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Impact of Electronic Human Resources Management on the Development of Electronic Educational Services in the Universities

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Abstract— *The objective of this study is to identify the impact of electronic human resources management on the development of electronic educational services in the Palestinian universities in Gaza Strip. The study population consisted of (35) IT staff centers in the Palestinian universities in Gaza Strip. The researchers used the questionnaire as a tool of the study and used the descriptive and analytical approach to achieve the objectives of the study. (SPSS) program was used to analyze the data.*

Results of the study showed that the university system in the provision of electronic educational services affect the process of transition to electronic management of human resources in terms of the use of information technology in some of the functions of human resources management. There are electronic educational services in universities under study, where there is a general trend for electronic educational services, and there is clarity of the concept of e-learning. The study results showed limited educational and training materials published electronically about the staff. The results of the study confirmed that the university system has statistically significant effects on the provision of electronic educational services in electronic human resources management.

The study found several recommendations, the most ones are: the need to take advantage of e-educational services in the activities and functions of human resource management such as training and distance learning. The capabilities are available, but they are not taken advantage in this area for the employee. There is a need for optimum utilization of the tools and means of ICT available in the universities such as internet and computers in completing the work and simplify its procedures, and to consider these tools as investment to the university and not as the possession of the equipment, the goal is to not put a computer and internet line in each employee office, but the goal is to take advantage of the computer, network, and ICT tools in all areas to the maximum extent possible.

Keywords— *Electronic human resources management, Electronic educational services, IT staff, Palestinian universities, Gaza Strip*

1. INTRODUCTION

Higher education represents one of the most important pillars of the development of human societies and tools of advancement in addition to its role in science and knowledge industry and their dissemination. Thus there is a need to develop electronic human resources and adjust it through the revision of the visions of educational institutions, its objectives and the development of electronic educational services to conform to the challenges of the current era and keep pace with the global labor market requirements.

Universities became to adopt new concepts including information technology and management. Consequently appeared new patterns of education, including e-learning services, which is among the most modern education which will help in solving the knowledge explosion and the growing demand for education problem methods, in light of what we are seeing from a technical evolution and revolution in communications, and the development of information systems. It took human resources gradually shifting from traditional ordinary activities to electronic activities, to benefit from the advantages of this new administrative activities in the provision of administrative services, or so-called e-governance, in order to increase the efficiency of the work of managements and organizations and activating the use of technology to serve the citizens and workers. It has become the most important contemporary organizations attributes called twenty-first century organizations, that its activities are based on the information literacy, with the development of communication and information technology, conversion and marketing functions, accounting and processes into electronic business has become necessary for us to transfer functions and files of paper to electronic files, it has appeared to the presence of newly new terms it was not known before, such as: e-governance, e-business, e-marketing and e-learning

and electronic human resource management, and many of the new titles related to the development and information technology and communications.

Human resource management is facing, whether in the public or private sector in the world, enormous challenges and is on the outskirts of the twenty first century, which is packed with political, economic, social, technological and cultural changes that are rapid and complex changes (Al-Najar, 2008). One of the factors that significantly impact human resources management within this change in environment is technology factor, as the changes that will result because of this factor in the next fifty years is equivalent to the changes that have occurred in this area over the past one thousand years (Moudy & Noe, 2005).

With the advent of the Internet and the development of Information and Communication Technology (ICT), transforming the functions of marketing, accounting and processes into electronic business, with the increasing technological transformation of digital organizations, it became necessary to switch jobs and paper files into electronic files, and the relations between government and business organizations, trade unions, employees and customers is done by external and internal networks and the Internet (Al-Najar, 2008). The use of technology in human resource management or electronic human resource management is called (e-HRM), and it means applying Web-based technologies in the related human resources and functions of the systems (Hopkins & Markham. 2006).

2. RESEARCH PROBLEM

In light of the increasing advances in the use of modern technology and computer applications, the use of electronic human resources management became a requirement and a necessity in the human resources management in all sectors, including the university sector, to achieve positive results towards improving the performance of employees in organizations and institutions and raise their efficiency. Electronic human resources management, as a newly administrative approach necessarily require high human capabilities, also require a change in management methods and organizational structures and the development of electronic infrastructure, in order to enable organizations through which raising the level of their services and efficiency of their employees.

Many fields were affected by the revolution of the Internet and information technology, economy, politics, education, scientific research, art, and sociology, Education is carrying many meanings in this area, for example, the term e-learning has become the most popular term among the pioneers of Education. Governmental and special educational institutions began the race quickly towards the interpretation of this type of education, which led to the competition of these institutions in the world in organizing training workshops and practical courses to come out with clear and specific answers about its impact on educational outcomes. Educational websites spread out quickly thus increasing competition for the development e-learning services. This in turn works on the development of nomenclature, terminology, and jurisprudence in this type of education.

The Palestinian universities have a direct impact on the Palestinian society and have a major role in supplying the institutions and sectors of society, with the needed competent human resources in all areas. Universities are considered one of the leading institutions in the adoption of modern systems and concepts in various fields in order to achieve the same competitive advantage, and to graduate professionals in modern developments that can contribute to the development of human resources and society.

3. RESEARCH QUESTION

Q1: What is the impact of electronic human resources management in the development of electronic educational services in the Palestinian universities in the Gaza Strip from the perspective of IT staff centers?

4. RESEARCH HYPOTHESES

H1: The provision of electronic educational services of the university system has statistical significant effects on electronic human resources management.

5. RESEARCH LIMITS AND SCOPE

Subject (Academic) limitations: The subject of study was limited to human resources management electronically and their impact on the development of electronic educational services from the perspective of IT staff positions in the Palestinian universities in the Gaza Strip.

Human Limitations: The study was conducted on IT staff centers in the Palestinian universities in Gaza Strip.

Place Limitations: The study was conducted in the Palestinian universities in Gaza Strip (Al Azhar University, Islamic University, and Al Aqsa University).

Time Limitations: Data collection and statistical analysis were performed during the year (2017).

