The role of Excellence Human Resources Management in Contemporary Learning Environments, in an Approach to Enhance E-Learning Practices

Dr.Oday Zuhair Mahmoud Nadeem[a], Aida A Saleh Al-Hasan[b], Dr. Muayad Abdulkareem Shakir[c], [a]Middle Technical University / Iraq, [b]University of Baghdad, College of Education for Women , [c]Al-Mamoon University College Email: [a]oday_zuhair@mtu.edu.iq, [b]aida64@coeduw.uobaghdad.edu.iq , [c]Muayedalnaqib@gmail.com

Designing e-learning environments for quality professional education through excellence human resources is a challenge for education designers, as the continuing practice of simply moving courses online can be surprisingly disabling. We argue that as universities strive to educate for excellence in professional practice, design approaches for the e-learning components must be conceptualised in a broader view of a contemporary learning environment involving integrated virtual dimensions. Our paper aims to provide more flexible, immediate and evolving virtual experiences, and test the relationship between the excellence human resources and e-Learning at the Al-Mamoon University College. The Education Studies Online project newsroom simulation project exemplified elements of the approach recommended in addressing the challenges of quality professional education. We highlight the generative role of the education designer in adopting an integrative and strategic stance when creating such environments. Implications for the selection and use of various e-Learning resources and corporate e-learning systems becomes evident as we highlight the role of excellence human resources management for instructional industrialism allowing courses to "move online". The analytical descriptive approach was adopted in analysing the research problem. The research was conducted on an available sample of 78 members. The research recommended a set of recommendations, from these, to increase the utilisation of available and effective excellence human resources that will make future changes in e-learning support.

Introduction

Excellence work culture has become an important entry point in achieving the objectives of an organisation. Human resources management has become, during the past two decades, a key partner in supporting and adopting the Excellence approach through the transformation of Excellence work behaviours to achieve the organisation's orientations in promoting modern technologies to achieve organisational objectives. This research tries to explain the trends of the studied sample towards the importance of Excellence human resources management as an approach to enhance the e-learning practices in Al-Mamoon University College, through a sample of faculty members which reached 50 members. The research consists of four sections. The first is the methodology of research, the second deals with the theoretical framework, the third focuses on the practical work, and the fourth section is devoted to the conclusions and recommendations. This paper is particularly, focus on e-learning environments which designed to develop excellent professional practice. An education design framework for higher education is presented for this purpose in Al-Mamoun University College Education. Design intentions should respond to the expectations of excellence education university customers and the more diverse profile of learners and their circumstances. Theoretical and practical insights into e-learning environments must be grounded in active design experimentation and careful analysis of emerging critical issues for teachers, learners, educational managers and education designers. These matters are illuminated through comparative case studies of e-learning in two professional fields, namely student's education and teacher education at Al-Mamoun University College. The cases highlight:

1. The importance of excellence human resources management in providing opportunities for desired forms of e-learning;
2. Quality education for excellence human resources management in professional practice;
3. The dimensions of human resources management and e-learning supportive of quality education in the university.
4. The role of the excellence human resources management for education designers as an enabler of e-learning solutions.

The First Section: Literature Review

1- The concept of excellence human resources management:

Excellence human resources management studies began in the late 1990s and quickly gained attention in recent decades. Today, more broadly, excellence human resources management is not only about environmental awareness but also about the social and economic well-being of the organisation, employees and beneficiaries (Ahmad, 2015: 3). The term "Excellence human resources" is often used to refer to the extent to which human resources policies and practices contribute to the protection of the environment and the conservation of natural resources, taking into consideration two essential elements: environmentally friendly practices and the preservation of knowledge capital (Prasad, 2013: 15). Excellence human resources management can be defined as a set of environmentally friendly human resources practices as well as the preservation of knowledge capital. The good management of these two concepts is optimal for ultimately achieving an organisation's social responsibility and sustainability, which is critical to every organisational entity (Ramasamy, et.al, 2017: 117). The concept of excellence human resources management can also refer to all activities, policies, practices and systems that include the continuous development, implementation and maintenance of all systems aimed at finding employees and the excellence organisation performance. It can also transform ordinary employees into supporters and adopters of the excellence approach in order to achieve the organisation's environmental objectives (Opatha and Arulrajah, 2014: 104)

