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The Reality of Electronic Human Resources Management in Palestinian Universities- Gaza Strip

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Abstract- *The purpose of this research is to identify the reality of electronic human resources management in the Palestinian universities in the Gaza Strip. The study population consisted of the different administrative levels in the universities. The number of employees was (239). The study sample consisted of (148) individuals from the different administrative levels. The response rate was (87,16%). The researchers used the questionnaire as a study tool and used both the analytical and descriptive approaches to achieve the objectives of the study. The SPSS program was used to analyze the study data.*

The study reached several results, the most important of which is the presence of clarity among the sample of the study of the importance of electronic human resources management, the full awareness of the its benefits, which greatly helps to adopt and develop (e-HRM) as the members of the study sample from the higher administrative levels and those who influence decision-making. The university system in human resources management varies in varying degrees from one university to another and has a significant impact on the direction of electronic human resources management. The researchers explain this difference because of the different priorities of universities, development plans, their potential material, and human capabilities. There are no significant differences in the response of the sample members due to the demographic variables (age group, academic qualification, number of years of service, job category, job title), because there is a convergence between the specifications of the sample members in the universities concerned. There are also significant differences in the response of the sample members attributed to the university variable in favor of the Islamic University.

The study reached several recommendations, the most important of which is the need to develop the administrative structure of the universities to commensurate with the process of change to electronic management. It is important to develop (e-HRM) in universities as it has a key role in the success of the process of transition to electronic management. There is a need to expand the use of electronic models to manage personnel to take advantage of its multiple benefits such as reducing expenses and time of completion of transactions.

Keywords: Electronic Human Resources Management, Electronic management, Higher Education Institutions, Palestinian Universities, Gaza Strip.

1. INTRODUCTION

In light of the various changes in the global economy (globalization) in addition to the technological changes made available by ICTs, especially the Internet and the development of administrative thought, human resource management is undergoing a radical change in its concepts, policies, strategies and practices. IT has invaded various aspects of administrative work in organizations. There is no organization without databases for different administrative functions. Databases have become a modern organization's necessities and without them the organization cannot continue its work (Abu Naser, and others, 2017), (Al Shobaki, and others, 2017).

Human resources management, both in the public and private sectors of the world as a whole, faces enormous challenges on the threshold of the twenty-first century, which is full of rapid and complex political, economical, social, technological and cultural changes (Al-Najjar, 2008). EHRM is a new management methodology based on the comprehension and conscious use of information and communication technologies (ICTs) in the exercise of basic functions of human resources management and development. EHRM is a new type of management thought and practice that embraces the fast-changing era, adapts its renewable technologies, Information and communication in the performance of its functions, where human resources management relates to the set of policies and practices required to implement the various human resources management activities needed by an organization to operate in the changing environment of organizations and businesses.

With the advent of the Internet, the evolution of ICT and the transformation of marketing, accounting and various operations into e-business and with the increasing digital transformation of organizations, it has become necessary to transform paper jobs and files into electronic files. Relations between the government, business organizations, trade unions, employees and customers have been made through internal and external networks and the Internet (Al-Najjar, 2008). New terms such as e-management, e-

business, e-marketing, (e-HRM), e-recruitment, e-learning, e- Government and many new titles that all relate to this development (Al Shobaki, & Abu Naser, 2017), (Al Shobaki, & Abu Naser, 2016).

Factors affecting human resources management have a significant impact on this environmental change in the technology factor, since the changes that will result from this factor over the next 50 years are equivalent to the changes that have occurred in this area over the past (1,000) years (Mondy & Noe, 2005). The use of technology in human resource management or human resources management is called (e-HRM), meaning the application of Web-based techniques in HR-related systems and functions (Hopkins, Markham, 2006). In order to study the impact of technology on human resource management, the researchers chose the higher education sector in Gaza as the higher education institutions represent an ideal model for studying the changes that take place in the environment because they contribute mainly to the service and development of society, which takes into account creativity, innovation and the advancement of science on the basis of equality and advancing it to reach the contemporary level.

The researchers selected the study population through the higher education sector represented in the regular Palestinian universities in the Gaza Strip, represented by Al-Azhar University, Islamic University, and Al-Aqsa University.

2. RESEARCH PROBLEM

Human resources are the main wealth of nations. Capital and natural resources, despite their importance and necessity, but without the efficient human element it will have no value. The human element with its inventive and development capacity can overcome the scarcity of natural resources and expand the productive potential of society. Human resources management is the effective engine for enterprise development. It is the sum total of activities that seek to attract, recruit, develop and retain the human element in these institutions. These include recruitment, training, planning and evaluation. The human resources sector has become an unrivaled asset for the institution to achieve its dynamism and to be promoted in the future as a competitive advantage that requires valuation and investment. Thus, the electronic management of human resources represents the total structures, decisions and electronic relationships used in the provision and exercise of the functions of human resources management in institutions, in terms of selection and e-recruitment, where jobs are advertised and progress immediately online, and training and development using the Internet, multimedia, simulation, payment of wages and salaries through electronic banks, and communication and negotiations between employees, managers and government through business networks (Abu Amuna, and others, 2017), (Abu Amuna, and others, 2017), (Al hila, and others, 2017), (Al Shobaki, and others, 2017), (Al Shobaki, and others, 2016), (Ammar, and others, 2017), (Badwan, and others, 2017), (El Talla, and others, 2017), (Kassab, and others, 2017), (Naser, & Al Shobaki, M. J., 2016).

In light of the increasing progress in the use of modern technology and computer applications, the use of electronic management in human resources has become an indispensable requirement in human resources management in all sectors, including the university sector, for its positive results that necessarily require new human capacities.

The universities are among the leading institutions in adopting modern systems and concepts in various fields so as to achieve a competitive advantage. Even specialists who are in line with contemporary developments are able to contribute to the development of human resources and society.

What is the reality of electronic human resources management in the Palestinian universities in the Gaza Strip?

3. RESEARCH HYPOTHESES

H1: There are statistically significant differences between the averages of respondents' responses due to the demographic variables (university, age group, academic qualification, number of years of service, job category, job title) in the Palestinian universities in the Gaza Strip.

The following sub-assumptions emerge:

H1-1: There are statistically significant differences between the responses of the respondents due to the variable (university) in the Palestinian universities in the Gaza Strip.

H1-2: There are statistically significant differences between the responses of the respondents due to the variable (age group) in the Palestinian universities in the Gaza Strip.

H1-3: There are statistically significant differences between the responses of the respondents due to the variable (scientific qualification) in the Palestinian universities in the Gaza Strip.

H1-4: There are statistically significant differences between the averages of respondents' responses due to the variable (number of years of service) in the Palestinian universities in the Gaza Strip.

