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## Investigating the Key Success Factors of Knowledge Management Systems in Public Sector: A Case Study from Dubai

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### Abstract

*Modern organizations need to use Knowledge Management Systems (KMS) to achieve their strategic goals. The successful implementation of KMS requires the identification of key success factors. Building a competitive knowledge-based economy is one of the most fundamental goals outlined in the UAE vision 2021. Knowledge Management Systems in Dubai Electricity and Water Authority (DEWA) has been selected as a case study. DEWA is a public-sector company provides electricity and water services to its customers across Dubai. DEWA incorporated KMS into its practices in 2009, aiming at becoming a sustainable learning organization. It has realized the great benefits of implementing knowledge management as it has served as an effective enabler for knowledge identification, storing, sharing, capturing and utilization throughout the organization. This study concentrated on essential success factors behind effective KMS practices. Questionnaire was used for data collection. The findings showed that KMS in DEWA are successful because of internal and external factors. Internal success factors are: leadership and top management support, effective Information and Communication Technology (ICT), employees, culture, organizational structure and processes. The main external environment success factor is the government support for smart government projects; smart city projects; Knowledge Economy pillars such as ICT, education and training, Economic Incentive & Institutional Regime, and Innovation Systems. It is recommended to provide more training, awareness, innovative projects and research to sustain the progress and development in DEWA.*

**Keywords:** Knowledge Management, Knowledge Management System, Key Success Factors, Dubai

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## **Introduction**

### **1.1 Background Information**

According to (Burgin, 2010), information is the key to management, research and development and it is of primary interest in modern business. Any organization can be considered as an information processing engine. Information management then became critically important to organizations since the result of their work depends on information management to a great extent (Abdeldayem et al., 2021); (Burgin, 2010).

An organization's knowledge asset has been perceived as a fundamental source of its wealth and success in the current globalizing and competitive environment (Riege, 2005); (Bell, 1973); (Nonaka & Takeuchi, 2004). Thus, the field of knowledge management has quickly gained enormous popularity from both the public and private sectors, and a torrent of research projects have been produced especially on how to foster the creation and sharing of knowledge within organizations and how to implement systems that can protect this knowledge from loss in today's workplace that is very mobile and diverse (Nonaka & Takeuchi, 2004). An enormous number of articles on knowledge management have appeared in academic and practitioner journals, and private and public organizations increasingly realize its importance and attempt to implement KM programs and strategies (OECD, 2003). KM success factors can be classified into five principal categories: 1. Culture; 2. Leadership; 3. Structure, Roles, and Responsibilities; 4. Information Technology Infrastructure; and 5. Measurement (Asgari, 2012); (H & M, 2020); (Mohamed, 2021).

### **1.2 Knowledge management in the UAE**

Characterized by the UAE society today the flow of human knowledge and the diversity of intellectual, scientific, cultural and social achievements, and the growing technological innovation and economic ambitions in all of this strengthened relationship between the scientific and technological triumphs and the availability of information systems in the various aspects of human activity and even become the features of this age is determined by the ability of its members the use of knowledge and component intellectual assets and methods of modern technology and the extent of their ability to absorb and use all of the information and knowledge and then become toll knowledge of a society is the force that drives the present and believe in its future, a strong nation is the most knowledge and the richest thinkers and creators who add to the knowledge of all that is new (Aldulaimi & al Alkawi, 2021).

Knowledge management considered to administration, which are based on, that

knowledge is the most important in modern organizations supplier. Knowledge management seeks to raise the knowledge balance by creation of new knowledge, and the fact that the establishment of knowledge can only be done by individuals, it has some believes that knowledge management is a management individual, or close to, or interfere with the management of people.

Most KM initiatives were focused on explicit knowledge, and companies are investing significant resources in building their ICT infrastructure. The study documents the importance of a companywide KM strategy, top management commitment, proactive HRM policies, and a supportive cultural environment as the critical success factors to advance KM practice and theory in UAE (Siddique, 2012).

### **1.3 Purpose of Research**

The purpose of this research is to define the key success factors of Knowledge Management in DEWA for more improvement and to help other companies in the gulf to learn from this case study.

### **1.4 Research Questions**

What are the key success factors of knowledge management in DEWA?

## **2. Literature Review**

### **2.1 Knowledge management**

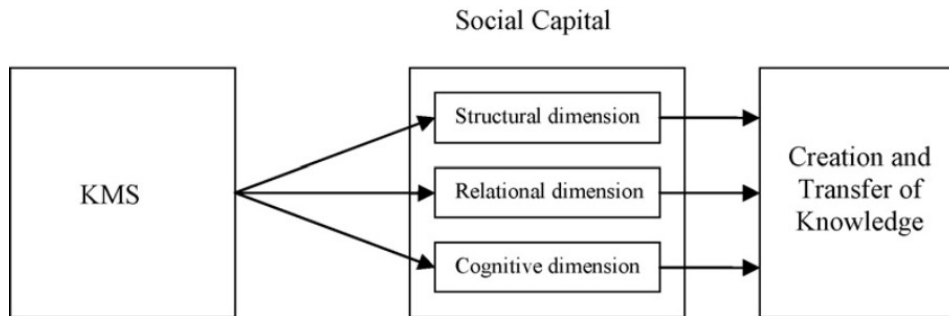
The knowledge management "as the entrance to an integrated system for managing and activating participation in all project assets information, including databases, documents, policies and procedures as well as the experiences of previous experiences carried by personnel" (Hackett, 2003). Knowledge management "as find, store and share information in a useful exercise and insight into the communities and across communities with similar interests and needs." (Rosenberg, 2001). Knowledge management: "as a process by which to find and finding information as a result of a multi-dimensional information of the rankings in many different environments by multiple users." (Levine, 2001). KM defined as "the name given to a group of irregular acts and ranked by the organization can be carried out to get the most value from the knowledge available to them." (Marwick, 2001).

### **2.2 Knowledge Management Systems (KMS)**

According to (Cerchione & Esposito, 2017) on the other hand, a KMS can be divided in two categories, these are KM-practices and KM- tools, which divides the specific IT-based system from the methods and techniques. SMEs tend to use traditional KM-Tools compared to new more efficient ones, which could reflect on the information and communication technologies (ICTs) fast development and

technological changes (Al-Sanjary & Khalifa, 2021); (Aldulaimi & Abdeldayem, 2020); (Cerchione & Esposito, 2017).

Sherif, Hoffman and Thomas (2006) created a model out of hypotheses saying that KMS positively will impact an organization's social capital and that the social capital then will improve the organization's ability in knowledge creation and transfer. The study resulted in all hypotheses approved and a connection between KMS, social capital, knowledge creation and transfer.



**Figure 1.** KMS, Social Capital, and creation and transfer of knowledge. (Sherif et al., 2006)

### **2.3 Knowledge management strategy**

Formulating knowledge management strategy help the organization to understand the flow of knowledge within them, and the benefits that will benefit from implementing knowledge management and critical success factors that will enable the successful implementation as well as what components or approach must focus on. However, due to the fact that the concept of knowledge management is a new, came the different strategies and methodologies for implementation of the exit, with each depending on different situations and factors and components.

One of this methodology is the methodology of knowledge management critical processes (KMCP) from the works of (Barcelo-Valenzuela et al., 2008) which depends on the core business processes within the organization and knowledge related to the formulation of the knowledge management strategy. The amount of information received from these very big ways, given that all documents, evidence, and processes had to be collected, reviewed and stored in the information technology system. This information, in addition to giving the values and weights of operations and using complex mathematical equations may prove that there is a lot of work to knowledge management team, regardless of whether the method used in a small or large organization (Chaho & Aswad, 2021)

Proven way to be successful in comparison with the results of the questionnaire both resulted in the same results as the formulation of a strategy based on the same basic processes that need to be focused on. However, this method was highly

dependent on KM capable team, a team very supportive administration, and therefore, this methodology may not be useful to organizations that newly implemented knowledge management.

Another approach (Smith et al., 2006) formulation of knowledge management strategy based on the actions driven knowledge in the organization. Speaking way about converting knowledge into action, and put knowledge to work. Thus, the practical use of knowledge referred to in the previous chapter is the focus of the search, because it is the place where the organization to apply what is known in its actions, and ultimately where the procedures are created knowledge-driven. Since the creation of knowledge and the work comes from the final stage of knowledge management, and will be a way for organizations that have already implemented a knowledge management be helpful. This reinforces the fact that the authors of the research methodology used to focus on companies that have already implemented a knowledge management group, and they were sharing stories of success and failure.

To apply the new knowledge management and organizations, and perhaps should focus on explaining the other components in the first quarter. In their article in Harvard business review (Hansen et al., 1999) described the notation (technology-based) and customization (people based) the methods used in the formulation of knowledge management strategy based on competitive strategy of the organization. The article stressed that organizations should focus on one type of strategy full of knowledge management to take advantage. Although the use of data and evidence of a huge consulting firms, explained methods cannot be used for the public sector or the government because of its focus on customers, products and profits.

The particular importance of leadership, identifying KM roles and responsibilities, performance measures, and coordination mechanisms to integrate other functions and to promote KM aspects in the organization. The Department of Human Resources Development (the DHRD) should be reporting to a KM governance committee at the top management level rather than a single leadership position. A KM committee, comprising executive directors, department heads, Knowledge Champions (K-Champions) to lead the entire strategy planning helps in successful KM strategy implementation (Gebba, 2013). A significant challenge in the implementation successfully of KM is a set of design principles to guide the development of a core KM tool for KMS (H & M, 2019); (Butler & Murphy, 2007).

#### **2.4 The tacit knowledge**

Represents the knowledge base for the rest of knowledge as it is the source of any other knowledge and without them cannot move or generate any knowledge, and can be expressed in the skills and practices of individual and group of her portrayal



in the tasks assigned to individuals and is the most difficult in terms of stability and reliability because they represent the rules of thinking orderly and intuition and the ability to govern and this what prevents coded or delivery to others easily.

The tacit knowledge consists of with (Wiig, 1993):

Facts, fixed data, and mental patterns.

Views, shapes, images and concepts.

Judgments and expectations, assumptions and beliefs.

Thinking Strategies

With (Nonaka & Takeuchi, 2004) (know-how) is characterized as difficulty of it as well as a very personal knowledge of hard-formed based on that it becomes transferred to others and involve them difficult, consists knowledge dimension of tacit knowledge of: beliefs, perception, ideals, values, emotions, mental models, all of which are rooted in the people and take them for granted it, and this dimension is a way they understand the world as there are still technical knowledge implicit consists of skills and versatility.

## **2.5 The Explicit knowledge**

Is the knowledge that can be delivered and communicated to others formally or programmer through modern or traditional learning educational processes. refers to (Nonaka & Takeuchi, 2004) in their study where explicit knowledge is knowledge of the organization Limited content which is characterized by external appearances have expressed in painting, writing, speaking and offer technical converted and transmitted. Based on that, could classification shows that tacit knowledge concerned with everything related to the humanitarian aspect transparencies of experience and intuition, thinking and skills as it is inseparable from individuals in the context of personal organization and is the first form of the creation of any new knowledge, but knowledge explicit represent the steel side of the knowledge as they take the form of rules and procedures specific to perform work efficiently and the ability and experience in performing work of the institution, compared to competitors (Abdelhakim & Abdeldayem, 2009).

## **3. Research Methodology**

### **3.1 Case study**

Using the case research method allows for in-depth investigation and rich description, particularly with adopting a single case research methodology. On the other hand, the case research method allows for in-depth investigation and rich description, particularly with adopting a single case research methodology. The nature of the research is descriptive so the researcher tried to describe a problem on the practice, diagnosis, and through a survey and analysis of the views of relevant staff about the research, the researcher used the descriptive and analytical

approach supported in the collection of the information and necessary data from the books of knowledge and literature, and scientific journals, university letters, dictionaries and glossaries in Arabic and English keywords and some of the documents issued by the DEWA and also the views of staff about the research.

**3.2 Sample**

Sample of 150 Employees were selected from different department and managerial levels. 100 valid questionnaires were received.

**3.3 Research tools:**

The researcher using a set of tools like Literature Review as secondary date and the questionnaire as primary date, and then evaluate and analyze the Knowledge Management practices in DEWA.

**4. Data Collection and Analysis**

**4.1 Data Collection**

The researchers collected the data from Literature Review as secondary date and the questionnaire as primary date, and then evaluate and analyze the Knowledge Management practices in DEWA.

**4.2 Data Analysis**

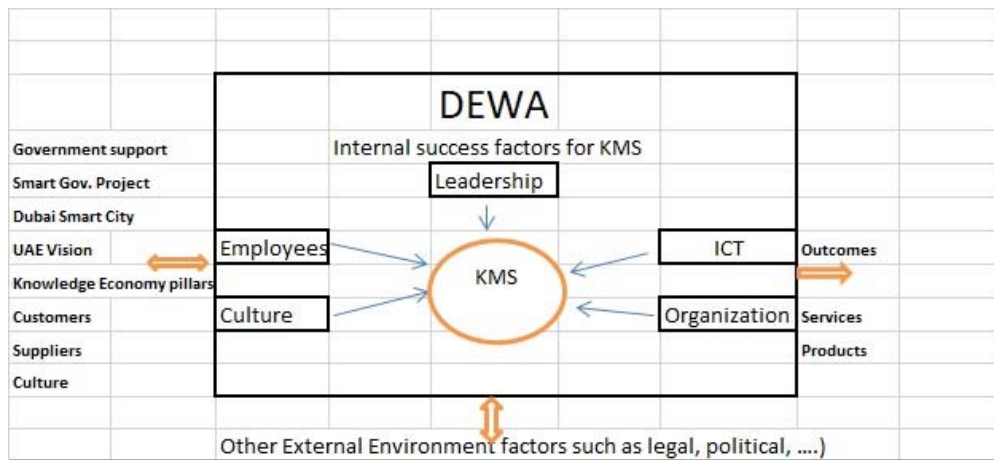
The following results are the Key success factors from the collected data.

No	Key success factors	Agree & Strongly agree %
1	Leadership and top management support	92%
2	Government support for smart government and knowledge economy projects	85%
3	Successful implementation of ERP system supports the success of KMS	83%
4	Active corporate governance systems	80%
5	Successful IT governance system	78%
6	Effective Information and Communication Technology systems	72%
7	Organizational culture that support KM activates and processes	68%
8	Employees competencies and awareness about IT	64%

9	Organizational units responsible of knowledge management	56%
10	Availability of an updated data, information and knowledge	52%
11	KM department is effective and efficient that help to improve decision making	52%
12	Exchanges data, information required easily.	44%
13	Availability of training programs	32%

**Table (1) The Key success factors**

**5. Proposed model for KMS key success factors in DEWA**



**Figure 2: Key success factors for KMS in DEWA**

**6. Conclusion**

This study concentrated on essential success factors behind effective KMS practices. Questionnaire was used for data collection. The findings showed that KMS in DEWA are successful because of internal and external factors. Internal success factors are: leadership and top management support, effective Information and Communication Technology (ICT), employees, culture, organizational structure and processes. The main external environment success factor is the government support for smart government projects; smart city projects; Knowledge Economy pillars such as ICT, education and training, Economic Incentive & Institutional Regime, and Innovation Systems. It is recommended to provide more training, awareness, innovative projects and research to sustain the progress and development in DEWA. Using the case research method allows for in-depth investigation and rich description, particularly with adopting a single case

research methodology. The case research method allows for in-depth investigation and rich description, particularly with adopting a single case research methodology.