 2- The importance of excellence human resources management :
The importance of excellence human resources management practices is vital in raising employees morale and this helps to achieve a great deal of benefits which will return back these benefits, for both the organisation and employees in the work environment, including the following:
(Patil and Sarode, 2018: 530), (Mamin Ullah, 2017: 10), (Opatha and Arulrajah, 2014: 104, Opatha 2013: 18), (Nijhawan, 2014: 69),(Vij et al. 2013: 20), (Cherian and Jacob, 2012: 31)

a) Improving the overall image of the organisation.
b) Improve the process of attracting the best employees.
c) Improve employees' participation and increase retention rate.
d) Improving productivity and sustainable use of resources.
e) Reducing the environmental impact of the organisation.
f) Improve competitiveness and increase the overall performance of the organisation.
g) Efficiency and cost reduction.
h) Waste disposal and recycling.
i) Reduce carbon and the use of paper.
j) Tax rebates and benefits.
k) Avoid or reduce natural disasters as a result of informal use and greed by the consumption of natural resources in production.

l) To ensure the survival of human beings and business organisations for a long period of time.

3- Excellence human resources management practices :

a) Excellence recruitment:

Many organisations are now realising that building an outstanding reputation by adopting excellence business initiatives is one of the best strategies to attract new employees who have an excellence policy culture (Ramasamy, et.al, 2017: 119). When recruitment is made according to this approach by creating virtual websites or mobile phone to advertise jobs, the use of paper and the cost of travel is reduced (Deepika and Karpagam, 2016: 427). Many studies also refer to the notion that organisations that are committed to protecting the environment are the most attractive to employees, thus enhancing the standard of their recruitment process (Cherian and Jacob, 2012: 27). According to data from a survey conducted in the UK, excellence awareness has become more influential on organisational practices in companies. The results of another larger study by the British Carbon Trust show that more than 75% of the 1018 employees prefer towork with companies that adopt a carbon reduction policy (Renwick, et.al. 2012: 2-3). Thus, the concept of excellence recruitment can be translated into digital mode without the use of paper that reduces environmental impact (Bangwal and Tiwari, 2015: 48).

b) Excellence performance management and evaluation:

Various organisations conduct a regularl evaluation performance to help align employees performance with the expected optimal organisational performance (Ramasamy et al., 2017: 119). Measuring excellence performance for the employees is one of the key functions of excellence human resources management (Arulrajah et al., 2015: 6-7). Excellence performance management plays an important role in the long-term effectiveness of excellence management as it directs employees performance to the environmental performance that the organisation needs (Tiwari and Bangwal, 2015: 48). This can be translated into excellence performance standards and excellence behaviour indicators, which should serve as a benchmark in evaluation of employee's performance at all levels (Prasad, 2013: 17). Finally, performance evaluation systems can achieve success in the organisation by linking performance evaluation with job descriptions with specific excellence objectives and tasks (Main Uddin and Islam, 2015: 15), and the integration of excellence standards into the performance evaluation system, along with the use of e-human resources systems to assist management and employees in tracking carbon emissions and the identification of excellence performance indicators (Nijhawan, 2014: 69).

c) Excellence training and development:

Excellence training helps employees to conserve energy, reduce waste, reuse, recycle, and contribute to organisational objectives. This can be achieved through learning courses to enhance the personal skills of managers and employees, and the formation of excellence teams at the organisation level (Patil and Sarode, 2018: 528). A survey of 157 companies in Spain on excellence training and management was conducted and found that companies that promote new and effective excellence management practices always provide a systematic environmental training program for their employees. A study of 94 companies in Brazil showed that training is an important human dimension that contributes to better employee implementation of excellence management principles (Cherian and Jacob, 2012: 28). Supervisors in the training process should use more courses, seminars and presentations online rather than printed publications, books and pamphlets to limit the use of paper (Hosain and Rahman, 2016: 57). There is also a direct and significant relationship between employees training and development due to the fact that their training and skills development can be translated into organisational objectives (Bhutto and Auranzeb, 2016: 121.) Excellence training and development practice focuses on the development of skills, excellence development, learning towards environmental management for energy and waste minimisation, and the dissemination of environmental awareness in organisations (Chanderjeet, 2017: 118-119) .

d) Excellence compensation and reward:

Excellence reward and compensation management is a key function of excellence human resources management and may be practiced by organisations in two ways: using financial rewards for their good performance, and some organisations reward employees morally such as with awards, special recognition and medals for their good performance (Arulrajah, et.al.2015: 9). In line with the strategic approach to reward management, excellence reward is a system of financial and non-financial rewards aimed at attracting, retaining and motivating employees to contribute to environmental objectives (Tang, 2018: 37). The compensation and reward system are key elements of human resources management, which are most important in maintaining the attention of the employee and motivated by the needs of the organisation, leading to achieve the organisational objective. According to a study conducted by the British Institute of Personnel and Development in the United Kingdom, 8% of British companies reward excellence behaviours of various types of awards or incentives. These practices can be effective in motivating employees to generate excellence initiatives (Ahmad,2015:7). Therefore, the reward system should be integrated into excellence human resources management practices for excellence-based organisations (Yusoff and Nejati, 2017: 237) so that it becomes a trend to motivate employees behaviour towards excellence performance, as organisations will benefit from waste minimisation practices (Margaretha and Saragih, 2013: 6).

Second: E-learning

1- The concept of e-learning

The definition of the concept of e-learning is not agreed upon. All the definitions considered at different trends according to the fields of application and their uses. Some define it as a learning which aims to create an interactive environment rich in applications based on computer technology and the global information network that enables the learner to access the resources of learning at any time and from anywhere (Al-Qazzaz, 2015: 70), or a modern method of learning using modern communication mechanisms from computer, networks and multimedia of voice, image, graphics, research mechanisms, electronic libraries, as well as Internet portals, both remotely and in the classroom, through the use of technology of all kinds in the delivery of information for the learner in the shortest time, with less effort and more useful manner (Fakher, 2017: 332). It can also be defined as an interactive learning system that provides the learner with a demand based on an integrated digital electronic environment aimed at building courses and connecting them to electronic networks, guidance, and organising and evaluating tests (Khazraji and Ali, 2018: 252).

2. E-learning benefits

Ali and et.al., (2009) and Ebadi and Zakaria (2014), see e-learning as having many benefits:

a)   Increase the possibility of communication between students, and between them and the teacher and the workplace.

b)   Sense of equality. This type of learning provides the full opportunity for students to present their views.

c)   Provide the curriculum or programs throughout the day and all days of the week.

d)   Reduce the volume of work, where e-learning provides tools that analyse grades, results and tests as well as the development of statistics.

e)   Reduce the cost of travel, accommodation and housing for learning.

f)   Fast distribution of learning materials.

g)   Exceed the constraints of space and time in the process of learning.

h)   Diversity of learning services because of the diversity of learning aids.

The Second Section: Methodology of Research
First: The Problem

Learning in Iraq continues to rely mainly on traditional methods in all universities and institutes. As the information and communication technologies revolution has developed, many e-learning styles have emerged as a response to developments in this field, which require orientations and philosophy that embrace and support excellence culture in adopting contemporary learning methods, to maintain an environment free of carbon emissions and reduce the use of paper and the use of the internet and other multimedia in the field of

information and communications. As above, the basic research problem is through the main question of: "What is the role that can be played by excellence human resources management to enhance e-learning practices in the Al-Mamoon University College". This question is divided into the following sub-questions:

1- Is there awareness by faculty members about the importance of excellence human resources management practices in a way that enhances the practices of e-learning process.?
2- What is the level of application of excellence human resources management practices and their contribution to enhancing the e-learning process?
3- Do excellence human resources management practices influence the enhancing of e-learning?

Second: The Importance of the Study:

The importance of the research emerges from the following:

1- Limited research conducted on the subject of excellence human resources management in general, as well as the scarcity of research on the nature of the relationship between excellence human resources management and e-learning in particular. This gives the research great importance and is the first attempt according to the researchers to link these two variables.
2- Demonstrate the important role and increase understanding that excellence human resources management can play as a modern trend for business organisations to enhance e-learning practices.
3- Provide scientific contribution and theoretical knowledge, for both beneficiaries and interested researchers.
4- The researchers hope that this research is the beginning of the start of research and studies of the modernity of the subject at the theoretical and applied level, as well as the lack of Iraqi organisations for such research and studies.