H1-5: There are statistically significant differences between the averages of respondents' responses due to the variable (job category) in the Palestinian universities in the Gaza Strip.

H1-6: There are statistically significant differences between the averages of respondents' responses due to the variable (job title) in the Palestinian universities in the Gaza Strip.

4. STUDY LIMITS AND SCOPE

1. **Subject (Academic) limitations:** The research was confined to the objective of the electronic management of human resources in the Palestinian universities in the Gaza Strip
2. **Human Limitations:** The research was conducted on the staff of Palestinian universities.
3. **Place Limitations:** The research was conducted on the universities of the Gaza Strip (Al-Azhar University, Islamic University, and Al-Aqsa University).
4. **Temporal limitation:** The study was conducted and preliminary data were collected about the Palestinian universities and statistical analyzes were conducted during the year (2017).

5. RESEARCH OBJECTIVES

This research attempts to achieve the following objectives:

1. Identify the orientation of the departments of Palestinian universities to shift to electronic management.
2. Recognize the importance of electronic management as a modern administrative concept at different administrative levels in Palestinian universities.
3. Know the availability of human cadres necessary for this transformation.
4. Identify the importance of electronic human resources management at different administrative levels in universities.
5. To recognize the extent to which the University's managements are interested in applying electronic human resources management in comparison to its main field of activity: providing educational services.
6. To make recommendations on the extent to which electronic human resources management is applied in Palestinian universities, and the appropriate proposals to enhance the level of its application and benefit from its advantages.

6. RESEARCH IMPORTANCE

1. The importance of this study stems from the fact that it deals with institutions of higher education, which is a source of skills and competencies that provide the society with its needs.
2. The study focuses on the modern management methods for (e-HRM) and the extent to which they are used in educational institutions which is considered as a suitable model for application at the level of public and private institutions.
3. The importance of the technology factor in influencing the efficiency and development of organizations in general, both in the public and private sectors.
4. Increasing the efficiency and effectiveness of educational institutions through the use of various ICT tools in all their functions, which will benefit the institution and society.
5. To keep abreast of the latest scientific developments and harness them to serve the local community, and try to generalize the various administrative functions used electronically to all institutions of society, in an attempt to reach the broader concept that includes e-government and electronic management.

7. RESEARCH TERMINOLOGY

- **Electronic Human Resources Management:** Is the administrative activity related to identifying the project needs of the working resources, and working to provide the numbers and competencies that commensurate with the needs of the project, and work on using these resources effectively in achieving the objectives of productive efficiency (Dura and Al-Sabbagh, 2008).
- **Human Resources Information Systems :**(O'Brien, 2002) defined it as a set of common elements that include the collection, analysis, storage and retrieval of human resources management information to support recruitment and control decisions, measure and improve performance and planning. (Parry & others, 2007) defined it as any system that helps the organization to query, store, analyze, retrieve and distribute information on human resources management.
- **Human Resources Management:** (Daft and Richard, 2008) pointed out that the concept of Human Resources Management is defined as the management responsible for a number of activities that include the recruitment, maintenance and development of human resources so that they can deal with the organization's strategies, policies and change management. (AL-Sahaf, 2000) defined it as the administrative process for the planning, recruitment, organization, development, compensation, control of performance, productivity and the maintenance of all human elements of staff and managers who perform work for the organization.(Saleh, 2004) defined it as the process by which the organization's labor needs are met, maintained, trained, developed, stabilized, and spiritually promoted.

8. PREVIOUS STUDIES

The study of (Shobaki et al., 2017) has shown 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.

The study of (AL-Masri, 2007) entitled "Requirements for the use of electronic signature in the management of information technology centers in Palestinian Universities in the Gaza Strip". The study aimed at identifying the requirements of using electronic signature in the management of information technology centers in Palestinian universities in the Gaza Strip. Clarify the importance of maintaining information security and the use of advanced technology in protecting privacy through electronic correspondence. The study concluded that electronic signature technology is not used in IT centers in Palestinian universities in the Gaza Strip, and that security equipment and software used in IT centers need to be updated to be able to efficiently protect electronic information. The study recommended several recommendations, the most important of which is the need to adopt electronic e-mail using the electronic signature, updating the security equipment and developing software used in information technology centers, allocating an annual budget for information security, training and development of information technology center staff in the field of information security and the use of electronic signature in information technology centers.

The study of (Ruel & others, 2004), which investigated the concepts of (e-HRM) through these companies, the extent to which they are used globally and the extent to which the organization benefits from its applications. The study found that the most important results are the need to approach (e-HRM), which is closely linked to the organization's processes and globalization. There is a gap between (e-HRM) as a technical concept on the one hand and between the use and adoption of management and its managers, which leads to the disruption of the use of (e-HRM) features. (e-HRM) should help reduce costs as one of its main benefits, but through the study it was found that this reduction was only in reducing the number of personnel in human resources management, often offset by an increase in new jobs as a result of the use of technology. The study confirmed that (e-HRM) is achieving strategic integration of human resources management with the organization's strategy. The need to enable staff to exercise certain human resources functions themselves. (e-HRM) companies are used to achieve uniformity and integration of information, helping them play a unique global and local role. The study recommended several recommendations, including the need to change the mentality of managers and employees, to understand the usefulness and importance of (e-HRM). The need for clear objectives and strategies to ensure that there is no conflict with change. (e-HRM) is an innovation whose importance should not be overlooked, both for management and individuals, bearing in mind that the nature of the work of different organizations makes it difficult to develop specific regulations that are applied to all. The need for further studies on (e-HRM), which aims to identify the process of growth or planning, how to implement, what factors affect the long term and how they affect the role of human resources management.

The study of (Ruel& others, 2007), which examined the contribution of (e-HRM) to the efficiency of human resources management, through a quantitative study conducted on the Ministry of Interior in the Netherlands and whether the transformation process was useful to the ministry. The study found that the actual implementation of human resources management (e-HRM) is linked to the efficiency of human resources management. Through regression analysis, researchers found that the quality of HR applications in terms of content is the most important explanatory factor in the efficiency of HR technology and strategy. The study recommended further quantitative research on measuring the efficiency of e-HR management and introducing more variables to the model developed by the researchers.

The study of (Olivas-Lujan & others, 2007), conducted in Mexico, examines the role of (e-HRM) in achieving a global competitive advantage for Mexican companies within the industrial services sector. The study found that these companies achieved a global competitive advantage through their application for recruitment, recruitment and e-training. The study added that one of the main reasons for achieving this competitive advantage is the integration of the local concept of information technology with the adoption of human resource management strategies electronically. Mexico's dynamic business policies have helped implement

HRM strategies because of its open-door policy, encouraging many international companies, especially the US and Canada, to open branches in Mexico, forcing corporate owners to switch to (e-HRM) as a global trend that achieves a competitive advantage. The study recommended further studies on the impact of local and cultural factors in the adoption of human resources management and on conducting studies that measure the performance of (e-HRM) in Mexico and other countries.