6. RESEARCH OBJECTIVES

This research aims to achieve the following objectives:

1. Emphasize the importance of the use of e-learning services to improve the quality of university performance
2. Highlighting the advantages and the rewards of using e-learning services and its impact on the development of university education and promote the development of human resources.
3. Offering the idea of the development of electronic services as a fundamental solution for the development of the educational level in Palestine and taking it to the highest levels to keep pace with the technological development and the enormous work to identify the point of the next generation toward effective and successful society. Increasing community awareness of its institutions and the governments of the importance of this contemporary education as technological challenge.
4. Identify the interest of the university managements in apply human resources management electronically compared with their interest in providing educational services as their main task.
5. Come out with recommendations on the extent of applying human resource management electronically in the Palestinian universities, and appropriate proposals to enhance the level of its application and benefit from its advantages.

7. RESEARCH IMPORTANCE

If the information technology has brought about radical changes in various aspects of contemporary life, the university education sector especially must be more responsive to these dramatic changes and rapid developments, because the tertiary education sector output is only input to other sectors as elements of the work, not to mention the global competition between the vocabulary of the tertiary education sector, which calls for a major expansion in the use of information technology, in particular the activation of the e-learning system and the advantages it achieved in the field of university education and ensuring the quality, raising the level of qualification, competence, and expertise of all its human resources. The importance of study is shown in the following points:

1. The study focuses on the modern management methods with regard to (e-HRM), and the extent of use in universities.
2. The importance of technology factor in influencing the efficiency of the performance of organizations and their development in general.
3. Keep abreast of the latest scientific developments in order to serve our local community, and to try to circulate the various administrative functions that are used in a letter to all institutions of the society, in an attempt to reach a broader concept, which contains the e-government and e-management.

8. PREVIOUS STUDIES

The study of (Al-dhdar, 2006) titled "The relationship between the strategic direction of the senior management in the Palestinian universities and competitive advantage". This study was conducted on the Palestinian universities in Gaza. It aimed to analyze the relationship between some of the strategic direction variables (senior management's commitment to strategic planning, rates of innovation and technological change in the field of e-learning, continuous improvement, attention to the human element) as independent variables and gain competitive advantage, according to the theory of Porter. The study found the presence of a statistically significant relationship between all the strategic direction variables and competitive advantage for higher education institutions in the Gaza Strip. The study recommended that the university-should depend on scientific methods and tools to improve the services provided to employees on an ongoing basis.

The study of (Shaaban, 2006) dealt with the role of human resources in achieving development, especially in the information age or in the so called future society (knowledge society). The author presented the contemporary and future challenges inherent to the Arab human resources in a modern information and globalization. The study found the possible mechanisms to meet these challenges arising from cultural and economic globalization, the information revolution supported tools, through training. Development, modernization, change methods and administrative regulations based on Arab human resources management. The study recommended a set of measures, including the need to eliminate the initial illiteracy (illiteracy of reading and writing) and the second (illiteracy of dealing with the computer), the fight against unemployment and underemployment. Modernization of education system in various stages, specially, the higher education, to encourage and support scientific research, provide objective conditions for innovators and Arab scientists through the establishment of a research centers that are administratively and financially independent, to focus on training, rehabilitation, continuing education, and mastery of modern techniques for all levels of management in organizations in order to increase the ability of human resources by taking advantage of Internet technologies and communications in the implementation of training programs and other tasks.

The study of (Al-Jaddaiah, 2008), which explored the level of usage of ICT tools in the Jordanian industrial companies, and analyzed the relationship between these tools and organizational performance. The study found a positive correlation between the level of the usage of ICT tools and overall performance of the business and the level of usage of the Internet and teamwork. The study recommended to activate the use of ICT tools among organizational units because of its effect on the ease and speed up of the performance of operations, the optimization of Internet networks to deal with suppliers and customers as one of the most important

low costs strategic resources as the main source to achieve a competitive advantage. The alignment between the ownership of advanced computers and take advantage of the capabilities and potential of these devices to exploit the maximum capacity in the performance of the business to achieve the main goal of owning an investment of resources and not the highest degrees of luxury furniture.

The study of (Baloh & Trkman, 2003) examined the impact of the Internet and information technology in our lives, how to connect, learn, work, how the Internet and information technology made a change to the pattern of human social life and his way of thinking and the impact of that change on the labor and human resources management.

The study found that the Internet and information technology are used heavily in the following areas: new work patterns which caused by the development of Information and Communication Technology (ICT), such as working through the house (Teleworking), and oriented enterprise. ICT is used in staff training, development, and motivation. Changing organizations work environment and moves toward globalization. The widespread use of polarization processes and selection of staff. Changing the ways of information management and exploitation of knowledge.

The study recommended the following: further studies and research on the subject, since the study did not include all aspects of the emerging changes as a result of the development of ICT. Taking care of the changes caused by ICT and exploitation largely to increase the efficiency of the organization as a new guide in the organizations and the work environment. The exploitation of the changes resulting from the ICT revolution to achieve a competitive advantage of the organization and creating new job opportunities within the rapidly changing environment.

9. THEORETICAL FRAMEWORK OF THE STUDY

9.1 Electronic Human Resources Management (e-HRM)

The challenges facing human resource management are deep and comprehensive to the extent that the profession is threatened itself. Some believe it is out of date and have no place in the future without changing and accommodating the challenges facing organizations in general (Al-Khozami, 2003). In this sense when we talk about (e-HRM), it means that there is information system to manage human resources HRMIS, to differentiate between the two concepts. Human resources information systems appeared like other systems as a result of computer technology revolution in the seventies and eighties of the last century. Other systems like: accounting and inventory management and financial systems, and helped the development of databases on the availability and the evolution of these systems dramatically in that time.

(O'Brien, 2002) defined human resources information systems as common elements that include collection, analysis, storage and retrieval of information on the human resources to support employment, control, measure, improve performance, and planning decisions of the management group. Tannenbaum defined it as any system that would help the organization in the query, storage, analysis, retrieval and distribution of information on human resources management (Parry & others, 2007).

The main difference between (e-HRM) and HRMIS that the human resources information systems are oriented toward human resources management service itself, users of HRMIS systems are mostly working in the human resources management in order to develop the services provided to the organization.

While in the (e-HRM), the target group is working outside the human resources management, whether they are managers or employees, so that human resources services are offered via the intranet or the Internet for use by all employees in the organization. (Ruel & others, 2004).

