

**The Relationship Employee Training, Motivation and Managing Employee  
Relations with Information Technology**

Talal Abdulraziq\*

**Abstract**

Information technologies are widely used today in the field. It is considered that the use of information technology in organizations may be related to employee training, motivation and employee relationship management.

The aim of this study; to determine whether there is a relationship between employee training, motivation and employee relationship management and the use of information technology. For this purpose, 381 employees from Libyan Zitouna University were collected by face-to-face survey method and analyzed in SPSS 18.0 program.

As a result of the analysis, it was determined that there was a direct relationship between the variables. With this study, it is expected that organizational management will be encouraged to benefit from information technology and contribute to increasing the level of use of information technologies.

**Keywords:** Employee training, motivation, employee relationship management, information technology

**Jel Code:** M11

---

\*al Zaytona University, talalalir1982@gmail.com, (orcid: 0000-0003-1951-3538)

## **İşgören Eğitimi, Motivasyon ve İşgören İlişkileri Yönetimi İle Bilgi Teknolojisi İlişkisi**

### **Özet**

Bilgi teknolojileri bugün hemen her alanda yaygın olarak kullanılmaktadır. Örgütlerde bilgi teknolojisi kullanımının, işgören eğitimi, motivasyon ve işgören ilişkileri yönetimi ile ilişkili olabileceği değerlendirilmektedir.

Bu çalışmanın amacı; işgören eğitimi, motivasyon ve işgören ilişkileri yönetimi ile bilgi teknolojisi kullanımı arasında bir ilişkinin olup olmadığının belirlenmesidir. Bu amaçla Libya Zitouna Üniversitesi'nden 381 çalışan ile yüz yüze anket yöntemi ile veriler toplanmış ve SPSS 23.0 programında analiz edilmiştir.

Yapılan analiz sonucunda değişkenler arasında doğru yönlü bir ilişki olduğu belirlenmiştir. Bu çalışma ile örgüt yönetimlerine bilgi teknolojilerinden yararlanma bakımından cesaret erilmesi ve bilgi teknolojilerinin kullanım düzeyinin artırılmasına katkı yapılması beklenmektedir.

**Anahtar Kelimeler:** İşgören eğitimi, motivasyon, işgören ilişkileri yönetimi, bilgi teknolojisi

**JEL Kodu:** M11

240

### **1. Introduction**

Performance management in an organization has been an important asset for the development of the performance of the employee. The organizational performance includes productivity, profitability, marketing enhancement and customer satisfaction. However, in the context of employee performance, it is totally related to the organizational performance. An efficient and effective employee performance helps in maintaining the organizational performance.

Performance has been an important aspect for organization in the market. The importance of performance cannot be calculated in an organization. There are a numerous of benefits of performance in an organization. The management of performance helps in maintaining success of the company in the market. The performance management systems have been included in the organizational goals.

The information age or the media refers to the period when information has



become more accessible. The use of technology, downsizing computer sizes and upgrading their memory storage came in this age. The corporate scenario changed like never before in this age due to easy availability and access to information. The industries from being solely production oriented shifted to information intensive ones (Acquisti, Brandimarte & Loewenstein, 2015).


The human resource management field is currently undergoing significant transformation. Human resource management (HRM) is defined as "designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals" (Mathis & Jackson, 2010: 4). Whether employees are in big organizations with hundreds of jobs or small nonprofit organizations, managing employees in any organization is about more than simply administering designing training, avoiding lawsuits, or a pay program. If human resources are to be a significant part of effectively competing in the market, a different level of thinking about human resource management is essential. Skilled and creative employees working in effective and flexible organizations that give rewarding work for employees is vital for all managers, not just those in human resource departments. Therefore, employees in organizations could be a core competency (Orlikowski & Baroudi, 1991).

