"FACTORS AFFECTING THE ACCEPTANCE OF THE ELECTRONIC HUMAN RESOURCES MANAGEMENT SYSTEM IN THE SERVICES SECTOR IN THE KINGDOM OF SAUDI ARABIA"

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Abstract:
This study investigates the determinants affecting the adoption of electronic Human Resources Management (e-HRM) systems within the service sector of the Kingdom of Saudi Arabia (KSA). The research examines entities like banks, hospitals, insurance enterprises, internet service providers, logistics companies, government agencies, telecommunications corporations, and universities. This study examines the influence of Information and Communication Technology (ICT) improvements on Human Resource Management (HRM) procedures, finds both positive and negative aspects influencing e-HRM adoption, and analyzes the interconnections among these elements. Findings indicate that ICT advancements correspond with Vision 2030 objectives, augment HR planning and recruitment efficacy, and boost corporate transparency. Nonetheless, obstacles include financial expenditures, insufficient training, and data security issues persist. The research underscores the necessity for ongoing enhancements to technical instruments, efficient training initiatives, and stringent information security protocols.
Keywords: e-HRM, human resources management, ICT advancements, service sector, technology adoption, organizational efficiency.

المستخلص:

تبحث هذه الدراسة في العوامل المؤثرة على تبني أنظمة إدارة الموارد البشرية الإلكترونية ((e-HRM داخل قطاع الخدمات في المملكة العربية السعودية. وتفحص الدراسة كيانات مثل البنوك والمستشفيات وشركات التأمين ومقدمي خدمات الإنترنت وشركات الخدمات اللوجستية والهيئات الحكومية وشركات الاتصالات والجامعات. وتبحث هذه الدراسة في تأثير تحسينات تكنولوجيا المعلومات والاتصالات على إجراءات إدارة الموارد البشرية ((HRM، وتجد الجوانب الإيجابية والسلبية التي تؤثر على تبني إدارة الموارد البشرية الإلكترونية، وتحلل الترابطات بين هذه العناصر. وتشير النتائج إلى أن التطورات في تكنولوجيا المعلومات والاتصالات تتوافق مع أهداف رؤية 2030، وتعزز تخطيط الموارد البشرية وفعالية التوظيف، وتعزز شفافية الشركات. ومع ذلك، تشمل العقبات النفقات المالية، والتدريب غير الكافي، وقضايا أمن البيانات. ويؤكد البحث على ضرورة إجراء تحسينات مستمرة للأدوات التقنية، ومبادرات التدريب الفعّالة، وبروتوكولات أمن المعلومات الصارمة.

الكلمات المفتاحية: إدارة الموارد البشرية الإلكترونية، إدارة الموارد البشرية، التطورات في تكنولوجيا المعلومات والاتصالات، قطاع الخدمات، تبني التكنولوجيا، الكفاءة التنظيمية.

Introduction:

Human Resources Management (HRM) is the management of the workforce / human resource within an organization. It is responsible for the attraction, selection, training, assessment, retention and rewarding of employee.HRM is the most important management function that focuses on the human element, which is the most precious resource and the most influential element in productivity of the organization. Human resources management and development is an essential cornerstone in organizations, which aims to strengthen the organizational capacity, and enable companies to do rehabilitation of the necessary competencies and ability to keep up with current and future challenges. Human resources can contribute strongly to achieve the goals, and profit maximization for the organization (Alleyne et al.,2007).

Human resources management implies those ideal usages about accessible human element, more specifically, utilize HRM to use limit What's more smoothness of the human component in the association and its victory clinched alongside arriving at its planned objectives. So, analysts are intrigued by HRM will aggravate the standards additional supportive on successfully and effectiveness which help each distinct in the association through management from claiming mankind's assets. These establishments start with arranging and selection, training, incentives Also assessment of the mankind's component. Information technology has serious effects on human resource management processes and practices, and is propelling them to adopt new ideas in order to improve the development environment and workflow to reach the goals in a more effective manner. Because of the importance of human resource (HR) department, many organizations began to develop the culture and the tools used to reach the desired goals in order to develop their work that fits with requirements of customers in the market. The development of information and communication tools has rapidly changed our economic and social live, It also given us multiple ways to accomplish tasks better and faster, and has had a significant effect on the way organizations are managed (Kavanagh et al., 2012).

As a result, companies have become more focused on providing the best services to their customers through the use of the latest technological methods to realize competitive advantage. These trends have become more interesting after the emergence of e-commerce era and electronic customer relationship management (CRM) system which is strategy, programs and technology to effectively manage how firms relate to prospective, current and former customer (Rogers, 2008). Later on, companies have become more knowledgeable that the role of employees in the organization success is not as important as the role of customers so there is an increased interest in the use of modern technology in employee's side and the emergence of employee relationship management (ERM). CRM is a model for managing a company interaction with customers and it involves using technology to organize, automate, and synchronize sales, marketing, customer service, and technical support.ERM has been openly emerged from the more widely used CRM and it aims at transferring principles of technology-based relationship from customer to employee domain.

