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“The Impact of Electronic Human Resource Management (E-HRM) on
Organizational Development of UNRWA in Gaza Strip”

أثر إدارة الموارد البشرية الالكترونية على التطور التنظيمي للأنروا في قطاع غزة

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Master of Business Administration

1437 هـ - 2016 م

إقرار

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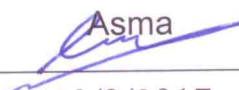
“أثر إدارة الموارد البشرية الالكترونية على التطور التنظيمي للأنروا في قطاع غزة”

“The Impact of Electronic Human Resource Management (E-HRM) on Organizational Development of UNRWA in Gaza Strip”

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ أسماء عطا مصطفى عطا الله لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

أثر إدارة الموارد البشرية الالكترونية على التطور التنظيمي للأثروا في قطاع غزة

The impact of Electronic Human Resource Management (E-HRM) on Organizational Development of UNRWA in Gaza Strip

وبعد المناقشة التي تمت اليوم السبت 01 رجب 1437هـ، الموافق 2016/04/09م الساعة الحادية عشرة صباحاً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا



أ.د. عبد الرؤوف علي المناحة

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

{ يَرْفَعِ اللَّهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ أُوتُوا الْعِلْمَ دَرَجَاتِهِ }

سورة المجادلة الآية 11

Dedication

To my parents Ata & Fayrouz

To my husband Ahmad and my two daughters Maria & Sham

To my Brothers and Sister

(Mohammad, Bahaa El-din, Nor El-Din, Najlaa)

To my family and friends

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Abstract

This research studies the impact of Electronic Human Resource Management on Organizational Development of UNRWA in the Gaza Strip, from the perspectives of the Gaza Field office employees. It also highlights the relationship between these factors "E-HRM" and "UNRWA organizational development".

The descriptive, analytical approach used and utilized both primary and secondary data. In order to achieve the research objectives, a structured questionnaire has designed. The study population was (630) who are administrative and management staff classified between grade 6-20 and working in UNRWA Gaza Field office. A stratified random sample representative of the research population is used, with a total of (308) copies of the questionnaire were distributed and (308) copies were received.

The main findings of the research were:

1. It has concluded that E-HRM components have positive effect on organizational development to UNRWA.
2. E-HRM contributes to achieve the objectives of the UNRWA and in the staff development.
3. There is a strong positive relationship between the electronic components of human resource management and organizational development for UNRWA.
4. E-Recruitment took top rankings in terms of its impact on organizational development and then E-Selecting, followed by E-Training and E-Development, followed by E-compensation.
5. E-Recruitment and E-Selection have a significant impact on organizational development for UNRWA.
6. Apply the electronic human resources management helps organizational development.

The main recommendations of the research were:

1. E-HRM outcomes in terms of efficient HRM processes, higher level of service delivery and a higher strategic contribution as well as the real use of E-HRM systems should be clearly communicated to UNRWA employees to ensure better utilization of E-HRM applications.
2. The success of E-HRM systems depends highly on the employees; therefore, UNRWA should work to improve the relationship between the HRM department and the employees.
3. More efforts should be undertaken by UNRWA to encourage employees to participate in training programs related to the use of E-HRM applications.
4. E-HRM systems should be strategically aligned with HR needs, in such big organizations like UNRWA with a diverse workforce and a bureaucratic culture.
5. UNRWA can utilize the E-HRM system to understand the electronic interactions between managers and employees, preventing miscommunications and misinterpretations of information.

6. UNRWA should consider the challenges related to the use of E-HRM systems in the organization, for instance, cost implications, data entry errors, improper use of the system and security of the information.

ملخص البحث Abstract in Arabic Language

من خلال هذا البحث تم دراسة تأثير إدارة الموارد البشرية الإلكترونية على التطوير التنظيمي للأونروا في قطاع غزة، من وجهة نظر موظفين مكتب الأونروا الميداني. كما تم تسليط الضوء على العلاقة بين إدارة الموارد البشرية الإلكترونية و "التطوير التنظيمي للأونروا".

وقد استخدمت الباحثة في هذا البحث المنهج الوصفي التحليلي ، حيث استعانت في ذلك بالمصادر الأولية والثانوية للمعلومات. وقد تمثلت الأداة الرئيسية للبحث في استبانة تم إعدادها خصيصا للبحث. بلغ مجتمع البحث (630) موظف وهم الموظفون المصنفين بين الدرجة الوظيفية 6 حتى 20 ويعملون في مكتب الأونروا الميداني في مدينة غزة. تم استخدام عينة عشوائية طبقية ممثلة لمجتمع البحث، حيث بلغ مجموع ما تم توزيعه (308) نسخة من الاستبانة، وقد تم استرداد (308) نسخة أيضا.

تمثلت النتائج الرئيسية للبحث فيما يلي :

1. أظهرت الدراسة موافقة على وجود تأثير إيجابي لمكونات إدارة الموارد البشرية الإلكترونية على التطوير التنظيمي للأونروا.
 2. تساهم إدارة الموارد البشرية الإلكترونية في تحقيق أهداف المؤسسة وفي تنمية وتطور الموظفين.
 3. هناك علاقة ايجابية قوية بين مكونات إدارة الموارد البشرية الإلكترونية والتطوير التنظيمي للأونروا.
 4. التوظيف الإلكتروني أخذ أعلى ترتيب من حيث تأثيره على التطوير التنظيمي ومن ثم الاختيار الإلكتروني متبوعة بالتدريب والتطور الإلكتروني يليها التعويض الإلكتروني.
 5. التوظيف الإلكتروني والاختيار الإلكتروني لهما تأثير كبير على التطوير التنظيمي للأونروا .
 6. تطبيق إدارة الموارد البشرية الإلكترونية يساعد على التطوير التنظيمي للأونروا.
- أهم التوصيات التي توصل إليها البحث :

1. نتائج ومخرجات نظام إدارة الموارد البشرية الإلكترونية من حيث إدارة عمليات الموارد البشرية الفعالة، ومستوى أعلى من تقديم الخدمات ومساهمة في الإستراتيجية العليا للمنظمة، يجب أن تنقل بوضوح إلى موظفي الأونروا لضمان تحسين الاستفادة من التطبيقات النظام.
2. نجاح أنظمة إدارة الموارد البشرية الإلكترونية يعتمد إلى حد كبير على الموظفين. وبالتالي، يجب على الأونروا أن تعمل على تحسين العلاقة بين قسم الموارد البشرية والموظفين.
3. ينبغي بذل المزيد من الجهود من قبل الأونروا لتشجيع الموظفين على المشاركة في برامج التدريب المتعلقة باستخدام تطبيقات أنظمة إدارة الموارد البشرية الإلكترونية.
4. يجب الموازنة بين أنظمة إدارة الموارد البشرية الإلكترونية استراتيجيا مع احتياجات الموارد البشرية، خصوصا في المنظمات الكبيرة مثل الأونروا حيث توجد قوى عاملة متنوعة وتسود ثقافة بيروقراطية.
5. يمكن للأونروا الاستفادة من نظام إدارة الموارد البشرية الإلكترونية لفهم التفاعلات الإلكترونية بين المديرين والموظفين، وتحديد أي خلل في الاتصالات بالإضافة إلي منع التفسيرات الخاطئة للمعلومات.

6. يجب على الأونروا النظر في التحديات المتعلقة باستخدام أنظمة إدارة الموارد البشرية الإلكترونية في المنظمة، على سبيل المثال، التكاليف المترتبة، وأخطاء إدخال البيانات، والاستخدام غير السليم للنظام وأمن المعلومات.

Chapter One

The Research General Framework

- **Introduction**
- **Research Problem Statement**
- **Research Variables**
- **Research Hypotheses**
- **Research Objectives**
- **Research Importance**

Chapter One -The Research General Framework

Introduction:

The massive technological change has been resulted in wider integration of technology in different sectors and fields of work. The use of these applications /technology solutions in the human resource area is major trend that change ways how Human Resource functions are carried out. Beside ,a recent concept was used to highlight the use of technology in HRM .The use of technology in human resources management, known as E-HRM is becoming one of the emerging issues in the HRM field. HRM function is one of the main organization's functions that significantly enhances the organization ability to achieve its goals and strategies. Therefore, introduction of E-HRM may lead to change in content and positioning of the HR function, which may positively contribute to the overall organization goals and effectiveness.

Nowadays, technology is an inherent part of our daily lives. People have been simplifying some routine tasks and problems with the use of computers and the Internet. It has sped up some processes and increased the efficiency of performing assignments. In contemporary business, information technology (IT) tools are fundamental to realize processes in a faster and more efficient way. Global competition is demanding and organizations have to use innovative ideas to stay competitive. Every department in company plays a fundamental role for success, but there is one of special significance: Human Resources Management (HRM) (Gonzales, 2011, P.1).

Human Resources Management (HRM) is a crucial part of every organization as it deals with a vital resource: human capital.HRM has been going through a transformation adopting technological tools to improve its performance. It was said, "The HRM function is subject to radical and dramatic change because of the implications of web based organizing". The combination of information technology (IT) tools in HRM processes has named "electronic Human Resources Management" (E-HRM). E-HRM strives to implement all the operational activities that HRM is concerned with, with the help of technological tools in a fast and accurate way (Paauwe, et.al ,2005,P.3).

E-HRM was defined as an umbrella term covering all possible integration mechanisms and contents between HRM and Information Technologies aiming at creating value within and across organizations for targeted employees and management (Bondarouk and Ruël,2009,p.507). Also E-HRM was defined as the 'planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities' (Strohmeier,2007,p20) . Further, it is believed that, 'E-HRM could be narrowly defined as

the administrative support of the HR function in organizations by using Internet technology' (Voermans and Van Veldhoven ,2007,P15).

Therefore, E-HRM can be the integration between human resources management, and information technology, through mainly the use of web-based applications in human resources management. The purpose of this web-based tool is to support HR professionals in performing their HR tasks, and to support managers and employees performing their HR tasks. Therefore, using E-HRM, managers can easily access any relevant information, make decisions, and communicate with others without referring to the human resource department each time.

Research Problem Statement:

The HR function of an organization is responsible for complying with the HR needs of the organization. As with other business functions, strategies, policies and practices have to implemented to ensure smooth operation of the organization and prepare the organization in such a way that smooth operation can guaranteed in the (nearby) future. Using E-HRM technology is a way of implementing these HR strategies, policies and practices. The E-HRM technology supports the HR function to comply with the HR needs of the organization through web-technology-based channels (Ruël, et.al, 2004).

The use of E-HRM technology, as it is a way to implement HR strategies, policies and practices have expected to have an impact on how the HR function operates. Moreover, it has aimed to improve the HR system. This is on its turn affected by what the organization is trying to achieve as a whole.

For the HR function, E-HRM has the potential to affect both efficiency and effectiveness. Efficiency can affect by reducing cycle times for processing paperwork, increasing data accuracy, and reducing HR staff. Effectiveness can affect by improving the capabilities of both managers and employees to make better, timelier decisions. E-HRM also provides the HR function the opportunity to create new avenues for contributing to organizational effectiveness through such means as knowledge management and the creation of intellectual and social capital (Lengnick-Hall & Moritz, 2003, p. 366).

Past research has suggested that e-HRM can increase the efficiency of HR activities, improve HR service delivery and transform the role of the HR function into one that is more strategic The more extensive deployment of technology and systems in the HR domain could be an additional cost to the organization (Parry,2011, p.8).

Since the beginning of 2009, because of large increase in number of staff, it was very difficult for the HR department to follow up the human resources functions manually.

Further, big number of staff required a huge administrative staff in the HR department, huge cost and effort. Therefore, this pushed UNRWA's management to take a decision to shift towards the electronic management of HR. As a result, the process of converting some of the HR functions gradually to programs and electronic systems has began, which facilitated the accomplishment of tasks, save time and cost on the level of human resource management department. However, there is no clear evidence about the impact of this shift on the level of organizational development for UNRWA as an organization.

The purpose of this research is to test the proposition that E-HRM can contribute actively and positively to the organizational development of UNRWA. Therefore, the problem of this research can formulate in the following main question:

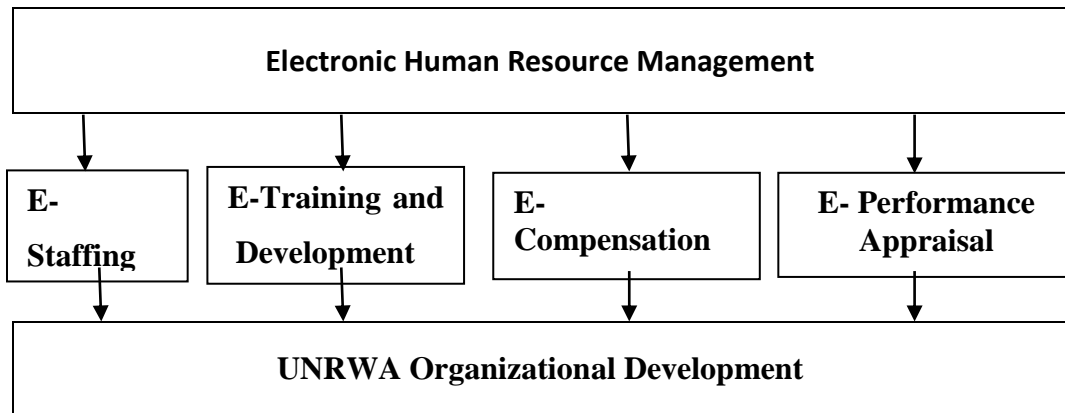
“To what extent Electronic Human Resource Management influence UNRWA Organizational Development in Gaza Strip?”

Research Variables:

The following are the research variables:

1. The dependent variable is UNRWA Organizational Development in Gaza Strip.
2. The independent variable is: Electronic Human Resource Management, which is sub divided to 4 major variables:
 - a. E-Staffing(E- Recruitment, E-Selecting)
 - b. E-Training and Development
 - c. E-Compensation
 - d. E-Performance Appraisal

Figure (1.1) Research variables



Source: Articulated by the Researcher based on Reviewed literature, (2015)

The variables have chosen after reviewing the literature, and because UNRWA deals with these variables in its electronic system.

Research Hypotheses:

The following are the hypotheses of this research:

1. There is no significant statistic relationship at level $\alpha = 0.05$ between Electronic Human Resource Management components (E- Recruitment, E-Selecting, E-Training and E-Development, E-Compensation and E-Performance Appraisal).and UNRWA Organizational Development in Gaza Strip
2. There is no significant impact at level $\alpha = 0.05$ of Electronic Human Resource Management components (E- Recruitment, E-Selecting of candidates for employment, E-Training and E-Development, E-Compensation and E-Performance Appraisal).on UNRWA Organizational Development in Gaza Strip.
3. There is no significant differences among respondents at level $\alpha = 0.05$ towards the impact of Electronic Human Resource Management on UNRWA Organizational Development in Gaza Strip, due to the following personal traits (Gender, Age, Qualifications, Program / department, Years of services and Functional class).

Research Objectives:

The main objectives of this research are:

1. To identify the impact of Electronic Human Resource Management on UNRWA Organizational Development.
2. To investigate the importance of E-HRM to Organizational Development at UNRWA.
3. To identify the obstacles and problems that influence negatively the implementation of E-HRM at UNRWA.
4. To explain the importance of Electronic Human Resource Management on UNRWA Organizational Development.
5. To provide recommendations and suggestions on how to apply E-HRM in UNRWA to achieve better organizational development.

Research Importance:

This research highlights the importance of E-HRM, as one of the modern management topics, which significantly affects the performance of the organization, where the application of E-HRM aimed at improving the performance of employees and provide better services to the beneficiaries quickly, with minimal effort and cost possible. Also its importance comes from:

1. This is one of the few studies devoted specifically to study the impact of Electronic Human Resource Management on Organizational Development.

2. The importance of the study stems from the fact that the application of electronic human resources management (E-HRM) in UNRWA is new and it is worth to assess how this system has contributed to UNRWA organizational development.
3. Enhancing ongoing research in E-HRM and therefore, enhancing the library resources in the field of E-HRM as a result, it can be useful to the management practitioners as well as the academicians through providing guidelines to other researchers on carrying out research related to E-HRM application and impact.
4. Providing awareness to other organizations about the impact of E-HRM on the organization as a whole, the contribution and the benefits that the application of E-HRM brings to an organization. Further, providing recommendations for the application of E-HRM for different organizations, as strong tool to increase the management's ability to control work; to create a transparent environment; to raise the level of employee satisfaction; to improve the communication between different managerial levels and to enhance organizational efficiency by improving the services provided by the HRM.

Chapter Two

Literature Review

- **Section One: E- Human Resource Management**
- **Section Two: Organizational Development**
- **Section Three: E-HRM Applications in UNRWA**

Section one- E- Human Resource Management

Introduction:

Human resource management has to change as business environment has changed, that is, HRM has had to act both proactively and reactively in response to the changing business environment. For this reason, it is of the utmost importance that HRM systems are flexible and adaptable, and that HR professionals acquire new knowledge to cope with the unpredictable nature of business. As such, HR professionals need to integrate their knowledge of core HR functions with the economic and business environment within which they work, and keep abreast of technological developments. By doing this, HR professionals will be able to have a strategic impact on their organizations (Aghazadeh, 2003).

The most important areas of application of the Electronic Human Resources Management system (E-HRM) are basic staff data management, salaries management, employment, electronic education, performance management, and rewards (Gupta et al., 2011, P. 42). Besides, E-HRM system can be applied in the following areas: promotions, training, job rotation, staff development plans, evaluation and compensation and benefits management (Shilpa et al., 2011, P. 1). Other researchers consider that the most important functions of the Electronic Human Resources Management system (E-HRM) are: human resource planning, recruitment and selection, performance appraisal, communication, bonuses, benefits and compensation, and training and development (Panayotopoulou et al., 2007, P. 279).

Through the above, the researcher noticed that the Human Resources Management system (E-HRM) applications could use to accomplish all the functions of human resources management. This chapter presents an extensive literature about human resource management and HRM Functions. Besides, it provided literature about E-HRM, and its related concepts and issues, for instance types, goals, importance, benefits and areas of E-HRM.

HRM Definition:

Many people find HRM to be a vague and elusive concept - not least, because it seems to have a variety of meanings. This confusion reflects the different interpretations found in articles and books about human resource management. HRM is an elastic term. It covers a range of applications that vary from book to book and organization to organization (Alan price, 2011).

HRM refers to activities and tasks useful in maximizing employees' performance in the organization, it is a dynamic and evolving practice used by leaders and managers throughout a firm to enhance productivity, quality, and effectiveness (Gilley, et.al 2009, p.1). Besides, the HRM is a process of the utilization of an organization's human resources to achieve organizational objectives (Mondy & Noe 2005, p.4). Other researchers defined HRM as a set of philosophies, processes, and procedures that a company uses to manage (Bruner, et.al , 2003, p.42):

1. Entry and exit processes in the firm.
2. The growth and development of employees.
3. The reward and recognition systems.
4. The total organizational climate for how people are treated.

While, other believes that HRM is concerned with all aspects of how people are employed and managed in organization (Armstrong, M. 2012, p.9). Dessler says that HRM refers to the policies and practices involved in carrying out the 'human resource' aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations (Dessler, 2007, p. 4). HRM contributes to create high performance work systems by linking various employees in different departments in the same organization (Brewster, 2007). Further, organizations use the effectual HRM system to increase their competitiveness by investing in employee development (Sutiyono, 2007).

Additionally, HRM is a pattern of planned HR development and activities, which affect the behavior of individuals with the intention of enabling organizations to achieve their goals (Wood, et al., 2006). In fact, all HR activities are dependent upon the managers' efforts to formulate and implement the organizational strategy (Wei & Lau, 2005). While, Stone believes that HRM refers to the policies, practices, and systems in organizations for recruiting and developing their employees, as well as influencing their behavior, attitudes, and performance to achieve the organization's goals (Stone, 2008).

Having referred to several researchers and authors' views on what HRM actually is, the researcher can therefore say that HRM is an essential tool to link different people in the same organization to use their various capabilities for achieving the organization's goals. HRM has not understood as only working for managers or employees. Rather, it is a managerial function for creating the organization's competitive advantage and growth.

HRM Functions:

Employees have expectations regarding HR functions, including recruitment, selection, training and development, motivation, and termination in their organization and the role of HRM has an important effect on HR functions (Antila & Kakkonen, 2008).

1. Staffing :Staffing can be viewed as a human resource center of excellence that keeps the organization supplied with the human assets it needs to continuously move ahead and maintain its competitive posture in the market place (Gilley ,et al, 2009, p.7) . In addition, Staffing could define as the process through which an organization ensures that it always has the proper number of employees with the appropriate skills in the right jobs, at the right time, to achieve the organization's objectives. Staffing involves job analysis, human resource planning, recruitment, and selection (Mondy& Noe, 2005):
 - a. Job analysis: is the systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization. Job analysis is a primary step in staffing which is, a basic human resource management tool, it provides a summary of a job's duties and responsibilities, its relationship to other jobs, the knowledge and skills required, and working conditions under which it is performed (Mondy, 2008, p.5).
 - b. Human Resource planning: it is systematic process of matching the internal and external supply of people with job openings anticipated in the organization over a specified period of time. To ensure that the required numbers of employees, with the required skills, are available when and where they are needed (Mondy, 2008, p.5).
 - c. Recruitment: It can be defined as the managerial task that states announcing the job vacancy, urging qualified human resources to apply then choose and select the best to work in the vacancy (Durrah & Alsabagh, 2008). It also can be defines as the process of scanning, specifying and attracting candidates that are able to hold vacancies (Noure & Cortel, 2011, p. 51). Recruitment methods are various from both internal and external aspects. In the internal aspect, current employees are allowed to apply for their desired jobs within their organization; referrals among current employees are also used as internal recruitment (Nel et al., 2008).External recruitment methods include advertisements, employment agencies/consultants, school recruitment, and electronic/Internet recruitment (Macky and Johnson, 2008).
 - d. Selection: is the process of choosing from a group of applicants the individual best suited for a particular position and organization. It is the final step and top priority in staffing (Mondy, 2008, p.5).It is the process of

gaining information for the purpose that decides who should be employed in particular work positions (Shen and Edwards, 2004). There are some factors that influence employee selection. Internally, these include the organization's size and type, applicant pool, and selection methods to decide the requirements and outcome of employee selection. Externally, legislation and the labor market play key roles in influencing employee selection (Nel et al., 2008).