HRMIS remains a key factor in the preparation and implementation of the strategic plan of the organization, and so by relying heavily on fine data, the speed, and accessibility of information to decision-makers (Armstrong, 2001). Figure (1) shows HRMIS interaction with the organization.

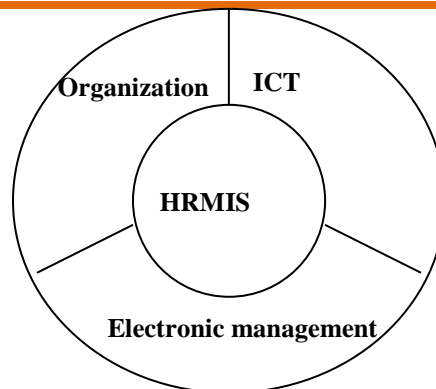


Figure 1: The relationship HRMIS Organization

Source: (Al-Najar, 2008)

The functions of human resource management have not changed within the concept (e-HRM), but the methods and techniques used have changed in those functions. It became dependent mainly on ICT, as well as changing the role of individuals in the organization, where they became involved in functions such management more effectively than previously.

The evolution of technology and the evolution of a strong labor analysis on the function of human resources management to science that can make decisions. Its impact can be measured by the results of the work of the organizations, not only large ones but the small ones too (Schramm, 2006). In a study conducted at the University of Michigan, it was found that the competitive advantage of human resource management factors consist of (Schramm, 2006):

- Human resource management technology.
- Strategic contribution to the management of human resources.
- Personal reliability.
- Good conductivity.
- Knowledge.

The integration of technology with the Human Resources Management is working to increase the efficiency of HRM processes, increase employee interaction and communication processes, in addition to changing the work and the skills required procedures for both the human resources department or to all members of the organization (Parry & others, 2007).

Human resources professionals should raise the level of technological knowledge, handle the language of modern technology-oriented business organizations, and develop their knowledge and skills to increase coordination and organization with other managements in the organization. This does not mean neglecting the human element in this process, the aim of which is to increase the interaction with the contemporary changes, increase the efficiency and reduce costs. This is cannot accomplished without the human element, where the human element remains the focus of attention in the organization, but added updates to help him keep pace with changes in the business environment.

9.1.1 The objectives of electronic human resources management (e-HRM)

The objectives (e-HRM) is stemmed from its integration with the objectives of e-management, and keep pace with changes in the business environment, where (Lepak & Snell) selected those goals to increase focus on strategic issues, increase the flexibility of procedures and practices, increase the efficiency of human resource management, reduce costs. Human resource management is geared towards serving management and staff in the organization (Ruel & others, 2007).

The change of power and the factors affecting the organizations and issues of globalization, the changed outlook from the safe position to the safe profession, the raise of higher education rates in the world, and the change of quality of the required labor force, all these were among the most important reasons directed organizations toward (e-HRM), so as to achieve the following key objectives (Al-Najar, 2008):

- Improve the strategic direction of human resources.
- Reducing labor costs and administrative expenses.
- Gains of human resources.
- Facilitate the performance of the functions of HR management.
- Raise the performance and productivity of the organization.
- Development and improvement of labor relations and employees satisfaction.
- Better support for management across the company.

- Provide greater opportunities for participation and training.
- Improve the company's image.

There has become a growing belief in recent years that the organization can have a competitive advantage that distinguish them from others through the development of its human resources and it this happens in several ways (Hopkins & Markham. 2006):

- Implementing the training faster and apply the skills acquired effectively.
- The acquisition of distinct capabilities that distinguish them from others.
- Improve relations between different functional sectors within the organization.
- Improve the services provided to customers.
- Flexibility and better response to market changes.

Thus, ICT offers a variety of means by which human resources and its special services are managed and developed.

9.1.2 The importance of electronic human resources management (e-HRM)

The application of human resources management technology is diversified and has a wide range according to the needs of the Organization; it can be limited to the electronic tables, and may extend to complex systems. (Cipd, 2006) see that this depends of course on the solutions offered by HRMIS, some of which are concerned complete solution to the functions of HR, including Attraction, selection, appraisal performance, compensation, wages and other functions of HR. This naturally leads to the diversity of the importance of (e-HRM). Based on the applications used for HRMIS, and according to the report of (Cipd, 2006) which was conducted between the years (2003-2006) on the major British institutions, this importance has appeared in the following areas:

- Improve the quality of the provision of information by 91%.
- Improve the speed of the provision of information by 81%.
- Improve the services provided to employees by 56%.
- Reduce costs and expenses by 35%.

The motives of the integration of technology with HR are different and varied; it can be operational motives or relational motives or transformational motives, as shown in the following figure:

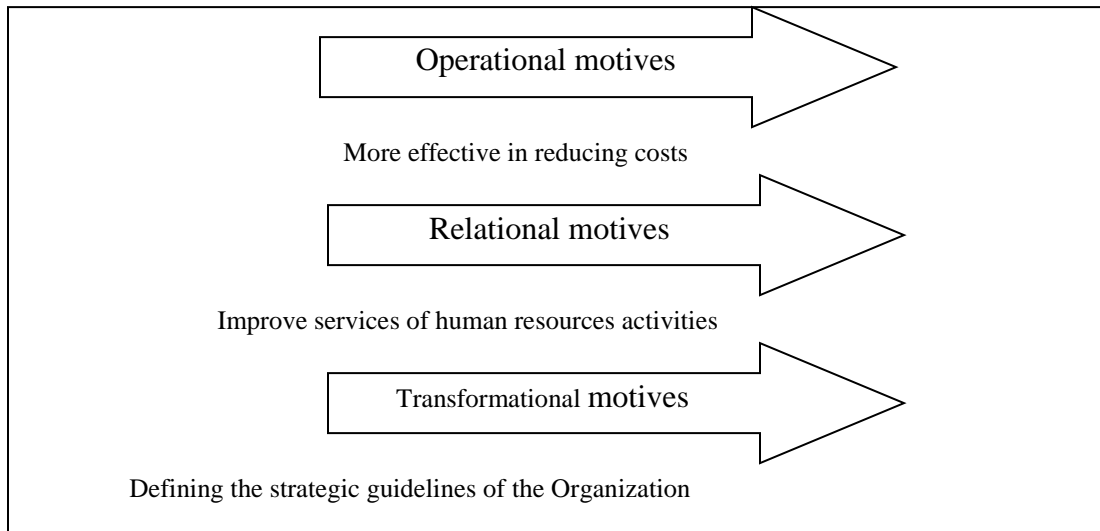


Figure 2: The motives of the integration of technology with HR

Source: Chartered institute of personnel and development, "changing agenda", UK, www.cipd.co.uk