Major values provided to employees are the greatest possible satisfaction of their individual needs, while the increased attraction, retention, motivation and performance of employees are values promised to employers (Demand Fritsch, 2008). The two important resources in organizations; people and information, can significantly affect the overall performance of a business and the business success naturally requires the management of resources (Martin sons, 1994). Therefore, the managers must combine the two resources (people and information) by adopting new systems which can drive the organization to success. So, that stems the need for these systems due to the great development of technology that could be employed in all areas. The performance of HR system promotes the organization success in today's knowledge economy, so we need to increase the effectiveness of HRM by becoming strongly dependent on technology. Technology, especially the Internet, has helped the advancement of many HR processes including human resource planning, recruitment, selection, performance management, work flow, training, development, and compensation. Most large organizations now use Web-based recruiting systems, and have implemented Web-based training programs. These new systems have enabled HR professionals to provide better service to all of their stakeholders (e.g., applicants, employees, managers), and thus reduced the administrative burden. These changes made it possible for organization to focus on HR strategy, and become true business partners in organizations (Guitar and Stone, 2005). E-HRM provides the HR function with the opportunity to create new avenues for contributing to organizational effectiveness through such means as knowledge management and the creation of intellectual and social capital (Longneck-Hall and Moritz, 2003). Besides that, the HR function has not been proactive in its use of Internet technology in order to provide integrated services or to communicate more effectively with its customers to elicit and fulfill their changing expectations (Allen et al., 2007).

Problem Statement:

New technologies affect the organization needs and tools to achieve its goals. There are positive and negative factors that affect the acceptance of these technologies in work environments, especially in the human resources management. Modern technologies entry in the HRM field resulted in many factors related to the acceptance or rejection of them, depending on the nature of the various companies.

Nowadays, there is a big trend towards using new technologies, such as e-learning, e-commerce, e-marketing, e-banking another management system that depend on achieving goals electronically. E-HRM integrates HR processes and organization information system to manage all HR activities electronically. So, this research aims to identify the factors that constitute impediments or incentives to accept HRM in the service sector manage human resources electronically based on technology in KSA.

Research Objectives:

The research aims to:

1. Study the current system used in human resource management in the service sector in KSA including: banks, hospitals, insurancecompanies, internetproviders, logistics, government, telecommunication, and universities.
2. Discuss the impact of the advancement in ICT that affect use of e-HRM.

3. Identify the positive and negative factors that affect manager to adopt foe-HRM.
4. Determine the relationship between those factors and how these factors can affect the adoption of e-HRM in the companies.

Study Significance:

E-management concept has spread within the last few years, so it is necessary to apply this new policy in the human resources management department, which is one of the most important sections within the service sector in KSA, as it acts an essential role in promotion or hindrance of this sector. The importance of this research appears in extracting the factors that help the service sector in KSA adopt this new technology by clarifying its benefits to the different service organizations, staff and administration role in general to facilitate the various processes and organize work in better and in an explained manner.

Research Questions:

This research should answer the following questions:

1. What are the methods currently prevailing in the human resources management in the service sector in KSA?
2. What is the impact of human resource manager's experience in using computers and modern methods of communication on the acceptance of e-HRM?
3. What is the impression of employees and managers about the benefits that can be obtained as a result of use of electronic management?
4. Does the prevailing culture of the use of technology in the community and among employees have great influence on the use of electronic management?
5. Does the development of Information and Communication Technologies (ICT) tools and networks affect the adoption of the use of this new technology for Human Resource Management?
6. What is the impact of manager's fear of safety and confidentiality of electronic information on the trend towards adoption of e-HRM?

Literature Review:

Saudi Arabia has a stable economy and a stable market, and oil is clearly the backbone of the Saudi economy, but beyond that, the Kingdom is investing heavily in diversifying its economy to include the commercial industry. Services, especially retail. To stimulate its economy. In this study, contemporary issues of human resource management in Saudi Arabia's retail sector, researchers will critique current human resources developments, such as the recent challenges in recruiting and recruiting human resources, development. Human resources and retail skills sector. The retail sector is projected to grow longer due to higher internal energy consumption. The study concludes that, thanks to the growth of the retail sector, human resource management is also more prominent in relation to other management initiatives. Although the human resources management activities of the retail sector in the Kingdom of Saudi Arabia are on the right track, at the same time due to the potential of the sector, certain human resource management activities such as recruitment and training and development have become a problem. In Human Resource Management in Saudi Arabia. Recruitment and training and development of Saudi experts is crucial so that young Saudi graduates find suitable employment in the retail sector and can offer. In addition, the study recommends that the hour's requirement is for retailers in partnership with the education sector of Saudi Arabia to design specific programs for Saudi young professionals.

We start the with the meaning of electronic human resources management as the name suggests that electronic based which means that our human resources department is getting advanced and new technology is going to implement its a way of implementing HR strategies policies and practices it's also called the E HRM system which supports the HR function to satisfy with the HR needs of organization through Web technology or online.

Its way of digitization of HR information the application of IT for HR practices which enables easy interactions with in employee and employers. It stores information regarding payroll employee personal data performance management training recruitment and strategic orientation. Information technology is changing the way HR departments handle record keeping and information sharing.

It decreases the paper work and allows easy access to High value data. The employee can also keep track of his achievements without having to go through the lengthy process. The Competitive business environments have compelled the organization to think speedily to innovate and excel for their survival. Technology advancement is one of the powerful driving forces it has reshaped the way we communicate live work and also the way a business is conducted.

