banking administrations' investment in electronic selection and appointment mechanisms and programs has declined and its tendency to expand the circle of attracting competencies and skills and moving towards broader formulas by adopting modern technologies and employment programs approved in international organizations at the present time.

3 -The results of the field research showed that the working departments deal with an important dimension of organizational happiness in a superficial way, which is the dimension (negative influence) and their distance, i.e., those departments from understanding and understanding that

many of the adopted behaviors are within this dimension and are practiced far from the supposed work methodology.

4- The results of the field study showed the acceptance of the two hypotheses of correlation and influence between the research variables.

Secondly, recommendations and suggestions

A- Recommendations

1 -In order to enhance banking work, the administrations must raise the level of adoption of scientific and systematic mechanisms and methods in consolidating the culture of modern electronic systems and adopting them according to what is scientific, and that in a preliminary manner and with simplified steps, and not confining them to a part or a narrow space of administrative practices, as the adoption of such mechanisms is characterized by hierarchy The phased work that develops gradually and over extended periods of time.

2 -Enhancing the adoption of digital mechanisms that ensure the recruitment of efficient elements such as cooperation with organizations and companies responsible for employment sites and civil society organizations active in the field of workforce development and human

development and others through formal and informal channels. The human element is the focus of success in any organization.

3 -Paying attention to the processes of measuring organizational happiness indicators through approved mechanisms and international standards, particularly in the banking sector.

4 -Openness to the global experiences of international banks or at the regional level, which have reached highly developed performance standards and have become described as organizations that put workers in a happy environment, in order to inspire work mechanisms that can be employed in a way that suits the local environment.

B - Suggestions: The proposals represent guiding signs that researchers can adopt in order to complete the research aspects related to the current research. The most prominent of these proposals can be stated in the following:

1 -The impact of modern manufacturing systems on achieving the strategic objectives of banks.

2 -The impact of talent management on enhancing the mental image of the bank with customers.

The impact of electronic human resources management on achieving strategic success.

Financial support and sponsorship: Nil

Conflict of Interest: None

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