2. **Training and development** : it is function that focuses on individual development such as skill development, interpersonal skills, career development, occupational and group development in which training and development needs occur for group of workers; and organization development (Wilson , 2005, p.15-16). The importance of training and development is to recognize an organization's skill gaps; the gaps are among the skills which existing employees have and the skills which their organizations require them to learn or improve (Holland and Cieri, 2006). Training and development helps the organization's management meet its HR needs and requirements as well as improving their market value (Nel et al., 2008).
 - a. **Training**: is the activities designed to provide learners with the knowledge and skill needed for their present jobs. Formal training is a planned, structured, and occurs when people called away from their workstations to participate in this exercise (Mondy et al., 2005, pp.202-3 & 209-216).
 - b. **Development**: it involves learning that goes beyond today's job and has a more long-term focus, it prepares employees to keep pace with the organization as it changes and grows. It would not be easy to have fully capable and developed employees in organizations; however, organizations can provide opportunities through effective training and development systems or programs to improve their employees' capability (Cunningham, 2007).
 - c. **Career Planning and Development** : is the set of policies and practices an organization uses to shape the progression of individuals within it, in accordance with assessment of organizational needs and the performance, potential and preferences of individual members of the enterprise (Armstrong, 2001, p.595).
3. **Performance appraisal**: **It** is a critical element in the performance management system; it is a sub-set of performance management and relates to the formal process of assessing and measuring employee performance against agreed objectives. Formal appraisal takes place regularly, usually annually, although it can occur more often (Pilbeam and Corbridge, 2002, p.264).
4. **Compensation**: it is an important factor affecting how and why people choose to work at one organization over others. A compensation and reward philosophy

should base on rewarding employees for the right performance. In this way, organizations demonstrate their understanding that the things that get rewarded get done. This approach ensures that the organization will secure its desired outcomes. On the other hand, failure to reward the right behaviors leads to unsatisfactory outcomes (Gilley et al, 2009, p.150). Compensation and Benefits Compensation is the total of all rewards provided to employees in return for their services and includes direct and indirect financial compensation (Mondy et al., 2005, p.284).

- a. Financial Compensation: is the direct financial compensation that consists of the pay that a person receives in the form of wages, salaries, commissions and bonuses (Mondy et al., 2005, p.284).
 - b. Non-Financial Compensation: consists of the satisfaction that a person receives from the job itself or from the psychological and/or physical environment in which the person work (Mondy et al., p.284, 314,341).
5. Safety and Health: Safety involves protecting employees from injuries caused by work-related accidents. While, health refers to the employees freedom from physical or emotional illness. These aspects of the job are important because employees who work in a safe environment and enjoy good health are more likely to be productive and yield long-term benefits to the organization (Mondy, 2008, p.6).
 6. Employee and labor relations: The HR function provides guidance, training, help to introduce and maintain formal processes; but it does not do line managers' jobs for them. However, in their role as industrial relations specialists, HR practitioners may deal directly with unions and their representatives (Armstrong, 2006, p.771).The relationship between managers and their employees must be handled legally and effectively. Employer and employee rights must address. It is important to develop, communicate, and update HR policies and procedures so that managers and employees alike know what expected (Mathis and Jackson 2010, p. 7).

Definitions of E-HRM:

Researchers use a wide range of terms to describe the use of technology in human resources management; for example, the terms E-HR, E-HRM, HR intranet, HR portals and self-service are in common usage, while terms such as web-based HRM and Business-to-Employee (B2E), are less common but equally valid (Ruel et al., 2004). Older definitions, still used by many organizations and some academics, include the terms 'HRIS' (Human Resources Information Systems) and 'HRMS' (Human Resource Management Systems). If taken to its extreme, one might conclude that E-HRM consists

of any form of technology that supports the delivery of HR services (Lengnick, et al., 2003).

In general, E-HRM has defined as an enterprise-wide strategy that uses scalable, flexible, and integrated technology to link internal processes and knowledge workers directly to the business objectives of the organization (Marler, 2007). In addition, other researchers define E-HRM as the application of any technology that enables managers and employees to have direct access to HR and other workplace services for communication, performance appraisal, reporting, team management, knowledge management, and learning of administrative applications (Lujan et al, 2007).

Additionally, E-HRM could be defined as “the application of any technology enabling managers and employees to have direct access to HR and other workplace services for communication, performance reporting, team management, knowledge management, learning and administrative applications” (Wyatt,2006). Besides, E-HRM was defined as a way of implementing HR strategies, policies and practices in organizations through a conscious and directed support of and /or with the full use of Web-technology –based channels (Challapalli, 2005).Further, E-HRM “as the administrative support of the HR function in organizations by using Internet technology”, but also emphasis the importance of understanding that the introduction of E-HRM may lead to change in content and positioning of the HR function (Voermans and Veldhoven ,2007, p. 887).

Others defined E-HRM as the umbrella that covers all the mechanisms and implications of the possible integration between human resources management and information technology in order to create value for employees and management in the organizations (Bondarouk et al., 2009, P.507).

This definition suggests integration of the four aspects as following (Bondarouk et al., 2009, P. 507) and (Gregeby, 2007):

1. The content of the E-HRM system: where it focused on the used practices of both human resources and information technology and the link between these departments.
2. Application of the E-HRM system: where it focused on the E-HRM system adoption process and its suitability for workers in the organization
3. The targeted employees and directors: where it focused on stakeholders specifically, not on the human resources department or even on the organization. In fact, it focused on the executives and employees who use the E-HRM system applications significantly.

4. The consequences of the use of E-HRM system : This a multi-levels consequences, where the application of the system leads to the creation of value not only at the enterprise level, but also on the user's personal level.

As stated, E-HRM is the use of web-based technologies for the implementation of various HRM strategies or practices (Ruël et al., 2004). While, other says that “E-HRM is an umbrella term covering all possible integration mechanisms and contents between HRM and information technologies aiming at creating value within and across organizations for targeted employees and management” (Bondarouk et al., 2009,p. 507).

Through this research, the researcher will use the latter definition. This is because we believe that it captures all-important components of E-HRM and as stated by its authors, it is a consensus understanding of most existing definitions of E-HRM .The application of web-based technologies to the human resource function combines two elements, namely the use of electronic media and the active participation of people in the process. People are the drivers behind the technology. They make use of the technology that helps organizations lower administration costs, improves employee communication and satisfaction, provides real time access to information, while at the same time reducing processing time and costs (Hawkin et al, 2004).E-HRM also involves many more stakeholders besides personnel in the HR department and the business and also includes job applicants and employees from all levels. EHRM and the use of web-based technologies for human resource management practices and policies are growing within organizational life (Bondarouk et al., 2004).

There is a fundamental difference between human resource information systems and E-HRM. HRIS is intending for the human resource department where users of this technology are largely HR professionals who use the system to enhance processes within the HR department, with the aim of improving service to the business. E-HRM, on the other hand, targeted at employees and management. The authors identify the main difference between HRIS and E-HRM. HRIS concerns the automation of HR services and E-HRM provides technological support of information regarding HR services. “Technically speaking, it can be said that e-HR is the technical unlocking of HRIS for all employees of an organization” (Ruël, n.d., 2004, p. 3).

Therefore, the researcher defines the E-HRM as the process of integration between Human resources management, and information technology, using web-based applications in human resources management.

E-HRM Goals:

The objectives of the application of Electronic Human Resources Management system (E-HRM) are:

1. Reduce costs by streamlining human resource management processes (**Marler and Fisher, 2010, PP.33-34**).
2. Improve efficiency by improving the services provided by the Human Resources Management (**Marler et al., 2010, PP.33-34**).
3. Improve the strategic direction of the Human Resources Management department (**Foster, 2008**) and thus convert human resources management to a strategic partner of the organization (**Marler et al., 2010**).
4. Facilitate things, management and staff (**Ruel, et al., 2004, P.367**).
5. Compilation, storage and dissemination of information about the organization staff. (**Strone and Lukaszewski, 2009, P.135**).

The researcher believes that the most important objectives of the E-HRM system is to facilitate the performance of the functions of human resources, which leads to saving time and effort of the human resources department staff, and improve the services provided, reduce paperwork and eliminate the complexities of daily work. Further, collecting data and made it available to the decision-makers with high speed and accuracy.

E-HRM Functions:

Above we illustrate that E-HRM is the use of web-based technologies to provide HRM services within employing organizations. From this base E-HRM has expanded to embrace the delivery of virtually all HR policies. Within a system of E-HRM, it is possible to arrange and conduct appraisals, plan training and development, evaluate labor costs, and examine indicators for turnover and absenteeism. Employees can also use a system of E-HRM to plan their personal development, apply for promotion and new jobs, and access a range of information on HR policy. So in general, we can say that E-HRM include several functions (Staffing, Training and development, Performance appraisal, Compensation, Safety and Health, Employee and labor relations), but here the research will address the four function of E-HRM as following:

1. E-Staffing: for the purpose of the research the research will be focus on E-recruitment and E-selecting component of staffing:
 - a. E-Recruitment: As conventional staffing is timely and costly, organizations have to adopt strategies that would minimize the time and money used (**Tong, 2009**). This is why online recruitment has become more and more popular in the last decade, and nowadays, most companies use it as the first stage tool in their recruitment process. Organizations that want to stay competitive need to adopt electronic recruitment strategies. After reading and analyzing different approaches from various authors, we understand that e-recruitment could consider as the process by which

employers advertise and share openings through web-based platforms or Internet (Sylva & Mol, 2009).

It is considered that one of the main objectives of the e-recruitment process is to share the job vacancies with the biggest amount of potential candidates, this means, attract and filter key applicants who have the necessary skills for the job offered. Through online recruitment systems, organizations can not only share important details about the positions available but also more specific information such as job descriptions, organization's culture or brand identity and job incentives (Stone et al., 2006). It will help companies not only reduce time of performed operations through e-recruitment but also reduce number of HR personnel, which could result in efficiency savings (Parry and Tyson, 2010). On the other hand, the automation of the recruitment process has increased the speed of the process and helped HRM professionals to devote more time to value adding activities. Additionally, e-recruitment allows storing great amounts of CVs online, which makes the process unconstrained by geographical locations (Tong, 2009).

- b. E-Selection: E-selection includes such activities as web based testing, face to face interaction and interviewing and job offering. The purpose of e-selection is mainly to achieve cost reduction, maximum utilization of human capital and sustainability (Menka, 2015).

HR practitioners use the E-selection process to identify the best job candidates with the right knowledge, skills and abilities for a particular job (Johnson et al., 2011). The E-selection system enables HR employees to manage the selection process more actively and to provide more evidence of the effectiveness of the chosen selection method. The E-selection system enables the sustainability of the organization and evolves the system to satisfy the changing requirements of selection (Kehoe et al., 2005). The E-selection method enables HR practitioners to reduce the time and other resources, which are required to manage the selection, process (Johnson et al., 2011).

2. E-Learning and E-Training: This process is being implemented in companies since it does not have the limitations of traditional training, such as time and location (Bell, 2007). Moreover, the fast development of telecommunications has made e-learning possible and advantageous (cited in Kasprisin et al., 2003). E-Learning refers to any programmed of learning, training or education where electronic devices, applications and processes are used for knowledge creation, management and transfer. E-Learning is a term covering a wide set of

applications and processes, such as web-based learning, computer-based learning, virtual class room, and digital collaboration (Swaroop, 2012, P.137).

The American Society of Training and Development defines e-learning as “a wide set of applications and processes, such as web-based learning, computer-based learning, virtual classrooms, and digital collaboration” (cited in Oiry, 2009, p. 112).

Before implementing e-learning, companies used traditional training to help employees develop their skills. This method is characterized by a teacher giving a course to a class with “learners” in a specific location and a specific time. To overpass the time and location obstacle, more companies are applying e-learning techniques and this method allows employees to train whenever they want (cited in Oiry, 2009). Having the freedom of training employees and not paying for travel costs allows companies to save money (Strother, 2002).

To conclude, e-learning is creating benefits by saving time, eliminating location constraints, cutting down costs and creating standardization in training processes. On the other hand, it still lacks the “socialization” part of the learning process. Employers need to mix both electronic training with personal interaction to guarantee better results. Depending on the training, Employees should supervise by tutors when taking part of e-trainings.

3. E-performance appraisal: It is the fastest growing E-HRM trend is employee self-service systems, which give them the possibility to manage their own information in an online network (cited in Payne et al, 2008). On the other hand, companies use managerial self- service, that allows the managers to access employees’ information and complete performance evaluations. Electronic or online performance appraisal refers to the use of technology necessary to create systems and processes by which the employees evaluated and rated, according their performance on the tasks needed within a company.

Appraisal should highlight employees’ strengths and weaknesses, as well as show the road for prospective development. In order for the process to be considered reliable, the information used should be objective and not “loose and casual”. Lack of objective data could result in the perceived lack of transparency and injustice among employees. Moreover, the evaluation should be transparent and confidential (Piggot-Irvine, 2003).

4. E-Compensation: It represents a web- enabled approach to an array of compensation tools that enables an organization to collect, store, manipulate, evaluate, utilize and distribute compensation , data and information (Menka, 2015). Compensation and reward systems are crucial to attract, motivate and retain employees in any organization (Wright et al., 2000). Compensation and reward systems have given institutions a competitive advantage in search for and to

retain talented employees (Wright et al., 2000). The E-compensation system also enables HR employees to make concrete decisions about their life insurance, health, disability and other benefits (Walker, 2002).

The Advantages and Benefits of E-HRM:

The most important advantages of the Electronic Human Resources Management system (E-HRM) are:

1. Improving the level of services provided by the Human Resources Management Division.
2. Improving the communication between employees, and to facilitate teamwork and increase cooperation.
3. Raising the level of employee satisfaction.
4. Accuracy of the information provided on the human resources in the organization, with the possibility of obtaining them at any time and from anywhere.
5. The ability to collect, store and process large amounts of data, and reduce the time required to process them with easy access to it (Gupta and Saxena, 2011).
6. The system application creates a transparent environment for employees because the system never characterized by bias.
7. The system improves the climate of the institution clearly, which helps the staff to relax, and therefore perform their jobs perfectly, which in turn leads to improved productivity (Srivastava, 2010, p.48).

Besides, the most important benefits of the (E-HRM) system as follows (Shilpa and Gopal, 2011, p. 11,22):

1. Control over documents.
2. Increase Transparency.
3. Increase senior management's ability to control administrative work.
4. Provide more time for professionals in the human resources management department, to focus on strategic tasks and better managing the most important resource of the organization (which is the human resource).

In light of this, the researcher believes that the most important advantages of the application of Electronic Human Resources Management system (E-HRM) are to ease the burden of administrative work due to less paperwork, which helps speed the completion of the transaction and save time and effort, in addition to activating the communication and increase coordination between the department of Human Resources and other departments.

E-HRM Application Requirements and Success Factors :

The most important (E-HRM) system application requirements are:

1. Commitment to the management of change, since the beginning of the application of the system.
2. The existence of a staff culture of information technology in the organization.
3. The involvement of all stakeholders in the system from the outset to win their support.
4. Demonstrate the value of technological solutions provided by the system for all users.
5. Illustrate the importance of using the system for each member of the staff to answer the question: How will I benefit from the system?
6. Adequate training for all users (Shilpa et al., 2011, P.19).
7. The system's ease of use by users, and its relationship to the functions of human resources, as the system characterized by safety and high quality, which enhances the confidence of the user and increases the efficiency of the use of the system (Ruel, et al., 2007, P.11).

There are ranges of factors that lead to the success or failure in the application of the Electronic Human Resources Management system, according to the degree of the factors availability in the organization, and these factors are (Panayotopoulou et al., 2007, P.291):

1. Organizational culture prevailing in the organization, as well as about the culture regard change management.
2. Staff skills of in using the technology.
3. Cooperation and coordination between departments of human resource management and information technology.

Results of Application E-HRM:

It expected that areas and levels of application of (E-HRM) system would have results and outputs, such as higher efficiency in human resource management processes, a higher quality in the delivery of services, and better contribution at the strategic level. All these results could summarize in one concept as the effective human resources management. Therefore, we can say that E-HRM contribute to the effectiveness of the Human Resources Management, and thus help achieve the institution overall goals. The most important outputs from the application of the Electronic Human Resources Management system (E-HRM) are: professional and organizational commitment, job satisfaction, and reduce the level of work pressure and enhance cooperation between the staff in the organization (Sanayei and Mirzaei, 2008, P.82, 93).

The expected results of the application of E-HRM for the organization as follows (Ruel et al., 2004, P.4):

1. Higher commitment, so that the workforce motivated and able to understand and interact with the management for change, within the organizational environment, which leading to a greater level of trust between management and workers.
2. Highly competitive capabilities, demonstrates the ability of workers to learn new tasks and duties if circumstances so require.
3. Cost-saving, through competitive wages and reduce labor turnover rates, and the ability of HR management to achieve the goal of the organization to reduce costs.

E-HRM Application Challenges:

Despite the widespread applications of E-HRM systems, different studies showed that there are a number of problems in design the application of human resource management systems, which prevents these organizations from achieving their intended goals. Therefore, a better understanding of the processes underlying the E-HRM systems may help increase the acceptance of the system and increase its effectiveness (Stone et al., 2009, P.134).

E-HRM challenges could pointe as follow (Shilpa et al., 2011, P. 19):

1. The financial cost required.
2. Compatibility between what is provided by E-HRM system and work requirements in the organization.
3. Information Security
4. Data management and especially managing large quantities of data.
5. Loss of communication (human communication).
6. Privatization of services properly through the electronic system.
7. Employee training.

Section Two- Organizational Development Definitions and concepts

Introduction:

An essential condition of any effective change program is that somebody in a strategic position really feels the need for change. In other words, somebody or something is “hurting.” To be sure, some change efforts that introduce new technologies do not fit this generalization. Generally, if a change in people and the way they work together is contemplated, there must be a felt need at some strategic part of the organization (Gallos, 2006, pp.10-12).

Most of researchers in the field of Organization Development have agreed that it is a practice that enhances organizational performance and individual development, by increasing alignment among the various systems within the overall system. Besides, it is a process of continuous diagnosis, action planning, implementation and evaluation, with the goal of transferring knowledge and skills to organizations to improve their capacity for solving problems and managing future change.

Organization Development is a planned and systemic change effort using organization theory and behavioral science, knowledge and skills to help the organization or a unit within an organization becomes more vital and sustainable. The practice of OD is grounded in a distinctive set of core values and principles that guide practitioner behavior and actions (McLean,2005).

Organizational Development Definition:

Organizational Development provides an emphasis on performance and result to bridge the gap between theory and practice (McLean, 2005). and recently, (OD) has expanded to focus on the alignment of organizations with the complex and rapidly changing working environment through organizational learning and knowledge transfer as an ongoing, systematic process of implementing effective organizational change (Glanz et al, 2008).

It is any deliberate activity in units or whole organization terms to promote and enhance the organization efficiency, effectiveness, knowledge, expertise and productivity through transferring knowledge and skills to people who need it or implementing and practicing new knowledge to increase the organization capacity (Mansour, 2014, P.25).It can be defined as an organization-wide deliberately planned effort to increase the organization effectiveness and efficiency (Anderson, 2009). Where other give a more detailed definition of (OD) as: process of continuous evaluating efforts including action planning and implementation which deal with transferring knowledge and skills to organizations that

leads to improve its capacity for solving problems and managing future change (Glanz et al.,2008).

Moreover, it is an organization-wide planning effort, which includes the whole organization to increase its effectiveness through planned interventions in the organizations processes using behavioral-science knowledge. On the other hand, OD defined as integrated knowledge and practice to enhances the organizational performance and individual which viewing the organization as a complex system of systems that exist within a larger one where the process includes wide methodologies and approaches to strategic planning, leadership development, performance management and coaching to support and increase the organization .As stated OD is a collection of planned change interventions, built on humanistic-democratic values that seek to improve organizational effectiveness and employee well being, OD encompasses the whole organization and may involve the introduction of a new culture or ways of operating (Wilson 2005, p.16).

OD is the planned process of improving an organization by developing its structure, systems, and processes to improve effectiveness and achieve desired goals, it is a major means of achieving change in the corporate culture, this development is important as both work and the work force diversify and change. The tools and techniques used for OD are survey feedback, sensitivity training, team building, and quality circles (Mondy et al., 2005, p.227).

Organizational Development Process:

The Process of OD consists of the following point (Cummings et al., 2009, PP.75-189):

1. Entering and Contracting: are the initial steps in the OD process. They involve defining in a preliminary manner the organization's problems or opportunities for development and establishing a collaborative relationship between the OD practitioner and members of the client system about how to work on those issues. Entering and contracting set the initial parameters for carrying out the subsequent phases of OD: diagnosing the organization, planning and implementing changes, and evaluating and institutionalizing them. They help to define what issues would address by those activities, which will carry them out, and how they would accomplished.
2. Diagnosing organizations: is the second major phase in the process of organization development. When done well, diagnosis clearly points the organization and the OD practitioner toward a set of appropriate intervention activities that will improve organization effectiveness. Diagnosis is the process of understanding a system's current functioning. It involves collecting pertinent

information about current operations, analyzing those data, and drawing conclusions for potential change and improvement.

3. **Diagnosing Groups and Jobs:** Diagnosis of large groups can follow the dimensions and relational fits applicable to organization-level diagnoses. In essence, large groups or departments operate much like organizations, and their functioning can be assessed by diagnosing them as organizations. Small departments and groups, however, can behave differently from large organizations; they need their own diagnostic models to reflect those differences. Such groups generally consist of a relatively small number of people working face-to-face on a shared task. Work groups are prevalent in all sizes of organizations. They can be relatively permanent and perform an ongoing function, or they can be temporary and exist only to perform a certain task or to make a specific decision. Finally, an individual job has constructed to perform a specific task or set of tasks. How jobs were designed can affect individual and organizational effectiveness.
4. **Collecting and Analyzing the Diagnostic Information:** The quality of the information gathered is a critical part of the OD process. Data collection involves gathering information on specific organizational features, such as the inputs, design components, and outputs. The process begins by establishing an effective relationship between the OD practitioner and those from whom data will be collected and then choosing data collection techniques. Four methods could used to collect data: questionnaires, interviews, observations, and unobtrusive measures. Data analysis organizes and examines the information to make clear the underlying causes of an organizational problem or to identify areas for future development.
5. **Feeding Back Diagnostic Information:** Perhaps the most important step in the diagnostic process is feeding back diagnostic information to the client organization. Although the data may have collected with the client's help, the OD practitioner often organizes and presents them to the client. Properly analyzed and meaningful data can have an impact on organizational change only if organization members can use the information to devise appropriate action plans. A key objective of the feedback process is to be sure that the client has ownership of the data.
6. **Designing Interventions:** An organization development intervention is a sequence of activities, actions, and events intended to help an organization improve its performance and effectiveness. Intervention design, or action planning, derives from careful diagnosis and is mean to resolve specific problems and to improve particular areas of organizational functioning identified in the diagnosis. OD interventions vary from standardized programs

that have been developed and used in many organizations to relatively unique programs tailored to a specific organization or department.