Where we find that the operational motives are concerned with HR activities in the management, such as payroll management and personal information management, while the relational motives care about advanced HR activities, and the focus here is not on the management, but on the HR tools that assist in the organization's operations to attract, select, train, and evaluate the performance, and the last motive is transformational motives which is related to strategic HR activities, such as changing the organization's operations, strategic re-orientation, management of the strategic competitive advantage and management of strategic knowledge (Ruel & others, 2004). This importance is highlighted through the various functions of HR that are serving individuals. The British organizations are using Technology in human resource management in the following functions (Parry & others, 2007):

- Absence and attendance management by 85%.
- Bonuses and incentives by 75%.
- Training and development by 75%.
- Diversity management by 57%.
- Recruitment, selection by 51%.
- Wages by 50%.
- Performance evaluation by 47%.
- Human resource planning by 29%.
- Knowledge management by 25%.
- Management expenses by 18%.
- The development of human resources strategy plan by 18%.
- Communications 18%.

The use of technology for managing human resources has a significant impact in reducing the administrative costs of individual operations, reducing the period of polarization and appointment, increasing individual's interaction with HR activities, such as determining the benefits and compensation and training package through the Internet and other numerous benefits that are related to all the functions of HR.

Thus the organization gets numerous benefits from using (e-HRM). These benefits vary between the great impact of the benefits and the benefits of a normal impact, as shown in the table (1) (Parry, & others, 2007).

Table 1: Potential benefits received by the organization by applying (e-HRM)

No.	Great benefits effect	Ordinary benefits effect
1	Reduce costs by automating human resources operations and activities	Enable immediate processing of information leading to a reduction in the time cycle
2	Reduce correction costs by improving the accuracy of human resources information	Increase employee satisfaction by improving the quality of human resources services and access to information
3	Reduce the costs of printing and disseminating information by providing direct access	Allow human resource management to become a strategic partner of the organization
4	Improve employee productivity by providing access to information at anytime from anywhere	Is likely to change the culture of the organization that stimulates self-innovation and the evolution of internal service standards
5	Reduce data entry and search costs through staff and self-management services	
6	Increase the efficiency of decision-making costs through improved analysis of human resources information	
7	Reduce the IT infrastructure requirements by using the HR Services interface	

Source: Emma Parry, Shaun Tyson, Doone Selbie, ray Leighton, "HR and Technology: Impact and advantages", www.cipd.co.uk

The increased need for employees under (e-HRM) because of the ease of competition and the search for alternative jobs, has led to the use of corporate (Portals) to increase their competitive positions and then to increase the overall quality and increase productivity. These are offering (Al-Najar, 2007):

1. Instant self-service for employees.
2. Manpower planning services.
3. Linking the different sites of the company on the Internet, such as in-kind benefits, Educational portal and Employment portal with its own human resources management portal.
4. Enable employee to know the data of specific performance.
5. Enable managers to make strategic decisions.
6. Linking various databases within the human resources management with each other such as wages and performance Software and making them available on the website for both employees and managers.
7. Writing immediate reports about employees from the company's portal on the Internet using the standard criteria, which provides management substantive decisions.

In spite of this importance, some organizations and institutions especially those that operate within the public sector do not exploit these advantages do not take it as a kind of change processions to the changing environment of business. According to a study conducted in Britain about the barriers of the public sector organizations transferring to (e-HRM), some of these barriers : the lack of confidence and the relationship between managers and human resource management on the one hand, and lack of confidence in the ability of technology to achieve the desired objectives at various job levels (Foster, 2008).

9.2 e-Learning

The e-learning is learning by using computers and other software on closed networks, shared networks, or the Internet. E-learning is becoming more common forms of flexible open and distance (Al-Ghorab, 2003). The importance of providing material learning via internet and intranet has increased as a means of providing training opportunities. The rate of traditional-based training classes system in American companies and institutions is expected to decline in the coming years significantly. It is expected to spend nearly \$11.4 billion in the provision of training programs over the Internet, while the in Britain 85% of organizations is expected to implement this system (Hopkins & Markham. 2006).

The evolution of e-learning technology continues to become an essential part of the technological development of the human resource management systems, and the growing role, particularly in the areas of training and simulation made the simulation more realistic. The importance of e-learning is highlights in the provision of training, time expenses to assist staff in managing their time for training, as well as provide them with the opportunity to learn and develop their skills while remaining in their jobs.

The American Society for Training and Development considered the process e-learning as a kind of providing job satisfaction for workers and keeping them at the same time (Schramm, 2006).

When we talk about e-learning, there are general facts that should be mentioned, namely (Al-Ghorab, 2003):

1. E-learning includes information and communication, learning, and training.
2. E-learning is not just a way to electronic training, but it is used for many other purposes, such as knowledge management, performance management, the establishment of virtual offices, and other activities.
3. E-learning depends not only on technology but also on the culture of the organization, leadership, and change management.
4. E-learning cannot succeed without the commitment and conviction of senior management, implementers, and trainees.
5. E-learning strategies must be in agreement with the overall of the organization strategies to achieve its objective. It is a means and not an end as they are not in all cases, an alternative to traditional training, but may be complementary to it.

You can start e-learning with one or more computers on a network containing the required software. You can also start with one computer and modem connected to the Internet in addition to the phone line. It can be expand thereafter until an internal integrated network linking all employees with each other, then this network connects to the Internet so that employees can handle work both internally and externally, learning, consulting, and solving problem across networks.

