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GJMBR-A Classification: *JEL Code: O15*



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Impact of Electronic Human Resources Management on the Organizational Learning at the Private Hospitals in the State of Qatar

Sulieman Ibraheem Shelash Al-Hawary [α] & Abdulrahman Awad Al-Namlan [σ]

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I. Introduction

The development of technology, electronic methods and systems is one of the modern phenomena that dominate many of the world's work, and in various sciences such as management, which has led to the enhancement of employee awareness in the field of work. These developments have led to the development of new technologies for a new generation of staff, and changes in the organizational structure of the organizations. Human resources management is one of the most important functions of organizations. It carries out many tasks, activities and functions that provide efficient, qualified human resources to the current and future needs of the Organization, to enable organization to contribute in the achievement of its objectives with efficiency and effectiveness. Today, organizations face many challenges such as globalization, value chain and technological change, all due to the emergence of web-based technology, which has led to the emergence of a new concept of electronic human resources management.

Organizational learning has become a necessary requirement for business organizations to be able to cope with technological and competitive developments. Organizational learning involves the organization's ability to adapt to the evolving circumstances of its business environment, and its ability to keep pace with or surpass its competitors. It has become necessary to have a system that acts as an early warning for these organizations to predict future changes in the business environment of these organizations, making the tasks, activities, and functions of human resources management in business organizations more complex and sophisticated, and requiring a large amount of data and information that help organizations to make decisions Supports and achieves its objectives by managing its human resources optimally. Organizations need to increase the pace of organizational learning to be able to cope with the enormous changes in the contemporary business environment. To achieve this, they need to be more open and receptive to modern ideas and concepts. It also needs to adapt modern methods in training human resources and encourage innovation and creativity while doing business.

The importance of this study stems from the important role played by electronic human resources management in the success and sustainability of organizations, and the importance of the effectiveness of e-HR management in the organizational learning that may support e-HR management and enhance performance. The study also provides a scientific explanation of the impact of electronic human resources management in the organizational learning, which will help human resource decision makers in the organizations in general and in private Qatari hospitals in particular in making decisions relating to human resources optimally. Hence the idea of researchers is to study the impact of electronic human resources management in the organizational learning in private hospitals in Qatar.

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II. Literature Review

a) Electronic Human Resources Management

The human resources management faces major changes because of information and communication technology, one of the factors of change identified by researchers is the use of the Internet and website technology, to increase and enhance human resource management functions (Al-Hawary, 2011; Gueutal and Stone, 2005; Legnick-Hall et al., 2003; Lee, 2005). Such use of the Internet in human resources is referred to as electronic human resources management. The term gained importance alongside the concept of e-commerce in the 1990s as the organizations began using the Internet and websites for countless human resources management functions, including payroll management, staff manuals, and staff communication (Gueutal and Stone, 2005).

With the maturity of Web technologies, organizations have embraced and enthusiastically adopted many human resources management functions through the Internet. Human resources management has managed to shift human resources management to implementation primarily for both staff and managers (Al-Hawary & Metabis, 2012; Al-Hawary & Metabis, 2013; Al-Hawary et al., 2013; Al-Hawary & Shdefat, 2016; Al-Hawary & Alajmi, 2017; Al-Hawary & Nusair, 2017). They can access these functions via the web interface, typically through the organization's intranet. There are a number of abbreviations that point to the concept of HRM, such as e-HR, Virtual HRM, HR Intranet, Web-Based HR, Computer-Based HRM and HR Portals (Bondarouk & Ruël, 2009).

Foster (2010) defined E-HRM as the process that uses information technology for events and activities related to the management of HR functions and applications. This process is carried out through a computerized system consisting of databases, or linked to the internal staff-related databases, information about them, and their specific work. It is also known as an integrated system designed to provide information for decision-making (Marler, 2009). Gürol, Wolff & Berkin (2010) also referred to EHRM as a system used to acquire, store, process, analyze, retrieve, and distribute information on human resources in the organization. Human resources management is not simply a computer related to human resources programs. Although EHRM includes hardware and software, it also includes individuals, models, policies and procedures, and human resources data.

b) Practices of Electronic Human Resources Management

At the strategic level, EHRM determines human resource requirements of skills and learning, and in line with the organization's long-term plans. The objectives of EHRM are achieved through a set of transaction processing systems that form subsystems in EHRM:

- *Electronic Human Resource Planning:* Electronic human resource planning systems provide an important role in facilitating and preparing human resources forecasting plans based on the computer and the programs it contains. These plans can be prepared in the long, short and medium term. The role of electronic human resource planning systems represented by their ability to provide the necessary information (Yusoff, Ramayah & Haslindar, 2011).
- *Electronic Recruiting:* The process of recruitment includes all the practices and activities through which the organization obtains its human resources, based on the purpose of attracting these resources. With the advent of modern technology and the Internet, the traditional ways of managing the recruitment of the organizations have changed. Internet and e-mail adoption has become a requirement for the success of human resource recruitment (Erica, 2007). As a result, human resources terminology in the presence of the Internet has changed from the perspective of organizations, and individuals seeking jobs (Epstein, 2003). One of the most common nontraditional forms of recruitment is e-recruitment (Smith and Rupp, 2004), which refers to the use of the Internet to identify and attract potential employees (Breaugh & Starke, 2000). Job vacancy announcements through the Internet and online job information are also provided to applicants (Galanaki, 2002). One of the trends that is necessary for small and medium-sized organizations in the use of e-recruitment is the demographic trends of job seekers , their use of the Internet, and the financial scarcity of these firms, where their budgets are somewhat low (Thompson et al., 2008).
- *Electronic Training:* The human resources management system enhances the assessment and diagnosis of skills and competencies owned by the organization. It also helps in the preparation of development and training plans for working individuals with the possibility of distributing them, and redistributing them to jobs according to the skills they possess, and in conjunction with their qualifications, as well as to determine the time and place of training, and the final selection of the program in order to implement it and evaluate its effectiveness (Al-Hawary & Al-Kumait, 2017; Al-Lozi et al., 2018; Al-Lozi et al., 2017).
- *Electronic Performance Evaluation:* Effective performance management is a major support for both exceptional and operational management by providing time and information relevant to operations and activities within and outside the organization. These operations include many activities, including: measuring the overall

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performance of the organization, tracking performance and reporting, external benchmarking, and coordination of internal improvement and development processes, finding the best partnerships and acquisitions in the organization, and achieving the principles of knowledge management. Electronic performance evaluation helps organization to sustain and motivate talent by gaining the views and ideas of those who are accomplished in the various activities of the Organization (Jarrar and Schiuma, 2007). Thus, the Organization can reduce many costs as a result of applying the principles of e-evaluation of performance.

- *Electronic Compensation System:* These systems include payroll records for anyone who works with the organization either on internal contracts or from abroad as a consultant, as well as employees on the basis of hours or any other system, tracking holidays, and also supports retirement plans for employees, health care and any other benefits or incentives for employees.

c) Organizational Learning

The real evolution of the concept of organizational learning in the early 1990s was by Senge (1990), who introduced the idea of adaptive learning and generative learning, adaptive learning focuses on adapting to what is happening in the organization's environment,. This type of learning helps the organization to survive, but does not provide organizational learning (Al-Hawary, 2015; Al-Azzawi and Jawad, 2010). Sun & Scott (2003) points out that this type of learning does not require much time and cost. Generative learning builds new capacities and deliberately discards past practices, and is necessary in the operational side of the organization which operating in a highly variable environment. Wijnhoven (2001) notes that what characterizes adaptive learning from generative learning is that adaptive learning relates to simple change, which is related to the first stage of the learning process, whereas the learning process is the advanced and complementary stage of the learning phase Adaptive, which works to improve the possibility of the organization to discover capabilities for the purpose of modifying behavior, and create new knowledge and experiences.

The concept of organizational learning and learning organizations is not new. It is rooted in the theories of systems and organizing (Robey and Sales, 1994). Senge (1990) defines organizational learning as "a systematic process of acquiring information, storing it in the organization's memory, then accessing and then reviewing and revising this information." Or that it expresses "the intended behavior of the organization to bring about continuous change in it through adaptive and innovative learning (Calvert et al., 1994)." Dixon (1994) defines organizational learning differently. She referred to the concept of organizational learning as more than just information acquisition, where she believed that the process in which this information existed. Organizational learning is not what organizational members know as a group of knowledge and information, but rather is the collective recruitment of individuals to impart meanings to the things around them, although this does not eliminate the importance of individual learning.