## **2. Teoritical Framework**

Organizations have hiring decisions on candidates' existing qualifications, many organizations make available ways for their employees to improve their knowledge, skills, and abilities. To do this, organizations support employee training and development. Training is always considered to be planned effort to qualify employees to learn job-related knowledge, skills, and behavior. For instance, several organizations provide for safety training to educate employees safe work habits. Development deals with acquiring behavior, knowledge and skills that play a role improving employees' ability to meet the challenges of a variety of new and/or existing jobs, For example the client and customer demands of those jobs (Noe et al., 2010). In fact, development programs mainly revolve around preparing employees for management responsibility. Similarly, if organizations plan to make teams to manufacture products, it may provide for a development program to help employees learn the ins and outs of effective teamwork (Mathis et al., 2016).

The desire within an individual causing that individual to act is called motivation. People typically act to meet a goal, which means that motivation is





*The Relationship Employee Training, Motivation and Managing Employee  
Relations with Information Technology  
(ss. 239-258) Talal Abdulrazziq*

considered a goal-directed drive that rarely occurs in a void. The need, want, desire, and drive are all similar words to motive, as the word motivation was derived. Theories to understanding the concept of motivation vary for the reason that diverse theorists have developed their own models and views. Therefore, each approach has played a significant role in understanding the human motivation.

In fact, the motivation is usually individualized and complex; thus, several managerial strategies and tactics must be adopted to address the motivation concerns of employees at work. However, there are some factors that can obstruct motivation and work performance include an employees 'capabilities and determination to get work done in spite of difficulties. For example, with poor-performing workers, managers should determine if inadequate individual behavior is caused by inconsistent reward policies, employee insufficiencies or deficiencies, or low desire for the rewards offered(Mathis & Jackson, 2010).

When the organizations have supportive managers and supervisors who serve as mentors, worries about motivations could be well addressed with workers.

There are numerous elements in the reward package that may play a role in improving in the job performance (Stredwick, 2005), as shown Figure 2.1.

