



The Role of Effective Leadership in Application of E-Human Resources Management System Applied research at Baghdad International Airport

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Abstract:

The research acquires its importance by motivating the behavioural side of the employees to apply modern technology in the work, because of its great importance in increasing the efficiency of employees' performance and excellence. The research was based on two main hypotheses to show the relationship and impact between the variables through the adoption of a questionnaire to collect data and information related to the research, which consisted of (50) people from administrators working at different levels, based on personal interviews and field visits to collect research data. The data collection process was subjected to statistical analysis using the statistical program (SPSS) (Statistical package for social science) to reach a set of results which showed a positive correlation between the variable of effective leadership and the variable of (E-HRM). The research was conducted at (Baghdad International Airport). It's included questionnaire distribution on the research sample, collecting the questionnaire, field visits and analysis of the results. The research also concluded that effective leadership should have a role in change the behaviour of employees and improving their level of performance, and train them to use technology at work. The research also presented several suggestions, including the importance of training employees with the adoption of material and moral incentives for those who are distinguished in the application and use of modern technology, as well as providing all the tools physical requirements for the application and success of the (E-HRM) and processed.

Paper type Field research

Keywords: leadership, Effective leadership, Human Resources Management (HRM), E-HRM.

Introduction:

Studies have shown that the success and excellence of organizations despite their deferent tasks depends to a large extent on the type of administrative leaders who manage their activities and the extent of their ability to influence workers in the application of technology to achieve success and excellence on others in the same sector, which is achieved through the transition from the traditional role in performance to the modern role which depends strongly on the application of electronic management in all activities, including human resources management activity due to its importance of this administration for any organization intending to success, achieve excellence and comprehensive development. In this era of information and knowledge and technology has become one of the necessary mechanisms that organizations seek accreditation, and leadership, in general, is the ability to influence the workers by spreading the awareness of electronic culture and their applications to keep pace with progress, achieve the speed of accomplishment, master the work and reduction of procedures in completing transactions, as well as ease of communication between the worker and management, also leaders seek urged individuals working to achieve the goals of the organization by relying on the Internet for a gradual shift in the application of electronic management to get rid of the bureaucracy and the lack of transparency in the work, by generating a team spirit between leadership and employees on one hand and between the workers themselves on the other hand, to reach success in achieving the organization goals.

The research consists of three parts: first one comprises methodology and previous studies, second includes the conceptual framework of the research, which includes two main variables are (effective leadership and the human resources management system electronically E-HRM), then the third part which dealt with the statistical analysis of research variables to reach results related to research, and the fourth part of the most important conclusions and recommendations based on the statistical analysis of research data.

The importance of the research can be explained through :

- 1.Outlining the concept of the effective leadership and demonstrate its role of activating the human resources management system electronically.
- 2.Clarifying the conception of an electronic human resources management system and its role in achieving the success of organizations.

Leading the involved persons at Bagdad International airport field to activate the role of electronic human resources management system (E-HRMS) in organizations if they are required to catch up with native and international organizations operating within the same field.

The goal of the research is to analyse the relationship between (the effective leadership) as an independent variable and (E-HRM) system as a dependent variable, as well as presenting recommendations and proposals to those involved in Baghdad International Airport, to interest in activating electronic Human Resources Management system because it is the way to develop and succeed on organizations work.

The research focused on the possibility of identifying the extent of the ability of administrative leaders at Baghdad International Airport, and effectiveness in influencing the workers and guiding them to apply modern and developed technology at work and does an effective leader in Human Resources Management specifically has a role to influence the transition from traditional paper-based administration to Modern management, so you can identify the problem of research by answering the following questions:

1. Is there a significant correlation between effective leadership and human resources management system electronically?
2. Does effective leadership have an impact on the implementation of HRMS electronically?
3. Is the upper leadership interested in training and developing workers to use modern technology and provide its requirements, as well as the adoption of incentive programs for outstanding employees using advanced and modern methods of work such as material and moral rewards?
4. Does electronic human resources management contribute to more efficient management processes in the organization?

Research Methodology and Previous Studies

I- Researches Limits

1. **Spatial Limits:** the research was conducted at (Baghdad International Airport).
2. **Temporal Limits:** the researches exceeds for the period since 1/11/2018 to 30/5/2019. it included questionnaire distribution on the research sample, collecting the questionnaire, field visits and analysis of the results.

II- Researches Hypotheses

The First Main Hypothesis : There is a significant correlation between effective leadership and the application of electronic human resources management system.

The Second Main Hypothesis : There's a vital role in the effective leadership that incorporates a statistically significant effect on the appliance of electronic human resources management.

