

## On-line Human Resources Management Model

Hanady Al-Zagheer<sup>1</sup>, Hamza Ali AL Shawabkeh<sup>2</sup>,  
Samer Barakat<sup>3</sup>, Ibrahim Abu Nahleh<sup>4</sup>

<sup>1</sup>*Applied Science Private University, Jordan.*

<sup>2</sup>*Al Baha University, KSA.*

<sup>3</sup>*Applied Science Private University, Jordan.*

<sup>4</sup>*Hittien College, Amman, Jordan.*

### Abstract

On line human resources management and knowledge management are two terms that have been in common use in recent times due to their importance to organizations. Because of the use of the words talent and knowledge that are similar in meaning, people get confused between the two terms but in fact they are different concepts that are applied in different contexts. There are many differences between on line human resources management and knowledge management, which will be highlighted in this paper, in addition to suggesting a on line human resources management model that organizations can guide when starting to implement the concept of on-line human resources management.

**Keywords:** On line human resources management, Human resources model, competences, HR application.

### INTRODUCTION

In the era we live in today, on line human resources management has become inevitable, and thus a conflict has emerged between organizations about owning talent and employing it to serve its goals, and is working on proposing the necessary mechanisms to provide the appropriate regulatory environment for the growth of those talents, which makes on line human resources management one of the most important priorities for many organizations at the time. The current the intensity of competition and the increase in the challenges that organizations face and the requirements of the modern era of quality and excellence have led these organizations to seek to possess a high and distinguished type of talented human resources with high capabilities and superior skills, as they are the resource capable of creativity, innovation, distinction and leadership of the organization for success, This resource

needs to be dealt with specifically, and this is what gave rise to the concept of on line human resources management[2].

On line human resources management focuses on the future needs of the organization. It works in a strategic framework for the company's future goals by identifying the positions needed for growth and the best candidates to fill those positions.

If companies want to develop leaders from within their existing pool of talent and have the time and resources to develop a meaningful and effective on-line human resources management program, they will become an essential component of a long-term human capital strategy.

There is agreement that on line human resources management is the implementation of integrated strategies or systems designed to improve the processes of recruiting, developing people, retaining those with the required skills and preparing to meet current and future organizational needs.

### **1. On line Human Resources Management Concept**

Talents are a distinct and subjective ability, but it is characterized by privacy, and talents differ from the hobby, as the talents exist in the individual since his inception, but they are crystallized through training and the provision of knowledge. Talent plays a positive role in a person's life, as it helps him achieve himself [6].

As for the term on line human resources management, it was coined by (David Watkins) in (1998) when he published his article entitled “The War for Talent”, after which a group of researchers later published a book entitled (The War for Talent), and this management emerged at the beginning to improve the recruitment process and develop the skills necessary to meet the current organizational needs, and over time it developed along with its increasing responsibilities, and was integrated with the goals and strategies of the organization [5]. Many definitions of on-line human resources management have emerged, and the most important of these definitions are the following [4]:

-It is the process of developing, unifying and integrating all human capital management practices that are adopted within the organization in order to better ensure the attraction of human elements that possess distinct capabilities, skills and knowledge to work within an organization.

- It is the process of systematic attraction, development, participation and retention of individuals with high potential and who have special value for the organization.

-They are systems designed to improve the processes of hiring and developing people, retaining those with the required skills, and preparing to meet current and future organizational needs.

-It is one of the basic functions of human resources management, which has a major strategic role in organizations.

-Work to ensure that the best human resources that possess intellectual strength and

distinct talents are attracted to work within organizations, and then empower, develop and retain them, with the aim of achieving effectiveness and efficiency for the organization's performance.

## **2. On line Human Resources Management Emergence**

There are three stages of on-line human resources management emergence [3]:

The first stage: qualification management: It was in the seventies to the eighties of the twentieth century, when performance was measured through productivity, and the human resource function represented a business function, and it was called people management because it only qualifies individuals to serve the organization's goals and comply with the tasks assigned to them with a statement. Loyalty to their organization, the worker sells his time to the organization, he concludes with it a lifetime wage contract. As for the career path, it is based on experience and seniority, and we find that the members of this stage are given the name "the first generation."

The second stage: the management of competencies: This administration emerged in the eighties of the twentieth century and is still of interest to many organizations to this day, as this phase has known many changes and complications and intensified competition, which imposed a new reality for it, which is to increase its interest in the human resource and consider it the most important resource for it. And the management that governs it has moved from a mere business function to a business partner, as the attention has become more about the processes of creativity and innovation, highlighting the capabilities of individuals and investing their intellectual energies in order to be able to face all these complexities, and the individuals of this stage were called the "second generation".