7. **Leading and Managing Change:** After diagnosis reveals the causes of problems or identifies opportunities for development, organization members begin planning and subsequently leading and implementing the changes necessary to improve organization effectiveness and performance. Change can vary in complexity from the introduction of relatively simple processes into a small workgroup to transforming the strategies and design features of the whole organization.
8. **Evaluating and Institutionalizing Organization Development Interventions:** This final stage of the organization development cycle—evaluation and institutionalization. Evaluation is concerned with providing feedback to practitioners and organization members about the progress and impact of interventions. Such information may suggest the need for further diagnosis and modification of the change program, or it may show that the intervention is successful. Institutionalization is a process for maintaining a particular change for an appropriate period. It ensures that the results of successful change programs persist over time. Evaluation processes consider both the implementation success of the intended intervention and the long-term results it produces. Two key aspects of effective evaluation are measurement and research design. The persistence of intervention effects is examined in a framework showing the organization characteristics, intervention dimensions, and processes contributing to the institutionalization of OD interventions in organizations.

Organizational Development Characteristics:

Organizational development characteristics can be summarized as follows (**Mansour, 2014, PP.25-26**):

1. Long planned term process.
2. Attend to enhance the whole organization effectiveness and efficiency as one system.
3. Problem-oriented deal with real situation
4. Behavioral- educational science that includes learning efforts.
5. A collaborative between the whole organization and top management support is essential.

Additionally, the (OD) characteristics could be outlined as follows (**Durai, 2010**):

1. Group based, long term efforts.
2. Planned program dealing with the total system and consider departments as subsystems.
3. Concerned with the process and deals with the way things are done

4. Concerned with the management and develop Organizational Culture and Structure (OCS).
5. Includes application from behavioral science research to develop the organization effectiveness.

Most authors agree there are several characteristics associated with effective organizational development and the movement towards a strategic-oriented agency:

1. **Pressure for Improvement:** Also referred to as establishing a sense of urgency, organizations experiencing a pressure for improvement agency-wide and across relevant external stakeholders were more likely to sustain commitment to the development process (**Rainey, 2009**).
2. **Involved Administrator:** A top executive must involve themselves heavily in the initial change process steps, but also empower and nurture skill building (**Fernandez et al., 2006**). The administrator must also possess a clear vision and be capable of innovating new ways for framing problems (**Kotter, 2001**).
3. **Clear Vision:** There is significant overlap with this concept of clear vision relative to the two preceding organizational research fields. Organizational development research also indicates establishing a clear vision helps direct change efforts, develop strategies that will achieve the vision, and creates consistency of expectations agency-wide (**Kotter, 1995; Fernandez et al., 2006**).
4. **An Initial Diagnostic:** A critical element for successfully pursuing organizational development involves an initial diagnostic phase that uses a multi-level, collaborative fact finding approach to 1) understand existing agency dynamics; 2) review agency interrelationships; 3) identify key problems; and 3) generate consensus over benchmark starting points (**Harvey, 2001 ; Rainey, 2009**).
5. **Reinforcement of Results:** Organizational development and change management literature reveal the importance of celebrating successes and reinforcing desired patterns of behavior (**Harvey, 2001**).

Organizational Development Objectives:

The (OD) objectives are (**Mansour, 2014, P.27**):

1. Improved organizational performance.
2. Enhanced the organization adaptability to its environment.
3. Members desire to face organizational problems and contribute creative solutions.
4. Support and encourage knowledge transfer and open communication between all levels and units.
5. Continuation organization diagnosis development to ensure optimal resources utilization.

On the other hand, (OD) objectives are (**Durai ,2010**):

1. Improve the organization ability to manage change effectively.
2. Allocate the organization resource in the most productivity manner.
3. Improve organizational and individual efficiency accomplishment with the organization goal through planned intervention.
4. Achieve efficiency it team-building process through better communications, skills acquisition, and career development.
5. Develop efficacy leadership style and decision making process in dynamic environment.
6. Achieving healthy collaboration among units by reducing competition between them.
7. Resolve potential conflict between departments.

Reasons for OD Failure:

The following are the possible reasons why so many OD change efforts fail (**Zackrisson et al.,2003**):

1. I-advised interventions: They should not have been undertaken to begin with.
2. Inappropriate use of external consultants: Consultants were engaged, or took responsibility, for interventions that should have been addressed by the organization.
3. Self-centered consultant: The consultants were more interested in doing their own thing than in helping the client.
4. The wrong type of consultant: Many change efforts failed because the wrong type of consultant selected to help facilitate or manage the change.
5. Solving with symptoms: The change effort focused on an issue that was really a symptom of some other root cause.
6. Providing first aid to terminally ill patients: The organization's management waited until it was too late to start an improvement process.
7. Dead elephants are ignored: Consultants and/or key stakeholders ignore a problem that should have been addressed, and that (in turn) leads to failure.
8. Management was incapable of managing the change: Change efforts fail because managers do not feel a strong need to change or else do not know how to go about it.
9. Management was incapable of keeping the change going: Change efforts fail because there is no sustained commitment to change.
10. Lack of key stakeholder support: Change efforts fail because key stakeholders do not provide the necessary support.
11. Consultant uneducated or disinterested in change processes: Change efforts fail because the consultants do not know how to make the change themselves.

12. Inadequate or inappropriate evaluation: Many consulting interventions fail because the consulting effort was inappropriately or ineffectively evaluated—or else not evaluated at all.
13. Confusion between “od” and “OD”: Many OD consulting interventions fail because so-called OD consultants were unable or unwilling to recognize the difference between “little od” and “big OD.” Little od is about one change effort. An example would be a consultant who specializes in team building and calls herself an OD consultant. But team building is not big OD, the entire field that focuses on bringing about change in organizational settings through various interventions and through a process of involving those who are affected by change.
14. Confusion between techniques and processes: Many OD interventions fail because the consultants responsible for their design and facilitation were so hung up on their own favorite techniques that they forgot to pay attention to relevant existing and/or emerging processes.
15. Focusing on improving processes instead of on improving the output that those processes produce: Many OD interventions fail because the consultants designing and facilitating them began by asking, “What are we going to do?,” when they should have begun by asking, “What do we want to achieve?”.

OD Challenges:

The following are the OD Challenges (Rothwell, 2005, pp.19-20):

1. OD is long-range in perspective. It is not a “quick-fix” strategy for solving short-term performance issues, as employee training has often inappropriately perceived to be. Many managers are becoming acutely aware of the need to move beyond quick, unworkable solutions to complex organizational problems. Organization development is a means to bring about complex, deep, and lasting change. This may include any domain in the organization that is in need of learning to be better so performance has enhanced. Patience and a long-term effort are required to achieve deep and significant change. In many organizations OD has coupled with strategic business planning, a natural fit because both can be long-range in scope.
2. Top managers should support OD. They are usually the chief power brokers and change agents in any organization; top managers control an organization’s resources and reward systems. Although OD efforts could undertake at any organizational level without direct top-management participation, OD is less likely to succeed if it does not have at least tacit approval from top management.
3. OD effects change, although not exclusively, through education. Organization development expands people’s ideas, beliefs, and behaviors so that they can

apply new approaches to old states of existence. Even more importantly, OD change efforts go beyond employee-training efforts and concentrate on the work group or organization in which new ideas, beliefs, or behaviors are to be applied.

4. OD emphasizes employee participation in assessing the current and a positive future state, making free and collaborative choices on how implementation should proceed, and empowering the system to take responsibility for achieving and evaluating results. In this sense OD differs from other methods that hold managers or consultants responsible for the success or failure of a change effort. The entire system is accountable rather than just management. In OD, everyone in an organization who is affected by change should have an opportunity to contribute to—and accept responsibility for—the continuous improvement process or the transformation. Organizational effectiveness and humanistic values meet as employee ownership increases in change processes and outcomes.

Section Three- UNRWA and E-HRM Application in UNRWA

Background:

The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) established as a subsidiary organ of the United Nations General Assembly on 8 December 1949 and became operational on 1 May 1950. It is one of the largest United Nations programs. The Agency has played an essential role for over 60 years since its establishment in providing vital services for the well-being, human development and protection of Palestine refugees and the amelioration of their plight, pending the just resolution of the question of the Palestine refugees.

The UNRWA mission is to help Palestine refugees achieve their full potential in human development under the difficult circumstances in which they live, consistent with internationally agreed goals and standards. In order to do this, the Agency provides a variety of essential services within the framework of international standards to Palestine refugees in the Gaza Strip, the West Bank, Jordan, Lebanon and Syria.

Through its delivery of effective services over more than six decades, in partnership with host authorities, donors and refugees, UNRWA has helped ensure that the standards of human development for Palestine refugees compare favorably with their neighbors in the region. Despite very challenging operating conditions, the Agency maintains its role as the largest service provider to the refugees, pending a political solution to their plight.

Since its establishment, UNRWA has provided its services during times of calm and hostility, demonstrating its long-term commitment to the welfare and human development of Palestinian refugees. Today, UNRWA operates over 900 installations including schools, health clinics, training centers, and distribution centers. For many refugees, UNRWA serves as the primary or sole provider of such basic services as education, health care, food, and shelter acquisition (UNRWA website, accessed on 20/07/2015).

UNRWA Programs:

The following are the UNRWA programs (UNRWA website, accessed on 20/07/2015):

1. Education: UNRWA believes a thriving Palestinian society and economy starts with education. Education is the largest program, making up more than ½ of the Agency's regular budget. UNRWA operates one of the largest education systems in the Middle East, opening the doors of its 666 schools to nearly 500,000 pupils each day. All refugee children of school age are eligible to enroll in UNRWA schools, which provide free basic education across nine grades. This includes six years of primary schooling and three or four years at a preparatory level.

2. **Health:** UNRWA provides primary and preventative health services for refugees through its 137 healthcare centers, 118 dental clinics and fleet of mobile clinics. The Agency also maintains a high level of disease awareness and control through educational campaigns designed to teach refugees techniques for keeping themselves and their families healthy. UNRWA's overarching goal is to enable refugees to live long and healthy lives. UNRWA clinics also provide emergency healthcare services, especially during times of conflict.
3. **Relief and Social Services:** it provides a wide range of direct and indirect social protection services. Relief programs seek to alleviate the most dangerous consequences of poverty by prioritizing the needs of the abject poor and providing them with food, cash subsidies, or grants for family emergencies. Social services, programs address the socio-economic needs of refugee communities by empowering vulnerable members of the community such as women, children, and persons with disabilities, helping them to become independent, self-reliant contributing members of the community.
4. **Microfinance:** UNRWA's Microfinance program provides affordable credit to small business owners, families, and micro-entrepreneurs. These low-interest loans catalyze and sustain job creation, reduce poverty, and promote self-reliance, especially among women and youth.
5. **Protection:** UNRWA protects Palestinian refugee by safeguarding and advocating for their human rights. These rights include the right to education, healthcare, food, shelter, personal integrity, and poverty. Each field presents unique challenges to UNRWA's protection efforts.

Reasons for Applying the E-HRM in UNRWA:

The following are the responses why UNRWA applied E-HR (A.Ikrmail, interview, 2015):

1. The increase in the number of staff in UNRWA, therefore it will be very difficult to provide information in the traditional manner for all the staff.
2. The need to archive all files and transactions in electronic form, which facilitates the search process.
3. Orientation towards the employment of technology and rely on the information in decision-making at all levels.
4. The difficulty of manual information management for large numbers of employees and the need to transform the administrative processes to electronic systems.
5. Facilitated transactions between different departments.
6. Speed up access to information.
7. Facilitate the completion of tasks, especially under work pressure.
8. The difficulty of use, management and storage of paperwork.

9. Lack of accuracy of the old system.
10. To ensure fair and transparent recruitment and selection process.
11. Easy access to the information, which required for the Department of Human Resources.
12. Save time and effort in obtaining information.

E-HRM System Applications Used in UNRWA:

The E-HRM System Applications Used in UNRWA is (A.Ikrmail, interview, 2015):

1. Leave management program: Leave management program has applied during 2009-2010. It is one of the electronic programs, which works to automate the working environment of staff, as it is characterized by ease of use and accuracy of the transactions and streamlined in terms of leave management, leave delivery and adoption electronically, as well as avoided the mistakes that come from manual transactions for leave such as entering the wrong data, missing information and late submission and other errors.
This system deals with specific types of leaves, especially with the leaves that are not based on additional documented reports. Types of vacations that can be handled through the program, for instance (annual leave, compensatory leave, sadness leave, sick emergency leave, sick emergency leave for family reasons, sick leave, maternity leave, paternity leave.
2. The Electronic Performance Appraisal System: it has applied during 2013. The key output of this system is the electronic performance appraisal report as a tool that supports the process of implementing performance policy and its application, as each part of the electronic performance appraisal report is filled by a different user within the administrative hierarchy, where there are three users within the performance management hierarchy, the responsibility of each one of them is different from the other.
 - a. Employee: who fills his main achievements during the evaluation period, and signs the final assessment
 - b. Direct supervisor: who discusses the performance and the development needs of the employee during the year, and evaluates all employees in light of the objectives and related indicators, as well as he fills the overall evaluation
 - c. Second supervisor: who reviews the evaluation report and approves it (Electronic performance appraisal report User's Guide, 2011).

The new performance appraisal system offers three assessments to determine the performance level of staff, where there are two excellent evaluations ("best performance" and "as completely expected"). While, there is one evaluation to deal with the poor performance ("There is an opportunity for improvement"). The new

performance evaluation also requires only two signatures for each evaluation process, namely the signing of the direct supervisor and the second supervisor of the employee. This process will ensure that the signatories are familiar with the performance evaluation of their employees, and they are able to review staff performance and review all stages of the evaluation process in an electronic form.

3. The staff Information portal: it is the transparent window between UNRWA staff and management, which has implemented in 2012, where anyone could find all the latest news, developments, and releases in UNRWA accompanied with a group of electronic services that facilitate the work and the communication between employees. As a result, any employee can use a rapid response mechanism to direct a question or complaint or a proposal to the responsible person in his department or in other departments in the UNRWA. In addition to providing a variety of services to employees such as displaying salary, vacations, performance evaluation report, the possibility of requesting leave, and loans. The gate also offers a range of models and documents that may require the employee to carry out special transactions such as loan application, or request to travel abroad, etc., as well as the announcement of the instructions and regulations of human resources and labor laws pertaining to staff through this gate, which can be accessed by each employee through the website (Portal.unrwa.ps) and then enter the user name and password.
4. The e-recruitment program: work using e-recruitment system began in 2006-2007 in UNRWA, as the announcement of vacancies in UNRWA through the website (jobs.unrwa.ps) then the applicant can submit the application electronically. Then the screening process of applications has done electronically. After that, the names of candidates announced electronically where qualified candidates could ask to attend exam and interview based on competence of the United Nations. Then advertising the name of the job-winning candidate. However, the program does not provide the possibility of sending tests electronically via the Internet, as well as where there is no possibility to conduct interviews with applicants.
5. The e-recruitment for teachers program (Roster for teachers): it is a special program for teacher recruitments, which has implemented in 2009. The main objective of this system is finds a suitable candidate to replace the primary teacher who is on leave. The program includes integrated information about a large group of qualified teachers for jobs, who are on waiting lists and selected according to their classification in terms of efficiency. This system provides a lot of effort, cost and easier to obtain replacements as quickly as required.

Chapter Three

Previous Studies

- **Introduction**
- **Palestinian Studies**
- **Arabic Studies**
- **Foreign Studies**
- **General Commentary on Previous Studies**

Chapter Three -Previous Studies

Introduction:

A number of recently published studies and papers on E-HRM viewed to support the research. The studies are from different Palestinian, Arab and international authors from countries worldwide. Most of the concepts related to E-HRM is covered within those studies. Besides, most of these studies agrees on the continuing popularity of E-HRM, and the significant importance of this tool which contribute to the success of the HR department as well as the organizations as a whole. The studies reviewed ordered in a chronological basis from the newest to the oldest.

Local Studies

1. (Saleh,2014),Factors Affecting the Acceptance of electronic human resource management System in Palestinian Service Sector

This study aims at investigating factors affecting the adoption of Electronic Human Resource Management system (e-HRM) in Palestine and to develop an e-HRM framework that adopted by the Palestinian organizations to utilize technology effectively in their operations. The study relied on a representative sample of banks, government organizations, hospitals, insurance companies, internet service providers, logistics companies, telecommunication companies and universities working in Palestine. The development of the framework has based on the extension of other existing models, namely, Technology Acceptance Model (TAM), Theory of Planned Behavior (TPB), Yale model of Communication and Persuasion, Perceived Risk, Social Risk, and Organizations Role. To conduct the study, both qualitative and quantitative research methods have used. Qualitative data has collected via interviews with IT specialists and HR managers. Besides, a self-report questionnaire has designed to gather the pertinent quantitative data from sample of HR managers, IT managers, department managers, and employees in the targeted organizations.

Research Conclusions:

- a. Results indicate the perceived ease of use; attitude, intention and communication are the most significant factors influencing e-HRM adoption in Palestine.
- b. Results indicate that perceived risk, system security, organization role and availability of resources are influencing e-HRM technology adoption in less degree.

Research Recommendations:

- a. Palestinian organizations should work on formulating new strategies, developing their operational process, introducing services with high quality through e-HRM adoption.

- b. Palestinian organizations should pay more attention to finding technical staff capable of handling e-HRM adoption and solving potential problems that could face employees during work.
- c. Companies should adapt E-HRM as an integrated system with all other existing electronic systems.
- d. Palestinian Authority and donors have to increase funds and resources to develop Palestinian ICT sector and other technological innovation like e- HRM.
- e. Ministry of Telecommunication and information should work on legislating and enforcing regulations and laws regarding the application of e-HRM technologies to ensure the existence of legal action to protect organization information
- f. Intensify efforts that aim toward increasing Palestinian citizen's awareness and understanding regarding Information Technology tools and innovation like e-HRM.
- g. Organizations have to increase funds and resources allocated in technical research and development to keep pace with technological advancement in the business areas.

2. (Abu Amra, 2012),The Evaluation of UNRWA Organizational Development from Gaza Field Office staff member's perspectives

This Study aims to identify UNRWA – Gaza Field Office staff member's evaluation of the UNRWA Organizational Development Plan, especially the Leader & Management sector.

The researcher used the descriptive method and comprehensive survey to collect data to meet the research objectives using SPSS program to analyze data. Ninety-nine Questionnaire was used as a tool to explore the responses of the study population, the collected questionnaires were (81) recovery rate (82%).

Research Conclusions:

- a. Gaza Field Office staff members have moderate evaluation regarding the results of organizational development initiatives that related to leadership and management.
- b. There is a positive relationship, statistically significant at a level of 4%, between the following variables (1. leadership and management skills improve, 2. discussion and internal communication with staff members, 3. accountability, transparency, and monitoring, and 4.networking fundraising) and leadership and management development level.

Research Recommendations:

- a. UNRWA should prioritize the implementation of the new job classifications and compensation; however, in parallel with this implementation, a comprehensive

awareness plan regarding the new system and its regulations should circulate to the staff members.

- b. A comprehensive, continuous training plan should establish to keep the achievement of leadership and management development initiative through preserving a high skilled working force.
- c. Preserving the reached level in the field of discussion and internal communication with staff members using the same communication tools that were used during the OD plan and creating new communication methods.
- d. UNRWA should let the LSU (Local Staff Union) sharing and participating in all monitoring and accountability systems and procedures in order to prevent any future misunderstanding resulting from lack of coordination between the LSU and UNRWA Administration.

3. (Ammar, 2012),The satisfaction level of employees towards the implementation of E-HRM in UNRWA

The purpose of this study was to determine the satisfaction level of employees towards the implementation of E-HRM in UNRWA. The researcher adopted the descriptive, analytical approach, by which data had collected and interpreted; a questionnaire was used to explore the opinion of the study sample that were 302 employees, it represented 46% of the study population, which consists of 663 employees who are the administrative staff in the education department and all the staff members in the HR department.

Study Conclusions:

- a. E-HRM implementation participated in simplifying work procedures, decreasing workload, increasing effective communication and achieving transparency.
- b. Employees are Satisfied with E-HRM implementation in UNRWA, and the satisfaction level is estimated by 72.88%.
- c. There is a significant correlation between the level of employees' satisfaction towards E-HRM and the benefits of E-HRM system, such as Simplifying work procedures, decreasing workload, increasing effective communication and achieving transparency.
- d. There is a significant correlation between the level of employees' satisfaction towards E-HRM and the implementation of E-HRM system due to the easiness of dealing with the system and its various applications, compatibility of the used electronic applications with work requirements, and providing the technical requirements of the system.
- e. There are significant differences in respondents' responses to the level of satisfaction towards E-HRM system at UNRWA due to Position title, position Grade and the place in which employee works.

- f. There are no significant differences in respondents' responses on the level of satisfaction towards E-HRM system at UNRWA due to gender, age, academic qualification, Years of experience at the position, and department in which employee works.

Study Recommendations:

- a. Developing E-HRM to include all HR functions and activities, designing one portal to include all E-HRM applications to facilitate the access to all applications, and developing the reports of E-HRM applications to be easy, clear and compatible to the requirements of the work.
- b. Increasing the efficiency of the intranet, increasing the speed of the internet, improving the technical support for E-HRM users, facilitate the communication between the users and the technical support staff to guarantee a quick response, regular maintenance of the infrastructure of E-HRM such as computers, software and networks, increasing the training courses for all employees on the use of various E-HRM applications and conducting regular meetings with E-HRM users to get a continuous feedback about the problems of implementing E-HRM in order to solve it as soon as possible.
- c. Establishing a central information unit in the HR department, to be the reference of information for all the other departments in UNRWA, in order to achieve information unification and integration between all departments.