The study of (Parry & others, 2007) which focused on the impact of technology on human resource functions and personnel management, analyzed 10 case studies of different organizations in industry and services. The study found that the use of technology within human resources had a clear impact on the efficiency of the implementation of human resources management functions. The process of transition to electronic human resources management requires a change in the skills required of human resources staff and change in management and managers. Information technology is used to take advantage of human resource management functions in a manner that is commensurate with the requirements of different organizations. It focuses on the services of the employees themselves, including the focus on the incentive system and the other on the evaluation of performance. The study recommended that the use of technology within human resources should be a major focus of the Organization as the impact of technology on the efficiency and speed of human resources operations is high. It recommended the importance of developing HRMIS. And recommended the importance of the participation of serious staff in the development of systems and training them to use the new systems, so that they have an awareness that helps to accept them.

The study of (Strohmeier, 2007), which reviewed a series of empirical studies on the subject of (e-HRM), as well as developing future research scenarios. The study concluded that the knowledge in this subject is sufficiently available to be recognized as innovation, innovation and renewal in the field of human resources management to cope with the changes of the internal and external environment. The study recommended the strengthening of theoretical studies and knowledge regarding this important field, as it is a key to any development in this field. Future studies should focus more frequently on analyzing the overall levels of the Organization and in coordination with appropriate levels of technology to avoid any negative impact. It also recommended the promotion of studies that mainly cover content, structure and results.

9. THEORETICAL FRAMEWORK OF THE STUDY

9.1 Electronic Human Resources Management (e-HRM)

In light of these changes and developments in modern administrative thought, human resources management is undergoing a radical change in its concepts, policies, strategies and practices. One of the most important challenges facing today's organizations is the technological changes and the revolution of the Internet and communications, as they have huge implications for the human resources function, because they mean drastic changes in all human resources functions, activities, in supporting, and implementing the organization's strategic plans.

The particular nature of human resources and other business-related systems has often been a reason why some people are not connected. This has been a big problem, so a group of companies have begun to design software packages that cover all of the corporate needs called Enterprise Resource Planning (ERP). Although many of these packages have been efficient, they have been self-contained and independent systems that have been difficult for external systems to communicate with.

The challenges facing human resources management are profound and comprehensive, to the extent that the profession is threatened by itself, and some see it as obsolete and have no place in the future without changing and accommodating the challenges facing organizations in general (Ak-Khazamy, 2003).

9.2 The Concept of (e-HRM)

The (e-HRM) concept has definitions and names of the same meaning, some of which are called in the foreign literary studies the term e-HR, or virtual HRM, others call it HR intranet, web-based HR, and other researchers call it another term computer-based HRM and stands for CHRIS, in addition to others called it HR portals (Ruel & others, 2004).

This difference leads us to present a set of definitions that addressed this concept, so that we can give a clear picture of it, and then differentiate it from the concept of HRMIS. These definitions (Parry and others, 2007) are the use of technology with human resources management functions. (Ruel and others, 2007) as communication through technology targeted through networks between the organization and its staff on human resources management. As well as the definition of (Schramm, 2006) as a way to implement human resource management strategies, procedures and policies in the organization through direct and informed support based on web technologies. Foster (2008) defines it as the application of any technology that enables managers and employees direct access to human resources management and other organization services for communication, performance appraisal, team management, knowledge management, education and other management purposes. (Strohmeier, 2007) defines it as an IT planning and implementation process to support at least two individuals or a group of individuals to participate in the delivery of human resources activities (Torres-Coronas & Arias-Oliva, 2009). Hopkins and Markaham (2006) defined it as a distinct application of web-based techniques in HR-related systems, which, together with other organizational changes, would contribute to broad access to human resources information, as well as provide multiple opportunities for managing such information.

The main difference between (e-HRM) and HRMIS is that human resource information systems are oriented towards the same human resources management service, and HRMIS users are often human resource managers for the purpose of developing services to the organization (Ruel & others, 2004).

In (e-HRM), the target group is those who are outside human resources management, whether managers or employees, providing human resources services via the intranet or the Internet for use by all employees of the organization (Ruel and others, 2007). HRMIS is a key factor in the preparation and implementation of the WMO Strategic Plan, continues to rely heavily on accurate data and the rapid access of information to decision makers (Armstrong, 2001).

Human resource management functions have not changed within (e-HRM), but the methods used in these functions have changed, relying mainly on ICT technology, as well as changing the role of individuals in the organization, becoming more active participants in the management’s functions previously. (Schramm (2006) argues that the evolution of technology and the development of a robust work analysis on the human resource management function can make decisions, and its impact can be measured by the results of organizations' actions, not only the large ones but even small.

9.3 Objectives of (e-HRM)

The goals of (e-HRM) are derived from their integration with e-governance objectives and adapting them to changes in the business environment. (LEPAK and SNEL) identified these objectives by increasing the focus on strategic issues, increasing the flexibility of procedures and practices, increasing the efficiency of human resources management (Raul et al., 2007), where the changing forces and factors influencing organizations and the issues of globalization change the perception of a safe job to a secure profession, a high rate of education in the world and a change in the quality of the labor force required. That were the most important reasons why organizations are directed toward (e-HRM) in order to achieve the following main objectives (Najjar, 2008):

- 1- Improve the strategic direction of human resources.
- 2- Reducing labor costs and administrative expenses.
- 3- Gains of human resources.
- 4- Facilitate the performance of the functions of HR management.
- 5- Raise the performance and productivity of the organization.
- 6- Development and improvement of labor relations and employees satisfaction.
- 7- Better support for management across the company.
- 8- Provide greater opportunities for participation and training.
- 9- Improve the company's image.

It aims at providing HR services immediately and conducting (e-HRM) transactions. This requires a review of the traditional approach to human resource management, procedures, and transforming it into a modern integrated model within the new (e-HRM) concept. In recent years, there has been a growing belief that the organization can have a competitive edge to distinguish it from others by developing its human resources and doing so in several ways (Hopkins and Markham, 2006):

1. Implement training faster and apply acquired skills effectively.
2. Acquire distinct abilities that distinguish them from others.
3. Improve relations between different functional sectors within the organization.
4. Improve customer services.
5. Flexibility and better response to market variables.

9.4 The Importance of Human Resources Management (e-HRM)

The use of technology in human resource management has a significant impact on reducing administrative costs resulting from personnel operations, reducing the duration of recruitment and recruitment, increasing interaction of individuals with HR activities, such as the identification of benefits package, compensation and training through the Internet and many other benefits related to all HR functions. Thus, the organization receives many benefits from the use of (e-HRM). These benefits range from high-impact benefits to normal-impact benefits. Table 1 illustrates these benefits.