The third stage: On line human resources management: The term "talent war" is commonly used to express the intense competition between organizations to attract talent. The term "on line human resources management" first appeared in (1998) through an article published by David Watkins as a development of the concept of human resource management. The stage they are called the "third generation", as the organizations have realized that the talents of individuals are the ones that qualify them to face all the complexities and uncertainties in the twenty-first century [1].

## **3. On line Human Resources Management Dimensions:**

When looking at the successive developments in the global economic system, we see that competition today has intensified between institutions, so that survival and success have become a strategic goal for these institutions. There are institutions that seek to attract talented employees and others seek to preserve them, and this is called a talent war through investment. In human resources and the development of a system to manage these talents, and in general, the on-line human resources management system is summarized in the following dimensions (elements) [9]:

1. Attracting workers: The organization should seek to build a good brand and

position in order to attract workers to it, and this is summarized in providing positive results that are quantitative and qualitative, and as a result it will be able to attract the best individuals to it.

2. Worker's selection: The organization should implement a new talent selection program, and therefore use appropriate tools to select suitable individuals on the basis of competencies, talents and high performance.
3. workers retention: You should adhere to these talented and essential individuals, they are the ones who lead the organization to succeed in the future and who are unable to waste them, the cost of replacing a profitable employee to the organization and who adds value to it is very expensive, and the organization needs to design strategies to retain talents such as a reward system for high performance, and provide development opportunities.
4. Recognizing the employees: by providing employees with evaluation reports on their work, knowing their aspirations and interests, and trying to discover their strengths and encouraging them to discover and express their latent talents.

#### **4. On line human resources management Determinants:**

There are several factors that help and contribute to the success of on-line human resources management, and they are as follows:

- a) Correlation and alignment of on-line human resources management with the organization's strategy and strengthening its position in the organization's senior management as a partner. [1]:
- b) On line human resources management views individuals as the main source of development and creativity, and accordingly, workers and individual jobs that are assigned to job management are among the expected organizational priorities, and this is through the extensive use of job competency models for different roles, and the organization is strengthened with more talents.
- c) The comprehensiveness of on-line human resources management for all administrative levels, as it is not related to the renewal of future leaders only, but it is related to all levels, and this is what makes the performance consistent in each organization.
- d) Investing in developing talent pools, not in all job segments, by identifying the scope and range of talent required to implement the strategies.
- e) Putting the right talent in the right place, and that is by making the right decisions in hiring and promotion, following up the career path and succession of individuals, and focusing on the actual tasks in the workplace.
- f) Integration of the elements and tools that enhance success and make the work environment more conducive to talent development, using multiple types of frameworks and tools different from those found in traditional human resource management.

There are also several challenges facing talented employees, the most important of which are [11]:

- a) Boredom turning ideas into action.
- b) Confusion about tasks and lack of self-control.
- c) The abundance of ideas and insufficient time to develop and implement them.
- d) Difficulty dealing with things they have no interest in.
- e) Uncertainty about the success of the work and always looking for another way to make it successful.
- f) Get creative when others want you to be.
- g) Convincing others of the usefulness of ideas.
- h) Push others to see what's on their minds and appreciate it.
- i) Leading others and not being able to realize the goal.
- j) Difficulty managing disappointment as it takes a long time to understand and assimilate ideas from other employees.
- k) The imperative of maintaining the level of achievement so that it matches their expectations and the expectations of others.
- l) Difficulty using talent and benefiting from it.
- m) The vast number of ideas and their disappearance in the inability to implement them.