4. (Abu Ammouneh, 2009),The reality of Electronic Human Resource Management (e-HRM) at the Palestinian universities in the Gaza strip

This study aims at realizing e-HRM at the Palestinian universities in the Gaza strip by studying the clearness of the importance of the concept at different management levels, the administrative support for changing to e-Management, the infrastructure of IT centers, HR system and e-Learning system.

The study population consists of (239) employees from different managerial levels, and (35) employees from IT centers. The study samples consist of (148) from different management levels, (35) employees from IT centers, and the response was 84.31%. To acquire data for the research, the researcher used the questionnaire from (88) as a study tool, and followed the descriptive analytic style. Program (SPSS) used for analyzing study data.

Study Conclusions:

- a. There are fully cleared for the importance of e-HRM at different managerial levels.
- b. Full support from the administrative for the changing process to e-Management.

- c. The availability for sufficient infrastructure at IT Centres that could be used to start the changing process to e-Management in general, and to e-HRM in specific.
- d. The HR systems which are used in the universities have some functions of e-HRM.
- e. The e-Learning systems, which used in the universities, have ICT tools that not used effectively in e-HRM functions.
- f. All universities have a shortage of finance, which affect strongly the process of converting the management systems to e-Management systems.
- g. The Islamic University have distinction in e-HRM functions and IT infrastructure.

Study Recommendations:

- a. The necessity of coordinating and cooperating between universities in the changing process to e-Management.
- b. Give the priority to the changing process to e-Management.
- c. Provide sufficient finance to IT centres.
- d. Have a legal adoption for electronic signature.
- e. Full utilization of available ICT tools in Implementing different functions and activities for e-HRM.

Arabic Studies:

1. (Khashman et al., 2015),The Impact of Electronic Human Resource Management (E-HRM) Practices on Business Performance in Jordanian Telecommunications Sector: “The Employees Perspective”

This Paper aimed to identify the impact of electronic human resource management practices through the main study dimensions represented in the (e-recruitment, e-selection, e-training, e-performance appraisal, e-communications and e-compensation) on the operational performance. Represented through the main dimensions shown as follows: (Time, financial cost, quality of service and flexibility) in the Jordanian telecommunications sectors represented by the three companies of Cellular Communications (Zain, Orange and Umniah).

The study population consisted of all supervisory positions, employees in the three companies. To achieve the objectives of the study, the researcher used the descriptive, analytical method and a stratified random sample consisting of 178 employees males and females who were selected to collect data needed, then the questionnaire was developed and distributed to the sample, data were analyzed using SPSS statistical software, a descriptive and analytical statistics were used for the process of analysis.

Research Conclusions:

- a. The results showed that there was an existence of a positive, statistically significant impact of dimensions of electronic human resources management (e-recruitment, e-selection, e-training, e-performance appraisal, e-communications and e-compensation) on the dimensions of operational performance (time, cost, quality of service, and flexibility).
- b. The paper showed the role of E-HRM practices in achieving operational performance by providing the members of the organization with real information enabling correct right decisions reactions in making orders to enhance operational performance.

Research Recommendations:

- a. Shed some light for policy makers and allowing them to increase attention to the practices of human resource management because of their importance in improving operational performance in the Jordanian telecommunication sector.

2. (Rawash et al., 2012),The Impact of Electronic Human Resource Management on Organization's Market Share: An Empirical Study on the Housing Bank for Trade and Finance in Jordan

This study aimed to investigate the impact of Electronic Human Resource Management (E-HRM) on organization's market share: An empirical study on the Housing Bank for Trade and Finance in Jordan. The main goal of this study is to attempt to understand the role of electronic management and the role of human resources in achieve high market share for the organization.

Thus, the study seeks to identify the relationships between electronic management and human resource management and how it achieve high market share for the organization from the perspective of workers at the Housing Bank for Trade and Finance. In this study, the sample contains the employees in the Housing Bank for Trade and Finance in Jordan.

Research Conclusions:

- a. There is significant relation between the electronic management and the market share of the Housing Bank for Trade and Finance.
- b. there is significant relation between the electronic management and the development of human resource of the Housing Bank for Trade and Finance.
- c. There is significant relation between the human resource development and the market share of the Housing Bank for Trade and Finance.
- d. There is clarity among a sample of the study about the importance of electronic human resources management.
- e. It was found that there is a lack of empirical research regarding the integrating between EM and HRM to improve organization performance. Therefore, the author attempts to address these voids in literature by proposing an empirical integration.

Research Recommendations:

- a. The investigation into how E-HRM characteristics could translate into E-Business interface. Moreover, designing guidelines that are more elaborate would be beneficial to future developers of E-business. By doing so, this research will derive future trends for EM and HRM; an integrated model to improve organization performance.

Foreign Studies:**1. (Ukandu et al., 2014), Influence of E-HRM in decision making in selected tertiary institutions in South Africa**

The study aims to explore the influence of electronic human resource management (E-HRM) systems in decision making specifically to uncover the benefits and challenges of using E-HRM systems in the human resource management (HRM) functions of South African tertiary institutions.

In order to examine the utilization of E-HRM system in the universities, a combination of both qualitative and quantitative research methods has employed. This research design enabled the researchers to have a better understanding of the study from a subjective and objective point of view since it involved the use of in-depth interviews, and questionnaires.

The target population for this study comprised university staff members' namely human resource directors and managers (HR Staff) and other university staff members who use the services of the human resource department. Stratified sampling has employed. Altogether, 450 questionnaires have distributed while 306 responses were returned.

Research Conclusions:

- a. The agreement of HR staff that E-HRM would indeed improve the levels of efficiency and effectiveness in their institutions.
- b. The utilization of E-HRM system by the HR managers has brought about faster turnaround time, efficiency and immediacy in feedback to staff queries and helping the HR managers in making good decisions.
- c. The function of E-HRM system includes enabling the HR managers in recording and managing absenteeism. It also enables them to respond to their applicants speedily. However, it was clear from the analysis that not all HR managers in the South African tertiary institutions are optimally utilizing E-HRM system for decision-making in their HR functions.

Research Recommendations:

- a. There is a need for management to support the use of E-HRM system as a decision-making tool in the South African tertiary institutions.
- b. The management of the South African tertiary institutions should invest in a state of the art system that is home grown, rather than software that is ill suited for

their higher education environment. The use of E-HRM system should be improved in South African tertiary institutions to improve the work function of the HR managers and also to bring about quick service delivery.

2. (Moilanen, 2013),The consequences of e-HRM on line managers

The purpose of this research was to provide a deeper insight into the consequences of electronic human resource management (e-HRM) for line managers. The consequences were viewed as used information system (IS) potentials pertaining to the moderate voluntarist category of consequences. Due to the need to contextualize the research and draw on line managers' personal experiences, a qualitative approach in a case study setting was selected. The empirical part of the research is loosely based on literature on HRM and e-HRM and it was conducted in an industrial private sector company. In this thesis, method triangulation was utilized, as nine semi-structured interviews, conducted in a European setting, created the main method for data collection and analysis.

Study Conclusions:

- a. E-HRM has partly been taken into use, but all features and possibilities of the system are not familiar to the managers, and there were even some misunderstanding of the features available.
- b. The advantages of E-HRM are in line with the company's goals. The advantages are e.g. an transparency of data, process consistency, and having an efficient and easy-to-use tool at one's disposal. However, several unintended, even contradictory, and mainly negative outcomes can also be identified, such as over-complicated processes, insecurity in use of the tool, and the lack of co-operation with HR professionals.
- c. The use of e-HRM and managers' perceptions regarding E-HRM affect the way in which managers perceive the consequences of E-HRM on their work. Overall, the consequences of E-HRM are divergent, even contradictory. The managers who considered E-HRM mostly beneficial to their work found that E-HRM affects their work by providing information and increasing efficiency. Those managers who mostly perceived challenges in E-HRM did not think that E-HRM had affected their role or their work.

Study Recommendations:

- a. E-HRM is not a technological change, but first and foremost a change in the mindset and the acceptance that it is a permanent development.
- b. The adoption of E-HRM could be more systematic if seen as a learning process in which systematic and facilitated group interactional processes could advance the organizational learning and benefit different groups, such as managers, HR professionals, employees etc.

- c. HR professionals could take a more proactive role on reshaping the perceptions of managers on E-HRM through interactive interventions.
- d. The E-HRM is an innovation must not overlook its importance, both for management or to individuals. Therefore, the nature of the work of various organizations should be taken into account, as it might be difficult to develop specific regulations that can be applicable to all organizations.

3. (Ramezan et al., 2013),The Effect of Electronic Human Resources Management on Quality of Services Provided By Human Resources in the Insurance Industry (Case Study: Iran Insurance Company in Khorramabad City)

This research is attempting to explore and study the important dimensions of electronic human resources management and the effect of these dimensions on quality of services provided by human resources of Iran insurance company in the city of Khorramabad. After studying the previous research to build a conceptual model a questionnaire consisting of dimensions of electronic human resource management and quality of services provided by human resources (with confirmed reliability and validity), the questionnaires were given to the employees of Iran insurance company in the city of Khorramabad and finally, the data collected from 72 questionnaires were analyzed by using the structural equation modeling by AMOS software. The study is a correlation survey in which the electronic human resources management is considered as the independent variable and the quality of services provided by human resources as the dependent variable.

Study Conclusions:

- a. The organizations have paid more attention to electronic human resources management, the quality of services provided by human resources have been improved.
- b. According to the results of the study, Iran insurance company of the city of Khorramabad, from the E-HRM view is in relatively good condition but it needs to be more sensitive in regard to e-learning and to devote more attention to this issue and simultaneously, the electronic programs of assessment of staff performance should not be ignored.
- c. The company also should use an electronic rewarding system and further develop the programs of E-HRM and by using of these systems, create motivation and enthusiasm in the organization to provide a more conducive environment in order to improve the quality of services provided by the human resources.

Study Recommendations:

- a. In order to improve the e-learning, the organization should use of the synchronous or asynchronous teaching tools, including books, graphics, audio,

video, CD-ROM, online learning, interactive video conferencing and use of higher education courses for the staff.

- b. In order to improve the electronic assessment, it is suggested that the organization through creation of a web page makes it possible for its employees to provide a 360-degree assessment. 360-degree feedback is a completed cycle during which staff can get feedback from all members (including peers, subordinates, managers, customers, suppliers, etc.).
- c. In order to develop an e- rewarding system, the organization by providing an electronic assessment system, should create a platform that staff can get rewards commensurate with their performance.

4. (Abzari et al., 2013), Analyzing the Effects of Electronic Human Resource Management on the Talent Management Strategies (Medical University of Isfahan as a Case Study)

The purpose of this study is to examine the effects of implementation of electronic human resource Management subsystems on the talent management strategies in the medical university of Isfahan. This study is a practical research from purpose perspective and is a descriptive-survey one from methodological view. A sample of 70 employees has been selected randomly based on the primary sampling information. In order to collect the data, a self- administrated questionnaire has been used.

Study Conclusions:

- a. The results indicate that 77% of the variations of management strategies positively can be explained by electronic human resource planning subsystem.
- b. The results indicate that 69% of the variations of management strategies positively can be explained by electronic recruitment and selection subsystem.
- c. The results indicate that 74% of the variations of management strategies positively can be explained by electronic performance evaluation subsystem.
- d. The results indicate that 70% of the variations of management strategies positively can be explained by electronic compensation subsystem.
- e. The results indicate that 62% of the variations of management strategies positively can be explained by electronic human resource development subsystem
- f. The results indicate that 57% of the variations of management strategies positively can be explained by electronic discipline and moral criterions subsystem.

Study Recommendations:

The universities must improve the following infrastructures for doing their electronic human resource management efforts and predicting human resource needs:

- a. Organization's hardware and software infrastructures in electronic human resource management.
- b. Employees' skills in the information technologies and implementing educational se human resource management..
- c. Employees' knowledge about benefits of human resource infrastructures.
- d. Organization's financial supportiveness from organizational infrastructures.
- e. Employees' information technologies skills and their awareness from benefits of human resource infrastructures.

5. (Shilpa et al., 2011), The Implications of Implementing Electronic- Human Resource Management (E-HRM) Systems in companies

This study aims to identify the challenges facing the implementation and maintenance of systems (E-HRM) and to identify the factors and basic requirements for the success of the system (E-HRM) and make the necessary proposals to enhance the effectiveness of systems (E-HRM) through a comparative study between the industrial sector and the services sector in regard to adoption of systems (E-HRM) in Indian companies. The sample was composed of 1,000 companies in the private sector, where these companies apply at least three functions of E-HRM, then these companies were divided to 344 service-company 656 industrial company, The data were collected using both the questionnaire and interview.

Study Conclusions:

- a. The most important findings of the study that more factors pushed for the adoption of a (E-HRM) system in both service sectors and industry sectors, which will help companies in reducing the human resources management and control expenses and reduce time lost in administrative routines achievement and reduce paperwork.
- b. In the services sector, the factors that led to the adoption of (E-HRM) are: the desire to improve transactions and procedures for human resources in terms of accuracy, speed and integration.
- c. However, one of the major obstacles in the application of (E-HRM) is the lack of adequate sources of funding in both sectors. Besides, for industrial companies the second obstacle was the resistance to change and a lack of adequate training and poor infrastructure with respect to the technical requirements for the application of the system and poor privatization of services using the existing programs.

Study Recommendations:

There are some important factors, which must be taken into account before applying the system (E-HRM) in order to ensure its success, including:

- a. Planning from the beginning to prepare the staff to accept the system and provide adequate training for them.

- b. Evaluating the flexibility of the system, before applying it to guarantee that it will meet the business needs, while ensuring the existence of technical support for the system at all stages, whether this support is from within the organization (department specialist) or from outside.
- c. Ensuring while design, electronic programs, that these programs are easy to use and convenient to the Staff.

6. (Gupta et al., 2011),Employee's Satisfaction towards E-HRM in Service Organizations

This study aims to assess the extent of employees' satisfaction in the sectors of information technology and banking toward the (E-HRM) system. The study sample was made up of 400 employees from staff working in these sectors in India.

Study Conclusions:

Among the most important findings of the study that there are six factors that affect employee satisfaction about the system, namely:

- a. Faster communication
- b. Improvements of the work system
- c. Benefits of using the (E-HRM)
- d. Staff management
- e. Time efficiency
- f. Client oriented satisfaction
- g. Besides, employee satisfaction levels about these factors are varied according to age, gender, sector and work experience, income, place of work.

Study Recommendations:

There is a necessity that (E-HRM) system should be able to satisfy external clients and stakeholders. In fact, they are pleased; employees will in turn be very pleased about the system.

- a. There is also a need to increase communication among staff through E-HRM to discuss their problems, which in turn will raise the level of employee satisfaction on the system, as well as it will provide an opportunity for employees to work to alleviate the burden of administrative work and time management efficiency through the application of (E-HRM).

7. (Varma, 2010),The Implications of Implementing Electronic-Human Resource Management (e-HRM) Systems in Companies

The objective of this research is to trace the emergence of E-HRM (electronic- Human Resource Management) in the global arena as well as in the Indian scenario; to identify the underlying factors and prerequisites for the success of an E-HRM venture; to identify

the challenges associated with the implementation and maintenance of e-HRM systems and to offer recommendations and suggestions for enhancing the effectiveness of E-HRM systems.

The study is confined to the state of Maharashtra and a sample size of 1000 companies due to cost and time constraints. For purposes of comparison a broad classification of companies into Services sector vs Manufacturing sector and also into MNC (Multinational company) vs Non-MNC has been considered. The research instruments used are questionnaire and interviews. Appropriate Statistical tools including 19 Chi-Square Test, t-test, ANOVA wherever applicable have been applied to draw logical conclusions from the data.

Study Conclusions:

- a. The major drivers for introducing E-HRM systems in companies are : Increase Integration within the HR function; Encourage open communication and sharing of Information; Standardize Systems and Procedures; Improve HR transactions accuracy/speed/Integrity; Reduce paper transactions; Refocus HR staff on strategic activities; Increase overall productivity and Reduce time spent on routine administrative tasks by HR staff.
- b. There is a significant difference in the usage of e-technology between Services vs manufacturing companies. The usage of technology is comparatively higher in the Services companies.
- c. There is a significant difference in the usage of HR Service Delivery Tools between Services vs. manufacturing companies.
- d. Here is no significant difference between Services vs. manufacturing groups regarding their perception of their company's position in the E-HRM journey. The Services companies as compared to the Manufacturing companies perceives itself to be closer towards complete incorporation of E-HRM strategy into the business model.

Study Recommendations:

- a. Planning for employee and organizational issues from the outset.
- b. Assessing the Flexibility of the HR Technology.
- c. The business case for outsourcing HR administration centers on the potential for cost savings to be delivered by investment in e-enabling HR transactions and processes.
- d. Use of Case Management Tools Case Management Tools for Compensation Planning

8. (Zafar, et al., 2010), An Analysis of E-Human Resource Management Practices: A case Study of State Bank of Pakistan.

The purpose of this study is to identify the status of Pakistan with regard the technology, especially in the field of HRM, and at which level Pakistan has applied the (E-HRM) system in key institutions such as the State Bank of Pakistan, where the study was applied on the human resources department at the main branch of this Bank. The sample was 47 employees, where an open-ended questionnaire was used for the purpose of study data collection.

Study Conclusions:

- a. All institutions in Pakistan are using the latest technological applications, both in software and hardware.
- b. Further, the institution's dependence on technology is increasing and therefore the use of (E-HRM) system continues to increase, as well as the institutions get more benefits and strategic advantages through the application of (E-HRM), and rely on technological applications in the completion of the functions of human resources in the State Bank of Pakistan.
- c. As a result, the Bank continues to increase its dependence on technological applications, which ranging from administrative activities to strategic areas such as enterprise strategy and change management, where the executive directors of the Bank believe that the use of technology is widely helps them to make decisions that lead to the success of the institution as a whole.

Study Recommendations:

The study concluded that a set of recommendations, the most important of it is to apply (E-HRM) in Pakistan Stat Bank and other institutions must follow the following:

- a. The need to educate and train staff to use the latest applications on (E-HRM).
- b. The institution perceives the impact of this change on the staff, managers and staff of the Human Resources Department, and determining the dimensions of this impact to be taken into account in the organization's strategy as a whole.
- c. Improve communication and coordination at the domestic level between different parts of the organization, and externally with customers and external stakeholders.

9. (Sanayei et al., 2008), Designing a Model For Evaluating The effectiveness of E-HRM (Case Study: Iranian Organizations)

The purpose of this study is to clarify the (e-HRM) system and to provide tools for studying the impact of a number of independent variables which represent the (E-HRM system outcomes), such as job satisfaction, professional commitment and organizational commitment, on the effectiveness of human resources management as the dependent variable. A sample of 110 HR managers Iranians was selected. The data were collected using a questionnaire, which was specially prepared for this purpose.

Study Conclusions:

- a. E-HRM applications are being used with low level in the Iranian institutions.
- b. In fact, if the tools of (e-HRM) were used, it will have a positive impact on the outputs of the human resources management in the Iranian institutions, for instance job satisfaction, professional commitment, organizational commitment, the level of pressure at work and the degree of cooperation and coordination among the employees in the organization. All these outputs will lead in turn to effective human resources management.

Study Recommendations:

- a. The application of (e-HRM) system goals and strategies must be specified before the system implementation started.
- b. Further, the necessary infrastructure for the application of the system in the organization should be available, namely information and communication systems as well as IT systems. Furthermore, it is also necessary to take into account all aspects that may be an obstacle in the way of implementation of the system such as computers, equipment, programs, staff skills, and funding required covering the system requirements.

10. (Strohmeier, 2007), Research in e-HRM: Review and Implications

This study reviewed a range of empirical studies on electronic Human Resource Management (e-HRM) and discusses some implications for future research. The study examining and analyzing the results of previous studies in terms of:

- a. Definitions and framework.
- b. Theoretical concept.
- c. The methodologies used in previous studies.
- d. Level of analysis and results.

Study Conclusions:

The study found that knowledge on electronic Human Resource Management (e-HRM) was sufficiently available as (e-HRM) system perceived as a part of an innovation in the field of human resources management to face the internal and external environment changes.

The study also found that:

- a. One-fifth of the studies relied on a theoretical basis.
- b. One-third of the studies used the survey methodology.
- c. Studies have not clearly specifying levels of analysis.
- d. Focus on specific topics instead of general topics.
- e. Content of the research focus on the general level in organizations.

Study Recommendations:

- a. Strengthening theoretical studies and knowledge regarding this important area, because it is a primary key to any development in this area.

- b. Future studies should focus on the analysis of doubly overall levels of The organization and coordination with the appropriate levels of technology to avoid any negative impact.
- c. Encourage studies covering mainly the content, structure and results

11. (Voermans et al., 2006), Attitude towards E-HRM: An empirical Study at Philips

The purpose of this study was to present a research project on attitude towards electronic human resource management (E-HRM). The study used an online questionnaire, in which 99 managers and 257 employees within Philips (Electronics) Netherlands participated. Managers and employees answered questions based on their previous experiences with regard IT systems in general, their preferred HR roles, and their attitude towards E-HRM systems.

This study provided a model to determine the multiple factors that affect the application of (e-HRM) and to understand how these factors lead to the solution of problems that may arise during the application of the system, as well as to determine the attitude of the staff towards the implementation of this system.

Study Conclusions:

- a. There are multiple factors affecting the (E-HRM) system application, for instance a technological, organizational and human factors, all of which are important factors that each of them affect the application of the system, as well as each factor affects the other (mutual effect between factors).
- b. In addition, the attitude of the staff towards the application of (E-HRM) is influenced by several factors, there are two main factors to improve this situation, namely the positive use of information technology practices, and preferences of staff for the role played by the human resources department within the organization and especially the strategic role of human resources.
- c. Therefore, if the (E-HRM) applications were successful on the ground, and the technology used are sophisticated and easy to use, then the attitude toward (E-HRM) will be positive, and the benefits resulting from the changing role of human resources management in the enterprise will be concrete.

Study Recommendations:

- a. There is a need for further theoretical and experimental research focused on both sides: technology and applications practices of the (E-HRM system), the strategic role of human resources.