242



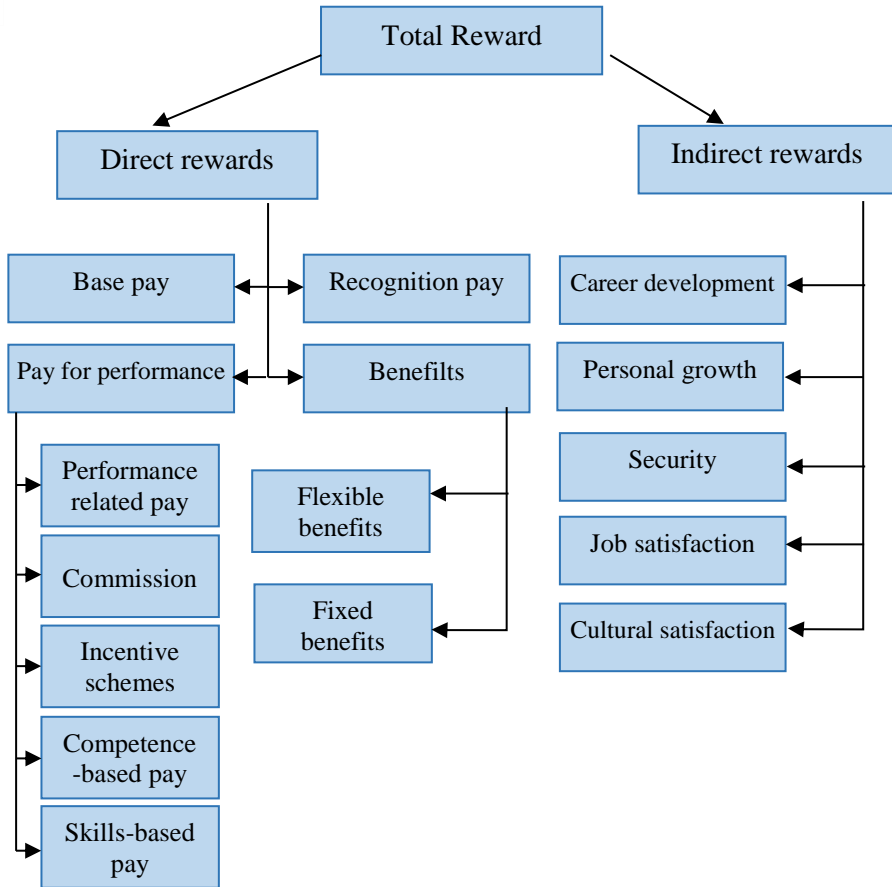


Figure 1. Components of The Reward Package

The employee relations are defined as the process of creating and negotiating the terms and expectations of the employment relationship. This process is particularly vital for employees in a business that is renowned for its unsafe and unfair practices. By tradition, the negotiation is committed by employment unions on behalf of members in the form of collective agreements (Loosemore, Dainty, & Lingard, 2003). However, employee relationship management is related with a process that organizations use to excellently manage all interactions with workers or employees, eventually to accomplish

the goals of the organizations.

The human resources department (HRM) could play a critical role the employee relationship management, both in terms of training and educating managers and executives on how to efficiently establish and foster relationships with their employees and in determining and monitoring those relationships to identify whether goals are being met (Behara, 2012). Indeed, communication is critical to creating strong employee relationships. Managers should be committed to communicating frequently and reliably with employees about the issues that have an impact on their work.

The concept of the information technology always included the software and hardware of the technical devices. The technology is associated with every electronic machinery, internet, telecom equipment and e-commerce. It works for the data storage device, control the database management, data retrieval, data transmission and also data manipulation. There are several basic concepts in the Information Technology which works with the first the software and hardware and the network that provide the information. It is basically work with the software that is the internal part of the computers and the hardware which are outputted parts that we can touch. The software works as per the instruction of the hardware which helps to operate the computer. The software stores the every data that we call the information and the plays the role of the communication technology (Lloyd, 2017).

There are several types of computers and networks where the information technology applies their works. The supercomputers which are mainly formed for the weather forecast machines because it works quickly.

The mainframe computer is another form of computers which are uses for the government departments and various organizations. The smaller version of the computer also uses in the offices for storing the database. Network is one of the important part of the information technology. It is help to the user to communicate with the other network. The personal computer is designed for using individually which is use in the houses. The portable computers which are also known as laptop or the notepads which are portable and can carried by the user wherever users are want to take away. It is basically operated by batteries. The another form is Personal Digital Assistant or PDA is designed for carrying easily and can keep in the hand when the user using the machine. The small pens that are using as PDA select the character in the keyboard. One of the examples is Palm Pilot (Lloyd, 2017).



### **3. Aim of Study**

The aim of this study; to determine whether there is a relationship between employee training, motivation and employee relationship management and the use of information technology.

### **3. Scopy of Study**

The study community consists of all employees of the the Zitouna University from administrative departments, departments managers and unit managers as well as IT employees, a random sample of about 2300 employees were selected according to the table mentioned Küçük, (2016b). In this case, a sample of the total number reached 381 is determined by judge method (Küçük, 2016b: 98).

Even though the current study has an ability to achieve its goals or purposes, the time limit enforces the current study to only concentrate on higher education institutions, especially the university. Consequently, the current study will exclude higher institutes and the primary and secondary schools. Consequently, the current study will only concentrate on the members of Zitouna University who have knowledge about the HRM applications in the universities.

### **4. Methodology**

Choosing participants and selecting a sample is considered as one of the most important aspects of any research quantitative method (George, Kruger, & Tennant, 2012). Indeed, samples could be chosen as probability or non-probability samples (Küçük, 2016a). The fundamental distinction between probability and non-probability samples is that in probability sampling all respondents or participants have the sample chance of being selected, as probability samples frequently called a random sample that is relied upon to be without bias, as well as there are many types of probability samples, such as simple random sample, a stratified sample and a cluster sample (Maisel & Persell, 1995; Self, Roche, & Hill, 2007).