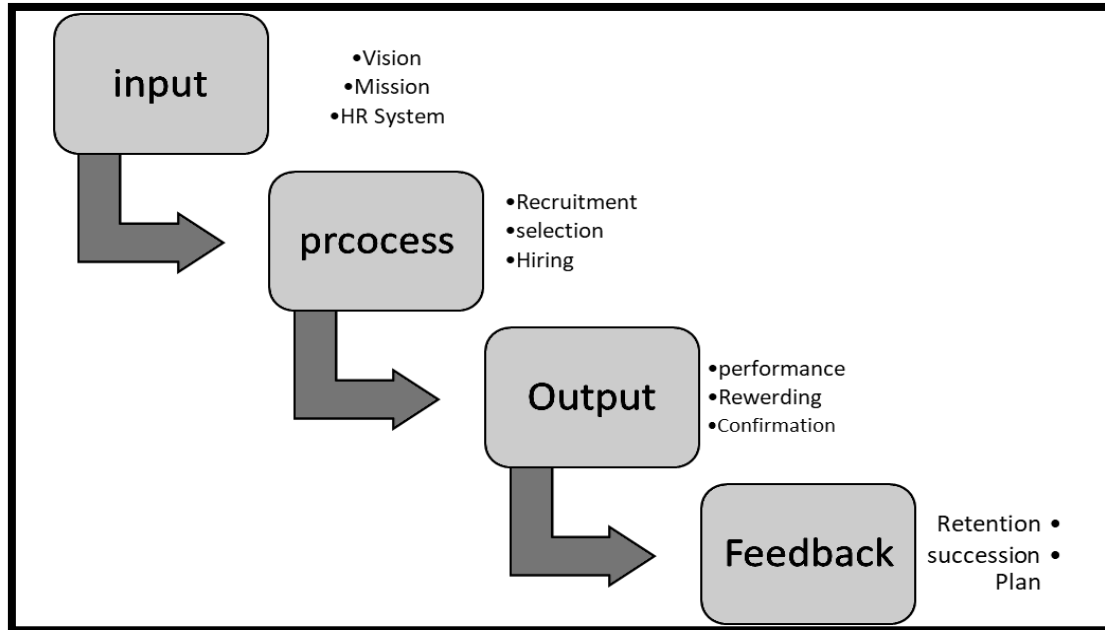
##### **5. Visualizing the Human On line human resources management system as an Integrated Approach:**

A on line human resources management system consists of several components aimed at achieving the goals of the company that adopts such a system. The on-line human resources management system can be defined as: a set of procedures and processes that translate the company's strategy and vision into integrated operational and application programs to reach excellence in the company in general from the following elements [19]:

- 1- Input: in the form of policies, systems, tools,
- 2- Processes: these are interactions that take place within the system.
- 3- Outputs: They are in the form of products, services, or information.
- 4- Feedback: It is a type of information that forms a kind of control and control that connects the outputs on the one hand, operations and inputs on the other hand.

Human on line human resources management is considered a part of the administrative process that cannot be dispensed with, in other words it refers to a specific group or combination of human resource practices in an organization, so on

line human resources management can be considered as a subsystem that interacts with other subsystems that make up the larger or total system, which is the company [10].



**Figure 1.** Overview of a proposed-On line Human Resources Management Model

## 6. Evaluation of the on-line human resources management model:

It is necessary to review the on-line human resources management process from time to time in order to assess the situation of talent in the organization and compare the conditions of talent in the organization with other competing organizations and find out whether the strategic plan for talent comes to fruition and results by answering many questions related to it. Was the appropriate training provided, and was it completed? Identifying all levels in the organization, and whether the organization has an encouraging environment for it now and in the future, and many other questions [18].

## 7. On line human resources management Outcomes:

The outputs of on-line human resources management appear through indicators and evidence that appear in measuring productivity, achieving a competitive advantage for the organization, increasing its income, reducing employee turnover, customer satisfaction, organizational effectiveness, and the organization's response speed to the changes and transformations that occur and other positive indications and indicators.

## **8. CONCLUSION**

The importance of on-line human resources management appears in what it achieves for the organization, as it is considered a source of excellence in business organizations, and the organizations' practice of on-line human resources management processes in terms of attracting, developing, motivating and sustaining talented employees helps in achieving the organization's current and future goals, in addition to that its importance appears in its ability to provide the needs of departments. And departments of human resources capable of working responsibly, flexibly and quickly in making decisions [14].

The importance of on-line human resources management appears in its reflection on customer confidence and satisfaction, which is achieved if organizations have talented and highly qualified employees, as their skill is reflected in the product or service provided.

The application of on-line human resources management in the organization is a way to spread the culture of learning and development as a means to achieve competitive advantage, as it works to discover the areas of creativity and strength of employees, and companies that have human resources with talents have a good reputation and are the focus of customer attraction and an incubator environment for creativity and excellence.

The importance of on-line human resources management is characterized by the formation of a database of candidates and employees for each administrative level in the organization and its focus on critical jobs that have an importance and a strategic dimension and works to discover the capabilities and capabilities of employees, develop them and work to preserve them, as the

Replacing and replacing it is expensive.

Many organizations depend on their talented employees to achieve their sustainability and strength of competition, and consider them as one of their assets and even their greatest assets, so they take care of attracting, attracting, developing and maintaining them.

## **ACKNOWLEDGEMENT**

The authors are thankful for Applied Science Private University, Amman, Jordan for their kind contribution in supporting this research work.