- E HRM system which bolsters the HR function to satisfy with the HR needs of association through Web innovation or online.

- Its method for digitization of HR information the utilization of IT for HR rehearses which empowers simple interactions with in representative and managers. It stores information regarding finance worker individual information performance management training enrollment and key direction.

- Information innovation is changing the manner in which HR offices handle record keeping and information sharing.

- Saudi Arabia has a steady economy and a steady market, and oil is unmistakably the foundation of the Saudi economy, yet past that, the Kingdom is investing intensely in diversifying its economy to include the business industry. Services, particularly retail. To invigorate its economy. In this examination, contemporary issues of human asset management in Saudi Arabia's retail sector, analysts will investigate current human resources improvements, for example, the ongoing difficulties in recruiting and recruiting human resources, advancement. Human resources and retail aptitudes sector.

- The retail sector is anticipated to develop longer because of higher internal vitality utilization. The investigation infers that, on account of the development of the retail sector, human asset management is likewise progressively prominent corresponding to other management initiatives.

- Despite the fact that the human resources management exercises of the retail sector in the Kingdom of Saudi Arabia are in good shape, simultaneously because of the capability of the sector, certain human asset management exercises, for example, enlistment and training and improvement have become an issue. In Human Resource Management in Saudi Arabia.

- Enrollment and training and advancement of Saudi specialists is significant with the goal that youthful Saudi alumni find appropriate work in the retail sector and can offer. Furthermore, the examination suggests that the hour's prerequisite is for retailers in organization with the training sector of Saudi Arabia to plan specific projects for Saudi youthful professionals.

- Along these lines in conclusion, The created nation like Saudi Arabia must acknowledge and utilize this E HRM system since it will assist the nation with becoming increasingly evolved and powerful it covers all parts of human resources management like staff administration, instruction, and training, vocation advancement, corporate association, set of working responsibilities, hiring process, representative individual pages, and yearly interviews with workers therefore E HRM is the method for right HRM.

The objectives of E-HRM are as follows:

o To offer an adequate comprehensive and on-going information system about people and jobs at a reasonable cost.
o To provide support for future planning and also for policy formulation.
o To facilitate monitoring of human resources demand and supply imbalance.
o To automate employee related information.
o To enable faster response to employee related services and faster HR related decision.
o To offer data security and personal privacy.

The main goal of e HRM is to improve the strategic planning of HR and Cost reduction and efficiency gains and the client's services between the management and the employees. Now the factors affecting the acceptance of electronic human resources management system in the service sector in the Saudi Arabia Kingdom:

Saudi Arabia is a very developed country where the mind of human beings is super intelligent they are people who constructed the multistory buildings on sand and near oceans the whole Saudi Arabia is covered with the ocean even then they are most developed country in the world this means what they focus most on the human mind then on other technologies.

The Saudi Arabia is not ready accept the E HRM due to its drawbacks like:

o Employees and the line manager's mindsets need to be changed they have to realize and accept the usefulness of Web based HR tools.
o They generally feel that they lack the time space needed to work quietly and thoughtfully with the Web based HR tools and so if there is no need they will not do it.
o Guaranteeing the security and confidentiality of input data is an important issue for employees in order that they should feel safe when using Web based HR tools.

The success or failure of an organization depends to a large extent on the person who manage and run the organization. In business the greatest asset is the human resource of the organization and not the plants equipment or the big buildings it owns. There was a time when manpower was considered as a cost factor but not it is recognized as an investment. Thus in conclusion, the developed country like Saudi Arabia must accept and use this E HRM system because it will help the country to become more developed and powerful it covers all aspects of human resources management like personnel administration, education, and training, career development, corporate organization, job description, hiring process, employee personal pages, and annual interviews with employees therefore E HRM is the way of right HRM.

HR MANAGEMENT SYSTEM

WHICH HR STRATEGY FOR START-UPS' SCALE-UP?

Join biotech executives, HR strategy expert, and life sciences investor for the analysis and experience sharing of a success HR strategy.

- **Study the current system used in human resource management in the service sector in KSA including: banks, hospitals, insurance companies, internet providers, logistics, government, telecommunication, and universities.**

With the expected population growth of 33% over the next three decades, KSA health sector has to meet the growing population and demand for health services. Demand for healthcare is high compared to the provision of health services, a scenario recognized by the Saudi government, which has recently encouraged the private sector to cope with shortages and benefit from existing sectors. The potential is this. This study evaluates the development of health services in Saudi Arabia over the past nine decades and the key elements affecting Saudi Arabia's health sector and its future. Research shows that automation will be a reality, training and development for the healthcare profession will be central, and primary care centers will be further developed. The study concludes that both the public and private sectors need to address bed rest as soon as possible with funding to develop new hospitals as well as improving and expanding existing facilities. In addition, the government has to restructure its budget to healthcare to be self-sufficient and dependent on government funding.

Historically, the KSA has ties to the U.S. federal government. His agency has been applying models, knowledge, skills and abilities to their recruitment activities over the years, though this practice has gradually stopped recruiting. If anything, the use of KSA is being expanded to include evaluation of training and coaching needs in the existing workforce. One criticism of the KSA is that it is easy to view these three conditions as interchangeable or at least overlapping. However, they have different dimensions of individual qualifications. Knowledge focuses on cognitive concepts. It's a theory, not a practical one. One may have some knowledge of the subject or device or some knowledge of textbooks on it, but have no experience in implementing it. For example, a person may have read hundreds of articles on health and nutrition, most in scientific journals, but it does not qualify that person for nutrition advice.