In the current study, the simple random sample is very appropriate for the current study because the sampling frame is possible (Lavrakas, 2008); thus, all the employees of the Zitouna University will have an equal opportunity of being selected in the current study. The population of this study will consist of all the employees of the Zitouna University, as the total number of employees

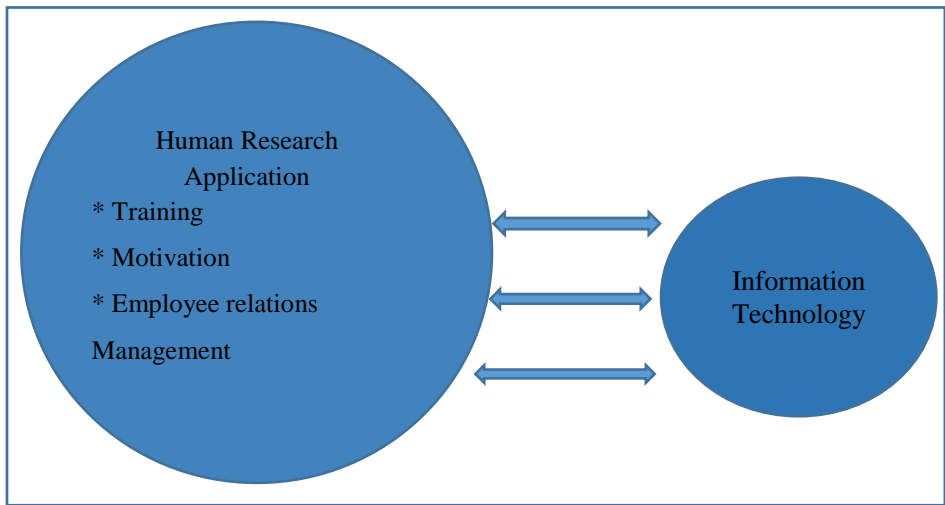


is 1000 employees. According to the Morgan's table for sample size (Krejcie & Morgan, 1970; Küçük, 2016a) with Confidence of 95% and Margin of Error of 5% (Küçük, 2016a) the sample size will include participants of the Zitouna University 's employees determine judge method. Datas has been collected faci to faci survey method.

The content validity and reliability analysis (Andrew, Pedersen, & McEvoy, 2011) of the information technology and human resource management scales will be used to assess the reliability of both the scales or measuring the internal consistency of the multiple items. Statistical Package for Social Sciences (SPSS) (Wagner III, 2016) version 18 was used for data analysis. Percentages and frequencies were used for analyzing the demographic data. One-sample test was used to measure the levels of organizational value sand rules as well as quantity of work, quality of work, skills of employees and attendance of employees.

## 5. Research Model

The model of the research is shown in Figure 2.



Şekil 2. Research Model

In the model, there are basically two variables such as human resources applications and information technologies. Human resources practices;





education, motivation and employee relations. Therefore, the relationship between these sub-dimension variables and information technology will be examined.

## **6. Hypothesis**

it has been suggested that employee training enables employees to acquire and utilize the new skills(Li, Zhao, & Liu, 2006). For example, in high-tech organizations, employees with more innovative knowledge are significant resources of the organizations, and they are needed to repeatedly acquire new skills and knowledge to keep pace with technological development. In fact, the training could improve employees' capabilities of accepting novel skills and utilizing modern knowledge and improving employees' competence in innovation. Innovation includes the production of novel ideas that could be applied to solve some important novel problems(Li et al., 2006). In addition, it has been shown by continually providing training, the employees could more quickly obtain new knowledge, as well as they can increase their innovation ability. Thus, when the employees who have extended their expertise and knowledge, they could produce further technological innovations(Li et al., 2006).