Bernard (1997) notes that organizational learning takes place through shared visions of knowledge, and common models of thinking, based on past experiences and knowledge in memory. Hegan (1998) defined organizational learning as "an ongoing process stemming from the vision of the members of the Organization. This process aims to invest the expertise and experience of the Organization, to monitor the information resulting from these experiences and experiences in the memory of the Organization, and then to review them from time to time to take advantage of them to solve the problems they face. In the context of the support of the organization's leadership in particular, and the organizational culture in general. Chen (2003) shows that the growing awareness of organizational problems, and the success in identifying these problems and their treatment by the individuals working in the organizations, reflecting on the elements and outputs of the organization itself. This vision generally includes two key elements: awareness of the problems associated with the level of knowledge in the organization, and the outcomes of this awareness based on the actions taken by the organization in dealing with these problems.

The researchers define organizational learning as: the continuous life cycle of the organization and the shared vision planned for the organization's survival within the organizational society through the organized effort and the growing awareness stemming from the knowledge and experience of the leadership of the organization and its competitive culture and its strategy of making continuous change by constantly monitoring the updated information to solve its problems to reach it and its members to the level that ensures the achievement of its policy and its future objectives with achieving the highest degree of efficiency and competition and make the right decisions and enhancing organizational performance.

d) Dimensions of Organizational Learning

Organizational learning consists of two dimensions:

Adaptive Learning: It is about learning subordinates in the organization the skills needed to accomplish the new work, and the work procedures that lead to the progressive development to ensure that these companies themselves to stay and continue.

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Generative Learning: It relates to learning in which subordinates are interested in trying to visualize the future of their own business, trying to design it, and requires that subordinates have a high degree of independence to experiment with good methods.

III. Research Hypotheses

Based on the above literature reviewed, the research hypothesis is:

H: Electronic Human Resources Management influence Organizational Learning at the Private Hospitals in the State of Qatar.

More Specifically

H1a: Electronic Recruiting directly influences Organizational Learning at the Private Hospitals in the State of Qatar.

H1b: Electronic Training directly influences Organizational Learning at the Private Hospitals in the State of Qatar.

H1c: Electronic Performance Evaluation directly influences Organizational Learning at the Private Hospitals in the State of Qatar.

H1d: Electronic compensation system directly influences Organizational Learning at the Private Hospitals in the State of Qatar.

IV. Research Framework

Based on the study hypothesis, the theoretical model shown in Figure 1. As can be seen from the framework, the study investigates the impact of Electronic human resources management on Organizational learning at the Private Hospitals in the State of Qatar, where Electronic human resources management practices are the independent variable and are positively related to Organizational learning as the dependent variable.

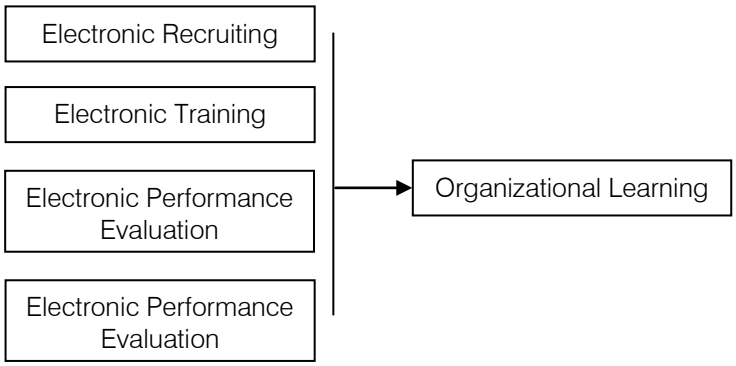

Figure 1: Theoretical Model

V. Methodology

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool, and to test the study hypotheses employed to test the relationship between study constructs (Electronic human resources management and Organizational learning).

a) Data Collection

Data are collected using a questionnaire. The questionnaire was divided into three sections: Section A consisted of a list of questions intended to probe the demographic variables of the respondents. Section B contained questions aimed at gauging the respondents' evaluation of Electronic human resources management adopted by the Private Hospitals in the State of Qatar adopted from previous studies, and which could possibly influence Organizational learning, using a five-point Likert scale. The following practices were focused on; Electronic Recruiting (5 statements), Electronic Training (7 statements), Electronic Performance Evaluation (5 statements), and Electronic compensation system (5 statements). Section C is also adopted from previous studies, contained questions aimed at evaluating the level of Organizational learning were focused on two dimensions; Adaptive Learning (7 statements), and Generative Learning (7 statements).