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## The use of Social Media in Higher Education Teaching during the COVID 19 Pandemic: A Literature Review

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### Abstract

*The problem is that given the need for social distancing and online learning at the start of the COVID-19 pandemic, universities in developing countries lacked the readiness to leverage social media sites to continue formal learning and academic communication (Rahiem, 2021; Sobaih et al., 2020). Given that many higher education institutions in the MENA region still do not have full access to online learning management systems, social media sites as a learning platform may be considered as a viable alternative to continuing formal education (Mohammed et al., 2020; Sobaih, Moustafa, & Ghandforoush, et al., 2016).*

*A growing academic body of literature is calling for more research regarding social media's potential as a formal online platform for academic communication and student learning experience, satisfaction, and academic performance (Nadeak, 2020; Wu & Xu, 2021). At present, there is no empirical research published on the various social media needs and usage for academic communication between faculty members in Arab universities beyond the tourism and hotel discipline (Shehata et al., 2020) to continue formal learning and academic communication during the COVID-19 pandemic. Hence, this paper reviews the literature on the use of social media in higher education teaching during the COVID 19 pandemic and sheds important insights to open several avenues for future studies.*

**Keywords:** Social Media, Higher Education, COVID 19, Online Learning.

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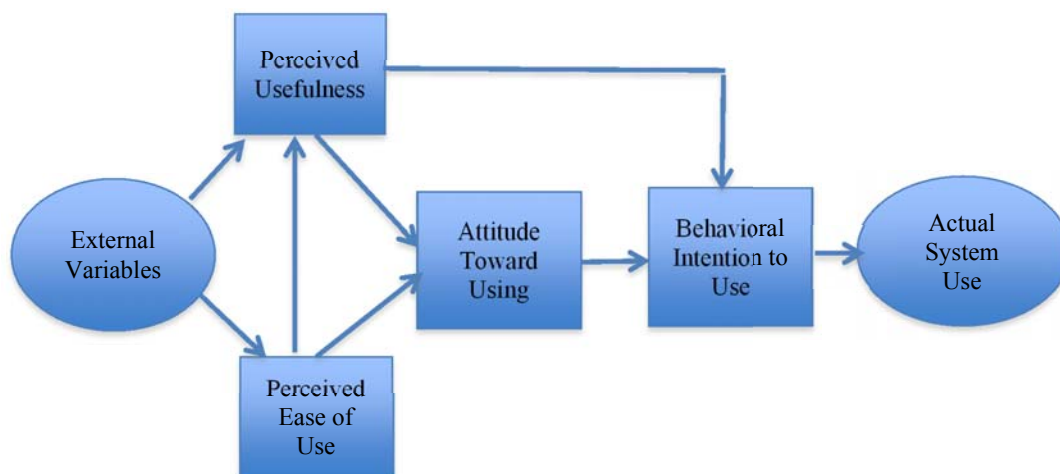
## **Introduction**

Search engines used in this literature review included Elsevier (Scopus), Crossref, EBSCO, Google Scholar, JSTOR, Springer Link, and Clarivate Web of Science (WOS). Search terms used included Academic communication, COVID-19 pandemic, Formal learning, Online learning, Social distancing, Social media sites, and these terms used in Boolean searches with terms such as and or. The search was mainly focused on literature that explored the use of social media in higher education as in response to the COVID-19 pandemic. The search focused on recent literature “between” 2016 - 2021, but some earlier seminal works were included.

### **Theoretical/Conceptual Framework**

In 1986, Davis professed the technology acceptance model (TAM) aimed to explain users’ motivation to accept or reject a new technology based on how external perceptions of usefulness and ease of use influence their internal values; namely intent, attitude, and belief system (Christensen, 2013; Davis, 1989). Davis adopted the theoretical views of Ajzen and Fishbein’s (1975) theory of reasoned action (TRA) to show the perceived usefulness and ease of use. Figure 1 depicts Davis’s (1989) original theoretical technology acceptance model.

**Figure 1. Technology acceptance model (TAM) (Davis, 1989)**



Venkatesh et al., (2003) revamped TAM to reflect the theoretical foundations of Ajzen and Fishbein’s (1975) theory of reason and action (TRA) and Ajzen and Fishbein’s (1980) theory of planned behavior (TPB) to include social influence and cognitive instrumental processes. TAM’s updated perspective entails subjective norms, willingness to volunteer, and image, resulting in the TAM extension:

TAM2. Fundamentally, TAM seems to belong to the behavioral theory group, holding that individual perceptions are influenced by internal and external attributes (Błachnio et al., 2013; Davis, 1989; Marangunić & Granić, 2015). Notwithstanding the theoretical extension to TAM, researchers (Marangunić & Granić, 2015) alluded that the theory omitted how to make technology easy, the influences of cultural acceptance and holds the preconception that individuals will be satisfied with the usage of technology; as a result, these omissions are limiting factors to the theory. Other authors (Christensen, 2013; George & Kumar, 2013) noted that TAM fundamentally has shortcomings of omitting the perception of risk; however, the theory is one of the most widely adopted conceptual models in studying technology acceptance.

Numerous endeavors have been made to anticipate special acknowledgment of innovation-based items and administrations dependent on existing hypotheses. Of the differing hypotheses, the technology acceptance model is possibly the most referred to hypothetical model from this point forward. TAM sets apparent convenience and sees value, which helps build a positive mentality and increment conduct toward a specific innovation (Kim et al., 2021). Meanwhile, the theory of planned behavior is another theoretical model utilized in various research studies to decide the main thrusts of individual conduct. In TPB, individual social aims are planned by disposition, abstract standards, and conduct control (Ajzen, 1991).

Both TAM and TPB were adjusted from the theory of reasoned action, which hypothesizes that individual conduct is totally under volitional control (Fishbein & Ajzen, 1977); these two models have been broadly used to analyze the acknowledgment of innovation fueled learning in advanced education (Chu & Chen, 2016; Gao, 2019; Park et al., 2012). Moreover, there have been other commendable undertakings that have expanded existing speculations by embracing additional facilitators and fusing hypotheses to better understand the arrangement of individual conduct expectation in higher education (Abdullah & Ward, 2016; Lung-Guang, 2019; Nadlifatin et al., 2020; Wu & Chen, 2017).

User inventiveness has been outlined as a significant development that impacts an individual's goal to utilize a framework (Kim et al., 2021; Mahat et al., 2012; Yilmaz & Bayraktar, 2014). User creativity was conceptualized as a person's probability of seeking novel items or administrations in the beginning phases (Arpaci, 2017; Midgley & Dowling, 1978). Significantly, the directing effect of individual ingenuity was recognized in the relationship among crucial examination factors of TAM and TPB in different areas (Ahmed et al., 2013; Matute-Vallejo & Melero-Polo, 2019).

Notwithstanding restricted discoveries of user imaginativeness, jobs exist in higher education, and hence it is significant to inspect its effect in the arrangement of



students' selection of Internet learning frameworks (Fatima et al., 2017). New types of learning through an online framework, such as distance learning and virtual homerooms, were constrained to colleges after the episode of COVID-19 (UNESCO, 2020; Viner et al., 2020). This may not be incredibly new to all; nonetheless, it was viewed as an unexpected change for some college students where learning conditions used to be up close and personal. What is more, online strategies require not just a significant degree of self-coordinated learning regarding students' volition and abilities, but also an undeniable degree of availability for the mechanical limit of digital learning platforms (Viner et al., 2020).

In any case, there was no adequate groundwork for this progress of learning style for students during the COVID-19 pandemic, and scholars have documented that students at college have displayed discontent about delayed online schooling during the pandemic. For instance, as indicated by a study at 203 colleges in Korea led by the Public College Understudy Board Organization, more than 99% have griped about online classes (Yonhap News, 2020). Additionally, there are very significant measures of viable and specialty-based learning styles in higher education that require more active figuring out how to be practiced throughout the course (Sigala & Baum, 2003; Wang et al., 2020).

Subsequently, Internet learning in higher education is somewhat significantly seriously tested. Despite the previously mentioned, various research studies of Internet learning frameworks in higher education are dependent on the current hypotheses. No endeavors were made to test the level of students' acknowledgment in higher education. A definitive method of preventing COVID-19 is unclear, and some teachers expect online classes to be the new ordinary even after Coronavirus (Witze, 2020).

The technology acceptance model is a subordinate of the TRA (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1977; Kim et al., 2021). TAM confirms that two primary components, perceived ease of use and perceived usefulness, are essential triggers of individual mentality toward innovation-controlled items and administrations, which actuate social expectation (Davis, 1989). Seen usability, perceived ease of use, indicates how much people expect that utilizing a particular application will be liberated from exertion, though perceived usefulness depicts people's emotional likelihood to accept that utilizing a particular innovation will build their work execution. As per TAM, these two determinants help build mentality, which alludes to "how much an individual has a good or troublesome assessment or evaluation of the conduct being referred to" (Ajzen, 1991, p.13). One's attitude therefore, affects individual social expectation, mirroring the level to which an individual details cognizant designs to participate in specific conduct (Oliver, 1997).

For some time, the utilization of TAM has been broadly utilized for testing different advances in the education setting (Arpaci, 2017; Farahat, 2012; Gong et al., 2004; Grani'c & Maranguni'c, 2019). Saadé et al. (2007) directed an experimental examination dependent on 362 reactions in higher education organizations; they proved that TAM is a hypothetical solid model in e-learning. Al-Adwan et al. (2013) studied e-learning from the students' angle dependent on TAM; their outcomes upheld the use of TAM to foresee user expectation to acknowledge e-learning frameworks.

Abdullah and Ward (2016) created GETAMEL, an overall broadened innovation acknowledgment model for e-learning grounded in TAM; they approved the hypothesis as a crucial hypothetical structure for explaining e-learning frameworks. As of late, Grani'c and Maranguni'c (2019) surveyed a number of studies based on TAM between 2003 and 2018 on the topic of technology and innovation-based learning. They set up a firm establishment of TAM in foreseeing singular goals in the educational setting.

Taking into account that the advancement and utilization of frameworks and technologies supported the turn of events and extension of educational opportunities (Coman et al., 2020; Zare et al., 2016), the utilization of e-learning in higher education and the understudy's impression of the helpfulness of this kind of learning became subjects of revenue for some analysts. Pertinent in investigating the utilization of e-learning is the Technology Acceptance Model, which helps examine and appreciate how students plan to utilize e-learning (Almarabeh, 2014). The model was created by Fred Davis (1989), who accepted that the degree to which individuals acknowledge the reconciliation of innovation could be a fundamental factor in accomplishing data frameworks. The model gives data and clarifies the relations behind the highlights of a framework, how individuals carry on while utilizing it, and the disposition individuals may have towards utilizing the framework—which is impacted by apparent value and convenience (Venkatesh et al., 2003).

An investigation conducted by Vitoria et al. (2018), focused on the study's insight on the execution and coordination of e-learning stages while utilizing the TAM model as a theoretical foundation; uncovered that all students believed that the e-learning module they took was helpful and straightforward to utilize, expressing that they got data, and explored archives quickly. A comparative report dependent on the TAM model created at the University of Jordan (Almarabeh, 2014) affirmed that both perceived usefulness and ease of use straightforwardly affect students' demeanor towards utilizing e-learning.

Moreover, TAM was likewise used to explore educators' views of e-learning, an

investigation conducted by Mahdizadeh et al. (2008), showing that along with their experience, the discernment instructors had in regards to e-learning influenced their conduct and how they use it. As to the utilization of e-learning in higher education, for the most part, the literature brings about favor of its convenience, adequacy, and positive impact on understudy's exhibition. As indicated by research on the effect of e-learning on students and instructors (Burac et al., 2019), the majority of the respondents addressed by educators have faith in the capability of e-learning to upgrade the instructive cycle and avow that it improves joint effort and correspondence with students and that it offers adaptability and assists students with comprehending the lectures.

Examining students' demeanor towards e-learning (Odit-Dookhan, 2018), uncovered that their disposition was positive and improved when they saw that e-learning frameworks are not challenging to access. Another study showed that e-learning upgraded students' learning experience and expanded their commitment to the classes when utilized as an extra strategy to regular classes (Lochner et al., 2016). A study focused on contrasting traditional F2F and web-based learning (Alsaaty et al., 2016) showed that a high level of students who finished the overview expressed they absorbed more data in F2F classes than on the web; however, they emphatically saw their considerable online experience, even though they experienced troubles while utilizing e-learning platforms. Notwithstanding, while most research studies feature a positive outlook towards e-learning, further examination reasoned that students believed online courses do not have equal worth to courses instructed in the classroom (Galy et al., 2011). Students would prefer blended learning, a combination of online and F2F classes, instead of just web-based learning (Coman et al., 2020; Tagoe, 2012).

### **Social media sites as learning platforms during the COVID-19 pandemic**

The transformation in teaching was portrayed by an unexpected shift from close and personal homeroom collaboration to web-based education and telecommuting (Littlejohn, 2020). Most colleges changed teaching over days to permit students to proceed with their investigations with little interruption, managing the cost of little freedom to overhaul education. Before the pandemic, web-based teaching was a small part of college education and generally a minor part of showing staff had experience educating on the web. In the fast move to web-based education, scholastics had little freedom to foster Internet skills and practice Internet teaching. The reaction to the COVID-19 emergency has been described as making accessible a wealth of content and media through digital gadgets, with F2F conversations tending to be supplanted by live-streams, online workshops, or recorded video

addresses alongside online conversations. The move of educating and e-learning implanted inside the college framework, decreased different types of connections, especially those external proper educational programs, like casual discussions and cooperation. It raises issues about limitations on student learning, for example, media assets and others, including peers and mentors. This limitation incited Hodges et al. (2020) to terminate the reaction to the emergency as crisis remote teaching, separating it from the encounters of students occupied with web-based learning.

The world is going through a social media revolution that has changed how we convey and identify with one another (Abdulkareem & Eidan, 2020). Moreover, the spread of social media content and platforms among the populace keeps on developing. In 2020, roughly 3.6 billion individuals were utilizing social media worldwide, which is expected to increase to around 4.41 billion by 2025. Concerning the most famous online media, as indicated by Statista in October 2020, the world's top ten social media dependent on the number of dynamic clients were: (a) Facebook(2701), (b) YouTube (2000), (c) WhatsApp (2000), (d) Facebook Messenger (1300), (e) WeChat/Weixin (1206), (f) Instagram (1158), (g) TikTok (689), (h) QQ (648), (i) Douyin (600), and (j) Sina Weibo (523) (López-Carril et al., 2021).

Likewise, education has also been reclassified with the ascent of social media, changing correspondence for higher education organizations (López-Carril et al., 2021). These apparatuses give an imaginative educational way to deal with educational plan conveyance and students' commitment. Moreover, amid the COVID-19 pandemic, social media supports the instructive area by giving it progression through web-based learning conditions, beating conceivable limitations related to social strategies intended to stop spreading COVID-19 through e-learning and social distancing. Indeed, the pandemic has constrained a shift from F2F learning to figuring out how to reinvent learning strategies. In any case, the United Nations, in the structure of the fourth maintainable advancement objective, Guarantees comprehensive and evenhanded quality instruction and advanced deep-rooted learning openings for all, reports that distance learning stays far off for no less than 500 million students (Mohammed et al., 2020).

Accordingly, the availability of innovative assets, for example, social media and their utilization type in the homeroom, is a matter for reflection (Saide & Sheng, 2021). In this sense, creators, for example, Abdulkareem & Eidan, (2020) express a need to upgrade education to advance essential and capable innovation use in instructive settings. Educators need instruments to evaluate the effects of these academic devices when presented in the study hall to make this a possibility. In that sense, this work adds to the advancement of the field through the turn of events and

starts the investigation of the legitimacy and dependability of another instrument that gives knowledge on the understudy's insights into the instructive and expert prospects presented by online media as an academic device in education management (Abdulkareem & Eidan, 2020).

Along these lines, most students view social media as a tool for associating with their companions (Rahiem, 2021). Researchers noted that social media organizations could energize understudy's support and collaborate e-learning through formal or casual learning measures. For example, the Facebook platform can produce an open or private gathering to share thoughts, data, information, tests, surveys, pictures, recordings, and the two students and educators can direct exchanges unreservedly (Saide & Sheng, 2021).

### **Proper use of social media for formal academic communication**

Social media apps have arisen as incredible platforms for conceivably improving students' learning, working with associations among understudies and their educators, just as with their companions, by drawing them into the new virtual learning environment (Sobaih & Moustafa, 2016). Research has also shown that faculty members utilize social media for expert and teaching purposes (Awidi et al., 2019). The highest level of online media for scholastic correspondence are Facebook, WhatsApp, YouTube, and Wikipedia (Klein et al., 2018). A new report found that Facebook and WhatsApp are the most utilized apparatuses in higher education for various scholastic-related purposes (Manca, 2020).

A few studies have zeroed in on the comprehensive benefits of social media utilization in higher education (Durak, 2019; Valenzuela et al., 2009). Such investigations have affirmed the worth of social media devices for casual academic correspondence, networking, local area building, keeping up trust and fulfillment just as fostering students' public activity. Studies likewise revealed the worth of social media utilization for student engagement and affecting positive student learning encounters (Awidi et al., 2019; Dyson et al., 2015). Several studies have quantified the adequacy of social media apparatuses for improving student integration in higher education. Studies revealed that social media apps, like Facebook, is viewed as a powerful apparatus for improving students' performance (Bowman & Akcaoglu, 2014; Cuesta et al., 2016; Lambi'c, 2016), expanding students' commitment and engagement (Awidi et al., 2019) and improving students' attention to their learning experience (Sarapin & Morris, 2015; Sheeran & Cummings, 2018).