In fact, the employees require or need organizational incentives to boost the innovation process. Employees' behavior can mainly be explained in terms of two main interests, which are social acceptance and economic gain (Li et al., 2006). Both social acceptance and economic gain interests provide incentives for the employees. Therefore, the incentives for the employees could be divided into material incentives and non-material incentives. Then on-material incentives are primarily social acceptance while the material incentives are primarily economic gain. The material and non-material incentives could meet the diverse needs of the employees in technological innovation activities(Li et al., 2006).

A series of studies (Li et al., 2006) have indicated that extrinsic rewards, including for example a increases, bonuses, and awards are harmful to innovation. Thus, rewards based on in innovative results can have a negative impact on the innovative ideas.

The more open organizations could be, the more probably the employees are to begin strong relationships that bring about increased loyalty and productivity among workforces and then decreased turnover and



dissatisfaction. In addition, managers and the HR departments must always be alert for signs of dissatisfaction, which can be subjective, over and above carefully observing the findings of more formal assessments. These findings should also be shared with relevant employees. Too often employees or workers are questioned to complete surveys and are not informed of the findings --or what will be done with the findings (Behara, 2012).

Küçük and Kocaman (2014, 2016a) found that the performance of the organization, the operations performed in the organization, innovation studies, customer satisfaction oriented applications and logistics practices are related to the organizational performance.

In the light of this literature, the hypotheses of the research were determined as follows:

H<sub>1</sub>: There is a positive relationship between employee training and the use of information technologies.

H<sub>2</sub>: There is a positive relationship between motivation and use of information technologies.

H<sub>3</sub>: There is a positive relationship between employee relationship management and the use of information technologies.

## **7. Analysis**

Factor analysis findings related to the use of information technology are shown in Table 1.



*The Relationship Employee Training, Motivation and Managing Employee Relations with Information Technology*  
(ss. 239-258) Talal Abdulrazziq

Table 1. Information Technology Factor Analysis Findings

Information Technology	Factor Load	Eigen Value	Variance Explanation Rate (%)	Cronbach's Alpha	Average	KMO value
Modern computers are available	0.673	6.526	50.2	0.915	3.5544	0.912
Internet access is available	0.810				3.1562	
Internal internet network is available	0.711				3.0262	
External internet network (extranet) is available	0.804				3.3186	
There is an e-mail service	0.769				2.4904	
The automatic fingerprint scanner for the hand fingers is available	0.714				2.1517	
The Iris scanner is available	0.853				3.2038	
Antivirus software is available	0.817				3.0706	
Documents archiving software is available	0.682				3.8524	
Software and operating systems (Windows)are available.	0.807				3.2047	
Exchange file sharing service is available	0.722				3.3270	



Table 1. Information Technology Factor Analysis Findings (Cont.)

Information Technology	Factor Load	Eigen Value	Variance Explanation Rate (%)	Cronbach's Alpha	Average	KMO value
Audio and video devices for meetings are available.	0.268				4.1356	
Scanners are available	0.243				4.1016	

Table 1 presents the results of factor analysis related to the use of information technology. When the averages were examined according to the answers, most of them had high level of importance and it was seen that the expressions in the scale were accepted to a great extent by the participants. The variance explanation rate is 50.2%

Since factor loadings of all expressions are over 0.5; The scales were accepted as stable and the scales were found to be suitable for analysis. Cronbach's alpha coefficient was found to be 0.915. This value is higher than 0, 60 shows that the scale used is very reliable. Kaiser - Meyer Olkin (KMO) value was found to be 0.912. This value is above 0.5; The study shows that the sample is sufficient and meaningful factors can be reached from the research data. The eigenvalue of the use of information technology was found to be 6,526, and the eigenvalue was greater than 1, indicating that this study was scientifically feasible and the scales were valid and reliable (Küçük, 2016: 227-232).

Table 2. gives the results of factor analysis related to education, motivation and employee relationship management.