Table 1: Potential benefits of (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	Allow human resource management to become a

	information by providing direct access	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: (Parry& others,2007)

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. Immediate self-service workers.
2. Manpower Planning Services.
3. Link the company's various websites such as in-kind benefits, education portal and recruitment portal with HR portal.
4. Enable employees to learn performance data.
5. Enable managers to make strategic decisions.
6. Linking different databases within human resources management, such as payroll software and performance software, and making it available on the website for both staff and managers.
7. Write online reports of employees from the company's website using the criteria used, providing managers with objective decisions.

In spite of this importance, some organizations and institutions, especially those operating within the public sector, still do not take advantage of these benefits or take them as a kind of change in the changing business environment. According to a study 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).

9.5 The reality of (e-HRM) in Palestinian universities

The success of universities in this task requires the creation of conditions and possibilities of all kinds, providing them with the necessary human or material resources, keeping up with the latest scientific developments, and developing effective administrative systems (Abu Sabt, 2005), where IT centers are the portal through which Introducing modern technology to the University and harnessing it in the service of the academic and administrative process, which is responsible for the development and implementation of university programs, the automation of work departments and systems, and the help of the university administration in making decisions related to information technology (AL-Masri, 2007)

9.6 The reality of (e-HRM) at the Islamic University

Table 2 shows the number of employees at the Islamic University during the year 2017.

Table 2: Statistics of the number of employees in the Islamic University during the year 2017

	Ph.D.	MS	BS	Diploma	High School	Below High School	Total
Academic Staff							
Male	224	105	44	-	-	-	373
Female	4	24	27				55
Administrative Staff							
Male	-	22	152	121	44	35	374
Female	-	1	34	9	4	1	49
Supportive Staff							
Male	-	-	-	-	75	101	176
Female	-	-	-	-	8	25	33
Total	228	152	257	130	131	162	1060

9.7 (e-HRM) applications at the Islamic University

The project of computerization of administrative procedures at the Islamic University is considered the university's most ambitious project in the transition to electronic management, which is the most recent one compared to other universities under study (<http://www.iugaza.edu.ps>).

9.8 The reality of (e-HRM) at Al-Azhar University

Table 3 shows the number of employees at Al-Azhar University during the year 2017.

Table 3: Statistical Number of Employees at Al - Azhar University in 2017

	Ph.D.	MS	BS	Diploma	High School	Below High School	Total
Academic Staff							
Male	179	71	21	-	-	-	271
Female	5	14	3	-	-	-	22
Administrative Staff							
Male	-	7	93	69	22	20	211
Female	-	-	17	7	1	-	25
Supportive Staff							
Male	-	-	-	-	12	57	69
Female	-	-	-	-	-	20	20
Total	184	92	134	76	35	97	618

Source: Personnel Affairs Department, Al-Azhar University, 2017

9.9 (e-HRM) applications at Al-Azhar University

The unit has ambitious plans that are incomplete because of the direction of the university administration in the partial gradual transformation of e-administration. The unit is currently working on a project to implement the e-archiving system for correspondence. The unit also has the software and technical capabilities capable of implementing a complete electronic management system. The Personnel Affairs Department has an integrated Human Resources Information Systems (HRMS) system linked to the University Portal for ESS services for staff. There is also an internal electronic correspondence system designed by the ITU unit, and a university e-mail. The unit also relies on the electronic portal through the university portal. It offers learning, e-training and video conferencing. It also provides SMS service, a hot spot service for university students and employees who have laptops, which will reduce the dependence on the network by cable significantly, and gives flexibility to use the network and the Internet within the university, and will relieve the pressure on the computer centers, especially during periods of registration of subjects. The problem of electronic signature remains an obstacle to the transition to electronic management in full, which is the same problem faced by the Islamic University, and may be due to the need for legal legislation in the first place. The unit is still in its infancy and has an ambitious vision towards e-governance. Due to administrative constraints and higher priority requirements of the university administration, this may be an obstacle to a full (e-HRM) approach. E-learning services are primarily targeted at the student class, and include basic services such as admissions and registration, access to grades, and correspondence with lecturers.

9.10 The reality of (e-HRM) at Al-Aqsa University

Table 4 shows the number of employees at Al-Aqsa University during the year 2017.

Table 3: Statistical Number of Employees at Al-Aqsa University in 2017

	Ph.D.	MS	BS	Diploma	High School	Below High School	Total
Academic Staff							
Male	111	112	1	-	-	-	224
Female	12	23	1	-	-	-	36
Administrative Staff							

Male	-	13	191	38	-	-	242
Female	-	-	62	19	-	-	81
Supportive Staff							
Male	-	-	-	-	15	75	90
Female	-	-	-	-	1	3	4
Total	123	148	255	57	16	78	677

Source: Department of Personnel Affairs at Al-Aqsa University, 2017.

9.11 (e-HRM) applications at Al-Aqsa University

There are ESS services within the university portal. There are also electronic polarization services. The center has a strong network both in terms of equipment, internet lines, or technical staff. Many systems are under construction and development. The focus of the university and the computer center on educational activities more than administrative functions, according to the direction of the University administration in this regard. In this academic year, the lecture system was automated. All lectures are available on the university's website for student services. However, (e-HRM) is weak within the university's development plans. Non-adoption of electronic signature and electronic documents. Although there is a strong network and integrated services, it is not fully utilized in the management of personnel, where transactions between the branches of the university are still done in traditional ways. There is also an e-mail system. The Center has a clear plan for the transition to electronic administration, within the direction of the university administration and according to the priorities set by the university administration. Researchers also found a gap between the capabilities and aspirations of the Center and the management of personnel affairs on the one hand, and between the University administrations on the other, and may be one of the reasons for being a government university.

10. STUDY APPROACH

The researchers used the descriptive and analytical approach, in which they tried to describe the reality of electronic human resources management in the regular Palestinian universities in the Gaza Strip. The researchers used the questionnaire to collect the primary data as the main research tool, specifically designed to collect the necessary information on the subject of the study. The questionnaire was distributed to the sample of the study, and then it was analyzed using the SPSS statistical program and the use of the appropriate statistical tests in order to arrive at indications of value and indicators that support the subject of the study.

10.1 Study population

The study population consists of administrative and academic staff of the university. The total number of members of the study population is 239, as shown in Table 5.

Table 5: Number of university employees concerned with the subject of the study

Job Title	Islamic	Al-Azhar	Al-Aqsa	Count	%
University President	1	1	1	3	1.26
Vice president	4	3	5	12	5.02
Dean	19	14	12	45	18.83
Director	23	24	11	58	24.26
Head of the Department	40	37	44	121	50.63
Total	87	79	73		
Grand total	239				100.00

Source: Department of Personnel in the universities listed in the study, 2017.