There is an immediate connection between the students' instructive exhibition and the use pace of Facebook for learning (Lambi'c, 2016). Different research studies (Irwin et al., 2012; Junco, 2015) showed that Facebook had been related to students'

negative instructive exhibition. Inordinate utilization of Facebook was a contrarily critical indicator of students' commitment (Junco, 2015). Another research study indicated that the utilization of Facebook in learning had made positive student learning encounters (Awidi et al., 2019). A study on the productivity of SNSs to improve the learning experience showed that students discovered social media as rousing their learning and advancing dynamic collaboration with associates and knowledgeable staff (Rasiah, 2014).

Moreover, social media apps have risen as excellent platforms for improving understudies learning, working with associations among students and their educators just as with their companions, and drawing in them into the new distance learning environment (Sobaih et al., 2016). The examination has also shown that faculty members utilize social media for expert use and showing purposes. The highest level online of social media apps for scholastic correspondence are Facebook, WhatsApp, YouTube, and Wikipedia. A few studies have zeroed in on the comprehensive benefits of web-based media use in higher education. Such studies have affirmed the worth of social media devices for casual insightful correspondence, availability, local area building, keeping up with trust and fulfillment, just as fostering students' public activity. Studies also showed the worth of social media for student commitment and positive student learning encounters (Dutta, 2020).

Some studies have been led to quantifying the effectiveness of social media instruments for further developing student reconciliation in higher education (Crawford et al., 2020). Studies showed that social media, like Facebook, is viewed as an effective apparatus for further developing students' presentation, increasing student commitment, and developing student consciousness of their learning experience. Besides, there is an immediate connection between the students' instructive exhibition and the utilization pace of Facebook for learning. Nonetheless, different studies showed that Facebook had been related to students' negative instructive exhibition. Unnecessary utilization of Facebook was an adversely important indicator of student commitment. Another study showed that the utilization of Facebook in learning had made positive student learning encounters (Manca, 2020).

### **Research on online learning during COVID-19 in different countries**

The COVID-19 pandemic has made enormous difficulties for the worldwide higher education local area (Coman et al., 2020). The reactions by higher education suppliers have been assorted among countries, from not reacting to social isolation methodologies nearby and fast educational plan redevelopment for completely online contributions. For example, in Australia, higher education has reacted to

COVID-19 with a shifted viability. First Australia reacted to global understudy load worries because of flight limitations, then to homegrown cases and the prerequisite for social segregation. Every sure trial of an understudy nearby got critical critique in the media. A few colleges started with careful grounds cleaning after the understudy trial of COVID-19 was positive. The University of Sydney started with quick structure cleaning (Bania & Banerjee, 2020).

In Germany, because of Germany's administrative construction of 16 states, or Länder, working and carrying out laws and rules autonomously, albeit following the general government's proposals, unique ways to deal with the COVID-19 emergency were executed ( Bakator & Radosav, 2020). Numerous individuals of Germany's 424 higher instructive establishments have taken on this autonomous dynamic interaction, offering a few thousand projects. Further, for example, the University of Passau, in Bavaria, gives a fantastic contextual analysis of how Germany's higher education area reacted to difficulties related to COVID-19. In March 2020, up close and personal teaching was suspended and college staff could telecommute after one day. The college library was closed, so augmentations were allowed for propositions, expositions, and other composed tasks (Crawford et al., 2020).

In Hong Kong, the execution of Internet teaching in higher education is not brand-new. In November 2019, when the removal of fights was extreme, a few colleges quickly finished the primary semester or utilized web-based teaching. Subsequently, the colleges immediately reacted to the flare-up of COVID-19 in a central area of China. In the first place, practical web-based showing preparation was given to staff and students. The colleges made recordings and teaching guides and led online studios to prepare staff and students to utilize different Internet learning platforms including, Zoom, Skype, Moodle, and Google Drive. The substance of the preparation depended on the solicitation from instructors created by the data innovation group of the college to guarantee various partners are able and acquainted with the significant abilities of Internet mastering (Crawford et al., 2020).

In Indonesia, there is little data concerning higher education or COVID-19 overall (Ag-Ahmad, 2020). The University of Indonesia in Depok and Gajah Mada University in Yogyakarta have shut their grounds, and staff is preparing on the web. While the University of Indonesia has distributed an avoidance convention, in 2020, the Gajah Mada University has distributed data about their technique to move classes on the web. The Indonesian government emptied more than 200 Indonesian residents enlisted at colleges in Wuhan toward the beginning of March 2020 (Souisa & Aalim, 2020).

In Italy, schools, public occasions, and strict administrations were dropped in red and yellow zones, with the conclusion of every single business movement and all school terminations the nation over followed (Abdulkareem & Eidan, 2020). The Italian Minister of University and Research declared that colleges' online illustrations would be conveyed beginning from March 2020, and Skype graduations would be led. A few colleges like the University of Basilicata introduced warm scanners to learn and show exercises. Clinical and related entry-level positions and outings were suspended. Further, the Italian government forced the closure of colleges. The colleges of Bologna, Turin, and Milan, just as polytechnics of various urban communities, set up remote learning and education with assessments and learning exercises conveyed to students on the web mainly through Webex (Bakator & Radosav, 2020).

In Jordan, teachers started utilizing blackboards and before long graduated to transparencies and overhead projectors (López-Carril et al., 2021). Then, at that point, PowerPoint flourished in universities, with slides projected from a PC onto a study hall screen. With email, videoconferencing, rapid web access, and legitimate online libraries, education is rapidly merging into another shape. Offering viable online classes requires more than basically taking the material from the regular course and posting it into a electronic course. The course needs to encourage viable understudy commitment and be fruitful. The arrangement offers a course with a tad of everything, including customized input from teachers, conversation sheets for connection among students and law educators, tests with immediate criticism, and illustrations containing the center perusing materials. During the COVID-19 emergency, Jordan colleges needed to give the Ministry of Higher Education and Research the number of courses changed over to online media and the number of students who sign on to a college's web-based learning platform. A few colleges utilized Skype to live transmission educators' talks, Google Classroom, Moodle, and Facebook (Dutta, 2020).

In Malaysia, the reaction by the vast majority of Malaysia's 20 state-funded colleges was to empower or command web-based learning, utilizing real-time on Facebook or YouTube, Lightboard Video Technology, Zoom, or in-house e-learning platforms (Saide & Sheng, 2021). This methodology can be seen as a divided way to accomplish higher education learning and teaching quality. This incorporates evaluation systems, for example, lab research proceeding to be permitted at University Kebangsaan Malaysia and University Malaysia Terengganu, F2F teaching going on as usual at University Utara Malaysia and International Islamic University Malaysia, or University Malaysia Perlis restricting their students from leaving grounds without express authorization (Dutta, 2020).



In India, Indian higher education can flaunt being one of the light conveyors among many agricultural countries for its abundant active substance (Rahiem, 2021). Because of the COVID-19 pandemic, in every one of the more significant instructive establishments, which incorporates colleges, independent organizations, and schools, an aggregate of around 10 million scholastic hours are compromised, which will be somewhat hard to redress. Through its warning, the University Grants Commission trained all the foundations to proceed with classes in an Internet-based mode according to plausibility and to connect with ICT devices accessible for use in scholarly discussions. Numerous foundations have been utilizing diverse social media platforms to scatter information. The current emergency has changed the whole higher education engineering of the country through videoconferencing web-based learning since there could be no other alternative to make up for the compromised scholastic exercises (Rahiem, 2021).

In Oman, because of COVID-19 flare-ups worldwide, the academic establishments have been authorized to altogether drop up close and personal teaching, including labs and other learning encounters, as a relief venture against the danger presented by COVID-19 (Mohammed et al., 2020). Higher education suppliers have taken different measures to execute social disengagement methodologies, and Internet teaching is followed with a fast educational program change. The web-based conveyance is more helpful, giving lively and dynamic teaching and learning climate. Nonetheless, the educational plan change is expected to happen quickly without adequate planning because of time imperative. Accordingly, the idea of emergency remote teaching (ERT), including its application and assessment, is wholly examined in this review. The use of the ERT in the Middle East College in Oman has been considered as contextual analysis. This review draws on the ERT assessment model to evaluate the models viability, and personal information was gathered via the web, taking arbitrary examples of students and teachers.

Meeting and poll reactions, encounters, convictions, and difficulties experienced by the instructors and students on remote crisis education, were utilized and examined. Moreover, students' week after week participation isolated with meeting modes, levels, and module nature were considered to assess the student cooperation to the online classes. The gathered data were broken down, and given the investigation results, proposals were sent to fill in as a contribution for future procedures and approaches and to work on showing learning exercises during comparative conditions (Mohammed et al., 2020).

In Romania, the exploration centers around recognizing how Romanian colleges figured out how to give information during the Coronavirus pandemic. Colleges needed to adjust the instructive interaction for web-based education learning in a concise time frame. In such a manner, we dissected student discernment regarding

web-based learning, their ability to acclimate to the data, and the utilization of e-learning platforms. A web-based overview dependent on a semi-structured survey was directed. Information was gathered from 762 students from the two most prominent Romanian colleges. The consequences of the exploration uncovered that higher education organizations in Romania were not ready for web-based learning. Accordingly, the benefits of Internet learning distinguished in different investigations appear to decrease in esteem, while impediments become more noticeable. The chain of importance of issues that emerge in Internet learning changes regarding the emergency brought about by the pandemic. Technical issues are the most significant, trailed by instructor absence of specialized abilities and their presentation style inappropriately adjusted to the web-based climate. In any case, the final student response was allotted to the absence of connection with educators or helpless correspondence with them (Coman et al., 2020).

### **The response to distance education in Arab culture**

Historically, the Arab countries share many provisions practically speaking, specifically from the phonetic and custom angles; notwithstanding, it is in many regards profoundly conflicting as far as a populace, public pay, flourishing, solidness, framework, education rate, and data assets (Saide & Sheng, 2021). The general populace of Arab countries in 2020-2021 was a little more than 400 million, with over half under 25 years. Just about a fourth of the Arab world lives in the most populated nation of Egypt. The number of Internet users in 2019 was assessed to be more than 100 million users. Even though distance education has a short history in the Arab world, for some, inside the most recent ten years, the interest in distance education in the Arab world was improved significantly because of the progressions in the public arena, culture, economy, work, and data innovation. This interest brought about a significant expansion of schooling projects and degrees presented by numerous conventional and distance education colleges in numerous Arab countries (Abdeldayem & Aldulaimi, 2020).

Several Arab countries have supplanted F2F education with distance learning because of COVID-19 (Abdulkareem & Eidan, 2020). This type of distance instruction contrasts from traditional distance learning by being unexpectedly, unreadily, and powerfully carried out, attacking tutoring, and establishing a worldwide talked about wonder. This dissertation fabricates a calculated structure for this type of learning, addressing the inquiry: What are the repercussions of executing distance learning amid COVID-19? It targets Arab culture, even though globalization and the media may have orchestrated any great diverse varieties. Different consequences have arisen through investigating web-based media posts, online classes, and meetings (Coman et al., 2020).

Concerning social and social repercussions, some may, for philosophical contemplations, endure, backing, dismiss or sabotage this learning through crusading, talk, and humor (Bakator & Radosav, 2020). Concerning mental implications, unreadiness and ineptitude may bargain learning. Moreover, remaining at home may involve issues, including pandemic-related pressure, tension, wretchedness, aggressive behavior at home, separation, and pregnancy, keeping understudies and educators from learning and instructing. Some Arab settings might be carefully readier than non-Arab settings concerning procedural and strategic consequences. Moreover, partners may strengthen endeavors to benefit, morally or deceptively, from the over-interest for this learning. Distance learning is one of a few social separating drives, which Arabs have invited despite their all-around established social closeness, attaching to deboned, framing unconventional distance (Mohammed et al., 2020).

In the battle against the episode of COVID-19, nations have supplanted conventional close education with distance learning as a guarded device (Banja & Banerjee, 2020). Although numerous nations have been recently presented to common and human-made fiascos, distance learning has not been utilized to answer those emergencies. Similarly, it has been applied in the wake of the COVID-19 emergency. Crisis distance education (CDE) is engaging in its ways of thinking and methods, being in a general sense not quite the same as commonplace distance learning. The main contrast is its suddenness. CDE has been utilized in schools out of an unanticipated need, with neither earlier guidelines nor planning. It has been pushed into society without vital abilities and information (Rangiwai, 2020). It has been surged in to save the study hall and get instructive foundations in a good place again. It is anything but an exemption that should be the standard throughout a brief timeframe (Taylor et al., 2020).

Numerous endeavors have been made in Egypt, Kuwait, Saudi Arabia, and Lebanon to give off-ground programs by customary colleges giving ordinary and distance education all the while (Dutta, 2020). The expanded interest for and admittance to web-based learning is evident while inspecting the rising number of online projects now accessible. Numerous colleges have set up open education units, such as, the Open Learning Center at Cairo University in Egypt, awarding Bachelors and Masters degrees through distance schooling mode in various disciplines. Notwithstanding the expanded public interest in distance education, new distance schooling colleges have been set up to convey, ultimately, distance education programs utilizing various media and innovations including, printed materials, videotapes, and intuitive sight and sound CDs (Abdulkareem, & Eidan, 2020).

The remarkable model in such manner is the Arab Open University (AOU), which was set up in 1999, in participation with the British Open University (BOU), with

the primary grounds in Kuwait and six branches in Saudi Arabia, Egypt, Jordan, Lebanon, Bahrain, and Oman (Mohammed et al., 2020). Utilizing present-day data and correspondence advancements, AOU is expected to make advanced education and proceeding with education open to each willing and able Arab resident. Because of this turn of events, distance education has become one of the practical options for people who could not join in or try out regular colleges. This advancement in online applications and Internet access, specifically, has started to make another worldview of conveyance of distance schooling programs from one side of the planet to the other to Arab students in new, adaptable, and available ways. The intuitive idea of the Internet has drawn in distance education students in the Arab world more than some other medium ever has and moved distance education away from correspondence mode to intelligent and organizing modes. This substantial interest was upheld by research that analyzed instructive results on the web and regular projects. Many studies indicated that online distance education is equivalent to or better than traditional projects for student fulfillment, adaptability, and learning results (Abdeldayem & Aldulaimi, 2021; Sobaih et al., 2020).

As an essential preventive reaction to the COVID-19 pandemic, Arab countries have carried out distance schooling instead of face-to-face education (López-Carril et al., 2021). Comparative drives have trailed this drive, for example, distance work and distance buy, that support social separating to arrive at the most significant alert level. The inquiry is whether the profoundly established Arab worth of social closeness has pushed back and denied these removing plans. This worth can be found in Arab enthusiasm for such practices as handshaking, cheek-to-cheek kissing, nose-to-nose kissing, warm hand-holding, agreeable embracing, family occasions, friendly visits, social blowouts, and different parts of cultural closeness. Regardless of this worth, the infection has figured out how to easily overcome Arab culture, for the time being, closing roads, squares, parks, seashores, air terminals, taxis, settings, shops, cafés, theaters, shisha places, public bathrooms, vacation spots, mosques, and surprisingly sacred mosques. Public festivals, such as Eid and burial services have also become good performances, whereby wishes and sympathies are shared through innovation. Middle Easterners have started to prompt each other to adjust to separating drives for the wellbeing of all. They have begun to ponder how to augment removing. This induces that Arabs have joined to divide and have bound to unbind, subsequently shaping a rough cultural idea of distance ship (Manca, 2020; Sobaih et al., 2020).

## **Conclusion**

There is a gap in the literature on experiences and perceptions of faculty and students in the Arab universities on how they leverage social media sites to continue formal learning and scholarly communication during the COVID-19 pandemic (Abdulkareem & Eidan, 2020; Al Lily et al., 2020; Al-Taweel et al., 2020; Sobaih et al., 2020). The problem is that given the need for social distancing and online learning at the start of the COVID-19 pandemic, universities in developing countries lacked the readiness to leverage social media sites to continue formal learning and academic communication (Rahiem, 2021; Sobaih et al., 2020).