12. (Stone et al., 2006), Factors Affecting the Acceptance and Effectiveness of Electronic Human Resource Systems

The major purposes of this article are to: (a) present a model that relates a number of antecedents to such consequences, (b) describe the impact of individual and EHR system characteristics on four important EHR-related variables (i.e., information flows, social interactions, perceived control, and system acceptance), (c) offer a set of hypotheses that can be used to guide research on EHR systems.

Study Conclusions:

- a. The study found that although the e-HR systems may be effective, at both the organization and the individual level, it might be the reason to disable/stop some functions of organizations and individuals, such as human relations and privacy.

Study Recommendations:

- a. Good and appropriate design of the system to help increase efficiency.
- b. Use a combination of traditional and electronic systems.
- c. Reduction by means of electronic control and supervision that restrict the freedom of individuals.
- d. Expand the performance parameters and make it contain each employee behaviors that can be measured.
- e. Conscious control through a policy of fair information.

13. (Ruel, et al., 2004),E-HRM: Innovation or Irritation” An Explorative Empirical Study in Five Large Companies on Web-Based HRM”

This study is an exploratory pilot study conducted in five large companies (, Ford Motor, Belgacom, IBM, Dow Chemicals, ABN) each of which contains more than 15 thousand employees to study and use of the functions of the reality of E-HRM using Web technology.

Study Conclusions:

- a. The trend towards E-HRM is closely linked to the operations of the organization and orientation towards globalization.
- b. E-HRM supposed to help in cost reduction as one of the major benefits, but through the study it became clear that this reduction was only in reducing the number of individuals working in human resources management in most cases, but on the other hand there was an increase in new jobs as a result of the use of technology.
- c. E-HRM provides strategic integration of human resources management with the strategy of the organization.
- d. E-HRM enables staff members to exercise some functions of human resources for themselves.
- e. Companies use E-HRM to achieve unification and integration of information, to help management to play the role of global and local characteristic.

Study Recommendations:

- a. The need to change the mentality of managers and staff, to understand the usefulness and importance of E-HRM.
- b. The E-HRM is an innovation must not overlook its importance, both for management or to individuals. Therefore, the nature of the work of various organizations should be taken into account, as it might be difficult to develop specific regulations that can be applicable to all organizations.

General Commentary on the Reviewed Studies:

The studies on E-HRM in their different aspects, approaches, patterns were covered in these studies; also, they entail different countries and cultures worldwide in Indian, Jordanian American, Dutch, Iranian, European, and Palestinian. There is lack of Arabic studies on E-HRM as well as its relation to organizational development.

Researcher reviewed 19 previous studies, 13 are foreign studies, 4 local studies and 2 regional study. The reviewed studies are ordered in a chronological basis from the newest to the oldest, where the researcher has benefited from those studies, especially for the enrichment of the theoretical framework of the study, developing the study tool, and in the interpretation of the findings of the researcher of the study.

It was clear from some studies that there is a clear focus for both local and Arabic studies on the organizational development in general. However, regard the e-human resource management; the only studies that addressed this directly are the foreign studies, where most of it has recommended further research and studies in the field of electronic human resources management because of its importance and its consequences on the organization as a whole.

The following are the most important results:

1. The foreign studies addressed many issues and topics regarding the E-HRM and the organizational development, for instance the implication of implementing E-HRM, analysis of E-HRM practices, E-HRM adoption, attitudes and satisfaction toward E-HRM, factors affecting the acceptance of E-HRM, evaluating the effectiveness of E-HRM and measuring the impact of E-HRM on the organizational performance and development.
2. There was a consensus of foreign studies of the need for further research on this topic and focus on its importance for the organization in order to achieve many advantages, for both the HR department as well as the organization as a whole.
3. The local studies addressed the organizational development concept and its related aspects, for instance, organizational development efficiency, impact and reality. However, not so much studies devoted to E-HRM, where only two studies focused on concepts like satisfaction toward E-HRM and the reality of e-management.

4. In general, the studies focus on topics related to E-HRM Practices, attitudes toward E-HRM, its effectiveness and contribution to HRM Effectiveness. In addition, one study focused on effect of E-HRM on an employee's job performance. While another one focused on Employee's Satisfaction towards E-HRM. Further, other studies focused on the implementation of E-HRM, and its Implications.
5. All the studies found a great relationship between E-HRM and HR department effectiveness, as well as the organization overall effectiveness and success. Therefore, this actually supports this study objective with regard, identifying the impact of E-HRM on organizational development.
6. The local and regional studies used the descriptive, analytical method. Besides, these studies used the questionnaire as a data collection tool.
7. The foreign studies used a combination of both qualitative and quantitative research methods. Besides, the studies involved the use of in depth interviews, and questionnaires.
8. Both foreign and regional studies focused on the E-HRM concepts and adoption in the private sector for companies, banks and service organization. However, the local studies focused more on nongovernmental organization sector.

The Most Distinctive Properties of this research:

1. It's one of the few detailed studies devoted specifically to study the impact of Electronic Human Resource Management on Organizational Development.
2. It was different in the variable used in the research (E- Recruitment, E-Selecting, E-Training and E-Development, E-Compensation and E-Performance Appraisal).As have seen by the researcher that these variables play a very strong role in E-HRM and its relation to Organizational Development .
3. There are not a lot of studies in the electronic human resources management towards international non-governmental organizations. Therefore, this research one of the few studies that shed light on the electronic Human Resource Management and its impact on organizational development of international institutions such as UNRWA.

Chapter Four

The Research Practical Framework

- **Introduction**
- **Research Methodology**
- **Research Design**
- **Sources of Data**
- **Research Population and Sample**
- **Questionnaire Design and Procedures**
- **Data Measurement and Statistical Analysis Tools**
- **Validity of the Questionnaire**
- **Reliability of the Questionnaire**

Chapter Four – The Research Practical Framework

Introduction:

This chapter describes the used methodology to achieve the research objectives including the information about the research design, sources of data, research population and sample, questionnaire design and procedures, statistical data analysis, and validity and reliability of the questionnaire.

Research Methodology:

The research follows the descriptive analytical approach that the developed hypotheses are tested after conducting the planned data collection process. The researcher depends on using the Statistical Package for the Social Sciences (SPSS) to analyze the data collected by a questionnaire that is considered the primary source, while secondary sources are textbooks, journals and periodicals, thesis and dissertations, reports, and websites.

Research Design:

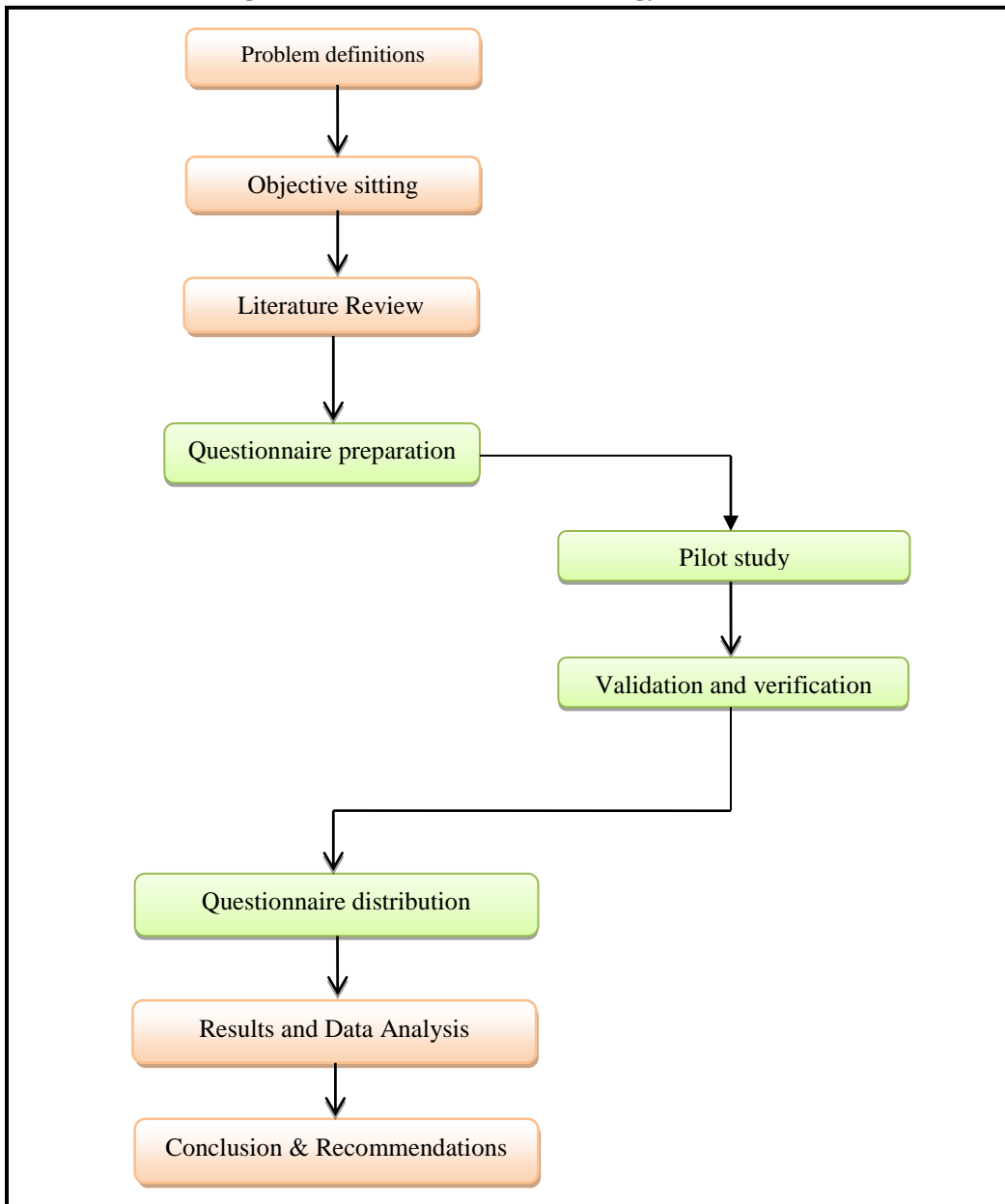
The followings are the steps followed by the researcher to conduct and implement the research:

1. The first phase: It includes developing the research proposal that contains identifying and defining the problems and establishment objective of the research and development research plan.
2. The second phase: After receiving the approval on the research proposal, a comprehensive literature review was conducted about Electronic Human Resource Management and Organizational Development.
3. The third phase: The researcher started developing a questionnaire including the determined variables to be measured. The questionnaire was evaluated and reviewed.
4. The fourth phase: It is focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study, The purpose of the pilot study was to test and prove that the questionnaire questions are clear to be answered in a way that help to achieve the target of the research. The questionnaire was modified based on the results of the pilot study.
5. The fifth phase: It is for distributing the questionnaire. This questionnaire was used to collect the required data from UNRWA field office employees. 308 questionnaires were distributed to the research population and 308 questionnaires were received.

6. The sixth phase: Data analysis and discussion were conducted. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis.

7. The seventh phase: The final phase includes the conclusions and recommendations.

Figure (4:1) The Research Methodology flowchart



Source: Articulated by the Researcher, (2015)

Sources of Data:

The data of this research was gathered carefully and accurately to achieve the research's objectives. There were two sources of data:

1. Primary Data: This data was collected from the field by questionnaire. Questionnaire was designed and distributed to get responses from target group of the research during their working hours. Respondents were asked to provide opinions regarding the variables of this research.
2. Secondary Data: Secondary data was obtained from journals that discussed employee retention and organizational competence. In addition, many thesis, dissertations and essays were accessed through universities electronic websites. Some textbooks were available.

Research Population and Sample:

The research population consists of all administrative and management staff classified between grade 6-20 and working in UNRWA Field office in Gaza city.

A stratified random sample representative of the research population is used. According to the statistical equation, a minimum of 308 questionnaires should be collected to be representative.

Sample size was calculated from the following equation:

$$(1) \quad n = \left(\frac{Z}{2m} \right)^2$$

Where:

Z: Standardized value corresponding to a known significance level (e.g. Z = 1.96 for significance level $\alpha = 0.05$).

m: Marginal error: expressed as a decimal mark (e.g. ± 0.04)

Using equation (1), the sample size equals:

$$n = \frac{(1.96)^2}{(2 \times 0.04)^2} = 600$$

The sample size can be modified in the case of limited populations through the following equation:

$$(2) \quad n_{\text{modified}} = \frac{nN}{N + n - 1}$$

Where:

N: represents the population size.

Using $n = 600$ and $N = 630$ in equation (2), we find that the modified sample size is equal to:

$$N \text{ modified} = \frac{600 \times 630}{630 + 600 - 1} = 308$$

Thus, the appropriate sample size in this case is equal to at least 308.

The following table clarifies the population and the calculated sample and its percentage according to employee job grade.

Table (4.1): The research population and sample according to employees job grade

Job grade	Population	Sample
From 6 to 10	317	155
From 11 to 15	268	131
From 16 to 20	45	22
Total	630	308

Source: Articulated by the Researcher (Data from HR departments –November, 2015)

The Questionnaire Design:

The questionnaire was designed in the Arabic language to make it more understandable. An English version was attached in (Annex 2). Unnecessary personal data, complex and duplicated questions were avoided. The questionnaire was provided with a covering letter which explained the purpose of the study, the way of responding, the aim of the research and the security of the information in order to encourage high response.

The questionnaire is composed of two parts as following:

Part I: Demographic Data

This part consists of the general characteristics of the research population and consists of (6) Paragraphs which are:

1. Gender.
2. Age.
3. Educational Qualifications.
4. Department
5. Years of Service.
6. Functional class.

Part II: This part consists of (62) paragraphs to collect information distributed on six Main fields as follows:

1. First Field: related to E- Recruitment, consists of (11) statements.
2. Second Field: related E-Selecting, consists of (7) statements.
3. Third Field: related to E-Training and E-Development, consists of (12) statements.

4. Fourth Field: related to E-Compensation, consists of (12) statements.
5. Fifth Field: related to E-Performance Appraisal, consists of (11) statements.
6. Sixth Field: related to UNRWA Organizational Development, consists of (9) statements.

The researcher utilizes the following questionnaire procedures:

1. Upon designing the questionnaire, it was reviewed and modified by research supervisor.
2. The modified copy was given to a number of 7 referees from three different universities (Islamic University, Al-Azhar University and Al-Aqsa University), who have excellent knowledge and expertise in the area of the research topic. Annex(1).
3. The questionnaire was modified based on the referees' comments and pilot samples of 39 questionnaires were distributed to help test the validity and reliability of the questionnaire.
4. Based on the pilot phase findings, it was concluded that the questionnaire is ready to be distributed as a final copy.

Data Measurement :

In order to be able to select the appropriate approach of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1, 2, 3, 4, 5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Item	Strongly agree	Agree	Do not Know	Disagree	Strongly Disagree
Scale	5	4	3	2	1

To achieve the research objectives, the researcher used the Statistical Package for the Social Science (SPSS) for Manipulating and analysing the data. The researcher utilized the following statistical tools:

1. Kolmogorov-Smirnov test of normality.
2. Pearson correlation coefficient for Validity.
3. Cronbach's Alpha for Reliability Statistics.
4. Frequency and Descriptive analysis.
5. Stepwise regression.

6. Parametric Tests (One-sample T test, Independent Samples T-test and Analysis of Variance (ANOVA)).
 - a. T-test: is used to determine if the mean of a item is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a item is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then the mean a item is insignificantly different from a hypothesized value 3.
 - b. The Independent Samples T-test: is used to examine if there is a statistical significant difference between two means among the respondents toward the impact of electronic human resource management on organizational development for UNRWA in Gaza Strip due to (gender).
 - c. The One- Way Analysis of Variance (ANOVA): is used to examine if there is a statistical significant difference between several means among the respondents toward the impact of electronic human resource management on organizational development for UNRWA in Gaza Strip due to (age, qualification, program / department, years of service and functional class).

Validity of the Questionnaire:

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

1. External (Pre-Pilot): Validity of the Questionnaire: It is essential to pre-pilot the questionnaire to identify any ambiguities in the questions and to identify the potential problems for each question. In order to assure high level of reliability and validity for the developed tool, the researcher had taken the approval of the supervisor to review the tool on Academic levels to ensure its relevance and stability.
2. Internal Validity : It is the first statistical test that used to test the validity of the questionnaire. It was measured by a scouting sample, which consisted of 39 questionnaires through measuring the correlation coefficients between each item in one field and the whole field.

a. The validity of E- Recruitment field

Table (4.2): Correlation coefficient of each item of “E- Recruitment” and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Announced For jobs Available through UNRWA electronic job site	.662	0.000*
2.	Electronic announcement about the job is based on the job description clearly defines the tasks and responsibilities and qualifications required of Vacant Position	.608	0.000*
3.	Employment applications are served by UNRWA electronic job site	.689	0.000*
4.	Employment screening applications submitted electronically	.704	0.000*
5.	The use of the human resources staff of an electronic system for scheduling of written exams and interviews to publicize it on UNRWA electronic job site	.746	0.000*
6.	Announcement of the dates of examinations and interviews written electronically through UNRWA job site is clear	.499	0.001*
7.	Using UNRWA electronic job site attract a greater number of qualified applicants for the job	.577	0.000*
8.	Using online advertising contributes to attract suitable vacancies qualifications	.615	0.000*
9.	Advertising using UNRWA electronic job site gives a realistic idea about the nature of work in the organization and the employment	.595	0.000*
10.	E- Recruitment leads to facilitate selection process	.631	0.000*
11.	Determining electronically shortlist of the best of candidates for the job	.691	0.000*

* Correlation is significant at the 0.05 level

Table (4.2) clarifies the correlation coefficient for each item of the “E- Recruitment” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

b. The validity of E-Selecting field

Table (4.3): Correlation coefficient of each item of “E-Selecting of candidates for employment” and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The use of an electronic system for scheduling experience and competence of applicants for announced jobs	.764	0.000*
2.	Choosing the appropriate competencies for appointment to the various functions electronically	.759	0.000*

3.	Using an electronic system for choosing the candidates for the job among those with relevant staff announced job with the Department of Employment contributes to saving time and effort	.558	0.000*
4.	Using clear and effective electronic methods to select candidates for the job	.720	0.000*
5.	Using an electronic exams to test candidates for the job	.592	0.000*
6.	The use of electronic interviews as a method of choice of candidates for the job	.835	0.000*
7.	Verification of well-known candidates for the job via e-mail	.508	0.000*

* Correlation is significant at the 0.05 level

Table (4.3) clarifies the correlation coefficient for each item of the “E-Selecting of candidates for employment” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

c. The validity of E-Training and E-Development field

Table (4.4): Correlation coefficient of each item of “E-Training and E-Development ”and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Using electronic system to guide new employees	.523	0.000*
2.	Employees participate in online courses	.742	0.000*
3.	There is an effective follow-up of the performance of the staff after online training	.697	0.000*
4.	An electronic system is used for the registration of UNRWA staff who desire to join an electronic training available.	.708	0.000*
5.	Choice the candidates for training by using electronic system	.665	0.000*
6.	Provided E-Training materials are commensurate with the needs of employees	.558	0.000*
7.	Participate in online training helps in employee benefit his colleagues at job	.719	0.000*
8.	Available specialized E-Training programs lead to increased staff efficiency	.729	0.000*
9.	E-Training reduces the gap between the theoretical and practical reality	.643	0.000*
10.	Participation in the training process via the Internet supports dynamically organizational development to UNRWA	.597	0.000*
11.	The internet training lead to the development of staff skills in solving problems of work	.445	0.002*
12.	E-Training is important to improving functional and professional performance of the staff	.671	0.000*

* Correlation is significant at the 0.05 level

Table (4.4) clarifies the correlation coefficient for each item of the “E-Training and E-Development” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

d. The validity of E-Compensation field

Table (4.5): Correlation coefficient of each item of " E-Compensation " and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The E-Compensation system helps to get information about the employee's salary and saving	.545	0.000*
2.	Various departments participate in the design of E-Compensation	.570	0.000*
3.	Electronic leave management program provides accurate information	.516	0.000*
4.	E-Compensation system can be used easily	.722	0.000*
5.	An electronic periodic study of salaries to make sure justice salary system	.434	0.003*
6.	Commensurate increase in salaries with the rising cost of living	.697	0.000*
7.	I get what I expect from my performance compensation compared job	.753	0.000*
8.	Managers treated employees with respect without discrimination	.616	0.000*
9.	I am proud of my work in the UNRWA	.522	0.000*
10.	I have the desire to continue my work until retirement	.514	0.000*
11.	The remuneration system is linked to job performance	.756	0.000*
12.	E-Compensation system provides appropriate information about to the Salary scale	.771	0.000*

* Correlation is significant at the 0.05 level

Table (4.5) clarifies the correlation coefficient for each item of the “E-Compensation” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

e. The validity of E-Performance Appraisal field

Table (4.6): Correlation coefficient of each item of “E-Performance Appraisal” and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The process of E-Performance Appraisal appropriate	.748	0.000*

2.	The process of E-Performance Appraisal is satisfactory to staff	.811	0.000*
3.	E-Performance Appraisal in UNRWA is effective compared to other institutions	.741	0.000*
4.	Meetings are held between the employees and their direct manager to discuss E-Performance Appraisal	.606	0.000*
5.	E-Performance Appraisal is evaluated based on job description	.797	0.000*
6.	The involvement of others in addition to the direct supervisor in the E-Performance Appraisal process	.789	0.000*
7.	The managers have the efficiency to manage E-Performance Appraisal properly	.731	0.000*
8.	The process of E-Performance Appraisal improve the overall performance of the UNRWA	.714	0.000*
9.	E-Performance Appraisal considered a routine process	.600	0.000*
10.	Action plans are developed based on results of E-Performance Appraisal	.740	0.000*
11.	Identifying staff training needs according to E-Performance Appraisal results	.744	0.000*

* Correlation is significant at the 0.05 level

Table (4.6) clarifies the correlation coefficient for each item of the “E-Performance Appraisal” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

f. The validity of UNRWA organizational development field

Table (4.7): Correlation coefficient of each item of “Organizational development” and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	E-HRM helps to achieve the organization goals	.730	0.000*
2.	E-HRM helps to manage the organizational development process	.786	0.000*
3.	E-HRM helps in improving communication methods and transfer information and data between different administrative units	.747	0.000*
4.	The use of modern technological methods in HRMS contributes to UNRWA organizational development	.681	0.000*
5.	E-HRM contribute in resolving work problems and increase coordination between the different units	.834	0.000*
6.	E-HRM affect the growth and development of workers	.744	0.000*
7.	E-HRM helps increase performance effectiveness	.603	0.000*
8.	E-HRM facilitates organizational development process	.802	0.000*

9.	E-HRM lead to a degree of flexibility and to adapt to the work environment variables	.751	0.000*
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* Correlation is significant at the 0.05 level

Table (4.7) clarifies the correlation coefficient for each item of the “Organizational development” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

3. **Structure Validity of the Questionnaire:** It is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (4.8): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	E- Recruitment	.490	0.001*
2.	E-Selecting of candidates for employment	.772	0.000*
3.	E-Training and E-Development	.687	0.000*
4.	E-Compensation	.831	0.000*
5.	E-Performance Appraisal	.798	0.000*
	Electronic human resource management	.986	0.000*
	Organizational development	.685	0.000*

* Correlation is significant at the 0.05 level

Table (4.8) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Reliability of the Questionnaire (Cronbach’s Coefficient Alpha):

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery ,2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George and

Mallery ,2006). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied.