*The Relationship Employee Training, Motivation and Managing Employee Relations with Information Technology*  
(ss. 239-258) Talal Abdulrazziq

Table 2. Factor Analysis of Training, Motivation and Employee Relationship Management

Trainee	Factor Load	Eigen Value	Variance Explanation Rate (%)	Cronbach's Alpha	Average	KMO value
The information technology enables the university in teaching employees new skills	0.818	2.081	69.37	0.779	3.8201	0.655
The information technology enables the university employees to learn tasks associated with their jobs and to improve their skills	0.890				3.7946	
The information technology enables the university in designing and implmenting best traing programs	0.787				3.7929	
Motivation	Factor Load	Core Value	Variance Explanation Rate (%)	Cronbach's Alpha	Average	KMO value
The information technology enables the university in designing and implmenting a reward plan	0.839	2.167	72.241	0.807	3.5867	0.695
The information technology increases the effectiveness and efficiency of incentive system	0.824				3.9777	



*The Relationship Employee Training, Motivation and Managing Employee Relations with Information Technology*  
(ss. 239-258) Talal Abdulrazziq

Table 2. Factor Analysis of Training, Motivation and Employee Relationship Management (Cont.)

The information technology enables the university in brining the justice in the incentive and reward plan	0.886				3.5827	
Managing employee relations	Factor Load	Core Value	Variance Explanation Rate (%)	Cronbach's Alpha	Average	KMO value
The information technology improves the relationships between the employees	0.863	2.17	72.338	0.808	3.0262	0.704
The information technology enables the university in achieving the interaction and integration among the different departments and employees	0.871				3.3186	
The information technology promotes a healthy and balanced relation between the employees and the university	0.816				2.4904	

252

Table 2 presents the results of factor analysis related to education, motivation and employee relationship management. Since factor loadings of all expressions are over 0.5; The scales were found to be suitable for stable analysis. Cronbach's alpha coefficients were 0.779, 0.87 and 0.808, respectively. This value is higher than 0, 80 indicates that the scale used is highly reliable. Kaiser - Meyer Olkin (KMO) values were 0.655, 0.695 and 0.704



*The Relationship Employee Training, Motivation and Managing Employee Relations with Information Technology*  
(ss. 239-258) Talal Abdulrazziq

respectively. This value is over 0.6; The study shows that the sample is sufficient and meaningful factors can be reached from the research data. Eigenvalues greater than 1 and factor loadings greater than 0.5 indicate that this study is scientifically feasible and the scales are valid and reliable (Küçük, 2016: 227-232).

Table 3 shows the correlation values between the level of use of information technology, education and development, motivation and employee relationship management.

### Correlation Analysis

Table3. Correlation Analysis

Değişkenler	Mean	Std. Deviation	Information Technology	Training and Development	Motivation	Employee Relations Managing
Information Technology Availability	3.123	0.92369	1			
Training and Development	4.113	0.61145	.177 **	1		
Motivation	3.78	0.76917	.155 *	.585 **	1	
Employee Relations Managing	3.738	0.6945	.159 **	.530 **	.590 **	1
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

As can be seen from Table 3; The level of usage of information technology, training and development, motivation and management of employees' relations, human resources management applications are related to technology applications. This can be interpreted as technology applications play a role in the development of human resource management practices.



When the relationships between the variables were examined separately in terms of testing the hypotheses, the correlation coefficient between the use of information technologies and the education variable was found to be 0.177, thus, it was found that there was a direct correlation between the two variables, albeit weak. As a result;

H1: There is a positive relationship between employee training and the use of information technologies.

**The hypothesis H<sub>1</sub> in the form was accepted.**

The correlation coefficient between the use of information technologies and the motivation variable was found to be 0,155, thus, a direct correlation was found between the two variables. As a result;

H2: There is a positive relationship between motivation and use of information technologies.

**The hypothesis H<sub>2</sub> in the form is accepted.**

The correlation coefficient between the use of information technologies and managing employee relationships was found to be 0,159, and it was found that there was a direct relationship between the two variables. As a result;

H3: There is a positive relationship between employee relationship management and the use of information technologies.