A growing academic body of literature is calling for more research regarding social media's potential as a formal online platform for academic communication and student learning experience, satisfaction, and academic performance (Nadeak, 2020; Wu & Xu, 2021). At present, there is no empirical research published in variation on social media needs and usage for academic communication between faculty members in Arab universities beyond the tourism and hotel discipline (Shehata et al., 2020) to continue formal learning and academic communication during the COVID-19 pandemic .

Numerous endeavors have been made to anticipate special acknowledgment of innovation-based items and administrations dependent on existing hypotheses. The technology acceptance model is possibly the most referred to hypothetical structures of different hypotheses. Hence, this paper reviewed several issues such as social media sites as learning platforms during the COVID-19 pandemic (Sobaih et al., 2020); the proper use of social media for formal academic communication (Awidi et al., 2019); research on online learning during COVID-19 in other countries, the response to distance education in Arab countries and LMS systems challenges for faculty and students in Arab universities (Manca, 2020; Sobaih et al., 2020;).

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## **Impact of Human Resources Management Practices on Employee Performance: The Case of BuleHora University, Ethiopia, Africa**

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### **Abstract**

*This study examines the impact of training, performance appraisal and compensation as HRM practices on employees' performances at Bule Hora University, Ethiopia. The objectives of the study are to identify factors affecting the selected HRM practices and employees' performances in the university, evaluate the relationships training, performance appraisal and compensation as HRM practices on employees' performances in the university, and the impact of these HRM practices on employees' performances. To attain these objectives mixed methods are employed to collect and analyze data for the study. The instruments used to collect data are questionnaires and individual interviews. The quantitative data collected through questionnaires are tallied and tabulated in the analysis. The results of the quantitative data were substantiated by the qualitative to arrive at the findings. The findings show that lack of skills, knowledge, experiences, identifying gaps that need training and lack of performance appraisal are the main factors affecting HRM practices and employees performances in the university. Thus, the selected HRM practices have significant impacts on employees' commitment, punctuality, trust, and deliverables in both quality and quality negatively. It is also indicated that the practices have also impacted productivity of the university. Thus, there are significant relations between training, performance appraisal and commitment. As immediate recommendations, the university needs to identify gaps that need to be filled through training, and appraise individuals with exemplary works in order to increase productivity of the university.*

**Keywords:** HRM Practices, Employees' Performances Training, Performance Appraisal and Compensation.

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### **1.1. Background to the Study**

Human resources need different managerial skills than material and financial resources of an organization. Researches on Human Resource Management (henceforth HRM) of an organization show any organization is responsible to answer questions its employees ask about their duties and responsibilities. The success of an organization is basically based on the positive impacts made on employees through the HRM system an organization creates (Hassan, 2016); (Ilyas Waqas et al., 2016). The positive impact of HRM is realized in and through their practices. HRM practices attract, motivate and retain employees to ensure the survival of the organization. The practices are designed and implemented in such a way that human capital plays a significant role in achieving the goals of the organization.

The existing literature on the area of management practice shows that there is a strong positive relationship between HRM practices and employee's performances (Sels Laura et al., 2019). That is to say that if the application and implication of HRM practice balance the interest of the organization and the employees, there will be a positive relationship between HRM practices and organizational performance. If the practices are siding only one party, for instance, the interest of the organization or the interest of the employees of that organization, one can easily expect negative relationships between the two (Qureshi et al., 2007). Thus, HRM practices improve organizational performance by improving employee outcome.

According to (Wan D et al., 2002), the effect of HRM practices depends strongly upon the worker's response and interest. (Guest D, 2002) also states that the effects of HRM practices will follow the directions of employee perception of these practices. Guest argues that the relationship among HRM practices and organizational performance and calculated the results through regression that show effective and proper implementation of core HRM practices increase organizational performance. Consistent with Guest's argument, (Datta et al., 2005) stress that the use of HRM practices strongly impacts the employees' performance. The proper use of HRM practices positively influence the level of employer and employee commitment. HRM practices such as training and development, performance appraisal encourage the employees to work better in order to increase the organizational performance (Delery & Doty, 1996); (Purcell & Kinnie, 2009); (Schuler & Jackson, 2014).

This study examines the impact of Training, Performance Appraisal and Compensation (henceforth TPACS) as HRM practice of Bule Horal University (hereafter BHU) on employee's performance. BHU is one of the emerging academic institutions in Ethiopia. Apparently, one of the recurrently observed

problems of the university refers to resource management practices. This practice includes human resource, material resource and financial resources. Among the resource management practices in the university, HRM practice is selected due to the fact that human resource plays a great role in creating and mobilizing both material and financial resources.

Specifically, the most relevant HRM practices of the university selected for the study are training and capacity building, performance appraisal, promotion practice and employee participation. The HRM practices in the university seem ineffective and inefficient. As a result, significant changes are observed in the actions of the employees, especially in the supportive or administrative line of the staff. The rationale for conducting this research arises from such personal observations.

### **1.2. Statement of the Problem**

Research works conducted in countries other than Ethiopia show the impact of HRM practice is one of the problems that hamper organizational success. (Delery & Doty, 1996) note that HRM practices significantly impact an employee's performance. According to (Purcell & Kinnie, 2009), HRM practices have a direct relationship with employee's performance and have a direct role to meet or not to meet the goals of an organization. The appropriate handling of HRM practices depends on the skills of the managers (Guest D, 2002). Same earlier studies were conducted but their objectives were not particularly related with the problem this study tried to address. Most of the work focused on employee satisfaction, employee commitment, and employee retention due to the changing business environment and organizations are moving towards seeing human resource as a valuable asset in Ethiopia. For instance, (Gebremichael, 2017) has conducted research on "The Effect of Selected Human Resource Management Practices on Employees' Job Satisfaction in Ethiopian Public Banks". Amare's study has implicated that recruitment and selection is found to have moderate but positive correlation with employees' job satisfaction and the remaining, training and development, performance appraisal and compensation package found to have strong positive correlation with employees' job satisfaction has also conducted research on HRM function IN Ethiopia. His finding reveals better performance of HRM practice compared to centralized administrative systems. Similarly, (Wubalem, 2017) and (Gebremichael, 2017) have conducted MA research in the Ethiopian context. Their works have depended on identifying the impact of e-banking service on the performance of top performers in commercial banks, the interface between training and employee performance in chain hotels and evaluating the promotional practice of private colleges in Ethiopia respectively. As much as my knowledge is tried to address human resource management

practices on employee's performances. This is one of the gaps that triggered this study. Similarly, human resource management practices are organization dependent. Hence, none of them has tried to address the case of BuleHora University. Based on my experience of the HRM practices and the employee performance situation in BuleHora University, four things motivated me to conduct research on the impact of HRM of the University. The first one is the employee performance regularly observed in the university since 2018. As one of the administrative staff members, I regularly observe that the employees don't deliver their duties on time for the clients as well as for their coordinators. The second one is most of them blaming the management officials for the career structure they did for the employees. They claim that the career structure for the increment of the salary rather delivers quality work. The third one is the blame of the top management against the employees for the ineffective deliverables. As far as I know, no work has been conducted on the impact of HRM practice on employee performance to solve the problem in the university. To address these problems, the three questions this study tries to answer were mentioned in the next sub-topic of the chapter.

### **1.3 Objectives**

The specific objectives of this study are to:

To identify the major human resource management practices on employee performance

To evaluate the relationship between human resource management practices and employee performance.

Analyze the impact of human resource management practices on employee performance.

### **1.4 Review of Empirical Studies**

Many empirical works have been done on the impact of HRM practices on employee's performance across the world. One of the works was done on different sectors in Pakistan. One of the sectors is academic institutions. Among the informants 62% employees agree with association of promotion practices and its impact on their performance. The results of the study reveal that the promotion practices are significantly correlated with the performance of university teachers. Promotion provides the teachers with better hierarchical positions and also teachers get motivated as they get a chance of professional development. Some financial benefits are also attached to the promotion practice, so the performance of teachers is greatly affected by the compensation practice in the universities of Pakistan. The Government should provide the employees with the opportunities for professional growth (Bashir et al., 2008).

The other sector regarding the impact of HRM practice on employee performance is telecom in Pakistan. The result of the research shows that career planning is positively correlated with the performance of employees of the telecom sector in Pakistan (Qureshi et al., 2007). A study conducted for the banking sector (private and public) of NWFP, Pakistan also concluded that the promotion practices have a significant positive relationship with the perceived employee Performance.

Another study also finds positive correlation among the promotion practices and perceived employee performance (Tessema & Soeters, 2006). The companies like HP, which are making success financially always promote and develop their employees because these are the employees who make them successful (Truss, 2001). In the case of performance appraisal, research show that is intended to be, for the improvement of employee's productivity and performance as it is a formal process of monitoring the employees (Brown & Heywood, 2005).

Employees can be made more productive/efficient and committed toward the organization by using appropriate performance appraisal systems (Brown & Benson, 2003). If performance is measured and supervised properly and correctly, it leads the employees to high job satisfaction and commitment to their profession (Rahman, 2006). A positive relationship lies between performance appraisal and organizational performance (Singh K, 2004). Performance management is much more than only performance measurement. Employees will use open effort if a fair and appropriate performance appraisal system is applied and is linked with the compensation system (Datta K et al., 2003). Organizations can improve and expand their operations by increasing efficiency through the proper use of rewards and performance appraisals. A positive relationship is present between performance evaluation and employee performance (Tessema & Soeters, 2006).

An appropriate performance appraisal system provides basis for evaluation of employee's performance, assess the potential forfeiture career development and most importantly improves the employee performance (Mullins, 1999). Performance appraisal is an instrument which measures the employee current performance and merely affects the future performance (Ulrich & Brockbank, 2007). A study of 74 Chinese SMEs resulted that performance evaluation practices are useful to increase performance levels (Zheng et al., 2019). The effective, productive and efficient employee performance reviews are only possible if there is a healthy and pleasant relationship occurs among the employees and their superordinates as well as the continuous discussions about the performance over the year according to the best context of HR practices.

In the context of Ethiopia, there are also many related works done in the in the area of business administration. One of the latest works done in the area is Betelhem's (2018) research. Betelhem has conducted research on examining the

impact of e-banking service on the performance of top performer commercial banks in Ethiopia. Overall the results revealed that e-banking services have negative significant impact on the performance of commercial banks in Ethiopia. The other worth mentioning work related this work is (Wubalem, 2017) MA Thesis. Wubalem has investigated the interface between training and employee performance in chain hotels located in Addis Ababa. Her research has confirmed that training has a relationship with employee performance. Yet, the other similar work to be reviewed is (Gebremichael, 2017) MA Thesis. This thesis was conducted evaluating the promotional practice of private colleges in the case of CPU and Addis Ababa Medical colleges. The findings of the study generally indicate promotional efforts of the colleges are not achieve the intended objective. It also shows that there are problems in designing the messages and measuring results.

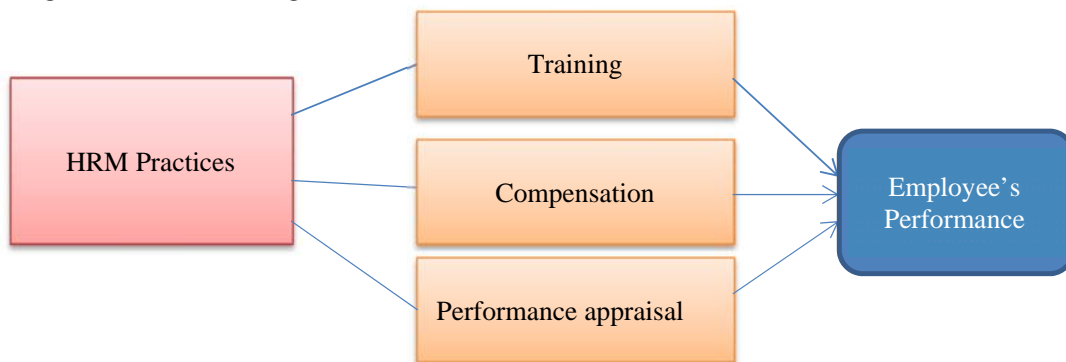


Figure 1: Researcher Own Framework (2022).

### **1.5 Research Methodology**

The over-arching methodological frame selected for this study is qualitative and quantitative methodologies, qualitative and quantitative very important in this research. And also charts. That is, the study employed mixed methodology research that measures the collection and analysis of data using numbers and words.

### **1.6 Description of the Study Area**

This study is conducted on the management officials and employees of BHU, on which this study is conducted, is found at Bule Hora Town. Bule Hora Town (formerly Hagera Miriam, older, alternative names were Alga, Kuku) is a town in southern Ethiopia. The town is located on the paved Addis Ababa Moyale highway. The 2020 national census reported a total population of 27,820 for Bule Hora Town, of whom 14,519 were men and 13,301 were women. 6,507 households and 6,246 housing units were counted. The town was divided into three urban kebele. Based

on figures from the Agency in 2005, Hager Miriam had an estimated total population of 22,784 of whom 12,046 were men and 10,738 were women Addis Moyale highway.

**1.7 Research Design**

This study mainly used descriptive-case study design with a qualitative and quantitative approach in order to ascertain and be able to describe the characteristics of variables of interest in the situation. Descriptive design has the advantage in explaining, describing in detail and it is best in analyzing the problems. This method is found to be very essential for this study because it helps to clarify points that are discussed.

**1.8 Sampling Technique and Sampling Size**

Bule Hora University has 456 instructors and 1254 administration employees at five facilities. In general, the university has 1710 employees. The sample size of the informants taken to provide information to this research is calculated by using Taro Yamane (Yamane, 1973) formula with 95% confidence level.

$$n = N/(1+N(e)^2)$$

Where : n = sample size required

N = number of people in the population e = allowable error (%)

Thus, n = 1710/ (1+1710(0.05)<sup>2</sup>)

n = 325 is informants participated in providing data for this study.

**1.9 Reliability**

Table 1: Cronbach Alpha Value

S.No	Item Category	Number of	Cronbach Alpha Val
1	Training effectiveness	9	0.821
2	Compensation	9	0.823
3	Performance appraisal	9	0.703
4	Employee performance	10	0.745

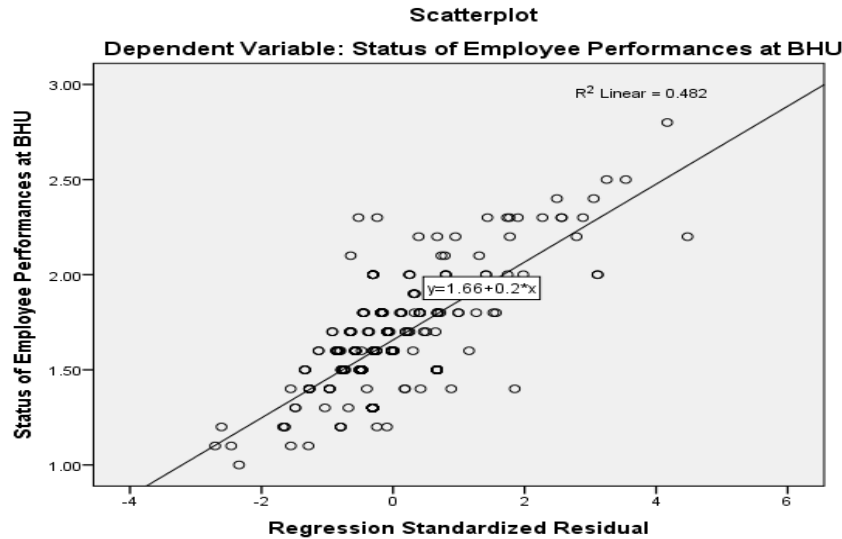
The reliability of the questionnaires, Cronbach’s alpha reliability test was calculated after the pilot test was conducted. All items were carefully input in to SPSS version 24 and the average result found were greater than 0.70 for all likert scale thematic questionnaire items which shows the items are internally consistent and the details are presented in Table above.

**Table 2: Pearson Correlation between HRM practices and Employee performance**

S. No	Employee Performance			
		N	Correlation value	Sig.
1	Training Practices BHU	296	0.589	0.000
2	Compensation Practices	296	0.623	0.000
3.	Employee Performance	296	0.523	0.000

Pearson correlation was applied on the data to check the relationship between HRM practices and employee performance. Accordingly, Pearson correlation for the Employee Performance with Training practices ( $r=.589$ ), Compensation ( $r=0.623$ ), and Performance Appraisal ( $r=.0.523$ ) show a positive relationship and the results indicates that all the variables are statistically significant at ( $p<.05$ ).According to Cohen (1988) correlation value between 0.6-07 is substantial. This affirmed that boosting effectiveness of training practices, employing performance appraisal and developing compensation policy and practicing it is positively correlated with employee performance.