III- Research Methodology and Sources

The descriptive and analytical approach was adopted in the completion of the analysis through the preparation of a questionnaire for data collection, which included two types of information, The first is the relation of demographic information to the individuals in the research sample while the second is the relation to the main research variables, presented in (Appendix One) and relied on the runway (Likert five) that contains five phrases and each phrase has weight starts from (1) and ends with (5): - (5) Fully agreed, (4) Agreed, (3) Not sure, (2) Not agreed, (1) Not fully agreed.

The questionnaire included (37) items including (21) items as an effective leadership variable and (16) items as variables for the electronic HRMS, as shown in the table below: -

(Note: The simple conduct of some of the paragraphs of the questionnaire was done in a way that suits the place of the research and its content without persevering in the essence of the paragraphs of the questionnaire.)

Table 1: Sources of Research Metrics

Variables	Sequence	Sources of measurement
Effective leadership Electronic Human Resource Management System	From 1-21 From 22-37	(Bin Bishr, 2008) (Abu Ammuna, 2009)

IV - Test the validity and reliability of the questionnaire

1.Honesty Virtual: is intended to take into account include the intending direction in all the items of the measuring instrument. So presented the paragraphs of the scale on several professors from the Department of Business that have management experience and competence to achieve greater accuracy of the content that makes it the most suitable to the research. It has been taken into consideration the observations of the arbitrators about modifying paragraphs of the resolution where it was n proportion of their agreement on the paragraphs of the scale (87%).

2.Stability procedures: stability means that the standards give the same results if re-applied to the individuals themselves once again, because it is in reference to the degree of confidence that it became free from error and then got consistent results, it has been using coefficient (alpha Cronbach) to see the extent of consistency in respondents' answers and to check the degree of stability of the questionnaire. Table (2) shows the alpha coefficient for all paragraphs where all ratios are greater than the ratio accepted statistically (60%) which refers to the consistency and good coherence between resolution terms.

Table 2: Cronbach's coefficient of stability

The variables	Percentage
Effective leadership	%5 , 78
Electronic Human Resource Management System	%80

VI - Previous studies

Many of the effective leadership studies dealt with the importance of pushing organizations to gain access to advanced ranks among those, including the study (Bin Bisher, 2008) in the Aden Refinery Company, where the study assured that the effective leadership depends mainly on the positive incentives in the implementation of the objectives and focused on leadership activities Effective in detonating the energies of subordinates and highlight the role of moral stimulation to increase productivity. The study found a number of conclusions, including that the systems and incentive programs in the company suffer from some shortcomings and do not meet the need of all employees requirements in addition to that the administrative leadership behaviour is a role model for employees, some recommendations for decision - makers , officials and conditions to be met in the incentive system as well as attention to internal training to enhance the motivation of individuals to serve the objectives of the company and meet the aspirations of employees and acquire knowledge and experience that enable them to do their jobs properly and develop a sense of how far the company

is interested in the development of their capabilities, the study of (Abu Namous , 2016), which aimed to identify the level of leadership effectiveness and its relationship to the creative behaviour of military medical personnel in Gaza governorates and the adoption of descriptive as the first analytical method of the study, while the researcher used two questionnaires is to measure the level of leadership effectiveness , and the second is to measure the level of creative behaviour, the data were analysed and the most important findings of the research is the existence of a positive correlation between the effectiveness of leadership and creative behaviour among workers in the institution with the necessity to develop the capabilities of leaders of the Medical services Foundation and development and urged them to improve their administrative and human and to develop their creative behaviour through their ability to solve problems and in creative ways criticism and the ability to develop social networking within the enterprise development.

Meanwhile, the studies on the management of electronic human resources management (E-HRM) together with a study (Abu Ammuna, 2009), that aims to acknowledge the truth of electronic human resources management within the Palestinian universities of Gaza sector and to identify the importance of the various administrative levels and the limits of under management efforts of the transition to electronic management, and the readiness information technology center infrastructure for this transformation. The results of the study showed that the importance of electronic human resources management and the limits of under management are available and contributed to the process of transition to electronic management particularly general E-HRM. The information technology infrastructure is practically sufficient for this transformation. Although there is a financial deficit in all universities, concerning universities system in human resources management, it was found that there is an application of functions and activities of E-HRM along with the excellence of the Islamic University. The study found many recommendations to strengthen the functions and activities of E-HRM in Palestinian universities, the need for coordination and cooperation among universities regarding the transition to electronic management and giving priority to the process this transition with the provision of financial support for information technology centres, and obtain legal approval for electronic signature and benefit from ICT (information and communication technologies) tools available in the application of the activities and functions of E-HRM.