10.2 The study sample

The study population was composed of academics and administrators of the universities under study. A random sample was chosen from the study population. The researchers distributed the questionnaire to the sample of the sample representing the population (148). (129) were retrieved back with a return rate of 87.16% . The following tables show the distribution of the sample of the total study according to the different variables:

Table 6: Statistical Description of the Research Sample according to demographic variables (N = 129)

Demographic variables		Freq.	%
University	Islamic University	54	41.9
	Al-Azhar University	40	31
	Al-Aqsa University	35	27.1
Age Group	Less than 30	21	16.3
	From 30 - less than 40	44	34.1
	From 40 - less than 50	42	32.6
	More than 50	22	17.1
Qualification	BS	55	42.6
	High Diploma	3	2.3
	MS	20	15.5
	Ph.D.	51	39.5
Number of Years of Services	Less than 5	24	18.6
	5 - Less than 10	29	22.5
	10 to less than 15	36	27.9
	More than 15	40	31
Job Category	administrative staff	68	52.7
	administrative academic	61	47.3
Job Name	Vice president	5	3.9
	Dean	20	15.5
	Director	31	24
	Head of the Department	52	40.3
	Other	21	16.3

Table (6) shows that (41.9%) of the study population from the Islamic University, (31%) of the study population from Al-Azhar University and (27.1%) of the study society of Al-Aqsa University.

It is also evident that the age group "less than 30" was 16.3%, "30 to 40" (34.1%), 32.6% of the 40 to 50 age group, and the "50 and older" ratio was (17.1%). It is clear from the above data that most of the respondents are in the age group greater than 30 years, and researchers explain that the study targeted the higher administrative levels, which are often held only by holders of higher degrees from the Master and Ph.D., and often gets the postgraduate degrees after Thirty years old.

The percentage of bachelor's degree holders is 42.6%, and the reason for the high percentage is that there are 21% of those who work in information technology centers, with a total of (38.2%) of bachelor's degree holders. 34 members of the sample are employed in senior management positions. The percentage of holders of higher diploma (2.3%) only, which indicates the orientation of members of the population to obtain the degrees of master 'MA' and 'PhD' mainly, as it is necessary for senior management positions, where the percentage of Masters (15.5%) and PhD (39.5%).

It is clear that the percentage of those who have years of service "less than 5 years" represents the lowest percentage (18.6%), while the rest of the categories have a higher rate than the second category (22.5%) from "5 to less than 10 years, (27.9%) for the category from "10 to under 15" and 31% for "15 years and over". The researchers explain that senior management positions need expertise primarily, and they only come with practice for a long period of time.

It is also clear that the percentage of the sample of the administrative staff was 52.7% and the administrative academic staff 47.3% according to the response of the sample. The response rate was only 84.31%. The researchers explain this to several factors, the

most important one is the pressure in the work of the academic administrative staff, in addition to the existence of senior administrative names such as "Director" and "Head of Department" of the bachelor's degree, while the functional category is an "administrative academic" which requires that the employee be a doctorate. It is also clear that the proportion of respondents in the name of "vice president" amounted to (3.9%), and researchers explain this to the limited that in the universities under study, as the total Vice-President of the (10) deputies in the three universities, in addition to the pressure of work, That position. , While the percentage of "Dean" (15.5%), the proportion of "Director" was (24%), while the proportion of "Head of Department" (40.3%), and the researchers explain the rise of this percentage because the heads of departments make up a large proportion of the sample study, they hold an academic title. The "other" category was identified by researchers as members of the study community as IT programmers and not as job-oriented (16.3%).

10.3 Study Tools

The researchers designed the questionnaire to collect field data from the study population after reviewing many administrative literature and previous studies in the field of electronic human resources management. A questionnaire was designed and distributed to all members of the population to collect the necessary data for the study.

10.4 Validity and consistency of the questionnaire

Validity of the questionnaire

The validity of the questionnaires: The validity of the questionnaire is to measure the questions of the questionnaire and to verify the veracity of the questionnaires.

The structural validity of the questionnaire

Structural validity is one measure of the validity of a tool that measures the extent to which the objectives of the tool are achieved. It measures the extent to which each area of study is closely related to the study. The correlation coefficient of Pearson is used to calculate this correlation. Table 7 shows the correlation.

Table 7: The correlation coefficients between each field of study in the overall grade of the study subjects

S.N.	Field	Coefficient of correlation	Moral level	Level of significance
1	The importance of managing human resources electronically at different administrative levels	.491	.006	0.01
2	Support the university administration towards the transition to electronic management	.940	.000	0.01
3	Provides IT infrastructure	.705	.000	0.01
4	University System in Human Resource Management	.879	.000	0.01
5	University system in providing e-learning services	.901	.000	0.01

Table 7 shows that the correlation coefficients between each area of the questionnaire and the total score of the questionnaires are limited between the two values (0.491 - .9400) at the level of significance (0.01). This indicates that all fields of study are valid for the measurement.

10.5 Stability of the resolution

Stability means that the results will be stable if they were redistributed to the sample again under the same conditions. The researchers used two methods to verify the stability of the questionnaire, namely the half-split and the alpha-Cronbach methods.

First: the half-split distribution

Table 8 shows correlation and consistency coefficients between odd numbered questions and even numbered questions for each field of the study, as well as correlation coefficient and consistency between all odd numbered and even numbered paragraphs. The correlation was calculated by using half-split, the Jettman coefficient for odd numbered paragraphs, and the Spearman-Brown coefficient for even numbered paragraphs.

Table 8: Correlation and Stability Parameters using half-split method

S.N.	Field	Correlation Coefficient	Stability Coefficient	Parameter Type
1	The importance of managing human resources electronically at different administrative levels	.974	.986	Jetman
2	Support the university administration towards	.958	.978	Jetman

S.N.	Field	Correlation Coefficient	Stability Coefficient	Parameter Type
	the transition to electronic management			
3	Provides IT infrastructure	.782	.875	Jetman
4	University System in Human Resource Management	.925	.961	Spearman-Brown
5	University system in providing e-learning services	.900	.945	Jetman
All Paragraphs		.976	.988	Spearman-Brown

It is clear from Table 8 that stability coefficients are limited to (0.875 - 0.986) and the stability coefficient for all paragraphs (0.988).

Second: Measurement of stability using the alpha coefficient Cronbach

The stability of the questionnaire was measured in another way, namely, the α -Cronbach coefficient. Table 9 shows the results of this method.