Meaning success in HRM practices is contributing to success in employee performances and failure in HRM practices is also substantially contributing to failure in employee performances. Therefore, based on evidence, Ho (null hypothesis) is rejected and Ha (alternative hypothesis) accepted.

**Multiple Collinearity Test:** Multiple linear regressions make several key assumptions. And one of the assumptions is that Multicollinearity assumption; this assumption states that the independent variables should not highly correlate with each other.

**Table 3: Variance Inflation Factor (VIF) for Continuous explanatory variables**

Variables	VIF	1/VIF (Tolerance)
Training practices	5.100	.196
Compensation	5.311	.188
Performance appraisal	1.115	.897

Source own survey (2022)

This assumption is tested using the variance inflation factor and the tolerance values. Accordingly, each of the variables should have a tolerance value of more than 0.10 and a variance inflation factor (VIF) of less than ten (10). And this indicates that there is no serious multicollinearity problem.

**Table 4: Multiple linear regression results**

Variables	Unstandardized Coefficients		Standardized Coefficients	T value	Sig.	Zero order
	B	S.E	Beta			
(Constant)	.020	.102		-.197	.844	
Training practices	.222	.091	.224	2.438	.015	.589
Compensation	.303	.094	.306	3.266	.001	.623
Performance appraisal	.314	.059	.374	8.704	.000	.523

Source: own survey (2022)

In this study as it is revealed from R2 value, 51.8% of the variation in dependent variable is explained by independent variables used in model, so the model is fitted at 5% ( $p < 0.05$ ) significant level. Thus, the independent variables (training practices, performance appraisal and compensation) account for 51.8 percent of the change in employee performance in general. The F statistics shows the overall significance of the model. Since the F value is found to be 104.486 is significant at  $P < 0.05$ , the HRM practices significantly predicts employee performance.

The beta values show the magnitude of relationship between variables, higher values being an indication of strong relationship. In this study, performance appraisal has got the highest Beta coefficient of 0.374. This result implies that the performance appraisal the most significant of all the HRM practices.

The estimated linear function for this study was presented as:

$$\text{Employee performance (Yi)} = -0.020 + 0.224\text{TP} + 0.306\text{CS} + 0.374\text{PA}$$

Where, CS = Customer satisfaction

TP = Training practices

CS = Compensation

PA = Performance appraisal

Generally HRM practices focused in this study that is TPACS and employees' performance at BHU are closely linked. The successful accomplishment of objectives of the university is unthinkable if either of the two gets less attention. This is to mean that to provide and/ or get effective, efficient and timely deliverables, the employees should be skillful, knowledgeable, strategic and communicative. These skills, knowledge and approaches could be developed in and through training. Performance appraisal on the other hand, increases employees' commitment and interests to increase their works on time with good quality. Most of the respondents also agree that awarding individuals for their good accomplishments and compensating their effort through part time payment, allowance (house, travel, medical, etc.) increase their performances. Thus, every employee in their university need to deliver his/her works effectively and efficiently on time in line with objectives of the they university, if and only if the HRM practices, especially TPACS, are effective and based on gap identified to be filled.

### **1.10 Conclusion**

Through BHU is providing training for employees, lack of identifying areas of expertise and services that need training is one of the major factors which is affecting HRM practices and employees performances. The other major factor to be mentioned is lack of performance appraisal. Among the many elements of performance appraisal, lack of awarding or appraising individuals for the good work they deliver is the main factor affecting employees' performances. Likewise, lack of skills, knowledge, experiences is also the other factors which affect both the HRM practices and employees performances at the university. There are significant relationships between the selected HRM practices, i.e., TPACS and employee performances in the university. Lack of effectiveness and appropriateness of TPACS can be resulted in equipping employees' capacity to deliver quality works. Lack of identifying gaps to give training for employees, and lack of appraising individuals for their exemplary works have negative impacts on employees' performance. However, the presence of training and compensation in the university has positively impacted employees' punctuality and commitment to their work.

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## The Governmental Role of the Green Marketing Approach in Increasing the Performance Rates of E-commerce

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### **Abstract**

*The main purpose of the research is to increase the performance rates of e-commerce management between Egypt and Europe through the strategic impact of green marketing in order to increase production rates, marketing, technological development and continuity in light of the digital transformation world. The paper seeks to adopt green marketing between Egypt and Europe to achieve an increase in the performance rates of E-commerce management in light of sustainable technology strategies.*

*The green marketing approach should be adopted to increase the performance rates of the e-commerce department. Research article covering e-commerce rates development framework. The green marketing approach has a strategic role in building technological production and marketing plans and programs between Egypt and Europe, which achieve the highest performance rates for e-commerce.*

**Keywords:** Green Marketing, Research and Development Policies, Technological Knowledge, Human Development, E-Commerce.

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## **Introduction**

Green marketing is an essential and pivotal entry point for achieving the advancement of the economic and commercial sector. Today, in light of the world of technology and sustainable development, the countries of the world adopt many strategies and scientific and practical approaches to achieve the highest performance rates for their companies, which contribute to achieving an increase in the rates of e-commerce development. The adoption of the green marketing philosophy, it has become a strategic direction to preserve the environment and rationalize the use of natural resources in light of the Covid-19 crisis. (Papadas et al., 2017)

E-commerce is considered one of the most important contemporary strategic issues that is receiving increasing attention from local and international companies by studying and providing advanced mechanisms for the development of e-commerce services to achieve development and meet challenges (Khafizovich, 2020)., One of the studies confirmed that e-commerce is one of the contemporary issues in light of the current crises such as globalization and health crises, as it is based on the understanding and application of scientific principles and technological processes for the production of products and the provision of services for the development of business organizations.(Ogbuanya & Yekinni, 2020)

E-commerce is one of the important strategic mechanisms that support the world of finance, economy and trade, which represents one of the main pillars of local and international investment. Achieving the development of E-commerce performance rates takes place through an integrated approach to business that includes a group of operations (production / marketing / finance / human resources work / research and development / information technology).

## **Literature Review**

Green marketing appeared in the mid-eighties of the last century as one of the necessary requirements to achieve the social and ethical responsibility of marketing, and in light of the trend of the world today to achieve environmental sustainability, which represents a major driver of innovation and among the priorities of the international agenda, so business organizations tended to follow technological marketing strategies to design, develop and market Green products with the adoption of consumer awareness towards green products, especially in light of the global crises we are facing ( the Covid-19 pandemic ). (Dangelico & Vocalelli, 2017)

The study (Rajadurai, J. & et.al, 2021) confirmed that green marketing is a global phenomenon as a result of the trend towards shifting consumer attitudes and

behavior, as it embraces all activities related to product modification, production processes, packaging and environmentally friendly advertising campaigns, and the study aimed to Determining the relationship between the variables of orientation towards green marketing ( GMO ) and the performance of green small and medium companies ( GSMEs ) for the construction and energy sectors in Malaysia by adopting green marketing strategies, and the results proved that by directing a sample survey ( 238 respondents ) that green supply chains and green promotion It has a positive impact on customer satisfaction, achieving clean production of goods and services in line with the United Nations Sustainable Development Goals.(Rajadurai et al., 2021)

Another study dealt with some of the variables that affect the performance of green marketing in small and medium-sized companies in Indonesian companies, and aimed at improving the marketing performance of products in light of the role of innovation and environmental marketing by using the ecosystem. Green marketing through environmental innovation that develops products, processes, and organizations that favor sustainability, leading to improved performance of green marketing and higher customer growth, market share and sales volume.(Harini et al., 2020)

A study was conducted on a sample of workers in Dutch manufacturing companies, which focused on the effect of green marketing strategies on the satisfaction and loyalty of professional buyers in the business environment, as the dimensions of green marketing ( quality / price / company image / sales representative experience ) have a strong positive relationship with Customer satisfaction and loyalty to the company's products, as the strategies of local and international companies are based on the application of sustainability because it represents the most important environmental and social issues in the strategic agenda of companies. Therefore, green marketing is an environmentally friendly competitive advantage in a sustainable world.(Gelderman et al., 2021)

In the context of developing e-commerce performance rates in various international societies, the study (Knežević, M. & Šapić, S., 2018) confirmed that it used statistical methods to process all the data collected in the statistical program (SPSS) for the field of e-commerce in Serbia, It was found that there are administrative and legal effects (electronic signature of commercial contracts) through security and privacy on the level of e-commerce use, as well as identifying areas that should be improved and developed in order to increase the use of e-commerce between Serbia and the European Union. It was found that there are positive effects of safety and privacy on the intensity of trade use Electronic.



(Knežević & Šapić, 2018)

One of the studies indicated that at the end of the second decade of this century it was found that electronic commerce is an inseparable element from international trade, as the study aimed to identify the different strategies for liberalizing electronic commerce and the difficulties that hinder reaching a multilateral agreement in electronic transactions in the World Trade Organization. And it turns out that the digital revolution has a key role in the entry of companies into the global market, which led to a decrease in costs and an increase in competition in the provision of digital services and the entry into regional integration agreements. (Dugiel & Latoszek, 2018a)

E-commerce is developing dynamically in the global economy, as the development of information and communication technology has led to openness to new markets and access to opportunities for global spread. The study (Tovma, N et.al, 2020) aimed to analyze the methods and processes of e-commerce development and identify the main trends and changes in the development of e-commerce, and it was found that the increase in e-commerce practices leads to the expansion of companies' operations and increase the efficiency of their activities while providing distinguished electronic services and developing the economy in general. (Tovma et al., 2020)

Proceeding from the interest of the countries of the world, especially the European Union, to adopt e-commerce strategies, which have become an integral part of the companies work. A study, according to the results of locals and experts in the field of e-commerce that depends on cashless payments in 2018, confirmed that there is an increase in the volume of sales in companies With an amount of more than 1.5 trillion dollars, while the study confirmed that e-commerce will occupy more than 40% of the total trade indicators in developing countries, while in developed countries it will decrease from 70% to 60%. The study indicated that e-commerce creates an appropriate social and economic activity it contributes to the development of entrepreneurship activities and the practice of e-commerce. (Tovma et al., 2020)

## **Methodology**

For the mentioned current research review, the current research review is based on secondary data, as this secondary data consists of various international scientific research and articles on green marketing, e-commerce, digital economy.etc., and it is also from different international research journals related to green marketing and e-commerce And the digital economy, the current research study collected statistics related to the subsequent goals by evaluating the literature on the topic of

developing domestic and international e-commerce in light of the green marketing approach.

**In addition to the above**, the researcher reached through the study to know the current situation on the following:

- The transfer of knowledge in the digital economy using digital devices leads to the development of the digital economy, which means that it will radically change the activities of companies in the market and will make companies to change the business model in the modern global economy.
- Production processes in the industrial and services sector (mainly financial and communications) have changed as a result of new inventions in digital technology.
- A study confirmed that in 2020, the number of digital technology buyers in the world will reach 2.05 billion people, compared to 2014 (1.32 billion people), and it is expected to reach 2.14 billion people at the end of 2021.(Nasimovna & Iikhomovich, 2020)
- It became clear by studying the current situation of international e-commerce compared to traditional trade in light of the impact of the Corona virus (Covid-19) based on data of international experts, it was found that the volume of growth for e-commerce reached 2.9 trillion dollars in 2018, 3.5 trillion dollars in 2019, \$4.2 trillion in 2020 and is expected to exceed \$6.5 trillion by 2023. (Nasimovna & Iikhomovich, 2020)
- Through the study of e-commerce in the World Trade Organization in light of the digital revolution, it was found that some developed countries (Australia, the United States, the European Union, Japan and African countries) are interested in solving the issue of e-commerce and entering into regional integration agreements, and the most important part of e-commerce is the electronic transactions that take place B2B reached nearly 90% in 2015, while B2C transactions account for only about 10% of all e-commerce. (Dugiel & Latoszek, 2018b)
- The situation of the Egyptian economy is good to get out of the Corona crisis quickly, especially since it enjoys the confidence of international financial institutions, as the International Monetary Fund has agreed to provide immediate financing worth 2.8 billion dollars, and statistics indicate the

growth of e-commerce in Egypt during the year 2019/2020 to about 3 billion dollars. , while it did not exceed 560 million dollars during 2015/2016. (“Almalnews,” n.d.)

- According to the statistics of the e-commerce index in Egypt in 2020, it was found that Egypt occupies the 109th place at the global level, compared to the 102nd place last year, as it was found that 57% of Egyptians use the Internet and 7% of Internet users have done online operations, and Switzerland, the Netherlands and Denmark Singapore and Britain are ranked the best 5 countries in the world, knowing that this indicator measures the economic readiness of countries around the world to benefit from online marketing.(“Economyplusme,” 2019)
- In 2017, the national e-commerce strategy was launched in cooperation with the United Nations Conference on Trade and Development (UNCTAD), the main partner in preparing the national e-commerce strategy for Egypt. The strategy included a set of recommendations that support decision-making policies in the main aspects of e-commerce and contribute to confronting Challenges facing e-commerce in Egypt.(Ministry of Communications and information Technology, 2018)
- The Oxford Business Group expects the Egyptian e-commerce market to grow at a rate of 33% annually to nearly \$3 billion by 2022. Consumer spending in Egypt on non-essential goods has reached 3.90 billion Egyptian pounds in 2020, and is set to reach 8.81 billion. EGP 1 billion in 2021, according to the 2021 Fitch Solution report.(“Mubasher” 2021)

### **Research Problem**

The performance of e-commerce faces many strategic and developmental challenges, which led to the lack of sufficient expertise for those in charge of e-commerce from many experiences in several areas, the most important of which is professional marketing to reach the target audience. Awareness among consumers of the adoption of electronic services when purchasing, and the spread of the health crisis (Covid 19) in Egypt and Europe, which requires the need to identify the causes of the deterioration and find practical solutions and proposals to meet the challenges facing e-commerce, and determine the strategic role of green marketing in increasing e-commerce performance rates .

### **The importance of the study**

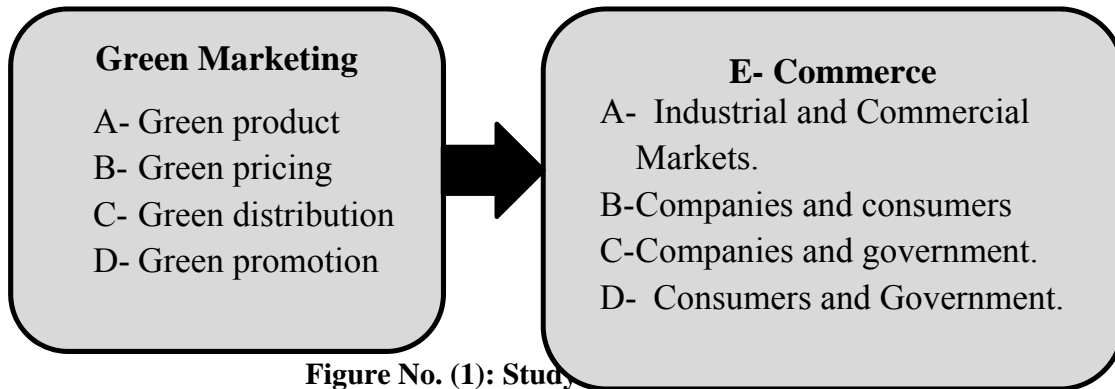
- Green marketing is a relatively recent strategic topic in business management.
- Highlighting the role of green marketing in developing national income sources and finding strategic solutions to administrative, economic and social problems in the commercial sector.
- The research helps to identify indicators for measuring green marketing and e-commerce in Egypt, which contributes to the development and improvement of the performance of the trade rate.
- The research is concerned with analyzing and studying the relationship between green marketing and e-commerce in Egypt in comparison with some European Union countries.
- The study derives its importance from the field of application, which is the e-commerce sector in Egypt and some countries of the world in light of the Covid-19 pandemic crisis.

### **Objectives of the study**

- The main goal is to increase e-commerce rates in Egypt through the impact of green marketing on increasing rates of clean production and technological development.
- To identify the reasons for the deterioration of e-commerce rates in Egypt, and to identify the factors that led to the weak commercial performance in Egypt.
- Analyzing the strategic role of green marketing on increasing e-commerce performance rates in Egypt.
- Determining the most important indicators for measuring green marketing and e-commerce, while identifying the main pillars of e-commerce adoption in the Egyptian sectors.
- Attempting to achieve an increase in e-commerce rates within the framework of the role of green marketing in the Egyptian commercial sector.
- Coming up with recommendations that contribute to the development of e-commerce rates in Egypt.