There are many arguments that are used in e-learning, including laser-cylinder compact CDs, multimedia that uses audio and video through the computer and various other software, e-mail, meetings remotely, using various educational sites on the Internet, the use of visual meetings techniques (video Conference), electronic radio, television channels, and educational and learning through satellite stations (Al-Hanafi, 2005)

E-learning is different from other learning methods in that it is (Al-Ghorab, 2003):

1. In time: In terms of the morning or evening, and in terms of the study's start and finishing them.
2. Appropriate person: Each person takes only what suits him from the program according to his personal needs, which may differ from other participants in the program itself.
3. In the right place: at home, at work, in a public library, or Internet cafe.
4. The appropriate form and content: in terms of quantity and quality.
5. Appropriate speed: where do people differ in their abilities and speed of understanding. Each participant will move from one stage to the other while making sure to absorb the above according to his personal abilities and speed in absorption.
6. Different parties simultaneously (synchronous) communicate with each other: the coach and the trainees directly (online) making the learning atmosphere closer to the traditional way, or is an asynchronous where scientific article is available on the Web for everyone to deal with them according to his personal time and speed.
7. You can access the isolated geographic areas, and thus helps the interaction between different cultures, helping to reach the very large numbers of people and dealing with them, each according to his abilities and potential.

The e-learning system has many advantages, some of which benefit the organization, some of which benefit employees, and are summarized in the following points (Hopkins & Markham. 2006):

1. Reduce training costs significantly, as a result of canceling or reducing the need to provide the trainers, not having to move trainees and reduce the expenses of educational materials.
2. Reduce the need to move and travel for either the trainer or the trainee.
3. Easily update and publish the collection and storage of learning materials.
4. The integration of media used in e-learning, for example, we can view the files in variety of formats (pdf, doc, html, ...), and the provision of these formats on training and learning sites.
5. Re-use most of the learning materials more than once by either the trainer or the trainee.
6. Saving the time required for learning and training.
7. Access to external sources through the development of links to additional educational materials.
8. The integration of learning in the context of daily work, as a result the staff study e-learning materials from their offices. It has become possible to design learning materials to integrate it more closely with the daily work responsibilities.
9. E-learning is flexible both in terms of time, the enrollment level, the extent of reliance on technology, the reliability of the guide, learning speed; choose the place, collective or individual work.

10. THE RESULTS OF THE APPLYING OF HUMAN RESOURCE MANAGEMENT ELECTRONICALLY

10.1 Results of the application (e-HRM) to the Organization

We must distinguish between the objectives of the (e-HRM) and the expected results of HRM itself. According to the above, the objectives of (e-HRM) seeks to increase the strategic direction for the management of HR, improve service oriented towards employees, increase their satisfaction, reduce costs, and increase efficiency.

While the expected results of the organization, including the aforementioned, the following points (Ruel & others, 2004):

1. Higher commitment: so that the workforce motivated and capable of understanding and interaction with the management of change within the organization environment which lead to a greater level of trust between management and staff.
2. Highly competitive: demonstrate the ability of workers to learn new tasks and duties if circumstances so require.
3. Cost Saving: through competitive wages and reduced labor turnover rates, and the ability of management to perform HR special administrative role in order to achieve the goal of the organization to reduce costs.
4. Highly appropriate: the result of the formation of the internal environment, wage system, and personnel management to suit the interests of all beneficiaries.

10.2 Results of the applying (e-HRM) for the management of human resources

The (e-HRM) does not mean giving up the role of human resources management, does not mean leave it as it is. We have already seen a reduction of administrative tasks to manage HR thus reduce administrative positions, an increased focus on strategic objectives; and thus the management work crew becomes among thinkers and creators. The general orientation of the Human Resources management as being a strategic partner in the planning of the organization and its ability to provide the organization with accurate and fast information using technology. It has also become more customer-oriented than ever before to serve as a result of technology. (Ruel & others, 2006) summarizes these results that are related to human resources management according to different orientations in the following points:

1. Organizations that rely on operational orientation using (e-HRM). Employees and managers of operating have a major role in the implementation of strategic plans for the management of human resources, procedures and practices, leading to less demand for HR staff.
2. Organizations that rely on relational orientation using (e-HRM) will need a smaller crew for the management of human resources, if employees and managers used operating tools supplied by the HR on the Intranet.
3. Organizations that rely on transformative orientation using (e-HRM), will be necessary to provide experts in HRM, in order to formulate strategic plans for the management of human resources.

10.3 Challenges of applying human resource management electronically

Interaction includes the introduction of new innovations. Innovation requires trying all what is new and some of those new things do not work as expected in the beginning, and as usual will be focusing on the negatives more than the positives. Many institutions and companies have adopted in the past few decades some of the new ideas that have not achieved all its goals, for example, change the name of "Personnel" division to human resources (and therefore without noticing much of any difference), the restructuring of operations with the company, the feasibility of a benchmark for excellence within companies (not much have been committed). Now, we find that the role of the electronic management system for human resources, as will be seen over time whether the system is

worth all the publicity that has given to it like all new ideas or not. It is expected that many are welcoming it at first, then followed by an inventory for errors resulting from its implementation, and finally, comes the stage of development to try and increase the popularity of the advantages it offers and to some extent can be seen this happening already.

One of the most important challenges facing the human resources management at the transition to (e-HRM) systems, and that could affect the success or failure of it (Hopkins & Markham. 2006):

1. The abolition of the border between human resources and information technology sections, where the crew that was working in corporate IT department is somewhat isolated from other departments in the company.
2. Integration began to improve between information and other productive sectors of IT departments of companies in recent years where computer technology dramatically introduced in all the daily work activities, and became staff of human resources departments realize the importance of improved human resource systems to provide effective and useful information.
3. Improving the status of the human resources department, unlike the former human resources that were autonomous management systems. Their use was restricted to employees. Electronic management of human resources systems is available to everyone and can bring about integration between different aspects of the company systems.
4. Shift the focus of the human resources department to the customer, where many people look at the human resources functions as proactive and traditional tasks which they do not actually take the initiative but respond only to the reaction of others.
5. Require the proper implementation of the systems of electronic human resources management and operation of a shift in focus to the customer. Targeted clients and their needs and the services that can be offered to them must be identified. The sections of the human resources must have more effective role, and must contribute more in the daily activities that increase the company's profits.
6. Human resources personnel need to understand the nature of the company's business, which requires integration between human resources and the work that needs a system for electronic management of human resources to understand the nature of the good work of the staff.
7. It will require the successful specialist in electronic human resources management systems to see how the different sectors with each other and the role of human resources in achieving this, and there will be a need for different tasks to transfer different functions from and to human resources constantly.
8. Workers have the human resources to communicate with individuals; it is likely in any automated process to reduce the importance of the human factor and communication between individuals.
9. The introduction of computer systems in the business between staff and departments of human resources may cause the loss of the staff of these sections to contact individuals who are taking care of them in the first place, and perhaps employees feel that the company has reduced its attention to the human element. Those are some of the things that must be taken into account when planning and implement the system.
10. Consider the actual needs of the company and see how its infrastructure's ability to meet and decide on the proper implementation of the system that can deliver the maximum benefit to the work of the company.
11. Maintain the level of quality of service, there is a possibility to lower the quality of service levels as a result of converting from a traditional system to the electronic one.
12. Insuring the information, as it is a legal necessity, especially in light of transmission of responsibility to the personnel.
13. Ensuring access to the system by all employees and by people with special needs.
14. Compatibility with recognized standards, especially when building web pages.
15. Taking into account the different cultural aspects, especially when working in an international environment.