Third: *The Objectives of the Study*

The research aims to achieve the following objectives:

1- Explain the concept of excellence human resources management and its practices.
2- Introducing the idea of e-learning as a solution to develop the learning level in Iraq.
3- Determination of the attitudes of faculty members in Al-Mamoon University College towards e-learning.

4- Clarifying and explaining the nature of correlation and influence relationship between excellence human resources management practices and e-learning in Al-Mamoon University College.

Fourth: Research Methodology

The analytical descriptive approach was adopted in this research. This approach is considered to be an appropriate method to give a clear and accurate image in the explanation of the phenomenon of research problem and adds an additional accumulation of knowledge and facts.

Fifth: The Hypothesis of Research

According to research objectives and problem, the research attempts to test and verify the credibility of the following hypotheses:

The First Main Hypothesis: There is a significant correlation between excellence human resources management and e-learning.

The Second Main Hypothesis: There is a significant impact of excellence human resources management on e-learning.

Sixth: The Descriptive Model of the Research

Figure 1 shows the descriptive model of the research, which illustrates the nature of the relationship between research variables:

Figure 1. The descriptive model of the research

Seventh: The Research Community and its Sample

Al-Mamoon University College was chosen as a field for the application of the research, which is one of the Iraqi private universities. The sample of the research consisted of an available sample of the faculty members of Al-Mamoon University College, which numbered 50 members.

Eighth: Sources of Data Collection

The researchers relied on two types of resources in collecting data:
1- Secondary resources: The research was adopted in covering the theoretical side on a set of specialised scientific books and periodicals in research, in addition to thesis and dissertations, reports, the proceedings of the conferences, symposia and websites.
2- Primary resources: The data relied upon by the research in covering the field side through the design of a questionnaire that served the objectives of the research. It was adopted as a main tool in the data collection schedule, as shown in Table 1 below :

Table 1: The main tool of data collection schedule

ID	Main Variables	Sub dimensions	References
1	Excellence Human Resources Management	• Recruitment • Training • Performance • Reward	(Tang, et.al.2018), (Masria and Jaaronb,2017), (Arulrajah, et.al. 2015), (Renwick, et.al.2012)
2	E-Learning	———	(Abadi and Zakaria, 2014) (Salman and Brahimi, 2015), (Qazaz, 2014)

First: Excellence Human Resources Management Practices
The Third Section: The Practical Framework for Research
First: Presenting and Analysing the Views of the Research Sample

The data presented by the questionnaire and the analysis of the sample responses regarding the dimensions of excellence human resources management is as follow: Excellence recruitment, excellence training and development, Excellence performance management and evaluation, and Excellence compensation and reward. These will be presented as independent variables and e-learning as an dependent variable:

1 - Analysing the views of the research sample on the dimensions of the excellence human resources management:

3.94 is a high mean, while the general standard deviation is 0.83. This indicates the homogeneity of the responses of the sample of the research on the dimensions of excellence human resources management. This is confirmed by the coefficient of variation 21.06%. The dimensions of this variable were as follows:

a) Excellence recruitment: The mean of this dimension was 3.82, which is a high mean, and the standard deviation was 0.83. This indicates the low dispersion in the sample answers. This is confirmed by the coefficient of variation 21.72%.

b) Excellence training and development:
The mean of this dimension was 4.08, which is a high mean and the standard deviation was 0.87. This means a high homogeneity in the answers of the sample to the questions of this dimension. This is indicated by the coefficient of variation (21.47%). This dimension indicated a good interest from the research sample.

c) Excellence performance management and evaluation:
The mean of this dimension (3.85) was a relatively high mean and the standard deviation was 0.80, confirmed by a good coefficient of variation (20.93%). This confirms good interest in evaluating the Excellence performance.

d) Excellence compensation and reward:
The mean (4.03) was a high mean, with a standard deviation of 0.82, confirmed by a coefficient of variation of 20.44%. This indicates that the sample gives good importance to this dimension.

Table 2: Results of the independent variable: The excellence human resources management.