**Study variables model and measurement indicators.5**

A- Study variables model:



**Figure No. (1): Study**  
Source: Prepared by the Authors.

**B- Measurement Indicators:**

<b>E-Commerce</b>	<b>Green Marketing</b>
1- Increasing the number of online buyers 2- The frequency of appearance of the ad tape 3- Credit card services 4- Negotiation rates and electronic contracts 5- The standard of efficiency and effectiveness of performance 6- Appropriate means of shipping and transportation 7- Providing technological infrastructure	1- Marketing budget 2- Modern information and communication systems 3- Waste reuse rate 4- Recycle rate 5- Employee satisfaction 6- Quality of service 7- Product design quality 8- Market share rate

**Table No. (1) Study measurement indicators**  
Source: Prepared by the Authors.

**Analysis of the relationship between green marketing and e-commerce:**

Green marketing is among the pillars of modern practices for local and international business companies, where Joel Makower presented in his book Strategic for the Green Economy a division of the development witnessed by green marketing in the past decades. Damage from the ethical side, followed by companies to take care of not harming the environment and improving their reputation, followed by the last

stage (Green is Green), which means green environmental orientation is one of the priorities of business philosophy to exploit various marketing opportunities in the business environment.(Sandeem, 2009)

The world is moving towards the application of the concept of green marketing, because it includes activities designed to produce and facilitate all exchanges that satisfy the needs and desires of human resources with an interest in not harming the environment (Satpal Singh, 2012). The American Marketing Association (AMA) has emphasized that green marketing is the marketing of products that do not Harmful to the environment, as it creates a belief among individuals that it is no more than an activity aimed at planning and promoting environmentally friendly products (Satpal Singh, 2012). This supports trade operations locally and internationally

E-commerce or the digital economy, in light of the spread of the Corona pandemic, is recording a noticeable increase in the total domestic trade in Egypt, and sales advertisements through communication sites have achieved high rates in the past few years, and electronic sales have doubled as a result of business organizations adopting precautionary measures, among which were the commitment to homes and reducing Many economists have indicated that the rate of increase in the percentage of e-commerce in Egypt is currently about 30%, and they estimate the volume of this trade at 2 billion dollars (i.e. approximately 32 billion pounds), amid expectations that this percentage will increase at large rates over the next few years. A study (Tirbakh, L. & Chaban, G., 2020) confirmed that e-commerce is a relatively new type of economic activity and is developing significantly in Ukraine compared to other countries of the world. Analysis of the trade market and sales volume in the Ukraine under study to achieve the highest rate of development in the overall economy.(Lesia Tirbakh & Galina Chaban, 2020) Therefore, e-commerce is a technology for conducting business via the Internet and although it is a fairly new concept, it is possible to modify the traditional form of trade activities and industry, as it affects different sectors such as education, health, communications, finance, administration and others.

With the spread of e-commerce in Egypt and the countries of the world, it seems that the future of commerce will take a new path to take a different form, as the Egyptian Ministry of Communications estimated that the number of Internet users throughout Egypt is 46.2 million people, which represents more than 54% Of the total population, Egypt is ranked 14th in the world. There are many challenges that prevent individuals from adopting electronic transactions in their purchase. More than 56% of the total households do not have the awareness to use electronic commerce, in addition to the difficulty of shipping, transportation, and the financial and legal aspects imposed by the state (Egyptinnovate, n.d.).

**In the context of the above, the researcher will address** how to analyze the relationship between green marketing and e-commerce through the following elements:

A- The effect of green marketing on improving the performance of the commercial sector rates

In recent years, one of the studies showed the effect of green marketing messages on consumers' intentions by examining the roles and motives they have towards green initiatives and its impact on the processes of promoting products and developing mechanisms to achieve the goals of organizations through various stimulus processes towards green initiatives.(Chang et al., 2019)

And in the context of companies adopting the principles of sustainability and development through green marketing and green branding to achieve a balance between managing social, economic and environmental goals (current and future) by expanding awareness of the need for sustainability, where green marketing focuses on developing and marketing products and services that meet the needs of customers to build a bridge Between what markets and customers want, environmentally friendly corporate commitments and technology offerings, companies can focus on developing new, clean products.(Simao & Lisboa, 2017)

Hence, companies with green marketing try to search for specific customer needs, with the possibility of companies finding ways to differentiate their products and help them establish a well-known green brand. Companies must adopt a green marketing strategy in order to deal with some basic areas such as market segmentation, green product development and green positioning Defining green pricing, green logistics, green communication, and developing green partnerships.(Simao & Lisboa, 2017)

**In light of the above, the researcher believes** that companies must take into account two critical aspects when developing and improving an environmentally friendly marketing strategy in order to create a product that meets the needs of consumers and build a positive perception in the minds of consumers in order to achieve a high quality product and the company's commitment to the environment and with the adoption of a marketing strategy Green companies need to develop both the functional and emotional benefits of a product to gain a competitive advantage by strategically placing products in the minds of consumers.

B- The role of green marketing in increasing e-performance rates:

After the emergence and spread of the COVID-19 pandemic, the global economy

was closed and a set of strict restrictions were issued in all countries of the world, and in this context, customers have become more aware of their needs related to green products, and therefore green marketing issues have received more attention in environmentally friendly environments. The importance of green marketing orientation in environments. Trade is generally conditioned by global diversification and developing economies. (Ho et al., 2021)

In light of the global requirements that are characterized by competition, many studies have increasingly focused on green marketing or an environmental strategy, which are key concepts in the management or marketing literature, as the green strategy improves value for companies, but it needs integration towards adopting environmental strategies that support sustainability to achieve Profits and long-term competitive advantage. Green marketing involves adapting the concept of environmental protection and technological innovations, including energy savings, green product design and waste recycling. Thus, green marketing works to improve services or products that do not harm the environment and can help companies create socially responsible corporate images while developing successful green promotions and e-innovation in order to enhance business performance at the local and international levels. (Ho et al., 2021)

### **A proposed strategy for developing e-commerce rates in light of the application of the green marketing approach:**

In light of the current conditions of the major crises that the world is going through, especially the crisis (the emerging corona virus), environmental issues have increasingly attracted attention in companies facing strict regulation, public sensitivity and various pressures in order to preserve the natural environment, the interest of companies in adopting environmental ethics reinforces. From maximizing green marketing programs (green production, pricing, distribution and promotion programs) for products needed to protect the natural environment. (Han et al., 2019), Companies develop and maintain green channels in order to cooperate with local and international partners or customers. In addition, companies that adopt corporate social responsibility along with corporate environmental ethics receive continuous media coverage and enhance the added value of their products and services and enhance the green image of companies towards customers, which benefits their green products and service promotion. (Han et al., 2019)

**Based on the foregoing, the researcher believes** that the green marketing approach has a strategic role in the sustainability of e-commerce for the Egyptian commercial sector, which maximizes performance rates, by supporting companies for creative and innovative ideas for human cadres, providing information



technology infrastructure and providing electronic training models. **In light of the above**, a proposed strategy can be clarified to increase the role of the green marketing entrance in developing e-commerce performance rates, as shown in the following table:

1	<b>Strategic vision</b>	That the Egyptian companies turn into development companies whose goal is to spread and enhance the role of the green marketing approach among the workers so that they become leading companies in the commercial sector.
2	<b>strategy message</b>	Egyptian commercial companies seek to maximize their role in developing e-commerce performance rates for employees, in a way that helps support the green marketing mix to achieve the development of e-commerce performance rates.
3	<b>The goal of the strategy</b>	The strategy aims at the role of the green marketing entrance in developing the performance rates of e-commerce among employees, and increasing its ability to meet the challenges faced by Egyptian companies in achieving the development of e-commerce.
4	<b>Strategic sub objectives (strategic options)</b>	<ul style="list-style-type: none"> <li>- Administrative leaders adopt the idea of sustainable development in its various dimensions.</li> <li>- Develop a plan aimed at providing all the supporting requirements for commercial companies.</li> <li>- Developing the technological and research infrastructure of companies.</li> <li>Providing human cadres specialized in sustaining development in the commercial sector.</li> <li>Providing the financial, human and technological requirements to support the green marketing approach.</li> <li>- Conducting awareness and education programs on the importance of the role of the green marketing entrance in developing e-commerce performance rates.</li> </ul>
5	<b>Implementation Ingredients The success of the strategy</b>	<p>Innovative and creative strategic administrative leaders. Flexible organizational structures.</p> <ul style="list-style-type: none"> <li>- Technology training programs and specialized and equipped training centers.</li> </ul> <p>Modern technological infrastructure and technologically qualified human cadres</p> <p>Marketing programs for commercial products locally and internationally.</p> <ul style="list-style-type: none"> <li>- Integration and capacity support in the field of information.</li> </ul> <p>Partnerships with universities, specialized bodies, international houses of expertise, and entrepreneurs' experts.</p> <ul style="list-style-type: none"> <li>- Distinguished public relations management and flexible crisis management.</li> </ul> <p>A budget earmarked for financing. Organized records that include the strategic positions and plans of the commercial sector companies.</p>

6	<b>The strategy implementation actions</b>	<ul style="list-style-type: none"> <li>- Conducting continuous survey studies to find out what is new about the commercial sector.</li> <li>Preparing accurate and flexible strategic plans for the company's needs from various studies.</li> <li>- Existence of administrative leaders who believe in the idea of development of the e-commerce sector and openness to the outside world by adopting the green marketing approach, while motivating workers to adopt this thought.</li> <li>Providing the informational, financial and technological requirements that support the achievement of electronic development.</li> <li>- Take immediate decisions to reward creators and innovators, while building an effective system to reward and motivate those conducting research while supporting the necessary technological processes and means.</li> <li>- Concluding twinning agreements with many international universities to benefit from the various scientific research in the commercial field and put it into practice.</li> <li>- Providing the appropriate organizational climate to encourage employees to think pioneering.</li> </ul> <p>At least semi-annual follow-up in providing the necessary requirements for the entrance to green marketing.</p>
7	<b>Time schedule</b>	<p>The administrative leaders meet to set a proposed timetable for implementing the strategy, provided that the capabilities of commercial companies are taken into consideration before determining the timetable for implementing the strategy to ensure its success.</p>
8	<b>Methods for monitoring and evaluating the implementation of the strategy</b>	<ul style="list-style-type: none"> <li>- Forming a committee of administrative leaders to follow up and evaluate the extent of implementation of the strategy's provisions and compare the achieved results with what is targeted</li> <li>- Following up the timetable for implementing the strategy, identifying the obstacles facing the implementation of the strategy, evaluating the levels of the dimensions of development, and following up on the commitment of each party to the roles assigned to them.</li> <li>- Measuring the role of the green marketing mix in developing e-commerce rates.</li> <li>- Follow up on the effectiveness of industrial and commercial markets in bringing about development of the commercial sector</li> </ul>
9	<b>Justifications</b>	<ul style="list-style-type: none"> <li>- Resources are available to many companies and open channels of communication with the developed world countries.</li> <li>The desire to increase the number of innovative and creative proposals necessary for e-commerce development.</li> <li>- The green marketing mix leads to an increase in the performance of e-commerce rates necessary for sustainability.</li> <li>Transferring the experiences and expertise of other countries leads to improving creativity and innovation rates.</li> <li>Desire to improve the added value in the companies under study.</li> <li>Marketing Egyptian commercial products in African, Asian and European countries.</li> </ul>

**Table No. (2) A proposed strategy to increase the role of the green marketing entrance in developing e-commerce performance rates**

Source: Prepared by the authors, and based on the theoretical framework of the study

**In light of the foregoing**, the researcher presents some recommendations for the green marketing approach that support an increase in e-commerce performance rates as follows:

- Preparing strategic plans to develop the electronic performance rates of the commercial sector
- State support for the development of technological ideas for the development of the industrial and service sectors, which affect the development of national income.
- The need to increase the financial budget for marketing services for products and services that do not harm the environment in order to support e-commerce.
- Establishing an independent technological logistic department in the companies to be responsible for supporting the production and marketing operations in the various commercial sectors.
- Establishing technological training centers to qualify human resources and develop leadership and technical skills to achieve strategic production and service development for business companies.
- Establishing local and international alliances with think tanks, consulting offices and technology organizations that help increase the efficiency of the production and service process in various sectors.

### **Conclusion:**

This article focuses on the most important strategic issues in the current era, which is the entrance to green marketing and its role in achieving the sustainability of e-commerce, by studying one of the most important commercial sectors.

This article reveals about adopting the dimensions of the green marketing approach, which is represented in (green product / green pricing / green distribution / green promotion) and its role in improving the performance of the e-commerce sectors and developing human cadres in companies in general and electronic companies in particular, with reference to the preparation of a strategy Suggested to benefit from in the future in order to achieve the sustainability of e-commerce.

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## **How Does Human Resources Perception Affect Organizational Ambidexterity?**

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### **Abstract**

*This study examines the impact of perception on work behavior. Individual differences are important in studying organizational behavior and management for a very important reason. Individual differences have a direct effect on behavior, every person is unique because of his perception, people with different perceptions have different characteristics, needs, and how they perceive the world and other individuals and interact differently with bosses, co-workers, subordinates and customers. Individual perceptions shape organizational behavior and consequently individual and organizational success for example, individual differences help examine why some people embrace exchange and others are fearful of it. Or why some employees will be productive only if they are closely supervised, while others will be productive only if they are not .Or why some workers learn new tasks more effectively than others A helpful way to think about the importance of individual differences in influencing work behavior is through the use of the Attraction-Selection-Attrition (ASA) framework. Different people are attracted to different careers and organizations as a function of their own abilities, interests and personalities. Similarly, organization select employees on the basis of the needs the organization has. Needs refers to not only to skills and abilities, but also to individual attributes such as values, and personality. Not all attraction decisions and selection decisions work out, however, Attrition occurs when individuals discover they do not like being part of the organizations and selects to resign or when the organization determines an individual isn't succession and select to terminate.*

**Keywords:** Human Resources Perception, Organizational Ambidexterity.

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## **Introduction**

Although the implications for a company's overall HR practices, or HR package, have been extensively studied, the effects of employees' public perception of HR effectiveness have rarely been studied. The current research examines whether a company's human resource group measured at the company level is related to the overall employee perception measured at the individual level, and whether public perception influences perceived procedural fairness and organizational commitment. Using data collected from 37 companies and 959 employees in Korea, the results show that the company's HR group influences the overall perception of employees, and that public perception predicts organizational commitment, which is partly mediated by the perception of procedural fairness.

## **Literature Review**

The following section of this paper will introduce the literature review for the research variables that were identified through the qualitative study and used for developing the research hypotheses.