2. Discuss the impact of the advancement in ICT that affect use of e-HRM.

Major e-HRM goal initially was improved HR services & strategic streamlining of HR departments. Factors affecting e-HRM adoption are majorly technology, organization and people factors but the most important factor which affect adoption & consequences both is people factor. Organizations needed to streamline HR processes to reduce HR administration and compliance costs. It helps in service improvements, better access for data & enable HR to transform itself to play a more significant role. ICT has fundamentally changed the way HRM professionals perform using web-based technology. Also, various participants use e-HRM systems differently, like applicants for job openings, employees for benefit enrollments & personal data, data on the company, managers for training investments, cost-per-hire, attrition etc, & executives can use data for forecasting & costing.

With the advancement of ICT, e-HRM is also growing in various directions as following.

1. **E-Recruiting:** It improves recruiting efficiency, reduces costs, Increase job applicants. It makes recruiting process more objective & standardized; & it really makes process of job application more convenient. Negative sides may be seen as increased number of applications which lacks quality, loss of personal relationships with applicants & it might leave those applicants who are not in ICT reach.
2. **E-Selection:** It reduces time and resources required for selection process, flexibility in selection tests but security of content, cheating, privacy and security of responses. There may be a response variation in different mode of interviews & some biases can affect selection of candidates.
3. **E-Learning:** It reduces training costs, increases learning flexibility and control, provides better tracking of employee training. It also has its negatives like everyone may not be e-learning ready, no group advantage is there.
4. **E-Performance Management:** It improves performance data management which can make performance appraisals more objective by reducing biases & link performance information directly. The seemingly negative of this system can be that only focus on being objective can outweigh importance of employee. Factors like expectations & job complexity cannot be weighted totally.
5. **E-Compensation:** As the compensation data is readily available, decision to contain cost can be taken readily. Also, employees are increasingly aware of external market salary data as information pay structures is available. So, it has become more crucial to manage internal, external & individual equity in pay.

Above field are growing & Few other points to be noted for future of e-HRM

may be: -

· Due to rapid growth of social networking, information from social networking sites would also need to be integrated rather than be looked separately.

· Growth of compliance and reporting requirements is always a challenge & increased efficiency is always welcomed.

· Many organization, especially smaller ones, which find themselves unable to bear high costs of e-HRM, will find services like cloud computing and software-as-a-service (SaaS) very attractive.

· Increased HR analytics & dashboards for efficient decision making & even linking it to profits.

Advancement in ICT will require changes in HR staff skills which requires transition from transaction-based staff to consultant skill who can understand the importance of those analytics & can take decisions to align HR practices with organization goals. So, use of e-HRM will increase further with advancement of ICT & transform the industry from transaction or data inputs level to decision making; HR managers skill requirement might change but HR professionals would still be needed.

3. Identify the positive and negative factors that affect manager to adopt of e-HRM.

The positive factors that affect manager to adopt e-HRM are:

1. It helps in keeping records.

2. It improves accuracy in implementing HR practices.

3. It is time and cost efficient.

4. It helps in employee evaluation/feedback giving as it minimizes biasness and maintains secrecy.

The negative factors that affect managers to adopt e-HRM

1. The implementation and maintenance of e-HRM is requires high cost.

2. High cost required for the training required for adopting e-HRM.

3. It reduced the Manager-Staff interaction which is also important in developing inter personal relationship.

4. The risk of data loss is also high.

4. Determine the relationship between those factors and how these factors can affect the adoption of e-HRM in the Palestinian companies.
Significance of HR the board electronically and the help of senior administration are accessible and contribute significantly
To the procedure of progress to electronic administration when all is said in done and e-HRM Specifically,. there is clearness in the example of the investigation of the significance of HR
The board electronically, completely mindful of their various advantages, this incredibly assists
With embracing and create e-HRM and the improvement of the individuals from the examination from the Higher managerial levels and the individuals who impact dynamic. the HR the board shifts
In various manners from one organization another and significantly affects HR the executives
Electronically, and analysts disclose this distinction because of the various needs of organization and their improvement plans and their material and HR. the idea of e-the board is a wide idea, Incorporating a few diverse electronic frameworks, and the progress to it requires board Changes, from hierarchical structure to business forms. the most significant electronic Administration frame works that association create as per their need are electronic HR works, they additionally famish various methods for correspondence with them Representatives utilizing different ICT means, for example, email and SMS. the utilization of e-HR structures is still extremely constrained and enormously diminishes e-HRM benefits.
Self – administration framework is not interrelated with pay and pay frameworks and Specialists clarify this since e-HRM frameworks are not finished at organizations they Follow a technique of consolidating customary and electronic business, a positive Pointer of the progress to e- the executives.
There are 7 main factors which might affect the adoption of e-HRM and their relationship with e-HRM in KSA companies are as follows:

1) **HR Manager Attitude:** Employees need the motivation to adapt to a new e-HRM system, and HR Manager can play a huge role in doing so. HR manager needs to make its employee understand the importance of e-HRM.
2) **IT Infrastructure:** Implementing e-HRM requires proper IT Infrastructure such that the web, internet, and proper ERP technologies to network and support HRM practices.
3) **Compatibility:** Employees need to be more comfortable using e-HRM practices. The employees working style and e-HRM practices should be aligned together to gain optimization benefits.
4) **Complexity:** The complexity in the e-HRM system should be kept to minimum level, otherwise employees would not adopt the new system.
5) **Top Management Support:** e-HRM is a strategic move that top management has to decide to implement or not. Moreover, resources need to be allocated by top management to implement e-HRM in the organization.
6) **IT expertise:** Every employee should be comfortable in using IT technologies so that the transition is smooth and not much resources needs to be spent on training employees on IT.
7) **Competitive Pressure:** Today, e-HRM has become a means of competitive advantage for organizations. So despite not wanting to adopt, companies are forced to adopt e-HRM practices to be competitive in the market.

1.2.3 Research Questions:

This research should answer the following questions:

1. What are the methods currently prevailing in the human resources management in the service sector in KSA?

Human Resource Management (HRM or HR) is a strategic approach to effectively managing people in a company or organization so that their businesses gain a competitive advantage. It is designed to optimize employee performance in meeting employee strategic goals. Human resource management is primarily concerned with managing people in the organization, focusing on policies and systems. The HR department is responsible for overseeing staff income design, recruiting, training and development, valuation, implementation and management of salaries, such as salary management and income systems. Human resources are also concerned with organizational change and industrial relations, or with the implementation of institutional balancing with requirements arising from collective bargaining and government legislation.

The overall goal of Human Resources (HR) is to ensure that an organization is successful through its people. HR professionals manage the organization's human resources and focus on implementing policies and processes. They can specialize in recruiting, recruiting, training and developing staff as well as maintaining employee relationships or benefits. Training and development professionals ensure that staff is continuously trained and developed. This is done through training, evaluation, implementation and reward programs. Employee relationships deal with employee concerns about policy violations, such as harassment or discrimination in KSA. Staff benefits management involves the development of compensation structures, parental leave, discounts, and other employee benefits. On the other side of the expertise is HR or business partners. These HR professionals can work across all departments or as representatives of employment relationships with non-professional employees.

Human capital has been a product of the human relations movement since the early 20th century, when researchers began to compile ways to create business value through strategic workforce management. Initially dominated by operational work such as payments and benefits management, but due to globalization, incorporation of companies, technological advances and further human resources research in 2015 focuses on strategic initiatives such as mergers and acquisitions, talent management Planning, Continuing, Industrial Relations and Cool and diversity and inclusion. In the current global work environment, most companies focus on reducing employee turnover and maintaining the talent and knowledge of their workforce. The new hire not only leads to higher prices, but KSA also increases the risk that a new employee may not adequately replace the previous employee. The HR department strives to provide benefits that appeal to workers, thus reducing the risk of loss of commitment and psychological ownership in KSA.

2. What is the impact of human resource manager's experience in using computers and modern methods of communication on the acceptance of e-HRM?

Human resource manager's experience in planning is a process that identifies current and future human resources needs for an organization to achieve its goals. HR planning should be the link between human resource management and the overall strategic plan of the organization. The growing number of older people in most Western countries and the growing demand for skilled workers in emerging economies have emphasized the importance of effective human resource planning.

As defined by Bulla and Scott, HR planning is "the process of ensuring that an organization's human resources are identified and plans are made to meet them." Reilly defines (labor planning): "The process by which an organization tries to assess labor demand and to estimate the amount of nature and sources of supply that must be met to meet demand. HR planning includes employee branding, retention strategies, absence management strategies, flexible strategies (talent management) (recruitment), and recruitment strategies.

3. What is the impression of employees and managers about the benefits that can be obtained as a result of use of electronic management?

Electronic management helps portray professionalism, better accuracy and better record ability, better transparency, least ambiguity. It helps convey intricate details in stored form backed by security in written and retrieved format and with security measures.

Electronic management thus gives accessibility and availability and multiple communications standards to remove redundancy in workplaces.

4. Does the prevailing culture of the use of technology in the community and among employees have great influence on the use of electronic management?

New Technologies have become an intrinsic component of our working lives. They are infiltrating every facet of our lives and adopting an increasingly organic quality as they become, literarily, part of us, rather than something "out-there", as they have been throughout human history. These technologies will certainly make it easier, quicker, and less expensive for all people to communicate with one another. They may contribute to the globalization of not only trade and commerce and to greater international political, social and cultural integration and a move away from the tribal and ethnic conflicts that have dominated human history. The "virtual corporation" and "Visual Workplace" will become an increasingly common organizational form. Furthermore, mechanisms to "manage" technological changes have been historically unsuccessful, as technological development has always out passed the ability of governments or business to regulate its use. The transition from nation-based industrial age to a global digital age will require people other than technical specialists to provide input into developing new management and leadership skills. This paper describes these new and emergent technologies. It then looks at their effects on organizations and management practices and their potential impact on global organization of the future. Also, this paper examines how leaders and leadership can deal with the impact of new technologies on their organizations, employees and work environment lo

Managers directly **influence** corporate **culture** through leadership, communication and delegation. They can strengthen your business **culture** by ensuring that their actions and words adhere to the values and vision of the organization.