Table 9: Correlation and Stability Parameters using the Cronbach Alpha Factor

No.	Field	Number of paragraphs	Stability coefficient
1	The importance of human resources management electronically at different administrative levels	17	.979
2	Support the university administration towards the transition to electronic management	19	.966
3	Provides IT infrastructure	17	.895
4	University System in Human Resource Management	18	.936
5	University system in providing e-learning services	17	.951
All Paragraphs		71	.977

It is clear from Table 9 that stability coefficients are limited to (0.895 - 0.979), and the stability coefficient for all paragraphs (0.977) indicates that the questionnaire clauses have a high stability coefficient.

10.6 Statistical treatments used

The Statistical Package for Social Sciences (SPSS) was used to process data statistically. The treatment included the following statistical methods:

1. Percentage and frequency: To describe the characteristics of the study population of the functional variables, and to determine the responses of its members towards the study axes.
2. Alpha cronbach Test: To calculate the stability coefficients of the questionnaire, and the coefficient of stability of each axis of the study axes.
3. Pearson correlation coefficient: to measure veracity of vertebrae (constructional honesty).
4. One sample t test: to analyze the clauses of the questionnaire and the hypotheses of the study.
5. Independent Samples T-Test: To examine the statistical significance of differences due to personal variables, and to compare the categories of the study, which include only two categories.
6. One Way ANOVA test: To examine the statistical significance of the differences due to personal variables, and to compare the categories of the study, which includes more than two categories.
7. Tamhane's T2: Determines the category of variance and variation of heterogeneous data.

11. ANALYSIS OF THE STUDY PARAGRAPHS

The following paragraph discusses the areas of study on the status of (e-HRM) in Palestinian universities. Table 10 shows the results of using the t-test.

Table 10: Analysis of the fields of study

No.	Field	SMA	Relative weight	T value	Moral level
1	The importance of human resources management electronically	8.36	83.61	32.168	0.000

	at different administrative levels				
2	Support the university administration towards the transition to electronic management	7.04	70.37	9.589	0.000
3	Provides IT infrastructure	7.40	73.97	8.042	0.000
4	University System in Human Resource Management	6.39	63.89	3.457	0.001
5	University system in providing e-learning services	6.26	62.63	2.042	0.043
All Paragraphs		7.04	70.35	13.564	0.000

Table 10 shows that the mean for all fields of study was (7.04) and the relative weight (70.35). The value of t (13.564), which is greater than the value of t tabular (1.98) at the level of significance (0.000). In the above, we find that the reality of (e-HRM) in Palestinian universities is above average (6) and is considered statistically acceptable. The researchers explain this by the increasing interest of university administrations in the transition to electronic management in general and towards the management of human resources in order to cope with the rapid changes in ICT methods, and to use them to serve the administrative and academic system, and serve the students, employees and society.

12. ANALYSIS OF THE HYPOTHESES OF THE STUDY

Analysis of **H1**: There are statistically significant differences between the averages of respondents' responses due to the demographic variables (university, age group, academic qualification, number of years of service, job category, job title) in the Palestinian universities in the Gaza Strip.

To test the differences between the responses of the sample and the personal variables, the one-way analysis of the differences between more than one independent sample (one way Anova and the Independent Samples T-Test) was used between two independent samples.

Analysis of H1-1: There are statistically significant differences between the responses of the respondents due to the variable (university) in the Palestinian universities in the Gaza Strip.

To examine the university variable and whether there were statistically significant differences in the response of the sample, the researchers used the one way Anova test because the data are subject to normal distribution and the sample size is greater than 50 to compare the university variable . Table 11 shows the results of this test.

Table 11: Analysis of the hypothesis of the university variable

No.	The field	The arithmetic mean of the university variable			F value	Level of significance
		Islamic	Al-azhar	Al-Aqsa		
1	The importance of human resources management electronically at different administrative levels	8.34	8.53	8.20	1.439	0.241
2	Support the university administration towards the transition to electronic management	7.44	6.62	6.90	5.850	0.004
3	Provides IT infrastructure	7.91	6.76	6.77	7.827	0.002
4	University System in Human Resource Management	7.15	5.83	5.85	21.825	0.000
5	University system in providing e-learning services	7.13	5.52	5.78	21.741	0.000
All Areas		7.53	6.67	6.68	19.865	0.000

Table 11 shows that the value of the significance level is less than (0.05) for all fields, which leads to rejection of the null hypothesis and acceptance of the alternative hypothesis which states that "there are statistically significant differences in the response of the sample members on the reality of human resources management electronically (e- HRM) in Palestinian universities due to the university variable ".

1. The first field is not affected by the university variable. There are no statistically significant differences in the response of the sample members on the reality of (e-HRM) in the Palestinian universities due to the university variable where the level of significance is greater than (0.05). The researchers argue that the first area discusses the importance of (e-HRM) at different levels of management. In light of the contemporary trend towards electronic management and the entry of computers into all areas of contemporary life, this importance is evident in more than one area of management.
2. The second field is influenced by the university variable. There are statistically significant differences in the response of the sample members on the reality of (e-HRM) in the Palestinian universities due to the university variable. The level of significance is less than (0.05). As far as the researchers mentioned in advance, there is nothing other than the Islamic University in the transition to electronic management.

3. The third area is influenced by the university variable. There are statistically significant differences in the response of the sample members about the reality of (e-HRM) in the Palestinian universities due to the university variable. The level of significance is less than (0.05). The researchers explain this because of the different physical and programmatic components of the universities, the different priorities of IT centers and the varying financial support and human resources available to them.
4. The fourth area is influenced by the university variable. There are statistically significant differences in the response of the sample members on the reality of (e-HRM) in the Palestinian universities due to the university variable. The level of significance is less than 0.05. (HRM) in universities, where the Islamic University is characterized by more (e-HRM) activities and functions than the other and more than the rest of the universities.
5. The fifth area is affected by the university variable. There are statistically significant differences in the response of the sample members about the reality of (e-HRM) in the Palestinian universities due to the university variable. The level of significance is less than (0.05) This field and the development of electronic educational services systems, where the universities of Al-Azhar and Al-Aqsa in the initial stages of providing these services, while the Islamic University services are not available in other universities such as video service and interactive video conference service.
6. The results of the sample members of Al-Azhar and Al-Aqsa Universities for the fourth and fifth fields were less than the arithmetic mean (6), which caused differences due to the university variable.

Table 12 shows the results of the homogeneity test. Based on its results, we use either a "hybrid" test for multiple comparisons of homogeneous data, or a "tamhan" test for multiple comparisons of heterogeneous data, according to the university variable for the second field.

Table 12: Results of homogeneity test

Livni coefficient	Level of significance
1.304	.275

It is clear from Table 12 that the data are homogeneous because the significance level is greater than (0.05). Therefore, we use the "Shifa" test, whose results are shown in Table 13.