## **Human Resources Perception**

Most of us would have encountered the phrase, it is all about perceptions and some of us would have come across the term, perception management. In the corporate world, these terms are often bandied about to indicate that more than the actual work or achievements that one accomplishes; one should be seen and viewed as an achiever. What this means is that the perceptions of people around the individual about the individual's capabilities are more important than the actual capabilities. Of course, this does not mean to say that a complete failure can still be packaged and sold as success. What this means is that along with achieving something, we have to ensure that the environment perceives us as achievers and successes. The bottom line here is that it is just not enough for us to reach milestones and targets. We have to ensure that the message is communicated and received appropriately. Perception management plays a huge role in the corporate world as well as in the defense forces where the ability to influence the receivers' impressions of the event is paramount. For instance, many corporates court the media houses and channels to air or publish favorable stories about them. This is done with an eye on perception management where the users and the consumers ought to recognize the achievements of the corporates in a positive manner. In these cases, perceptions count more than the actual achievement per se as perceptions determine whether



the consumers would be willing to buy the product and be loyal towards the company. Another term, top of the mind recall, is often used to denote how well the consumers know a particular company's products and this is again determined by the perceptions that consumers hold about the product. In the present chapter the major findings of the research work are being listed, and then on the basis of these findings certain some important recommendations are made. HR's perceived that Gen Y employees accept more change in the workplace than Gen X. Gen X employee expects more supervision whereas Gen Z employees (yet to be) rejects such supervision. In comparison with Gen X & Gen Y, Gen Z prefers more flexible working hours. All three generations preferred macro management over micromanagement. Gen X HR's viewed that Gen X employees are easier to motivate whereas Gen Y employees require the higher Gen Y HR's viewed that Gen X employees are difficult to motivate whereas Gen Y employees require lesser need for supervision all generations expect the change in work-life balance policies. Due to entry of Gen Z organizations should build better team building strategies. HR had a consistent better view about Gen Z over other generations. Generation Z is expected to be more loyal to the organization and respecting authority than Organizational success aims to achieve competitive advantage and to ensure business sustainability in the long run. Leveraging and capitalizing on the value of generational diversity is important to achieve this end. It can contribute to. Improved talent attraction and retention. Increased employee commitment. Enhanced workplace productivity. Expanded view of succession planning and building leadership bench strength. Given below are some suggestions to bridge the generation gap, so as to harness and maximize the limitless capabilities of a multigenerational workforce. HR should understand the importance of tangible and intangible work benefits as generation Z is more geared towards. HR should improve macro management over micromanagement. Employees expect change in work life balance policies. Each generation and their unique perspective should be acknowledged and incorporated through the implementation of organizational policies. HR needs to leverage the strengths of each generation and understand how individuals in different generations act and react. Large differences in perceptions about other generations lead to the creation of HR policies which hinder employee performance and the create friction and dissatisfaction in employee mindsets and hence HR's should remove their bias during creation of HR policies. •Perceptions differ with generations which are a natural phenomenon but, in the research, we could observe that there were large differences also which need urgent rectification through orientation and talk sessions etc., to remove the stereotyping and prejudice in them (Rama Devi & Lakshmi Narayanamma, 2014). It is discovered that not just distributive equity view of workers' in protection organizations positively affects

singular execution yet in addition on firm execution. Additionally, applications in groundbreaking authority style have a significant positive effect on hierarchical equity observation. Moreover, no proof could be arrived at that shows positive effect of groundbreaking administration applications on individual and firm execution of workers in this examination (Cemal Zehir et al., 2015). Major individual variables that influence work behavior include demographic factors (e.g. age, sex, and race), abilities and skills, perception, attitudes, and personality shape productive, nonproductive and counterproductive work behavior. Perception is a process that involves selection, organization, and interpretation of environmental factors, from shapes, to people and other stimuli. Through the perceptual process individuals attempt to make sense of the stimuli they receive. Some of the distortions in perception occur because of selected and divided attention, the halo effect, similar to me errors and situational factors. An attitude is a learned predisposition to respond favorably or unfavorably to people, objects, and situations with which it is related, an attitude consists of a cognitive component (beliefs), an affect component (feelings) and a behavioral component, which consists of the individual's behavioral intentions (Amir Abou Elnaga, 2012). According to (Ferris et al., 2007), the implicit (if not explicit) assumption since the beginning of the science and practice of HRM has been that if we do HRM well, this will somehow make organizations perform more effectively. The present study attempted to more precisely articulate this somehow by exploring a mediating and a moderating model of the relationship between employee perception of developmental HR practices and work performance and turnover intention at the individual level of analysis. While the findings of this study are in accordance with prior HRM research regarding the relationship between HR practices and turnover intention or actual turnover, the findings for individual work performance imply that the success or failure of developmental HRM is dependent on the quality of the employee–organization relationship (Bård Kuvaas, 2008).

### **Ambidexterity**

In this examination, we were keen on ability to use both hands at the singular level (singular ability to use both hands) as a critical micro foundation of authoritative ability to use both hands. With respect to structures (Issue 1), despite the fact that both mental (miniature) and hierarchical (full scale) hypotheses have been utilized, scarcely any examinations consolidate them. As organizations manage staggered issues, a few hypotheses at various levels must be consolidated. Integrative speculations might assist with progressing and conquer the miniature full scale partition in the executive's research, by and large, and in hierarchical and singular ability to use both hands specifically. Figure 3 sums up what we think about precursors, outcomes, and unexpected impacts of individual ability to use both

hands (Issues 5 and 6). Some converse connections could be investigated, for example, the impact of hierarchical ability to use both hands, as an authoritative unique capacity, on the ability to use both hands of people. At long last, scientists should expressly show hypotheses, definitions, setting, and approaches they center their examinations and unmistakably talk about in their papers how they measure what's more, operationalize singular ability to use both hands (Issue 8) and why that measure speaks to the hypothetical idea and approach. It sums up future exploration proposition in the central points of contention analyzed (López-Gamero et al., 2020). For quite a long-time researcher have focused on the inescapability and constancy of dumbfounding pressures in associations and their exercises. The HR office, working at the interface of other practical territories and managing the most exceptional and complex of an associations' "assets"— individuals—has been truly inclined to pressures and contending requests. Be that as it may, notwithstanding the perceptions of Catch 22 examinations that pressures are endemic and basic to firms' endurance, HRM research has only sometimes applied the mystery focal point to contemplate the nature and the executives of contending requests. Our article tends to this deficiency and use conundrum speculating to look at the oddity of learning inalienable in a focal undertaking of HR divisions in MNC auxiliaries—the selection of corporate HRM rehearses. Mystery hypothesizing gives a met theoretical system that relates the unmistakable setting and wonders explicit speculations of incomprehensible strains, permitting them to illuminate each other. In this article, we contended that the learning mystery in HRM is show in the pressure between the operational (exploitative) and key (explorative) HRM exercises. To inspect this mystery, we incorporated the investigations of practice move, OA, and AC. In doing as such, we addressed late calls to contemplate the complexities of HRM practice move, the idea of operational and vital HRM undertakings, and the impacts of capacities on training reception in MNC units. We accept that this article opens new roads for coordinating the HRM, OA, and AC concentrates in search of novel bits of knowledge into the nature and the board of strains in HRM what's more, past. it presents means, standard deviations, and correlations. Given the multilevel nature of our data and the inclusion of both top-down and bottom-up relationships in our multilevel model. We developed a multilevel framework about how different sets of firm HR practices may indirectly affect organizational ambidexterity through unique top-down and bottom-up paths. We found that ability- and motivation-enhancing HR practices contribute uniquely to ambidextrous behaviors of operational managers by increasing either their RBSE or their IMO. Moreover, we showed that opportunity-enhancing HR practices shape the bottom-up relationship between operational manager ambidexterity and organizational ambidexterity. Overall, our multilevel framework provides a novel



understanding about how HR practices affect organizational outcomes by supporting individual behaviors to emerge. Limitations and Future Research Directions although the present study has important implications, it has its limitations. Our data were collected in a single industry. Yet, competitive dynamics and uncertainty may vary across industries, thus making it more or less difficult for individuals or organizations to attain ambidexterity (Blagoeva et al., 2020). Finding of this study demonstrate the impact of environmental dynamism on the ambidextrous culture and contextual ambidexterity (Khan & Mir, 2019). The result suggest that ambidexterity is more convenient for firm contexts with high absorptive capacity. While specialization exploitation or exploration performable in contexts (Solís-Molina et al., 2018). The widespread and fast evolution of platforms has attracted the attention of researchers from many different fields. So far, platform research has been fragmented and insights on platform strategies are isolated. Adopting a rigorous procedure for sample selection, we identified five significant strategies espoused by platform owners: pricing, openness, integration, differentiation, and envelopment. Platform strategies are different from the strategy's firm's offer for ordinary products or services. The difference comes from the fact that platforms can be conceptualized as evolving organizations effectively and efficiently federating and coordinating the interaction, innovation, and competition of participants. With the OA perspective, this paper presents an integrative review of the current position of platform strategy studies. Further, the OA perspective emphasizes exploration and exploitation in a complementary way, which is critical for business sustainability. The OA perspective allows us to open the black box of any particular strategy and provides us with a tool to analyze the potential trade-off of this specific strategy. In doing so, we examined the explorative and exploitative components of each strategy and investigated how a platform owner can utilize ambidexterity in each and every strategy. Further, we identified three important and promising avenues for future research and analyzed these avenues with the OA perspective. Overall, we are confident that our study offers a valuable systematization and consolidation of extant research on platform strategies, and we firmly believe it can serve as a foundation for future research (Wan et al., 2017). Nowadays PSOs are focused on the development of their innovation capabilities, and this development implies deep structural, cultural and managerial adaptations. In this article, we have sought to identify the underpinning challenges of these adaptations, and the strategies deployed by PSOs to overcome these challenges. To do so, we applied the concept of organizational ambidexterity to trace the evolution of the trade-off for PSOs between exploitation and exploration. In a nutshell, the answer to the first research question is that PSOs innovation capabilities are importantly underpinned by a tension related to the

necessity to run two antagonistic types of activities, exploitation and exploration, simultaneously. Besides, the concept of organizational ambidexterity (second research question) enabled us to point to an underlying mechanism that is now being applied in PSOs and is making the development of their innovation capabilities even more complex: a difficult transition towards some sort of contextual ambidexterity (Owen Boukamel, 2017). Our assessment of the measurement model for reflective indicators in PLS is based on individual item reliability, construct reliability, convergent validity, and discriminant validity (Hair et al., 2012). Individual item reliability is considered adequate when an item has a factor loading above 0.7 in its respective construct. The loadings of our indicators exceed 0.7 except for one: the equitable reward system. In this case, a decision was made to verify the remaining measurement indices for the HPWS construct, namely: composite reliability (CR); average variance extracted (AVE); and discriminant validity. As will be seen below, all these indicators are appropriate, which makes us consider that the item has an adequate reliability level. This first stage must also include the evaluation of scales through Cronbach's  $\alpha$  and the composite reliability (CR) index; and the existence of convergent validity could be verified through the analysis of the average variance extracted (AVE). It shows that both the alpha value and the CR index exceeded the critical value of 0.7 in every variable; and the value of AVE was situated above 0.5 (Fornell & Larcker, 1981). Finally, the analysis of the measurement model requires verifying the existence of discriminant validity. In this respect, the most widely accepted method in PLS consists in drawing a comparison between the AVE value in each construct and the square of the correlation between the construct and each variable. Therefore, if AVE exceeds the squared correlation, it can be accepted that each construct relates more intensely to its own measurements than to those of other variables. It presents the square root of AVE in the diagonal; and the correlations estimated for each pair of constructs in the elements outside the diagonal. This information confirms the existence of discriminant validity in constructs (Mercedes Úbeda-García et al., 2017). Exploration and exploitation remain at the heart of successful organizations. Firms that are able to balance the demands of the market with a healthy view toward the future are likely to remain optimally situated in today's fast-changing business world. This focus requires firms to be ambidextrous and to utilize their limited resource bases to simultaneously pursue efficiency and innovation. The results of this study point to high-performance work systems as a potential firm-level competency that can produce the ambidexterity necessary to generate superior firm performance. In particular, as firms try to do more with less, paying careful attention to the practices designed to select, train, compensate, and reward employees is likely to pay dividends for both organizational efficiency and

innovation. The results of this study should be considered in light of its limitations, which also help to open the door to future studies in this area. Future research should take care to provide a better understanding of the relationship between high-performance work system adoption and organizational ambidexterity (Jiang et al., 2013).

#### Research Questions and Hypotheses

- Tricky employee queries
- Employee retention
- Productivity
- Diversity and discrimination

#### The research questions

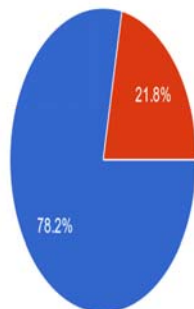
Does organizational ambidexterity have an impact on hr. perception?

H: Organizational ambidexterity has a significant positive effect on hr. perception.

Descriptive analysis:

Gender?

101 responses



Sector?

100 responses

● male  
● female

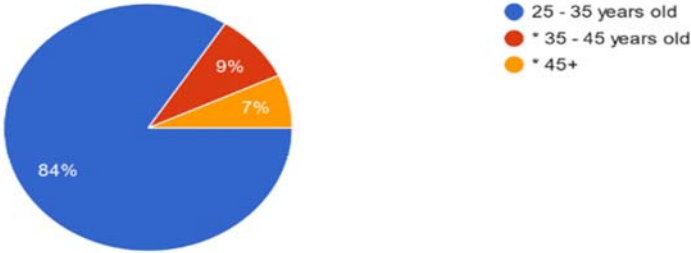


● Public sector  
● Private sector

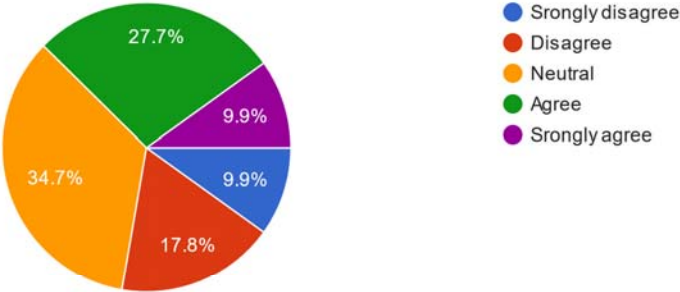
***How Human Resources Perception Affect Organizational Ambidexterity?.....***

*Zeinab A.Khayal, Mahmoud Khalifa, & Sally M. Elsayed Pp 60-80*

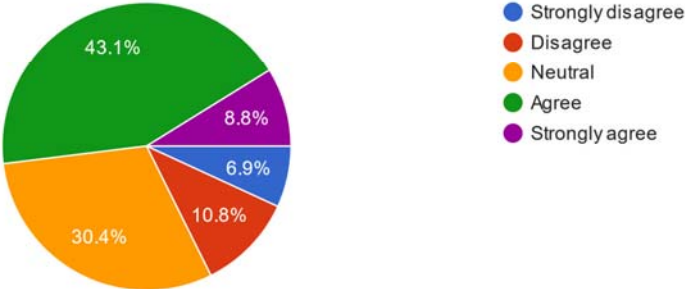
Age?  
100 responses



Is HR Manager does not take any steps for understanding the problems of employees  
101 responses

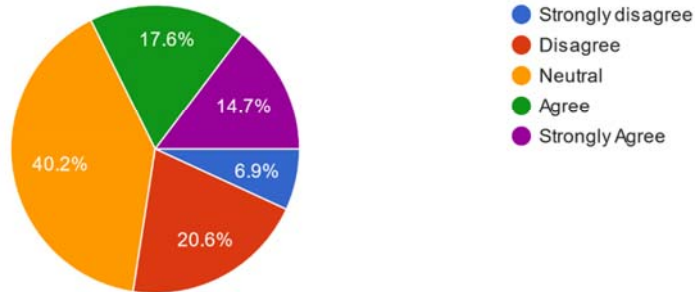


Does HR Manager in our organization shares genuine care and support towards employees  
102 responses



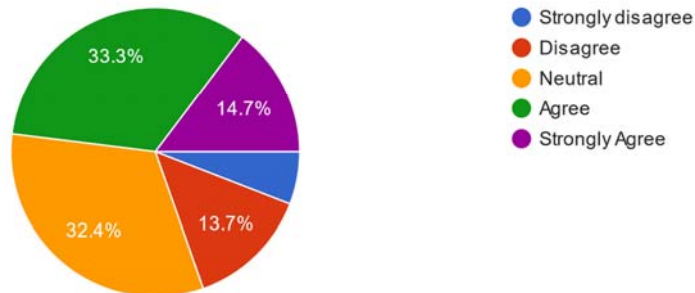
Is HR manager does not easily trust the employees

102 responses



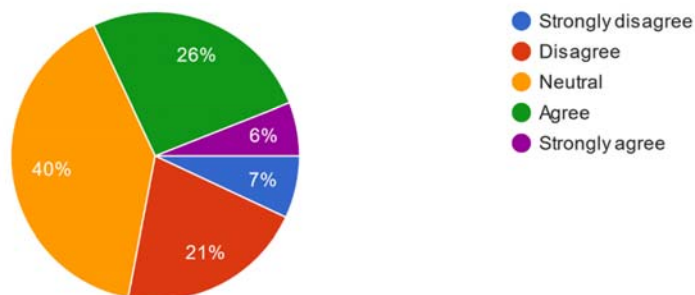
Is HR managers conduct meetings and discussion with union members before bringing major policy changes