11. METHODOLOGY

11.1 Research Methodology:

The researchers used a descriptive and analytical approach in which they tried to describe the impact of electronic human resource management in the development of electronic educational services from the perspective of IT staff centers in the Palestinian universities in the Gaza Strip, since it is the most appropriate approaches to describe the phenomenon in question, in which the researchers are trying to describe the subject of the study, analyze the data, and compare, explain, and assess hoping to reach meaningful generalizations to increase and enrich the knowledge on the subject.

11.2 Population and study sample:

The study population consisted of university staff working in the information technology centers. The number of members of the population study of workers in the information technology centers is (35) employees, their jobs diversified between programmers,

designers of Web pages, and systems analysts. Table (2) Shows the distribution of the population in the information technology centers at universities subject to the study.

Table 2: Number of employees of information technology centers involved in the subject of study

Islamic University	Al-Azhar University	Al-Aqsa University	Total
20	6	9	35

Source: Prepared by the researchers from the surveyed universities statistics (2017)

11.3 The study sample

Given the importance of the views and responses of the respondents in the information technology centers, researchers have preferred that the process of a comprehensive survey of those directly related to the subject of study of workers in the information technology centers (programmers, analysts, systems, Web page designers, network security administrator, and database management officials). They are (35) employees within the total sample with the exception of (the staff of technical support and network).

Based upon the total size of the sample, which includes Information Technology Center staff will be as shown in Table (3).

Table 3: The study sample represented the community

University Name	Study sample of information technology centers
Islamic University	20
Al-Azhar University	6
Al-Aqsa University	9
Total	35

Source: prepared by the Researchers 2017.

11.4 Study sample characteristics

Total percentage of respondents of employees in the IT centers is (88.57%) of (31) members of the sample of (35) individuals. Table (4) shows the distribution of the sample under study in the universities.

Table 4: The study sample distribution by Information Technology Center

University Name	Frequency	Response Rate	Study Sample	Percentage of Study Sample
Islamic University	17	54.8	20	85
Al-Azhar University	6	19.4	6	100
Al-Aqsa University	8	25.8	9	89
Total	31	100	35	

As shown in Table (4), the highest response rate was from the Islamic University (54.8%), followed by Al-Aqsa University (25.8%), then Al-Azhar University (19.4%). The researchers explain that the number of workers in this center at the Islamic University who are involved with the subject of study exceeds the total workers at the universities of Al-Azhar and Al-Aqsa.

But since the sample is a comprehensive survey, we find that members of Al-Azhar University has responded by (100%), Al-Aqsa University (89%) and the Islamic University by (85%). Table (5) shows the sample characteristics of the IT staff centers in the concerned universities of the study.

Table 5: Distribution of sample information technology center by members of the different variables

Variable	Variable Category	Freq.	Percentage %
Age group	Less than 30	16	51.6
	From 30 to less than 40	14	45.2
	From 40 to less than 50	1	3.2
Scientific Qualification	B.S.	26	83.9
	M.S.	5	16.1
Years of service	Less than 5	19	61.3
	From 5 to less than 10	10	32.3
	From 10 to less than 15	2	6.5
Career	Manager	2	6.5
	Department Head	8	25.8
	Others	21	67.7

Table 5 shows that the age group "less than 30" occupies the largest proportion, reaching (51.6%), middle age group ranked second by (45.2%), while it reached the age group of "40 to less than 50" the ratio (3.2 %).

For scientific qualification, Bachelor holders are (83.9%) compared to (16.1%) for the Master's. The researchers explain that as a result of the growing interest of universities in the field of information technology, made them employ highly skilled graduates of bachelor's in this area .

In terms of the number of years of service is the percentage of those who served less than "five years" was (61.3%), the "5 - less than 10" years is (32.3%), and the percentage of those who served "10-years-to less than 15 " is (6.5%), and this indicates that the increased interest in this field more than 15 years ago as a result of the enormous development in the field of information technology and the need for universities to keep up with these developments.

As for the career indefinitely reaching the proportion of "manager" (6.5%), the lowest ratio, the ratio of "Head" (25.8%), while the "others" accounted for programmers, web page designers, systems analyzers, mail, and e-learning publishing largest where the ratio was (67.7%), the researchers explain that the change in the orientation of universities towards providing e-learning services and e-governance applications extensively.

11.5 Study tools

The researchers designed a questionnaire survey to collect field data from the study population after studying a lot of administrative literature and previous studies in the field of human resources management electronically and e-governance.