Technology helps in keeping the business fully organized. Systems like Project Management Software helps in building, delegating, reviewing, and assessing a task. Employers and managers can easily supervise **workplace** activities that help in keeping everything on track.

The **impact** of **technology** on work, both in manufacturing and in communication, has exponentially increased the rate of production and speed at which business occurs. **Technology** in the **workplace** has helped workers become more efficient than ever before. What used to take hours now can take minutes.

5.Does the development of Information and Communication Technologies (ICT) tools and networks affect the adoption of the use of this new technology for Human Resource Management?

The development of information and communication technologies tools and networks have affected the adoption of the use of this new technology for Human Resources Management. The tools have increased the relevance of the technology and utility of the technology for Human Resources Management. The tools have been specifically developed considering their uses. The use of this new technology has improved the efficiency and scope of human resources management. The processing of work has become faster and it has increased the volume and type of work handled by Human resources management. Thus the adoption of the use of this new technology has increased for human resources management. The widespread use of information and technology tools and networks has also led to the use of the new technology for Human Resources Management functions.

6.What is the impact of manager's fear of safety and confidentiality of electronic information on the trend towards adoption of e-HRM?

In the current worldwide monetary atmosphere, global HRM is confronting phenomenal strain to turn out to be increasingly creative, successful, and productive. New talks are developing around the utilization of data innovation, with 'e-HR' (electronic-enablement of Human Resources), self-administration entryways, and guarantees of improved administrations framed as different HR 'offers'. Its discovered that while there is developing examination into the take-up of e-HR applications, there is a deficiency of examination concerning the effect of e-HR on the individuals in question; specifically, the organizing of social relations between HR capacities and line chiefs in the move away from up close and personal HR bolster administrations, to more innovation interceded 'self-administration' connections.

E-HRM has been characterized as "a method for actualizing HR procedures, strategies and practices in associations through a cognizant and coordinated help of and additionally with the full utilization of web-innovation based channels" or all the more as of late, and all the more comprehensively, as "the arranging, usage, and use of data frameworks for both systems administration and supporting on-screen characters in their mutual performing of HR exercises". E-HRM is the utilization of IT for HR rehearses which empowers simple associations inside the representative and managers. It stores data concerning finance, worker individual information, execution of the board, preparing, enrollment, and key direction.

After execution e-HR in any association, an organization can without much of a stretch spare there cost. Since e-HR uses undertaking and web, productively associate individuals such a way it gives all data they need. It additionally oversees relationships, smoothes out procedures, and improves the use of data to settle on vital and operational choices. e-HR about interfacing individuals – clients, providers, workers – with data. It's tied in with making associations progressively effective and increasingly gainful

Basic Analysis of Electronic Human Resources (e-HR)

As of late, with the headway of intranet and web, empower another influx of human asset (HR) innovation to rise, with the mean to help HR managerial capacities. With these e-HRM capacities, HR administration is relied upon to improve by both the administration and representatives. Numerous scientists have contended that e-HRM frameworks offer associations with various advantages. For instance, they upgrade HR productivity, spare time, diminish costs, decline managerial weights, encourage HR arranging, and permit HR experts to get vital or colleagues in the association. In any case, different analysts had asserted that despite these advantages, unintended outcomes could emerge from utilizing e-HRM frameworks. For example, some concern that these new frameworks accentuation primarily productivity and cost control as opposed to creating viable HR forms (e.g., choice frameworks). There are additionally worries that e-HRM frameworks may adversely affect individuals from some secured gatherings, just as the likelihood that they may attack individual protect

Drawbacks of E-HRM:

o   It includes a significant expense to keep up and actualize E-HRM.
o   It is hard to keep up the classification of the information.
o   Electronic media are powerless, which might be assaulted by infections from anyplace on the Internet. Getting an infection can handicap your HR the executive's framework seriously enough to render it unusable for an uncertain time. E-HRM is dependent upon debasement, hacking, or information misfortunes.
o   PCs and their related projects are just as viable as their human clients, information passage mistakes can and do happen. In HR the management system, such mistakes can have grave results.

o Associations need to-contribute more on preparing and improving before embracing e-HRM.
o The other weakness is to loss of secrecy. E-learning incorporates the learning movement bolstered by data advances. It can take nearby intranet PCs, or full access to the web, drawing upon a full scope of mixed media, connections to different destinations and assets, downloadable spilling recordings, and correspondence frameworks. E-learning offers an answer for preparing in the remote.