The study (Dilmi, Amal, 2015) in Umm Al-Buaghi agency where it attempted to link this variable with another variable which has a prominent place in many administrators, namely knowledge management, to grasp the value of E-HRM in promoting data management which is based on the questionnaire as a tool for gathering information. The results obtained displayed that the electronic management of human resources incorporates a role in enhancing data management of the establishment being studied. (Stone, 2006) presented the characteristics of electronic human resources that can be used as a research guide on electronic human resources system. The study was conducted on a sample of recruitment companies in the United States of America, which amounted to 255 companies and the study reached many results, most notably that there is a significant impact on the characteristics of electronic human resources systems on the importance of electronic human resources.

Summary of various studies: The research showed that various studies agreed on the importance of leadership role and its impact on the application of electronic administration and what distinguishes the current study is the identification of the extent and ability of upper leadership in the management of human resources at Baghdad International Airport to motivate and enable employees in this department to apply electronic management through the adoption of modern and advanced technology in work.

The theoretical framework of the research

I - The Concept of Leadership & Effectiveness Leadership

Leadership is one of the important topics of organizational behaviour if not the most important. Researchers agree that effective leadership is the main driving force to move organizations forward in a complex and intense world where competition tightens, (Alaqa , 1998:67) referred to leadership that derives its importance as a process without which the Organization cannot imagine their future and then long-term planning does not deal with the external environment variables that affect the organization in achieving its objectives and the actions of the administrative leader and his behaviour which represents an incentive to motivate individuals to achieve organizational goals. From another hand (Al-Sharif, 2004:27) pointed out that the concept of administrative leadership is derived from the original concept of leadership, which focuses on the relationship between the leader and administrative process in the organization.

Administrative leadership is centred on administrative activity that takes place within the framework of formal administrative organization while leadership focuses on the process influencing the activities and behaviour of individuals to achieve the goals set by the leader. Just as Koonts and Donnel (Koonts & Donnel) showed that there is no area of human activity more important than the administration since the completion of its work requires enough dealing with others to achieve common goals determined by the ability of leadership to its effective coordination of these resources, by (Shihab, 2010:100). (Najm, 2012:31) dimensional compound phenomenon, as it is shaped in its operations and influence by the leader, subordinates, the situation. As for (Hemphill & Coons) they classify leadership as an individual behaviour to guide the group to accomplish the common goal, by (Abu Namous, 2016:16), then (Harbi, 1998:139) added that the objective of the availability of effective leadership is to find a leader who can make decisions that ensure the upgrading with the quality of programs accessible by his organization. As noted by (Al-Mufeed, 2006:96) that the effective leadership is the innovation distant vision, goals formulation, developing strategies, achieve cooperation and influence in the process of others, as well as the mobilization of motivation to work to achieve goals.

II - The Importance of Effective Leadership

Leadership is generally of great importance and direct impact on the completion of all business of organizations, as well as their role in identifying strategies and policies that are applied in the organization. As (Al-Shimiry, 2004:220) pointed out the value of leadership consisted in the following points:

- 1.Sincerity in the work and dedication in the service of the project.
- 2.Achieving a high level of collaboration between the employees and their boss.
- 3.Complete the work with a high degree of accuracy and proficiency.
- 4.Save the time needed to perform the work.
- 5.Access a very high degree of consistency between the parts of work itself and other businesses.

Then (Al-Duri, 2012:31) pointed out that effective leadership can obtain respect, have the strength and influence on the development of strategies, the implementation being one of the most important roles of the strategic manager for all operations and activities in the organization to reach a balance between the immediate and future goals, to take decisive and effective decisions. Meanwhile (Taki, 2014:2) has shown that the significance of leadership according to Napoleon's famous statement in which he said "an army of rabbits led by a lion, better than an army of black lions led by a rabbit", so the importance of leadership lies in:

- 1.It is the link between employees and the organization's plans and future perspectives.
- 2.It is the pot that within it all concepts, strategies and policies are fused.
- 3.Strengthen the positive forces in the organization and reduce the negative aspects as much as possible.
- 4.Controlling and solving work problems, resolving differences and weighing opinions.
- 5.Development and training of individuals as the most important resource of the organization and that they are taking the leader role model for them.