Table 13: Results of the Shifa test

Field	Differences	Islamic	Al-Aqsa
Support the university administration towards the transition to electronic management	Al-Azhar	.82052*	.28064
	Al-Aqsa	.53988	

*Means that there are statistically significant differences at the significance level of 0.05

Table 13 shows differences between respondents' responses due to the university variable for the second field. There are differences between the Islamic University and Al-Azhar in favor of the Islamic University.

Table 14 shows the results of the homogeneity test by the university variable for the third field.

Table 14: Results of homogeneity test

Livni coefficient	Level of significance
3.858	0.033

Table 14 shows that the data are not homogeneous because the significance level is less than (0.05). Therefore, we use the Tamahani test, whose results are shown in Table 15.

Table 15: Tamhani test results

Field	Differences	Islamic	Al-Aqsa
Provides IT infrastructure	Al-Azhar	1.14879*	.00735
	Al-Aqsa	1.14144*	

*Means that there are statistically significant differences at the significance level of 0.05

Table 15 shows differences between the respondents' responses due to the university variable for the third field, where there are differences between the Islamic University, AL-Aqsa University and Al-Azhar University in favor of the Islamic University.

Table 16 shows the results of the homogeneity test by the university variable for the fourth field.

Table 16: Results of homogeneity test

Livni coefficient	Level of significance
3.668	0.028

Table (16) shows that the data are not homogeneous because the significance level is less than (0.05). Therefore, we use the Tamahani test, whose results are shown in Table 17.

Table 17: Tamhani test results

Field	Differences	Islamic	Al-Aqsa
University System in Human Resource Management	Al-Azhar	1.32032*	.01885
	Al-Aqsa	1.30147*	

*Means that there are statistically significant differences at the significance level of 0.05

Table 17 shows that there are differences between the responses of the sample members due to the university variable for the fourth field, where there are differences between the Islamic University and the universities of Al-Azhar and Al-Aqsa for the Islamic University.

Table (18) shows the results of the homogeneity test by the university variable for the fifth field.

Table 18: Results of homogeneity test

Livni coefficient	Level of significance
9.832	0.000

Table 18 shows that the data are not homogeneous because the significance level is less than (0.05). Therefore, we use the Tamahani test, whose results are shown in Table 19.

Table 19: Tamhani test results

Field	Differences	Islamic	Al-Aqsa
University system and the university system in the provision of electronic educational services	Al-Azhar	1.60468*	.26092
	Al-Aqsa	1.34376*	

*Means that there are statistically significant differences at the significance level of 0.05

It is clear from Table 19 that there are differences between the responses of the sample members due to the university variable for the fifth field, where there are differences between the Islamic University, Al-Azhar and Al-Aqsa universities in favor of the Islamic University.

Analysis of H1-2: There are statistically significant differences between the responses of the respondents due to the variable (age group) in the Palestinian universities in the Gaza Strip.

To examine the age variable and whether there were statistically significant differences in the response of the sample, the researchers used the one way Anova test because the data are subject to normal distribution and sample size greater than 50, and four categories. Table 20 shows the results of this test.

Table 20: Analysis of hypothesis with the variable age group

No.	Field	The mathematical mean of the age variable				F value	Level of significance
		Less than 30	30 -Less than 40	40 -Less than 50	More Than 50		
1	The importance of human resources management electronically at different administrative levels	8.09	8.31	8.45	8.54	1.283	.283
2	Support the university administration towards the transition to electronic management	6.69	7.27	7.10	6.79	1.437	.235
3	Provides IT infrastructure	7.22	7.55	8.06	-	.513	.683
4	University System in Human Resource Management	6.53	6.49	6.29	6.23	.359	.783

5	University system in providing e-learning services	5.83	6.38	6.52	5.95	1.484	.222
All Paragraphs		6.86	7.14	7.09	6.88	.817	.487

It is clear from Table 20 that the value of the significance level is greater than (0.05) for all fields, leading to acceptance of the null hypothesis and rejecting the alternative hypothesis which states that "there are statistically significant differences in the response of the sample members on the reality of electronic Human Resources Management (e- HRM) in the Palestinian universities due to the variable age group, and we note that all fields are not affected by the age group variable, since the value of the significance level is greater than (0.05) for all fields. Responses of members of the age group "less than 30" below the threshold Mediated by the fact that most IT staff, who are directly related to the subject of the study and the fifth field, are more able to evaluate the university system in providing e-learning services, and for the fifth field, the average responses of its members Age (50 and older) is below average (6). The researchers explain this as the category of most senior job titles (Dean, Head of Administrative Academic Department or Administrative Director), with long years of service and many responsibilities and work pressures. The traditional functions of human resources, such as traditional classroom training, may therefore be considered more acceptable.

Analysis of H1-3: There are statistically significant differences between the responses of the respondents due to the variable (scientific qualification) in the Palestinian universities in the Gaza Strip.

To examine the scientifically qualified variable and whether there were statistically significant differences in the response of the sample, the researchers used the one way Anova method because the data were subject to normal distribution, the sample size was greater than (50), and has four categories. Table 21 shows the results of this test.

Table 21: Analysis of the variable hypothesis of scientific qualification

No.	Field	The mathematical mean of scientific qualification variable				F Value	Level of significance at F
		BS	High Diploma	MS	Ph.D.		
1	The importance of human resources management electronically at different administrative levels	8.27	8.33	8.36	8.46	.479	.698
2	Support the university administration towards the transition to electronic management	6.94	5.68	7.40	7.08	1.990	.119
3	Provides IT infrastructure	7.45	7.33	7.98	5.3	.493	.564
4	University System in Human Resource Management	6.50	6.02	6.48	6.23	.420	.739
5	University system in providing e-learning services	6.17	4.96	6.65	6.29	1.344	.263
All Paragraphs		7.01	6.25	7.25	7.02	1.277	.285

Table 21 shows that the value of the significance level is greater than (0.05) for all fields, leading to acceptance of the null hypothesis and rejecting the alternative hypothesis which states that "there are statistically significant differences in the response of the sample members on the reality of electronic human resources management (e- HRM) in Palestinian universities due to the variable of scientific qualification ". We also note that all fields are not affected by the variable of scientific qualification since the value of the significance level is greater than (0.05) for all fields. Therefore, the opinion of the sample members does not change according to their scientific qualifications. Where the results of all areas received the highest approval rate of the master's degree followed by a bachelor's degree and then a doctorate.

Analysis of H1-4: There are statistically significant differences between the averages of respondents' responses due to the variable (number of years of service) in the Palestinian universities in the Gaza Strip.

To examine the variable number of years of service and whether there were statistically significant differences in the response of the sample, the researchers used the one way Anova method because the data are subject to normal distribution and sample size greater than (50) to compare the variable number of years of service Contains four categories. Table 22 shows the results of this test.