b) Study Tool

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (=1) and strongly agree (=5). All items were positively worded. Electronic human resources management consist of Electronic Recruiting, Electronic Training, Electronic Performance Evaluation, and Electronic compensation system, were adapted from previous studies (Bondarouk, Ruel and Heijden, 2009; Moilanen, 2013; Bondarouk and Ruel, 2009; Lin, 2011). Organizational learning dimensions consist of Adaptive Learning, and Generative Learning, the most widely used measure of Organizational learning adapted from (Guechtouli and Guechtouli, 2009; Piłat, 2016; Hester van Breda-Verduijn and Marjoleine Heijboer, 2016; Farzianpour and Foroushani, 2016).

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c) Sample

The study population consisted of all of the Employees working at the Private Hospitals in the State of Qatar (842 employee), a random simple sample was selected from the study population (50% of the population), a sample of 421 employees were selected to represent the study population, the researchers distributed the questionnaires to the study sample. (386) questionnaires retrieved. After reviewing the questionnaires show that there are (14) extremely unfit for statistical analysis, that had the study sample size (372).

Table 1: Sample Characteristics

Variable		Frequency	%
Age Group	Less than 30	95	25.54
	30-Less than 40	112	30.11
	40 Less than 50	117	31.45
	50 Years and more	48	12.90
Gender	Male	298	80.1%
	Female	74	19.9%
Educational Level	Diploma	27	7.26
	Bachelor	306	82.26
	High Studies	39	10.48

Females make (19.9 percent) of the employees on the other hand Males respondents represented (80.1 percent) of the sample. The largest group of respondents (31.45 percent) was aged 40 less than 50. The next largest group (30.11 percent) was aged 30-less than 40. Smaller groups of respondents were aged less than 30 (12.90 percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents makes (82.26 percent), respondents with Diploma degrees make (7.26 percent), and respondents with high studies make (10.48 percent), the sample characteristics of the respondents represented in Table (1).

d) Reliability and Validity of the Survey Instrument

The survey instrument with 36 items was developed based on two variables Electronic human resources management as independent variables with five dimensions; Electronic Recruiting (ER1 - ER5), Electronic Training (ET6 - ET12), Electronic Performance Evaluation (EPE13 - EPE17), and Electronic compensation system (ECS18 - ECS22). Organizational learning as dependent variables with two dimensions: Adaptive Learning (AL23 - AL29), and Generative Learning (GL30 - GL36). The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

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Table 2: Factor Analysis of Electronic Human Resources Management

Construct and Item	Loadings	Communalities	KMO	Variance	Reliability
Electronic Recruiting (ER)			.697	55.634	0.776
ER1	0.56	0.59			
ER2	0.61	0.64			
ER3	0.62	0.65			
ER4	0.58	0.61			
ER5	0.57	0.60			
Electronic Training (ET)			.668	61.364	0.675
ET6	0.59	0.62			
ET7	0.62	0.64			
ET8	0.58	0.61			
ET9	0.66	0.70			
ET10	0.64	0.68			
ET11	0.53	0.58			
ET12	0.57	0.59			
Electronic Performance Evaluation (EPE)			.715	70.781	0.812
EPE13	0.58	0.61			
EPE14	0.62	0.65			
EPE15	0.55	0.59			
EPE16	0.54	0.58			
EPE17	0.62	0.66			
Electronic Compensation System (ECS)			.637	62.331	0.793
ECS18	0.59	0.62			
ECS19	0.62	0.67			
ECS20	0.66	0.70			
ECS21	0.64	0.68			
ECS22	0.53	0.57			