III - The Skills and Qualities of an Affective Leader

The skills possessed by managers are very important and emphasized by many researchers, including (Amayra, 1999: 97), who stressed that the manager must have the self, technical, human and organizational skills to perform his leadership tasks. Abdeen (2001:90) is explained that the success of any manager depends on the number of managerial skills (self, technical, humanitarian and organizational), it helps him to understand the work and performance thoroughly and enable him to analyze what is happening in his area of specialization and report the situations encountered, as may self-skills including: physical, mental and emotional qualities and characteristics of the manager that determine the features of his personality and affect individually or collectively in his behaviour and dealings with others and his ability to self-control. As noted (Kotter, John, Adayer, 2007:11) that some general characteristics characterize leaders, administrators qualified, which are:

- 1.Enthusiasm to accomplish things through which they can communicate with others.
- 2.Being considerate of individuals and taking into account the feelings of others .
- 3.Empathy and the desire to listen to others and take the blame.
- 4.Talent, skill and technique related to the task entrusted to him.

5. Direct initiatives and projects.
6. Integration and honesty with self.
7. Rationality and honesty that generate trust.
8. Linking the role and service of an issue.
9. Clear sense of purpose, clear goals, focus and commitment.
10. Inspiration for the attractiveness of the character to others and the ability to use it to motivate others.
11. Trust and self-belief in a way that others can feel (but trust should not be excessive and can lead to arrogance).
12. Insistency, demand high standards and seek respect.

Meanwhile, psychologists and administrators identified the features of a leader, as shown by (Chandler, 2007:112) As follows:

1. Feel the importance of the message and believe in the ability of the person to work and love for leadership.
2. Strong personality and ability to face harsh realities with courage.
3. Fidelity work for all superiors, employees and organization.
4. Maturity, good opinions, insight, wisdom and the distinction between important and unimportant.
5. Energy, activity, enthusiasm, and desire for action and initiative.
6. Firmness and confidence in making urgent decisions and willingness to work with them.
7. Sacrifice his wishes and personal needs for the common good.
8. Communication and negotiation skills and the power of expression .

In terms of capacity management like communication, organization, direction, control and the formation of team and performance as (Al-Kurdy, 2011:59) pointed out the most important qualities and skills necessary for the effective leader which include:

1. Traits and subjective/personal abilities include physical features, mental abilities, self-control, initiation and innovation, attractiveness towards others, and creating a good first impression.
2. Technical skills include the ability to take responsibility, a deep and comprehensive understanding of subjects with firmness, faith in the goal and the possibility of achieving it.
3. Human skills which mean the leader's ability to deal with his senior and coordinate their efforts.
4. Intellectual / mental skills, which is the ability of the leader to manage the organization and understanding of all the work, duties and functions required to carry out.

IV- Concept of Human Resources Management

Human resources management is one of the most important functions of management because of its direct attention to the human element, which is the most important and most valuable resource for the organization and the most influential in the quality of products and achieves the competitive advantage of organizations, which means, in short, the optimal use of the human element in the organization. Many researchers have identified the concept of human resources management, including (Shawish, 2000:27), which showed that human resources management is the administrative activity related to the identification of the project needs of manpower and provide them with specific preparation and

competencies and coordinate the utilization of this human resources as efficiently as possible. It is defined by (Bernotti, 2001:17) is the process of caring about all the human resources that an organization needs to achieve its objectives, this includes the acquisition, supervision, use, maintenance and guidance of these resources to achieve and develop the organization's objectives. Then (Qutb, 2014:2) pinpoints that the Human Resources Department is the personnel management of organizations or human resources and is specialized in attracting staff, selection, training and rewarding employees, following up the leadership of the organization, organizational culture and ensuring compliance with labour laws.

V - The Concept of Electronic Management

The entry of information technology in world management is a revolution in the field of business transformation from traditional administrative services to electronic services, which requires the presence of electronic management to elevate the administrative performance to provide the necessary services and accuracy required, where dispensing working with paper and replace it by the electronic office, which supports IT transactions, and transforming the organization to the management of electronic leads to conversion activities and functions of the organization to electronic systems integrated through:-

1.Availability of FAO information systems.

2.Availability of rules and elements of the transition to electronic management.

Thus, the elements of electronic management are: -

a) Paperless management consisting of electronic archives, e-mail, electronic diaries, directories, voice messages and automated follow-up application systems.

b) Management without being in a certain place is based on mobile phone, international phone, electronic conferences and work remotely through virtual institutions.

c) Timeless administration lasts for a period of (24) hours continuous non-stop.

d) Management without rigid organizations, it depends on network institutions and smart institutions through hardware, equipment and software of various types, communications and information systems as well as human staff that depend on computer awareness about it (Bill Gates, 1999:15). Also (Yassin, 2005:29) assures that information technology changed everything in human life and business until it became impossible to imagine the existence of any functional activity or any organized group work without the presence of tools and techniques of a computer and communications. (Al-Housh, 2006:410) defined electronic management that it covers all uses of ICTs in a way that achieves the full vision and then performs business. And it was defined by (Al-Maghriby, 2014:5) that electronic management is a to-do series of efforts that rely on information technology to deliver products to its students through the computer and seek to alleviate the problems caused by student products deal with individuals by contributing to the achievement of efficiency and effectiveness in organizational performance.