Table 22: Analysis of Variable Hypothesis Number of years of service

No.	Field	The arithmetic mean of the number of years of service				F Value	Level of significance at F
		Less than 5	5 - Less than 10	10 to less than 15	15 and More		
1	The importance of human resources management electronically at different administrative levels	8.29	8.12	8.62	8.34	2.049	.110
2	Support the university administration towards the transition to electronic management	7.19	7.21	6.94	6.91	.526	.665
3	Provides IT infrastructure	7.53	7.58	5.21	6.2	2.091	.007
4	University System in Human Resource Management	6.86	6.46	6.25	6.18	1.634	.185

No.	Field	The arithmetic mean of the number of years of service				F Value	Level of significance at F
		Less than 5	5 - Less than 10	10 to less than 15	15 and More		
5	University system in providing e-learning services	5.96	6.63	6.20	6.23	.982	.403
Paragraphs		7.14	7.14	7.01	6.92	.501	.682

Table 22 shows that the value of the significance level is greater than (0.05) for all fields, leading to acceptance of the null hypothesis and rejecting the alternative hypothesis which states that "there are statistically significant differences in the respondents' response to the reality of electronic human resources management (e-HRM) in Palestinian universities due to variable number of years of service ". All the fields are not affected by the variable number of years of service since the value of the significance level is greater than (0.05) for all fields. There are no statistically significant differences in the respondents' response to the reality of (e-HRM) in the Palestinian universities due to the variable number Years of service and therefore does not change the opinion of the sample members depending on the number of years of service. The researchers explain that the number of years of service has nothing to do with change and scientific development because change is a continuous process, both past and present, and universities strive to keep up with this scientific development, both administratively and academically to be able to provide the best services to society.

Analysis of H1-5: There are statistically significant differences between the averages of respondents' responses due to the variable (job category) in the Palestinian universities in the Gaza Strip.

To examine the function category variable and whether there were statistically significant differences in the response of the sample, the researchers used the Independent Samples T-Test between two independent samples because the data were subject to normal distribution and the sample size was greater than (50), and contains two categories. Table 23 shows the results of this test.

Table 23: Analysis of the variable hypothesis of the job category

No.	Field	The arithmetic average of the Job Category		F Value	Level of significance at F	T value	Level of significance at T
		Academic	Administrative Academic				
1	The importance of human resources management electronically at different administrative levels	8.33	8.40	.325	.570	-.440	.661
2	Support the university administration towards the transition to electronic management	6.98	7.10	1.852	.176	-.561	.576
4	Provides IT infrastructure	6.41	6.37	3.708	.056	.183	.855
5	University System in Human Resource Management	6.16	6.38	6.518	.012	-.873	.384
All Paragraphs		7.01	7.06	3.657	.058	-.321	.748

Table 23 shows that the value of the significance of the T test is greater than (0.05) for all fields, leading to acceptance of the null hypothesis and rejecting the alternative hypothesis which states that "there are statistically significant differences in the respondents' to (e-HRM) in Palestinian universities due to the variable job category.

Since all fields are not affected by the job category variable where the value of the significance level is greater than (0.05) for all fields, and there are no statistically significant differences in the response of the sample members about the reality of (e-HRM) in the Palestinian universities due to the variable of the category of the job.

Analysis of H1-6: There are statistically significant differences between the averages of respondents' responses due to the variable (job title) in the Palestinian universities in the Gaza Strip.

In order to examine a functional variable and whether there were statistically significant differences in the response of the sample, the researchers used the one way Anova test because the data were subject to normal distribution and the sample size was greater than (50) with five categories. Table 24 shows the results of this test.

Table 24: Analysis of a variable hypothesis Job title

No.	Field	The arithmetic average of the Job Title					F value	Level of significance
		Vice president	Dean	Director	Department Head	Other		
1	The importance of human resources management electronically at different administrative levels	8.09	8.43	8.45	8.48	7.94	1.860	.122
2	Support the university administration towards the transition to electronic management	6.69	6.79	7.34	7.00	6.99	.805	.524
3	Provides IT infrastructure	5.2	6.14	7.91	7.57	7.28	.553	.581
4	University System in Human Resource Management	4.86	6.62	6.55	6.33	6.45	2.197	.073
5	University system in providing e-learning services	5.49	6.57	6.36	6.34	5.82	1.138	.342
All Paragraphs		6.28	7.10	7.19	7.04	6.90	1.366	.249

Table (24) shows that the value of the significance level is greater than (0.05) for all fields, leading to acceptance of the null hypothesis and rejecting the alternative hypothesis which states that "there are statistically significant differences in respondents' response to the reality of electronic human resources management(e-HRM) in Palestinian universities due to the variable job title ". Since all fields are not affected by the job title variable and since the value of the significance level is greater than (0.05), therefore, the opinion of the sample members does not change according to the variable of the job title.

13. RESEARCH RESULTS

After conducting various statistical analysis of the study tool, and using a carefully selected set of analysis to obtain accurate results that are consistent with the importance of the study and its problem, the following results were obtained:

1. There is clarity in the sample of the study about the importance of electronic human resources management. They are fully aware of its multiple benefits and this greatly helps to adopt and develop (e-HRM) as the members of the study are from the higher administrative levels who influence decision-making.
2. University management supports the process of transition to electronic management.
3. The University's system of human resources management differs in varying degrees from one university to another and has a significant impact on the direction of electronic human resources management. The researchers explain this difference because of the different priorities of universities and their development plans and their material and human potential.
4. There were no statistically significant differences in the response of the sample members due to the demographic variables (age group, academic qualification, number of years of service, job category, job title).
5. There are statistically significant differences in the response of the sample members due to the university variable in favor of the Islamic University.
6. There is no (e-HRM) system yet integrated in any of the universities involved in the study.
7. Universities follow a strategy of combining traditional and electronic business, a positive indicator of the transition to e-governance.

14. RESEARCH RECOMMENDATIONS

The following is a set of recommendations based on the results of the study, hoping for the administrations of the universities concerned to study the development of (e-HRM), and to benefit from this field in enhancing the orientation towards electronic management. These recommendations are:

- The importance of university administrations to make official and practical approaches to electronic management and its systems.
- Develop the administrative structure of the universities in line with the process of change to electronic management.
- (e-HRM) development in universities, as it plays a key role in the success of the transition to e-governance.

- Expanding the use of electronic forms to manage the affairs of employees to take advantage of its multiple benefits such as reducing expenses and reducing the time of completion of transactions.
- The adoption of internal electronic correspondence instead of paper, which contributes significantly to reduce administrative financial expenses, and the speed of completion of work.
- Optimize the tools and means of ICT available at universities, internet networks, computers in order to complete the work and streamline its procedures, and utilize the computer, network and ICT tools in all fields to the maximum extent possible.

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