## **REFERENCES:**

- [1] Ahmad, A., Madi, Y., Abuhashesh, M., M Nusairat, N., & Masa'deh, R. E. (2020). The Knowledge, Attitude, and Practice of the Adoption of Green Fashion Innovation journal of Open Innovation: Technology, Market, and Complexity,6(4), 107.
- [2] Armstrong, M., Armstrong' s handbook of human resource management

- practice, 2012, 12th edition, Kogan Page, pp255-269.
- [3] Armstrong, M., *Armstrong's Handbook of Strategic Human Resource Management*, 5<sup>th</sup> edition, 2011, Kogan Page.
  - [4] Bersin, J., *On line human resources management What is it? Why now?* May, 2006, 6pages, available at: [www.bersin.com](http://www.bersin.com), accessed on: 03.08.2015.
  - [5] Boselie, P. (2010), *Strategic Human Resource Management. A Balanced Approach*, Birkshire: McGraw-Hill Higher Education.
  - [6] Boudreau, J. W., & Ramstad, P. M. (2005). *Talentship and the new paradigm for human resource management: From professional practises to strategic talent decision science.*
  - [7] Boxall, P. F. (1996) *The strategic HRM debate and the resource-based view of the firm*, *Human Resource Management Journal*, 6 (3), pp 59–75, available at:
  - [8] Caligiuri, P. M. (2006). *Developing global leaders.* *Human Resource Management Review*, 16, 219–228, available at: doi:10.1016/j.hrmr.2006.03.009.
  - [9] Cappelli, P. (2008). *On line human resources management for the twenty-first century.* *Harvard Business Review*, 86(3), 74, pp76–81
  - [10] Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M., Michaels III, E. G., *The war for talent*, 1998 Number 3, *The McKinsey Quarterly: The Online Journal of McKinsey & Co.*, available at: [http://www.mckinseyquarterly.com/article\\_print.aspx?](http://www.mckinseyquarterly.com/article_print.aspx?)
  - [11] Davenport T, Grover V. *Special issue on knowledge management.* *Journal of Management Information Systems* 2001; 18(1).
  - [12] Davenport T, Prusak L. *Working knowledge.* Cambridge, MA: Harvard Business School Press; 1998.
  - [13] Housel T, Bell A. *Measuring and managing knowledge.* New York: McGraw Hill; 2001.
  - [14] Dabboor, E., Al-Ghadir, H., Al-Gasawneh, J. A., Nusairat, N. M., & Hammouri, Q. (2021). *Factors Affecting Physicians Prescriptions: an Empirical Study on Jordanian General Physicians.* *Annals of the Romanian Society for Cell Biology*, 25(6), 18631-18647
  - [15] Hammouri Q, Almajali D, Nusairat N, Saraireh Sh. *Determinants of Users' Satisfaction with Mobile Apps*, *International Journal of Advanced Science and Technology*, Vol.29, No.3, 2020.
  - [16] Almajali, D. A., & Hammouri, Q. (2021). *Predictors of Online Shopping During Covid-19 Pandemic in Developing Country: Qualitative Analysis.* *Annals of the Romanian Society for Cell Biology*, 25(6), 12970-12977.
  - [17] Hammouri, Q. M., Abu-Shanab, E. A., & Nusairat, N. M. (2021). *Attitudes Toward Implementing E-Government in Health Insurance Administration.* *International Journal of Electronic Government Research (IJEGR)*, 17(2).

- [18] Liebowitz J. Knowledge management: learning from knowledge engineering. Boca Raton, FL: CRC Press; 2001.
- [19] Liebowitz J. Lessons learned in developing knowledge management strategies for the Government. New Jersey: KM World, Information Today, Inc; 2001.
- [20] Majali T, Azizah O, Alsoud S, Barakat S. Use of social media in Promoting Breast Cancer Awareness among Malaysian Women of Generation Y: A Conceptual Framework, *Multicultural Education* Volume 7, Issue 2, 2021.
- [21] Schreiber G, Akkermans H, Anjewierden A, de Hoog R, Shadbolt N, van de Velde W, et al. Knowledge engineering and management: the commonKADS approach. Cambridge, MA: MIT Press; 2000.
- [22] VANGUARD SCIENTIFIC INSTRUMENTS IN MANAGEMENT, vol. 11, no. 1, 2015, ISSN 1314-0582
- [23] White D, Fortune J. Current practice in project management: an empirical study. *International Journal of Project Management* 2002; 20(1). 198 J. Liebowitz, I. Megbolugbe / *International Journal of Project Management* 21 (2003) 189–198.
- [24] Wilkesmann,U.&Wilkesmann,M.Virgillito,A.(2007).Requirements for knowledge transfer in hospitals: How can knowledge transfer be supported in hospitals? discussion papers des Zentrums für WeiterbildungUniversität Dortmund ,ISSN 1863-0294.
- [25] Wony, K.Y.& Aspinwall, Elaine. (2004). Characterizing Knowledge Management in small business environment, *Journal of Knowledge Management*, Vol. 8 No.3.