VI - Characteristics & Importance of Electronic Management

(Darwish, 2007: 3) pointed out the most important characteristics of electronic management as follows :

1.Increasing accuracy: The fact that electronic management as a modern mechanism in the processes of administrative development and organizational change, that represents a critical juncture in the form of traditional administrative tasks and activities where it involves the immediate processing of requests, accuracy and clarity in the completion of transactions.

2.Simplification of procedures: In the face of the need for administrative modernization most departments have worked to introduce information to their interests and made sure to make the best use of their possibilities and capabilities to meet the needs of citizens in a simplified and fast way, especially in the categories targeted by the activities of public organizations.

3.Transparency achievement: Full Transparency within the electronic organizations are the result to the presence of electronic controls that ensure periodic accounting for all that provides services, as transparency is known as the bridge between the citizen and civil society institutions on one hand and the authorities responsible for administrative tasks, on the other hand, it allows the participation of the entire society. In addition to that (Grant, 2008: 445) sheds light on the importance of the electronic administration show through its ability to respond to the real results of the third industrial revolution, which emerged at the end of the nineties, which is called a revolution of knowledge or information revolution, until reaching the new digital economy, which was marked by the emergence of digital technology and communication technology, especially the Internet.

VII - Concept of Electronic Human Resources Management

The technological development in all fields of life has shed a light on the reality of business in all its fields, leaving no work or activity except affected by the rapid technological developments in the external environment to be able to keep up with the competing organizations or to be able to overcome them. (Khuzami, 2003:15) pointed out that the human resources management function was limited to record-keeping and data on employees and their activities at work, then after a period of time required to switch the use to computers to keep up with the big changes in the business and capacity, which can be seen as a radical change like the work in this period and the challenges facing the human resources management are profound challenges as some stressed that the department is outdated and has no place in the future without change and absorb the challenges facing organizations in general. (Hopkins Markham, 2007: 18) showed that HRMS is simply, a distinctive application of web-based technologies in HR-related systems, which will contribute with other organizational changes to making HR information widely accessible, as well as providing many opportunities to manage that information. Then (Al-Najjar, 2008:242) stated that the electronic management of human resources is the practical application of the strategies and practices of the organization in resources, which is a way of performance in the management of human resources.

VIII - Objectives & Importance of Electronic Human Resources Management

(Moudy & Noe, 2005:9) notified the factors that have a significant impact on human resources management within this change in the environment are the technology factor, as changes that will result from this factor during the next 50 years are equivalent to the changes that have occurred in this field during the previous millennium, as noted by (Ruel et al, 2007:5) that E-HRM goals came

from its integration with the objectives of electronic management and keep pace with changes in the business environment by increasing the focus on strategic issues with increased flexibility of procedures, practices and increase the efficiency of human resources management while reducing costs and that the management of human resources directed towards the service of management and employees of the organization. As explained by (Parry et al, 2007:1) that integrating technology with human resources management increases the efficiency of HRM by increasing staff interaction and communication, as well as changing the business processes and skills required of both the HR department and all members of the organization. Then (Hopkins Markham, 2007:22) emphasized that the electronic management system for human resources is of great importance to any company because of its ability to facilitate access to information in addition to the link between different systems together giving the company a competitive advantage over the other companies, and with the development of this system and its extension to link a large number of separate databases will be the advantages and benefits that will assure far more than the cost of implementing, (Al-Alak, 2005:217), added several requirements to applicate electronic management concerning human resources being the most imperative elements in the organizations as shown below:

1. Determine the current and future needs of qualified individuals working on the Internet.
2. Attracting the best-qualified individuals in the fields of information systems and software.
3. Develop effective systems for the conservation, development and motivation of individuals.
4. Administrative empowerment of individuals for a for and rapid deal with the variables in the technological environment.

IX - Development of Electronic Human Resources Strategies

(Al-Meer, 2007:99) pointed out the most important human resource development strategies to deal with advanced and modern technology, also the application of electronic management such as:

1. Strategy for a culture of human and intellectual diversity, which is based on an understanding of other cultures and adopting multicultural and multinational task forces to develop constructive initiatives for the organization while emphasizing diversity from a global perspective in line with the local culture.
2. The strategy of education and organizational empowerment is achieved through the usage of global knowledge sources while enhancing the processes of creativity and innovation to develop human resources and maintain workers with core expertise and give them incentives encouraging work and creativity.
1. The strategy of adaptation and continuous change where changes represent a major challenge for organizations in general and for human resources management in particular, where the change in the way human resources work, especially in the development of teamwork (teams) with the shift from routine actions to an effective role in achieving the strategy and objectives of the organization.
2. Technical and Administrative Development Strategy: The lack of interest of individuals in developing their skills and abilities will lead to facing great challenges, including the loss of the organization's competitiveness on one hand,

and the loss of workers to their jobs, so it is necessary to adopt a strategy to develop human resources to meet these challenges.