Cronbach's alpha (George D. & Mallery P, 2006) is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.9): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	E- Recruitment	0.844
2.	E-Selecting of candidates for employment	0.803
3.	E-Training and E-Development	0.875
4.	E-Compensation	0.856
5.	E-Performance Appraisal	0.894
	Electronic human resource management	0.935
	Organizational development	0.897
	All items of the questionnaire	0.943

Table (4.9) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.803 and 0.935. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.943 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Chapter Five

Data Analysis and Hypotheses Testing

- **Introduction**
- **Test of Normality**
- **Descriptive Analysis of the Demographic Characteristics of the Research Sample**
- **Data Analysis**
- **Hypotheses Testing**

Chapter Five - Data Analysis and Hypotheses Testing

Introduction:

The aim of this chapter is to analyse the empirical data which was collected through the questionnaire in order to provide a real picture about the relationship between E-HRM and organizational development of UNRWA in Gaza Strip. The first section tackled the test of normality. The second is about descriptive analysis for the demographic data, which will be presented and discussed. The third is about data analysis (Means and Test values for each field). The fourth section is hypotheses testing.

Test of Normality:

The One-Sample Kolmogorov-Smirnov test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Henry, C. and Thode, Jr., 2002).

Table (5.1): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
E- Recruitment	0.891	0.405
E-Selecting of candidates for employment	0.650	0.792
E-Training and E-Development	0.859	0.451
E-Compensation	0.758	0.613
E-Performance Appraisal	0.618	0.839
Electronic human resource management	0.906	0.384
Organizational development	1.173	0.127
All items of the questionnaire	0.884	0.415

Table (5.1) shows the results for Kolmogorov-Smirnov test of normality. The p-value for each variable is greater than 0.05 level of significance, and then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

Descriptive Analysis of the Demographic Characteristics of the Research Sample:

1. Gender:

Table (5.2): Gender

Gender	Frequency	Percent
Male	192	62.3
Female	116	37.7
Total	308	100.0

Table (5.2) shows that 62.3% of the sample is males, and 37.7% of the sample is females. Generally, UNRWA encourages applications from qualified and experienced women. However, the majority of employees are males and the decision-making positions are also headed by males. It is known that the percentage of female workers in UNRWA outweigh the percentage of women in the Palestinian labour market, and this is attributed to the recruitment policy of the UNRWA, which aims to create a balance between numbers of male and female employees, this means that the sample is representative of the reality of the UNRWA staff, where female workers ratio exceeding 40% (A.Ikrmail, interview, 2015).

2. Age:

Table (5.3): Age

Age	Frequency	Percent
less than 25 Year	14	4.5
25 - less than 35 Year	97	31.5
35- less than 45 Year	113	36.7
45 Years and over	84	27.3
Total	308	100.0

Table (5.3) shows that 36 % of sample is less than 35 years, 64% of the sample is more than 35 years. This indicates that the majority of the employees working in UNRWA are middle-aged. This reflects the fact that that UNRWA encourage young generation to join the organization since this means a new skills and experiences will be added. Besides, lower level jobs usually do not require long experience.

3. Educational Qualifications:

Table (5.4): Educational Qualifications

Educational Qualifications	Frequency	Percent
Diploma	38	12.3
Bachelor	201	65.3
Master	63	20.5
PhD	6	1.9
Total	308	100.0

Table (5.4) shows that 12.3% of the sample is "Diploma" holders, 65.3% of the sample is "Bachelor" holders, 22.4% of the samples are "Master and PHD" holders. This indicates that the majority of UNRWA employees hold at least Bachelor degree, which is a good indication about to what extent the employees are qualified. This also attributed to the fact that the Palestinian society interests in education.

4. Program / department:

Table (5.5): Program / department

Program / department	Frequency	Percent
Education	44	14.3
Relief and Social Services	51	16.6
Infrastructure and camps development	40	13.0
Health	30	9.7
Logistics	40	13.0
Development and microfinance	28	9.1
Human Resources	17	5.5
Finance	24	7.8
Procurements	16	5.2
Management and administrative services	18	5.8
Total	308	100.0

Table (5.5) shows that 14.3% of the sample is working in Education department. 16.6% of the sample is working in Relief and Social Services department, 13.0% of the sample is working in Infrastructure and camps development department, 9.7% of the sample is working in Health department, 13% of the sample is working in Logistics department, 9.1% of the sample is working in Development and microfinance department, 5.5% of the samples are working in Human Resources department, 7.8% of the sample is working in finance department, 5.2% of the sample is working in Procurement department and 5.8% of the sample is working in Management and administrative services department. This reflects the diversity of work of UNRWA. Besides, diversity

observed in the distribution of the sample at various departments, which gives the opportunity for all employees who deal with electronic human resources management system in the various administrative departments to express their opinion on the impact of the system on UNRWA organizational development and this in turn leads to a balance of views as well as reduces the bias of the results toward a specific department without the other.

5. Years of Service:

Table (5.6): Years of Service

Years of Service	Frequency	Percent
Less than 3 years	37	12.0
3- Less than 9 years	69	22.4
9 -Less than 15 years	83	26.9
More than 15 years	119	38.6
Total	308	100.0

Table (5.6) shows that 34.4% of the sample has service "Less than 9 years", and 65.6% of the sample have service more than 9 years. This is consistent with the age composition Shown in table (5.3). The researcher attributes the rise of employees who has nine years of service or more to the UNRWA employment policy, which relies heavily on granting staff permanent contracts. Therefore, this enhances the chances for the employee to stay in service for longer years.

6. Functional class:

Table (5.7): Functional class

Functional class	Frequency	Percent
6-10	159	51.6
11- 15	123	39.9
16-20	26	8.4
Total	308	100.0

Table (5.7) shows that 51.6% of the sample is in functional class from "6-10", 39.9% of the sample is in functional class from "11-15" and 8.4% of the sample is in functional class from "16-20". This because the number of employees in lower grade is usually higher compared with higher grade, as it entails more job qualifications and skills. As a result, fewer employees will be working in top management position. Further, the sample distribution by functional class is consistent with the distribution of the sample, which has been planned during the selection of the sample (Table 4.1). The diversity of the grades will reflect on the results of the study, and will give a more comprehensive

view on the impact of the e-human resources department on UNRWA organizational development.

Data Analysis:

In the following tables, A one sample t-test was used to test if the opinions of the respondents in the content of the sentences are positive (weight mean greater than 3 and the p-value less than 0.05) ,or the opinions of the respondents in the content of the sentences are neutral (p-value is greater than 0.05) ,or the opinions of the respondents in the content of the sentences are negative (weight mean less than 3 and the p-value less than 0.05).

1. E- Recruitment :

Table (5.8): Means and Test values for “E- Recruitment”

NO.	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	Announced For jobs Available through UNRWA electronic job site	4.62	0.57	92.40	50.18	0.000*	1
2	Electronic announcement about the job is based on the job description clearly defines the tasks and responsibilities and qualifications required of Vacant Position	4.38	0.71	87.56	34.01	0.000*	4
3	Employment applications are served by UNRWA electronic job site	4.44	0.68	88.86	37.15	0.000*	2
4	Employment screening applications submitted electronically	4.10	0.91	82.09	21.31	0.000*	7
5	The use of the human resources staff of an electronic system for scheduling of written exams and interviews to publicize it on UNRWA electronic job site	4.20	0.75	83.95	27.70	0.000*	6
6	Announcement of the dates of examinations and interviews written electronically through UNRWA job site is clear	4.42	0.67	88.50	36.95	0.000*	3
7	Using UNRWA electronic job site attract a greater number of qualified applicants for the job	4.23	0.78	84.69	27.81	0.000*	5
8	Using online advertising contributes to attract suitable vacancies qualifications	4.08	0.79	81.56	23.84	0.000*	8
9	Advertising using UNRWA electronic job site gives a realistic idea about the nature of work in the organization and the employment	3.98	0.90	79.61	19.15	0.000*	10
10	E- Recruitment leads to facilitate selection	3.92	0.91	78.44	17.72	0.000*	11

	process						
11	Determining electronically shortlist of the best of candidates for the job	4.00	0.92	79.94	19.05	0.000*	9
	All items of the field	4.22	0.54	84.31	39.64	0.000*	

* The mean is significantly different from 3

Table (5.8) shows the following results:

The mean of item #1 “Announced For jobs Available through UNRWA electronic job site” equals 4.62 (92.40%), Test-value = 50.18, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. This means that the respondents agreed to this item.

The mean of item #10 “E- Recruitment leads to facilitate selection process” equals 3.92 (78.44%), Test-value = 17.72, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. This means that the respondents agreed to this item.

The mean of the field “E- Recruitment” equals 4.22 (84.31%), Test-value = 39.64, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3.

In general, the results for all statements of the field show that the majority of the respondents agreed to the field of “E- Recruitment. This means that UNRWA announced for jobs available through UNRWA electronic job site, Electronic announcement about the job is based on the job description which clearly defines the tasks and responsibilities and qualifications required of Vacant Position, Employment applications are served by UNRWA electronic job site, Employment screening applications submitted electronically; the use of the human resources staff of an electronic system for scheduling of written exams and interviews to publicize it on UNRWA electronic job site, Announcement of the dates of examinations and interviews written electronically through UNRWA job site, Using UNRWA electronic job site to attract a greater number of qualified applicants for the job, Using online advertising contributes to attract suitable vacancies qualifications, Advertising using UNRWA electronic job site gives a realistic idea about the nature of work in the organization and the employment and Determining electronically shortlist of the best of candidates for the job.

This agrees with (Hamarna, 2011) which concluded that E-recruitment has many benefits and importance for the UN Agencies, with weighted mean 78.98% in terms of providing the ability to post jobs for job seekers, provides an advantage of publishing job description of vacancies in details via the internet, reduce the administrative and financial costs, achieves a competitive advantage to UN agencies, achieves greater flexibility in work, leads to rapid access to qualify human resources and avoid human errors in managing human resources.

2. E-Selection:

Table (5.9): Means and Test values for “E-Selecting of candidates for employment”

No	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The use of an electronic system for scheduling experience and competence of applicants for announced jobs	3.94	0.80	78.83	20.74	0.000*	2
2.	Choosing the appropriate competencies for appointment to the various functions electronically	3.69	0.87	73.73	13.83	0.000*	4
3.	Using an electronic system for choosing the candidates for the job among those with relevant staff announced job with the Department of Employment contributes to saving time and effort	4.04	0.71	80.78	25.62	0.000*	1
4.	Using clear and effective electronic methods to select candidates for the job	3.73	0.84	74.58	15.20	0.000*	3
5.	Using an electronic exams to test candidates for the job	3.66	0.93	73.25	12.56	0.000*	5
6.	The use of electronic interviews as a method of choice of candidates for the job	3.13	1.10	62.61	2.09	0.019*	7
7.	Verification of well-known candidates for the job via e-mail	3.37	1.01	67.34	6.39	0.000*	6
	All items of the field	3.65	0.64	73.01	17.74	0.000*	

* The mean is significantly different from 3

Table (5.9) shows the following results:

The mean of item #3 “Using an electronic system for choosing the candidates for the job among those with relevant staff announced job with the Department of Employment contributes to saving time and effort” equals 4.04 (80.78%), Test-value = 25.62 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the

test is positive, so the mean of this item is significantly greater than the hypothesized value 3 . This means that the respondents agreed to this item.

The mean of item #6 “The use of electronic interviews as a method of choice of candidates for the job” equals 3.13 (62.61%), Test-value = 2.09, and P-value = 0.019 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. This means that the respondents agreed to this item.

The mean of the field “E-Selecting of candidates for employment” equals 3.65 (73.01%), Test-value = 17.74, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. In general the results for all statements of the field show that the majority of the respondents agreed to the field of “E-Selecting of candidates for employment”.

This means that UNRWA use of an electronic system for scheduling experience and competence of applicants for announced jobs; choose the appropriate competencies for appointment to the various functions electronically; use an electronic system for choosing the candidates for the job among those with relevant staff announced job with the department of employment contributes to saving time and effort; Use clear and effective electronic methods to select candidates for the job; Use an electronic exams to test candidates for the job; verify well-known candidates for the job via e-mail.

This agrees with (Abzari et al., 2013) study which tackled the Effects of Electronic Human Resource Management on the Talent Management Strategies and concluded that 69% of the variations of management strategies positively can be explained by electronic selection subsystem.

3. E-Training and E-Development:

Table (5.10): Means and Test values for “E-Training and E-Development”

No.	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Using electronic system to guide new employees	3.58	0.95	71.57	10.70	0.000*	7
2.	Employees participate in online courses	3.19	1.06	63.71	3.07	0.001*	11

3.	There is an effective follow-up of the performance of the staff after online training	3.15	1.02	63.00	2.51	0.006*	12
4.	An electronic system is used for the registration of UNRWA staff who desires to join an electronic training available.	3.46	0.97	69.18	8.27	0.000*	8
5.	Choice the candidates for training by using electronic system	3.33	0.97	66.56	5.88	0.000*	10
6.	Provided E-Training materials are commensurate with the needs of employees	3.42	0.99	68.42	7.45	0.000*	9
7.	Participate in online training helps in employee benefit his colleagues at job	3.68	0.89	73.55	13.21	0.000*	2
8.	Available specialized E-Training programs lead to increased staff efficiency	3.61	0.94	72.11	11.25	0.000*	6
9.	E-Training reduces the gap between the theoretical and practical reality	3.66	0.89	73.16	12.82	0.000*	4
10.	Participation in the training process via the Internet supports dynamically organizational development to UNRWA	3.62	0.90	72.42	12.09	0.000*	5
11.	The internet training lead to the development of staff skills in solving problems of work	3.66	0.93	73.22	12.50	0.000*	3
12.	E-Training is important to improving functional and professional performance of the staff	3.76	0.87	75.15	15.10	0.000*	1
	All items of the field	3.51	0.71	70.19	12.64	0.000*	

* The mean is significantly different from 3

Table (5.10) shows the following results:

The mean of item #12 “E-Training is important to improving functional and professional performance of the staff” equals 3.76 (75.15%), Test-value = 15.10, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. This means that the respondents agreed to this item.

The mean of item #3 “There is an effective follow-up of the performance of the staff after online training” equals 3.15 (63.00%), Test-value = 2.51, and P-value = 0.006 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. This means that the respondents agreed to this item.

The mean of the field “E-Training and E-Development” equals 3.51 (70.19%), Test-value = 12.64, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3.

In general, the results for all statements of the field show that the majority of the respondents agreed to the field of “E-Training and E-Development ”.

This means that UNRWA use electronic system to guide new employees; Employees participate in online courses; chose the candidates for training by using electronic system; provide E-Training materials which commensurate with the needs of employees; participate in online training helps in employee benefit his colleagues at job; available specialized E-training programs lead to increased staff efficiency; E-Training reduces the gap between the theoretical and practical reality; Participation in the training process via the Internet supports dynamically organizational development to UNRWA; the internet training lead to the development of staff skills in solving problems of work and E-Training is important to improving functional and professional performance of the staff.

4. E-Compensation:

Table (5.11): Means and Test values for “E-Compensation”

No.	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The E-Compensation system helps to get information about the employee's salary and saving	4.14	0.76	82.75	26.10	0.000*	1
2.	Various departments participate in the design of E-Compensation	3.47	0.96	69.42	8.64	0.000*	6
3.	Electronic leave management program provides accurate information	3.69	1.04	73.84	11.65	0.000*	4
4.	E-Compensation system can be used easily	3.52	0.98	70.43	9.26	0.000*	5
5.	An electronic periodic study of salaries to make sure justice salary system	3.38	1.11	67.56	5.99	0.000*	8
6.	Commensurate increase in salaries with the rising cost of living	2.72	1.32	54.46	-3.65	0.000*	12
7.	I get what I expect from my performance compensation compared job	2.89	1.19	57.84	-1.59	0.056	10
8.	Managers treated employees with respect without discrimination	3.45	1.01	69.08	7.88	0.000*	7
9.	I am proud of my work in the UNRWA	3.94	0.91	78.70	18.02	0.000*	2
10.	I have the desire to continue my work until retirement	3.90	0.98	77.92	16.05	0.000*	3
11.	The remuneration system is linked to job	3.18	1.17	63.64	2.73	0.003*	9

	performance						
12.	E-Compensation system provides appropriate information about to the Salary scale	2.89	1.17	57.79	-1.66	0.049*	11
	All items of the field	3.43	0.71	68.67	10.74	0.000*	

* The mean is significantly different from 3

Table (5.11) shows the following results:

The mean of item #1 “The E-Compensation system helps to get information about the employee's salary and saving” equals 4.14 (82.75%), Test-value = 26.10, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3 . This means that the respondents agreed to this item.

The mean of item #6 “Commensurate increase in salaries with the rising cost of living” equals 2.72 (54.46%), Test-value = -3.65, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 3 . This means that the respondents disagreed to this item.

The mean of the field “E-Compensation” equals 3.43 (68.67%), Test-value = 10.74, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3.

In general, the results for all statements of the field show that the majority of the respondents agreed to the field of “E-Compensation”.

This means that UNRWA E-compensation system helps to get information about the employee's salary and saving; various departments participate in the design of E-compensation; electronic leave management program provides accurate information; E-compensation system can be used easily; an electronic periodic study of salaries to make sure justice salary system; employees received what they have expected from their performance;; managers treated employees with respect and without discrimination; employees are proud of being working in UNRWA; they have the desire to continue their work until retirement; the remuneration system is linked to job performance; E-compensation system provides appropriate information about to the salary scale.

This agrees with (Abzari et al., 2013) study which tackled the Effects of Electronic Human Resource Management on the Talent Management Strategies and concluded that 70% of the variations of management strategies positively can be explained by electronic compensation subsystem.

5. E-Performance Appraisal:

Table (5.12): Means and Test values for “E-Performance Appraisal”

No.	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The process of E-Performance Appraisal appropriate	3.45	1.03	68.96	7.65	0.000*	5
2.	The process of E-Performance Appraisal is satisfactory to staff	3.30	1.03	66.04	5.17	0.000*	9
3.	E-Performance Appraisal in UNRWA is effective compared to other institutions	3.42	0.98	68.34	7.44	0.000*	7
4.	Meetings are held between the employees and their direct manager to discuss E-Performance Appraisal	3.55	0.96	70.94	10.02	0.000*	2
5.	E-Performance Appraisal is evaluated based on job description	3.53	1.02	70.52	9.09	0.000*	3
6.	The involvement of others in addition to the direct supervisor in the E-Performance Appraisal process	3.36	1.06	67.17	5.90	0.000*	8
7.	The managers have the efficiency to manage E-Performance Appraisal properly	3.44	0.99	68.70	7.73	0.000*	6
8.	The process of E-Performance Appraisal improve the overall performance of the UNRWA	3.45	0.98	69.09	8.12	0.000*	4
9.	E-Performance Appraisal considered a routine process	3.83	0.98	76.61	14.87	0.000*	1
10.	Action plans are developed based on results of E-Performance Appraisal	3.28	1.04	65.58	4.71	0.000*	10
11.	Identifying staff training needs according to E-Performance Appraisal results	3.24	1.10	64.76	3.78	0.000*	11
	All items of the field	3.44	0.77	68.77	9.94	0.000*	

* The mean is significantly different from 3

Table (5.12) shows the following results:

The mean of item #9 “E-Performance Appraisal considered a routine process” equals 3.83 (76.61%), Test-value = 14.87, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. This means that the respondents agreed to this item.

The mean of item #11 “identifying staff training needs according to E-Performance Appraisal results” equals 3.24 (64.76%), Test-value = 3.78, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3 . This means that the respondents agreed to this item.

The mean of the field “E-Performance Appraisal” equals 3.44 (68.77%), Test-value = 9.94, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. This means that the respondents agreed to field of “E-Performance Appraisal ”.

In general the results for all statements of the field show that the majority of the respondents agreed to the field of “E-Performance Appraisal ”.This means that UNRWA process of E-Performance Appraisal are appropriate; the process of E-performance appraisal is satisfactory to staff; E-performance appraisal in UNRWA is effective compared to other institutions; meetings are held between the employees and their direct manager to discuss E-performance appraisal; E-performance appraisal is evaluated based on job description; = involvement of others in addition to the direct supervisor in the E-performance appraisal process; managers have the efficiency to manage E-performance appraisal properly; process of E-performance appraisal improve the overall performance of the UNRWA; E-performance appraisal considered a routine process; action plans are developed based on results of E-Performance Appraisal.

This agrees with (Abzari et al., 2013) study which tackled the Effects of Electronic Human Resource Management on the Talent Management Strategies and concluded that 74% of the variations of management strategies positively can be explained by electronic performance evaluation subsystem.