102 responses



There is no transparency in the work culture of our HR. department

100 responses



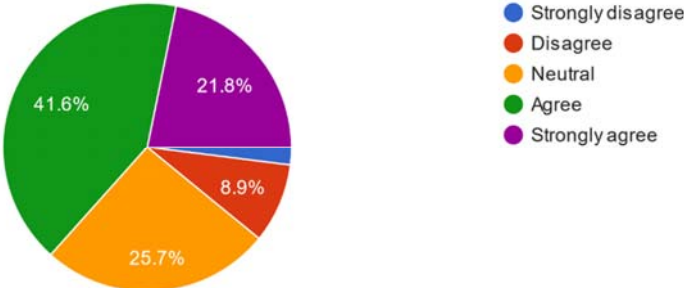


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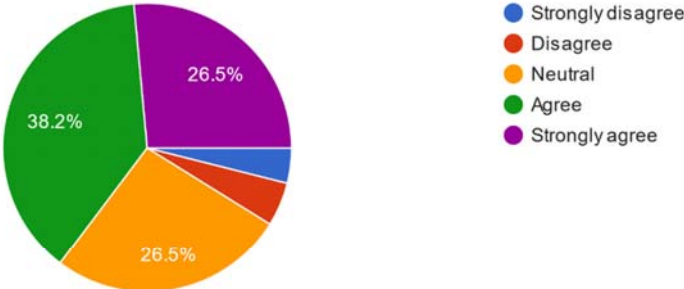
Is HR manager shows respect and concern for every employee

101 responses



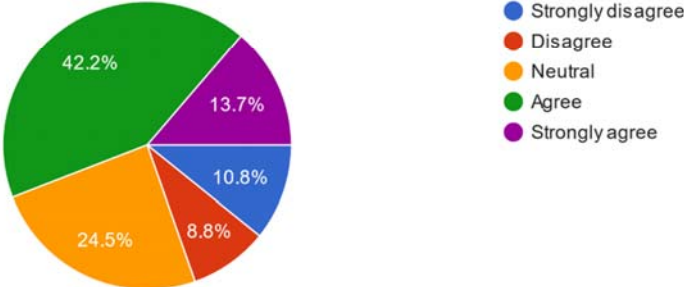
Is HR Manger has positive and healthy communication with all employees

102 responses



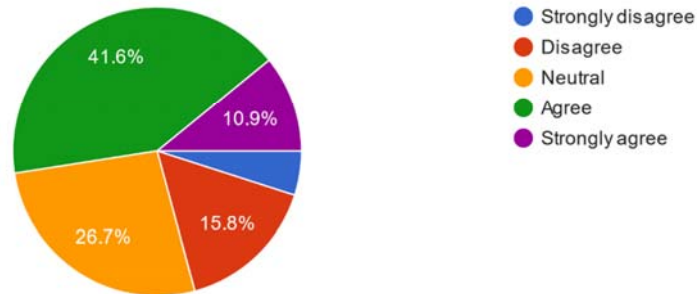
Is HR Mangers biased and shows favoritism

102 responses



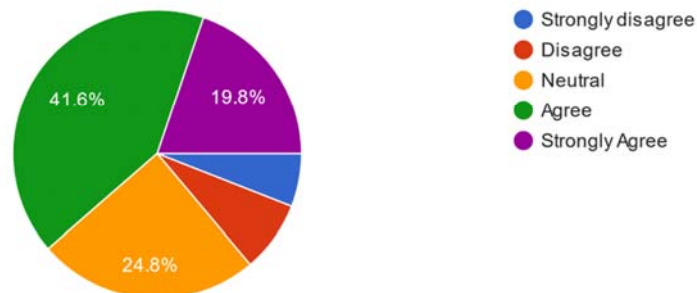
Is HR Managers clearly communicates changes in rules and policies

101 responses



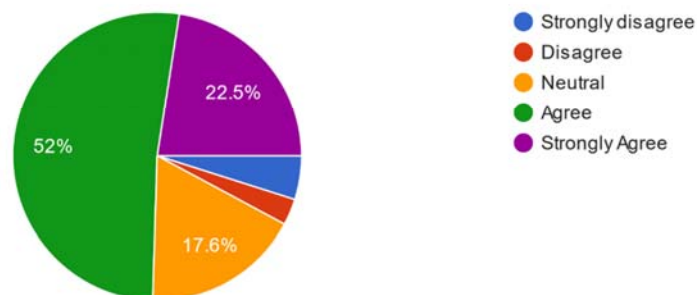
Is HR Managers is appreciated for his ethical behavior

101 responses



Is HR Managers is ensuring the employee's rights are protected

102 responses

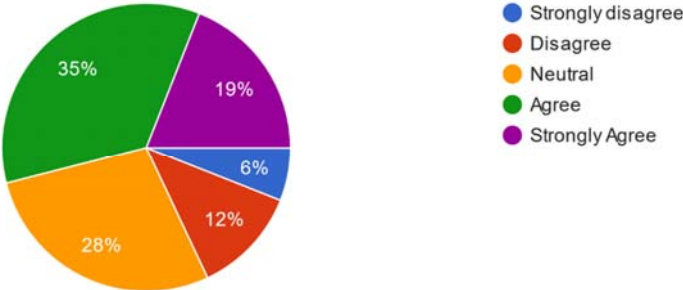


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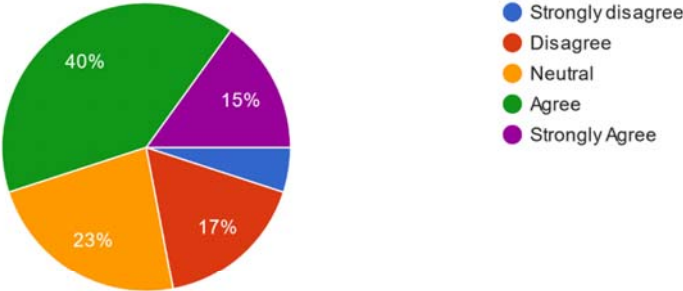
Is HR Managers deals effectively with problem and crisis

100 responses



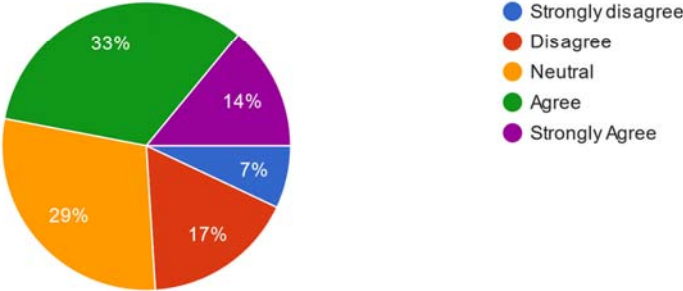
Is HR Managers gets stressed and distracted for minor issue

100 responses



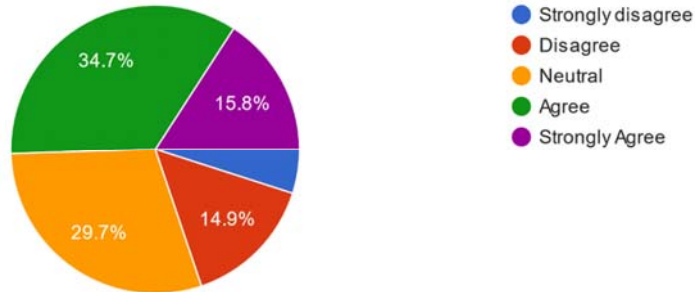
Is HR. managers stands for the welfare of the employees even if it means rubbing against the management

100 responses



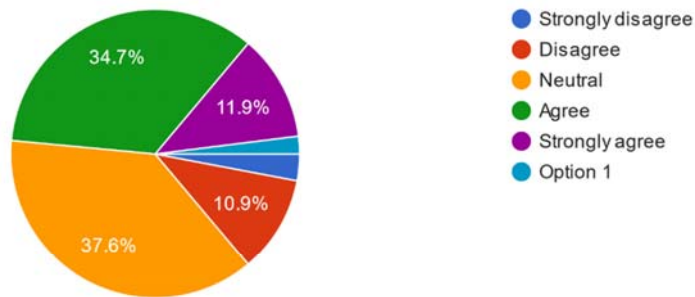
Is HR Managers is suspicious of employee's behavior

101 responses



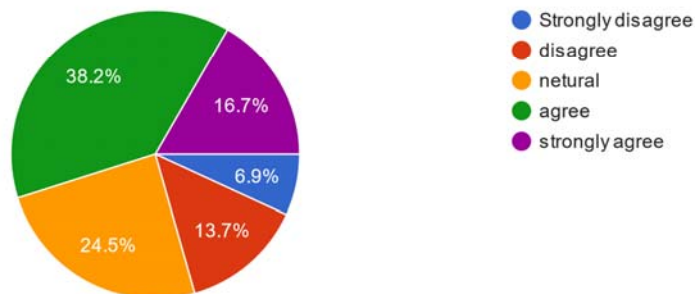
Is HR Managers is empathetic towards employees

101 responses



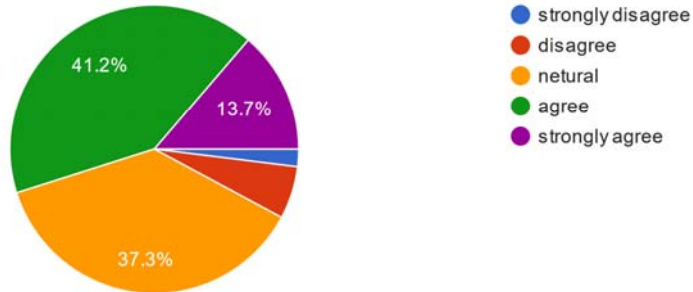
New business methods and services are always worth trying even if they may prove risk.

102 responses



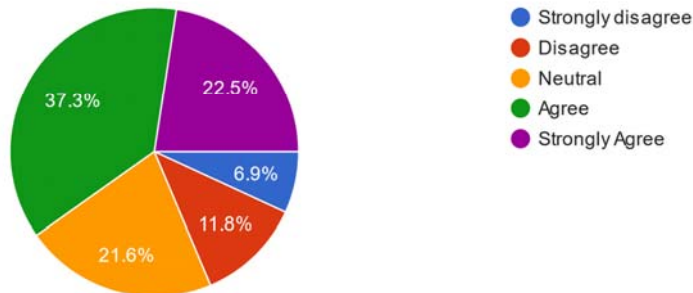
Reports prepared by external experts are an extremely important source of information.

102 responses



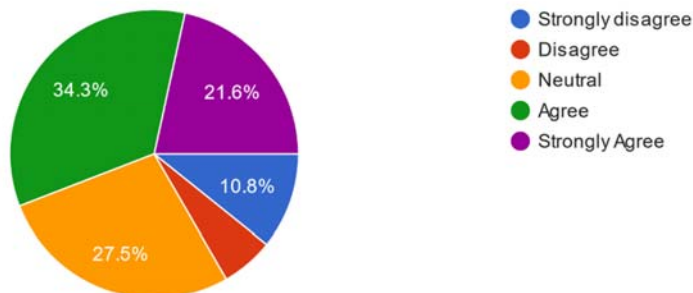
Is Hr top managers in any important decision seek information or advice from the board of directors or owners

102 responses



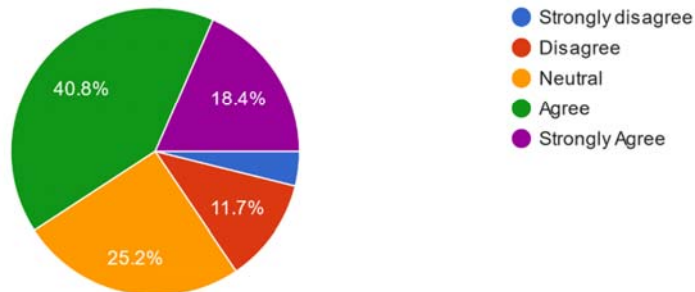
Adaptability to hr employees to work under pressures.

102 responses



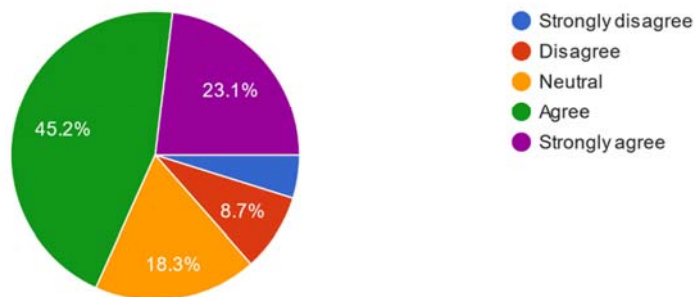
Is the Overall atmosphere comfy and helpful

103 responses



Is there Personal communication between top managers and employees

104 responses



### **Conclusion and Results:**

101 people underwent to questionnaire, 78 men and 23 women. 84% of them their age from 25 to 35, 9% from 35 to 45, 7% more than 45. 46% on public sector, 54 on private sector. 9.9% of people strongly disagree with that HR doesn't take any step for understanding the problems of employees, 27.7 agree with that and 17.8 disagree with that. 6.9% strongly disagree with that HR manager in our organization shares genuine care and support towards employees. 8.8% strongly agree with that. 6.9% strongly disagree with that HR managers doesn't easily trust the employees. 14.7% strongly agree with that. 5.9% strongly disagree with that HR managers conduct meeting and discussion with union members before bringing major policy changes. 14.7% strongly agree with that. 7% strongly disagree with that there is no transparency in the work culture of our HR department. 6% strongly agree with that. 2% strongly disagree with that HR managers shows respect and concern for

every employee. 21.8% strongly agree with that. 14.9 strongly disagree with that HR managers has positive and healthy communication with all employees. 26.5% strongly agree. 10.8% strongly disagree with that HR managers based and show favoritism. 13.7% strongly agree with that. 5% strongly disagree with that HR managers clearly communicates changes in rules and policies. 10.9% strongly agree with that. 6.9% strongly disagree with that HR managers is appreciated for his ethical behavior. 19.8% strongly agree with that. 5% strongly disagree with that HR managers is ensuring the employee's right are protected. 22.5% strongly agree with that. 6% strongly disagree with that HR managers deals effectively with problem and crisis. 19% strongly agree with that. 5% strongly disagree with that HR managers get stressed and distract for minor issue. 15% strongly agree with that. 4.9% strongly disagree with that HR managers is suspicious of employee's behavior. 15.8% strongly agree with that. 4.7% strongly disagree with that there is personal communication between top managers and employees. 23.1% strongly agree with that.

Recommendations:

- Provide Leadership

Having a clearly defined strategy for managing employee relations and establishing structured procedures, parameters and protocols helps ensure that there are no guessing games and that all employees are treated consistently and fairly.

- Initiate Employee Development

Robust training programs can help with recruiting efforts by offering on-the-job training to new hires and can reduce their skill expectations in return. Additionally, assessing employee interpersonal skills and training in time management

- Engage Employees

The greatest engagement initiatives encourage employees to play a role in their company's success. Inviting workers to participate in brainstorming sessions, asking their insights in problem solving and seeking input on company initiatives shows respect, creates a sense of ownership and purpose, and goes a long way in improving job satisfaction

- Encourage Diversity

Encouraging diversity is also a significant factor in creating a healthy workplace culture and an organization that improves its ability to solve complex problems.

- Contribute to Organizational Profit (Performance)

Outsourcing a portion or all of your HR functions typically costs less than hiring a full-time team member, and the expertise provided ensures compliance, allows you

to focus on functions that are your direct responsibility and builds rapport with your workforce.

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## Appendix

- Gender
- Age
- Sector

Answer questions as following (Agree-Strong Agree-Neutral-Disagree-Strong Disagree)

- 1- HR manager do not take any steps for understanding the problems of employees.
- 2- HR manager in our organization shares genuine care and support towards employees.
- 3- HR manager does not easily trust the employees.

- 4- HR manager conduct meeting and discussion with union members before bringing major policy changes.
- 5- There is no transparency in the work culture of our HR department.
- 6- HR manager shows respect and concern for every employee.
- 7- HR manager has appositive and healthy communication with all employees.
- 8- HR manager biased and shows favoritism.
- 9- HR manager clearly communicates changes in rules and policies.
- 10- HR manager is appreciated for his ethical behavior.
- 11- HR manager is ensuring the employee's rights are protected.
- 12- HR manager deals effectively with problem and crisis.
- 13- HR manager gets stressed and distracted for minor issue.
- 14- HR manager stands for the welfare of the employees even if it means rubbing against the management.
- 15- HR manager is suspicious of employee's behavior.
- 16- HR manager is empathetic towards employee.
- 17- New business methods and services are always worth trying even if they may prove risk.
- 18- Reports prepared by external experts are an extremely important source of information.
- 19- HR top managers in any important decision seek information or device from the board of directors or owners.
- 20- Adaptability to HR employees to work under pressures.
- 21- The overall atmosphere is comfy and helpful.