3. The strategy of reinventing human resources management, the development of human resources depends on cultural and knowledge exchange to achieve quality in performance, empower employees, interest groups and teams, the adoption of scientific standards to measure performance and skill development and knowledge.

4. Proactive and Competitive Thinking Strategy: Improving the service is the biggest challenge facing organizations, and achieving competitive advantage requires finding suitable ways to increase its effectiveness in the field of human resources development, such as adopting a system of motivation, creating distinctive capabilities and training through proactive thinking and proactive polarization.

5. Continuing Education and Training Strategy: To reduce the obsolescence of skills, continuous education and training programs should be created and incentives for self-development should be provided.

Successful organizations choose appropriate strategies to develop their business and achieve its objectives, particularly with regard to the training, motivate employees and develop their skills as well as the development of the spirit of teamwork among them.

The practical side of the research

I - Community Sample Search

The research community consists of much senior administrative staff at different levels and operating in (Baghdad International Airport), where a random sample was selected to be distributed to them and the participants in the questionnaire were (50) people only as will be shown in table (3) below, which shows the suitability of the sample according to the qualifications of the individuals participating in the questionnaire, which showed that males participated in the questionnaire more participation rate than females and this is because the proportion of male workers in Baghdad Airport is greater than the proportion of females in general, as well as the most age group participation is between 31 years to 40 Years, and more participants in the questionnaire have a service of more than (10) years in work and most of them have high degrees, indicating the efficiency of the sample that was relied on in the questionnaire.

Table 3: Characteristics of Search Sample

Properties	Category	the number	percentage
Gender	Males	27	%54
	Females	23	%46
	Total	50	%100
Age	31years to 40 years	18	%36
	41years to 50 years	17	%34
	51years and over	15	%30
	Total	50	%100
Years of service	1year to 10 years	20	%40
	11years to 20	16	%32
	21years and over	14	%28
	Total	50	%100
Qualification	BA	19	%38
	Higher Diploma	11	%22
	M.A.	15	%30
	Ph.D.	5	%10
	Total	50	%100

II - Statistical Methods Used in the Study

A. Analyze the responses of the respondents by:

- 1.Arithmetic mean
- 2.Standard Deviation

B. Test your research hypotheses by:

- 1.Spearman's correlation coefficient
- 2.Simple linear regression

III - View & Analyse of the Research Results of the Sample Answers

The search results and analysis will be displayed based on the scale of Likert five, to determine the sample views and the extent of their response so (arithmetic mean and standard deviation) were used to determine the extent of harmony and compatibility between the views of respondents (as shown in Appendix No.2) and the results were as follows:

1.Effective leadership items: the analysis results pointed out that the overall rate of item calculation of effective leadership is equal to (3.396), the largest in the middle premise of (3) indicating that the sample answers are consistent, but only the total standard deviation amounted to (1.059) it shows the homogeneity of those answers. The item also achieved (the organization concerned with the training and development of workers' skills) higher mean calculated was (3.85) and a standard deviation of (1.027) indicating the importance of training to develop the capacities of workers and increase their skills at work .

2.Paragraphs of a system of electronic human resources management.

As results of the analysis showed that the overall rate among the calculation of the paragraphs of electronic human resources management system is equal to (3.03), the largest in the middle premise of (3) indicating that the sample answers

are consistent, the standard deviation of the total amounted to (1.007), which shows the homogeneity of those answers. Paragraph achieved (contributes to human resources management provides electronically in increasing the efficiency of administrative processes in the organization), the highest centre of my account of (3.27) and standard deviation (1.081) this shows that the human resources department's reliance on modern technology and the adoption of advanced programs and use of the Internet lead to the efficiency of the administrative processes and activities in the organization and thus the development of the organization as a whole, which lead to excellence and success.