6. Organizational Development:

Table (5.13): Means and Test values for “Organizational development”

No.	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	E-HRM helps to achieve the organization goals	3.85	0.71	77.01	21.00	0.000*	3
2.	E-HRM helps to manage the organizational	3.78	0.78	75.50	17.3	0.000*	4

	development process				5		
3.	E-HRM helps in improving communication methods and transfer information and data between different administrative units	3.85	0.78	77.08	19.2 3	0.000*	2
4.	The use of modern technological methods in HRMS contributes to UNRWA organizational development	3.89	0.76	77.78	20.5 7	0.000*	1
5.	E-HRM contribute in resolving work problems and increase coordination between the different units	3.75	0.87	74.92	15.0 7	0.000*	5
6.	E-HRM affect the growth and development of workers	3.72	0.83	74.48	15.3 1	0.000*	7
7.	E-HRM helps increase performance effectiveness	3.65	0.94	72.99	12.1 5	0.000*	8
8.	E-HRM facilitates organizational development process	3.74	0.86	74.74	14.9 1	0.000*	6
9.	E-HRM lead to a degree of flexibility and to adapt to the work environment variables	3.62	0.88	72.31	12.3 2	0.000*	9
	All items of the field	3.76	0.67	75.21	19.7 9	0.000*	

* The mean is significantly different from 3

Table (5.13) shows the following results:

The mean of item #4 “The use of modern technological methods in HRMS contributes to UNRWA organizational development” equals 3.89 (77.78%), Test-value = 20.57, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3 . This means that the respondents agreed to this item.

The mean of item #9 “E-HRM lead to a degree of flexibility and to adapt to the work environment variables” equals 3.62 (72.31%), Test-value = 12.32, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3 . This means that the respondents agreed to this item.

The mean of the field “Organizational development” equals 3.76 (75.21%), Test-value = 19.79, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3.

In general the results for all statements of the field show that the majority of the respondents agreed to the practices related to field of “Organizational development ”.

This means that E-HRM helps to achieve the UNRWA goals; helps to manage the UNRWA organizational development process; helps in improving communication methods and transfer information and data between different administrative units; use of modern technological methods in HRM contributes to UNRWA organizational development; contribute in resolving work problems and increase coordination between the different units; affect the growth and development of workers; helps increase performance effectiveness and facilitates organizational development process.

Hypotheses Testing:

1. Hypothesis #1: There is no significant statistic relationship at level $\alpha = 0.05$ between Electronic Human Resource Management components (E- Recruitment, E-Selecting of candidates for employment, E-Training and E-Development, E-Compensation and E-Performance Appraisal) and UNRWA Organizational Development in Gaza Strip.

Table (5.14) Correlation coefficient between Electronic Human Resource Management and UNRWA Organizational Development in Gaza Strip

NO.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
a.	Relationship between E- Recruitment and UNRWA Organizational Development in Gaza Strip	.356	0.000*
b.	Relationship between E-Selecting of candidates for employment and UNRWA Organizational Development in Gaza Strip	.415	0.000*
c.	Relationship between E-Training and E-Development and UNRWA Organizational Development in Gaza Strip	.553	0.000*
d.	Relationship between E-Compensation and UNRWA Organizational Development in Gaza Strip	.608	0.000*
e.	Relationship between E-Performance Appraisal and UNRWA Organizational Development in Gaza Strip	.697	0.000*
	Relationship between Electronic Human Resource Management and UNRWA Organizational Development in Gaza Strip	.699	0.000*

* Correlation is statistically significant at 0.05 levels

Table (5.14) shows that the correlation coefficient between Electronic Human Resource Management and UNRWA Organizational Development in Gaza Strip equals 0.699 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. This means that there exists a significant relationship between Electronic Human Resource Management and UNRWA Organizational Development in Gaza Strip. This because the use of E-HRM systems and

related applications in reality improve the level of services provided by the Human Resources Management Division; leads to higher efficiency in human resource management processes; a higher quality in the delivery of services, and better contribution at the strategic level. Further, the use of E-HRM systems helps to improve the communication between employees; facilitate teamwork and increase cooperation; raise the level of employee satisfaction; enhance the accuracy of the information. Furthermore, the system improves the climate of the organization clearly, which helps the staff to relax, and therefore perform their jobs perfectly, which in turn leads to improved productivity. Therefore, this will contribute to organizational development efforts. which consisted with (Khashman et al.,2015) in part that (E- Recruitment, E-Selecting of candidates for employment, E-Compensation and E-Performance Appraisal) has high impact on operational performance which reflects at organization developments

Also the results obtained, come on line with (Ammar, 2012) study which concluded that:

- a. E-HRM implementation participated in simplifying work procedures, decreasing workload, increasing effective communication and achieving transparency.
 - b. Employees are Satisfied with E-HRM implementation in UNRWA, and the satisfaction level is estimated by 72.88%.
 - c. There is a significant correlation between the level of employees' satisfaction towards E-HRM and the benefits of E-HRM system, such as Simplifying work procedures, decreasing workload, increasing effective communication and achieving transparency.
 - d. There is a significant correlation between the level of employees' satisfaction towards E-HRM and the implementation of E-HRM system due to the easiness of dealing with the system and its various applications, compatibility of the used electronic applications with work requirements, and providing the technical requirements of the system.
2. Hypothesis #2: There is no significant impact at level $\alpha = 0.05$ of Electronic Human Resource Management components (E- Recruitment, E-Selecting of candidates for employment, E-Training and E-Development, E-Compensation and E-Performance Appraisal) on UNRWA Organizational Development in Gaza Strip.

Table (5.15): Result of Stepwise regression analysis

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	0.841	3.857	0.000	.733	0.538	284.387	0.000**
E-Performance Appraisal	0.425	8.853	0.000				
E -Training and E-Development	0.133	2.538	0.012				
E- Recruitment	0.127	2.348	0.020				
E-Compensation	0.133	2.262	0.024				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

This means that Stepwise regression, obtains the following results:

Table (5.15) shows the Multiple correlation coefficient $R = 0.733$ and $R\text{-Square} = 0.538$. This means 53.8% of the variation in UNRWA Organizational Development is explained by E-Performance Appraisal, E-Training and E-Development, E- Recruitment and E-Compensation.

Table (5.15) shows the Analysis of Variance for the regression model. $F=284.387$, $Sig. = 0.000$, so there is a significant relationship between the dependent variable UNRWA Organizational Development and the independent variables " E-Performance Appraisal, E -Training and E-Development, E- Recruitment and E-Compensation ".

Based on Stepwise regression method, the variable E-Selecting of candidates for employment has insignificant effect on UNRWA Organizational Development.

The estimated regression equation is:

$$\text{UNRWA Organizational Development} = 0.841 + 0.425* (\text{E-Performance Appraisal}) + 0.133* (\text{E -Training and E-Development}) + 0.127* (\text{E- Recruitment}) + 0.133* (\text{E-Compensation})$$

The estimated regression equation is used to predict the value of UNRWA Organizational Development for any give values (responses) to the independent variables " E-Performance Appraisal, E-Training and E-Development, E-Recruitment and E-Compensation ".

This means that there is a significant impact of Electronic Human Resource Management on UNRWA Organizational Development in Gaza Strip. So, it can be concluded that managers should give more attention to E-Performance Appraisal, E-Training and E-Development, E-Recruitment and E-Compensation which has a great effect on Organizational Development. This expected, and can attribute to the fact that

the applications of E-HRM system, as a major means of achieving change part of UNRWA development effort. This effort is part of a planned process for improving the organization by developing its structure, systems, and processes to improve effectiveness and achieve desired goals.

This agrees with (Abu Ammouneh, 2009) study which tackled the reality of Electronic Human Resource Management (e-HRM) at the Palestinian universities in the Gaza strip and concluded that the majority of respondents in the Palestinian universities agreed that the importance of e-HRM are fully cleared at different managerial levels.

Also, the result agrees with (Khashman et al., 2015) which concluded that there was a positive, statistically significant impact of dimensions of electronic human resources management (e-recruitment, e-selection, e-performance appraisal, and e-compensation) on the dimensions of operational performance (time, cost, quality of service, and flexibility).

3. Hypothesis #3: There is no significant differences among respondents at level $\alpha = 0.05$ towards the impact of Electronic Human Resource Management on UNRWA Organizational Development in Gaza Strip, due to the following personal traits (Gender, Age, Qualifications, Program / department, Years of services and Functional class).

This hypothesis can be divided into the following sub-hypotheses:

- a. There is no significant differences among respondents at level $\alpha = 0.05$ towards the impact of Electronic Human Resource Management on UNRWA Organizational Development in Gaza Strip, due to Gender.

Table (5.16): Independent Samples T-test of the fields and their p-values for gender

No.	Field	Means		Test Value	Sig.
		Male	Female		
1.	E- Recruitment	4.26	4.14	1.795	0.074
2.	E-Selecting of candidates for employment	3.70	3.57	1.700	0.090
3.	E-Training and E-Development	3.51	3.51	-0.034	0.973
4.	E-Compensation	3.48	3.36	1.433	0.153
5.	E-Performance Appraisal	3.50	3.34	1.699	0.090
	Electronic human resource management	3.68	3.58	1.588	0.113
	Organizational development	3.78	3.73	0.641	0.522
	All items of the questionnaire	3.70	3.60	1.486	0.138

Table (5.16) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is no significant difference among the respondents toward

each field due to gender. This means that the personal characteristics' gender has no effect on each field. These results have expected since both type of sex (male and female) belongs to the same job title and both are professional in their field of work.

This study matched with (Ammar, 2012) study, which showed that there were no significant differences in respondents' responses on the level of satisfaction towards E-HRM system at UNRWA due to gender.

- b. There is no significant differences among respondents at level $\alpha = 0.05$ towards the impact of Electronic Human Resource Management on UNRWA Organizational Development in Gaza Strip, due to Age.

Table (5.17): ANOVA test of the fields and their p-values for age

No.	Field	Means			Test Value	Sig.
		less than 35 Year	35- less than 45 Year	45 Years and over		
1.	E- Recruitment	4.22	4.20	4.23	0.090	0.914
2.	E-Selecting of candidates for employment	3.72	3.61	3.61	1.149	0.318
3.	E-Training and E-Development	3.59	3.47	3.46	1.251	0.288
4.	E-Compensation	3.61	3.36	3.31	5.487	0.005*
5.	E-Performance Appraisal	3.59	3.42	3.26	4.318	0.014*
	Electronic human resource management	3.74	3.60	3.56	3.263	0.040*
	Organizational development	3.88	3.71	3.67	2.763	0.065
	All items of the questionnaire	3.76	3.62	3.58	3.488	0.032*

* The mean difference is significant a 0.05 level

Table (5.17) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields "E-Compensation, E-Performance Appraisal and Electronic human resource management", then there is significant difference among the respondents toward this fields due to age. This means that the personal characteristics' age has an effect on this field, which is logical since ages entails greater experience, reflects more understanding of the organization systems, and have a big picture view over the organization as a whole.

For fields "E-Compensation, E-Performance Appraisal and Electronic human resource management", The mean for the category " less than 35 Year " respondents have the highest among the other age category, then This means that the category " less than 35 Year " respondents is agreed much more than the other age category. This is because employees with less than 35 Year are more dynamic; usually prefer jobs with high risks and more challenges. Besides, they still have the ambition to change their jobs.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to age. This means that the personal characteristics' age has no effect on the other fields.

The result is inconsistent with (Ammar, 2012) study, which showed that there were no significant differences in respondents' responses on the level of satisfaction towards E-HRM system at UNRWA due to age.

The result is also inconsistent with (Abu Ammouneh, 2009) study which showed that there were no significant differences in respondents' responses on the the reality of Electronic Human Resource Management (e-HRM) at the Palestinian universities in the Gaza strip due toAge.

- c. There is no significant differences among respondents at level $\alpha = 0.05$ towards the impact of Electronic Human Resource Management on UNRWA Organizational Development in Gaza Strip, due to Qualifications.

Table (5.18): ANOVA test of the fields and their p-values for Qualifications

No.	Field	Means			Test Value	Sig.
		Diploma	Bachelor	Master and PhD		
1.	E- Recruitment	4.13	4.23	4.22	0.492	0.612
2.	E-Selecting of candidates for employment	3.65	3.67	3.58	0.557	0.574
3.	E-Training and E-Development	3.54	3.56	3.34	2.399	0.092
4.	E-Compensation	3.39	3.51	3.22	4.579	0.011*
5.	E-Performance Appraisal	3.37	3.53	3.22	4.450	0.012*
	Electronic human resource management	3.61	3.70	3.51	3.391	0.035*
	Organizational development	3.62	3.83	3.63	3.328	0.037*
	All items of the questionnaire	3.61	3.72	3.53	3.598	0.029*

* The mean difference is significant a 0.05 level

Table (5.18) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields “E-Compensation, E-Performance Appraisal, Electronic human resource management and Organizational development”, then there is significant difference among the respondents toward this fields due to qualifications. This means that the personal characteristics' qualifications have an effect on this field. These results expected since the work in the NGOs sector depends on both experience and the educational qualification.

For fields “E-Compensation, E-Performance Appraisal, Electronic human resource management and Organizational development”, the mean for the category “Bachelor”

respondents have the highest among the other qualifications category. This means that the category “Bachelor ” respondents is agreed much more than the other qualifications category. The jobs requirements in UNRWA usually set the bachelor degree as basic requirements, especially for jobs from grade 6-10. The jobs requirements for higher grade are different, and may require higher educational qualifications.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to qualifications. This means that the personal characteristics’ qualification has no effect on the other fields.

The result is inconsistent with (Ammar, 2012) study, which showed that there were no significant differences in respondents’ responses on the level of satisfaction towards E-HRM system at UNRWA due to academic qualification.

The result is also inconsistent with Abu Ammounh, 2009) study which showed that there were no significant differences in respondents’ responses on the the reality of Electronic Human Resource Management (e-HRM) at the Palestinian universities in the Gaza strip due to educational qualification.

- d. There is no significant differences among respondents at level $\alpha = 0.05$ towards the impact of Electronic Human Resource Management on UNRWA Organizational Development in Gaza Strip, due to Program / department.

Table (5.19): ANOVA test of the fields and their p-values for Program / department

No .	Field	Means										Test Value	Sig.
		Education	Relief and Social Services	Infrastructure and camps	Health	Logistics	Development and microfinance	Human Resources	Finance	Procurements	Management and administrative services		
1.	E-Recruitment	4.24	4.29	4.18	4.18	3.98	4.13	4.45	4.28	4.24	4.42	1.876	0.055
2.	E-Selecting of candidates for employment	3.61	3.66	3.78	3.49	3.55	3.65	4.21	3.33	3.62	3.85	2.956	0.002*
3.	E-Training and E-Development	3.64	3.56	3.62	3.31	3.18	3.44	4.04	3.35	3.60	3.60	2.971	0.002*

4.	E-Compensation	3.45	3.54	3.47	3.14	3.26	3.50	3.96	3.23	3.39	3.60	2.470	0.010*
5.	E-Performance Appraisal	3.40	3.66	3.39	3.04	3.14	3.39	4.24	3.49	3.47	3.56	4.488	0.000*
	Electronic human resource management	3.67	3.74	3.68	3.42	3.40	3.62	4.17	3.54	3.66	3.80	4.138	0.000*
	Organizational development	3.74	3.95	3.59	3.74	3.50	3.75	4.31	3.54	3.96	3.86	3.385	0.001*
	All items of the questionnaire	3.68	3.77	3.66	3.47	3.42	3.64	4.19	3.54	3.70	3.81	4.188	0.000*

* The mean difference is significant a 0.05 level

Table (5.19) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the field “E- Recruitment”, then there is insignificant difference among the respondents toward this field due to program / department. This means that the personal characteristics’ program / department have no effect on this field. This could attribute to the fact that UNRWA E-Recruitment are more established and structured compared to the other E-HRM sub system. Besides, most of UNRWA employees are aware about the E-Recruitment process and portals.

For the other fields, the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then there is significant difference among the respondents toward these fields due to program / department. This means that the personal characteristics’ program / department have an effect on the other fields. This is expected since the applications of E-HRM should be used and utilized by all employees despite the departments or jobs that they were working in.

For the other fields, The mean for the category “Human Resources ” respondents have the highest among the other program / department category. This means that the category “Human Resources ” respondents is agreed much more than the other program / department category. This logical, since Human Resources employees have been deeply involved in the E-HRM system design and implementation process, and they are responsible for dealing with all HR aspects for employees.

The result is inconsistent with (Ammar, 2012) study, which showed that there were no significant differences in respondents’ responses on the level of satisfaction towards E-HRM system at UNRWA due to Department in which employee works.

- e. There are no significant differences among respondents at level $\alpha = 0.05$ towards the impact of Electronic Human Resource Management on UNRWA Organizational Development in Gaza Strip, due to Years of services.

Table (5. 20): ANOVA test of the fields and their p-values for Years of services

No.	Field	Means			Test Value	Sig.
		3- Less than 9 years	9 -Less than 15 years	More than 15 years		
1.	E- Recruitment	4.22	4.18	4.24	0.265	0.767
2.	E-Selecting of candidates for employment	3.67	3.62	3.66	0.145	0.865
3.	E-Training and E-Development	3.58	3.48	3.47	0.842	0.432
4.	E-Compensation	3.60	3.39	3.31	4.881	0.008*
5.	E-Performance Appraisal	3.56	3.38	3.37	1.910	0.150
	Electronic human resource management	3.72	3.60	3.60	1.861	0.157
	Organizational development	3.92	3.67	3.69	4.371	0.013*
	All items of the questionnaire	3.75	3.61	3.61	2.426	0.090

* The mean difference is significant a 0.05 level

Table (5.20) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields “E-Compensation and Organizational development”, then there is significant difference among the respondents toward this fields due to years of services. This means that the personal characteristics’ years of services has an effect on this field. This can attributed to the fact that employees usually aligned UNRWA Organizational development, with the E-Compensation, once the compensation packages improved this will have a direct impact over their views about the UNRWA Organizational development.

For fields “E-Compensation and Organizational development”, The mean for the category “3 - Less than 9 years " respondents have the highest among the other years of services category. This means that the category “3- Less than 9 years " respondents is agreed much more than the other years of services category. This is because employees with 3- less than 9 years of service have not achieved yet the highest progress in their jobs, which will reflected on their intention to continue to achieve higher-level positions.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to years of services. This means that the personal characteristics’ years of services has no effect on the other fields. This argument does not apply since form the researcher point

of view the work in the NGOs sector depends on experience. Further, years of experience reflects clearer understanding of the organization systems, vision and related issues.

The result is inconsistent with (Ammar, 2012) study, which showed that there were no significant differences in respondents' responses on the level of satisfaction towards E-HRM system at UNRWA due to Years of experience.

The result is also inconsistent with (Abu Ammounh, 2009) study which showed that there were no significant differences in respondents' responses on the the reality of Electronic Human Resource Management (e-HRM) at the Palestinian universities in the Gaza strip due to years of service.

- f. There are no significant differences among respondents at level $\alpha = 0.05$ towards the impact of Electronic Human Resource Management on UNRWA Organizational Development in Gaza Strip, due to Functional class.

Table (5.21): ANOVA test of the fields and their p-values for functional class

No.	Field	Means			Test Value	Sig.
		6-10	11- 15	16-20		
1.	E- Recruitment	4.18	4.23	4.37	1.413	0.245
2.	E-Selecting of candidates for employment	3.58	3.70	3.86	2.684	0.070
3.	E-Training and E-Development	3.45	3.54	3.70	1.545	0.215
4.	E-Compensation	3.41	3.43	3.59	0.743	0.477
5.	E-Performance Appraisal	3.42	3.42	3.64	0.927	0.397
	Electronic human resource management	3.61	3.66	3.82	1.919	0.148
	Organizational development	3.76	3.74	3.88	0.473	0.624
	All items of the questionnaire	3.63	3.67	3.83	1.694	0.185

Table (5.21) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to functional class. This means that the personal characteristics' functional class has no effect on each field. This argument does not applies since the functional class reflects the level of job requirements in terms of skills, experience and responsibilities, where higher class indicates higher level of understanding of the strategic plans and goals of the organizations.

This agrees with (Abu Ammounh, 2009) study which showed that there were no significant differences in respondents' responses on the the reality of Electronic Human Resource Management (e-HRM) at the Palestinian universities in the Gaza strip due to functional class.

However, the result is inconsistent with (Ammar, 2012) study, which showed that there were significant differences in respondents' responses on the level of satisfaction towards E-HRM system at UNRWA due to position Grade.

Chapter Six

Conclusions and Recommendations

- **Introduction**
- **Conclusions**
- **Recommendations**
- **Proposed Future Studies**

Chapter Six - Conclusions and Recommendations

Introduction:

This chapter provides the main conclusions related to the field work and the appropriate recommendations to address the weaknesses if any related to the impact of Electronic Human Resource Management on Organizational Development of UNRWA in Gaza Strip.

Conclusions:

The main objective of this research was to identify to what extent electronic human resource management influence UNRWA organizational development in the Gaza Strip and simultaneously to investigate the relationship between these factors "E-HRM" and "UNRWA organizational development".

The overall conclusion that can be drawn out of this research is that the UNRWA organizational development in the Gaza Strip is affected by electronic human resource management components (E- Recruitment, E-Selecting of candidates for employment, E-Training and E-Development, E-Compensation and E-Performance Appraisal). Besides, the significant relationship between Electronic Human Resource Management and UNRWA organizational development in Gaza Strip is nearly 70%. This indicates that UNRWA should be aware about the importance of using the E-HRM because it influences directly the completely organizational development.

The following is a summary of the conclusions that can be drawn from this study based on the research field:

1. Conclusions about E- Recruitment field: E- Recruitment affects UNRWA Organizational Development in the Gaza Strip, by nearly 36%. This means that UNRWA announced for jobs available through UNRWA electronic job site; electronic announcement about the job is based on the job description which clearly defines the tasks and responsibilities and qualifications required of Vacant Position; employment applications are served by UNRWA electronic job site, Employment screening applications submitted electronically; the use of the human resources staff of an electronic system for scheduling of written exams and interviews to publicize it on UNRWA electronic job site; Announcement of the dates of examinations and interviews written electronically through UNRWA job site; Using UNRWA electronic job site to attract a greater number of qualified applicants for the job; using online advertising contributes to attract suitable vacancies qualifications; advertising using UNRWA electronic job site gives a realistic idea about the nature of work in the

organization and the employment and Determining electronically shortlist of the best of candidates for the job.