11.5.1 Reliability and validity of the questionnaire

Internal consistency

Table (6) shows correlation coefficients between each paragraph of the field and the overall total of the paragraphs

Table 6: The correlation coefficients between each paragraph of the field and the overall total of the paragraphs

No.	Paragraph	Coefficient of correlation	مستوى المعنوية Sig. level	مستوى الدلالة Level of significance
1	The University adopts a clear strategy in the provision of e-learning services	.804	.000	0.01
2	Technology is used optimally to serve the field of e-learning	.788	.000	0.01
3	The clarity of the concept of e-learning	.814	.000	0.01
4	E-learning services are used in distance learning for the employee	.401	.028	0.05
5	Use distance learning systems in your field	.718	.000	0.01
6	The University provides the employee access to electronic databases	.841	.000	0.01
7	The University provides access to scientific journals	.780	.000	0.01
8	The University provides the employee with electronic correspondence services	.755	.000	0.01
9	Electronic training programs for staff are available on the University's website	.851	.000	0.01
10	E-learning materials for staff are available on the University's website	.858	.000	0.01
11	The University organizes distance training courses for staff	.803	.000	0.01
12	The University's interactive web conferencing service is available	.812	.000	0.01
13	Interactive video conferences are used across the web for telecommuting training	.730	.000	0.01
14	University video conferencing is available	.846	.000	0.01

15	Visual conferences are used for staff training purposes	.721	.000	0.01
16	Online video streaming is available	.795	.000	0.01
17	Online video is used for staff training purposes remotely	.505	.004	0.01

Table (6) shows that the correlation coefficients between each paragraph of the field and the overall total of the paragraphs confined between two the values (0.401 - 0.858) at the level of (0.05), and this shows that the paragraphs of the field is valid for what it was put to measure.

11.5.2 Structural validity of the questionnaire

Structural validity is used for measuring the validity of the tool which measures to extent the tool achieved the goals that the tool is seeking to reach, and measure the relevance of each field of the study with the overall paragraphs of the study. Pearson coefficient was used for calculating the correlation as shown in Table (7).

Table 7: Correlation coefficients between each paragraph of the field and the overall total of the paragraphs

Field	Coefficient of correlation	Moral level	Level of significance
The university system provides electronic educational services	.901	.000	0.01

This indicates that all fields of the study are valid for what is was developed to measure.

11.5.3 Stability of the questionnaire

Questionnaire stability means the results are stable if the questionnaire were re-distributed to the respondents again under the same circumstances. The researchers have used two methods to verify the stability of the questionnaire: Split- Half Reliability and alpha Cronbach's coefficient.

First- Split- Half Reliability

Table (8) shows reliability and Correlation coefficients between odd and even questions for each field of the study, as well as reliability and Correlation coefficients between each odd and even paragraph.

The correlation coefficients calculated using Split- Half and "Jtman" coefficient for odd paragraphs, and the "Spearman - Brown" coefficient for the even paragraphs.

Table 8: correlation coefficients and consistency using Split- Half coefficient

Field	Coefficient of correlation	Stability coefficient	Type of coefficients
The university system provides electronic educational services	.900	.945	Jtman
All paragraphs	.976	.988	Jtman

It is evident from table (8) that the reliability coefficient was (0.988) indicating that the paragraphs of the questionnaire have high reliability.

11.6 Measuring consistency using Cronbach's alpha coefficient

Reliability of the questionnaire was measured in another way, Cronbach's alpha coefficient as the results are shown in Table (9).

Table 9: correlation coefficients and reliability using Cronbach's alpha coefficient

Field	No of Paragraphs	Correlation coefficient
The university system provides electronic educational services	17	.951
All paragraphs	71	.977

It is evident from the table (9) that the reliability coefficient was (0.977) indicating that the paragraphs of the questionnaire have a great reliability.

11.7 Statistical package used

Statistical Package for Social Sciences was used, so the researchers can answer the questions of the study, where processing included the following statistical methods:

1. Percentages and frequencies: to describe the characteristics of the study population of the functional variables and to determine the responses of its members about the study axes.
2. Cronbach's alpha testing: To calculate the stability of the questionnaire transactions, the coefficient of stability of each axis of the study axes.
3. Pearson correlation coefficient: to measure the validity of the paragraphs (structural validity).
4. One sample t test: to analyze the paragraphs of the questionnaire and hypotheses of the study.

12. RESULTS OF THE STUDY AND INTERPRETATION

12.1 Analysis of the paragraphs of the study

The researchers used t-test per sample for analysis of paragraphs of the questionnaire. The paragraph is positive and members of the community approve it if the significance level is less than (0.05) and the relative weight is greater than (60%). The paragraph is negative and members of the community do not agree with it if the significance level is less than (0.05) and the relative weight less than (60%), and the paragraph is neutral if the significance level is greater than (0.05).

The field discuss the university system in the provision of online educational services, and consists of (17) items. Table (10) shows the results of using t test.

Table 10: Analysis of the field (the university system provides electronic educational services)

No.	Paragraph	SMA	Relative weight	T value	Moral level
1	The University adopts a clear strategy in the provision of e-learning services	6.91	69.07	4.786	0.000
2	Technology is used optimally to serve the field of e-learning	6.71	67.05	3.711	0.000
3	The clarity of the concept of e-learning	6.78	67.83	4.192	0.000
4	E-learning services are used in distance learning for the employee	6.26	62.56	1.273	0.205
5	Use distance learning systems in your field	5.76	57.60	-1.076	0.284
6	The University provides the employee access to electronic databases	7.02	70.16	4.968	0.000
7	The University provides access to scientific journals	7.04	70.39	4.729	0.000
8	The University provides the employee with electronic correspondence services	7.95	79.46	11.358	0.000
9	Electronic training programs for staff are available on the University's website	6.05	60.54	0.244	0.808
10	E-learning materials for staff are available on the University's website	5.75	57.52	-1.133	0.259
11	The University organizes distance training courses for staff	4.88	48.84	-5.691	0.000
12	The University's interactive web conferencing service is available	5.53	55.35	-2.036	0.044
13	Interactive video conferences are used across the web for telecommuting training	5.33	53.33	-3.001	0.003
14	University video conferencing is available	8.60	85.97	18.982	0.000
15	Visual conferences are used for staff training purposes	5.50	54.96	-2.250	0.026
16	Online video streaming is available	5.43	54.26	-2.458	0.015

17	Online video is used for staff training purposes remotely	4.98	49.84	-4.302	0.000
All paragraphs		6.26	62.63	2.042	0.043

Table (10) shows response by the respondents to the paragraphs of the field, where those results are summarized as follows:

1. There is an approval of the study sample that the university system provides electronic educational services and considered statistically significant at the level (0.05), where it reached the relative weight (62.63%), and the arithmetic average (6.26).
2. We infer that the university system provides electronic educational services that affect the process of transition to human resources management electronically and in terms of the use of information technology in some of the functions of human resources management. This result agrees with the result of the study of (Baloh & Trkman, 2003) as the Internet and information technology has changed the pattern of human life and the way he thinks and therefore that change appeared on the labor and human resources management. The researchers explain that university management realize the importance of acquiring knowledge of employee's various possible means and its positive impact on employee performance.
3. It is clear that there are electronic educational services in the universities under study, where there is a general trend for electronic educational services, and there is clarity of the concept of e-learning to the employee. The researchers explain that universities realize the importance and the support of e-learning to standard education.
4. Although the university provide many e-learning services, they are not used effectively in the development and training of staff from a distance, which adversely affect the benefits of the (e-HRM), and inconsistent with the study of (Baloh & Trkman, 2003), which concluded that the most important uses of ICT training and staff development, as contrary to the study (Parry & others, 2007), which concluded that the training and development activities got a second after the attendance process and leave among the most important functions of human resource management that can use the various means of ICT, and with the study of (Olivas-Lujan & others, 2007), which found that the companies have achieved a global competitive advantage by applying it to attract employment and electronic training. The researchers explain that universities focus on providing electronic educational services for a class of students more attention to provide those services to staff, in addition to the novelty of these services in some universities.
5. Despite the availability of video conferencing service in universities under study which was positive, this service is not used in the field (e-HRM). The researchers attribute that the high cost of this service makes use of it very limited, which appeared in the results paragraph (using video conferencing for the purpose of staff training remotely) where it was negative.
6. It turns out from the special paragraph results (video broadcast service is available via the Internet) and video streaming service over the Internet that it was negative. The researchers explain that because it is provided only in the Islamic University. It is used currently for the purposes of a documentary which impacted negatively on paragraph (17) and for the use of that service in the training of staff remotely.
7. The results of the paragraph (electronic training programs posted on the university website are available for the staff) and the results of paragraph (educational electronic materials are available to employees and it is published on the university website) are neutral. The researchers explained that the e-published material, whether training or educational is specific for a certain class of employees and not all of them.

12.2 Analysis of the field of study

Table 11: Respondents response to all fields of the study

No.	Paragraph	SMA	Relative weight	T value	Moral level
1	University system provide e-learning services	6.26	62.63	2.042	0.043
All paragraphs		7.04	70.35	13.564	0.000

It is seen from the table (11) response by the respondents for all fields of the study where the results as follows:

1. The arithmetic average of all fields of the study was (7.04) and the relative weight was (70.35).
2. T value was (13.564) which is greater than the tabular value t (1.98) at the level of significance (0.000).

12.3 The study hypothesis analysis

H1: the university system provision of electronic educational services has statistically significant effect in electronic human resources management

To test the impact of human resource management electronically e-HRM in the development of electronic educational services in the Palestinian universities, researchers used a t-test per sample (one sample T-Test), and Table (12) clarify the results of this test

Table 12: Analysis of the main hypothesis

Hypothesis	SMA	Relative weight	T value	Moral level
The university system provision of e-learning services has a statistically significant effect on electronic human resources management	6.26	62.63	2.042	0.043

As seen from table (12) that the arithmetic average was (6.26) which is larger than the arithmetic mean (6), and the value of t is (2.042) which is greater than the value tabular t (1.98), and that the result is statistically significant at the level of significance (0.05).

Thus the null hypothesis is rejected and the alternative hypothesis is accepted, which states that "the university system provision of electronic educational services has statistically significant effect in electronic human resources management."

The university system in the provision of electronic educational services have an impact in the transition to electronic human resources management, and this is consistent with the study of (Al-dhdar, 2006), which reached to the existence of a statistically significant relationship between all the strategic direction and competitive advantage for higher education institutions in the Gaza Strip. The result is also compatible with the study of (Shaaban, 2006), which reached to meet the challenges arising from cultural and economic globalization, the information revolution tools supported through training and development, modernization and change of existing methods, administrative regulations on human resources management possible. This result also agrees with the study of (Al-jaddaiah, 2008), which recommended activating the use of ICT tools among organizational units and harmonization of possession of advanced computer systems and the benefit of their energies and capabilities in the performance of work of the Organization to achieve the main goal of owning an investment of resources. It agrees well with the study of (Baloh & Trkman, 2003), which concluded that the use of ICT is concentrated in the areas of training and development, work remotely (Teleworking) and methods of information management and exploitation of knowledge. This result is consistent also with the report (CIPD Report, 2006), which concluded that the evolution of the use of ICT in the implementation and functions of electronic human resources management since the beginning of the formation of HRMIS to what we are witnessing the evolution of a current use, which includes many functions such as benefits, development of training, e-learning and other functions.

13. RESEARCH RESULTS

After carrying out different statistical analysis on the study tool, and the use of a carefully selected group of analysis to obtain accurate results consistent with the importance of the study and its problem, it reached the following results:

1. The university system in the provision of electronic educational services affect the process of transition to electronic management of human resources in terms of the use of information technology in some of the functions of human resources management.
2. There are electronic educational services in universities under study, where there is a general trend for electronic educational services, and the concept of e-learning is clear.
3. Although universities provide many electronic educational services, they are not used effectively in the development and training of staff from a distance, which adversely affect the benefits of the (e-HRM).
4. The study results showed limited educational materials and training materials published electronically about personnel.
5. The focus of the electronic educational services is on students more than the staff, although these services can be used on staff.
6. The results of the study confirmed that the university system has statistically significant effects on the provision of electronic educational services in electronic human resources management.

14. RESEARCH RECOMMENDATIONS

Researchers provides a number of recommendations based on the results of the study, hoping that the concerned university managements take them and development the (e-HRM) they have, and these recommendations are:

- The need to take advantage of e-educational services in the activities and functions of human resource management such as training and distance learning. The capabilities are available, but they are not taken advantage in this area for the employee.
- Learning and distance training is one of the current era features, a wide range that benefit the employee, the student and the community. The university managements should focus on this area more extensively than what currently exists, away from the employee frame, these advantages can be used in the Deanship of Continuing Education, training and consulting centers, community development and other centers.
- There is a need for optimum utilization of the tools and means of ICT available in the universities such as internet and computers in completing the work and simplify its procedures, and to consider these tools as investment to the university and not as the possession of the equipment, the goal is to not put a computer and internet line in each employee office, but the goal is to take advantage of the computer, network, and ICT tools in all areas to the maximum extent possible.

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