Table 3: Factor Analysis of Organizational Learning

Construct and Item	Loadings	Communalities	KMO	Variance	Reliability
Adaptive Learning (AL)			.701	69.537	0.826
AL23	0.56	0.59			
AL24	0.55	0.58			
AL25	0.60	0.64			
AL26	0.62	0.66			
AL27	0.58	0.62			
AL28	0.54	0.57			
AL29	0.52	0.55			
Generative Learning (GL)			.669	49.687	0.864
GL30	0.56	0.59			
GL31	0.55	0.58			
GL32	0.59	0.63			
GL33	0.60	0.64			
GL34	0.62	0.66			
GL35	0.66	0.71			
GL36	0.64	0.69			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Electronic human resources management, and Organizational learning dimensions. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (2) and Table (3). All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998), for exploratory research, a Chronbach α greater than 0.65 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in Table (2) and Table (3). Thus it can be concluded that the measures used in this study are valid and reliable. Kaiser-Meyer-Olkin has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table 2, and 3) are generally considered acceptable (Kim and Mueller, 1978). All factors in each unifactorial test

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accounted for more than 55.63 per cent of the variance of the respective variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself.

e) Descriptive Statistics Analysis

Table (4) indicates that the Employees working at the Private Hospitals in the State of Qatar evaluate Electronic Training (with the highest mean scores, i.e. M = 3.47, SD = 0.62) to be the most dominant of Electronic human resources management and evident to a considerable extent, followed by Electronic compensation system (M = 3.26, SD = 0.65), Electronic Performance Evaluation (M = 3.21, SD = 0.59), and Electronic Recruiting (with the lowest mean scores M = 2.70, SD = 0.58). With regard to Organizational learning, working at the Private Hospitals in the State of Qatar evaluate Adaptive Learning (with the highest mean scores, i.e. M = 2.83, SD = 0.71) to be the most dominant Organizational learning dimension within their organization and evident to a considerable extent, followed by Generative Learning (with the mean scores M = 1.97, SD = 0.66).

Table 4: Descriptive Analysis of Electronic Human Resources Management and Organizational Learning

Dimension	Mean	Standard Deviation
Electronic Human Resources Management	3.40	
Electronic Recruiting	2.70	0.58
Electronic Training	3.47	0.62
Electronic Performance Evaluation	3.21	0.59
Electronic Compensation System	3.26	0.65
Organizational learning	2.40	
Adaptive Learning	2.83	0.71
Generative Learning	1.97	0.66

VI. Test of Hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, Organizational learning acts as the dependent variable and Electronic Human Resource management, as the independent variables. From the result as shown in Table (5), the regression model was statistically significant (F = 104.312; AdjR2 = .654; P = .000). The AdjR2 is 0.654, which means that 65.4 per cent of the variation in Organizational learning can be explained by Electronic Recruiting, Electronic Training, Electronic Performance Evaluation, and Electronic compensation system. The proposed model was adequate as the F-statistic = 104.312 were significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between Electronic human resources management and Organizational learning.

Table (5) also shows that Electronic Recruiting (ß =0.198; p<0, 05), Electronic Training (ß =0.264, p< 0.05), Electronic Performance Evaluation (ß =0.497, p< 0.05), and Electronic compensation system (ß =0.164, p< 0.05) had a significant and positive effect on Organizational learning. This provides evidence to support H1a, H1b, H1c, and H1d. Based on the ß values Electronic Performance Evaluation has the highest impact on Organizational learning followed by Electronic Training, Electronic Recruiting, and Electronic compensation system.

Table 5: Regression Summary of Electronic Human Resources Management and Organizational Learning (N=372)

Model	Standardized Coefficients	T	Sig.	Collinearity Statistics	
	ß			Tolerance	VIF
Electronic Recruiting	0.198	4.022	0.000	0.396	2.526
Electronic Training	0.264	5.543	0.006	0.564	1.773
Electronic Performance Evaluation	0.497	8.569	0.009	0.451	2.218
Electronic Compensation System	0.164	3.797	0.000	0.517	1.933

Notes: R 2 =.656; Adj. R 2 =.654; Sig. F = 0.000; F-value = 104.312; Dependent Variable, Organizational learning p < 0.05

VII. Discussion

It was found that private Qatari hospitals have an interest in electronic training, especially if there is an electronic link with some of the internationally advanced hospitals to benefit from the training of doctors or other cadres in the examined hospitals. The respondents' responses indicated that many training and development processes are carried out through electronic training; all employees' data are recorded and documented electronically, in addition to using the best methods in the training process through electronic means. Electronic training is carried out on the basis of courses; this may be due to the fact that Qatari private hospitals were not educational hospitals.