Previous Studies:

According to (Alsahafi, et al.2022) The national deployment of electronic personal health record (ePHR) systems is crucial for governments globally, as this technology has the potential to advance and improve healthcare. Despite the general consensus on the benefits of ePHRs, knowledge and acceptability of this technology among healthcare consumers remain limited. This study aimed to determine the parameters influencing the adoption and utilization of an integrated ePHR system in Saudi Arabia. This study expanded the unified theory of acceptance and use of technology model to incorporate e-health literacy (e-HL) and evaluated it via structural equation modeling. Data were obtained by a questionnaire survey, yielding 794 valid replies. The suggested model accounted for 56% of the variance in behavioral intention (BI) to utilize the integrated ePHR system. The findings underscored the importance of performance expectation, effort expectancy, social influence (SI), and e-health literacy (e-HL) as predictors of Saudi healthcare consumers' intents to adopt and utilize the integrated electronic personal health record (ePHR) system. Furthermore, the evaluation of the study model moderators indicated that only gender exerted a moderating effect on the link between SI and BI. Ultimately, the findings indicated a limited understanding among Saudi people regarding the nationwide deployment of an integrated ePHR system, highlighting the necessity to enhance and broaden awareness of the system and to illustrate its use. The findings of this study can aid governments, legislators, and developers of health information technology and systems by pinpointing critical elements that may affect the dissemination and utilization of integrated electronic Personal Health Records (ePHRs). In the study of (Alghamdi, 2017) Electronic Government (E-Government) has gained significant importance in recent years. It constitutes a framework for digital engagement between a government and many stakeholders, including people, corporations, employees, ministries, and other governmental entities. A critical aspect of deploying E-Government systems is the interaction between users and these technologies, particularly the acceptance and use by the intended users. Nonetheless, e-Government systems remain in the nascent phases in several developing nations, including Saudi Arabia, and encounter various challenges pertaining to acceptance, implementation, and utilization. Furthermore, there is an absence of research that examines and analyzes user uptake and utilization from many viewpoints, as well as a deficiency of complete frameworks particularly designed for such study. This research seeks to examine, analyze, and comprehend the primary elements that affect users' acceptance and use of e-Government systems and services in Saudi Arabia using a comprehensive methodology. This might boost the existing acceptability and use levels and also help to establishing a user-centered approach for the design and implementation of future e-Services and government electronic systems. This study seeks to address the knowledge deficiency in existing e-Government literature about the elements that might form a complete framework for such studies. To fulfill the research objectives, a detailed conceptual framework, referred to as the E-Government Adoption and Utilisation Model (EGAUM), was constructed through a critical analysis of various prevalent models and theories concerning technology acceptance and usage, alongside a review of the e-Government adoption literature. The produced model was subsequently employed to examine and comprehend the relevant aspects affecting the acceptance and utilization across various user kinds, namely individuals, government personnel, and business sector users. This research utilized a mixed-methods approach, using a quantitative methodology as the primary method and a qualitative methodology as a supplementary technique. Various analytical methods were utilized, including descriptive and statistical analysis to authenticate the study model and identify the major influencing components. The findings indicated that the user's education level, perceived benefits, and the implementation of regulations and policies concerning e-usage are key factors influencing acceptance and use across all user categories. Furthermore, the Functional Quality of Service/System, Perceived Simplicity, and Socio-Cultural variables were identified as major determinants for the adoption and utilization by government personnel and residents. It was also determined that awareness significantly influences the adoption and use among public personnel and corporate sector users. Consequently, the research formulated some suggestions that might act as guides for the effective deployment of e-Government systems and services, grounded in users' perceptions, attitudes, beliefs, requirements, and preferences.

Search results and questionnaire:

- **The human resource needs are identified in light of the thrust of Vision 2030?**

Yes, because of its importance and bright future

Also, Vision 2030 includes all modern and advanced methods of human resource management.

- **The various departments in the company contribute to the HR planning process?**

Yes, that is to know the requirements of each department and for the ease of understanding the systems of all employees and other departments

- **HR planning is reviewed in light of labor market changes?**

Yes, in order to be compatible with the labor market and be easy to use, knowledgeable and applicable

- **The recruitment of employees is based on objective criteria?**

Yes, attracting workers is based on objective criteria, in order to put the right person in the right place. And to facilitate the work wheel

- **Recruitment policies are consistent with the goals of the institution or company?**

Certainly the appointment policy is in line with the company's objectives, to achieve the goal and facilitate procedures and costs

- **Information and communications technology is used in human resource planning?**

Certainly, in order to achieve the 2030 vision, the ease of procedures and work, and also to avoid mistakes and speed of work, in order to facilitate work on the employee or citizen

- **Vacancies are announced through the website?**

Yes, in order to reach the largest segment of citizens and facilitate them to know the jobs and conditions

- **Employment applications are submitted electronically?**

Yes, because of the ease of applying for jobs, also because of the ease of sorting the right people for work

- **The electronic administration helps to detect obstacles to implementing decisions early?**

Yes, the electronic administration helps to reveal the obstacles of decisions, but slowly and needs a lot of training on that

- **The internet service contributes to providing the required information in a timely manner?**

Yes, because of the huge amounts of information it contains in various fields

This makes it easier for you to access the information you want at the right time

- **The employee is trained in electronically transferred administrative systems?**

Yes, employees are trained in the new electronic systems, to enable them to work on and master them

- **Communication networks contribute to the efficient exchange of information between different departments?**

Yes, and this is through modern technological systems and facilitates the exchange of information between all departments

- **The performance of the employees is evaluated by the line manager through the electronic system?**

Yes, the employee is evaluated by the head of the direct work in the electronic.   system

But we hope that the employee is evaluated by the electronic system directly without the direct head of work.

- **Electronic management is better than traditional management?**

Yes, electronic management is better than traditional management, because electronic management saves information and is characterized by fast delivery and time saving.