2. Conclusions about E-Selecting field: E-Selecting affects UNRWA Organizational Development in the Gaza Strip, by nearly 42%. This means that UNRWA use of an electronic system for scheduling experience and competence of applicants for announced jobs; choose the appropriate competencies for appointment to the various functions electronically; use an electronic system for choosing the candidates for the job among those with relevant staff announced job with the department of employment contributes to saving time and effort; Use clear and effective electronic methods to select candidates for the job; Use an electronic exams to test candidates for the job; verify well-known candidates for the job via e-mail.
3. Conclusions about E-Training and E-Development field: E-Training and E-Development E affects UNRWA Organizational Development in the Gaza Strip, by nearly 55.3%. This means that UNRWA use electronic system to guide new employees; Employees participate in online courses; chose the candidates for training by using electronic system; provide E-Training materials which commensurate with the needs of employees; participate in online training helps in employee benefit his colleagues at job; available specialized E-training programs lead to increased staff efficiency; E-Training reduces the gap between the theoretical and practical reality; Participation in the training process via the Internet supports dynamically organizational development to UNRWA; the internet training lead to the development of staff skills in solving problems of work and E-Training is important to improving functional and professional performance of the staff.
4. Conclusions about E-Compensation field: E-Compensation affects UNRWA Organizational Development in the Gaza Strip, by nearly 61%. This means that UNRWA E-compensation system helps to get information about the employee's salary and saving; various departments participate in the design of E-compensation; electronic leave management program provides accurate information; E-compensation system can be used easily; an electronic periodic study of salaries to make sure justice salary system; employees received what they have expected from their performance;; managers treated employees with respect and without discrimination; employees are proud of being working in UNRWA; they have the desire to continue their work until retirement; the remuneration system is linked to job performance; E-compensation system provides appropriate information about to the salary scale.
5. Conclusions about E-Performance Appraisal field :Performance Appraisal affects UNRWA Organizational Development in the Gaza Strip, by nearly 70%. This

means that UNRWA process of E-Performance Appraisal are appropriate; the process of E-performance appraisal is satisfactory to staff; E-performance appraisal in UNRWA is effective compared to other institutions; meetings are held between the employees and their direct manager to discuss E-performance appraisal; E-performance appraisal is evaluated based on job description; = involvement of others in addition to the direct supervisor in the E-performance appraisal process; managers have the efficiency to manage E-performance appraisal properly; process of E-performance appraisal improve the overall performance of the UNRWA; E-performance appraisal considered a routine process; action plans are developed based on results of E-Performance Appraisal.

6. The study concluded that there are no differences in the response of the study sample, due to the respondents personal traits (gender, functional class).
7. The study concluded that there are differences in the response of the study sample, due to the respondent's personal traits (Age, educational qualification, program/department and years of service).
8. The study concluded that there are differences in the response of the study sample, due to the respondents age attributed to respondents with less than 35 years.
9. The study concluded that there are differences in the response of the study sample, due to the respondents educational qualification attributed to respondents with bachelor degree.
10. The study concluded that there are differences in the response of the study sample, due to the respondents program/department attributed to respondents who are working in the human resource department.
11. The study concluded that there are differences in the response of the study sample, due to the respondents residency years of service attributed to respondents who have 3- less than 9 years of service .

Recommendations:

The researcher proposed the following recommendations based on the findings of the research:

1. To enhance E- Recruitment at UNRWA:
 - a. The e-Recruitment procedures that currently are followed at UNRWA should be more simple and flexible and should be communicated clearly to the employee.
2. To enhance E-Selecting at UNRWA:

- a. Utilize the technology in the selection process through conducting electronic interviews as a method of selecting candidates for the vacant jobs.
 - b. Reduce the delay, errors as well as the manual work and effort regarding the selection process by completely changing the whole selection procedure into more electronic procedures.
3. To enhance E-Training and E-Development at UNRWA
 - a. Facilitate access to online training for staff and reduce any barriers related to access to training courses electronically.
 - b. The online training should be linked with the results of the performance evaluation which determines the weaknesses.
 - c. More efforts should be undertaken by UNRWA to encourage employees to participate in training programs related to the use of E-HRM applications.
 - d. Information sharing and promotion of case studies from which employees can learn directly the opportunities and threats of e-HRM.
4. To enhance E-Compensation at UNRWA
 - a. Technology should be used to provide integrated and adequate information about the compensation. As a result, there will be less need for referral to the HR staff asking for information or clarification.
 - b. Preparing and issuing a leaflet on compensation system, to explain the compensation and benefits for staff. This to be shared with all employees.
5. To enhance E-Performance Appraisal at UNRWA: Improve communication regarding the timing of performance appraisal. Beside Improving employees ability to access information on performance appraisal
6. E-HRM requires innovation and high quality relationships, as well as more involvement in the design stage of related application to ensure employee's needs are addressed and reflected.
7. E-HRM needs to a degree of flexibility and to adapt to the work environment variables.
8. E-HRM outcomes in terms of efficient HRM processes, higher level of service delivery and a higher strategic contribution as well as the real use of E-HRM systems should be clearly communicated to UNRWA employees to ensure better utilization of E-HRM applications.
9. The success of E-HRM systems depends highly on the employees; therefore, UNRWA should work to improve the relationship between the HRM department and the employees.
10. The management top-level support is required and has a positive impact on the adoption and utilization of E- E-HRM systems. This support can be in terms of

allocating the necessary budget for training on related applications, providing the necessary hardware, software, updating E-HRM system and maintains a continuous development of such systems.

11. E-HRM systems should be strategically aligned with HR needs, in such big organizations like UNRWA with a diverse workforce and a bureaucratic culture.
12. UNRWA can utilize the E-HRM system to understand the electronic interactions between managers and employees, preventing miscommunications and misinterpretations of information.
13. UNRWA E-HRM systems should address the issues of commitment; trust; leadership and motivation, since e-HRM systems tends to substitute face to face interactions with screen-based communications.
14. UNRWA should consider the challenges related to the use of E-HRM systems in the organization, for instance, cost implications, data entry errors, improper use of the system and security of the information generated.

Proposed Future Studies:

There are some related topics that can be investigated in the future by interested researchers, which are:

1. The impact of electronic human resource management on UNRWA employee's performance.
2. Key success factors of electronic human resource management at UNRWA.
3. Evaluating the effectiveness of electronic human resource management at UNRWA.
4. The impact of electronic human resources management on UNRWA organizational development, a comparative study, between Gaza Strip and West Bank.
5. The impact of electronic human resources management on the efficiency of human resource processes at UNRWA.

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- **Text Books**
- **Journals and Thesis**
- **Reports**
- **Websites**

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Annexes

- **Annex (1): List of Referees**
- **Annex (2): Questionnaire**
- **Annex (3): Questionnaire in Arabic Language**

Annex (1): List of Referees

No.	Referee Name	Job Title	Place of Work
1.	Dr.Khaled El-Dehliz	Assistant Professor	Islamic University of Gaza
2.	Dr. Yossef Bahar	Associate Professor	Islamic University of Gaza
3.	Dr. Nafez Barakat	Assistant Professor	Islamic University of Gaza
4.	Dr. Jalal Shabat	Assistant Professor	Al Quds University
5.	Dr. Nehaya El Telbnay	Associate Professor	Al Azhar University
6.	Dr. Wafeq Al Agha	Assistant Professor	Al Azhar University
7.	Dr. Mohaad El-Aydi	Chief Area Officer	UNRWA

Annex (2): Questionnaire

**Islamic University of Gaza
Postgraduate Deanship
Faculty of Commerce
Business Administration Department**



Dear Employees,

This questionnaire is a research tool designed specifically to complete the requirements of a master degree in business administration which its title is: **"Impact of Electronic Human Resource Management on Organizational Development for UNRWA in Gaza Strip"**

I hope to get required data through filling out the questionnaire by placing (X) in the answer box that goes with your choice. Knowing that all the collected data will be used for research purposes only.

Thanking you for your cooperation

Researcher

Asmaa Atta Attalla

The Section one: Personal data

1 -Gender :

- Male Female

2- Age :

- less than 25 Year 25 - less than 35 Year 35- less than 45 Year 45 Years and over

3- Qualifications:

- Diploma Bachelor Master PhD

4 -Program / department

- Education Relief and Social Services Infrastructure and camps development Health
 Logistics Development and microfinance Human Resources Finance
 Procurements Management and administrative services

5- The years of service:

- Less than 3 years 3- Less than 9 years 9 -Less than 15 years More than 15 years

6- Functional class:

- 6-10 11- 15 16-20

Section two: The Impact of Electronic Human Resource Management on Organizational Development of UNRWA.

For each of the statement below, please put a sign on the answer that best describes how much you agree or disagree with the sentence:

1. E- Recruitment						
Sentence		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Announced For jobs Available through UNRWA electronic job site					
2.	Electronic announcement about the job is based on the job description clearly defines the tasks and responsibilities and qualifications required of Vacant Position					
3.	Employment applications are served by UNRWA electronic job site					
4.	Employment screening applications submitted electronically					
5.	The use of the human resources staff of an electronic system for scheduling of written exams and interviews to publicize it on UNRWA electronic job site					
6.	Announcement of the dates of examinations and interviews written electronically through UNRWA job site is clear					
7.	Using UNRWA electronic job site attract a greater number of qualified applicants for the job					
8.	Using online advertising contributes to attract suitable vacancies qualifications					
9.	Advertising using UNRWA electronic job site gives a realistic idea about the nature of work in the organization and the employment					
10.	E- Recruitment leads to facilitate selection process					
11.	Determining electronically shortlist of the best of candidates for the job					
2. E-Selecting of candidates for employment						
Sentence		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The use of an electronic system for scheduling experience and competence of applicants for announced jobs					

2.	Choosing the appropriate competencies for appointment to the various functions electronically					
3.	Using an electronic system for choosing the candidates for the job among those with relevant staff announced job with the Department of Employment contributes to saving time and effort					
4.	Using clear and effective electronic methods to select candidates for the job					
5.	Using an electronic exams to test candidates for the job					
6.	The use of electronic interviews as a method of choice of candidates for the job					
7.	Verification of well-known candidates for the job via e-mail					
3. E-Training and E-Development						
Sentence		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Using electronic system to guide new employees					
2.	Employees participate in online courses					
3.	There is an effective follow-up of the performance of the staff after online training					
4.	An electronic system is used for the registration of UNRWA staff who desire to join an electronic training available.					
5.	Choice the candidates for training by using electronic system					
6.	Provided E-Training materials are commensurate with the needs of employees					
7.	Participate in online training helps in employee benefit his colleagues at job					
8.	Available specialized E-Training programs lead to increased staff efficiency					
9.	E-Training reduces the gap between the theoretical and practical reality					
10.	Participation in the training process via the Internet supports dynamically organizational development to UNRWA					
11.	The internet training lead to the development of staff skills in solving problems of work					
12.	E-Training is important to improving functional and professional performance of the staff					

4. E-Compensation						
Sentence		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The E-Compensation system helps to get information about the employee's salary and saving					
2.	Various departments participate in the design of E-Compensation					
3.	Electronic leave management program provides accurate information					
4.	E-Compensation system can be used easily					
5.	An electronic periodic study of salaries to make sure justice salary system					
6.	Commensurate increase in salaries with the rising cost of living					
7.	I get what I expect from my performance compensation compared job					
8.	Managers treated employees with respect without discrimination					
9.	I am proud of my work in the UNRWA					
10.	I have the desire to continue my work until retirement					
11.	The remuneration system is linked to job performance					
12.	E-Compensation system provides appropriate information about to the Salary scale					
5. E-Performance Appraisal						
Sentence		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The process of E-Performance Appraisal appropriate					
2.	The process of E-Performance Appraisal is satisfactory to staff					
3.	E-Performance Appraisal in UNRWA is effective compared to other institutions					
4.	Meetings are held between the employees and their direct manager to discuss E-Performance Appraisal					
5.	E-Performance Appraisal is evaluated based on job description					
6.	The involvement of others in addition to the direct supervisor in the E-Performance Appraisal process					

7.	The managers have the efficiency to manage E-Performance Appraisal properly					
8.	The process of E-Performance Appraisal improve the overall performance of the UNRWA					
9.	E-Performance Appraisal considered a routine process					
10.	Action plans are developed based on results of E-Performance Appraisal					
11.	Identifying staff training needs according to E-Performance Appraisal results					

Section three: The relationship between electronic human resources management and organizational development to UNRWA.

UNRWA Organizational Development						
Sentence		Strongly Agree	Agree	Neutral	not agree	Strongly Disagree
1.	E-HRM helps to achieve the organization goals					
2.	E-HRM helps to manage the organizational development process					
3.	E-HRM helps in improving communication methods and transfer information and data between different administrative units					
4.	The use of modern technological methods in HRMS contributes to UNRWA organizational development					
5.	E-HRM contribute in resolving work problems and increase coordination between the different units					
6.	E-HRM affect the growth and development of workers					
7.	E-HRM helps increase performance effectiveness					
8.	E-HRM facilitates organizational development process					

UNRWA Organizational Development						
Sentence		Strongly Agree	Agree	Neutral	not agree	Strongly Disagree
9.	E-HRM lead to a degree of flexibility and to adapt to the work environment variables					

Annex (3): Questionnaire in Arabic Language



الجامعة الإسلامية- غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

السادة الموظفين الكرام

تحية طيبة وبعد،

الإستبانة التي بين أيديكم هي أداة للدراسة مصممة خصيصا لاستكمال متطلبات الحصول على درجة الماجستير في إدارة الأعمال، وعنوانها "أثر إدارة الموارد البشرية الإلكترونية على التطوير التنظيمي للأنروا بقطاع غزة".

لذا أرجو من سيادتكم المساعدة في الحصول على المعلومات والبيانات المطلوبة من خلال وضع إشارة (X) في المربع الذي يوافق خياركم. مع العلم أن كافة المعلومات التي سيتم الحصول عليها ستستخدم لأغراض البحث العلمي فقط.

شاكراً لكم حسن تعاونكم

الباحثة:

أسماء عطا عطا الله

القسم الأول: البيانات الشخصية

1- الجنس:

ذكر أنثى

2-العمر:

أقل من 25 سنة 25 – أقل من 35 35-أقل من 45 45 سنة فأكثر

3-المؤهل العلمي:

دبلوم بكالوريوس ماجستير دكتوراه

4- البرنامج / الدائرة

التعليم الإغاثة وخدمات اللاجئين البنى التحتية وتطوير المخيمات الصحة

الإمدادات الإدارة والخدمات الإدارية التنمية والتمويل الصغير المالية

المشتريات الموارد البشرية

5- سنوات الخدمة:

أقل من 3 سنوات 3 - أقل من 9 9- أقل من 15 15 سنة فأكثر

6- الدرجة الوظيفية:

6- 10 11 - 15 16 – 20

القسم الثاني: أثر إدارة الموارد البشرية الإلكترونية على التطوير التنظيمي للأونروا.
يرجى وضع علامة لكل عبارة من العبارات أدناه على الإجابة التي تصف بشكل أفضل مدى اتفاقك معها:

غير موافق	بشدة	غير موافق	محايد	موافق	موافق بشدة	(a)
						1. يتم الإعلان عن الوظائف الشاغرة عبر موقع التوظيف الإلكتروني للأونروا
						2. الإعلان الإلكتروني عن الوظيفة يتم بالاعتماد على وصف وظيفي واضح يحدد المهام والمسؤوليات والمؤهلات المطلوبة من شاغر الوظيفة
						3. يتم تقديم طلبات التوظيف من خلال موقع التوظيف الإلكتروني للأونروا
						4. فحص طلبات التوظيف المقدمة إلكترونياً
						5. استخدام موظفي الموارد البشرية نظام الكتروني لجدولة الامتحانات الكتابية و المقابلات للإعلان عنها على موقع التوظيف الإلكتروني للأونروا
						6. الإعلان عن مواعيد الامتحانات الكتابية والمقابلات الكترونياً عبر موقع التوظيف الإلكتروني للأونروا واضح.
						7. استخدام موقع التوظيف الإلكتروني للأونروا يعمل على جذب أكبر عدد من المتقدمين المؤهلين لشغل الوظيفة
						8. استخدام الإعلان الإلكتروني يساهم في استقطاب كفاءات مناسبة للوظائف الشاغرة
						9. يعطي الإعلان عبر موقع التوظيف الإلكتروني للأونروا فكرة واقعية عن طبيعة الوظيفة وماهية العمل في المنظمة وعن طبيعة الوظيفة
						10. يؤدي الاستقطاب الإلكتروني لشغل الوظائف إلى تسهيل عملية الاختيار
						11. يتم تحديد قائمة مختصرة إلكترونياً بأفضل المرشحين للوظيفة
غير موافق	بشدة	غير موافق	محايد	موافق	موافق بشدة	(b)
						1. استخدام نظام الكتروني لجدولة الخبرة والكفاءة للمتقدمين للوظائف المعلنة
						2. يتم اختيار الكفاءات المناسبة للتعيين في الوظائف المختلفة الكترونياً
						3. استخدام نظام إلكتروني لعملية اختيار المرشحين للوظيفة بين الموظفون ذوو الصلة بالوظيفة المعلنة مع قسم التوظيف يساهم في توفير الوقت والجهد.
						4. يتم استخدام طرق الكترونية فعالة وواضحة لاختيار المرشحين للوظيفة
						5. استخدام امتحانات إلكترونية لاختبار المرشحين للوظيفة
						6. استخدام المقابلات الإلكترونية كوسيلة من وسائل اختيار المرشحين للوظيفة
						7. التحقق من المعرفين للمرشحين للوظيفة عبر البريد الإلكتروني

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	(c) التدريب والتطوير الإلكتروني:
					1. استخدام نظام إلكتروني في عملية توجيه الموظفين الجدد
					2. يشارك الموظفين في دورات تدريبية عبر الإنترنت
					3. يوجد متابعة فعالة لأداء الموظفين بعد التدريب الإلكتروني
					4. استخدام نظام الكتروني لتسجيل موظفو الأونروا رغبتهم في التدريب الإلكتروني المتاح.
					5. يتم اختيار المرشحين للتدريب الإلكتروني باستخدام نظام إلكتروني
					6. يتم توفير مواد تدريبية الكترونية تتناسب مع احتياجات الموظفين
					7. المشاركة في التدريب الإلكتروني يساعد الموظف في إفادة زملائه في العمل
					8. برامج التدريب الإلكتروني المتاحة المتخصصة تؤدي إلى زيادة كفاءة الموظفين
					9. التدريب الإلكتروني يقلص الفجوة بين الواقع النظري والعملي
					10. المشاركة في عملية التدريب عبر الانترنت تدعم بشكل حيوي التطوير التنظيمي للأونروا
					11. تلقي التدريب عبر الانترنت يؤدي إلى تطوير مهارات الموظفين في حل مشاكل العمل
					12. يعتبر التدريب الإلكتروني مهم في تحسين الأداء الموظفين والمهني للموظفين
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	(d) نظام التعويضات الإلكتروني:
					1. يساعد نظام المعلومات الإلكتروني الخاص بالتعويضات في الحصول على معلومات حول الراتب والادخار الخاص بالموظف
					2. يتم إشراك مختلف الأقسام في تصميم النظام الإلكتروني للتعويضات
					3. برنامج إدارة الإجازات الإلكتروني يوفر معلومات دقيقة
					4. يمكن استخدام نظام المعلومات الإلكتروني الخاص بالتعويضات بسهولة
					5. يتم عمل دراسة دورية الكترونية للرواتب للتأكد من عدالة نظام الرواتب
					6. تتناغم الزيادة في الرواتب مع ارتفاع تكلفة المعيشة
					7. أحصل على ما أتوقع من التعويضات مقارنة بأدائي الوظيفي
					8. يعامل المدراء الموظفين باحترام وبدون تمييز
					9. أشعر بالفخر لعملي في الأونروا
					10. لدي الرغبة للاستمرار في عملي حتى التقاعد
					11. يرتبط نظام الأجور بالأداء الوظيفي

					12. يوفر نظام المعلومات الإلكتروني معلومات ملائمة حول سلم الرواتب
غير متشدد موافق	غير موافق	محايد	موافق	موافق بشدة	(e) <u>تقييم الأداء الإلكتروني:</u>
					1. تعتبر عملية التقييم الأداء الإلكتروني مناسبة
					2. تعتبر عملية تقييم الأداء الإلكتروني مرضية للموظفين
					3. يعتبر تقييم الأداء الإلكتروني في الأونروا فعالا مقارنة بالمؤسسات الأخرى
					4. يتم عقد اجتماعات تقييم الأداء بين الموظفين ومدراءهم المباشرين حول تقييم الأداء
					5. يتم تقييم الأداء الإلكتروني بناء على الوصف الوظيفي
					6. يتم إشراك آخرين بالإضافة إلى المشرف المباشر في عملية التقييم الأداء الإلكتروني
					7. لدى المدراء المسؤولين الكفاءة اللازمة لإدارة تقييم الأداء الإلكتروني بشكل صحيح
					8. تساهم عملية تقييم الأداء الإلكتروني في تحسين الأداء العام للأونروا
					9. تعتبر عملية تقييم الأداء الإلكتروني روتينية
					10. يتم وضع خطط العمل بناء على نتائج تقييم الأداء الإلكتروني
					11. بناء على نتائج تقييم الأداء يتم تحديد الاحتياجات التدريبية للموظفين

القسم الثالث: العلاقة بين إدارة الموارد البشرية الإلكترونية و التطوير التنظيمي للأونروا.

					(f) <u>التطوير التنظيمي للأونروا:</u>
غير متشدد موافق	غير موافق	محايد	موافق	موافق بشدة	
					1. نظام إدارة الموارد البشرية إلكترونيا يساعد على تحقيق أهداف المؤسسة.
					2. يساعد نظام إدارة الموارد البشرية المؤسسة على إدارة عملية التطوير التنظيمي.
					3. يساعد نظام إدارة الموارد البشرية في تحسين أساليب الاتصال ونقل البيانات والمعلومات بين الوحدات الإدارية المختلفة في المؤسسة
					4. استخدام الأساليب التكنولوجية الحديثة في إدارة الموارد البشرية يساهم في التطوير التنظيمي للأونروا
					5. يساهم نظام إدارة الموارد البشرية إلكترونيا في حل مشكلات العمل وزيادة التنسيق بين الوحدات المختلفة.
					6. يؤثر نظام إدارة الموارد البشرية على تنمية وتطوير العاملين في المؤسسة
					7. إدارة الموارد البشرية تساعد في زيادة فعالية الأداء.
					8. إدارة الموارد البشرية تسهل إحداث عملية التطوير التنظيمي
					9. يؤدي نظام إدارة الموارد البشرية إلى إيجاد درجة من المرونة والتكيف مع متغيرات