**The hypothesis H<sub>3</sub> in the form was accepted.**

## **8. Results**

As a result of the study, the average of the expressions in the scales related to the use of information technologies, education, motivation and employee relationship management were generally high. This means; The statements are mostly accepted by the respondents.

When the factor loadings, eigenvalues and KMO values were evaluated in terms of reliability coefficients, it was determined that they were valid and reliable and could be used in scientific researches.

With the correlation analysis; It is determined that there is a direct relationship between the use of information technologies and education variable, between the use of information technologies and employee relations variable and again between the use of information technologies and employee relations variable.





## 9. Discussion

First of all, the current study demonstrated that the effect of utilization of the contribution of information technology on the employments significant. While, the effect of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the contribution of information technology have positive impacts on the employment. This finding is similar to that found in (O'Brien, 2004; Orlikowski & Baroudi, 1991) who found out that the information technology or computerization has an impact on the job skills and employment practices. For example several studies have shown that the information technology has an impact on the employment via improving the opportunity of employment and even employment practices in the organizations.

In addition, other studies (Shaw, 2002) have shown that information technology (IT) has an impact on the employment practices. As the technology is a likely cause for rising wage inequality and decreasing employment levels for less-educated (or less-skilled) employees (Shaw, 2002).

In the other side, the current findings revealed that only utilization of the contribution of information technology has positive impacts on the training and development. The result in this investigation is similar to that used by other researchers. For example, it has been shown that the information technology plays a role in designing and providing in-depth knowledge about the training and development programs of the human resource. For example, Goldstein and Ford (2002) provided details about the use of computer technology and the Web to conduct training and development programs, as they argue that the information technology has a positive impact on the training and development through facilitating the design training programs.

In addition, The current findings are in line with the findings of Al-Alwani (2005) who provided an evidence that shows that employees who received training programs utilized IT significantly more often than those who did not receive any training programs.

Furthermore, the current results show that the effect of utilization of the contribution of information technology is significant. While, the effect of availability of information technology is insignificant at 0.01 level or 0.05 level. These results are similar to those reported by (Bondarouk & Ruël, 2008;



Ghazzawi, Al-Khoury, & Saman, 2014) that have revealed that there is not enough details about the role of information technology in the motivation. For example, the current findings are in line with the results of Ghazzawi et al. (2014) who have provided results regarding the role of information technology, as they revealed that HRM system for IT implementation has directly and indirectly impact on the employees' motivation to perform or achieve their activities by providing incentives and rewards, as well as the information technology applications play a role in encourage (motivation) employees to work with the IT.

### **10. Suggestions**

- \* It is recommended that the study's organization needs to design training programs to train its employees about using the information technology for improving human resources management performance
- \* It is recommended that the study's organization needs to buy the information technology equipment to may play a role in improving the human resources management performance
- \* It is recommended that the study's organization needs to improve the performance of the human resource management practices (training, motivation and managing employee relations) via improving the utilization of the contribution of information technology and utilization of the contribution of information technology.



*The Relationship Employee Training, Motivation and Managing Employee  
Relations with Information Technology  
(ss. 239-258) Talal Abdulrazziq*