- **Fear of modern technology is an impediment to its use in human resource management?**

Not incorrect but we want the training to work on by human resources management personnel and other employees.

- **Lack of adequate training in modern technology leads to a low level of electronic human resource management?**

Yes, it is true and adequate training must be done for all employees to work on modern electronic systems.

- **The fear of social isolation as a result of using modern technology is an obstacle to its use?**

Not true, but it should be used by the right people, trained by employees and citizens, and taught them how to use it.

- **Aging is an obstacle to using modern technology?**

is not true that aging is not considered an impediment to the use of modern   technology,

But they must be taught and trained to use it.

- **Using electronic human resource management will reduce the number of employees in it?**

Yes, when using the electronic system, the employees will be curtailed due to the ease of collecting information and using it and do not need many employees.

- **The corporation or company is working to update the technological tools and communication networks within a clear plan?**

Yes, the institution or company is working on a clear plan to update the information, in order to facilitate work on its employees and advance training on new systems.

- **The modernization of technological tools and communication networks leads to increased profits for the company?**

Yes, updating the electronic systems in companies generates an increase in profits, which reduces the number of employees, the speed at work and the spread in the labor market through modern systems.

- **The use of IT hardware gives an employee confidence?**

Yes, and this is for confidentiality of information, clear and accurate work, and the availability of all friendly information through electronic systems.

- **The financial cost constitutes an obstacle to the use of electronic human resources management?**

Yes, that is from importing modern devices and modern systems, and also training their workers in courses to learn and use modern systems, but in the end it will provide them with more money.

- **The use of modern technology provides transparency and reduces administrative corruption?**

Yes, as all jobs are advertised electronically, staff are evaluated and their work is performed electronically, and all projects and costs are recorded in the electronic system and are preserved and cannot be overlooked, thus reducing administrative corruption.

- **Modern technology ensures the reliability of the work?**

Yes, modern technology provides the exchange of information between employees, through transactions, tenders, projects, employee evaluation, promotions, and others.

- **The Human Resources Department shall develop information security policies related to the selection of appropriate technology and the manner in which it is implemented?**

Yes, every department is looking for the appropriate technology for it, through the nature of its work, which saves time and effort and saves its information.

- **The Human Resources Department installs technical protection methods such as antivirus and others?**

Yes, every administration strives to provide the best systems and protection, because of the confidentiality of its information, and that is why its systems are constantly updated.

- **The Human Resources Department is examining protection methods and studying their impact?**

Certainly every department is responsible for protecting its systems and providing all methods to protect its information and systems.

- **Human Resources Management benefits from the experience of international companies in the field of information security?**

Yes, all departments benefit from the experience of international companies, and therefore because of their experience in the field of technology and benefit from the problems encountered and the way to solve them.

- **Do penetration incidents affect HRM's confidence in technology management؟?**

Yes, and this reduces the citizen's confidence in the administration and the confidentiality of his information, and the lack of the necessary protection system for them and the search for the best system that preserves the confidentiality of the information.

- **Can more than one employee share the same password?**

No, because it causes negligence at work and failure to keep confidential information.

When the employee has a password, he is held accountable for any work he does in the system by entering the system.

More than 100 human resource managers, engineers and employees have been targeted.

Companies, institutions, banks, communications and human resource managers, Engineers and other experienced personnel.

Most of them, 92%, agree that human resources in the kingdom are developed and that there are no problems facing citizens and employees

And 8% agree, too, but with some notes

They demanded to intensify the courses for HR managers and employees

Also, we published an introductory book about the new systems for Among the names

Ziyad Al-Hazmi - Project Manager, Obhur City

Abdullah Farash - Project Relationship Manager

Ahmed Al-Qarni - Project Manager for Water Services

Abdullah Al-Munajem - Director of Administrative Sections

Abdullah Al-Mansoori - Project Engineer

Mohamed Ali - Project Manager

Mahmoud Badqil - Human Resources Department

Taher Baghdadi - Chief Executive Officer

Abdullah Al Abbasi - Human Resources Department

Mohamed Al-Jaar - Relationship Manager PepsiCo

Mohamed Mounjem - Saudi Telecom Engineer

Hussein Theban - Director of Chamber of Commerce Relations

Muhammed Salih - Head of the Chamber of Commercecitizens, so that they can know the new electronic systems.

Finally, I see that there are no obstacles or problems in the human resources sector, whether from managers or employees

Also, I think that the Saudi citizen has the ability to understand and understand the new electronic system.

Conclusion:

The use of electronic Human Resources Management (e-HRM) systems in the service sector of the Kingdom of Saudi Arabia offers significant prospects for improving organizational efficiency and aligning with Vision 2030 goals. Utilizing improvements in Information and Communication Technology (ICT), e-HRM solutions enhance essential HR activities like recruiting, training, and employee assessment, while promoting transparency and mitigating administrative corruption. The effective adoption of these systems relies on overcoming significant obstacles, such as financial limitations, insufficient training, and apprehensions over data security. Organizations must emphasize frequent upgrades to technical tools, comprehensive staff training programs, and the establishment of appropriate information security rules to guarantee the dependability and acceptability of e-HRM systems. By surmounting these obstacles, organizations may optimize the advantages of e-HRM, resulting in superior decision-making, increased employee happiness, and overall organizational prosperity.

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