The table shows the response of respondents to questionnaires n = 50

T	Effective leadership	Mean	standard deviation
1	Leadership applies both laws and instructions to all employees	83 . 3	059 . 1
2	Leadership has an effective and equitable system of incentive distribution that encourages employees to remain there	20 . 3	137 . 1
3	The manager makes an effort to develop a friendly atmosphere with subordinates	53 . 3	154 . 1
4	The administration helps new employees to get to know the nature of their work	98 . 2	097 . 1
5	The working environment in the organization is characterized by a social atmosphere and there are no conflicts between its members	70 . 3	091 . 1
6	There are channels of communication between the organization's senior management and its staff	78 . 3	187 . 1
7	There is interest by senior leadership in identifying the problems facing the organization and developing appropriate solutions for them in partnership with staff	08 . 3	944 . 0
8	Granting senior management certificates of appreciation to employees when they have completed their work well	0 5 . 3	219 . 1
9	Subordinates are empowered to develop their abilities and take responsibility at work	35 . 3	075 . 1
10	Take the views and ideas of employees and choose the most appropriate ones	25 . 3	006 . 1
11	Orders and instructions are issued in a friendly and understandable manner	40 . 3	871 . 0
12	Team spirit and frankness prevail among superiors and subordinates	53 . 3	877 . 0
13	The organization is concerned with training and developing the skills of workers	5 8 . 3	027 . 1

14	The organization provides health care to workers and their families	38 . 3	120 . 1
15	Opportunities for development and promotion are significant in the organization	00 . 3	038 . 1
16	The organization's system allows its employees to practice specialized tasks	28 . 3	154 . 1
17	Employees shall remain employed and shall be absent only for reasonable reasons	38 . 3	838 . 0
18	The objectives of the organization are clear and easy to implement	05 . 3	085 . 1
19	Collective performance prevails in the organization	40 . 3	257 . 1
20	New employees are assigned tasks and duties with long-established working groups	60 . 3	928 . 0
21	Work in the organization is commensurate with the habits, values and characteristics of employees	20 . 3	091 . 1
General Average		396 . 3	059 . 1
Electronic Human Resource Management System			
22	Human resources management electronically achieves a competitive advantage for the organization	95 . 2	932 . 0
23	Human resources management electronically reduces the number of auditors for human resources management	93 . 2	071 . 1
24	Human resources management electronically reduces administrative financial expenses	11 . 3	059 . 1
25	The use of human resources management electronically leads to faster access to efficient human resources	85 . 2	975 . 0
26	Human Resources Management Electronically Avoid human errors in human resources management	13 . 3	042 . 1
27	Human resources management electronically achieve greater flexibility in the work	20 . 3	203 . 1
28	Human resources management helps electronically in the decision-making process	59 . 2	904 . 0
29	The use of human resources management electronically to provide the possibility of working remotely through the Internet	90 . 2	987 . 0
30	The use of human resources management electronically leads to the accuracy of personnel information	18 . 3	010 . 1

31	The use of human resources management electronically improves the services provided to employees	18 . 3	107 . 1
32	Human resources management electronically facilitates interaction between different departments	23 . 3	920 . 1
33	Human Resources Department electronically achieves employee participation in the implementation of human resources management activities	06 . 3	043 . 1
34	Human resources management electronically promotes integration between different functional sectors	80 . 2	883 . 0
35	The availability of human resources management electronically to increase the efficiency of the employee	93 . 2	047 . 1
36	The availability of human resources management electronically contributes to increasing the efficiency of administrative processes in the organization	72 . 3	081 . 1
37	The use of human resources management electronically leads to quick access to personnel information	25 . 3	870 . 0
General Average		03 . 3	007 . 1

*Tables prepared by the researcher

IV - Hypotheses of the Study Test

a) Checking the link between effective leadership and the electronic human resources management system.

Table (4) below shows Spearman's' test results for the hypothesis of the first search, which refers to the existence of the correlation between effective leadership and the electronic human resources management system, the results show a correlation relationship with significant positive significant at the abstract level (0.01), which stood at (0.871), a relationship between the two variables show strength and thus accepted the main hypothesis first, which provides for the existence of the correlation between effective leadership and the electronic management of human resources system.

Table 4: The value of the correlation coefficient for the effective leadership variables and the electronic human resources management system

Variables	Electronic Human Resources Management System (continued)
Effective Leadership (Independent)	0.871

The abstract level =0.01

b) Verify the impact relationship between effective leadership and HRMS:

The results of the second hypothesis confirm that there is a significant effect of effective leadership in the electronic management system for human resources, where the value of the regression coefficient was (F) is equal to (27.881), which is higher than its tabulated value amounting to (3.231) at Free degrees of (1.40) and the abstract level (0.05), then shows the value of the coefficient of determination (R^2) amounting to (0.629) and supports the value of (Beta) (Regression coefficient) amounting to (0.971), where the results reinforced the value of calculated (t) in the (10.561), which is the largest tabulated value amounting to (1.685), therefore, based on those results the second main hypothesis was accepted, which states that there is a significant effect for effective leadership in the application of electronic management of human resources system and this is shown in the table (5) Below:

Table 5: Effect of Effective Leadership on Electronic Human Resource Management System

Electronic Human Resources Management System (continued)	Regression coefficient B_0	Beta B_1	R^2	Value (t) Calculated	Value (t) Tabular	Value (f) Calculated
Effective Leadership Independent	0.829	0.971	0.629	*10.561	2.630	*27.881

* $p \leq 0.05$

DF (1.48)

Conclusions and Recommendations

I - Conclusions

- 1.All the results of the analysis showed a strong correlation as well as a positive and significant impact between the effective leadership and the system of electronic management of human resources.
- 2.The research shows that managers at Baghdad airport do not rely on different incentive policies and programs, especially for the special employees in using the internet programs to encourage them and motivate others to learn from them.
3. Lack of financial allocations that contribute and help to provide the technology of all kinds in the work.
- 4.Lack of reliance on experts from home and abroad, in the field of technologies for the rehabilitation of workers in the best methods of work and achievement.
- 5.The existence of obstacles in the infrastructure that contribute to facilitating the implementation of electronic management.
- 6.Lack of reliance on courses that qualify workers to apply electronic management.
- 7.Failure to activate the role of airport staff to participate in the decision-making process of any kind .

II - Recommendations

1. Increase the number of staff training courses in (HRM) in the application of electronic management.
2. The senior leadership activates a system of rewards and incentives granted to employees employed and excelling using advanced and modern electronic technologies.
3. Effective management gives confidence to employees in human resources management in all electronic transactions.
4. Increase financial allocations to provide the requirements for the application of modern technology.
5. Provide specialized staff for the operation and maintenance of computers, as well as the provision of specialized staff to train in human resources management of how to apply modern technologies.
6. Improving and sustaining the organization's infrastructure to implement e-management.
7. The provision and use of electronic communication networks in the organization, help to increase the awareness of employees due to the importance of using electronic management in the work.
8. The administration studies all the obstacles that weaken or limit the application of electronic management to address them in all possible ways to eliminate them.
9. The need for overlap and rapprochement between individuals with accumulated experience in the use of technology, programs and the Internet with less experienced individuals to be trained and developed for adoption in the work.

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Appendix No (1)

M / questionnaire

Gentlemen

Greetings Please kindly answer the paragraphs of this questionnaire accurately and objectively to complete our research (tagged) the role of effective leadership in the application of human resources management system electronically (Field research at Baghdad International Airport)

Your answer is an important analysis tool that helps the researcher to accomplish the research.

First: General and Introductory Information:

1. Gender _____

2. Age _____

3. Years of service _____

4. Educational attainment _____

General Notes

1. The name is not mentioned

2. In front of each phrase, you will find five alternatives, and you are required to choose an alternative that matches your point of view

دور القيادة الفعالة في تطبيق نظام إدارة الموارد البشرية الكترونياً بحث ميداني في مطار بغداد الدولي

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مستخلص البحث:

أكتسب البحث أهميته من خلال تحفيز الجانب السلوكي للعاملين لتطبيق التكنولوجيا الحديثة في الانتقال من الإدارة التقليدية إلى الإدارة الالكترونية الحديثة في العمل لما له من أهمية في زيادة فعالية أداء العاملين وتميز المنظمات والتي تتحقق من خلال التأثير المباشر للقائد في العاملين . أسند البحث على فرضيتين رئيسيتين لبيان العلاقة والتأثير بين المتغيرات وذلك من خلال اعتماد استبانة لجمع البيانات والمعلومات المتعلقة بالبحث إذ تكونت العينة من (50) شخص من الإداريين العاملين بمختلف المستويات ثم خضعت عملية جمع البيانات للتحليل الإحصائي باستخدام البرنامج الإحصائي (SPSS) للوصول إلى مجموعة من النتائج والتي أظهرت وجود علاقة ارتباط وتأثير إيجابية بين متغير القيادة الفعالة ومتغير نظام إدارة الموارد البشرية الكترونياً كما توصل البحث إلى ضرورة أن يكون للقيادة الفاعلة دور في تغيير سلوك العاملين وتحسين مستوى أداءهم وتدريبهم على استخدام التكنولوجيا في العمل كما قدم البحث جملة من المقترحات منها الاهتمام بتدريب العاملين مع اعتماد الحوافز المادية والمعنوية للمتميزين في تطبيق واستخدام التكنولوجيا الحديثة مع كل الوسائل المادية اللازمة للتطبيق ودراسة كافة المعوقات لتطبيق ونجاح نظام إدارة الموارد البشرية الكترونياً ومعالجتها.

نوع البحث : بحث ميداني

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