Dimension	X	Mean	S. D	C.V
Excellence Recruitment	X1	3.15	0.88	27.93
	X2	4.01	0.76	18.95
	X3	4.00	0.90	22.50
	X4	3.98	0.86	21.60
	X5	3.97	0.75	18.89
	Result	3.82	0.83	21.72
Excellence Training and Development	X6	4.02	0.98	24.37
	X7	4.11	0.93	22.62
	X8	3.99	0.78	19.54
	X9	4.32	0.86	19.90
	X10	3.89	0.83	21.33
	Result	4.08	0.87	21.47

Excellence Performance Management and Evaluation	**X11**	**3.90**	**0.77**	**19.74**
	X12	**3.85**	**0.78**	**20.25**
	X13	**4.00**	**0.83**	**20.75**
	X14	**3.84**	**0.91**	**23.69**
	X15	**3.67**	**0.74**	**20.16**
	Result	**3.85**	**0.80**	**20.93**
Excellence Compensation and Reward	**X16**	**3.97**	**0.77**	**19.39**
	X17	**4.12**	**0.84**	**20.38**
	X18	**4.03**	**0.83**	**20.59**
	X19	**4.10**	**0.90**	**21.95**
	X20	**3.97**	**0.78**	**19.64**
	Result	**4.03**	**0.82**	**20.44**
Total		**3.94**	**0.83**	**21.06**

Table 2 shows the results of the independent variable: The excellence human resources management.

Figure 2: refers to the ranking for the dimensions of excellence human resources management, according to their mean.
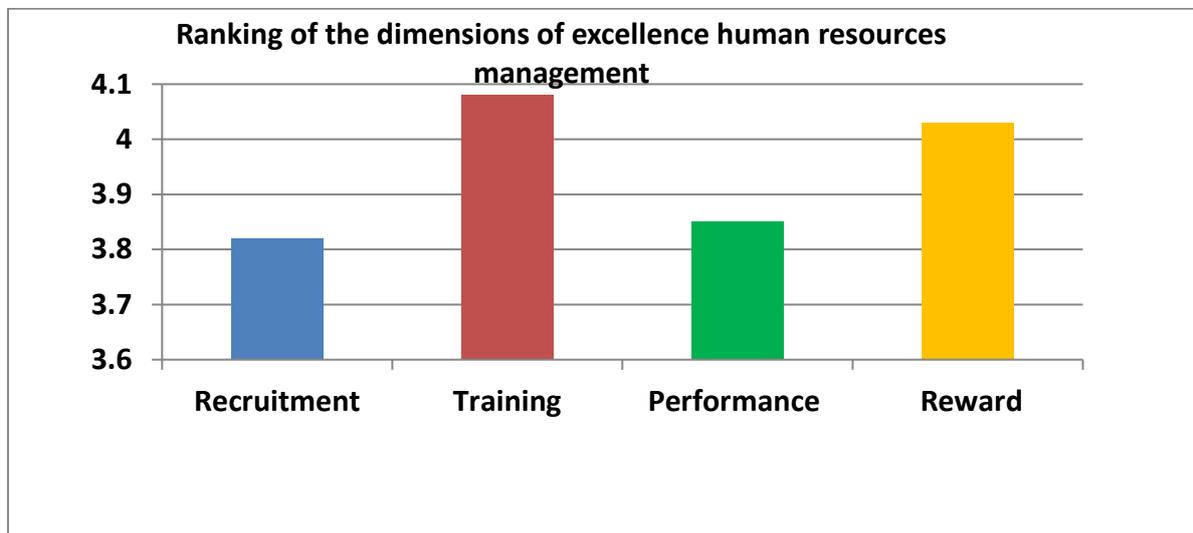

Figure (2) The ranking for the dimensions of excellence human resources management , according to their mean

2. Analysing the views of the research sample on e-learning:
The mean of the e-learning variable was 3.68, which is a high mean, while the general standard deviation was 0.83. This indicates a good homogeneity in the responses of the

research sample on this variable. The coefficient of variation was 22.66%. This indicates the good interest of the sample members in the ability to use e-learning.

Table 3: Results of the dependent variable: e-learning.