**References**

- Acquisti, A., Brandimarte, L., & Loewenstein, G. (2015). Privacy and Human Behavior In The Age of Information. *Science*, 347(6221), 509-514.
- Al-Alwani, A. E. S. (2005). *Barriers to Integrating Information Technology In Saudi Arabia Science Education*. University of Kansas.
- Andrew, D. P., Pedersen, P. M., & Mcevoy, C. D. (2011). *Research Methods and Design in Sport Management: Human Kinetics*.
- Behara, S. R. & Niranjana, K. (2012). 6 Rural Women Entrepreneurship in India.
- Bondarouk, T. V., & Ruël, H. J. (2008). HRM Systems For Successful Information Technology Implementation: Evidence From Three Case Studies. *European Management Journal*, 26(3), 153-165.
- Ghazzawi, K., Al-Khoury, P., & Saman, J. (2014). The Effect of Implementing Technology in HRM on The Level of Employee Motivation. *Human Resource Management Research*, 4(2), 33-39.
- Goldstein, I. L., & Ford, J. K. (2002). *Training in Organizations: Needs Assessment, Development, And Evaluation: Wadsworth/Thomson Learning*.
- Küçük, Orhan (2016b) Bilimsel Araştırma Yöntemleri, Ekin Yayınevi, Bursa
- Küçük, O. (2020). İşletmecilik, Lojistik ve Toplam Kalite Yönetimi Alanında Teoriler ve Bilimsel Araştırma Ölçekleri, (İçinde O. Küçük, 3. Kısım 7. Bölüm: Afet Lojistiği ve Afet Lojistiği Performansı, Personel Performansı ve Afete Müdahale Performansı Ölçekleri, ss. 194-198.), Sonçağ Yayıncılık: Ankara.
- Küçük & Kocaman, (2014). "Müşteri Yönlülük, İnovasyon Yönlülük Ve İşletme Performansı İlişkisi: Bir Uygulama"., *The Journal Of Academic Social Science Studies Internation Social Science*, Doi Number: [Http://Dx.Doiorg/ 10.9761/JASSS2575](http://dx.doi.org/10.9761/JASSS2575), Number:29, Autumn III (2014).
- Küçük & Küçük. (2012). Sınırsız İyileşmenin Örgüt Performansına Etkisi: Bir Uygulama, 11. *Ulusal İşletmecilik Kongresi, Konya*, 10-12 Mayıs 2012.
- Küçük, & Kocaman, (2016a). "Lojistik Hizmet Performansının İşletme Performansı Üzerine Etkisi: Konaklama İşletmelerinde Bir Uygulama", Uluslar arası Katılımlı 16. *Üretim Araştırmaları Sempozyumu, İstanbul Teknik Üniversitesi, İstanbul*, 12-14 Ekim 2016.
- Li, J., Sato, A., Huang, R., & Chen, D. (2016, August). A Rule-Based Knowledge Discovery Engine Embedded Semantic Graph Knowledge Repository For Retail Business. In *Advanced Cloud and Big Data (CBD), 2016 International Conference On* (Pp. 81-86). IEEE.

*The Relationship Employee Training, Motivation and Managing Employee Relations with Information Technology*  
(ss. 239-258) Talal Abdulrazziq

- Li, Y., Zhao, Y., & Liu, Y. (2006). The Relationship Between HRM, Technology Innovation And Performance in China. *International Journal of Manpower*, 27(7), 679-697.
- Lloyd, I. (2017). *Information Technology Law*. Oxford University Press.
- Maisel, R., & Persell, C. H. (1995). *How Sampling Works*: SAGE Publications.
- Mathis, L. R., Jackson, J. H., Valentine, S. R., & Meglich, P. (2016). *Human Resource Management*. Singapore: Cengage Learning Custom Publishing.
- O'Brien, J. A. (2004). *Management Information Systems W/E-Tutor &*: McGraw-Hill.
- Orlikowski, W. J., & Baroudi, J. J. (1991). Studying Information Technology in Organizations: Research Approaches And Assumptions. *Information Systems Research*, 2(1), 1-28.
- Self, B., Roche, G., & Hill, N. (2007). *Customer Satisfaction Measurement For ISO 9000: 2000*: Taylor & Francis.
- Shaw, K. (2002). By What Means Does Information Technology Affect Employment And Wages? A: *Nathalie Greenan, Yannick L'horty, Jacques Mairesse (Editors). Productivity, Inequality, And The Digital Economy. A Transatlantic Perspective*. Cambridge (Massachusetts): The MIT Press. Pàg, 229-267.
- Stredwick, J. (2005). Zarz Dzanie Pracownikami W Matej Firmie.