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It has been shown that private Qatari hospitals achieve a degree of complementarily between the activities of HR management in private Qatari hospitals such as performance management, planning, recruitment, performance evaluation and other activities. It enhances the electronic connectivity of integration in performance and achievement, and helps in providing explanatory reports on performance and compensation; it also helps the employee to know all the details of compensation such as additional wages and rewards, and also increases the speed and accuracy in the calculation of compensation optimally.

The results of the study show that Qatari private hospital managers and employees have the ability to discuss the results of the evaluation process electronically. The employee can also evaluate himself electronically because of the link between the manager as a performance appraiser and the employee. And identify weaknesses and strength of performance every time period and all these practices enhance the integration between the manager and the superdinate, and create a natural atmosphere and organized environment not based on tension and convulsions.

The results of the study show that private Qatari hospitals in their practice of e-recruitment are based on the development of electronic models of recruitment operations. These processes enhance the transparency of recruitment and selection activities, in addition to the possibility of enhancing the success of such practices and reducing turnover rates. Through an electronic link with the site of human resources in the hospitals which enables continuous communication between the recruited, and human resources management in private hospitals country.

The researchers believes that these results may be attributed to the fact that private Qatari hospitals, through their managements, seek to take care of human resources management in order to improve the performance of their tasks and achieve their goals and objectives, but they need to make more effort in this area, This finding is also due to the fact that Qatari private hospital administrations are convinced of the importance of HR practices electronically by working on human resource practices electronically (recruitment, Training, performance evaluation, and other activities), because they have an impact on the operation of private hospitals in the State of Qatar. This result is a reflection of the importance of the staff in these hospitals in attracting distinguished human resources through the evaluation of the Qatari private hospitals applicants before they choose to work and then appointed, the private hospitals recognize the capabilities of each individual, helping them identify the actions that can be assigned to them. In view of the diversity of the tasks carried out by Qatari private hospitals, it is keen to select workers with diverse expertise, taking into consideration the recruitment and selection of workers from different age groups, both young and old.

The researchers believe that private Qatari hospitals are interested in learning and sources of access, as they collect information and data from the private hospitals departments of the country, and work hard to apply training and development, and consider it as their tasks, and give warning signals about everything that happens in the external environment, and try to deal with it positively. It works to achieve the principle of participation between the employees of the experiences they own as well as similar organization in the tasks, and these are based on the formal structure owned by companies, and enhance the flow of knowledge through it, in addition to, private hospitals works very hard to apply and activate teams in most of their operations and urges others to help if there is a mistake in working to learn from the error.

The results of the analysis show that top management in Qatari hospitals is open to listen to the ideas, suggestions and working methods of any employee. The management of these hospitals does not always encourage thinking to provide suggestions that improve working methods, and the opportunity to experiment and find the best way to achieve work, and the openness among the employees in terms of the exchange of views, and the exchange of managers among private hospitals in the country.

The results of the hypothesis indicate the importance of these dimensions (e-recruitment, e-training, e-performance assessment system and e-compensation system), indicating that Qatari hospitals follow sound methods in Recruitment, training and e-compensation. This is a strategy for private Qatari hospitals and tries to reach the organizational learning environment for the highest skills and knowledge through two types of learning (Adaptive Learning and Generative Learning) with the difference between the two types as they influenced by electronic human resources management. This result was correlated with the study of Kasapra et al. (2010) and Kumar & Idris (2006).

VIII. Recommendations

According to the study findings drawn from the study, the researchers present some recommendations to decision-makers; hope will be taken in order to enhance the desired benefits of applying EHRMS across hospital levels. The following are the main recommendations:

1. Qatari private hospitals should invest in the EHRM system because they are important in raising their performance.
2. Qatari private hospitals must adapt to the rapid change in the business environment using the

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EHRM application system to enhance its performance and achieve competitive advantage.

3. Qatari private hospitals should use e-HR applications by providing all the needs and wishes of patients' services to reach a high level of satisfaction.
4. Qatari private hospitals should use e-HR applications by creating new ways to innovate in products or processes to improve the efficiency and efficiency of hospitals.
5. Human resources management the origin and essence of business in hospitals, where all functions and procedures are defined in the organization; therefore, organizations must develop and strengthen the system, and use the eHRM system to increase their performance.

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