X	Mean	S. D	C. V
X1	**3.98**	**0.88**	**22.11**
X2	**4.01**	**0.68**	**17.00**
X3	**4.00**	**0.95**	**23.75**
X4	**3.56**	**0.73**	**20.50**
X5	**3.59**	**0.83**	**23.11**
X6	**4.11**	**0.82**	**19.95**
X7	**4.00**	**0.92**	**23.00**
X8	**3.87**	**0.77**	**19.89**
X9	**3.75**	**0.78**	**20.80**
X10	**4.15**	**0.87**	**20.96**
X11	**3.97**	**0.91**	**22.92**
X12	**3.69**	**0.79**	**21.40**
X13	**4.01**	**0.83**	**20.69**
X14	**4.00**	**0.87**	**21.75**
X15	**4.21**	**0.89**	**21.14**
Result	**3.68**	**0.83**	**22.66**

Second: Test the hypotheses of correlation and impacts between research variables:

In this part, we will examine and analyse the relationship of correlation and the impact between the dimensions of excellence human resources management as an independent variable, and e-learning as a dependent variable, as follows:

1- Test the hypothesis of correlation between research variables:

The correlation between excellence human resources management and e-learning will be tested and analysed using a simple correlation coefficient, as per Table 4 below:

Table 4: The simple correlation coefficient between the variables

independent Variable ⟍ dependent variable	Excellence Human Resources Management	The dimensions of Excellence human resources management				t value
		Excellence Recruitment	Excellence Training	Excellence Performance Evaluation	Excellence Compensation and Reward	
E-Learning	0.779**	0.702**	0.774**	0.693**	0.711**	2.662
Calculated value of t	8.96	9.22	7.95	8.00	7.93	Degree of Confidence
Type of Relationship	There is a significant correlation between all dimensions of Excellence human resource management with the variable e-learning at a significant level (0.01)					0.99

a) A positive, strong and significant correlation relationship was found at the level of 0.01 between excellence human resources management as an independent main variable and e-learning as a dependent variable, with a simple correlation coefficient of 0.779. What is supported is that the value of calculated (t) is 8.96, which is greater than the scheduled (t) value of 2.662.

b) The degree of correlation coefficients between e-learning, and each of Excellence recruitment, Excellence training and development, Excellence performance management and evaluation, and Excellence compensation and reward as main variables are 0.702, 0.711, 0.693, and 0.774 with a degree of confidence of 0.99. The significance of this correlative relationship is that the calculated value of (t) is 9.22, 7.95, 8.00 and 7.93 respectively. These are larger than the scheduled (t) value of 2.662, indicating a positive correlation with a significance between the main dimensions of the main variable and the sub-variable with a confidence level of 99%.

2- Test hypotheses of impact between research variables:

We will examine the relationship between human resources management and e-learning using simple regression. (F) is used to test the significance of the regression equation, as well as the slope of the regression equation (B) and the coefficient of determination (R^2). This is to explain the impact of the of the dimensions of excellence human resources management to the changes in e-learning.

Table 5 shows the relationship between human resources management and e-learning using simple regression:

Table 5: The relationship between human resources management and e-learning using simple regression

Dependent Variable / Independent Variable	Constant	E-Learning	(F) Value		Coefficient of determination R^2
	A	B	Calculated	From Table (1%)	
Excellence Human Resources Management	0.902	0.860	104.98	6.96	0.786

The value (B) of 0.860 represents the slope of the regression equation. This indicates that any change in the value of the independent variable by one unit leads to a change in the value of the dependent variable by 86%. The value of (F) calculated for the simple regression model was 104.98, which is greater than the scheduled value of (F) which is 6.96 at a significant level of 0.01. This indicates the significance of the simple regression model at the level 0.01. This indicates that excellence human resources management has a significant impact on e-learning. The value of the coefficient of determination (R2) is 0.786. This means that excellence human resources management explains 78.6% of the changes in e-learning. The remaining 21.4% is due to the contribution of other variables not found in research schema.

Conclusion

It appears that there is interest in the sample of research in the practice of e-learning, this interest is because of the great desire and motivation to develop the means of learning. The research sample was based on the excellence human resources management as a future vision to face the challenges that prevent the practice of e-learning and this dependence is distinguished in the field of recruitment and excellence training. The research sample has used excellence recruitment as a tool to enhance the ability to develop e-learning. This policy had a clear role in enhancing the ability to meet the challenges of not implementing this type of learning. Excellence human resources management has a clear role in the development of e-learning, as reflected in excellence performance and excellence rewards. The research sample used the dimensions of excellence human resources management combined in enhancing their ability to develop e-learning more than if they were used separately. This confirms a logical conclusion on the existence of interdependence and integration between these dimensions, whose role is reflected more in the collective manner, than used individually. The research sample was able to use changes in the excellence human resources management combined to make more changes in the development of e-learning than to use them individually or separately.

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